Jan- Apr 2017

News Waves

ROXANA SHIPPING S.A.

KRISTEN MARINE S.A.

Edition 2017-01

Contents

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Please recycle

Despite the Market ups and downs, which for 2017 to date seems to be a depressing down for tanker market as well, our course is steady towards safe and secure, environmentally friendly and quality, time and cost effective transportation operations.

Cornerstone for this steady course is boosting engagement of all our colleagues in our Company.

Engagement of crew is meant to be the active and constructive involvement of crew in shaping the operating routines, processes and procedures, in interaction with humans, machines and the environment. Engagement as such is the catalyst to transform mere compliance to commitment, is the catalyst to transform training to learning, engagement is the ticket to culture.

Focus on boosting engagement has always been in the view, but two years ago a more structured approach was adopted. Management Review Meeting ashore, 3rd party inspections preparation checklist and MoC actions plan per role and not tasks oriented, top4 meeting for monthly inspection report, top4 daily meeting for TAB Safe and PALI, training ashore and onboard by introducing reflective Learning from Incidents (LFI) and Learning Engagement Tools (LET), crew debate onboard are some of the measures to facilitate crew engagement. Similarly HSQE committee meeting is introduced as of 01Jan17 with a code of conduct boosting crew engagement.

A remarkable number of projects are running to manage all changes necessary for our Company to achieve the short and long term objectives. Vessels are included as project team members, and even if not, the follow up Notification (FUN) sent out to the Fleet facilitates crew engagement to all our projects.

The new Vision and Mission of our Company is released as of 01Jan17, an outcome of constructive workshops during MR May and November 2016 and during Officers training ashore October and December 2016 is another proof of colleagues engagement. A further measure will be the inclusion of "Reader's corner" in next edition of NewsWaves.

In house developed Reflective LFI and LET modules and training videos are some of the projects boosting crew engagement.

"Engagement as such is the catalyst to transform mere compliance to commitment, is the catalyst to transform training to learning, engagement is the ticket to culture"

Crew welfare is another priority with BMI and Internet on board two of the related projects.

Smooth navigation in the ECDIS environment is the deliverable of the recently introduced ECDIS and ENCs and ECDIS NoNO projects.

We are happy to confirm once more the steady course of the Fleet and the Company towards high levels of performance. Clear evidence of this commitment to excellence in terms of safety, environment protection and quality for this period is the KPIs where the targets were achieved, even exceeded.

As an appreciation to our crews good efforts and their optimized performance during the vetting inspections and starting from 01Jan17 a revised vetting performance bonus is introduced.

All above are included in the hot stuff section, which also contains the vessel top performers and the Best Practices for the period.

The Who is Who section this time hosts capt Theo Papatheodwrou. Mrs Liana Kapsali and Mr. George Alafouzoss, three recent recruitments, who will help our team meet the short and long term objectives.

Our three offices in Brazil, Athens and Singapore are ensuring that we are covering the full spectrum time zone and we are available for our clients at any given time.

Update on the newbuildings and new acquisitions program is reported in New Ladies on the block section.

The Lessons Learnt section continues to remind us wrong practices that we should refrain from.

All of us should study carefully what we should by all means avoid to do.

Cyber-security has always been in our agenda, and now that Internet on board has matured as project, to be materialized on board within 2016, we have revised the Internet access policy. Along with the above updates on Ballast Water Treatment, sludge piping modification, Global Fuel Sulphur Cup 0.5% in 2020, Chinese ECAS as of 01Jan17, ER FO sampling points and MRV plan are included in the New Rules section.

Prompt and effective training facilitates career development for our employees and ensures the smooth and effective implementation of changes in behavior and operations required due to the fast changing Industry environment.

In line with this policy extended shore familiarization with occasional employment in Head Office is offered to selected officers. Details on the above, along with the records of promotions throughout the fleet, are addressed in the Human Resources section.

Other interesting topics are addressed in the remaining sections of this edition.

Enjoy the reading!

Takis Koutris
Managing Director

Theodoros Papatheodorou

Capt. Theodoros holds the Merchant Marine Master's degree as of May 1987 and has been sailing in tankers since May 1977.

His shore experience started in Dec89 serving in the positions of operator, fleet superintendent, SQM and Marine dept Manager, DPA and CSO and HSQE Marine Director in two tanker ship management companies.

On Jan15 Capt. Theodoros joined Roxana Shipping as SQM dept Manager, DPA and CSO, contributing substantially to the success of the team.

He is holding certification on ISM and Quality Management Systems from Recognized Organizations and is also certified as Internal Auditor.

Liana Kapsali

In 2016 Mrs. Kapsali graduated from the National Technical University of Athens with BSc in Naval Architecture and Marine Engineering and worked as technical assistant at a Hellenic Ship Design & Technical Marine Consulting Company.

As of Oct16, Liana joined Roxana Shipping in the position of Technical dept. and SQM dept., contributing substantially in the co-ordination of each dept.

George Alafouzos

Mr. Alafouzos holds the Chief Engineer's degree (Chief Engineer's Diploma) as of 2011 and has been sailing mainly in tankers since October 1994.

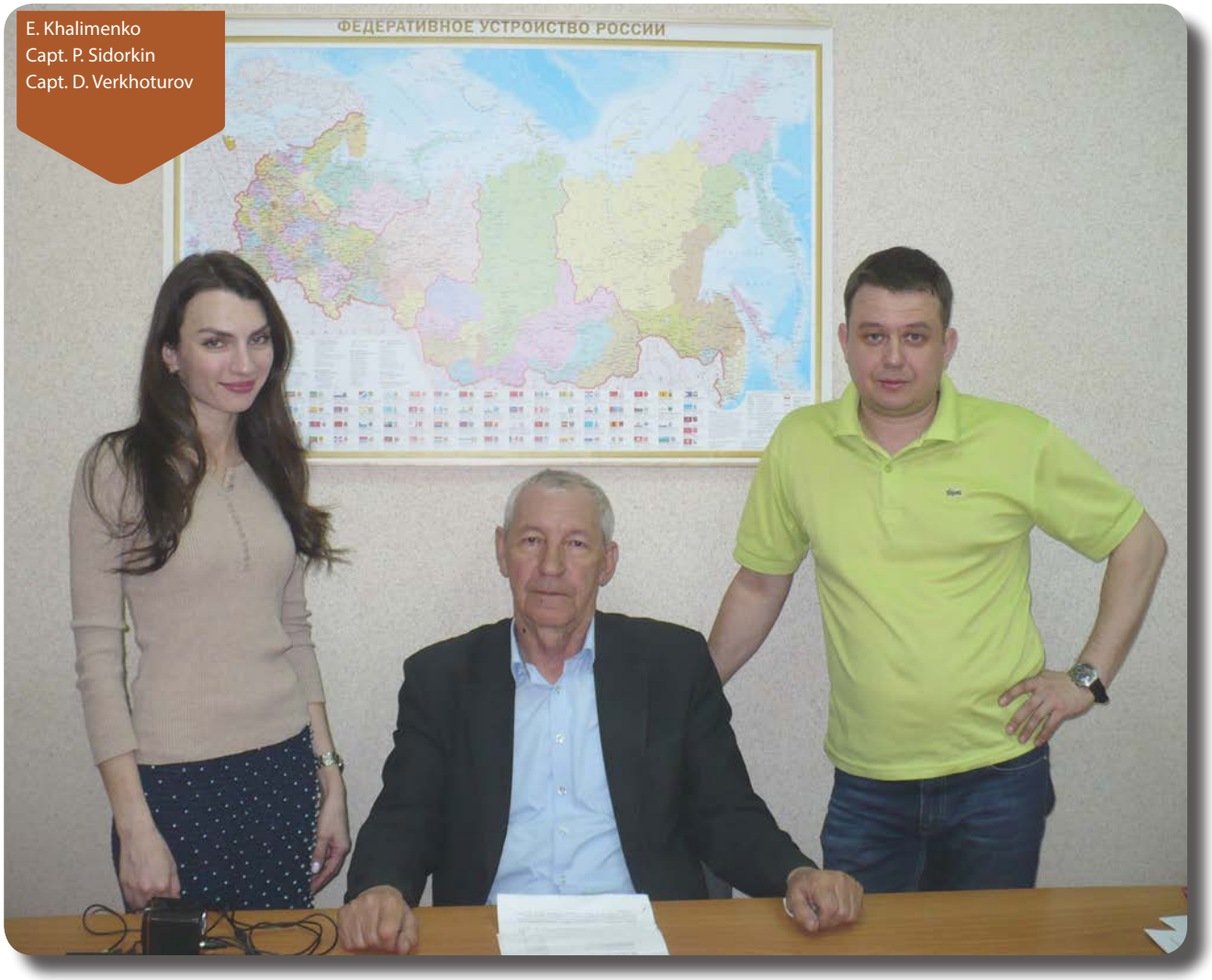
George has been working in Roxana Shipping since Sep16 as Fleet sup/nt, contributing substantially to the success of the team.

He is holding certification on ISM and Quality Management Systems from Recognized Organizations and is also certified as Internal Auditor.

RoKcs is keeping a stable pool of seafarers for tankers and bulkers despite a slight reduction of Roxana fleet. The Cadets onboard training program is still in effect and RoKcs will always extends a warm welcome to the young generation of newcomers who decide to work at sea.

For the current period RoKcs pool consists of 548 seafarers, 49 of them being Top4 officers, 29 in tankers and 20 in bulkers. RoKcs personnel are more than happy to see new faces full of fresh energy for our customers.

Our crew coordinator Evgeniya Khalimenko participated in the annual English Conference in VMC/FEIC premises, which was held in end of April. Cadets, mostly employed by Roxana Shipping, demonstrated to guests and each other success and level upgrades in communication in English language.



E. Khalimenko
Capt. P. Sidorkin
Capt. D. Verkhoturov

"Crewing Agency Roxana Kristen Crewing Services" LLC was established in 2008 recruiting seamen for Containers, Bulkers and Chemical Tankers"

Tanker Officers Training 17 February 2017

Our Managing Director, Mr. Takis Koutris, attended RoKcs premises in Vladivostok from 13th to 23rd February 2017, in order to conduct a manning office external audit and regular training courses to Roxana pool of seafarers.

In particular, the purpose of the tanker crew pool training courses, which took place on 16th till 17th February 2017, was to refresh tanker deck & engine Officers' knowledge on the Company's Documented Management System (DMS), Bridge Team Management (BTM) and Engine Room Team Management (ERTM).

Topics like the Company Vision, Mission and policies, Health and Safety aspects and management, Environmental aspects and management, Quality management, DMS reporting and document control, Ulysses Doc Manager, Danaos crewing, Management of Change and Risk Management, Career development and appraisals, emergency preparedness, Incident reporting investigation and CPARs, Oil Record Book, Garbage Management, update on last Management Review and KPIs, Cargo Operations, Bunkering procedures, New Rules, Log Book entries, observations from 3rd party inspections and commercial issues were discussed.

All attendees, split in 5 mixed groups, were fully engaged in the workshops conducted with following topics:

- Resilience – Soft skills
- Reflective LFI Management of Change
- LET intro
- Crew Engagement
- Internet on board
  - i-Isolation, i-Distraction
- Fleet teleconference
- ER workshop welding da

All proposals were discussed and noted in Training Suggestions Log for further actions.

Particular attention was paid to Reflective LFI training on mooring, equipment, navigation, managing change and debate on board.

The aim of this learning session was not to just to watch a video, but to think and talk about the incident as a group. Both individually and as a group, the participants had an opportunity to elaborate on how to prevent a similar incident from happening on board in the future.

The outcome of the Group actions was considered by Company in an effort to revise procedures and practices so that mooring and equipment incidents are completely eliminated.

As an outcome of the equipment failure reflective LFI training the Plan-Act-Learn-Improve (PALI) principle was introduced as a tool to ensure continual improvement, through proper planning a job as a team and focusing not only to plan execution but plan supervising, verification and testing, and this in combination with the TAB Safe principle.

The number of participants was 12 tanker deck Officers and 10 tanker engine Officers (including 5 electrotech Officers), listed as follows:

DMS/ BTM (Bridge Team Management)

Rubanov Valerii	Master
Maltcev Dmitrii	Master
Sheludko Vyacheslav	Master
Mikhalev Oleg	Master
Dimov German	Master
Gulin Alexey	Master
Gavrilenko Andrei	Master
Boltov Sergey	Chief Officer
Syrov Andrey	Chief Officer
Pomaz Victor	Chief Officer
Kirpichenko Pavel	Chief Officer
Belkin Roman	2nd Officer > Chief Officer

DMS/ ERTM (Engine Room Team Management)

Shumkov Arkadii	Chief Engineer
Polkovnikov Alexey	Chief Engineer
Kashaev Alexey	2nd Engineer
Lutonin Sergey	2nd Engineer
Karabin Sergei	2nd Engineer
Butenko Mikhail	El Tech Officer
Pakhomov Mikhail	El Tech Officer
Gontar Viacheslav	El Tech Officer
Filatov Alexey	El Tech Officer
Afanasyev Denis	El Tech Officer

VMC Cadets Training January 2017

Introduction to Company's DMS , Safety on board and Environmental regulations for VMC cadets were conducted by RoKcs Training Officer Capt. P. Sidorkin on 26 January 2017 with participation of 10 deck and 10 engine cadets, as follows:

VMC Deck Cadets	
Belousov Aleksei	Deck cadet
Borovoi Ilia	Deck cadet
Voichenko Evgenii	Deck cadet
Gorbunov Aleksandr	Deck cadet
Zelenskii Igor	Deck cadet
Isakov Aleksandr	Deck cadet
Lokostov Dmitrii	Deck cadet
Sevriukov Ivan	Deck cadet
Sidorenko Iurii	Deck cadet
Shevelev Nikita	Deck cadet

VMC Engine Cadets	
Anpilogov Vladislav	E/cadet
Vasilenko Roman	E/cadet
Vshivkov Danil	E/cadet
Gerasimov Anatoly	E/cadet
Glotov Roman	E/cadet
Gorbovskii	E/cadet
Danilov Oleg	E/cadet
Ikov Albert	E/cadet
Sidorov Aleksandr	E/cadet
Somov Vladimir	E/cadet

Catering Staff Training Courses 02 March 2017

Courses on Company's DMS for Cooks and Messmen of Roxana fleet were conducted by RoKcs training officer Capt. P. Sidorkin.
A training course for RX cooks / messmen was arranged at RoKcs training center on 2nd of March 2017 with topic: Food & Catering, Health, Hygiene and Quality In compliance with MLC 2006 Standard A3.2, B3.2 with participation of 7 Cooks / 4 Messmen respectively, as follows:

Babichuk Igor	Chief Cook
Bulash Dmitrii	Chief Cook
Burkin Andrei	Messboy
Chevtaev Aleksei	Chief Cook
Karnaukhov Iurii	Chief Cook
Nazarov Aleksandr	Messboy
Radionov Nikolay	Messboy
Smagin Andrei	Chief Cook
Vashchenko Aleksei	Chief Cook
Logishev Evgenii	Chief Cook
Komogortsev Aleksandr	Messman

A lively discussion and change of views took place, with the objective to improve the standard of food and catering services on board.

Roxana Officers ECDIS Type Specific Training 17 February 2017

ECDIS type specific training course on Furuno FEA 2107 and Konsberg K-Bridge software and operation for senior and junior Officers of Tanker Fleet were conducted on 15th February 2017 by VMC teacher Capt. Pilyugin Aleksei.
Recent experience with ECDIS implementation and relevant observations were discussed during the training.
The training was conducted with participation of the following 11 Deck Officers:

Rubanov Valerii	Master
Maltcev Dmitrii	Master
Sheludko Vyacheslav	Master
Mikhalev Oleg	Master
Gulin Alexey	Master
Gavrilenko Andrei	Master
Boltov Sergey	Chief Officer
Syrov Andrey	Chief Officer
Pomaz Victor	Chief Officer
Gudim Yury	2nd Officer
Tsys Ilya	3rd Officer

Marflex DWP and Konsberg K-Chief 500 Training February 2017

Training courses for Marflex DWP and Konsberg K-Chief 500 were conducted for Roxana engineers in February 2017 by VMC teacher Kovtun Alexey. Recent experience was discussed between participants.

Participants of the training course as follows:

Shumkov Arkadii	Chief Engineer
Polkovnikov Alexey	Chief Engineer
Zakharov Dmitrii	2nd Engineer
Kashaev Alexey	2nd Engineer
Lutonin Sergey	2nd Engineer
Karabin Sergei	2nd Engineer
Butenko Mikhail	El Tech Officer
Pakhomov Mikhail	El Tech Officer
Gontar Viacheslav	El Tech Officer
Filatov Alexey	El Tech Officer
Afanasyev Denis	El Tech Officer
Chimishliu Vladislav	El Tech Officer

Junior Officers training January 2017

Courses on Company's DMS for Junior Officers and Engineers of Dry fleet and Roxana fleet were conducted by RoKcs Training Officer Capt. P. Sidorkin.

