



20
24

ANNUAL REPORT

www.immarbe.com

The Friendly Flag of Quality



WHO WE ARE

Belize operates a dynamic, well established ship registry demonstrating a resurgent commitment to quality, compliance, and client-focused service. Through strategic renewal and robust compliance standards, the Registry provides efficient and cost-effective solutions for the quality driven vessel owners.

THE FRIENDLY FLAG OF QUALITY

The background of the entire page is a photograph of a ship's deck. A Belizean flag is flying from a mast in the upper right. The flag is blue with red borders and a central white oval containing the Belize coat of arms. The ship's hull is visible in the lower right, with the word 'AZURA' and 'Belize' partially visible in white lettering. The sea is a deep blue, and mountains are visible in the distance under a clear sky.

Mission Statement

Striving for Excellence in Ship Registration So as To Attain International Acclaim as Leading Open Registry

Quality Policy

IMMARBE is committed to continually improving the effectiveness of its quality management system in providing an efficient, cost-effective and high-quality ship registration service while complying with national and international conventions which have been ratified by Belize in the interests of safety at seas and the protection of the environment.

2024: A Year in Review

Charting a course of significant growth, unwavering quality, and operational excellence. This overview highlights the key milestones that defined our successful year.

254

New Registrations



11,086

**Seafarer Certificates
Processed**



32

**Substandard Vessels
Removed**



138

Registration Applications

DECLINED

95% of Staff Trained





IMMARBE ANNUAL REPORT

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INTRODUCTION

VALARIE LANZA

Acting Senior Deputy Registrar



The year 2024 was a turning point for the International Merchant Marine Registry of Belize (IMMARBE), as we embarked on a transformative journey to redefine our position in the global maritime industry. Recognizing the need for change, we undertook comprehensive institutional restructuring, starting with a renewal of leadership and management. This strategic shift was the catalyst for a broader overhaul aimed at revitalizing the Registry and aligning it with contemporary maritime standards and global best practices.

This annual report encapsulates the milestones of our ambitious journey in 2024. It was a year characterized by a clear strategic vision, unwavering commitment to compliance, and a relentless focus on enhancing our services for clients and the maritime community. Our revitalized management team was charged with a mission to boost efficiency, transparency, and our competitive edge on the global stage.

Key initiatives were set in motion to fortify our operations. We reinforced our core departments, initiated a rigorous campaign to eliminate substandard vessels, successfully reinstated our Flag State Inspection Program, and amplified our presence at the International Maritime Organization. These efforts were designed not only to elevate our standards but also to ensure our long-term sustainability and reputation.

While the initiatives of 2024 were foundational, they also paved the way for the challenges of 2025. We understand that the changes we have implemented will require ongoing adaptation from both our team and our clients. The coming year will be a true test of our new systems and our collective resolve as we fully integrate these transformations and navigate the ever-evolving maritime landscape.

The progress we have made is a testament to the dedication of our team and the support of our strategic partners worldwide. The resilience we cultivated in 2024 serves as the bedrock for facing the challenges of 2025 with confidence. We have not only set the Belize flag on a course for the future but have also laid the groundwork for a sustainable and prosperous journey ahead.

We are proud of the foundation we have built and remain steadfast in our commitment to being your trusted partner, the Friendly Flag of Quality. As we look forward, we are committed to maintaining the highest standards of excellence and innovation, ensuring that IMMARBE continues to be a leader in the maritime industry.

MANAGEMENT OVERVIEW 2024

The comprehensive transformation of IMMARBE in 2024 was a deliberate and management-driven initiative. Our primary mandate was to execute a strategic overhaul designed to revitalize the Registry, enhance its competitiveness and ensure its long-term sustainability.

This section of the report will detail how we translated that vision into action. Under a renewed structure, we focused on four main pillars: governance and institutional reform, stakeholder and industry collaboration, compliance and quality assurance and innovation and technology. Key achievements, from fortifying our core departments and reinstating the general safety inspection program to amplifying our presence at the IMO, were direct results of this focused management strategy.

The foundation laid in 2024 will be tested in the year ahead. Our commitment is to lead this next phase with transparency, uphold the highest standards of quality and safety and continue to innovate.

This section maps the key highlights of our transformative journey, guided by our four main pillars.





Strengthening our Flag Through Collaboration at Posidonia 2024

The International Merchant Marine Registry of Belize (IMMARBE) marked a significant milestone by leading a cohesive national delegation to Posidonia 2024, the world's premier maritime exhibition. This year represented a first for Belize, which was represented at the event by an entire delegation from several key national entities. The delegation included IMMARBE, the Financial Services Commission (FSC), the Belize Companies & Corporate Affairs Registry (BCCAR), the Belize High Seas Fisheries Unit (BHSFU), and Finance Belize.

This strategic collaboration presented a unified front to the global maritime community, showcasing Belize's integrated and professional approach to maritime services. The event, held from June 3 to June 7, 2024, at the Athens Metropolitan Expo, broke all previous records with 2,038 exhibitors from 81 countries and over 32,000 visitors from 130 countries. Belize's participation in this record-setting forum underscored its commitment to being an active and engaged partner in international shipping.



Posidonia 2024

REGISTRY UPDATE

Led by our dedicated team of maritime professionals, the Registry provides expert advice and regulatory oversight for the Belize fleet in a pragmatic and commercially astute manner.

Operating through our global network of 28 designated offices, we provide responsive support and are always available to discuss your vessel registration requirements and guide you through the process of flagging with Belize.

Navigating the operational shifts required throughout the year, the Belize Registry successfully maintained uninterrupted service for our clients. Despite global challenges, our team's adaptability ensured that vessel registration and support continued with minimal disruption.

While overall registration numbers remained consistent it reflected the broader global climate, we consistently processed registrations and provided steadfast support to our fleet.

Contact the Belize Registration team at:
registrationservices@immarbe.com



Registration

Core Functions & Responsibilities

- **Vessel Registration:** Manage the end-to-end process, including eligibility assessment, verification, and final approval.
- **Compliance & Enforcement:** Uphold national and international regulations by fulfilling flag state obligations and monitoring compliance.
- **Security & Risk Management:** Ensure data security, identify registration risks, and develop mitigation strategies.
- **Policy & Development:** Implement registration policies, identify areas for improvement, and engage with stakeholders.
- **Stakeholder Support:** Provide expert guidance, handle inquiries, and resolve concerns to ensure high levels of service.

