News Waves

Jan - Mar 2020 Edition 2020-1

ROXANA SHIPPING S.A. KRISTEN MARINE S.A.

Contents

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Please recycle

Message from TEK

"It is not about the three and a half million manhours injury free, it is about the capacity we have to manage our mistakes and mitigate the consequences, so that we fail safe. We develop a fearless organization, learning from our mistakes and from our success, committed in the Roxana "ego" tree principles, the most important "me", take care about myself and my team, Return Home Healthy all times!"

The 2019 marked a record of 3000000 continuous manhours with zero lost time injuries for our fleet.

Regretfully in Feb2020, and after 3600000 continuous injury free manhours, one of our colleagues was injured, stepping up a ladder while restoring after a descaling operation on deck. Investigation is in process and corrective actions, along with lessons learnt will be distributed to the fleet within March20.

Humans err., it is part of human nature. We all make mistakes. It is not about the three and a half million manhours injury free, it is about the capacity we have to manage our mistakes and mitigate the consequences, so that we fail safe. We develop a fearless organization, learning from our mistakes and from our success, committed in the Roxana "ego" tree principles, the most important "me", take care about myself and my team, Return Home Healthy all times!

Since the late 2016, along with the Shell Partners in Safety and OCIMF / Intertanko working group on behavioral competence, we have been working introducing into our system and practices the soft skills dimension of competence.

The "ego" tree was developed, starting with the principal question, "who is the most important person on earth", and when we came to understand that each one "me" is the most important person on earth, we naturally concluded that each one of us must take care of oneself. The principal order "Return Home Healthy" was then introduced. Elaborating on taking care of myself, and when in team, we came to the equation take care of myself=take care of my team.

The S.H.E.L.L model was incorporated in our system at that time to classify the factors each individual interfaces with, ie Software (procedures, instructions), Hardware (equipment, tools), Environment (time and space) and other human beings.

Starting from the Roxana "ego" tree concept we have concentrated on three axes of activity: the 3 pillars and engagement, the soft skills and the reflective learning.

More than 12 workshops ashore have been designed to elaborate particularly on the principles of:

- Incorporating soft skills, the three pillars and the non routine operations to Company procedures
- take care of myself (and my team) and communication for care and resilience
- communication skills, as prerequisite for a successful leader and a successful team member.
- The Roxana 3x3x3 soft skills model

A remarkable number of projects are running in parallel to manage all changes necessary for our Company to achieve these 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.

Crew welfare and mental health is another priority with Shell Let's talk modules been harmonized with our Communication for resilience learning engagements, already incorporated in the 2020 training and the learning engagements plan . BMI and Internet on board are two of the related projects, which are now in the monitoring phase.

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 2019, is the KPIs where most of the targets were achieved, even exceeded.

Extract of all above is included in the Hot Stuff section, which also contains the Best Practices for the 2019, and in the New Rules section, which also contains updates on SOx and NOx emissions, fuel 2020 update on PSC inspections and fuel switching challenges for machinery.

The Who is Who section this time hosts Chief Engineer Svistunov Evgenii, Master Khairulin Oleg and Chief Engineer Selifontov Boris, who serve our fleet for about 12 years and who have greatly contributed to the success of Roxana Shipping SA.

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 of wrong practices that we should refrain from.

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

Prompt and effective learning process 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 E. Koutris
Managing Director

Who is Who

Svistunov Evgenii

Chief Engineer Evgenii Svistunov was born in Vladivostok on 19Apr64.
He graduated from FESMA in 1986.
Evgenii joined Kristen Marine S.A. as 2nd Engineer on 17Apr03 and received the C/E's License in 2005.
On 22Aug06, he was promoted to Chief Engineer on M/V Tasman Resolution.
He joined Roxana Shipping S.A, on 23Aug10, where he rendered his services as Chief Engineer on M/T Ocean Spirit.
Evgenii has a total sea service of 9.4 years with our Company.
He is married to Vera and has a son.
He is fond of fishing.
Since 17Jan20 he is on our M/T ASPROUDA.

Khairullin Oleg

Captain Oleg Khairulin was born in Alma-Ata on 26Jan72.
He graduated from Far Eastern State Marine Academy on 25Feb95 and received the Master's License in 2006.
Captain Oleg joined Roxana Shipping S.A. as a Master on 15Apr08.
He has a total sea service of 7.8 years with our Company.
Oleg lives in Nakhodka and has one daughter.
For the time being, he is ashore, scheduled to join M/T ALTESSE, once she is clear of port Limbe, Cameroon.

Selifontov Boris

Chief Engineer Boris Selifontov was born in Nakhodka on 01Apr70.
He joined Roxana Shipping S.A. as 3rd Engineer on 18Jun08, where he rendered his services on board M/T Ocean Dignity.
He is a graduate of Admiral Nevelskoy State Marine University, Vladivostok and received the C/E's License in 2015.
On 13Jun17 he was promoted to Chief Engineer on M/T Magic Star.
Boris has a total sea service of 6.5 years with our Company.
He is married to Elena and he has two sons.
He is keen on travelling, hunting and fishing.
Since 09Dec19 Boris is on our M/T Magic Star.

RoKcs offered quality services for our customers throughout 2019.

The fleet remained stable and for the 1st quarter of the 2020 the pool of RoKcs seafarers is also stable consisting of almost 500 seamen with approximate ratio of 50/50 on tankers and on bulkers.

The leap year (according to the Chinese calendar, the year of the White Metallic Rat) began with the severe epidemic situation in the world, associated with the outbreak of Coronavirus disease.

As a side effect, the total lock down of airports and borders is causing tremendous difficulties with crew changes. We follow the matter very closely, supporting the families of our seamen and, through Roxana Shipping and Kristen Marine, influencing IMO and coastal states for a pragmatic approach in allowing embarkation and disembarkation of seamen.

Due to the border closure in South Korea Mr. Koutris postponed his arrival in Vladivostok for a later time, but nonetheless, the March training courses for Roxana Shipping, Kristen marine and Olympic Vision were conducted in full scope at VMC by RoKcs staff (Captain Sidorkin and Captain Verkhoturov)

Margarita Kuramaeva, after about 4 years working with RoKcs, decided to follow a different path in her career, commercial rather than crew management focused.
We wish her good luck in her new venture.

V. Gladkikh
Capt. P. Sidorkin
Capt. D. Verkhoturov

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

Tanker/Bulker Officers Learning Engagement Sessions 4-6 March 2020

Company's DMS updates and reflective LFI/LET and Resilience sessions for Tanker/Bulker Officers of Roxana/Kristen pool were facilitated by RoKcs training officer Capt. P. Sidorkin, with the participation of 22 senior and 4 junior Officers.

In particular, the purpose of the Tanker/Bulker crew pool learning courses, which took place on the 4th – 6th of March 2020, was to refresh Officers' knowledge on the Company's Documented Management System (DMS), Bridge Team Management (BTM) and Engine Room Team Management (ERTM).

Topics like Company Vision, Mission and policies, Health and Safety aspects and management including Covid19 outbreak, Environmental aspects and management, Quality management, DMS reporting and document control, Ulysses Doc Manager, Danaos crewing, Incident reporting investigation and CPARs, Management of Change and Risk Management, Career development and appraisals, emergency preparedness, Oil Record Book, Garbage Management, cyber security and ISPS, 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 4 mixed groups, were fully engaged in the learning sessions and workshops conducted with following topics:

- Take care of myself and my team
- Communication for Care and Resilience
- Workshop CP20 Fuel and Lub oils management MoC and RM
- Workshop FOM03.1 Mooring management MoC and RM
- Workshop FOM06 Cargo operations MoC and RM
- Workshop FOM13 Security management MoC and RM
- Workshop MIR CP09-02 revision
- Workshop Soft skills 3x3x3 behavioral scenarios

Particular attention was paid to

- Return Home Healthy and therefore Care about myself and my team to achieve HSQE incident free, effective and efficient operations.
- The three pillars (Incidents report investigation, MoC, RM) and engagement
- The crew engagement as ticket to culture and to the Reflective LFI session on risk normalisation and crew debate on board as further engagement tools.
- The responsibilities of each individual member as leader or member of a team or for keeping a watch throughout any operation.
- The function of teams to accomplish HSQE incident free operations, effectively and efficiently.