Company's Documented Management System (DMS) and Bridge Team Management (BTM) / Engine Room Team Management (ERTM) refresh and Reflective LFI training along with LET were conducted with participation of 11 deck / 12 engine shipboard personnel respectively in January 2017, as follows:

DMS/ BTM (Bridge Team Management)

Navrotskiy Ilya	Officer 2nd
Ignatenko Leonid	Officer 2nd
Popov Artem	Officer 2nd
Belkin Roman	Officer 2nd
Shakirov Ruslan	Officer 2nd
Orzhekh Anton	Officer 2nd
Durnov Egor	Officer 3rd
Orekhov Sergei	Officer 3rd
Smirnov Egor	Officer 3rd
Kulbida Igor	Officer 3rd
Minchik Evgeny	Officer 3rd

DMS/ ERTM (Engine Room Team Management)

Fursov Sergey	Engineer 3rd
Baykov Alexander	Engineer 3rd
Slinko Aleksandr	Engineer 3rd
Boshchuk Vitaly	Engineer 4th
Vorozhchenko Andrey	Engineer 4th
Martynov Anton	Engineer 4th
Titov Denis	Engineer 4th
Voevodin Evgeny	Engineer 4th
Nevmerzhitskiy Sergey	Engineer 4th
Shaiter Evgenii	Engineer 4th
Denisov Evstakhii	Engineer 4th
Derdiuk Artur	Jun/4thEngineer

Pancoast Trading (Singapore) Pte. Ltd is continuing its strong commercial activities in the East of Suez region. The office in Singapore is strategically located covering the vital market of Indian and Pacific Ocean.

Pancoast's tanker activities has successfully completed 3 years in tankers activities having a strong market presence in this region; Roxana Tanker Pool is now a brand name well known in the tanker segment. The Singapore Office will continue to have a very dynamic and challenging period ahead with most of the spot vessels in East.

Vessels spot trading in East during this period were Asprouda, Aligote, Altesse, Miracle, Magic Star and Alice I. Miracle and Magic Star built in Guanghzou, China are Handy Vessels in Dirty product trade, whereas Asprouda, Aligote and Altesse built in Busan, Korea are LR1 Vessels in Clean product trade.

Alice I – Handy tanker built 2007, is on a 2 year time charter with Pancoast Singapore from April 2016 and presently is trading in the East. This vessel is operated by the Pancoast Singapore office.

Fixtures: In 2016 Pancoast office under commercial operational responsibility of Capt. Karthik; Vessels were spot chartered with 30 different Charterers which includes most of the Oil Majors.; the office handled for Roxana Tanker pool more than 50% of the spot fixtures in the Far East region. The commercial activities of the office have an increasing activity from 2014 when it started the tanker desk.

Singapore still remains the main port in the East where almost all the ships call for various repairs, surveys and bunkering ops for which our department have assisted in their preparation and planning and giving logistics support to various departments.

Management Activities in Singapore: In March 2017, our Owner, CFO and Chartering Manager visited Singapore and together with Capt. Karthik, (Operations / Chartering Manager in East) attended a series of meetings with our clients; these meetings were very successful and vital in strengthening our existing relationships and also creating new commercial opportunities.

Internal audit of Wet Opd, Roxana Singapore was successfully conducted in March 2017 by Mr. Takis Koutris, as per internal audit plan 2017.

Intertanko Mr. T. Koutris attended the InterTanko ISTEC 51 and BsC 38 meeting, which took place on 28-30Mar17 at the Fort Canning Hotel in Singapore. Mr.Koutris who is the Chairman of these vital committees also invited Capt. Karthik as an observer during the meeting. The meeting had an excellent participation, important discussion and feedback.

Capt. Karthik was nominated to the ISPS working group of ISTEC.

Weekly Meetings: Roxana / Pancoast Tanker department weekly meetings are carried out every Thursday to discuss and co-ordinate vessel updates.

Management meetings are carried out twice a year with our esteemed clients.

Employee Roles:

• Capt. Karthik is heading the Pancoast office and is also in charge of the Commercial / operational activities in East covering vessels East of Suez. Apart from his other diversified roles; he also plays a vital part as consultant for the Post Fixture / Claims department for the Tanker Vessels.

• Mr. Alexandros Stathopoulos; completing 2 years as Tanker Operator; and plays vital role in day to day operational issues and co-ordination with other departments.

We thank everyone for the support given to our new office and the phenomenal success achieved was due to your guidance & cooperation.

We wish you all the best!

"The Wax-figure Museum" Performance

Do you know who are the cities, villages, streets and islands of Primorskii Region named after? For many people these names have become the household names. Almost every day we hear them but never mention that these names belong to real people who had outlined the history of our region. That's why on December 14, 2016 we invited the cadets and teachers to the Concert Hall of Vladivostok Maritime College to watch the performance called "The Wax-figure Museum". Famous political leaders, explorers and respected residents of Primorskii Region were shown and played in this performance. On the stage of Vladivostok Maritime College the cadets brought to life the following people: Nikolai Muraviev-Amurski (Abramov Ruslan, 112/212), Mikhail Reineke (Slepchenko Oleg, 112/212), Petr Rikord (Glotov Roman, 221), Gustav Egersheld (Zezianov Nikita, 221), Pavel Churkin (Kiselev Vladimir, 112/212), Fridolf Gek (Semenov Andrei, 221), Gennadii Nevelskoi (Zemlianikin Danil, 112/212), James Cornelius de Vries (Zhiltsov Pavel, 221), Iliia Kaplunov (Gorbovskoi Nikolai, 221).

The cadets fit into the images of the characters they played trying to look exactly like them. They got into marine uniform and made the makeup using false moustaches, beards and sideburns. The audience stepped into the past where the map of Primorskii Region was not even made.

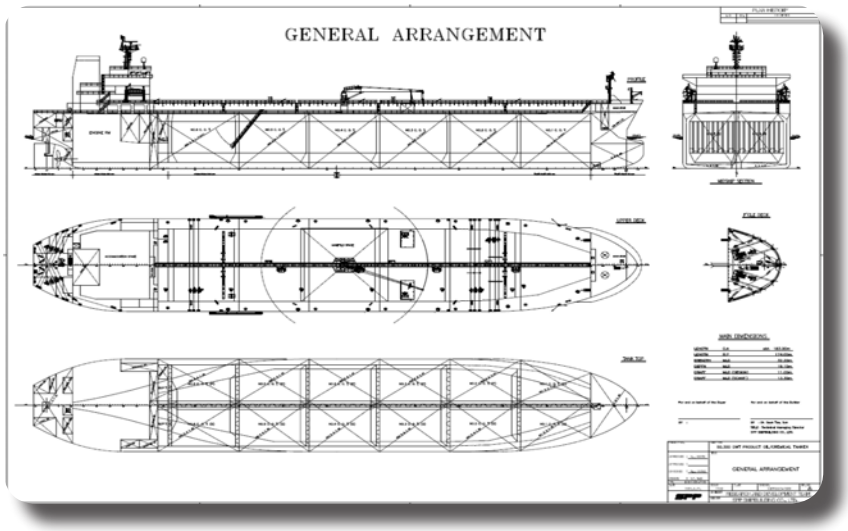
During this performance documentary videos, historical photos and views of today's Vladivostok with a bird's eye view were presented on big screen. The audience was watching the action on the stage with great interest, taking photos and shooting videos. Unfortunately, there was not enough time to put the audience in touch with other famous people who left the mark in the history of Primorskii Region so the Youth Centre of Vladivostok maritime college will certainly show the second part of this performance! See you next time!

New Ladies on the Block

Our company is planning the next generation of newbuildings and is following closely the new rules, particularly:

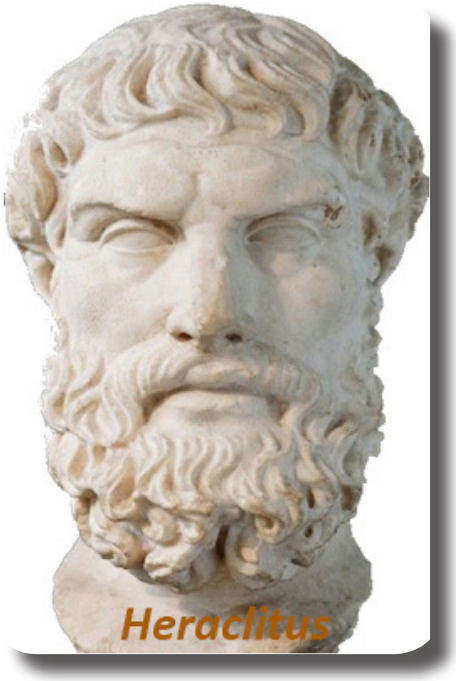
- Air emissions NOx and Sox control technologies and limits
- Distillate MGO availability vs the scrubbers
- LNG as propulsion fuel technology
- Eco designs and options
- Ballast Water Treatment

The next generation of newbuildings will be a challenge for the industry, particularly due to the evolution of LNG as marine fuel and the price level of the conventional and ULS fuel oil.



Furthermore, re-activation of Kristen Marine, bukers and containers management, is in the short term plan with review, inspection and evaluation of many second hand candidates to populate the bulkers and containers fleet of Kristen Marine.

Roxana Mission and Vision - IDEA



The need to introduce Company's Vision and Mission, instead of the Company's Objectives, as defined in CMSM, has been identified since Management review 2008_02.

The need came out of the recommendation to streamline Company Documented Management System with the terms and provisions of TMSA2.

Company's Vision defines what we, as Company, want to be, the Mission statement is clarifying what we do with the Policies statements dictating how we do.

The existing Company objectives act both as Vision and Mission Statements.

It was therefore decided to modify the existing objectives as Mission Statement and to draft a new Vision Statement.
During Management Review 2015_02 it was decided that the Vision Statement will refer to the framework values, within which our Company wants to perform.

During Management Reviews 2015_02, 2016_01 and 2016_02 and during Officers' training ashore Feb16, May16, Oct16 and Dec16, such set of values were discussed for an acronym to be defined.

As an outcome of these meetings the acronym IDEA was defined to title the Vision statement along with the list of Values related to Innovation, Dialectic, Excellence and Aristocracy.

HSQE Committee as Crew Engagement Tool

Engagement, as active and constructive involvement in shaping tasks, processes, procedures and business, is the common denominator for the journey heading for goal of zero, ie incident free operations.

With DMS revisions of Dec16 we introduced the HSQE committee to replace the Safety committee, while throughout 2016 with workshops and fleet feedback we were working to upgrade the HSQE Committee function as another crew engagement tool.

To this extent the minutes of the HSQE committee meeting are drafted as roles/tasks oriented and not topics oriented as previously, thus facilitating the engagement of HSQE committee meeting participants.

More details on HSQE committee function, extract from the CP06 par4.2.5, as follows:

1 Scope
The HSQE committee is a body entitled to assist the Master to:
- Engage all crew so that the Company Documented Management System (DMS) is consistently implemented on board;
- Plan all the activities and provide all the resources necessary to facilitate the crew, implement the Company Documented Management System on board (training, drills, reflective LFI, LET and multimedia training etc.);
- Analyse major non conformities accidents and hazardous occurrences that were noted and propose corrective actions;
- Identify best practices;
- Propose to the Company issues that might improve the Company DMS

HSQE Committee as Crew Engagement Tool (Continued)

2 Code of conduct

- It is to the Master's discretion to decide for the HSQE meeting:
  - When to be conducted, preferably when the watch requirements for the smooth and effective Vessel operations are minimal, to facilitate the broader participation
  - Where to be conducted, preferably a noiseless area with space enough for 10 people and with presentation aids flip charts and projector, like the conference room
- The agenda and minutes of the meeting are structured in a way that the owners of the various tasks update the committee on the actions and incidents during the period, corrective actions and best practices proposed and the planning for next period
- Engagement of individual crew members should be boosted by encouraging the active and constructive involvement of crew in shaping the operating routines, processes and procedures. This in turn facilitates the shifting from mere compliance to heart and mind commitment.
- The objective should be not only reporting problems but proposing solutions and the outcome of the meeting is an actions plan with concrete responsible persons and deadlines for all outstandings reported.

3 Composition

- The HSQE committee should include as many crew members as possible at the time it is conducted, but the minimum participation should be the Master as chairman, the Chief Engineer, the Chief Officer, one deck officer, one engine officer and two ratings/ crew as members.
- All crewmembers should be encouraged to attend.
- However the Master should take care to keep the committee sufficiently compact to maintain interest and enable it function time efficiently and effectively in his presence.

4 Agenda

The HSQE committee meeting as a rule deals with:

- Review- Previous committee minutes.
- Non- Conformities, accidents near misses, CPARs and relevant risk management records.
- Internal audits/ Third party audits/ Reports follow up.
- Master's review and ideas to improve the system and operations to meet Company's objectives.
- Health management
- Inspection & Maintenance of fire-fighting and safety equipment.
- Radio/Navigational management.
- PMS
- Environmental management.
- Training and familiarisation of newcomers.
- Company projects update.
- Best practices
- Actions plan

5 Frequency

HSQE committee Meeting as a rule is held

- Once every month
- Each time a fleet superintendent attends on board, time permitting
- As soon as possible after any serious accident or incident or non-conformity.

6 Records/ Filing

- The HSQE committee Meeting Minutes, with relevant attachments, are recorded in HSQE committee Meeting Minutes, form CP06-10
- HSQE committee Meeting Minutes, form CP06-10 is:
  - Filed in Master's file M18 , duly signed by the attendants and the Master.
  - Sent to the office through Document management software and is filed in SQM Dept. file SQM7 "HSQE committee Meeting".
  - Posted on board in officers and crew recreation rooms for all crew actions.

PALI (Plan - Act - Learn - Improve)

Our Managing Director, Mr. Takis Koutris, attended RoKcs premises in Vladivostok in February 17, in order to conduct an office audit and regular training courses to Roxana pool of seafarers.
Particular attention was paid to Reflective LFI training on mooring, equipment and navigation.
As an outcome of the Reflective LFI workshop on equipment failure the Plan-Act-Learn-Improve (PALI) principle was introduced as a tool to ensure continual improvement through proper planning a job as a team, and focusing not only to plan execution but also to plan supervising, verification and testing, and this in combination with the TAB Safe principle.
Based on the findings of the workshop FOM07. Highlights from the workshop follow:

Planning Who When Why What Where How

Human resources (who when why)
- Plan (team meeting)
- Execute (skills, delegation)
- Supervise (physical presence)
- Verify and testing on completion (ad hoc attendance and on completion)
- Test on completion
- Delegation, schedule, sequence, deadlines
- Restore laggings, restoring access
- Tools and spares back in place
- Cleaning
- Fatigue management
- Skills, experience
- Disposal-environmental impact

Material Resources	Procedures
How-What	
Tools, special tools Spares, Consumables Work environment ▪ Light ▪ Ventilation ▪ Safe access PPEs Emergency response equipment Firefighting, life saving, Stretchers, medical Communication equipment	Work permit checklists Risk Management Maintenance/Inspection procedures and instructions Testing procedures Disposal, Garbage management Communication procedures Procedures are there to pinpoint what is considered self understood and JUST because of this incline to be overlooked. Risk Normalisation and RASLABUXA are always THREATENING!

Plan Act Learn Improve (PALI)	
Top4 evening	**Work Team Next morning**
TAB Safe PALI FOM07 par4.1.10, 4.1.11	FOM07 par4.1.10, 4.1.11 TAB Safe PALI pray to safety Involve, understand, precise accurate no shortcuts, consult supervisor What if ▪ Emergency plan operation, evacuation, rescue ▪ MoC back-up plan

Based on the findings of the workshop FOM07 par4.1.10 is now introduced and the PALI and TAB Safe procedures will be the pillars for an incident free and effective execution of all tasks on board.

Reflective LFI & LET Update

1.1 Shell in co-operation with its Industry partners towards the zero accidents target, has launched a project relevant to the mooring accidents, the equipment accidents and the navigational accidents, and then managing change, and lately the Collective Normalisation, being identified as the most significant causes of accidents, introducing relevant training modules, based on the reflective learning from incidents (LFI) principle.
The training modules present the value of reflective learning from incidents (reflective LFI) by experience sharing and learning from the experience of the group members.
The LFI training pack now consists of:

- Chronic Unease
- Mooring
- Equipment
- Navigation
- Managing Change
- Collective Normalisation

1.2 The aim of these learning sessions is not to just watch a video, but to think and talk about the incident as a group. The participants reflect on the causes of the incidents described in the videos and relate what has been happened (or could happen) in similar situations at their own site and both individually and as a group they have an opportunity to elaborate on how to prevent a similar incident from happening at their positions in the future.