Key Achievements & Milestones

Proactive Enforcement:

- **Fleet Review & Cancellations:** Conducted a comprehensive fleet review, leading to the cancellation of vessels affiliated with Iran and listed on the UANI registry.

Unwavering Commitment:

- **Adherence to Standards:** Demonstrated strict adherence to all major international sanction's regimes (OFAC, UN, UK, UANI, EU).
- **Ongoing Vigilance:** Committed to continuous monitoring to prevent breaches and uphold our reputation as a responsible flag state.

Challenges & Solutions

Challenge:

Meeting rising industry demand for a modern, reliable, and user-friendly digital certification system.

Solution:

Developing a comprehensive E-Certification platform in collaboration with the FSC's ICT department.

Key Focus:

- **Efficiency:** Automate processes to reduce manual work.
- **Security:** Prevent the use of fraudulent certificates.
- **User Experience:** Ensure an intuitive and accessible platform.
- **Integration:** Seamlessly incorporate into existing workflows.

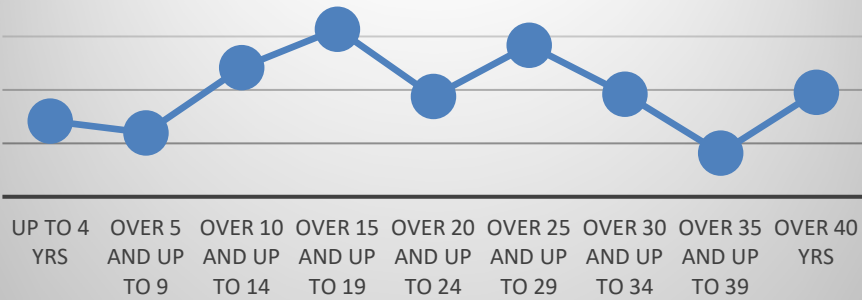
Strategic Goals

- **Digital Transformation:** Implement and optimize digital tools (e.g., E-certificate system, web-based calculator app) to automate processes and enhance efficiency.
- **Stakeholder Engagement:** Foster strong relationships with all partners by delivering exceptional service and proactive support.
- **Regulatory Leadership:** Uphold the highest standards of compliance while promoting sustainable practices within the maritime industry.

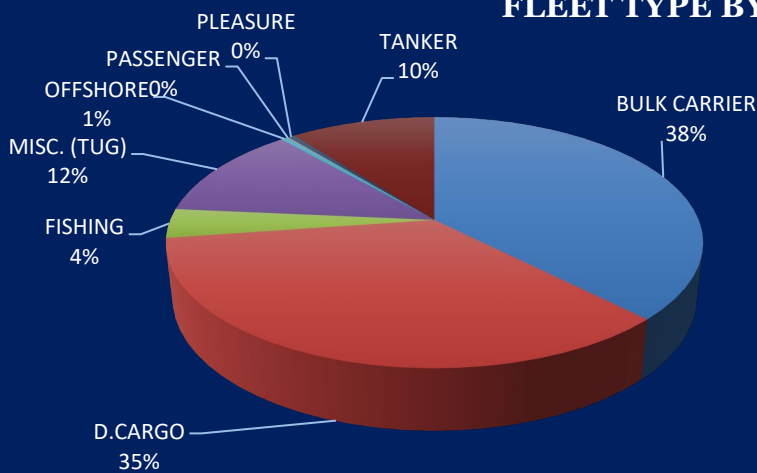


Statistical Data

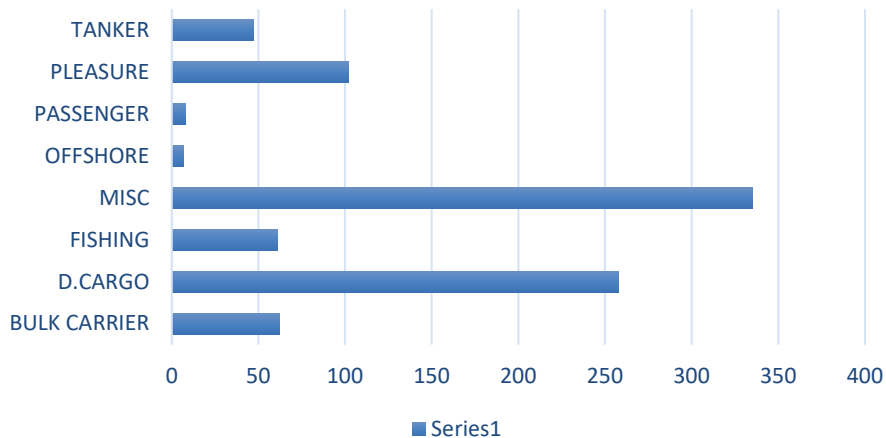
FLEET BY AGE



FLEET TYPE BY SIZE



FLEET BY TYPE



Key Highlights

254 vessels registered in 2024

The largest fleet segment consists of vessels **age 15-19 years**

Bulk carriers represent 38% of total fleet size in terms of gross tonnage.

Miscellaneous vessels constitute the predominant category in vessel registration by type.

86 Voluntary Vessel Deletions (414K GT)

76 Vessels Cancelled (477K GT) due to non-compliance or legal issues.

138 Vessels totalling 4.6M GT, were denied registration due to non-compliance with registration criteria, demonstrating stringent vetting processes.

Technical

Core Functions & Responsibilities

- **Regulatory Implementation:** Update and disseminate international standards (IMO) to all stakeholders.
- **IMO Engagement:** Actively participate in IMO meetings and fulfil all reporting obligations.
- **Oversight & Audit:** Manage and audit Recognized Organizations (ROs), Port State Control inspections, and Flag State Inspections to ensure compliance.
- **Surveillance & Risk:** Conduct continuous fleet monitoring (LRIT/AIS), especially in high-risk and sanctioned zones.
- **Certification & Investigation:** Issue technical certificates and conduct thorough marine casualty investigations.