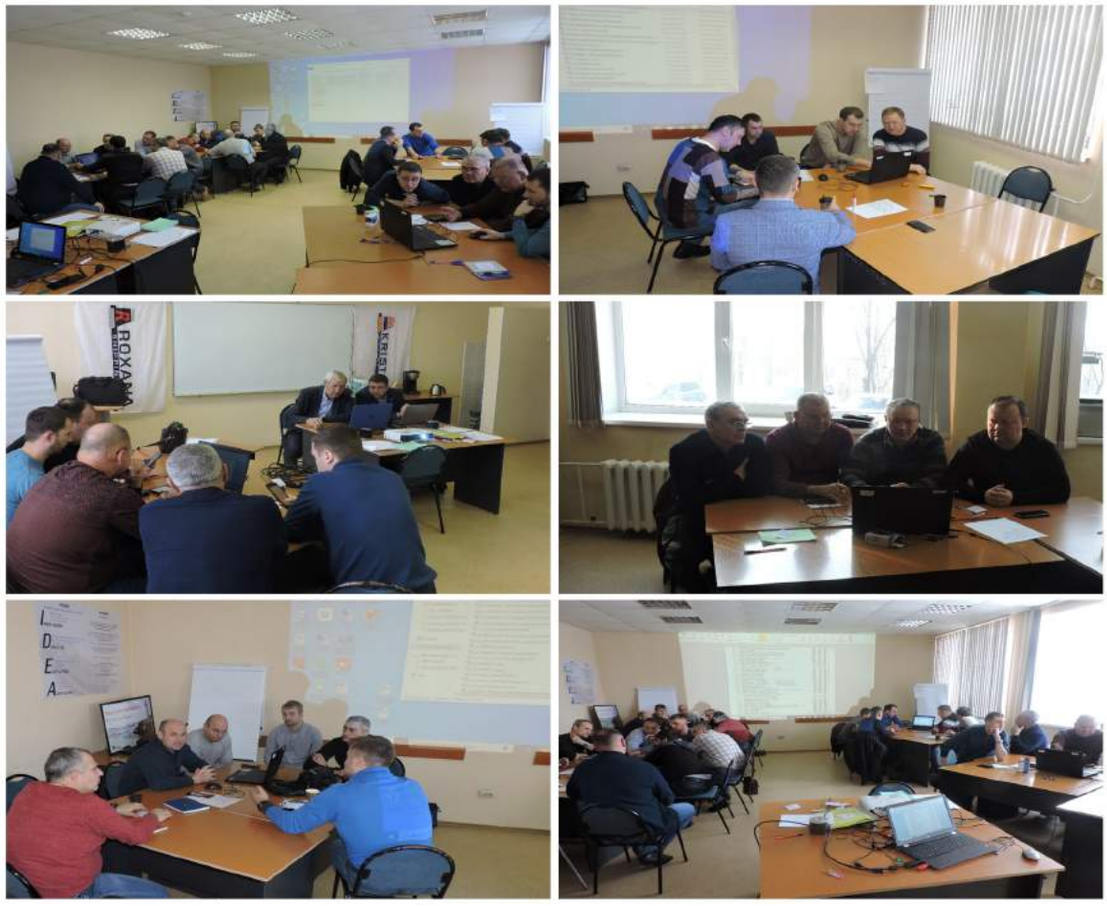
The aim of these learning sessions was to think and talk about the conditions leading to risk normalisation as a group. Both individually and as a group, the participants had an opportunity to elaborate on how to keep the chronic unease on board in the future and how to improve their communication skills.

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

The outcome of the Group actions will be considered by Company in an effort to revise procedures and improve practices, to achieve our targets for HSQE incident free, effective and efficient operations.

Tanker/Bulker Officers Learning Engagement Sessions 4-6 March 2020

The number of participants was 11 deck Officers and 15 engine Officers in 4 groups, listed as follows:



DMS/ BTM (Bridge Team Management)

TANKERS

Name	Rank	Group
Mikhalev Oleg	Master	Gr 1
Khairullin Oleg	Master	Gr 3
Verkhovskii Andrei	Master	Gr 2
Shtyrba Dmitrii	Chief Officer	Gr 3
Tsayukov Ivan	Chief Officer	Gr 1
Anastasiiadi Andrei	Chief Officer	Gr 2
Panasyuk Sergey	Officer 2nd	Gr 3

BULKERS

Name	Rank	Group
Demchenko Aleksandr	Chief Officer	Gr 4
Drachuk Mikhail	Officer 2nd	Gr 4
Gavrysh Roman	Officer 2nd	Gr 4
Palchuk Aleksandr	Officer 3rd	Gr 4

DMS/ ERTM (Engine Room Team Management)

TANKERS

Name	Rank	Group
Kochnev Sergey	Chief Engineer	Gr 1
Polkovnikov Alexey	Chief Engineer	Gr 2
Ozerin Valeriy	Chief Engineer	Gr 3
Senotrusov Evgeny	Engineer 2nd	Gr 1
Karabin Sergei	Engineer 2nd	Gr 2
Zakharov Dmitrii	Engineer 2nd	Gr 3
Sharagovich Aleksandr	Engineer 2nd	Gr 1
Orevskiy Sergey	Engineer 2nd	Gr 2
Lutonin Sergey	Engineer 2nd	Gr 3
Afanasyev Denis	El Tech Officer	Gr 3
Gontar Viacheslav	El Tech Officer	Gr 1

BULKERS

Name	Rank	Group
Kosianchuk Aleksandr	Chief Engineer	Gr 4
Teplyakov Andrey	Chief Engineer	Gr 4
Podkorytov Pavel	Engineer 2nd	Gr 4
Kurylev Roman	Engineer 2nd	Gr 4

Tanker/Bulker Ratings Learning Engagement Sessions 3 March 2020

Company's DMS updates, reflective LFI/LET and Resilience sessions for tanker and bulker ratings of Roxana and Kristen pool were facilitated by RoKcs Training Officer Capt Pavel Sidorkin, assisted by Roxana and Kristen 2nd Officer Kulbida Igor, 3rd Officers Emelianov Andrei , Cherepanov Nikita and Kleshcherov Anatoly with the participation of 12 deck and 4 engine ratings.

In particular, the purpose of the tanker and bulker crew pool learning courses, which took place on the 3rd of March 2020, was to refresh ratings' knowledge on the Company's Documented Management System.

Topics like Company Vision, Mission and policies, Health and Safety aspects and management including covid19 outbreak, Environmental aspects and management, Quality management, DMS reporting and document control, Ulysses Doc Manager, Danaos crewing, Career development and appraisals, emergency preparedness, Incident reporting investigation and CPARs, Oil Record Book, Garbage Management, cyber security and ISPS, last Management Review and KPIs, Cargo Operations, Bunkering procedures, New Rules, Log Book entries, observations from 3rd party inspections and commercial issues were discussed.

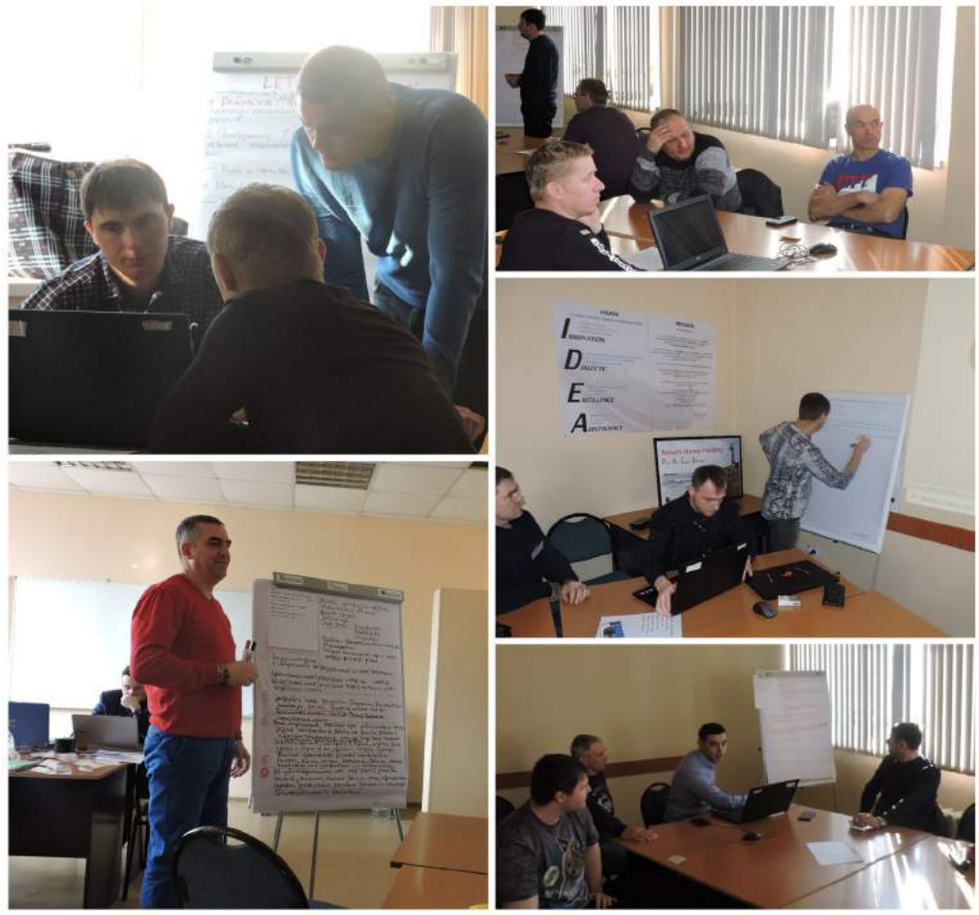
All attendees, split in 4 mixed groups facilitated by the Junior Officers, were fully engaged in the learning sessions and workshops conducted with following topics:
- LET Personal Injury
- LET slips, trips and falls
- Take care of myself and my team
- Communication for Care and Resilience

Particular attention was paid to
- Return Home Healthy and therefore Care about myself and my team to achieve HSQE incident free, effective and efficient operations.
- The three pillars (Incidents report investigation, MoC, RM) and engagement
- The crew engagement as ticket to culture and to the Reflective LFI session on risk normalisation and crew debate on board as further engagement tools.
- The responsibilities of each individual member as leader or member of a team or for keeping a watch throughout any operation
- The function of teams to accomplish HSQE incident free operations, effectively and efficiently.

The aim of these learning sessions was to think and talk about the conditions leading to risk normalisation as a group. Both individually and as a group, the participants had an opportunity to elaborate on how to keep the chronic unease on board in the future and how to improve their communication skills.
All proposals were discussed and noted in Training Suggestions Log for further actions.
The outcome of the Group actions will be considered by Company in an effort to revise procedures and improve practices, to achieve our targets for HSQE incident free, effective and efficient operations.