1.3 Our company is fully committed to actively contribute to this project gradually by:

- Training all Fleet Sup/nts and other office staff as facilitators
- Training ashore of officers and crew as facilitators
- Training of crew on board

1.4 A project has been launched to manage this change, a MoC plan is in place and according to the relevant training implementation plan:

- All Fleet Sup/nts have been trained as facilitators and they will run these training modules on mooring, equipment, navigation and managing change LFI at least at their next 6-month attendance on board. Records of the Groups action out of this training are maintained by DPA.
- Officers were trained ashore since 2015 in RoKcs training center as facilitators and now all vessels have on board at least one officer trained ashore on reflective LFI. Managing change LFI training module has been deployed within 2016 ashore and then across the fleet and the same process apply to Collective Normalisation LFI training module for 2017.

1.5 Relevant records of the Groups action out of these training sessions will be sent to SQM dept upon completion.
Then SQM dept will evaluate the proposals and revise relevant Company procedures, if necessary.
The revisions are to be concluded by one year at least onwards, as modules are introduced.

1.6 Crew debate on board has been introduced along with the Reflective LFI modules, whereby ideas raised during the reflective LFI sessions are subject to debate by 2 appointed opponent crew teams, the remaining crew listening to the argumentation and judging the way ahead. Such crew debate on board sessions facilitate:

- Appreciation of different perspectives.
- Acceptance of different approaches and tolerance to different behavioral styles in a team.
- Resilience development

1.7 Specific instructions for the conduction of the courses on board are distributed by CDs and in Ulysses doc manager on board.

CES Online Update

We are pleased to inform you that since middle 2016 ROXANA SHIPPING and KRISTEN MARINE have implemented the latest version of Seagull's Crew Evaluation System (CES) – version 5.0 which is ONLINE.

Previous offline versions have been used since 2008 with great success, conducting both generic maritime-knowledge tests (provided by Seagull) as well as company-specific tests (created by KRISTEN and ROXANA in-house).

This new version brings many new features and improvements, the main ones being:

- No installation is needed, as the test is run completely Online.
- Runs the latest version of the CES question database (latest revisions).
- Easily updated whenever new questions / revisions are released (downtime of only a few hours).
- All results are stored in a central main database, hosted in Seagull Norway.
- Ability to run CES tests remotely, from any place where internet connection is available (scheduling function), e.g. seafarer's own home.

Apart from the above, the concept & conduction of CES remains the same.

This on-line CES test version is fully implemented now, facilitating the recruitment process and minimizing the time the seaman needs to stay at RoKcs office for the pre-joining familiarization.

In case of questions for the use of the on-line CES test do not hesitate to contact the Crew department.

Best Practices - Subordinates as Appraisers - Stelios Kontozoglou

Considering the principle objective of the appraisal, which is how to help the appraisee improve his performance, for the mutual benefit of appraisee and Company, since beginning of 2012 the Company applied for the shore staff the change of open appraisal process instead of closed.

In the open appraisal process the appraisee self appraises himself and the appraiser then also inputs his marks and they discuss how the appraisee and the co-operation can imrove, but always in a confidential manner between appraiser and appraisee.
During the 2017 appraisals Stelios Kontozoglou came up with the following idea:

Quote
In my Appraisal form as Department head of the IT department I added two columns for the members of my department so that they could also input their comments and appraisal of me as the department head.
I did this as I think it is valuable for the Manager to know how his subordinates and members of the Team that he manages feel about him and what is their appraisal of him on the various topics.
I believe this is a useful tool for one to improve his performance and know of his possible shortcomings from the perspective of others.
In this way , to summarize we have
1. One's self assessment
2. The assessment of ones superior in the chain of command
3. The assessment of ones subordinates

This give one a full picture in order to try to improve oneself and be more efficient and effective
Unquote

We found this reversing of roles, the subordinates being appraisers of their manager, very intersting and effective for the manager to have a better picture of how his subordinates, and not only his superior, look at his performance.
We have decided to revise the Appraisal interview, form CP04-50, to enable the managers include the subordinates comments, this being not compulsory but highly recommended to the managers.

Best Practices - Teleconference - G. Kouloulias, Capt. Usovich

George Kouloulias attended M/T Miracle Feb16 and while updating Master Usovich Vladislav and the crew on the Internet on board project status and the office - vessel communication improvement, an idea was raised that a regular 2 weeks or one month tele-communication is set up, between Vessel top4 and Office staff, of about 2h duration on a structured agenda.

The idea was found very interesting in boosting the communication and the followup of outstandings in the interim period between the Fleet sup/nts physical attendances on board, and was immediately incorporated in the Internet on board project, led by Stelios Kontozoglou. In effect a third Voip phone with audio conferencing capabilities will be install on all new Infinity Installations and retroffited to existing ones.

Since then a circular has been sent to the fleet and workshops were held in Vladivostok with the objective to agree on the frequency, the attendees and the scope of the teleconferencing, been now at the final stage of approval by the Managing Director. Then one vessel will be pointed out for the one month pilot testing, prior deploying the teleconference procees to the fleet with Infinity Internet on board.

Internet Access and Cybersecurity

As technology continues to develop, information technology (IT) and operational technology (OT) onboard ships are increasingly being networked together – and more frequently connected to the Internet.

We are already in the process to provide Internet access to our crew on board, “Internet on board - Navarino Infinity” project is launched since last year and following the successful application on the pilot vessel, M/T Malbec, almost the whole fleet has now fitted with Internet access for the crew.

This brings the greater risk of unauthorised access or malicious attacks to ships’ systems and networks. Risks may also occur from personnel having access to the systems onboard, for example by introducing malware via removable media.

As part of this project additional training to all personnel ashore and on board will be given focused in identifying the typical modus operandi of cyber attacks and a relevant training module is in place.

The safety, environmental and commercial consequences of not being prepared for a cyber incident may be significant.
In Company systems and networking there have been already measures taken to mitigate the cyber security incidents with absolute success till now.

But past success is the guarantee for future failure, therefore we have further revised the cybersecurity policy, procedures and records, and the revision was published and in effect with Ulysses TA DMS revisions of Dec15.

The revisions to lower cyber security risks include:

- raising awareness of the safety, security and commercial risks for shipping companies if no cyber security measures are in place;
- protecting shipboard computer work stations and LAN, IT infrastructure and computers of critical systems on board;
- managing users and ensuring appropriate access to necessary information;
- protecting data used onboard ships, according to its level of sensitivity;
- authorising administrator privileges for users, including during maintenance and support on board or via remote link only under IT dept and top management authorisation;
- instructing how and when and protecting data being communicated between the ship and the shore side.
- Documenting a response plan to quickly recover systems and data and to maintain the safety and commercial operability of the ship.

Bonus for Vetting Inspections

1. Further to Management Review 2016-02 and with reference to the vetting inspections statistics we are pleased to announce that for the year 2016 and in total 29 vetting inspections for the fleet:

- The actual "not rejected" KPI is 97%, below the 100% target but significantly improved from the last year
- The actual deficiencies per inspection (dpi) is 3.55 dpi, below the target set for 5 dpi

2. Statistics history for previous and current year related to "not rejected" and dpi have been concluded as follows:

- 2011 ==> 93%, 5,95 dpi
- 2012 ==> 81%, 6,38 dpi
- 2013 ==> 97%, 6,00 dpi
- 2014 ==> 97%, 5,26 dpi
- 2015 ==> 90%, 4,83 dpi
- 2016 ==> 97%, 3,55 dpi

Based on the above figures there is a steadily bettering trend from year 2012 till 2016, mainly due to the your and your crew performance, and partly due to the vetting inspectors attitude.

3. For 2017, and with due consideration of the OCIMF average "Deficiencies Per Inspection" of 3,50 for year 2015, we still target 100% for the "not rejected KPI" and set a new target of 3,5 dpi, which is expected to be achieved with our ship and shore staff good efforts.

It's self explanatory that, the ships "not rejected" results, should be maximized to 100%.

It should be noted that the number of deficiencies alone is not the absolute indication of the quality result of the inspection but, what primarily matters is the risk level of the recorded deficiency and at what extend such risk shall be evaluated by the Oil Major's Risk Assessment Team as affecting the safety and the seaworthiness of the vessel.

So, concluding, the primary KPI is vessel "not rejected" at 100% always, while the secondary KPI for deficiencies per inspection (dpi) to be maintained equal or less to three and a half (3.5).

4. Based on the above and starting from 01Jan17 the vetting bonus for 2017 will be modified as follows:

- A 10.000 USD performance bonus will apply per vessel for vetting inspection result "not rejected" and with one (1) or 0 dpi.
- A 5.000 USD performance bonus will apply per vessel for vetting inspection result "not rejected" and with two (2) or three (3) dpi.

The bonus amount will be distributed to the entire crew on board proportionally to their total wage, as per xls tool previously sent and used for MGA calculation.

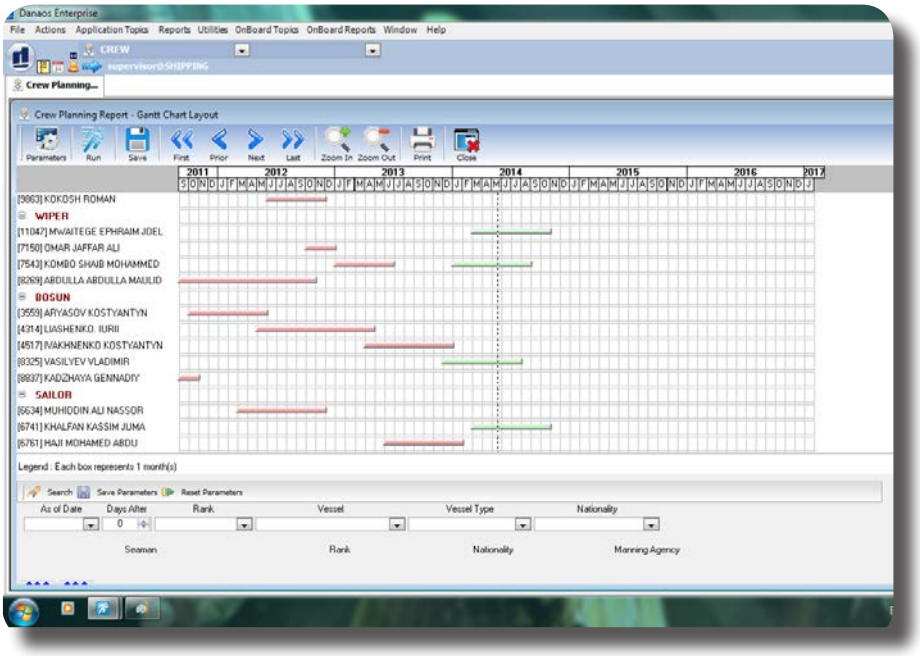
Danaos Crewing 2 Project

1. We remind you that a project has been initiated since 24Aug16, in continuation of the Danaos crewing project launched on 31 May 2008, to ensure that by 30Dec17 Danaos MGA Software will be fully implemented across the Fleet.

2. The Danaos crewing project rollout in Fleet has been lasting for about one year and is now at monitoring phase. New needs of subroutines have raised inbetween to be incorporated, in view of the internet on board and upgrade of communications. This project is launched to address the need to:

2.1 Have a sequence and continuation with the initial project of Danaos Crewing roll out in the fleet, which is now in the monitoring phase, so monitoring actions are inherited to the new plan.

2.2 Incorporate in Danaos Crewing the MGA module (in line with the Paperless concept adopted, simplify and shorten the administration process, which is now 4 months from the issue date till accounts is updated, and facilitate the effective control and auditing)



2.3 Incorporate Training records in personal cards (at present time certificates for company internal courses are scanned and included in doc set each time). There is no possibility to automatically follow up the expiry dates and there is no possibility for training history and personal training log for career development. In Danaos crewing personal cards such features are embedded. Workload for data entry is practically the same).

3. Project team leader is Eugene Belii and project team members are Stylianos Kondozoglous, Nikolaos Kassiteropoulos and Andreas Danasis.
The project special meeting dedicated to MGA Module incorporation into Danaos Crewing Software was conducted on 14Mar17 in presence of Danaos representative Mr Dimas.
Out of this meeting following is reported:

3.1 The structure of MGA module was illustrated by relevant presentation by Mr. Dimas.

3.2 Training records proper entrance arrangement was not discussed this time.

Updated MoC plan for the project can be found in K:\Pool\MR2017-01\Projects\Danaos Crewing 2.

4. All are prompted to review the plan and contribute with ideas-actions for the successful implementation of the project.
To this extent at this phase and with deadline next meeting date please:

4.1 EB:
- Arrange for number of trainings (2 or 3) conducted by Danaos representatives to train Roxana staff in usage of MGA Module
- In liaison with MD to allocate duties shared by RoKcs / Roxana CD related to Training Records entries.

4.2 RoKcs/PS to elaborate on duties allocation for Training Records entries.

4.3 Fleet Supnts/DPA to verify the procedures onboard and FFF Table of said Project to be continually updated.

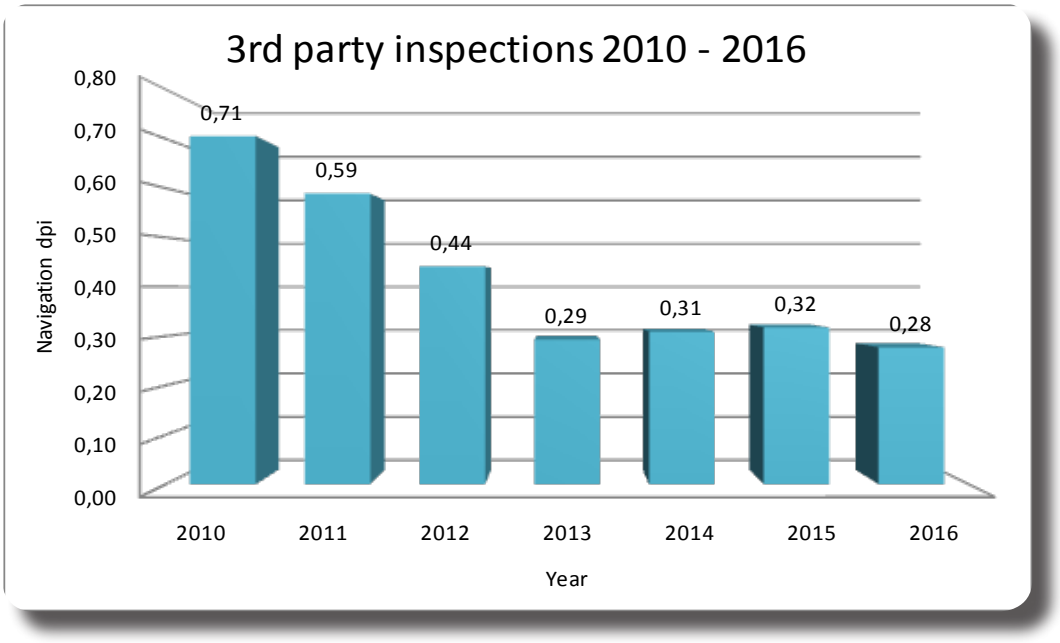
5. Next project team meeting is planned by 15Jun17.

ECDIS NoNO Project

1. We would like to remind you that project ECDIS NoNO has been initiated since 22Apr16, in continuation of the NoNO project of Sep10 till 2013, to ensure that by the extended date of 30Dec17 Bridge team navigational performance on board our fleet remains in the level of excellence, particularly with ECDIS Navigation maturing, i.e. incident free navigation in the ECDIS navigation environment.

2. Having introduced the NoNO project in Sep10 till Dec13 we managed to enhance the Navigational performance and consequently reduce the navigational observations. Introduction of ECDIS as primary means has drastically changed the mode of operation for the Bridge team in terms of navigation. We are in the era where electronics overwhelm automation and control on board. At the same time electronics technology is developing in a fast and uncontrolled manner. This fact in combination with the recent introduction of ECDIS and ENCs as primary or secondary means of navigation is a challenge for us to ensure the excellence in performance of the Bridge team.
Measure of this performance remains the navigational incidents and observations during internal and 3rd party navigational audits, TIARE and 3rd party inspections.

3. Project team Leader is Capt K. Anissis and project team members are Capt T. Papatheodorou, Capt. N. Kassiteropoulos, C. Partsinevelos and S. Kontozoglou.
The last project meeting was conducted on 27Apr17. During this meeting it was reported that:
3.1 Navigational deficiencies trend, as below, is now again improving with 2016 performance better than the 2013 level, which is a clear evidence of the success in our efforts on board and ashore with this project, meeting the expectations set within the 30Dec16 deadline.



3.2 ADPs and ENPs
3.2.1 All vessels are using the Digital Publications, (ADPs and eNPs), on board. They are installed in two computers. Novaco is the Provider.
3.2.2 Implementation is very successful and well received on board, as it saves a lot of paper work and thanks to effective support from Makers and Head Office.
3.2.3 The vessels' safety equipment certificate Form-E is properly endorsed by Class Surveyor for the Digital publications (ADP - ENPs) implementation on board except ADA, MGC.
3.2.4 A quotation through various Providers is in progress for the adoption of the digital publications on board, other than ADPs/ eNPs, according to vessels Library, form CP03-01.