Key Achievements & Milestones

1. **Flag State Inspection Program Relunched**
 - Partnered with Isthmus Marine Documentation (IMD) to officially reinstate the program.
 - **90 inspections** were completed in 2024, reinforcing IMMARBE's commitment to safety and compliance.
2. **Proactive Registry Clean-up Campaign**
 - Directly cancelled **32 substandard ships** and placed 30 others on probation.
 - Enhanced monitoring led to the cancellation of high-tonnage vessels like the VESNA (56,291 GT) and TREND (81,085 GT), demonstrating a vigilant approach to fleet quality.
3. **IMSAS Consultancy for Audit Readiness**
 - Conducted a 4-day training and mock audit to prepare for the official IMO Member State Audit.
 - The pre-audit identified key areas for improvement.

Challenges & Solutions

Challenge: To combat a rise in Port State Control detentions, the Technical Department implemented key strategic solutions:

- **Proactive Oversight:** Reinstated the Flag State Inspection Program and launched a registry Clean-up Campaign.
- **Technology & Innovation:** Integrated the Risk4Sea platform and upgraded existing systems for continuous improvement.

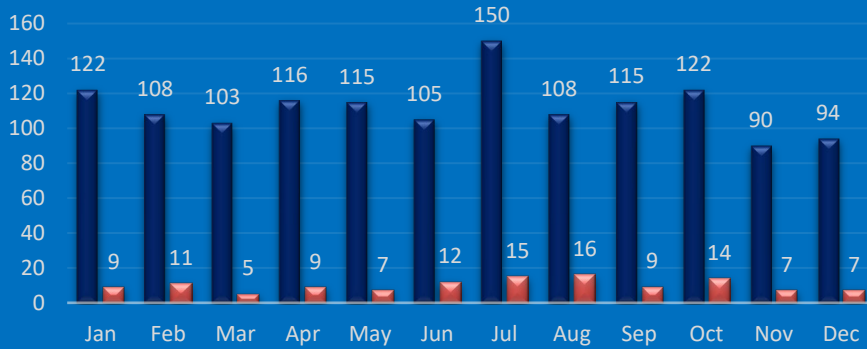
Strategic Goals

1. **Reduce detention ratios across all MoUs.**
2. **Enhance rigorous oversight of Recognized Organizations (ROs).**
3. **Conduct comprehensive inspections of 100% of the Convention fleet.**

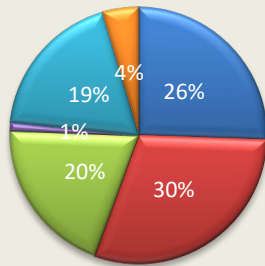


Statistical Data

TOTAL DETENTION BY MONTH

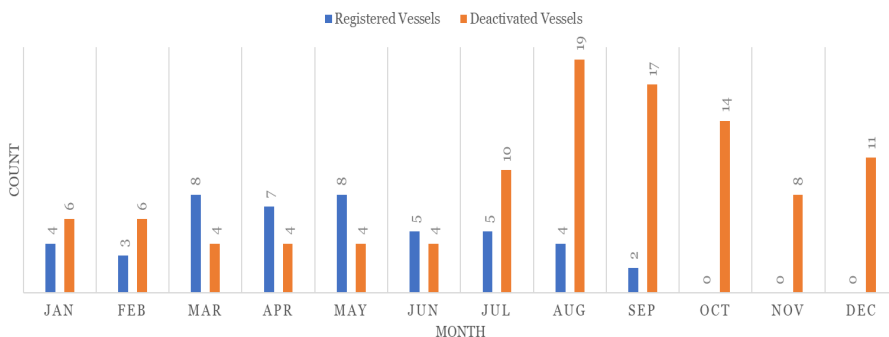


Total GSI Inspections by MoUs



■ Paris ■ Tokyo ■ Russia (Europe) ■ Indian Ocean ■ Mediterranean ■ Black Sea

MONTHLY LRIT REGISTRATIONS AND DELETION REPORT 2024



Key Highlights

1. Port State Control Information

Inspections increased across most regions, with notable improvements in Tokyo (detention rate decreased from 12.43% to 8.77%). The Indian region remains neutral with no detentions in both years.

2. Flag State Inspections

Ninety (90) inspections were performed, identifying 720 deficiencies.

3. Long Range Identification and Tracking System

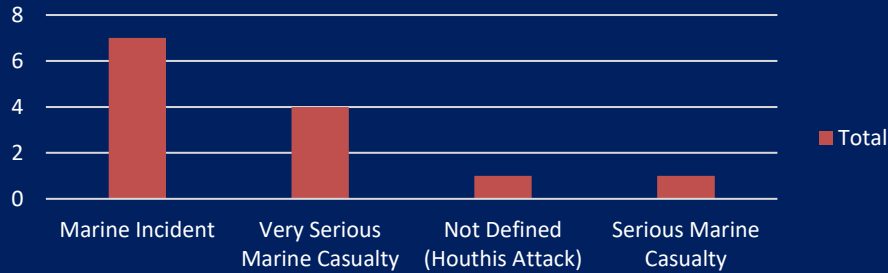
Forty-six (46) ships were registered and 107 de-registered, with an average of 15-17% non-reporting ships and 176 troubleshooting cases.

4. Monitoring

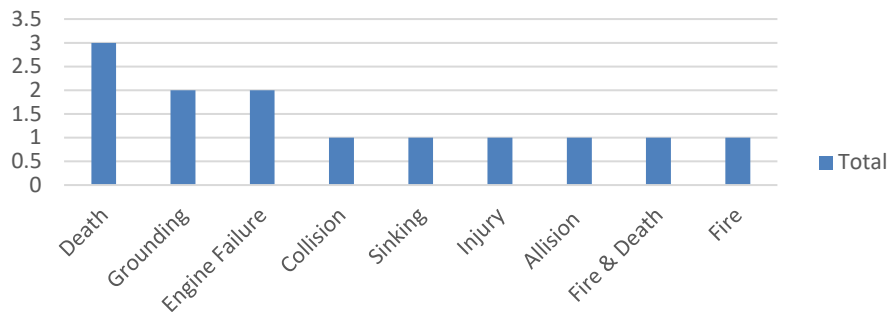
Ninety-five (95) ships were monitored in high-risk areas and 97 in sensitive or sanctioned areas. Notable cases, which faced sanctions, were removed from the Registry.