Tanker/Bulker Ratings Learning Engagement Sessions 3 March 2020

The number of participants was 4 Junior Officers and 16 ratings in three groups, listed as follows:



Deck Ratings

TANKERS

Name	Rank	Group
Kulbida Igor	Officer 2nd	Gr 1
Emelianov Andrei	Officer 3rd	Gr 2
Cherepanov Nikita	Officer 3rd	Gr 3
Monid Pavel	Bosun	Gr 1
Mikov Aleksandr	A/B	Gr 1
Albert Dmitrii	A/B	Gr 2
Belousov Artur	A/B	Gr 3
Orlov Roman	A/B	Gr 1
Bokov Ilya	O.S.	Gr 2
Shnaider Artur	A/B	Gr 3

BULKERS

Name	Rank	Group
Kleshcherov Anatolii	Officer 2nd	Gr 4
Belotserkovnikov Vlad.	Bosun	Gr 4
Puzanov Viacheslav	A/B	Gr 4
Bobkov Iurii	A/B	Gr 4
Ruziakov Konstantin	A/B	Gr 4
Epishin Andrei	A/B	Gr 4

Engine Ratings

TANKERS

Name	Rank	Group
Kilin Konstantin	Oiler/Welder	Gr 1
Pyzhov Sergei	Oiler	Gr 1
Semenov Igor	Oiler	Gr 2
Aleshkin Gennady	Oiler	Gr 2

Tanker Officers ECDIS Type Specific Learning Engagement Session January and March 2020

ECDIS type specific reflective learning courses on Furuno installation FEA 2107, Furuno FMD 3X00 series and Konsberg K-Bridge for deck officers of Tanker Fleet were conducted by VMC instructor Mr. Talgat Kenetbaev on the 30th of January and the 6th of March 2020 respectively:

The courses were held with participation of the following Deck Officers, who shared their experiences during the sessions:

January 2020

Name	Rank	Group
Ignatenko Leonid	Officer 2nd	Gr 2
Galaida Denis	Officer 3rd	Gr 1
Minchik Evgeny	Officer 3rd	Gr 2
Aleksin Roman	Officer 3rd	Gr 3
Zubov Anton	Officer 3rd	Gr 1
Pupkevich Pavel	Officer 3rd	Gr 2
Maslennikov Vlad	Officer 4th	Gr 2
Gribov Vladimir	Officer 4th	Gr 3
Litvinov Nikita	Officer 4th	Gr 1
Strom Vladislav	Officer 4th	Gr 2

March 2020

Name	Rank	Group
Mikhalev Oleg	Master	Gr 1
Khairullin Oleg	Master	Gr 3
Verkhovskii Andrei	Master	Gr 1
Shtyrba Dmitrii	Chief Officer	Gr 2
Tsayukov Ivan	Chief Officer	Gr 3
Anastasiiadi Andrei	Chief Officer	Gr 1
Mikhalev Oleg	Master	Gr 1

Particular attention was paid to:
1. FFF while ECDIS operations on board
2. 3rd Party inspections and observations
3. Issues of Celestial navigation
4. No-NO project

Tanker Officers IGS, Framo, Marflex, Kongsberg Learning Engagement Sessions 6 March 2020

Reflective learning courses for Framo and Marflex DWP, Kongsberg K-Chief 500 and Inert Gas System (Hamworthy & Moss) were conducted by Chief Engineer Kochnev Sergey for Tanker Engineers and Electro Technical Officers on the 6th of March 2020.

Particular emphasis was laid on sharing experiences from system operation and maintenance while advantages and disadvantages of operating Konsberg main and auxiliary engines were discussed.

The courses were conducted with participation of the following 11 Engine and Electro Technical Officers, who shared their experiences during the sessions:

Name	Rank	Group
Kochnev Sergey	Chief Engineer	Gr 1
Polkovnikov Alexey	Chief Engineer	Gr 2
Ozerin Valeriy	Chief Engineer	Gr 3
Senotrusov Evgeny	Engineer 2nd	Gr 1
Karabin Sergei	Engineer 2nd	Gr 2
Zakharov Dmitrii	Engineer 2nd	Gr 3
Sharagovich Aleksandr	Engineer 2nd	Gr 1
Orevskiy Sergey	Engineer 2nd	Gr 2
Lutonin Sergey	Engineer 2nd	Gr 3
Afanasyev Denis	El Tech Officer	Gr 3
GontarViacheslav `	El Tech Officer	Gr 1

VMC Cadets Training Session 30 January 2020

Introduction to Company's DMS , Safety on board and Environmental regulations, Training on board program for VMC cadets were conducted by RoKcs Training Officer Capt. P. Sidorkin, assisted by General Director Capt. D. Verkhoturov on 30th of January 2020 with participation of 11 deck and 8 engine cadets.

Deck cadets

Name	Rank
Nozhnov Aleksei	D/cadet
Iandiev Aleksandr	D/cadet
Sviridov Maksim	D/cadet
Kirianov Kirill	D/cadet
Drozdov Artem	D/cadet
Lunegov Daniil	D/cadet
Chentsov Aleksei	D/cadet
Pravov Egor	D/cadet
Nelin Rodion	D/cadet
Riabushenko Dmitrii	D/cadet
Makarov Artem	D/cadet

Engine cadets

Name	Rank
Borisenko Devid	E/cadet
Denisiuk Sergei	E/cadet
Riabov Vadim	E/cadet
Smyshnikov Andrei	E/cadet
Sherstnev Konstantin	E/cadet
Podgornyi Aleksandr	E/cadet
Mustaev Damir	E/cadet
Mirzoev Anar	E/cadet

Tanker/Bulker Cooks and Messmen Learning Sessions February 2020

Company's DMS updates and reflective learning LFI/LET & Resilience sessions for catering staff members of Roxana and Kristen pool were provided by RoKcs Training Officer Capt. P. Sidorkin, with participation of 8 seamen.

In particular, the purpose of the catering staff learning courses, which took place on the 13th of February 2020, was to refresh catering staff's knowledge on the Company's Documented Management System.
Topics like Company Vision, Mission and policies, Health and Safety aspects and management, Environmental aspects and management, emergency preparedness, cyber security and ISPS, last Management Review and KPIs, observations from 3rd party inspections were discussed.

All attendees, split in 3 mixed groups, were fully engaged in the learning sessions and workshops conducted with following topics:
Experience sharing on menu and effective and efficient cooking and house keeping
Take care of myself and my team
Communication for Care and Resilience
LET Personal Injury and LET slips, trips and falls

Particular attention was paid to:
• Covid19 outbreak and personal measures, particularly for catering staff
• Return Home Healthy and therefore Care about myself and my team
• Hygiene And Cleanliness, particularly for catering staff
• BMI issue
• Crew engagement as ticket to culture and to the Reflective LFI session on risk normalisation and crew debate on board as further engagement tool
• The responsibilities of each individual member as leader or member of a team or for keeping a watch throughout any operation

The aim of these learning sessions was to think and talk about the conditions leading to risk normalisation as a group. Both individually and as a group, the participants had an opportunity to elaborate on how to keep the chronic unease on board in the future and how to improve their communication skills.

All proposals were discussed and noted in Training Suggestions Log for further actions.
The outcome of the Group actions will be considered by Company in an effort to revise procedures and improve practices, to achieve our targets for HSQE incident free, effective and efficient operations.

The number of participants was 4 cooks and 4 messmen, listed as follows:

Name	Rank	Group
Karnaukhov Iurii	Chief Cook	Gr 1
Kurbetyev Alexey	Chief Cook	Gr 3
Iatimov Todzhiddin	Chief Cook	Gr 1
Besedin Dmitri	Chief Cook	Gr 2
Sokolov Aleksei	Messboy	Gr 1
Kaptcionok Ianis	Messboy	Gr 3
Aptaev Timur	Messboy	Gr 3
Savchenko Aleksandr	Messboy	Gr 1

Junior Tanker and Bulker Officers Learning Engagment Sessions 30 January 2020

Learning engagement courses on Company's DMS for Junior Officers and Engineers of Roxana and Kristen fleets were conducted by RoKcs Training Officer Capt. P. Sidorkin on the 30th of January 2020.

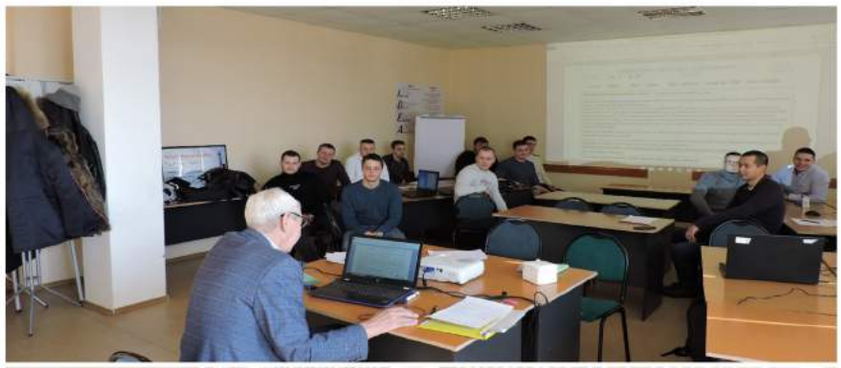
The purpose of the tanker and bulker crew pool learning courses was to refresh Officers' knowledge on the Company's Documented Management System (DMS), Bridge Team Management (BTM) and Engine Room Team Management (ERTM).

Topics such as Company Vision, Mission and policies, Health and Safety aspects and management, Environmental aspects and management, Quality management, DMS reporting and document control, Career development and appraisals, Incident reporting investigation and CPARs, Garbage Management, Cyber security and ISPS, last Management Review and KPIs, New Rules, Log Book entries, observations from 3rd party inspections were highlighted.