3.3 Despite that, and because ECDIS and ENCs technology is still developing very fast, the team decided to extend the project, initially planned till 30Dec16, for one more year till Dec17, so that sustainability of the excellence in navigational performance is ensured.

ECDIS NoNO Project (Continued)

3.4 Training
3.4.1 VMC ECDIS FURUNO FEA 2107 was upgraded to version 6.24. It is fully functioning and ENCs are updated on monthly basis through the Provider's DVD.
3.4.2 A DVD with the training videos for various ECDIS/ENCs functions is submitted to VMC for Officers' training during the ECDIS type specific training course.
3.4.3 All Head Office' Supts, IT, THP, IK, KNA were trained on FURUNO ECDIS operation by FURUNO in Athens.
3.4.4 All Head Office' Sup'ts, SQM, IT, OPD and KNA, were trained by Novaco on NGB3 functionality for route's creation, AVCS and digital publications' request.

3.5 The contract with C-MAP ENCs was renewed and New C-MAP ENCs+ license has been obtained for ERT room's computer, which is now fully operational.

Updated MoC plan for the project can be found in K:\POOL\MR 2017-01\Projects\ECDIS NoNO.

4. All are prompted to review the plan and contribute with ideas-actions for the successful completion of the project. To this extent and at this phase and with deadline 30Jun17 pls:

4.1 RoKcs PS:
SPP vessels except AGT are equipped by Furuno FEA 2107 ECDIS, GSIs by Kongsberg K-Bridge, SPR and DGN by Furuno FMD-3100, and AGT FMD-3200, so to ensure that all Deck Officers are properly certified for:
- ECDIS type specific training in VMC updated as appropriate.
- ECDIS Generic training is properly conducted (IMO Model course 1.27 to be stated)

4.2 SQM/THP/DAK/LPK:
- All Sup'ts, IK, KNA, IT staff to be trained by Kongsberg as soon as such facility will be available in Greece.
- Revise training on board for promotion checklist deck cadet to junior 3rd, junior 3rd to 3rd officer and for 3rd to 2nd officer for ECDIS operation, engaging Fleet and RoKcs as well.
- Compile all Industry and Roxana information and feedback on navigational issues for navigating with ECDIS and having included them in a folder per category, forward same to VMC for Officers' familiarization and training during the ECDIS type specific training.
- The Navigational observations detected through the 3rd party inspectors and TIARE to be collated and statistics to be issued on quarterly basis.
- Training videos for ECDIS/ENCS various functions to be provided on all vessels for the Officers training on board and vessels library, form CP03-01 to be updated.

4.3 Gr1/THP:
On your attendance on board, pls focus on:
- Officers' familiarization with ECDIS implementation, Officers' proper certification (Generic course to be certified IMO Model course 1.27, type specific on board with trainer's certificate), ECDIS smooth operation and proper certification.
- Layout of ECDIS consoles and computers in Radio Room and Masters for ADPs / ENPs.
- Digital publications' smooth implementation. Check ADPs and eNPs last week update and ensure they are installed in two computers.
- ADA and MGC safety equipment certificate, Form-E to be properly endorsed by the Class Surveyor for the implementation of the digital publications (ADP/eNP) on board.

ECDIS NoNO Project (Continued)

4.4 IT/SAK:
▪ Refresh training as appropriate for Gr1 and Wet OpD with the paperless navigation, ENCs and digital publications' check, liaise with DAK for training plan's revision.
▪ Familiarize IK and KAK with the remote operation of the Emergency room's computer, to enabling them check the Master's ENCs' and digital publications' requisitions during the Office after hours period.
▪ Assist the Masters on Digital publications and new editions C-MAP ENC+ delivery on board as appropriate.
▪ Assist the Masters with problems that they may encounter with the Usage of the software for (ENC,ADP,eNP, eBooks etc)
▪ Familiarize IK , KAK in the use of Novaco NB+ , for enabling them to check the Master's ENCs' and digital publications' requisitions via web browser.

4.5 MD/TEK:
Verify that scope of VMC type specific training is properly updated.

4.6 CD/KNA:
▪ Liaise with Kongsberg for Office staff type specific training, once such facility will be available in Greece.
▪ Once the Providers' quotation is finalized, a comparison table to be submitted to TEK for Provider's approval. Then liaise with SQM, so that that IMO digital publications, as per form CP03-01 to be adopted to all vessels and CP03-01 to be revised accordingly.

4.7 Vessels' Masters to ensure:
▪ For ECDIS type specific training on board the certificates issued for the trainees must have appended the trainer type specific training.
▪ That all deck officers hold ECDIS generic training certificate, concretely mentioning compliance with IMO model course 1.27.
▪ Officers are properly trained on board according to training videos.
▪ ECDIS layout and computers for ADPs and ENPs as instructed.

5. Next project team meeting is planned by 30Jun17.

ECDIS and ENCs Project

1. We would like to remind you that a project has been initiated since 22Apr16, in continuation of the NoNo project of Sep10 till Dec13 to ensure the excellence of the Bridge Team navigational performance.
Introduction of ECDIS as primary means has drastically changed the mode of operation for the Bridge team in terms of navigation. This ECDIS and ENCs project focused in hardware, in conjunction with ECDIS and NoNo project focused in software, is launched to ensure that navigational performance of the Bridge team in the ECDIS environment will meet the level of excellence set by our Company, i.e., will ensure incident free Navigation.
Measure of this performance remains the navigational incidents and the Navigational observations during navigational audits, internal and 3rd party, TIARE and 3rd party inspections.

2. We are in the era where electronics overwhelm automation and control on board. At the same time electronics technology is developing in a fast and uncontrolled manner. This fact, in combination with the recent introduction of ECDIS and ENCs as primary means of navigation, is a challenge for us to ensure that ECDIS and ENCs technology development is properly dealt with.

Our intention is that within the set deadlines as per relevant ECDIS ENCs status.xls:
2.1 All vessels except for the Brazilian cabotage vessels, will run ECDIS as primary means of navigation
2.2 All Brazilian cabotage vessels will implement paper chart as primary means of navigation and ECDIS as secondary
2.3 All vessels ECDIS software to be timely upgraded to latest IHO standard S52.

ECDIS and ENCs Project (Continued)

3. Project team leader is Cpt. K. Anissis (KNA) and project team members are C. Partsinevelos (CSP), S. Kontozoglou (SAK), Cpt. I. Koloniotis (IK) and Cpt. N. Kassiteropoulos (NDK).
The last project meeting was conducted 27Apr17.

During this meeting it was reported that:
3.1 Current Fleet certification is completed, as per ECDIS ENCs status.xls:
- ADA-ATH-MCL-MGC-MBC-MLD certified ECDIS as primary means with C+MAP ENC+ charts by DMC Jeppesen,
- ATS-AGT certified ECDIS as primary means with AVCS charts by Novaco,
- SPR-DGN-ARN-MVL certified ECDIS as secondary means with AVCS charts by Novaco.

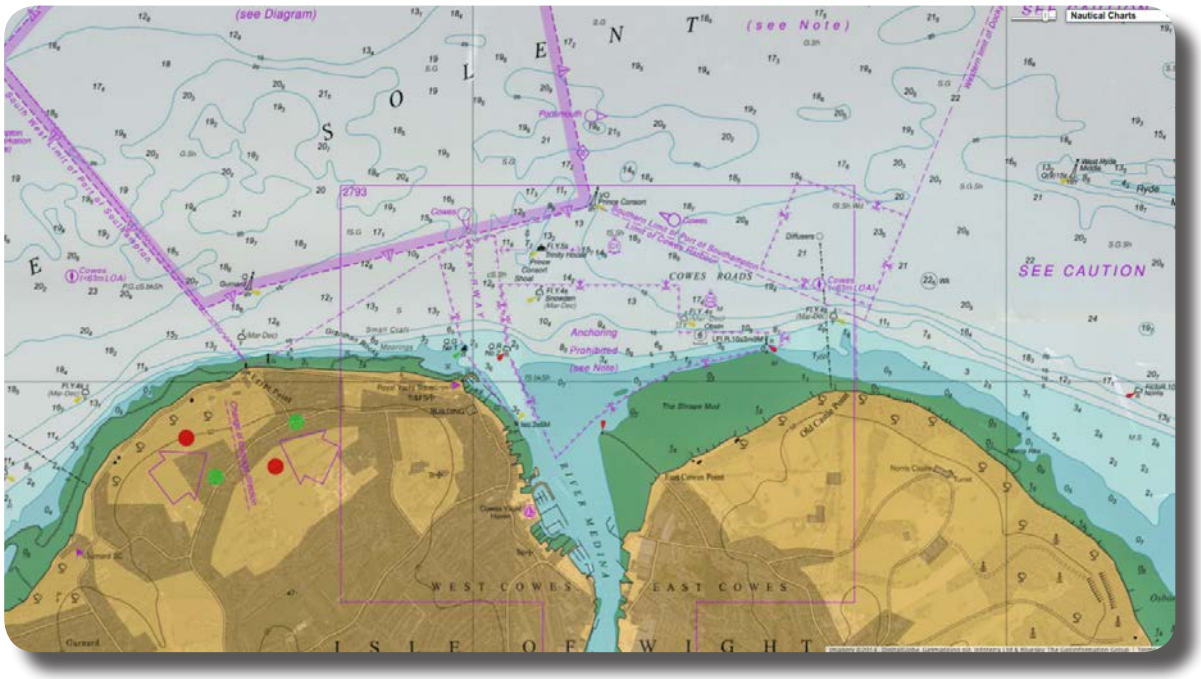
3.2 ECDIS software upgrade to latest IHO S52, Presentation Library 4.0, status as per ECDIS ENCs status.xls:
- MVL: ECDIS hardware upgraded and software upgraded to current IHO Library 4.0, as of 09Apr17.
- SPR: ECDIS software upgraded to current IHO Library 4.0, as of 31Mar17.
- MCL: Hardware upgraded as of 10Jan17. Kongsberg attendance for software's upgrade as per plan.
- ADA-ATH-ATS-ARN: Furuno FEA 2017 upgraded software is ready. Attendance is planned accordingly.
- AGT: The ECDIS FURUNO FEA is replaced by the FURUNO FMD-3200. Software upgrade as per plan.
- MBC-MLD-MGC-MCL: Kongsberg attendance as per plan.
- DGN: FURUNO attendance as per plan.

Updated MoC plan for the project can be found in K:\Pool\MRM2017_01\Projects\ECDIS and ENCs.

4. All are prompted to review the plan and contribute with ideas-actions for the successful implementation of the project. To this extent at this phase and with deadline 30Aug17 please:
4.1 CSP/TD:
- Co-ordinate Makers attendance as per ECDIS ENCs status.xls.
- Liaise with Administrations for ECDIS software upgrade verification by Classification Society.

4.2 IT/SAK
- Assist the Masters on FFF faced at times related to Hardware.

5. Next project team meeting is planned by 30Jun17.



Internet on Board

1. We remind you that a project has been initiated since 01May15 to ensure that by the first Quarter of 2017 internet access is provided to all crew on board.

2. Internet On Board for all crew will satisfy the need to:
- Safely provide Crew with E-mail and Internet Access and be able to manage it and add to Crew Welfare
- Reduce communication cost for crew (About half cost in Voice Communications)
- Reduce the total cost of communications, Voice and Data due to the fact that the usage is ever increasing
- Manage the increased message Traffic (ENC updates, Danaos Crew, Ulysses)
- Apply a more cost efficient method of Voice Communications between Office Switchboard and Vessel and visa-versa via direct VOIP VOICE communications.
- Facilitate the future needs for Synchronization of files between Office and Vessel, Remote Monitoring of vessels Bridge,Engine Systems , Remote access of vessel to Office.
- Improve monitoring and analysis of the volume and cost of communications.
- Have an easier centralized Management of all the above.

3. Project team leader is Stelios Kontozoglou and project team members are Takis Koutris , Costas Partsinevelos, Vassilis Kokkineas, Fleet Vessels.
The last project meeting was conducted on 31/3/2017 and updated MoC plan for the project can be found in K:\POOL\MR 2016-02\Projects\Internet on board - Navarino Infinity.
During this meeting:

3.1 It was reported that Internet on board is already operational on board M/Ts Malbec, Miracle, Magic Star, Asprouda, Aligote, Altesse and partially on Melody (pending Fleet Express installation)
Since that time MLD also has completed the Fleet Express Inbstallation and is also fully operational
Next phase, will be the Athiri (2 May at La Pallice) which has the equipment already on board.
Following this the Aramon and Marvel will be attended attended in Brazil by Mr Christos Villas to complete .
The Fleet Roll out has been slightly delayed from the original deadline of 31/12/2016 mainly due to vessels trade and difficulty in attendance.

3.2 Fleet Express , the new Inmarsat system has been successfully installed on board the Melody as pilot vessel on 12/4/2017
This new system offers much greater bandwidth , better coverage with FBB as backup , and much reduced cost of data for Company and Crew .
Following a trial period of abt 1 month on the Melody , if performance is deeded as expected it will be retro fitted to the rest of the fleet in due course .

3.3 The following have been reported that for the additional usages of Infinity so far :
- Calling Vessel through VOIP from Company mobile phones is now tested and has been implemented for office mobile phones .
- New Company VOIP telephone exchange has also been linked to Navarino Infinity so vessels can call Company Offices and be called from there also .
- Teleconferencing will be implemented along with Internet on board for the Vessels due for installation, while for the Vessels with already operational Internet on board teleconferencing will be retrofitted as per Fleet roll out schedule. So far on the Melody and Altesse (soon on Athiri) , we have put an additional VOIP phone with Speakerphone capability for such conferencing.
- The recent update of the Danaos Crewing was done without the need to prepare and send CD's with the media for the vessels with Navarino Infinity
- The last Ulysses update was also performed without the need to prepare CDs and deliver them to the vessels for the vessels with Navarino Infinity installed.
- eNP and ADP new editions that were not avaialiable in the DVDs present on board vessels were now easily uploaded to vessels
- We have been able to increase maximum e-mail size limits for vessels with Infinity (both ship to shore and shore to ship).
- We have been able to give Vessels limited internet access to a selection of National News Web Sites from on board for free to improve crew welfare.
- We have been able to give Vessels access to a selection of Web Sites for Nautical Information , Marine Weather etc from vessels Workstations.

Internet on Board (Continued)

4. All are prompted to review the plan and contribute with ideas-actions for the successful implementation of the project.
To this extent and with the Fleet Roll-out, as saved in K:\POOL\MR 2016-01\Projects\Internet on board - Navarino Infinity\Fleet Rollout Schedule.xls and with deadline for next meeting date, please by 15May17
4.1 Vessels to provide their feedback on the operation of Internet on board and for the countermeasures against i-Isolation and i-Distraction (circulars #737495 and #741249).
4.2 PD/CSP to ensure prompt delivery of the equipment as per Fleet roll out schedule.
4.3 WetOpD to keep SAK continuously posted of remaining vessels movements to ensure smooth implementation and revision, if needed, of the Fleet roll out schedule.
4.4 SQM/THP to liaise with SAK and draft circular and instructions on crew usage of Internet on board, quick start guide and DMS revisions.
4.5 SQM-Gr1/VK to liaise with SAK and provide instructions on Teleconferencing, this one by 30May17
4.6 SQM/THP to elaborate how to enhance LET/LFI traing sessions with the use of Internet.

5. Next project team meeting is planned by 02Jun17.

Sludge - Bilge Separation MEPC 266(68) Project

1. A project has been initiated since 30Sep2016 to ensure timely and cost efficient compliance of our fleet with the Sludge-Bilge Separation, Reg 12 Marpol Annex I as per_MEPC.266(68) update, where is prohibited the sludge discharge connections to the oily bilge water tanks, tank top or oily water separators.

2. By 01Jan2017, all vessels are required to comply with this requirement not later than the first IOPP renewal survey carried out on or after 1 January 2017.

3. In this regard, sludge-bilge drawings have been reviewed and clarified the necessary modifications as per Class requirements.

4. Project team leader is VK and project team members are TEK, CSP, THP, GAK, STK, GSK, GFA.

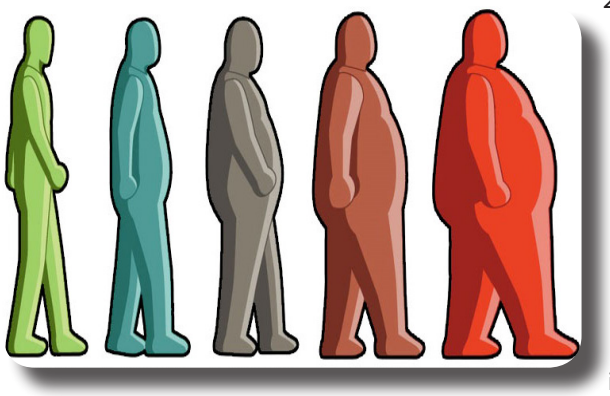
5. The last project meeting was conducted 26Jan2017 and updated MoC plan for the project can be found in K:\POOL\MR 2016-02\Projects\Vessels Modifications\Sludge discharging connection.