Statistical Data

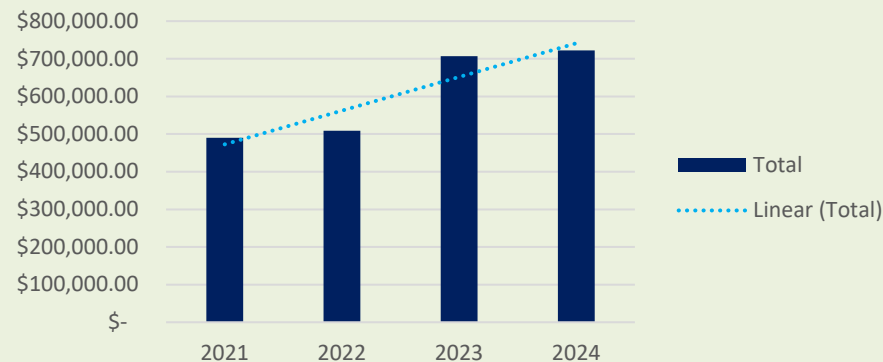
Casualty Code Definition



Types of Casualties



Total Generated



Key Highlights

5. Causalities and Incidents

Thirteen (13) cases were reported, resulting in 7 casualties, 1 injury, and 1 total loss. Bulk carriers were the most affected vessel type.

6. Revenue & Technical Certificates

Revenue demonstrated consistent and significant growth over a four-year period, reflecting increased regulatory activity and compliance.

This upward trend underscores the Registry's commitment to upholding high safety and environmental standards.

Seafarers

Core Functions

Certification and Documentation: Issuance of endorsements, seaman and marine technician books, MSMC and dispensations.

Standards and Compliance Oversight: Ensuring adherence to STCW Convention and MLC standards. Developing and updating national legislation and procedures

Stakeholder Guidance and Support: Guidance and inquires, communicating procedures and providing support to all stakeholders

Data Management: Maintaining secure and accurate database and preparing and submitting information to the IMO

Key Development & Initiatives

The Seafarer Department successfully implemented new procedures and completed critical audits in 2024.

New Procedures Established:

- Formalized processes for handling certificates from STCW-whitelisted countries.
- Updated protocols requiring undertakings for endorsements from IMO Whitelisted States.

Operational Performance

- Processed a record **11,086 seafarer certificates**, a **25% increase** from the previous year.

Strategic Initiatives & Compliance

- Advanced the **Certificate of Proficiency (CoP) project** and collaborated with the Ministry of Labor on an ILO action plan.

Financial & Operational Performance

- Achieved a **16% revenue increase** compared to 2023.

Challenges & Solutions

Challenge:

The IMO requested a full resubmission of Belize's STCW Convention implementation package to demonstrate compliance.

Solution:

A proactive and comprehensive action plan was executed:

- Conducted a new independent audit aligned with Manila Amendments.
- Performed a line-by-line review to address all IMO feedback.
- Drafted and amended national regulations to ensure robust compliance.
- Initiated direct dialogue with the IMO Panel for clarity and guidance.

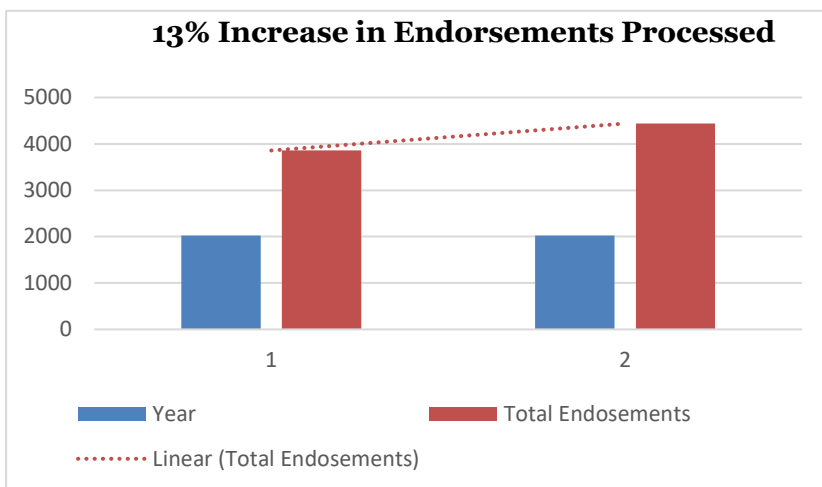
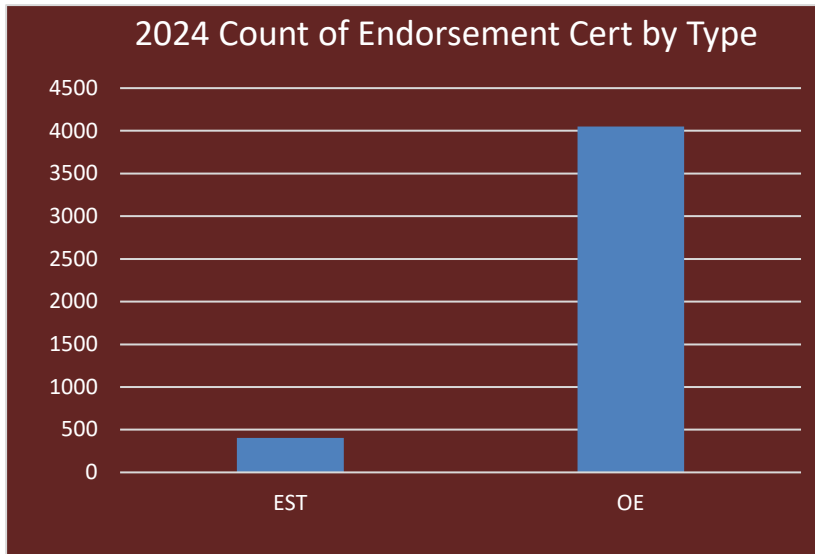
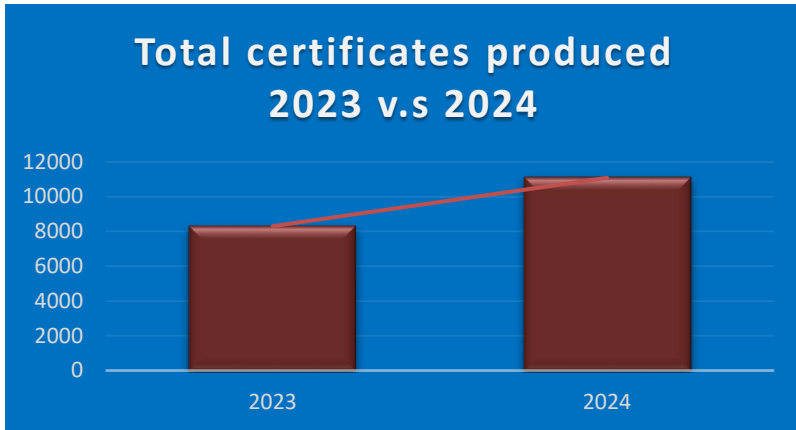
Strategic Goals

The Seafarer Department is focused on strategic initiatives to advance Belize's maritime sector and foster sustainable growth.