All attendees, split in 3 mixed groups, were fully engaged in the learning sessions and workshops conducted with following topics:

- LET Slips, Trips and Falls
- LET Personal Injury
- Communication for Resilience module
- Take care of yourself module

The number of participants was 9 deck Officers and 11 engine Officers divided into three groups, listed as follows:



DMS/ BTM (Bridge Team Management)

Name	Rank	Group
Ignatenko Leonid	Officer 2nd	Gr 2
Lozovoi Pavel	Officer 2nd	Gr 3
Galaida Denis	Officer 3rd	Gr 1
Minchik Evgeny	Officer 3rd	Gr 2
Aleksin Roman	Officer 3rd	Gr 3
Zubov Anton	Officer 3rd	Gr 1
Pupkevich Pavel	Officer 3rd	Gr 1
Maslennikov Vlad	Officer 4th	Gr 2
Gribov Vladimir	Officer 4th	Gr 3

DMS/ ERTM (Engine Room Team Management)

Name	Rank	Group
Bacharnikov Sergei	Engineer 3rd	Gr 1
Martynov Anton	Engineer 3rd	Gr 2
Titov Denis	Engineer 3rd	Gr 3
Sikulin Alexey	Engineer 4th	Gr 1
Derdiuk Artur	Engineer 4th	Gr 2
Prokopenko Aleksandr	Engineer 4th	Gr 3
Kolosov Vladislav	Engineer 4th	Gr 1
Rudikov Pavel	Engineer 4th	Gr 2
Novyi Egor	Engineer 4th	Gr 1
Chugainov Evgenii	Engineer 5th	Gr 3
Karablin Vladislav	Engineer 5th	Gr 1

Pancoast Singapore

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 have successfully completed 6 years in tankers activities having a vital 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 all of the spot vessels in East in addition to Altesse TC with BP.

Vessels spot trading in East during this period were Altesse, Miracle, Magic Star, Melody, Marvel and Malbec. These vessels built in Guanghzou, China are Handy Vessels in Dirty product trade, whereas Altesse built in Busan, Korea is LR1 Vessel in Clean product trade under Time Charter with BP for more than a year.

Fixtures: In 2020, Q1 Pancoast office under commercial operational responsibility of Capt. Karthik; Vessels were spot chartered with different Charterers which includes most of the Oil Majors. Our office handled for Roxana Tankers all of the spot fixtures which were in 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.

Activities in Singapore: Capt. Karthik, (Operations / Chartering Manager in East) attended a series of meetings with clients (Charterers/Brokers/Agents) strengthening our existing relationships and also creating new commercial opportunities.

Covid19 Singapore has been facing the Pandemic of Corona virus from Dec 2019 which is affecting the world now; we have been taking adequate precautions in office ensuring that we are able to support our vessels at this difficult time and ensuring meanwhile that business does not get affected without much disruption. We thank our staff on board for their tremendous support during this difficult tim**e.**

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; is entering his 5th year as Tanker Operator; and plays pivotal role in day to day operational issues and co-ordination with other departments.

VMC (Vladivostok Maritime College)

From February 10 to 18, 2020, the college held volleyball competitions dedicated to Fatherland Defender Day. The competitions were highlighted by a highly positive emotional background, an interesting and entertaining game, the full dedication of the players in the struggle for victory.

According to the results of the games, the winner and runner-up were identified, and the best players of the tournament were selected in the volleyball traditional nominations.

The final game was the most exciting. The guys tried to be calm, not to rush and not make mistakes. Powerful, accurate serve and kicks in the attack, ingenious discounts and strokes of blocking players, this is what the first place match was filled with. But, no matter how much both teams try, there can be only one winner. As a result, the 4-year team (captain of the team Vysotskii Evgenii) was the winner of the competition, which in a bitter struggle, with a score of 3:2, defeated the national team of 231 training groups (team captain Savin Oleg).

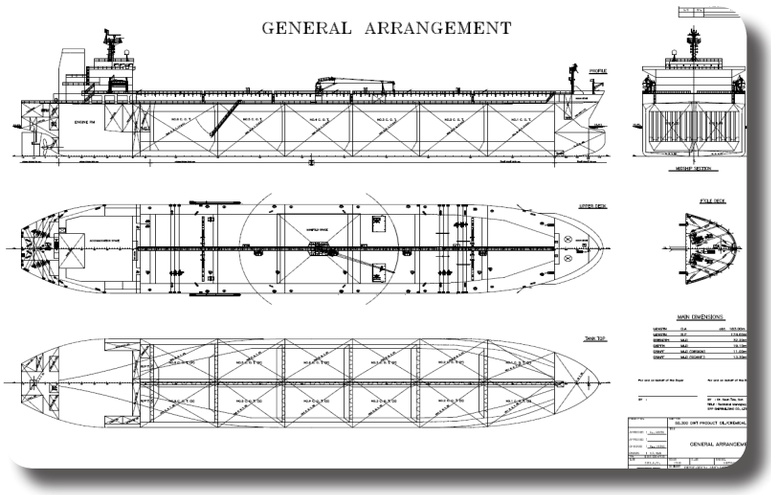
Cadet gr. 241 Vysotskii Eugenii was announced the best player of the competition; Cadet gr. 231 was recognized as the best striker. Savin Oleg; The best blocker - cadet gr. 121 Mamedov Eduard; the best host player is a gr. 221 cadet Vanchikov Ayurzan.

On February 21, 2020 at the ceremonial line-up of the cadet staff of the college, dedicated to the Defender of the Fatherland Day, the award teams and the best players of the tournament were awarded.

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

- LNG as propulsion fuel technology and availability network
- air emissions NOx and SOx control technologies and limits
- ECO designs and options

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 VLS/ ULS fuel oil.



Furthermore re-activation of Kristen Marine, bulkers and containers management, is already completed, with the short term plan for further review, inspection and evaluation of many second hand candidates to increase the bulkers and containers fleet of Kristen Marine.

Roxana the "ego" tree

Inspired by the Partners in Safety project each one of us elaborated on a basic question who is the most important person for me on earth.

The embarrassment, even blame of "egoism", was a drawback in getting to the obvious answer.

The assistance from our God came the right moment to show us show us the obvious answer:

I am the most important person of earth

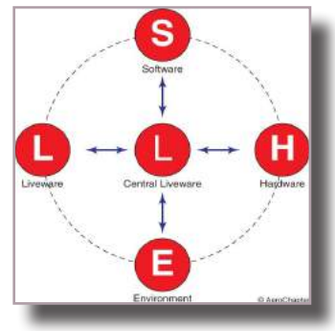
Based on this conclusion the principal order was introduced:

Return Home always Healthy!

God by instructing us to love our neighbor as we love ourselves also guided us to the next conclusion that care about myself means care about my team.

If I care about myself I should care about my team so that all of us return home healthy.

Roxana the "ego" tree (Continued)



The **SHELL** model was introduced in our system at the same period to facilitate our understanding and classifying of the factors we are in interface with, ie Software (procedures, instructions) hardware (equipment, systems, tools) environment (time and space) and Liveware (human factor).

Human centric Applicable to: Soft skills and Resilience, Investigation (classifying factors), **Causation analysis** (classifying causes), **Risk Management** (classifying hazards and threats)

Soft skills introduction and the Roxana 3x3x3 soft skills model, the 3 pillars and engagement and reflective learning (particularly on Communication for Resilience and IF EffEff operations), and why success for us is IF EffEff are addressed in separate articles in this magazine.

Roxana the 3 pillars and engagement

OCIMF TMSA3 has been released Jul17. Late 2017 we introduced the three pillars and engagement principle, as the backbone of our

system development to meet our Zero Incidents target, in compliance with our IDEA Vision and Mission.

The three pillars were identified as

- **CPAR:** procedure CP08 Control of Non-Conformities, Accidents & Near Misses
- **RM:** procedure CP24 Risk Management
- **MoC:** procedure CP13 Management of Change

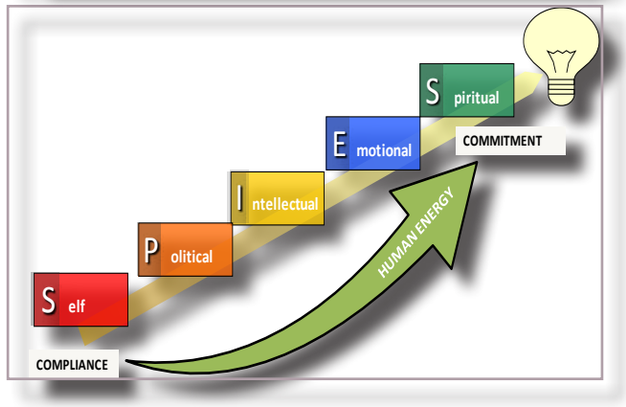
Engagement was introduced and the foundation in this process, as the ticket to shift mere compliance to commitment, as a ticket to Company culture.

Inspired by the TMSA3 release we have mandated, when applicable and if practical in all critical operations separate paragraphs for the three pillars (incident reporting-investigation-root cause analysis-CPARS, RM and MoC), reflective learning and training, non routine operations.

We all know, normal conditions are not always the case and therefore, we have to be prepared to operate also under "not normal" conditions, so called non routine operations.

A project has been initiated since 2018 and workshops already conducted to identify such scenarios which SQM have made now available in the consolidated non routine operating scenarios and which will populate the separate per procedure paragraph on non routine operations.

Procedures format, as documented in CMSM ch3, is revised to reflect the above.



Herakleitos teams with Dostoyevskiy to make 2+2=5

Dostoyevskiy's hero in the *"Notes from the Underground"* is for 4 pages struggling in despair denying to accept the mathematical certainty 2+2=4, concluding in excitement that 2+2=5 is sometimes a very charmimg thing.