6. All are prompted to review the plan and contribute with ideas-actions for the successful implementation of the project. Particularly:
6.1 VK, as per project's plan to:
- Proceed with the vessels' Sludge-Bilge modification arrangements Class approval.
- Confirm installation completion and Class verification on board.

7. Next project team meeting is planned by 30Jun17.

Body Mass Index (BMI)

1. Further to BMI project FUN msg 758743 dated 02Nov16, we remind you that the BMI project has been initiated since 15Jul16 to ensure awareness of Company stuff on board and ashore of the body fitness for personal health and performance and manage the worrying increase of BMI with the increase in age and rank, initially set for implementation by 31Dec16 and extended till 30Jun17.



2. The Health and consequently the body fitness of Company stuff is of primary concern for the Company and an initial investigation was carried out with statistics from our crew database. Out of this initial investigation it was detected that for officers there is a constant increase of 1 BMI unit per rank, except for 2nd Officer to Choff and 3rd Eng to 2nd Eng. This means an approximate 3 BMI units from junior to Master or 4th Engineer to Chief Engineer. It was also noted that 1 BMI unit equals to about 3kg for 1.75m height and 3.5kg for 1.9m height. This means an alarming over 10kg increase from junior to Master or 4th Eng to Ch.Eng. Increase in weight can cause health issues/heart fatigue, difficulty in movement on board and ashore, in access to enclosed spaces, ladders with ingury hazard, difficulty in using tools etc.

3. Project team leader is captTHP and project team members re-assigned to be captNDK and captGPS. Last meeting of the group was conducted 08Feb17. Updated MoC plan for the project can be found in K:\POOL\MR 2017-01\Projects\BMI
Following were reported and agreed during the last project meeting dated 08Feb17:
3.1 the vessels feedback and actions were discussed and particularly the availability, condition and overall status of the basic gym equipment
3.2. Compliance due date is now set for 30Jun17 due to unexpected delays in assessment of equipment onboard.

4. All are prompted to review the plan and contribute with ideas-actions for the successful implementation of the project.
To this extent at this phase and with deadline next meeting date 30Apr17 please:
4.1 SQM/TD/CD/RoKcs
elaborate on proposals to improve body fitness on board and ashore and locate from the industry any further BMI instructions either in hard copy or in multimedia format for shipboard use.
4.2 THP to propose:
- Related Posters and multi media material to boost crew involvement
- Guidelines and BMI instructions / material for posting in vessels Gym
- The final proposal for equipment supply per vessel, based on Gymnasium GA and initial supply
- Revisions of DMS, CP17, FOM01. FOM07

4.3 GPS:
- Co-ordinate with vessels and PD for the supply of the missing basic Gym equipment as per "" K:\POOL\MR 2017-01\Projects\BMI\Fleet Schedule

4.4 Master:
- Comment on the Gymnasium GA.
- Requisition for gym equipment following the GPS instructions.

5. Next project team meeting is planned by 08Jun17.

Reflective LFI Collective Normalisation - Resilience Introduction

We, in Roxana, and the Marine Industry as a whole, have elaborated a lot in defining what to do, tasks, checklists, instructions, procedures, ISM code being the framework for such development.
However, at some point in time it was realized that Marine Industry has paid little attention to "how" to do what is to be done.
The ability to know what to do (hard skill) is different from the ability of how to do it (soft skill) and the combination of the hard skills and soft skills define the level of competence in achieving the target, which is performing effectively and efficiently with zero incidents.
The individual sea or shore employee of the Company is interacting with other humans (colleagues, friends, relatives, people) with hardware (computers, machines, tools, equipment) with software (procedures, processes, software platforms) and with the environment.
Within this context the individual interacting with people, procedures, machines and varying environmental conditions in different teams with different roles per team, even if he is properly qualified and certified and holder of the hard skills, he has to develop various sets of soft skills in order to perform effectively and efficiently in an incident free manner.

To facilitate this development Roxana has since beginning 2016 developed two strategic axes, crew debade on board and the Resilience modules and the Soft Skills self-awareness.

Crew debate on board has been introduced along with the Reflective LFI modules, whereby ideas raised during the reflective LFI sessions are subject to debate by 2 appointed opponent crew teams, the remaining crew listening to the argumentation and judging the way ahead. Such crew debate on board sessions was the sperm to facilitate Resilience development, in the context of:

- Appreciation of different perspectives for the same issue.
- Acceptance of different approaches to the same problem.
- Tolerance to different behavioral styles in a team.
- Caring about yourself

The resilience modules, within the "Partners in Safety" concept in cooperation with Shell, are deployed ashore and on board as mindset to assist the individual in staying calm and resilient even under pressure, even in adverse and unfortunate conditions when performing varying roles in varying teams.
Five "Resilience" modules have been distributed and incorporated in Vessels' training plan.
These 5 modules ("What is Resilience", "Take Decisive Action", "Keep Things in Perspective", "Change is Part of Living", "Take Care of Yourself") will assist the individual Company sea-going or shore employee in developing the mindset to boost his resilience, in performing efficiently and effectively in an incident free manner, even under pressure and adverse conditions.

To this direction a Reflective LFI Collective Normalisation, crew debate on board and LET, along with Resilience introduction was conducted on 17Mar17 at 10.00-12.00 in Company's premises by our managing director Mr. Koutris.
Participants were 9 colleagues: T. Papatheodorou / DPA and CSO, K. Anissis / Crew Manager, G. Stratis-S. Kavouris- G. Kouloulias-G. Alafouzos-F. Kousouris-G. Karavias / Fleet sup/nts, V. Kokkineas / PMS Sup/nt

Outstanding 3rd Party Inspections Performance

As we all know 3rd party inspections KPIs and particularly PSC and Vetting KPIs are vital for the tradability of our Fleet.

For PSC inspections absolute target for 2017 is 0 detentions and then 0.9 deficiencies per inspection, the combination of which will keep Roxana in the high performance companies, as per the Paris MOU NIR ranking.

For the Vetting inspections the absolute target for 2017 is 100% successful inspections, ie inspections without rejection, and then 3.5 deficiencies per inspection.

Thanks to the effective efforts of our Fleet we are proud for the outstanding performance of the vessels in terms 3rd party inspections as indicated in following table:

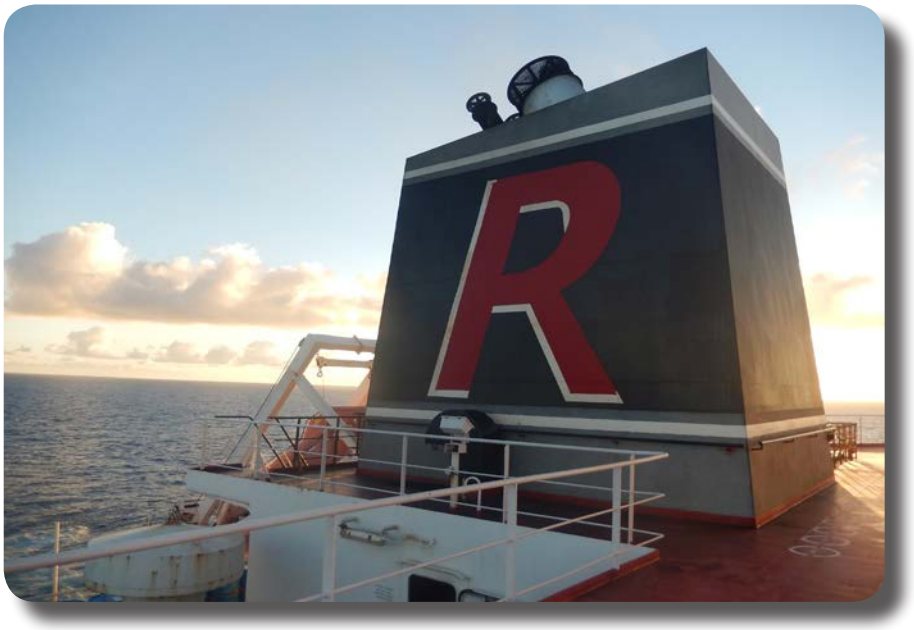
VESSEL	MASTER	CHENG	FLEET SUPNT	INSPECTION	PORT	DATE	DPI	Target
M/T Asprouda	A. Grinko	A. Mayorov	-	Vetting	Karachi	06/02/2017	4	3,5
M/T Aligote	S. Kutsykov	A. Vazhenin	-	PSC	Jebel Ali	19/04/2017	0	0,9
M/T Aligote	S. Kutsykov	V. Ozerin	-	PSC	Jubail	19/02/2017	0	0,9
M/T Aligote	A. Vashchenko	V. Ozerin	G. Karavias	Vetting	Singapore	01/02/2017	3	3,5
M/T Aramon	A. Pilgun	S. Farkov	G. Alafouzos	Vetting	Suape	06/02/2017	4	3,5
M/T Athiri	V. Rubanov	E. Trukhachev	G. Stratis	Flag	New Orleans	11/04/2017	0	2
M/T Athiri	S. Simonov	E. Trukhachev	-	Vetting	Lome	30/01/2017	2	3,5
M/T Altesse	I. Koshetov	A. Potyanikhin	-	PSC	Jebel Ali	05/03/2017	0	0,9
M/T O.Dignity	A. Tereshchenko	A. Bushtruk	-	Vetting	Vitoria	22/01/2017	3	3,5
M/T O.Dignity	A. Tereshchenko	A. Bushtruk	-	Flag	Vitoria	04/03/2017	0	2
M/T Malbec	A. Chernobrovkin	S. Kochnev	G. Karavias	PSC	Mykolaiv	24/04/2017	0	0,9
M/T Miracle	N. Zenenko	L. Negreba	-	PSC	Kashima	01/03/2017	0	0,9
M/T Magic	A. Verkhovskii	N. Polushkin	-	Flag	Fujairah	17/04/2017	0	2

Vessel Best Performers 2016

It was in the Management Review of 2012-02 that the issue of monitoring the individual performance of Vessels and Officers serving in Roxana Fleet was raised.
At that time, KPIs were considered to be LTIF/TRCF, 3rd party Inspection performance and spares ordered vs budget.
The in-house developed software (TechAnywhere) can now monitor the performance for vetting and PSC inspections per Vessel and per individual crew member.

The 2016 statistics for PSC Inspections have indicated:
1st: Aligote: 5 inspections - 0 dpi
2nd: Marvel: 2 inspections - 0 dpi
3rd: Ocean Spirit: 2 inspections - 0 dpi
Congratulations for a job well done to the Masters, Chief Engineers and crew on board of:
Aligote: 01Jan16 - 10May16 Rossoshinskiy Igor, 11May16 - 18Sep16 Kutsykov Sergey, 20Sep16 - 31Dec16 Vashchenko Alexander, 01Jan16 - 16May16 Ozerin Valeriy, 17May16 - 08Oct16 Vazhenin Andrey, 09Oct16 - 31Dec16 Ozerin Valeriy
Marvel: 01Jan16 - 17Mar16 Gulin A., 18Mar16 - 11Jul16 Melnik E., 12Jul16 - 11Dec16 Gulin A., 11Dec16 - 31Dec16 Melnik E., 01Jan16 - 25Feb16 Evgrafov Konst., 26Feb16 - 20Jun16 Erin Aleksei, 21Jun16 - 31Oct16 Evgafov Konst., 31Oct16 - 31Dec16 Erin Aleksei
Ocean Spirit: 01Jan16 - 27Jan16 Khairulin O., 28Jan16 - 01Jun16 Siniavskii V., 02Jun16 - 07Oct16 Khairulin O., 08Oct16 - 31Dec16 Sinavskii V., 01Jan16 - 09Apr16 Bushtruk A., 10Apr16 - 25Apr16 Shumkov A., 25Apr16 - 20Jun16 Bushtruk A., 21Jun16 - 05Dec16 Shumkov A., 07Dec16 - 31Dec16 Lesnoy V.

Vessel Best Performers 2016 (Continued)



The 2016 statistics for Vetting Inspections have indicated:
1st: Altesse: 3 vetting inspections – 1.0 dpi
2nd: Asprouda: 3 vetting inspections – 2.0 dpi
3rd: Athiri: 2 vetting inspections - 2.0 dpi
Congratulations for a job well done to the Masters, Chief Engineers and crew on board of:
Altesse: 01Jan16 – 14Apr16 Sheludko Viacheslav, 15Apr16 – 31Aug16 Koshetov Igor, 01Sep16 – 31Dec16 Dimov German, 01Jan16 – 24Jun16 Potyanikhin Andrey, 24Jun16 – 18Jul16 Dolgopolov Igor, 19Jul16 – 07Dec16 Makarchuk Vitaly, 07Dec16 – 31Dec16 Potyanikhin Andrey
Asprouda: 01Jan16 - 10Feb16 Mezenin Sergei, 11Feb16 - 12Jul16 Dimov German, 13Jul16 - 12Nov16 Mezenin Sergei, 13Nov16 - 31Dec16 Grinko Alexander, 01Jan16 - 07Mar16 Svistunov Evgenii, 08Mar16 - 19Aug16 Mayorov Alexey, 20Aug16 - 14Dec16 Svistunov Evgenii, 15Dec16 - 31Dec16 Mayorov Alexey.
Athiri: 01Jan16 – 04Jan16 Karelov Alexander, 05Jan16 - 21May16 Simonov Sergey, 22May16 – 25Oct16 Rubanov Valery, 26Oct16 - 31Dec16 Simonov Sergey, 01Jan16 – 14Apr16 Motrenko Alexey, 15Apr16 – 01Sep16 Trukhachev Evgeny, 02Sep16 - 31Dec16 Motrenko Alexey.

The 2016 statistics for LTIF/TRCF have indicated:
Ocean Spirit, Ocean Dignity, Malbec, Marvel, Magic Star, Aramon, Altesse, Asprouda with zero accidents and incidents.
Congratulations for a job well done to the Masters, Chief Engineers and crew on board of:
Ocean Spirit: 01Jan16 - 27Jan16 Khairulin O., 28Jan16 - 01Jun16 Siniavskii V., 02Jun16 - 07Oct16 Khairulin O., 08Oct16 - 31Dec16 Sinavskii V., 01Jan16 - 09Apr16 Bushtruk A., 10Apr16 - 25Apr16 Shumkov A., 25Apr16 - 20Jun16 Bushtruk A., 21Jun16 - 05Dec16 Shumkov A., 07Dec16 - 31Dec16 Lesnoy V.
Ocean Dignity: 01Jan16 - 04Mar16 Maltcev D., 04Mar16 - 03Aug16 Borisov I., 04Aug16 - 22Dec16 Maltcev D., 23Dec16 - 31Dec16 Tereshchenko A., 01Jan16 - 22Sep16 Farkov S., 23Sep16 - 07Dec16Negreba L., 23Sep16 - 07Dec16 Lesnoy V., 08Dec16 - 31Dec16 Bushtruk A.
Malbec: 01Jan16 – 30Jun16 Tereshchenko Alexey, 01Jul16 - 30Dec16 Berillo Evgenii, 01Jan16 – 17Mar16 Mikhailov Iurii, 17Mar16 – 28Aug16 Kochnev Sergey, 29Aug16 – 19Dec16 Afanasyev Nikolay, 20Dec16 – 31Dec16 Kochnev Sergey.
Marvel: 01Jan16 - 17Mar16 Gulin A., 18Mar16 - 11Jul16 Melnik E., 12Jul16 - 11Dec16 Gulin A., 11Dec16 - 31Dec16 Melnik E., 01Jan16 - 25Feb16 Evgrafov Konst., 26Feb16 - 20Jun16 Erin Aleksei, 21Jun16 - 31Oct16 Evgafov Konst., 31Oct16 - 31Dec16 Erin Aleksei
Magic Star: 01Jan16 – 30May16 Verkhovskii Andrei, 31May16 – 31Dec16 Karelov Alexander, 01Jan16 – 10Jan16 Neural Anton, 11Jan16 – 14Feb16 Kril Oleg, 15Feb16 – 11Aug16 Polushkin Nikolai, 12Aug16 – 31Dec16 Mikhailov Iurii
Aramon: 01Jan16 - 11Apr16 Pilgun A., 12Apr16 - 23Sep16 Grudinin A., 24Sep16 - 31Dec16 Pilgun A., 01Jan16 -21Mar16 Dolgopolov I., 22Mar16 - 27Jul16 Kril O., 28Jul16 - 31Dec16 Dolgopolov I.
Altesse: 01Jan16 – 14Apr16 Sheludko Viacheslav, 15Apr16 – 31Aug16 Koshetov Igor, 01Sep16 – 31Dec16 Dimov German, 01Jan16 – 24Jun16 Potyanikhin Andrey, 24Jun16 – 18Jul16 Dolgopolov Igor, 19Jul16 – 07Dec16 Makarchuk Vitaly, 07Dec16 – 31Dec16 Potyanikhin Andrey
Asprouda: 01Jan16 - 10Feb16 Mezenin Sergei, 11Feb16 - 12Jul16 Dimov German, 13Jul16 - 12Nov16 Mezenin Sergei, 13Nov16 - 31Dec16 Grinko Alexander, 01Jan16 - 07Mar16 Svistunov Evgenii, 08Mar16 - 19Aug16 Mayorov Alexey, 20Aug16 - 14Dec16 Svistunov Evgenii, 15Dec16 - 31Dec16 Mayorov Alexey.