- **Finalize the independent evaluation** of STCW compliance.
- **Seek technical guidance** to develop and deliver a Certificate of Competency (CoC) program.
- **Launch the Certificate of Proficiency (CoP) program.**



Statistical Data



Key Highlights

The department demonstrated significant growth across all key metrics in 2024, reflecting increased demand and operational efficiency.

Record Certificate Volume:

Processed **11,086** seafarer certificates, a **25% increase** from 2023.

Substantial Growth:

13% increase in endorsements processed.

Sustained Long-Term Growth:

Achieved a **32.35% cumulative increase** in certificate processing since 2018.

Increased Ancillary Documents:

Issued **17.4% more** Minimum Safe Manning Certificates and saw a **33.6% rise** in other certificates (e.g., Seamen's Books).

Quality Assurance

Department Overview

The Quality Assurance Department ensures that IMMARBE operates to the highest international standards.

- **Oversight & Compliance:** Manages the **Quality Management System (QMS)**, aligning it with ISO 9001 and IMO requirements through audits, policies, and performance monitoring.
- **Continuous Improvement:** Drives process optimization to enhance operational efficiency and support the Registry's strategic goals.

Key Achievements and Objectives

2024 Milestones:

- Successfully achieved **re-certification to ISO 9001:2015**.
- Established a dedicated **Quality Assurance & Compliance Department (QACD)** to strengthen strategic oversight.

2024 Quality Objectives Met:

- **Customer Responsiveness:** 100% of requests addressed within 24 hours.
- **Employee Development:** ~90% of staff participated in training.
- **Fleet Management:** Maintained an average fleet age of 20 years, registering ~20 vessels monthly.
- **Compliance & Safety:** Reduced detention rates across all MoUs.
- **RO Oversight:** Conducted audits of 9 Recognized Organizations.

Challenges & Solutions

Strategic Shift in Quality Management

- IMMARBE is transitioning its quality activities from a reactive, sporadic approach to a proactive, strategic model.
- This shift addresses inefficiencies caused by frequent document revisions and aims to enhance long-term operational excellence.
- Key steps include developing a comprehensive organizational strategy, integrating quality-focused training, and pursuing separate ISO 9001 certification for IMMARBE and BHSFU.

Strategic Goals

Forward-Looking Quality Goals

To enhance quality management, the department has set key strategic goals:

- **Conduct an Internal Audit** of the QMS to identify and address gaps proactively.
- **Explore Certification Transition** to a more recognized and expert certification body.
- **Support IMSAS Audit Preparation** for all Belize maritime entities to ensure compliance.

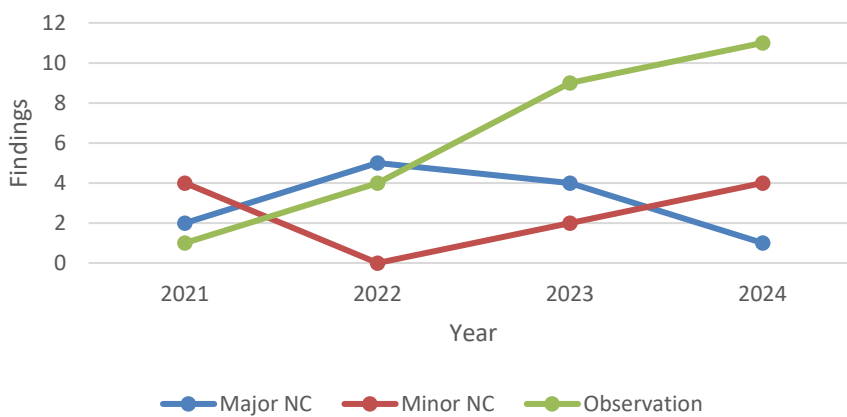
This proactive strategy will solidify IMMARBE's reputation as a credible, competitive flag administration committed to the highest standards.



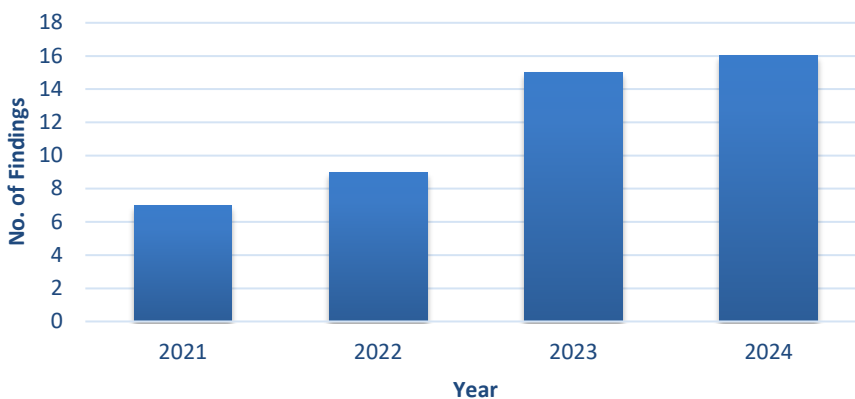
Statistical Data – Internal Audit

Functional Area	Minor NC	Major NC	Observation
Management	1	0	3
Registration	1	1	0
Quality	0	0	4
Technical	0	0	0
Seafarer	1	0	4
ICT	1	0	0

Internal Audit Trend (Type of Finding)



Trend of Total Findings (Internal Audits)



Key Highlights

2024 Internal Audits: A Sign of Enhanced Rigor

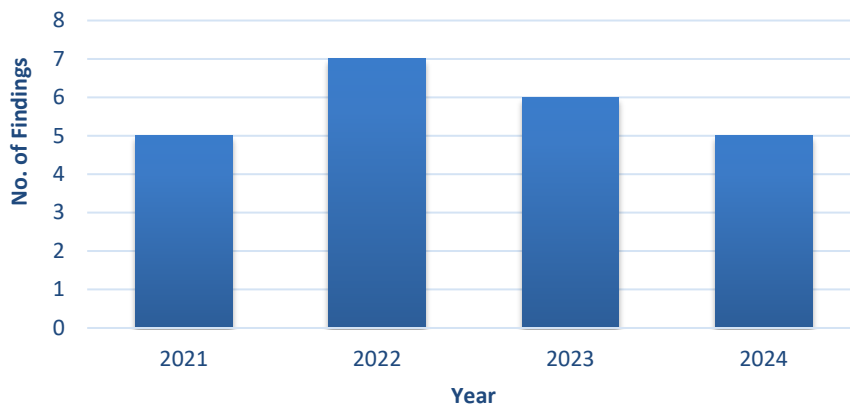
In 2024, IMMARBE conducted two internal audits covering Management, Quality, Registration, Technical, and Seafarer departments.