ChIX.....
But yet mathematical certainty is after all, something insufferable. Twice two makes four seems to me simply a piece of insolence. Twice two makes four is a pert coxcomb who stands with arms akimbo barring your path and spitting. I admit that twice two makes four is an excellent thing, but if we are to give everything its due, twice two makes five is sometimes a very charming thing too.....

Записки из подполья, Глава IX
Но дважды два четыре — все-таки вещь пренесносная. Дважды два четыре — ведь это, по моему мнению, только нахальство-с. Дважды два четыре смотрит фертом, стоит поперек вашей дороги руки в боки и плюется. Я согласен, что дважды два четыре — превосходная вещь; но если уже все хвалить, то и дважды два пять — премилая иногда вещица.

«... οὐ ταὐτόν ἐστι τὰ μέρη καὶ τὸ ὅλον ...»(150a15-16).

"the whole is not the same as its parts"

2000 year before Dostoyevskiy a pure mathematical paradox was quoted

The whole IS NOT the same as its parts, may be smaller or bigger than the addition of its parts!

It was 2500 years before Dostoyevkiy's wish for 2+2=5 that one of the Humanity's greatest genius, Herakleitos, identified the added value of harmonizing the opposites, the *dialectic* value, which is included in our Company's Vision.

8. «...το αντιξοον συμφερον και εκ των διαφεροντων καλλίστην αρμονιαν ...και παντα κατ' εριν γινεσθαι...»
The opposites are beneficial and from the Different the best harmony... Everything is developed in dispute...

A team:

- having team members gifted with teamworking skills
- having a leader gifted with leadership and managerial skills will produce the added value

will make the 2+2=5 possible
will keep Dostoyevskiy satisfied!

The 2+2=5 concept was developed while elaborating on the TeamWorking soft skills and facilitated our understanding of the added value of a team where differences are harmonized.

The teams concept is introduced

- **There is no operation or even task on board or ashore that can be completed Incident Free, Effectively and Efficiently by one individual alone.**
- **There is no individual who can complete alone any operation ashore or on board Incident Free, Effectively and Efficiently.**

Leading team
Master in overall control liaison with Office and 3rd parties
ChOff (2nd Off) Leader or member,
ChEng (2nd Eng) Leader or member

Roxana and the SHELL model

The SHELL model was first developed for the aviation by Elwyn Edwards (1972) and later modified into a 'building block' structure by Frank Hawkins (1984). The model is named after the initial letters of its components (software, hardware, environment, liveware) and places emphasis on the human being and human interfaces with other components of the aviation system.

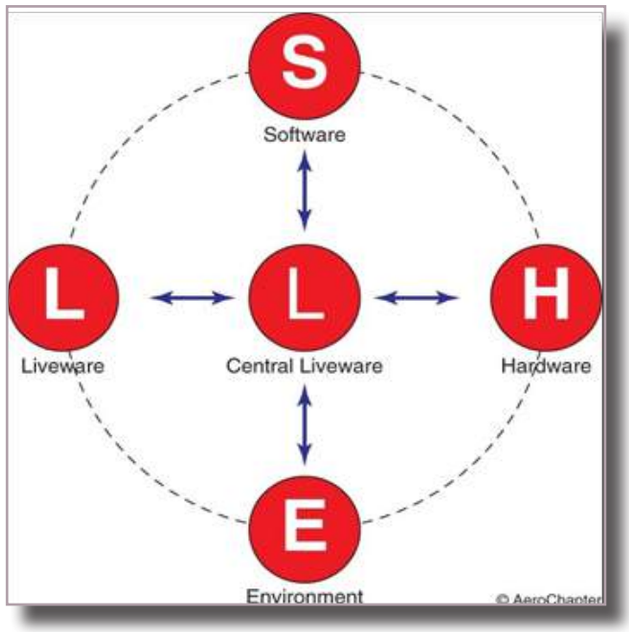
The SHELL model is a conceptual model of human factors that clarifies the scope of aviation human factors and assists in understanding the human factor relationships between aviation system resources / environment (the flying subsystem) and the human component in the aviation system (the human subsystem).

The SHELL model adopts a systems perspective that suggests the human is rarely, if ever, the sole cause of an accident. The systems perspective considers a variety of contextual and task-related factors that interact with the human operator within the aviation system to affect operator performance. As a result, the SHELL model considers both active and latent failures in the aviation system.

The anthropocentric principle of the Shell model pretty much fits into the Company commitment to place and engage the human in the centre of activities.

The SHELL model is adapted to the Company DMS CMSM par3.5, and SHELL factors are extensively used when applying processes, amongst others, like the:

- interview
- investigation
- causation analysis
- hazards and threats identification



The holy three and Roxana 3x3x3 soft skills model

OCIMF ITK Behavioral Competency Assessment and Verification for Vessel Operators was released in Nov18, introducing the 6 soft skills domains in conducting HSQE incident free operations, effectively and efficiently, IF EffEff, namely Teamworking, Communication and influencing, Situation awareness , Decision making, result focus and Leadership and managerial.

During the relevant workshops in 2018 and 2019 we considered the *holy three concept*:

- the simpler the process the more engaging for the stakeholders it is
- the human brain is geared to think the dialectic way, 3 issues at a time
- key findings of recent Harvard university studies (N. Cowan -2010) suggests the limit of working memory capacity between 3 and 5 chunks of information.

During the previous workshops as above par2 we realized that:

- Teamworking, Leadership and managerial, Communication and influencing soft skills sets are meaningful only in a team environment (interpersonal skills)
- Decision making, result focus, Situation awareness soft skills sets apply for an individual, even not within a team (intrapersonal skills)
- Communication skills are prerequisites for Teamwork and for Leadership skills
- Situation awareness is prerequisite to proper Decision making and result focus skills

Considering the above we decided to modify the 6 soft skill domains to 3, by:

- Fusing communication and influencing to team working and leadership/managerial
- Fusing situation awareness to decision making and result focus
- Merging decision making and result focus

The holy three and Roxana 3x3x3 soft skills model (Continued)

Ending up to *3 soft skills sets*

- Team working
- Leadership and managerial
- Decision making and Result focus

We further considered 3 categories to each of the 3 soft skills domains and three sets of behavioral indicators per category, as per Roxana's 3x3x3 soft skills model following next.

The next step is to complete the education of our assessors and incorporate the Roxana 3x3x3 soft skills model into the recruitment and appraisal procedure.

1. Team Working	
Works effectively in a team, clearly and precisely and gives and receives communication in a convincing manner to both, groups as well as individuals at all levels, including senior/line managers, colleagues and subordinates, building productive working relationships through cooperation with colleagues, treating others with respect, facilitates resolving conflicts among team members and balancing individual and team goals, interacting with others in a sensitive and effective way in a risk- and time-sensitive environment.	
1.1. Participation and supporting others	
1.1.1.	**Actively participates in team tasks:** - Helps other crew members in demanding situations - Actively seeks and acts upon feedback.
1.1.2.	**Establishes an atmosphere for open communication and participation**: - Clearly puts forward views and personal position while listening to others. - Encourages input and feedback from others. - Builds rapport and establishes a common bond with others. - Encourages idea generation. - Shares expertise with others.
1.1.3.	Communicates effectively - Uses the right mode, time and medium to deliver the message (spoken, written, body signals, sentence structure, terminology and speed of delivery etc) to suit the message and the intended recipients. - Clearly discusses plans, expectations and roles with each fellow team member, ensuring that all understand them the same way - The amount of communication is appropriate and clear for the situation in hand.
1.2. Inclusiveness and consideration of others	
1.2.1.	Helps people feel valued and appreciated. - Welcomes and includes others - Receives feedback constructively and acts accordingly. - Notices the suggestions of other crewmembers. - Gives clear, detailed and constructive personal feedback. - Gives clear and concise briefings and updates at appropriate times.
1.2.2.	Demonstrates respect for people and their differences. - Shows understanding of others' perspectives and personal situations. - Acknowledges cultural diversity when communicating.
1.2.3.	Communicates in a way that elicits appropriate action from others. - Asks questions and observes others to confirm their common understanding
1.3. Conflict resolution	
1.3.1.	Keeps calm in conflicts and suggests solutions to resolve conflicts.
1.3.2.	Receives feedback constructively and expresses disagreement constructively by giving alternative or different perspectives.
1.3.3.	Influences others resulting in acceptance, agreement and/or behaviour change.