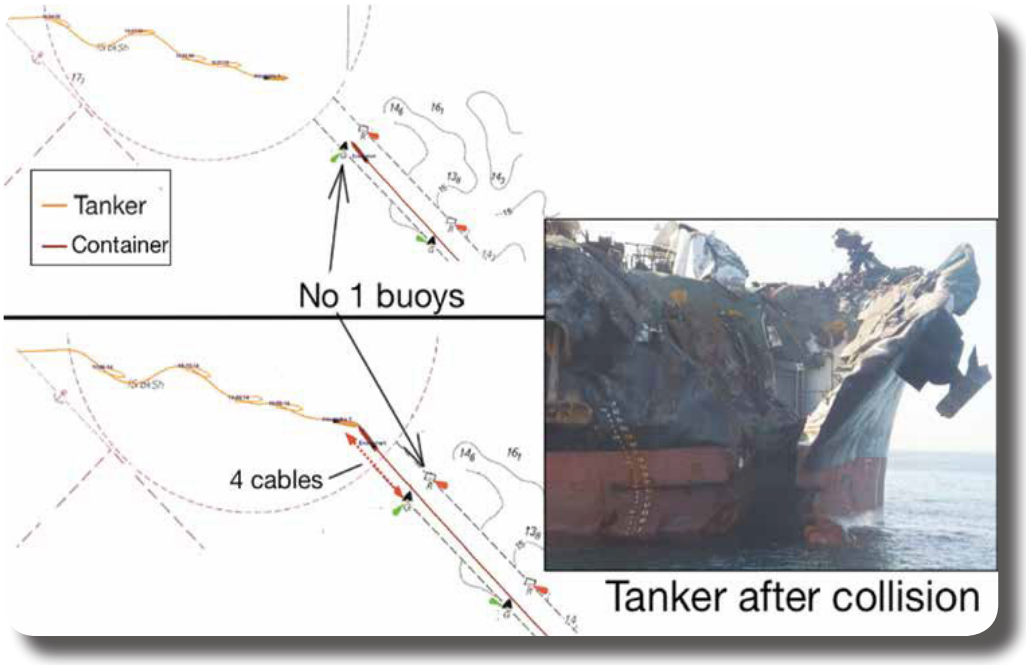
Conflicting Mental Models

As edited from official MAIB report 28-2015

A container vessel was leaving port in darkness under the con of a pilot. The third officer and the Master were also on the bridge and a helmsman was steering by hand. On leaving the container ship, the pilot was scheduled to embark on an inbound tanker near the entrance of the buoyed port channel.

The tanker was approaching the entrance to the port channel and preparing to pick up the pilot. The Master, the OOW and a helmsman steering in hand mode were on the bridge. The tanker was about one nautical mile (1nm) from No 1 buoy, making 126° COG at about 2kt. At about this time the port control authority was in an unrelated communication with a tug and had instructed the tug to 'cross 1nm astern of the tanker'. The tanker's Master heard part of this radio exchange and assumed that port control was talking to the outbound container ship in relation to his ship. The Master of the tanker assessed that to pass astern of his vessel, the Master container ship would alter course to port on clearing the channel.

As the outbound container vessel was approaching No 3 buoy, the pilot and the Master discussed the pilot's disembarkation. The tanker was visible from the container vessel's bridge in addition to showing on the radar displays, but it was not acquired as an ARPA target. Just before disembarking the container ship, the pilot advised the Master to reduce speed to 10kt and to maintain 314° COG. By eye, the container vessel's Master estimated that the tanker would pass down his ship's port side at a distance of 1.5 cables.



As the container vessel passed between the No. 2 buoys, the pilot launch with the pilot on board cleared the container vessel and headed towards the tanker. The container vessel's Master then increased the engine speed.
As the container vessel passed between the No. 1 buoys its speed was about 11kt. The tanker's Master saw the outbound container vessel pass between the No. 1 buoys and became concerned that the vessel had not altered to port as he had expected. He called VTS port control on the VHF radio to inquire. At this point, the pilot was still on the launch after having left the container ship. Shortly thereafter the two vessels, now both 4 cables from the entrance to the buoyed channel and near the centreline, collided bow to bow.

The official investigation found, among other things:
• The tanker Master's reliance on scanty VHF information and the failure of the container vessel's Master to keep a proper lookout and monitor the tanker's movement were pivotal to this accident.
• A lack of an agreed plan and absence of effective communication, co-ordination and monitoring were significant factors, which contributed to the flaws in both Master's situational awareness.
• On this occasion, the precautions of pilotage and port control, which should have been able to manage and de-conflict the vessels' movements, were ineffective.
• The pilot's failure to co-ordinate and communicate the passing arrangements for the two vessels was a significant omission; he was the assigned pilot for both ships. Although both Masters were aware of the other vessel, the plan for the meeting of the vessels remained ambiguous.

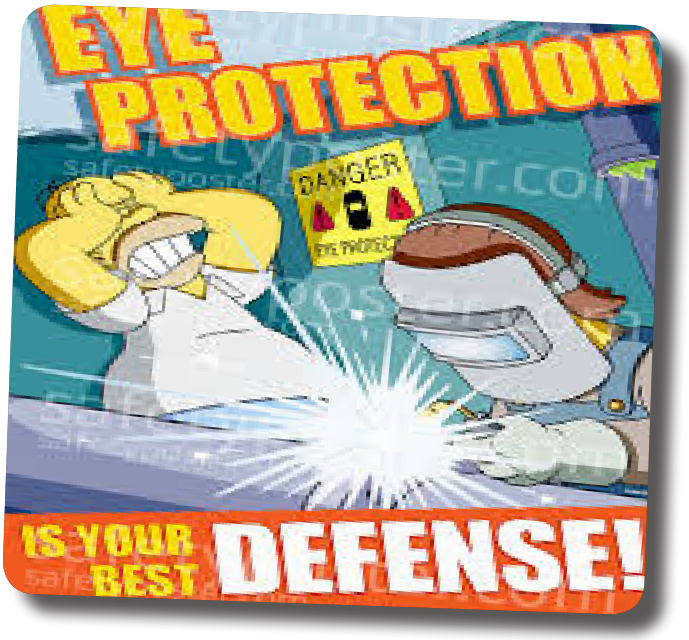
Editor's note: Although several factors contributed to this accident, the overarching paradigm remains that each Master had a different mental model of the developing situation. Each made assumptions that, in the end, conflicted with the other's.

Battery Explodes

As edited from Marine Safety Forum – Safety Flash 15-20

The electro-technical officer (ETO) was repairing an instant reaction electronic welder's mask. The tablet-style lithium ion battery needed replacing, and because of the compact nature of the equipment it was considered that this could only be done by soldering connections on to the new battery.
The first connection was made successfully.
While soldering the second connection, the battery overheated and popped, spraying the battery contents into the ETO's eyes. First aid was immediately administered by applying copious amounts of water to both eyes for 10-15 minutes using the emergency eye station sachets.

The Master called for medical advice and was advised by an eye specialist to apply cortisone steroid drops three times daily and analgesic drops as necessary. The doctor did not feel medevac was necessary, but advised the Master to monitor and call back if necessary.
After the first dose the victim's eye condition improved rapidly, with a significant reduction in redness and irritation within 15 minutes. Fortunately for this crew member, the excellent emergency medical crew response on board meant that no permanent damage was sustained.



Lessons learned

- Eye protection is essential when carrying out activities that have a risk of eye injury.
- Rapid and correct first aid response and treatment can make the difference between fast recovery and permanent injury.
- A risk assessment should always be carried out for unusual or uncommon jobs.

Getting More than a Charge

Edited from Marine Safety Forum Safety Alert 16-09

A small fire was discovered in a crew member's cabin and quickly extinguished. The crew member, who was not in his cabin at the time, had left a battery pack used for charging small appliances in the 'charging mode'. The investigation to date seems to indicate that the battery pack probably overheated causing the unit to melt. The battery pack under review appears to be an inexpensive, low quality unit.

Lessons learned

- The use of non-original chargers for domestic appliances should be prohibited.
- The charging of power banks should be regarded with caution and risk assessments undertaken.
- All electrical equipment brought onboard a vessel should be checked and rated against the ships power supply by the engineering team.
- Never leave domestic electrical components charging or on standby unattended. If you leave the area switch everything off at the source or unplug it.

Unprotected Falling Hazard Nearly Lethal

As edited from Marine Safety Forum Safety Alert 16-16

Preparations were underway to load anchor chain into the moon pool locker, and the hatch cover had been temporarily removed prior to the installation of the chain guide (chute). The hatch had an opening of 155x85 cm and the locker was approximately 10 metres deep.

While attending to a related task on deck, a crew member stepped back and fell backwards into the open moon pool hatchway. As he fell, he was able to turn slightly to his right and grab the edge of the hatch opening with both hands. He then managed to get his right elbow over the edge of the hatchway and, shouting, attracted the attention of others. Crew members subsequently helped him to safety.

Lessons learned

- Once opened, deck hatches and accessways should always be immediately cordoned off and indicated as a danger.
- Always do a risk assessment, even if it is just a mental check of dangers, prior to and during a task. Think of 'what could happen'.

Blocked Tank Vent

As edited from Marine Safety Forum Safety Flash 15-22

Following a fuel transfer, the sounding plug for the tank was opened in order to take a completion sounding. A strong incoming air flow was observed from the sounding pipe, which indicated that the tank was under vacuum. In order to investigate further, the vent head for the tank was removed. A blockage, consisting of large rust scales and hardened dust, was found in the vent pipe at the first elbow, approximately 1.5 metres below deck level. Similarly constructed vents on board were then inspected and found to be in about the same condition.

Blockage

Blockage formation

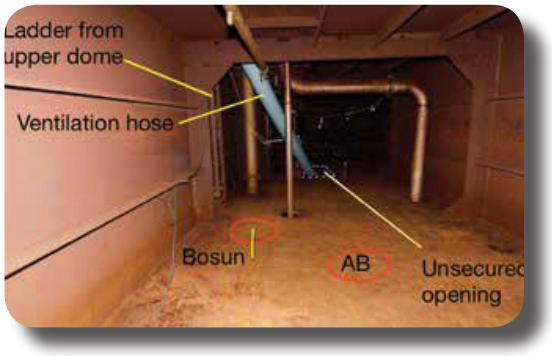
Lessons learned

- Although the exterior of the pipe was in good condition, there was serious corrosion inside the pipe that prevented proper venting of the tank.
- Vent pipes with horizontal sections can be prone to blockages if not inspected and maintained clear.

Darkened Workspace and an Unprotected Hazard Lead to Fatality

As edited from Accident Investigation Board of Norway report 2016/08

A gas tanker was moored at a shipyard and crew and shipyard personnel were busy preparing for maintenance. The shipyard had issued permits to enter tanks which, in theory, meant the tanks were adequately ventilated and illuminated. During a preliminary inspection it was found that a maintenance hatch cover had become dislodged from the deck in the lower tank dome and had fallen 17 metres to the bottom of a cargo tank, leaving the maintenance hatch open and unsecured.



Work inside the tank started the next day. One of the tasks was to recover the maintenance hatch cover. Instructions were issued to the crew to be extra vigilant on account of the unsecured open hatch in the lower dome; none of them had entered this tank before but the bosun and AB had previously entered similar tanks. The bosun, the AB and an OS began by lowering equipment to recover the hatch cover into the lower tank dome. The AB then went into the lower tank dome. He was not sure where the maintenance hatch was located so he used his torch to get an overview. When he had located the hatch, he started to rig the recovery equipment about 3 metres from the opening.

The bosun followed close behind. He looked around to locate the opening in the deck then joined the AB. No lighting had yet been rigged up in the tanks but both men carried portable lights and felt comfortable that these would provide sufficient light for the time being. Both men were working on preparing the equipment, with their backs to the entrance ladder.

The OS followed a few minutes later carrying a hand-held torch. The bosun heard the OS as he started to climb down the ladder but after one or two minutes he realised the OS was not with them. He shone his light around the space to locate the OS but he was nowhere to be seen.

The bosun then went over to the open hatch and looked into the tank. He then saw the OS lying immobile at the bottom of the tank 17 metres below. Within 10 minutes the victim had been brought out on deck and first aid was administered. The victim was brought to a nearby hospital but he was subsequently declared dead.

Lessons learned

- Even if the paperwork is done, as in this case, the permits to enter tanks were completed, always ensure the required safety measures are actually in place before starting the work. Proper lighting and a barrier around the open maintenance hatch would have prevented thefatality.
- Often, we tend to get on with the work without first analysing the workspace for possible hazards. Before starting a task ask yourself, 'What needs to be done here to make the workspace safe?'
- The ordinary seaman was apparently aware of the open and unsecured maintenance hatch when he entered the tank, but he did not know exactly where in the tank the hatch was located; he had never been inside a cargo tank before. Familiarisation with the space and the hazard would have helped him avoid the accident.
- Hand held lights are no substitute for cluster lighting arrangements. When possible, always work in a properly illuminated space.

Grinder Injury Causes Repatriation

The vessel was about to heave up anchor, but due to a problem with the windlass the crew were unable to do so. Work started to rectify the problem: welding followed by grinding. An engineer was carrying out the grinding using an electric grinder but the work area was confined and it was hard to control the angle of attack of the grinder.

The grinding disk failed, and pieces of the disc went flying away at high speed. As there was no guard on the grinder and the engineer had no face protection some of the pieces hit the engineer in the face causing a large laceration.

First aid assistance was quickly administered and shore assistance requested. The victim was evacuated to a nearby hospital and thereafter repatriated.

Lessons learned

- In this case, there was a sense of urgency to get the job done in order to weigh anchor. Whenever you feel this sense of urgency in your work, slow down and ask yourself 'Am I doing this work as safely as possible?'
- Always ensure safety guards are in place for any machinery that requires it.
- Always wear appropriate personal protecive equipment (PPE).
- Always use the appropriate tool. In this case the angle of attack of the grinder was difficult to control due to the restricted space. Maybe a grinder was not the appropriate tool for the task?

Improvised Work Method Proves Dangerous

As edited from Marine Safety Alert 16-22

During deck maintenance a roller on a winch fairlead was found to be seized. The crew decided to attempt to loosen the roller by using a pallet lifting strop, wrapped several times around the roller, and then fastened to the rail crane fitted on the vessel. When the crane driver applied tension the pallet strap hook broke.

The resulting snap-back of the strop hit one of the crew in the back causing severe injuries.

The pallet strop hook was incorrectly secured to the crane hook, making it much weaker than the Safe Working Load (SWL) of the lifting strop itself.

The deck crew were bringing mooring lines up on deck in preparation for port arrival. The operation included transferring a mooring line from the starboard locker storage spool to the aft deck winch. In order to expedite the work, a crew member held a crow bar in place to act as an improvised fairlead. This was intended to deviate the line around a pillar while the line was tugged directly from the storage spool to the deck winch under power.

During this operation the crow bar slipped; the deck crew member holding the crow bar caught his fingers between the bar and roller.

Severe injuries to three of his fingers resulted.

Lessons learned

- Improvised work methods are rarely safe.

- There should never be undue haste when undertaking a task. This leads to unsafe practices which can cause negative consequences.

- Normal operating procedure in this instance was to first remove the mooring line from the storage spool and then bring it onto the winch without having to angle around the pillar. This procedure was not written down, nor was it communicated to the new crew member undertaking the job.

Risk Assessment Failure Results in Gangway Incident

Source: UK MAIB

The incident:
A ship had berthed alongside and was now secure with all moorings in place. The engines were shut down, and the crew commenced deploying the gangway to provide a safe means of access to and from the ship.

During this operation, an AB was using a boat hook in an attempt to guide the gangway into the correct position. The AB was stretching at the limit of his reach when the hook became detached from the gangway. This caused the AB to lose his balance and stumble. Consequently, his left foot came into contact with the gangway turntable, causing him to trip and fall through the turntable opening and overboard from the ship. The AB was a very lucky man; he fell free from the ship, and entered the water between the ship and the quay. The estimated height of the fall was 4.5 metres.
Although not wearing a Personal Buoyancy Aid, the AB was able to remain afloat and make his way to a quay wall ladder, and then to climb up to the quay.
He sustained only a minor injury (a scratch to his left hand).
Although it was considered a routine task, the deployment of the gangway was a controlled operation with a documented procedure, which was subject to a risk assessment (RA) and a lifting plan. Furthermore, there was a formal requirement for the OOW to have manoverboard procedures in place. The gangway rigging procedure required three crew members, including a trained crane operator.