- Thorough Assessment:** A total of **16 findings** were identified, indicating a more rigorous evaluation process.
- Positive Trend:** The increase in findings demonstrates **enhanced audit capacity and skill**, not declining performance.
- Proactive Improvement:** A shift towards more "observations" than "non-conformities" highlights a proactive approach to strengthening the Quality Management System and preventing issues.

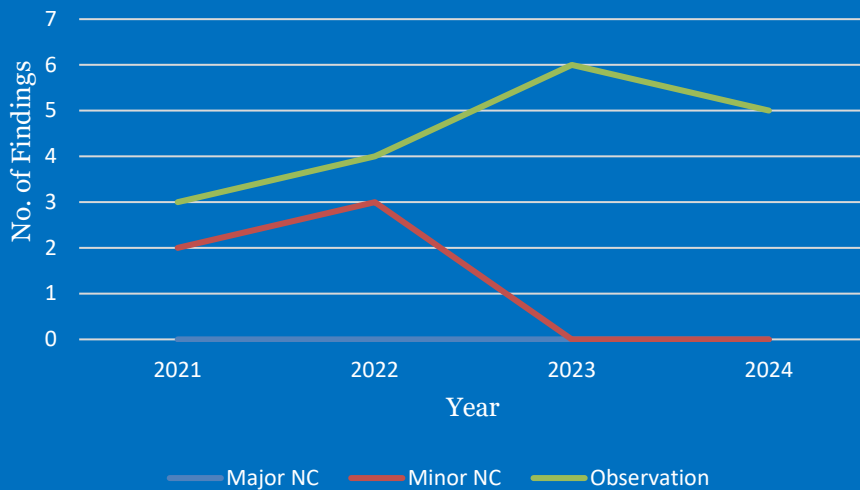
Statistical Data – External Audit

Functional Area	Minor NC	Major NC	Observation
Management	0	0	1
Registration	0	0	2
Quality	0	0	1
Technical	0	0	1
Seafarer	0	0	0

Trend of Total Findings (External Audit)



External Audit Trend (Type of Finding)



Key Highlights

External Audit: Successful Recertification & Rigorous Review

In 2024, IMMARBE successfully achieved **ISO 9001:2015 recertification** after a rigorous 3-day external audit of core services.

- Stable Performance:** The audit resulted in **5 findings**, consistent with 2021-2024 results. Notably, **zero non-conformities** were found in the last two audits, demonstrating robust adherence to quality standards.
- Drive for Excellence:** IMMARBE is proactively seeking a more thorough audit process in the future to ensure the QMS is evaluated with the highest level of scrutiny, reinforcing its commitment to continuous improvement.

Administration & Human Resources

Core Functions & Responsibilities

The Administration Department serves as the operational backbone of the registry, providing essential support for all other departments to function seamlessly.

Key Responsibilities Include:

- **Facilities & Office Management:** Overseeing daily office operations, communications, and administrative coordination.
- **Human Resources:** Managing the full employee lifecycle, including recruitment, training, compensation, performance management, and compliance with labor laws.

Key Achievements & Milestones

Operational Highlights:

- **Expanded Responsibilities:** Integrated marketing functions including social media, exhibition planning, and market analysis.
- **Maritime Engagement:** Organized celebrations for key maritime initiatives (Seafarers, Women in Maritime, World Maritime Day).
- **Staff Development:** Hosted staff engagement events and supported professional growth initiatives.

Key Milestones:

- **Industry Presence:** Strengthened global networks through participation in Posidonia Exhibition 2024
- **Security Excellence:** Achieved **top 3 ranking** on Security Awareness Leaderboard
- **Diversity Promotion:** Four staff joined Women in Maritime Association Caribbean
- **Communication:** Successfully relaunched "Maritime Matters" E-Newsletter

Challenges & Solutions

Challenges:

The department encountered operational delays in key areas, including the hiring process, procurement, and duty leave approvals.

Solutions:

These challenges were successfully mitigated through proactive follow-ups, the timely submission of required documentation, and escalating persistent bottlenecks to management for resolution.

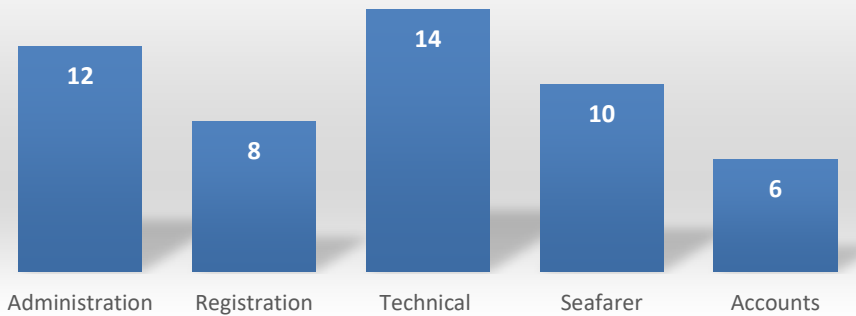
Strategic Goals

1. Recreate and implement new policies and procedures in alignment with IMMARBE's new corporate structure
2. Continued participation in Exhibitions and market research to assess additional exhibition opportunities
3. Developed inhouse training capabilities and re-implement cross training program to enhance skillset and operational flexibility