The holy three and Roxana 3x3x3 soft skills model (Continued)

2. Leadership and Managerial skills	
Clearly and precisely gives and receives communication in a convincing manner to both, groups as well as individuals at all levels, Inspiring, motivating and empowering his colleagues to perform at their best to achieve goals. Adjusts leadership style to situations, including those which develop suddenly and change rapidly, Interacting with others in a sensitive and effective way in a risk and time-sensitive environment.	
2.1.	**Setting directions, providing and maintaining standards**
2.1.1.	Communicates clear expectations. - Considers the bigger picture and longer term needs prior committing to a course of action. - Translates the vision into clear strategies and work programmes. - Uses the right medium to deliver the message (face-to-face, radio, email, telephone, etc). - Uses language appropriately (e.g. in sentence structure, terminology and speed of delivery). - Uses a range of communication methods (e.g. spoken, written, hand signals, etc) to suit the message and the intended recipients. - The amount of communication is appropriate and clear for the situation in hand. - Communicates in a way that elicits appropriate action from others.
2.1.2.	Demonstrates commitment to Company values, ethical and moral standards, setting a personal example of what is expected from others.
2.1.3.	Ensures compliance with Company system and standards and intervenes in case of deviations by other crew members
2.2.	**Authority, assertiveness and empowerment**
2.2.1.	Creates a culture that enables challenge and participation of crew members while maintaining the given command authority - Encourages crew members to review, raise concerns or challenge plans of actions. - Creates a safe and trusting environment for crew members of open and frequent communication with clear and direct flow of information, supporting them to openly share lack of knowledge and/or to speak up without hesitation. - Recognises, appreciates, and supports contributions of people. - Receives feedback constructively.
2.2.2.	Takes command if the situation requires. - Takes decisive actions as required. - Advocates own position. - Clearly puts forward views and personal position whilst listening to others. - Influences others resulting in acceptance, agreement and/or behaviour change.
2.2.3.	Supports people to have a level of independence in how they do their work - Develops cooperative and respectful relationships with people. - Understands the needs of crew members and cares about their welfare - Acknowledges cultural diversity when communicating. - Creates a feeling among the crew members of achieving results together as one team - Asks questions and observes others to confirm their understanding. - Actively seeks and acts upon feedback. - Encourages people to acquire new skills and develop themselves.
2.3.	**Planning, co-ordination and Workload management**
2.3.1.	Organises tasks, activities and resources. - Sets achievable goals, makes concrete plans, and establishes measurable milestones with timescales and quality standards. - Encourages shared understanding and participation among crew members in planning and task completion. - Clearly explains plans, expectations, and roles to each person, ensuring that they understand them - Defines clear roles and responsibilities for crew members for both normal and non-normal situations, including workload assignments. - Prioritises and manages primary and secondary operational tasks. - Distributes tasks appropriately among the crew, balancing the needs of every team member.
2.3.2.	Challenges current processes to find new and innovative ways to improve work of the team and the vessel - Uses appropriate tools and notifications when dealing with non-routine operations. - Uses available external and internal resources (including automation) to accomplish timely task completion.
2.3.3.	Monitors plans for the achievement of targets. - Gives and asks for clear and concise briefings and updates at appropriate times. - Recognises work overload, signs of stress and fatigue in self and others, acting promptly to deal with it. - Delegates in order to achieve top performance and to avoid workload peaks and troughs. - Reviews and communicates plans and intentions clearly to the whole crew, changing plans if necessary. -

The holy three and Roxana 3x3x3 soft skills model (Continued)

3. Decision making and Result focus	
Accurately perceives all SHELL factors on-board, at sea and ashore and projects their status in the future, reaching systematic and rational judgements or chooses an option based on relevant information by analysing issues and by developing effective strategies to manage HSQE threats. Demonstrates a readiness to make decisions and originate action, focusing on achieving desired results and how best to achieve them by taking conscientious action, using initiative, energy and demonstrating flexibility and resilience.	
3.1.	**Awareness of SHELL factors and their risks for problem definition and options generation**
3.1.1.	Maintains awareness of SHELL factors. - Monitors, cross-checks, acknowledges and reports changes in all SHELL factrors - Gathers information and identifies the problem and its causal factors in the 3 dimensions of time. - Consults and shares information with specialist expertise or local knowledge on all SHELL factors when required, environment included.
3.1.2.	Problem definition - Encourages idea generation and challenges existing norms, accepted risks, processes or measurements - Generates multiple responses to a problem or alternative courses of action.
3.1.3.	Risk assessment for option selection - Uses all available resources to manage threats. - Considers options generated by external advisors (e.g. pilot) and retains decision making responsibility and accountability. - Considers and shares the risks of alternative courses of action. - Anticipates present and future threats and their consequences. - Assesses risks and benefits of different responses to a problem through discussion.
3.2.	**Outcome implementation and review**
3.2.1.	Selects and implements timely the best response to the problem. - Checks the outcome of a solution against the predefined goal or plan, reviews the quality of the decision made. - Takes timely and mindful actions.
3.2.2.	Confirms selected course of action and implements in a timely manner. - Stays focused on tasks and meets productivity standards, deadlines, and work schedules. - Shows up to work on time, and follows instructions, policies, and procedures. - Goes the "extra mile" beyond job requirements in order to achieve objectives. - Takes personal responsibility for the quality and timeliness of work, and achieves results with little need for supervision.
3.2.3.	Has a sense of urgency about solving problems and getting work done, and pushes self and others to reach milestones. - Effectively manages the time and resources to accomplish tasks, prioritising the most important ones - identifies what needs to be done and initiates appropriate actions - Looks for opportunities to help achieve team objectives.
3.3.	**Determination and emotional toughness**
3.3.1.	Recovers quickly from setbacks and responds with renewed and increased efforts. - Persists in the face of difficulty, finds alternative ways to complete tasks and goals. - Exerts renewed and increased effort to achieve goals, persisting even in the face of problems. - Handles high workloads, competing demands, vague assignments, interruptions, and distractions with composure. - Willingly puts in extra time and effort in crisis situations. - Stays calm and maintains focus in emergency situations.
3.3.2.	Adapts to changing business needs, conditions, and work responsibilities. - Shows others the benefits of change. - Adapts approach, goals, and methods to achieve solutions and results in a changing environment. - Responds positively to change, embracing new ideas and/or practices to accomplish goals and solve problems.
3.3.3.	Discusses contingency strategies and takes timely and mindful actions. - Acknowledges and corrects mistakes, taking personal responsibility as appropriate. - States alternative courses of action, Implements new ideas, and/or better ways to do things and/or implements potential solutions to problems

Roxana take care of myself and my team

The Partners in Safety Resilience program and modules were introduced in our system and in the Fleet since beginning 2015, introducing the soft skills dimension into the equation for Incident Free, Effective and Efficient operations, IF EffEff.

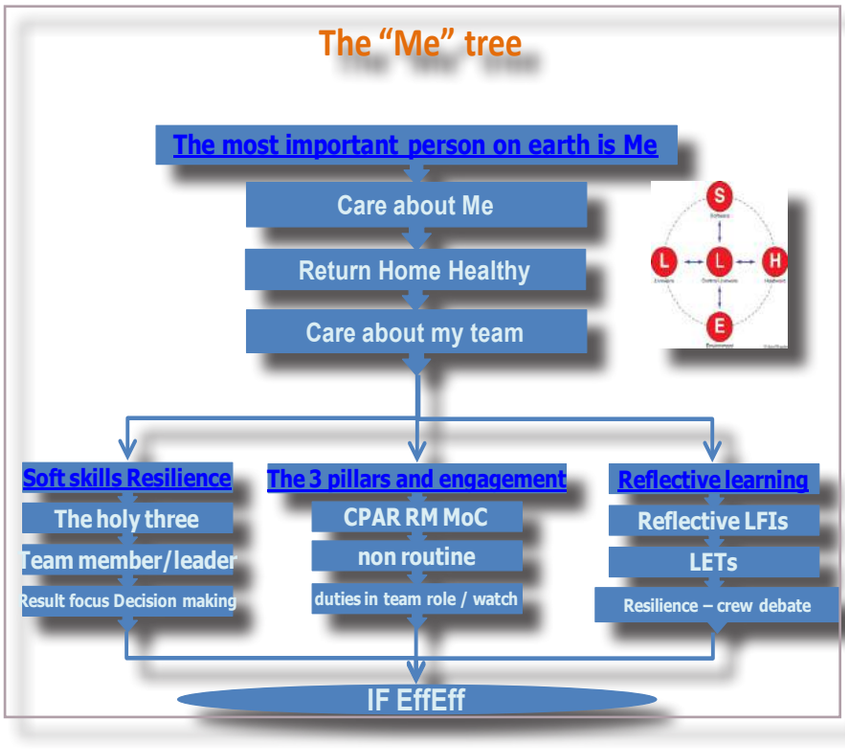
It is important to know what to do, but equally important to know how to do what you know, particularly in a team.

The knowledge of what to do is the hard skill, the hard competence, the how to do (behavior in a team) is the soft skill, the soft competence.

Resilience is the capacity of the individual to overcome and manage the difficulties, the undesired events, the miseries in the everyday life at home and work. It is all about behavioral styles that will improve the ability of the individual to manage the burdens of life.

The "Take care of yourself" Resilience module allows you to reflect on how well you are looking after yourself currently and look at the options available to improve your health and wellbeing. Taking care of oneself, physically and mentally, is important for your safety and the safety of your team. It impacts one's ability to respond quickly and safely when things go wrong.

When in a team taking care of yourself is inevitably requiring to take care of your colleagues as well. The stop work authority and the intervention for safety are addressed in this module.



The "Me" tree, the most important who, the principal order "Return Home Healthy… with full basket", the three pillars and engagement, the PALI poster were gradually introduced since 2016.

We are now aware that engagement is the ticket to culture, is the boosting of chronic unease versus risk normalisation.

The principal order "Return Home Healthy all the times, with full basket" is well engraved into our skin.

This workshop refers to three injuries, three injured colleagues, three LTIs that happened In 2018 and elaborates on what actions we could done as a team to prevent these LTIs from happening.

This workshop boosts the awareness of the value of Taking care of myself through taking care of my team, so that my team operates IF EffEff and all Return Home Healthy!

Roxana Communication for Resilience

While we were elaborating on the soft skills domains we came to understand that Communication and Influencing skills are a pre-requisite quality for a successful team leader or team member.

Back in 2015, during working out the project for Internet on board, the hazards i-Isolation and i-Distraction had been identified. As per attached relevant Risk Management, form CP24-01:

- **i-Isolation** is the hazard related to the situation that individuals isolate themselves and socialise less with their colleagues during their leisure time since they are surfing the Net. Team spirit and thus HSQE effective and efficient incident free operations are in threat.
- **i-Distraction** is the hazard related to neglect of duties due to intense and addictive use of the Internet. HSQE effective and efficient incident free operations are thus at risk.

Workshops have been conducted since 2017 till now to identify measures to reduce the risk of i-Isolation and i-Distraction threats.