The manoverboard procedures required a lifebuoy and buoyant lifeline to be available at the gangway position. All of these requirements were met at the time of the incident. The gangway was lifted into position using the ship's crane. A tag line was secured at each end of the gangway to be used to steady it until it had been slewed round and lowered into position.

At the start of the operation, it became apparent that the tag line at the far end of the gangway had become entangled and that the gangway was the wrong way round to be secured to the turntable. The AB was attempting to overcome this by use of a boathook to manoeuvre the gangway. After the incident, a CCTV recording showed that the gangway was being slewed at speed; a factor which is likely to have contributed to the incident.

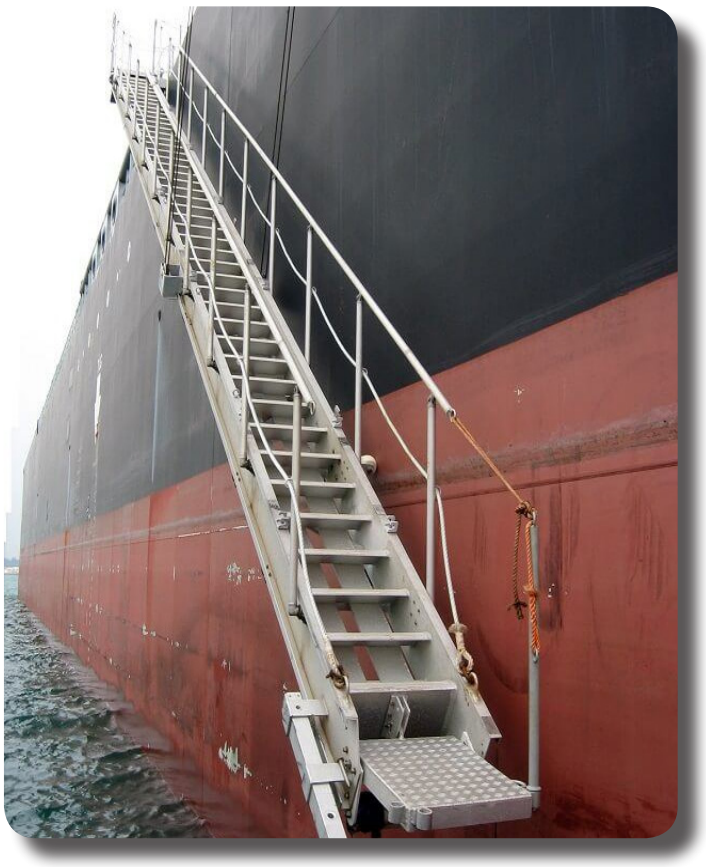
There was a requirement, highlighted in the RA, for personnel to wear buoyant work vests if they were less than 1 metre from the quay edge when manoeuvring the gangway. Buoyancy aids were not considered necessary on board the ship because the ship's side rails were deemed to be a suitable barrier to falling overboard. However, on this occasion, the ship's side gate had already been opened and the turntable lowered before the gangway was in a position to be secured.

Lessons Learned

1. Annex 1.2 of the Code of Safe Working Practices for Merchant Seamen highlights that RAs should be reviewed on a regular basis to ensure that they remain appropriate for the task being completed. If elements of the task change (in this case opening the ship side gate and lowering the turntable) additional controls may need to be introduced, i.e. the wearing of a PBA.

2. The provision and use of a PBA for any work carried out from an overside position or in an exposed position where there isa reasonably foreseeable risk of falling or being washed overboard, is required under.
The Merchant Shipping and Fishing Vessels Personal Protective Equipment Regulations 1999 (Merchant Shipping Notice 1731 (M+F)).

3. For a work procedure and its associated RA to be effective, they must be understood by all participants and all steps pertaining to the task must be followed. If something is not as it should be, stop and reassess the situation.'



Global Fuel Sulphur Cup 0.5% in 2020

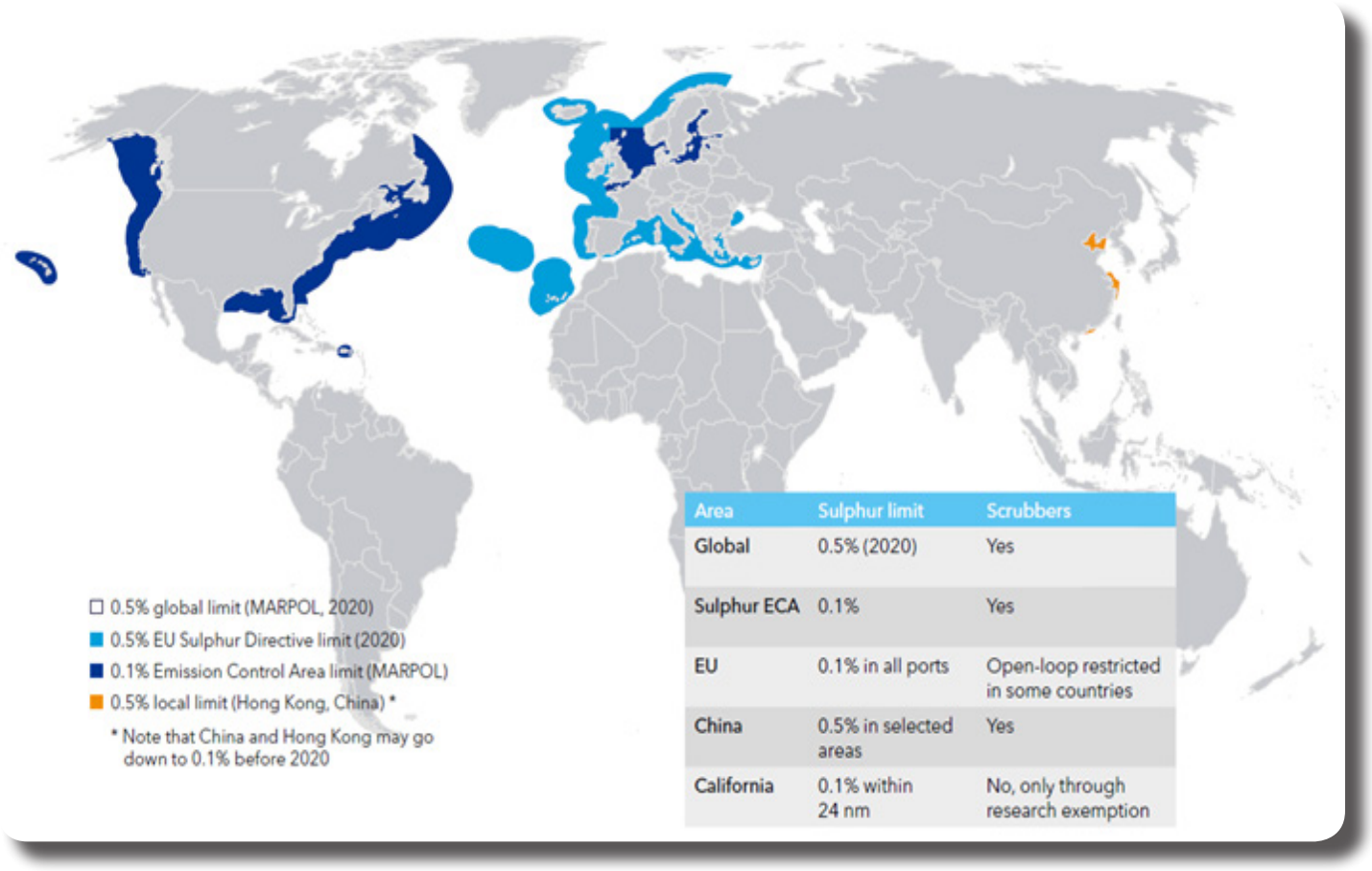
After a review of the outlook of the availability of compliant low sulphur fuel oil in 2020, the IMO has decided that the global fuel sulphur limit of 0.5% should enter into force in 2020. This requirement is in addition to the 0.1% sulphur limit in the North American, US Caribbean, North Sea and Baltic Emission Control Areas (SECA).

A complicating factor is the regional and local regulations, which in some cases stipulate stricter requirements and in others, prohibit certain compli-ance options.

The European Union Sulphur Directive stipulates a maximum 0.5% sulphur content for ships in all EU waters by 2020, and a 0.1% limit in ports. In certain EU countries, it should also be noted that the Water Framework Directive is putting constraints on the discharge of scrubber water. Belgium and Germany have in essence prohibited the discharge of scrubber water in most areas, severely constraining the operation of open-loop scrubbers. Other EU countries are following suit to a lesser or greater degree, with no common EU practice likely to be agreed.

Currently Hong Kong has a 0.5% sulphur limit for vessels at berth. China has recently published regulations for domestic SECA-like requirements in the sea areas outside Hong Kong/Guangzhou and Shanghai, and in the Bohai Sea. China is taking a staged approach, initially requiring maximum 0.5% sulphur content in fuel burned in key ports in these areas, gradually expanding the coverage, and culminating in applying the requirements to fuel used in the sea areas from 2019 onward. There is the possibility that the requirement will be tightened to 0.1% in 2020, and that a formal ECA application may be made to IMO.

California's Air Resources Board (ARB) enforces a 0.1% sulphur limit within 24 nautical miles of the Californian coast. The regulation does not allow any other compliance options than low sulphur marine gas or diesel oil (DMA or DMB). A temporary research exemption may be granted allowing the use of a scrubber. The application has to be sent before entering Californian waters. A sunset review is expected in 2018 which may conclude that the ECA regulations are sufficient.



Area	Sulphur limit	Scrubbers
Global	0.5% (2020)	Yes
Sulphur ECA	0.1%	Yes
EU	0.1% in all ports	Open-loop restricted in some countries
China	0.5% in selected areas	Yes
California	0.1% within 24 nm	No, only through research exemption

Chinese ECAs as of 2017

Further to our previous circulars regarding the Chinese ECAs, i.e. ALL-ISM-16-316, ALL-ISM-15-248, ID/CIR-ISM-16-569 - China ECAs Update, dated 11May16, ID/CIR-ISM-16-651 - Emission Control areas in China updates dated 19Aug16, we would like to inform you that:

1. From 01Jan17 onwards the requirement to use fuel Oil with a Sulfur content not exceeding 0.5%MM when at berth, has been extended to the ports of Tianjin, Qinhuangdao, Tangshan, Huangshan, Huanghua, Guangzhu and Zhuhai. So, together with Shenzhen port, which was added to ECA, as of 01Oct16, this brings the number of the Key ports in the Chinese ECA to eleven.

2. The time table for implementing the low Sulfur fuel in Chinese ECAs, is as follows:

Time	Sulfur content requirement	Applicable Area	Time period
From 01.04.2016	≤0.5%m/m	Key ports in Yangtze Delta ECA, including Shanghai, Ningbo, Zhoushan, Suzhou, Nantong;	Berthing period excluding one hour after berthing and one hour before departure;
From 01.10.2016	≤0.5%m/m	Shenzhen Port	Berthing period excluding one hour after berthing and one hour before departure;
From 01.01.2017	≤0.5%m/m	All Key ports with three ECAs, including Tianjin, Qinhuangdao, Tangshan, Huanghua, Shenzhen, Guangzhou, Zhuhai, Shanghai, Ningbo-Zhoushan, Suzhou and Nantong	Berthing period excluding one hour
after berthing and one hour before			
departure;			
From 01.01.2018	≤0.5%m/m	All ports within ECAs	Whole berthing period
From 01.01.2019	≤0.5%m/m	Whole area of ECAs	Whole period when the ship is in the ECAs

Please also note that:
1. Fuel switching in port will be carried out in accordance with the poster 82 and FOM02 para 4.8.11 and 4.8.13.

3. M/E and D/G's and Boiler on emtering port and for one hour aftre last line fast may run on HFO 3.5pctSulphur but considering that there is not clear information as to whether the ULSFO consumption is required when the vessel is at anchor and even during her shifting from anchorage to Berth, we strongly recommend that, regional recommendations to be examined / evaluated in advance and prior vessel's arrival in the area, through ship's local agents and/or port authorities.
Prior calling above mentioned China waters and during the voyage planning stage, Master and etOpd should liaise with Agent to verify the applicable rules at the earliest possible, in order to prepare and agree for a bunkering plan and quantities of LSFO need to be supplied.

Considering that the Local Authorities may inspect the vessel for verifying compliance with the regulations, records must be always available for change over procedures' timing in Bridge and E/R Log books and fuel samples must be kept on board as appropriate in order to avoid delays and penalties imposition.

Kindly discuss the here in mentioned with your Crew, and keep the records in HSQE Committee Meeting, for CP06-10 section 10 various.

We will keep you closely updated in case of any further amendment.

BWT Systems Installation Implementation Status

The BWM Convention was ratified by a sufficient number of states on 8 September 2016, bringing the total gross tonnage to over 35% from the signatory states.
This means the convention will enter into force 12 months later, on 8 September 2017.

The overall purpose of the BWM Convention is to prevent the transport of invasive species from port/area A to port/area B and thus prevent the destruction of marine habitats.
The BWMC requires each relevant vessel to carry an International BWM Certificate, issued by the flag state or its recognized organisation. The vessel shall have this certificate on board by 8 September 2017 at the latest.

The BWM Convention includes a transitional period during which ballast water can be "exchanged" in deep seas during voyages between ports A and B. The BWM Plan shall describe how this is done.

Furthermore by 8 September 2017, all ships will be required to:
• have an approved ballast water management plan on board,
• maintain a ballast water record book,
• manage their ballast water on every voyage by performing ballast water exchange (or by treating it using an approved ballast water treatment system), and
• undertake an initial survey and be issued with an International Ballast Water Management Certificate (for ships of 400 gross tonnage and above to which the Convention applies, excluding floating platforms, FSUs and FPSOs).

The following are prerequisites for issuing an International BWM Certificate:
• Approved BWM Plan (exchange, treatment or both)
• Approved technical documentation for a BWTS installation (if treatment system is installed)
• BWTS Operation Manual (if BWTS is installed)
• Initial survey for exchange and/or treatment

BWM.2/Circ.40 also address the matter of Ballast Water Management Plans approved in accordance with old resolution A.868(20) (November 1997).

According to the above circular, whilst the Guidelines adopted by MEPC.127(53) in 2005 and referenced in the BWM Convention have effectively superseded the Guidelines adopted by resolution A.868(20), for practical reasons the Ballast Water Management Plans approved in accordance with resolution A.868(20) will remain valid until the ship is required to install a ballast water treatment system.

In light of the lack of a clear decision on a single implementation scheme for complying with the D-2 biological standard following entry into force of the Convention for ships constructed prior to 08Sep17, two proposed schemes will be considered at MEPC 71 in May 2017:

BWT Systems Installation Implementation Status (Continued)

1. Compliance with D-2 at the first IOPP renewal survey after September 8, 2017.
2. Compliance with D-2 at the first IOPP renewal survey completed after September 8, 2017, unless that survey iscompleted prior to September 8, 2019, in which case compliance is at the first IOPP renewal survey completed after September 8, 2019.

Revised Type Approval Guidelines (G8)

The Committee approved a set of substantial revisions to the G8 Guidelines that were prepared by an Intersessional Working Group, which met the week before MEPC 70. The Committee also agreed that the G8 Guidelines are to be reviewed and revised into a mandatory Code at a subsequent session of the Committee.

This revision of the G8 Guidelines recommends that BWT systems "installed* on board ships:
• on or after 28 October 2020 should be approved taking into account the revised Guidelines (G8); and
• prior to 28 October 2020 should be approved taking into account either resolution MEPC.174(58), or preferably the revised Guidelines (G8) approved at MEPC 70.
The revision also provides greater robustness and transparency to the Type Approval process, which should be applied when approving ballast water management systems as soon as possible, but not later than 28 October 2018

Ballast Water Management Systems (BWMS) Approvals

Basic approval was granted for the ClearBal BWMS, submitted by Denmark (MEPC 70/4). This system employs a solution of two Active Substances, which are injected by a dosing pump and a control unit that adjusts the amount of the biocide injected into the ballast system suction pipeline based on the flow rate measurement recorded by a flow meter. Treatment requires a minimum 24-hour holding time in ballast tanks. The treated water is detoxified by a system that is comprised of a unit for dosing activated charcoal to the ballast pipe, a mixing unit and a separation unit to retrieve residual ClearBal substances and activated charcoal from the ballast water.

Final approval was granted for the ECS-HYCHLORTM System, submitted by Republic of Korea (MEPC 70/4/1).
The system filters ballast water to remove organisms and suspended matter larger than 75 µm.