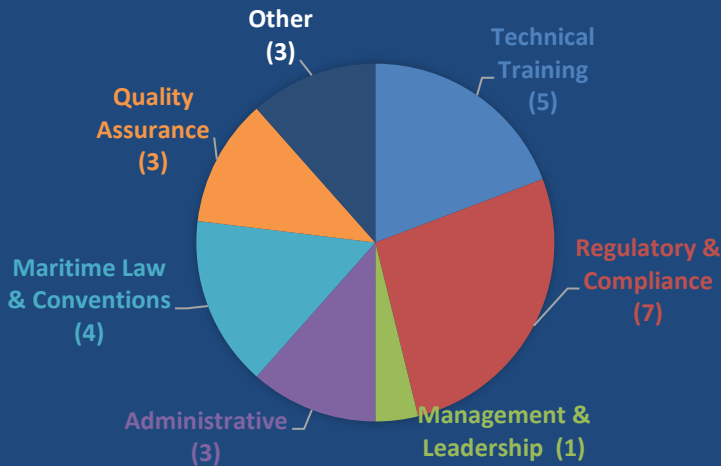


Statistical Data

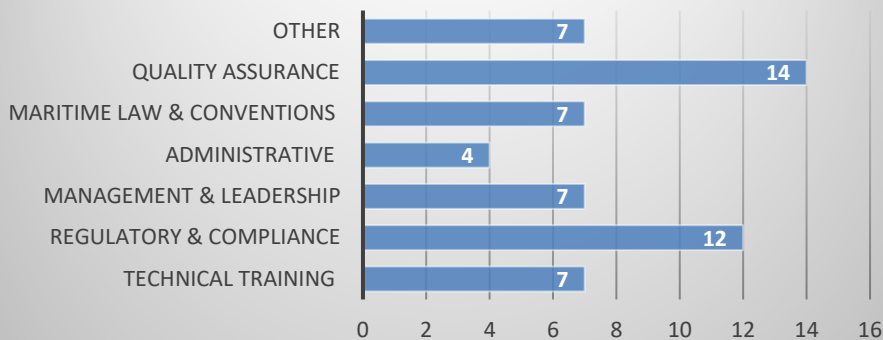
Number of Training by Department



TRAININGS BY TYPE



Number of Staff Trained in Each Area



Key Highlights

Staffing

- As of December 2024, staff composition included 30 staff members

Training and Development

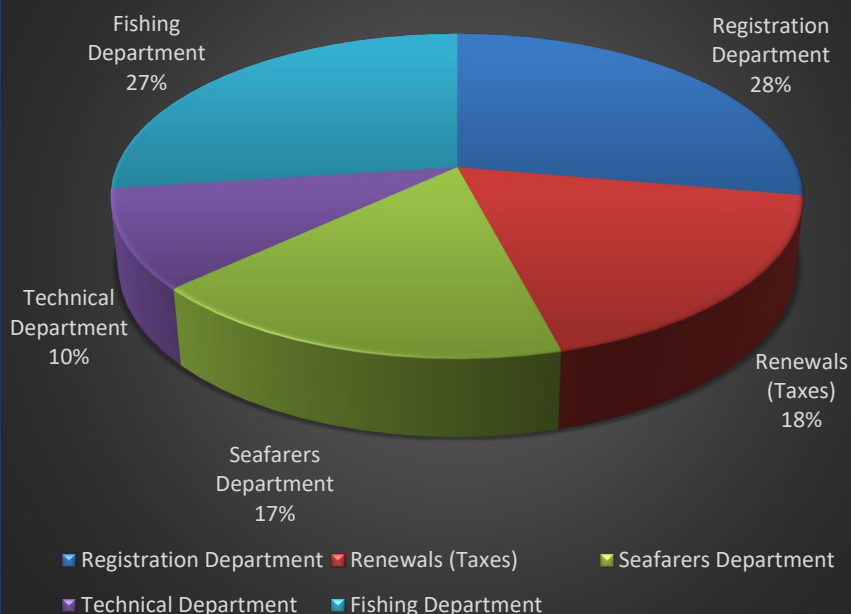
- **ISO 9001 Training:** All staff employed up to October 2024 received training in various levels of ISO 9001 (Lead, Internal and Fundamentals).
- **Specialized Training:** Staff received training in maritime law, conventions, management and leadership, regulatory and compliance and technical and administrative

Finance

Department Overview and Performance

The Finance Department serves as the financial backbone of IMMARBE, ensuring fiscal stability and supporting the organization's strategic objectives. It is responsible for comprehensive fiscal planning, meticulous budget allocation, and diligent expenditure monitoring. Additionally, the department oversees all financial reporting, analysis and revenue tracking across IMMARBE's various departments, implementing robust financial controls to maintain fiscal responsibility and optimize performance.

Revenue by Department



Key Highlights

2024 Financial Overview Revenue by Department

IMMARBE's revenue was driven by four key departments:

- **Registration:** Led with Annual Taxes, Registration Fees, and Fines.
- **Seafarer:** Revenues generated from Officer Endorsements and Seaman/Technician Books.
- **Technical:** Supported by Statutory Certificates and Authorizations.
- **High Seas Fisheries:** Reliant on Quota Administration, Fishing Licenses, and Capacity Fees.

Budget vs. Actual

The Finance Department maintained strong fiscal discipline. Key expenditures included:

- **Travel & Subsistence:** Fully utilized for major exhibitions and international meetings.
- **Operating Costs:** Covered essential activities like inspections and consultancy.

Spending aligned closely with strategic budget allocations.

FUTURE GOAL:

- **Strengthen Financial Controls:** Ensure strict compliance with international banking and financial regulations
- **Enhance Strategic Planning:** Align financial strategies with IMMARBE's overarching business objectives to support long-term growth and operational efficiency

This aims to fortify the Registry's financial health and sustain its operational excellence

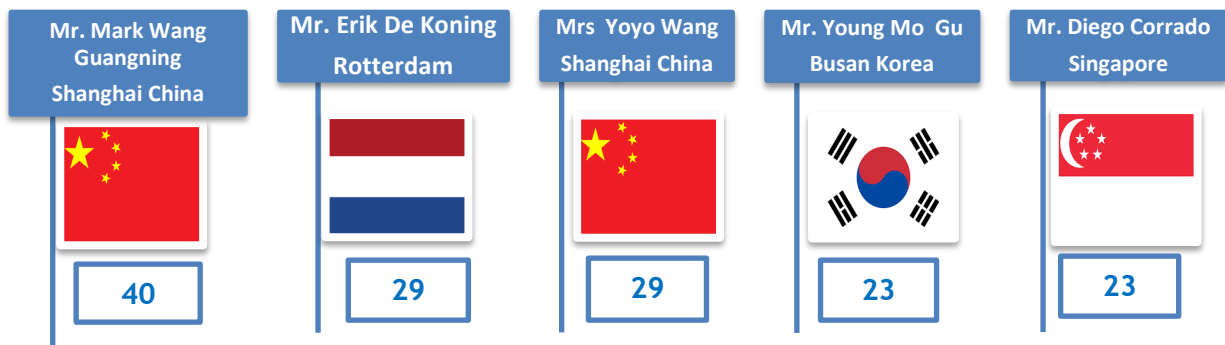
CELEBRATING OUR GLOBAL NETWORK OF DEPUTY REGISTRARS

This year, the dedication and innovative marketing efforts of our global network of Deputy Registrar (DRs) have been instrumental in enhancing the presence and recognition of the Belize flag.