All proposals for reducing the risk level of i-Isolation and i-Distraction are compiled by SQM in a document.

i-Illusion is another hazard of the "direct and live" contact with people ashore, beloved or not, through the internet. This type of contact enhances the feeling of distance and absence, that internet is supposed to breach, in cases of problems you are not there to solve or happy events you are not there to enjoy.

This i-Illusion of contact causes a stress that calls for alternate resilient ways to manage.

These issues are addressed in the Partners in Safety Resilience Vol3 Connections to Home Module.

When trying to define the i-Isolation, i-Distraction and i-Illusion threats we came to understand that the stronger the bonds between the team members the easier the above threats are managed.

Do not forget that each "me" is the most important person on earth, so each one of us has to take care of himself, which in a team means he has to take care of his colleagues.

Appreciation and positive communication is two ways to show your care and is the one of strongest glue to bond the team. And a bonded team is a resilient team, operating HSQE incident free, effectively and efficiently IF EffEff!

Is a team which will ensure "Return Home Healthy…with full basket".

Resilience Vol3 Gratitude Module deals with the appreciation, the simple "thank you"

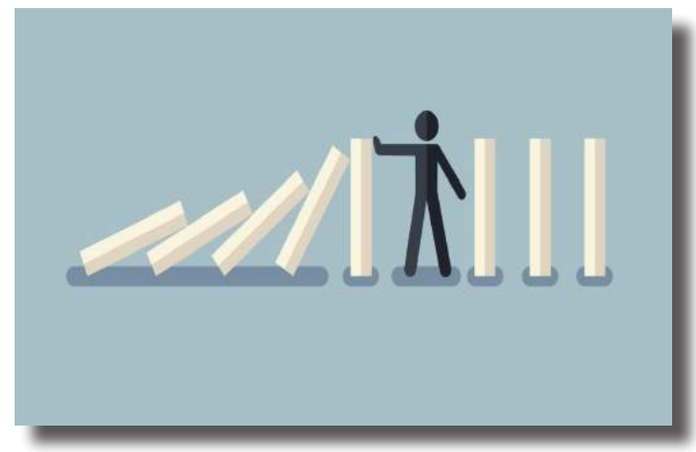
- as an evidence of recognition and appreciation,
- as an evidence of caring about me through caring about my colleagues
- as a magic stick to cultivate the culture of intervention

Resilience Vol3 Positive Communication Module deals with the power of communicating in a clear, positive and constructive manner, focusing in the use of positive expressions "and", "Do", "Go for" instead of 'But", "Don't", "Try"

Based on the above we have designed **the Communication for Resilience workshop**.

This workshop builds upon the 3 Resilience communication modules and elaborates on how to:

- manage i-Isolation, i-Distraction and i-Illusion on board
- express appreciation and gratitude in the every day life in a team
- communicate positively and constructively



In the course of these workshops we justified our objection on the incrimination of the word "but".

We applied our communication policy principle "last token, first taken" and concluded that when connecting two sentences, setting the positive sentence last makes communication positive and the word "but" is quite ok to communicate positively…."old but beautiful"….

This workshop reflects the value of communications skills in improving our resilience as individual and as a team.

Shell Maritime Partners in Safety

Our Managing Director, Mr. T. Koutris, attended the 2020 Maritime Partners in Safety Conference conducted by Shell, which took place on 08-09Jan20 at the Chelsea Harbour Hotel in London.

The conference was about:

1. an update of the Partners in Safety achievement and way forward
- in 2014, that the project commenced Shell was reporting a serious personnel accident per 7 days
- in 2019 Shell reported a serious personnel accident every 42 days
- the remarkable 6 times improvement is still far from the "0" accidents target, an achievable target for which Industry has to explore how to further enhance the to-date safety/performance

2. Safety challenges and opportunities for improvement. Our Industry/Our People/Our Problem
- a balanced leadership based on no blame and just culture will facilitate understanding of safety challenges on the spot
- a pro-active leadership will drive the organisation to an effective learning mode where incidents are opportunities for improvement
- Human Health, physical and mental, is the prerequisite for Human Performance

3. The Human Element in Safety
- Humans should be seen as problem solvers rather than error makers
- shift the focus of corrective actions to more error tolerant procedures
- enhance by effective leadership and no blame/just culture the learning mode for the organisation, incidents are opportunities for improvement

The 4 new modules on Mental Health (called Let's Talk) were introduced by Shell to the Partners for immediate implementation.
Based on the above we have launched the following actions plan:
- open discussion with Masters and Head Office on how we will
 * demonstrate more effectively our "care for people"
 * enhance the reporting and understanding of the safety challenges on board and
 * foster the learning mode within the organisation
- review and adapt the 4 new Mental Health modules with the Communication for Resilience Modules and with the Company Health Campaign, considering that:
 * Resilience is prerequisite for Mental Health and vice versa.
 * Physical Health is prerequisite for the Mental Health.

INTERTANKO BSC 44 and ISTEC 56 Meetings

Our Managing Director, Mr. T. Koutris, attended the INTERTANKO Bunker Sub-Committee Meeting No. 44 and Safety & Technical Committee Meeting No 57, which took place on 05 and 06-07Feb20 respectively at Leonardo Royal London Tower Bridge in London.

During the meeting among other topics, following were discussed:

-update on 2020 fuel switch and the use of scrubbers
-the new bunkering process and bunker suppliers obligations
-the LNG as fuel. A new working group for LNG on fuel was introduced (Roxana Shipping will participate in this group.)

OCIMF Intertanko Accidents Investigation Working Group meeting and 12th Steering Group Meeting

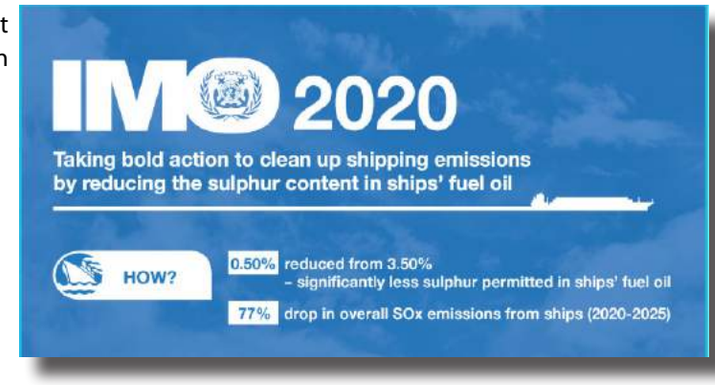
Mr. T. Koutris attended the OCIMF Intertanko Accidents Investigation Working Group meeting along with the 12th Steering Group Meeting which were conducted on 22 and 23Jan20 respectively at the OCIMF premises in London.

1. The Accidents Investigation WG Meeting focused on the terms of reference of the WG and particularly the deliverable.
It was decided that the deliverable will be best practice guidance on how to conduct an investigation
based on the OCIMF-ITK LLAST document, which defines "what" is to be investigated and reported in database.
Some further hints for the guidelines of
-examples pros and cons of existing methodologies
-investigation is recommended to go beyond the ship environment, to the Office and Industry and eco-environment

2. Highlights of the OCIMF ITK Steering Group Meeting as follows:
-OCIMF and Intertanko Secretariat will collect best practice from BCAV (Behavioural Competency Assessment and Verification) from their members
-OCIMF ITK BCAV promotion video will be released by the end of Mar20
-Guidance on Accidents Investigation will be concluded by the end of 2021
-Shell shared their work on crew well being for review, adoption or modification and re-branding
-TMSA4, to be released in 3-4 years time, will include BCAV elements

Fuel 2020 Project

1. IMO has adopted MARPOL AnnexVI for air emissions management and according to it as 0f 01Jan2020 fuel with 0.5%S globally / 0.1%S in ECAS or fuel 3.5%S and scrubber or LNG fuel will be used.
We have selected to go for compliant fuel ULSFO 0.5%S globally / 0.1%S in ECAs.
Therefore we should adjust S.H.E.L.L. accordingly, ie software and procedures, hardware and systems, RoBs, bunkering timing and quantity, availability and compatibility issues, familiarization and reflective learning, training of personnel.
We remind you that a project has been initiated since 03Jul18 to facilitate the IF EffEff transition to .5 / .1 compliant fuel by 30Dec19.



2. The fact that Industry experience on the compliant fuels 0.5%S, particularly the residual ones, is limited, triggered a major restructure and revision of CP20 which is now named Fuel and lub oils management,
with the introduction of the Fuel Management Plan and the Fuel Switch Implementation plan (SIP).

3. Project team leader is Nikos Giampanis, Technical dept manager (NG), and project team members are Theodore Papatheodorou, SQM dept manager (THP), Karthik Kaliappan, OPD manager (KK), George Stratis, Fleet sup/nt (GPS),
Konstantinos Partsinevelos, PD dept manager (CSP), Vasilios Kokkineas, Environmental sup/nt (VK).
Last meeting was conducted 30Dec19 in the presence of NG, GPS, CSP, KK.
Out of this meeting following is reported:
3.1 All actions from last meeting are completed.
3.2 The team was in the pleasant situation to confirm that the whole fleet is in a state of compliance with compliant fuel on board for sailing and zero RoBs of non compliant fuel
3.3 updated MoC plan for the project can be found in K:\POOL\MR 2020-01\Projects\2020 Fuel.

4. With this meeting the project is concluded and at monitoring of change stage.

Covid19 management project initial notification

1. On 30Jan20 the Director-General of the World Health Organization (WHO) declared China's novel coronavirus (2019-nCoV) outbreak a public health emergency of international concern. Since that date covid19 spread worldwide with geometric rate.

For the moment all members of Roxana and Kristen family are reported healthy.