The filter unit is bypassed during deballasting. Additional treatment occurs when a side-stream electrochlorination unit injects total residual oxidants (TRO) into the ballast water at a concentration of not more than 9.5 mg/L as Cl2 during treatment. Prior to discharge, the treated water is neutralized with sodium thiosulfate so that the concentration is not more than 0.1 mg/L as Cl2.

The Committee noted that four additional BWMS have been granted Type Approval in accordance with the G8 Guidelines for approval of ballast water management systems. This brings the current number of Type Approved BWMS to 69.

* "installed" means the contractual date of delivery of the BWT system to the ship or, in the absence of such a date, the actual date of delivery of the BWT system to the ship.

Revised Regulation for Sludge Tanks Connections

Please be advised that, IMO MEPC Resolution 266(88) AMENDMENTS TO THE ANNEX OF THE INTERNATIONAL CONVENTION FOR THE PREVENTION OF POLLUTION FROM SHIPS, 1973, AS MODIFIED BY THE PROTOCOL OF 1978 RELATING THERETO, Amendments to regulation 12 of MARPOL Annex I shall enter into force 1 January 2017.

As of the 01Jan17, this regulation applies to every ship of 400 gross tonnage and above except that paragraph 3.5 of this regulation need only be applied as far as is reasonable and practicable to ships delivered on or before 31Dec79, as defined in regulation 1.28.1.
Ships constructed before 01Jan17 shall be arranged to comply with paragraph 3.3 of this regulation not later than the first renewal survey carried out on or after 01Jan17.

According to the revised regulation sludge tanks shall have no discharge connections to the bilge system, oily bilge water holding tank(s), top tank or oily water separators, except that:

a. the tank(s) may be fitted with drains, with manually operated self-closing valves and arrangements for subsequent visual monitoring of the settled water, that lead to an oily bilge water holding tank or bilge well, or an alternative arrangement, provided such arrangement does not connect directly to the bilge discharge piping system and

b. the sludge tank discharge piping and bilge-water piping may be connected to a common piping leading to the standard discharge connection referred to in regulation 13, the connection of both systems to the possible common piping leading to the standard discharge connection referred to in regulation 13 shall not allow for the transfer of sludge to the bilge system.

Our Company has launched a project to manage this change timely and effectively.

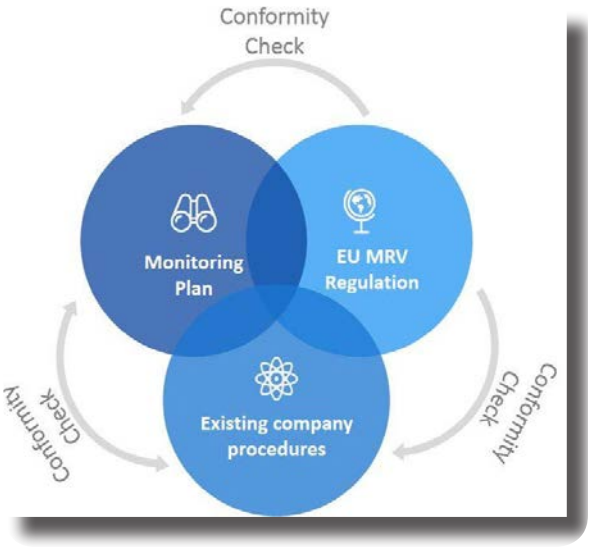
Shipping MRV Monitoring Plan Approval

Shipping companies are expected to submit a monitoring plan to their verifier for approval by August 2017 for each ship above 5000 GT visiting EU ports.

By 31 August 2017, shipping companies shall submit to their verifier a monitoring plan (MP) describing the method chosen to monitor and report emissions and other relevant information for each of their ships above 5000 GT visiting EU ports (Art. 6 of the Shipping MRV Regulation).

The MP consists of a complete and transparent documentation of the monitoring methodology of a specific ship and shall contain at least the elements listed in Art. 6 §3.

Shipping companies shall use standardised MP based on templates established by the European Commission (Art. 6 §4).



The first task of the verifier will be to assess the conformity of the MP with the requirements laid down in Art. 6 and 7.

Where the assessment contains recommendations necessary to be incorporated within a MP, the shipping company shall revise its MP before the reporting period starts.

A project is launched in our company and as soon as the standardized MP template and reporting format are published same will be incorporated in the existing SEEMP, as an operational measure.

ER FO Sampling Points

As per our circular ID/ALL-ISM-16-347 - USCG Voluntary Fuel Oil Sampling Program dated 01Apr2016 our company is willing to participate in the voluntary program of USCG and if asked provide FO from samples from ship's fuel service system in ER.
As per our circular ID/ALL-ISM-15-256 dated 21Dec2015 and ID/ALL-ISM-15-196 dated 18Sep2015 on EU Decision 2015-253 in force by 1st January 2016, EU PSC officers are entitled to check the sulphur content of fuel being used on board by analyzing a fuel spot sample drawn from the ship's fuel service system or by analyzing the relevant sealed bunker samples onboard or both.

In view of the above and have reviewed all Flag and class applicable rules, the makers and vessels proposals for the fuel sampling points, the following fuel sampling positions of M/E, D/Gs and Aux. Boiler are assigned for your good vessel:
1. Before Main Engine, fuel piping spare plug (see attached drawing S4 and photo)
2. Before Diesel Generator, fuel piping spare plug (see attached drawing S4 and photo)
3. Before Aux. Boiler Pressure gauge directly before main burner (see attached drawing S5 and photo)

In this respect, kindly proceed with:
1. Requisition for 1 pcs isolating valve and 1 pc self-closing cock that should be installed in series to above mentioned M/E fuel piping spare plug, revert with requisition.
2. Requisition for 3 pcs isolating valves and 3 pc self-closing cocks that should be installed in series to above mentioned D/Gs fuel piping spare plug, revert with requisition.
3. Requisition for 1 pcs isolating valve and 1 pc self-closing cock that should be installed in series to above mentioned Aux. Boiler fuel piping location, revert with requisition.
4. Suitable labeling of the above appointed fuel sampling points as per boiler foto, and revert with photos.

Please also note following guidance and precautions for the proper fuel sampling in engine room:
-Before taking a fuel sample from the sampling point the fuel change-over procedures should have been completed, then pipe flushing and adequate draining of the sampling valve must be performed with care, to ensure that the sample to be taken is representative of the fuel quality
-Only appropriate bottles with seals are to be used for taking fuel samples.
-Sampling points are at locations within the oil fuel system that enable samples of oil fuel to be taken in a safe manner.
-Sampling points are located in positions as far removed as possible from any heated surface or electrical equipment so as to preclude impingement of oil fuel onto such surfaces on equipment under all operating conditions.
- FOM 10 'Maintenance' section 10, paragraph 4 will be revised with the fuel system sampling procedures in engine room by the next DMS revision.

Therefore whenever an EU PSC officer is requesting a fuel sampling in engine room as per EU Decision 2015-253, or an USCG PSC officer is requesting fuel system sampling in engine room per USCG Voluntary Fuel Oil Sampling Program, the above mentioned sampling points and procedures are applicable.

Familiarization, Roxana Shipping 01 Jan - 30 Apr 17

Name	Rank	Vessel	Join Date	Photo
Kozlov Alexander	Ch/Off	DGN	26/04/2017	

Capt. Foivos Kousouris Employment

We are pleased to advise you that Capt. Foivos Kousouris, has joined Roxana Technical dept as of 01Feb17.

Capt. Kousouris has graduated from the Merchant Marine Academy of Aspropyrgos in 1994, as Captain C'.

Since 1997 Capt. Kousouris has been sailing in various types of vessels of two major Hellenic Shipping Companies and holds the Master Mariner's A' degree as of 2010.

He also worked as a part time pilot during March 2016.
The professional experience and skills of Capt. Kousouris will definitely add value in our team and will help us meet the short and long term objectives set out by the company.
Foivos, welcome on board!

Mr. Alexandros Stathopoulos in-house Training

Mr. Alexandros Stathopoulos attended our Office from Monday, 16Jan17 till Friday, 20Jan17 for an extended familiarization and training. Mr. Stathopoulos went through following Dep'ts for a relevant familiarization / training as indicated below:

• Post Fixture Tue 17/01/2017: General, Voyage Claims, Laytime Procedures, Freight Invoicing, Demurrage and Deviation/Heating/Speed up Claim Preparation, DA's - PDA / FDA.
• IT Wed 18/01/2017, by SAK/CSV: TA Doc Manager (Library Viewer, Filtering/Reading Incoming Flow Forms, Creation/Submission of leave request form), TechAnywhere (Position Message-Ops Schedule-Voyage Card Input, Voyage Reports Viewing), Danaos Infogate/Planner/Scheduler, Danaos Crewing, Softmar (Voyage Estimator, Globe Distance Tables, Vessel Ops-Modifying the voyage schedule-Bunkers Input-Voyage P/L), Roxana Cloud.
• Wet OPD/PD Thu 19/01/2017, by IK/CSP: Bunkering, Purchasing Stores/Supplies - Coordination with Agents
• SQM/Gr1 20/01/2017 by THP/GPS,GAK: CPARs, Armed Guards Selection THP, Vessels 3rd Party Inspections, Tanker Inspections and Audits Report
• MD Fri 20/01/2017: DMS Update, Management of Change - Risk Management, Accidents - Near Misses - Nonconformities reporting, Incident investigation corrective preventive actions
Alexandros, with batteries fully charged returned to the operating desk of Roxana in Pancoast, Singapore.

Promotions, Roxana Shipping 01 Jan - 31 Apr 17

Name	Rank	Promotion Date	Photo
Tsys Ilya	3rd/Off	20/02/2017	
Iakovlev Anton	3rd/Off	18/01/2017	
Shalimov Nikolai	3rd/Eng	16/01/2017	
Rudikov Pavel	Junior 4th/Eng	05/02/2017	
Kazakov Aleksandr	Junior 4th/Eng	22/01/2017	
Snegurenko Pavel	Electrotech./Off	07/03/2017	

Master's & Chief Engineer's Promotions within the Roxana Pool

1. **Vazhenin Andrey**

Vazhenin Andrey was born on 11Jun74. He is married and has two daughters at the age of 19 and 13 years old respectively.

In year 1997 he was graduated from Far Eatern State Technical Fishering University (FESTFU).

1.1 In 2004 he joined Kristen Marine SA, where he was recruited as 4th Engineer on Tasman Independence.

1.2 During the period Dec/2004 - Jul2005, he served on our IND as 4th Engineer.

1.3 During the period 2005 - 2006, he offered his services on MV ADVENTURER as 3rd Engineer.

1.4 During the period 2006 - 2010, he offered his services at the position of 2nd Engineer on vessels IND, RES, ADV.

1.5 In Year 2010, he received the Chief engineer's license. Then he joint MV Adventurer, at the position of the Chief Engineer,

1.6 In 2011 he was recruited by Roxana pool. For the purposes of enacting the proper Sea Service on tanker vessels, which is required by the Oil Majors, before he undertakes Chief Engineer's duties he was employed as the 3rd on ATH in 2011 and as 2/E on MCL in 2012.

1.7 Since May12 till the time being, he has offered his services as Ch. Engineer, on MBC, four times on MCL and two times on AGT.

2. **Triakin Andrei**

Triakin Andrei was born on 05Jan82. He is married. He has one child, daughter, of 4 Years old .

In year 2007 he was graduated from Maritime State University (MSU) Kristen -Roxana pool. In 2008 he was recruited by Kristen Marine S.A, where he offered his services as 4th Engineer and 3rd Engineer, on Spirit of Brazil.

2.1 In 2010, he was recruited in Roxana Shipping and he joint MT Ocean Dignity, as 4th Engineer.

2.2 During the period 2011 - 2012, he offered his services on DGN, MBG, as 3rd Engineer.

2.3 During the period 2013 - 2016, he offered his services on MVL and MGC (four times), as 2nd Engineer.

2.4 In Year of 2016, he received the Chief Engineer's license. Since then, he continues to offer his services on Roxana Fleet vessels, awaiting the opportunity to be promoted to Ch. Engineer.

Master's & Chief Engineer's Promotions within the Roxana Pool (Continued)

3. **Berillo Evgenii**

Berillo Evgenii was born on 15Feb81. He is married and he has one daughter of one Year old.
3.1 In 2003, he was graduated from Maritime State University (MSU). He joined Roxana pool in 2008 at the rank of Junior 3/Officer, on mt Ocean Dignity
3.2 During the period 2008 - 2009, he offered his services on our vessels DGN as 3rd Mate
3.3 During the period 2009-2010, he offered his services on QST, ARN as 2nd Officer.
3.4 During the period 2012-2015, he offered his services on DGN, SPR, QST, MGC, at the rank of Ch. Officer.
3.5 In 2016 he received the Master's license. In Jul16, he join our MT Malbec, at the rank of the Master. He is expected to join another Company's vessel as Master.

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4. **Kozlov Alexander**

Kozlov Alexander was born on 10Dec73. He is married and has 2 children, one of 21 Years old and the second one of 3 Years old.
In year 2006 he was graduated from Far Eastern Marine College and in 2007 joined Roxana pool, where he offered his services on MCL, SPR, as 3rd Officer.
4.1 During the period 2007 till 2008, he offered his services on our vessels as 3rd Officer.
4.2 During the period 2008-2011 he offered his services on DGN and MBC as 2nd Officer.
4.3 In Year 2011 he received the Chief Officer's license. Since then he is offering his good services on board our vessels as C/O.

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5. **Karasev Leonid**

Karasev Leonid was born on 12Dec74. He is married and he has 2 children, one of 19 Years old and the other one of 9 Years old.
In year 2001 he was graduated from Far Eastern Marine College and in 2008 joined Roxana pool as 3rd Officer on Malbec.
5.1 In year of 2008 he offered his services served as 3rd Officer.
5.2 During the period end 2008 to 2011, he offered his services on DGN and MBC as 2/O.
5.3 In the Year of 2011 he received the Chief Officer's license. Since then he offered his services on MGC, SPR, ADA as C/O.

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6. **Nizhnik Nikolay**

Nizhnik Nikolay was born on 25Jan83.
In year of 2006, he was graduated from Marine State University.
6.1 In the year of 2008 he joined Roxana pool, where he offered his services on MLD as 3rd Officer.
6.2 During the period 2009 - 2011 he offered his services on SPR, QST, MVL 2nd Officer.
6.3 In Year 2011 he received the Chief Officer's license. Since then, he offered his services on on MCL, ARN, AGT MGC, as C/O.

Master's & Chief Engineer's Promotions within the Roxana Pool (Continued)

7. **Trukhachev Evgeny**

Trukhachev Evgeny was born on 02Sep74. He is married and has 2 children, one of 21 Years old and the second one of 13 years old.
In year 2004 he was graduated from VMC and in 2007 joined Roxana pool as 4th Engineer on Ocean Quest.
7.1 During the period 2008-2010, he offered his services on SPR, DGN, QST, as 3rd Engineer.
7.2 During the period 2010-2015, he offered his services on QST, SPR, ARN, as 2nd Engineer.
7.3 In the Year of 2015 he received the Chief Engineer's license. Since then he offered he is offering his services on ATH (twice) as Ch. Engineer.

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8. **Kuznetsov Sergey**

Kuznetsov Sergey was born on 24Jun76. He is married and has 1 child of 9 Years old.
In year of 1997 he was graduated from Far Eastern Marine College. In year of 2008 he joined Roxana pool, where he offered his service on MBC as 4th Engineer.
8.1 During the period 2008-2010, he offered his services on MLD and MBC, as 3rd Engineer.
8.2 Since 2010 he has offered his services on MVL, MCL and four times on ATH, as 2nd Engineer.
8.3 In Year of 2015 he received the Chief Engineer's license. In near future he will be promoted to position of the Chief Engineer.

Job Opportunities

In view of the planned for 2017 Fleet expansion following new positions are announced for 2017:

Fleet superintendent, ex Master

He will be based in RoKcs office, Vladivostok and/or Singapore, belonging to a Fleet Group, reporting to Headof¬fice, responsibilities as per CP01, fluency in English and computers desirable, Ex Master in Kristen/Roxana Fleet will be also desirable.
Attractive benefits package.

Fleet superintendent, ex Chief Engineer

He will be based in RoKcs office, Vladivostok and/or Singapore, belonging to a Fleet Group, reporting to Headof¬fice, responsibilities as per CP01, fluency in English and computers desirable, Ex Chief Engineer in Kristen/Roxana Fleet will be also desirable.
Attractive benefits package.

Fleet superintendent, ex Master

He will be based in Athens, belonging to a Fleet Group, responsibilities as per CP01, fluency in English and computers desirable, Ex Master in Roxana Fleet will be also desirable.
Attractive benefits package.

Operator, ex Master

He will be based in Athens and/or Singapore office, reporting to Headoffice, responsibilities as per CP01, fluency in English and computers desirable, Ex Master in Roxana Fleet will be also desirable.
Attractive benefits package.

ROXANA SHIPPING S.A.

KRISTEN MARINE S.A.

State of the Art in Shipmanagement is our Tradition