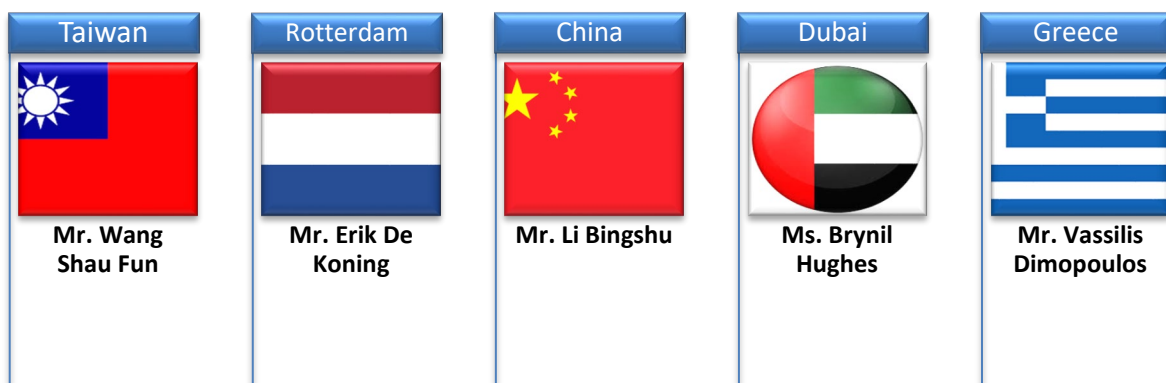
We extend special commendation to our top-performing DRs whose exceptional results have set new standard of excellence. Their resilience and commitment are a cornerstone of our mutual success

IMMARBE recognizes all our DRs for their unwavering support. We look forward to continuing our fruitful collaboration and achieving new heights together in the year ahead.

TOP 5 PERFORMING DEPUTY REGISTRARS Registration for 2024



TOP 5 PERFORMING DEPUTY REGISTRARS 2024



DEPUTY REGISTRAR NETWORK

MAJOR GEOGRAPHICAL REGIONS



1

Americas

5

offices located in Belize, Panama and the USA

2

Middle East

5

offices located in Egypt, Syria, Turkey, and the United Arab Emirates

3

Europe

10

offices located in Bulgaria, Cyprus, Denmark, Greece, Latvia, Lithuania, Malta, Rotterdam, United Kingdom and Ukraine

4

Asia

9

offices located in China, Korea, Singapore and Taiwan

TRIBUTE TO A STALWART OF OUR FLEET MR. WANG SHAU FUN



The year 2024 marked a profound loss for IMMARBE and its network of Deputy Registrars with the passing of one of our own Mr. Wang Shau Fun, Deputy Registrar for our Taiwan Office.

For more than twenty years, he was a steadfast guardian of the Belizean maritime spirit and a dedicated representative of our flag.

From his appointment in March 1997, Mr. Wang Shau Fun helped shape the very identity of our Registry. He navigated the evolving tides of the maritime world with grace and determination, ensuring the Belize flag was synonymous with

quality and respect. His efforts in promoting the registry were instrumental in our global success.

While we did not have the privilege of knowing him personally, his legacy of professionalism, resilience, and unwavering commitment is deeply felt by all who continue his work. He build a foundation of integrity and excellence that continues to guide our operations.

We honour his memory by upholding the standards he set and carrying the vision he served so faithfully into the future. Our condolences to his family, friends and colleagues. Mr. Wang Shau Fun will forever be a part of the IMMARBE Belize story.

STRATEGIC ROAD MAP 2025

01

Flag Reputation

Reduce PSC detentions and successfully pass the IMSAS audit

02

Digital Transformation

Successfully launch the E-Certificate program and Calculator App

03

Stakeholder and Industry Collaboration

- Finalize the Deputy Registrar Framework
- Successfully launch the COP Program

04

Governance

Institutional strengthening, strategic planning, and restructuring.

05

Our Team

Ensure the continued development and capacity building for staff

Meet the Team



CLAUDE HAYLOCK
Registrar of Merchant Shipping



VALARIE LANZA
Acting Senior Deputy Registrar



FELICIA VARGAS
Registration Manager & Deputy Registrar



EDUARDO SIMON
Technical Manager



EDMOND STAINE
Seafarer Manager



DAVID GUERRA
Quality Assurance Manager



KENISHA ALLEN
Administrator



VANESSA GOMEZ
Accountant



CONCLUSION

The 2024 Annual Report for the International Merchant Marine Registry of Belize (IMMARBE) reflects a year of significant transformation, strategic renewal, and resilience in the face of challenges. As we look back on the past year, IMMARBE has made substantial progress in aligning its operations with modern maritime standards and global best practices.

IMMARBE remains steadfast in its commitment to upholding its reputation as a trusted and reputable flag state. The Registry is dedicated to continuous improvement, innovation, and excellence in all its operations. As we look to the future, IMMARBE is poised to navigate the evolving maritime landscape with confidence, ensuring that Belize remains a leader in the global maritime industry.

In conclusion, the 2024 Annual Report highlights IMMARBE's proactive and strategic approach to leadership, governance, and compliance. By embracing change, fostering collaboration, and prioritizing stakeholder engagement, IMMARBE has laid a solid foundation for continued success and sustainable growth in the years to come.

Reflections: A Year of Engagement and Recognition

This section captures the essence of our past year through photos that highlight moments of engagement and recognition. From collaborative meetings to team activities to celebrating achievements, these reflect the dedication and camaraderie that drive our success.





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BELIZE