In view of the COVID 19 evolution worldwide, in Russia and in Hellas, and in view of the various scenarios worked out by EU and Hellenic Government and Russian government, a project is launched on 12Mar20 for introducing a plan to elaborate on what actions could be done further to ensure our smooth HSQE IF EffEff operations in the CoviD19 evolution environment, particularly staying safe and effecting crew changes.

Actions addressing personal and corporate health issues (active measures) and changes in operation to mitigate exposure to virus or spread of virus (passive measures) are addressed.

2. A management of change plan is drafted to ensure our smooth HSQE IF EffEff operations in the Covid19 evolution environment.

3. Project team leader is Liana Kapsali (LPK) and project team members are Takis Koutris (TEK) and Nikos Giampanis (NG).

First meeting was conducted 10Mar20 in the presence LPK, CSP, KNA, NG, SAK, TEK, THP, IK.

Out of this meeting following is reported:

3.1 Fleet Circular ID/ALL-ISM-20-1460 - "Coronavirus" Protection Measures 27Feb20 and ID/ALL-ISM-20-1433 - Information and protection from "Coronavirus" 26Jan20 were reviewed and although valid an update will be produced and distributed to the fleet, including further measures, active and passive.

3.2 Memo 650105 was reviewed, an update will be produced, including further measures.

3.3 Measures in RoKcs and Roxana, Singapore were discussed, a separate update will be distributed, including further measures, active and passive.

3.4 All members of the expanded Roxana and Kristen family, on board and ashore, are reported virus free.

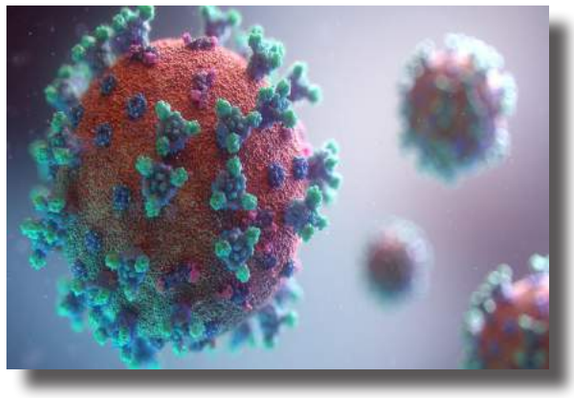
Initial MoC plan for the project can be found in K:\POOL\MR 2020-01\Projects\Covid19 management

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 Master and all crew

- Follow strictly the active and passive measures, as per updated circular
- Discuss and increase awareness of crew on the issue and in HSQE meetings
- Post the instructions and posters on Covid19in messrooms
- Implement active measures
  * Antiseptic liquid availability in the gangway Hand sterilizers available in pantries and public WCs.
  * all in-coming wash hands with anti-septic prior registering
  * daily cleaning and disinfection of frequently touched surfaces
  * catering staff additional strict hygiene measures
  * temperature monitoring twice per day per seaman
  * stop air-condition, only natural ventilation
- Implement passive measures
  * Suspend shore leaves, unless health issue
  * On board familiarisation focus on Covid measures in transit and on board



4.2 All ashore

- Follow strictly the active and passive measures, as per updated circular
- Propose mode of operation, home/office
- For visitors, if approved by MD, inform welcome desk of these visitors origin and traveling itinerary

4.3 **CSP**

- Ensure the supply of alcohol based antiseptic and head masks for the two buildings
- Propose contractors for building disinfection, if required

4.4 **DAK**

- Ensure with building cleaning company so that
  * all floors will be provided with alcohol based antiseptic
  * surfaces like desks, door handles, switches are intensively disinfected every day

Covid19 management project initial notification (Continued)

4.5 **GS/KP**

- all incoming personnel and visitors upon entering are be politely obliged to clean their hands with antiseptic at the entrance of both buildings and prior registering
- Visitors or others who may be coming from suspect areas are given a head mask at the entrance of both buildings

4.6 **KNA**

- Liaise with ships and RoKcs for managing the extensions in contracts and amending the crew availability demand
- Revise FOM07 for epidemic diseases management

4.7 **KK**

- Implement active measures
    * Antiseptic liquid availability in the entrance
    * all in-coming wash hands with anti-septic prior registering
    * stop air-condition, only natural ventilation
- Implement passive measures
    * Suspend business meetings in office
    * Prejoining familiarisation focus on Covid measures in transit and on board

4.8 **LPK**

- Continually follow up and update K:\POOL\MR 2020-01\Projects\Covid19 management
- Revise FOM07 for epidemic diseases management and non routine operation working from home and Ship's library, form CP03-01
- Initial circular and updates on Awareness on personal hygiene measures and practices and Hygiene measures during transit, for employees ashore and on board
- Introduce the covid19 management plan
- Follow up the learning engagements and training ashore and on board ships

4.9 **PS**

- Implement active measures
    * Antiseptic liquid availability in the entrance
    * all in-coming wash hands with anti-septic prior registering
    * stop air-condition, only natural ventilation
- Implement passive measures
    * Suspend business meetings in office
    * Prejoining familiarisation focus on Covid measures in transit and on board
    * De-briefing by skype or at least 14 days after arrival of off-signer in Vladivostok

4.10 **SAK**

- Ensure smooth remote operation
    * Identify current hardware and software on all clients and computers at home
    * Prepare laptops/ desktops with Teamviewer / Anydesk and 2x software as needed, providing individual refresh training
    * Prepare the phone forwarding for the "working from home" clients
    * Back up of servers during the period of working from home
    * Danaos web refresh training
    * Initiate a drill for working from home for all shore employees in Athens

4.11 **TEK**

- Approve the measures, active and passive, short and long term
- Approve the "working from home" operation mode
- Conduct Covid learning sessions for officers ashore
- stop air-condition, only natural ventilation

5. Next project team meeting is planned by **31Mar20**

Covid19 management project notification 200327

1. Further to our initial project notification, we remind you that on 30Jan20 the Director-General of the World Health Organization (WHO) declared China's novel coronavirus (2019-nCoV) outbreak a public health emergency of international concern.
In view of the COVID 19 evolution worldwide and in Hellas, and in view of the various scenarios worked out by EU and Hellenic Government, a project is launched on 12Mar20 for introducing a plan to elaborate on what actions could be done further to ensure our smooth HSQE IF EffEff operations in the CoviD19 evolution environment.
Actions addressing personal and corporate health issues (active measures) and changes in operation to mitigate exposure to virus or spread of virus (passive measures).

2. A management of change plan is drafted to ensure our smooth HSQE IF EffEff operations in the Covid19 evolution environment.

3. Project team leader is Liana Kapsali (LPK) and project team members are Takis Koutris (TEK) and Nikos Giampanis (NG).
Last meeting was conducted 27Mar20 in the presence LPK, NG, SAK, TEK.
Out of this meeting following is reported:
3.1 All members of the expanded Roxana and Kristen family, on board and ashore, are reported virus free.
3.2 All actions from last meeting are completed or transferred for completion in the current meeting report.
3.3 A circular for a further one week work from home will be distributed.
3.4 Additional measures in view of the extended work from home regime were decided.
Updated MoC plan for the project can be found in K:\POOL\MR 2020-01\Projects\Covid19 management

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 Master and all crew
- Follow strictly the active and passive measures, as per updated circular
- Discuss and increase awareness of crew on the issue and in HSQE meetings
- Post the instructions and posters on Covid19 in messrooms
- Implement active measures
    * Antiseptic liquid availability in the gangway Hand sterilizers available in pantries and public WCs.
    * all in-coming wash hands with anti-septic prior registering
    * daily cleaning and disinfection of frequently touched surfaces
    * catering staff additional strict hygiene measures
    * temperature monitoring twice per day per seaman
    * stop air-condition, only natural ventilation
- Implement passive measures
    * Suspend shore leaves, unless health issue
    * On board familiarisation focus on Covid19 measures in transit and on board

4.2 All ashore to:
- Follow strictly the active and passive measures, as per updated circular
- Apply strictly the working from home mode, preferably with "Anydesk" or "Light manager"

4.3 All dept managers to ensure:
- the commitment of all to the Communications policy and hints for communication as per CMSM par5.4.6.1 to ensure business continuity and IF EffEff operations.
- proper verbal and written communication, supplementing each other and with all recipients engaged in the loop in strict compliance with Communications policy and hints for communication, CMSM par5.4.6.1
- remote dept meetings twice a day at least, for health update and business actions plan
- all dept colleagues continuous availability and attendance in their remote locations
- use of "Anydesk" or "Light manager" for all in their dept
- update business partners on the working from home extension till 05Apr20.

4.4 Welcome desk **GS/KP**
- No visitors, except cleaning co. allowed
- For mail received immediate notification verbal or written to the recipient or the dept manager and file in the relevant tray

Covid19 management project notification 200327(continued)

4.5 **KNA**
- Revise FOM07 for epidemic diseases management and management plan

4.6 **LPK**
- Continually follow up and update K:\POOL\MR 2020-01\Projects\Covid19 management
- Revise FOM07 for epidemic diseases management and non routine operation working from home and Ship's library, form CP03-01
- Follow up the learning engagements and training ashore and on board ships

4.7 **SAK** to ensure:
- smooth remote operation
  * Identify further software for teleconferencing
  * Prepare laptops/ desktops with Teamviewer / Anydesk / Light manager and 2x software as needed, providing individual refresh training and update status accordingly

4.8 **TEK** to ensure:
- Announcement for one week extension in the work from home mode
- Strict implementation of "working from home" operation mode
- remote meetings with dept managers twice a day at least, for health update and business actions plan

5. Next project team meeting is planned by **08Apr20**

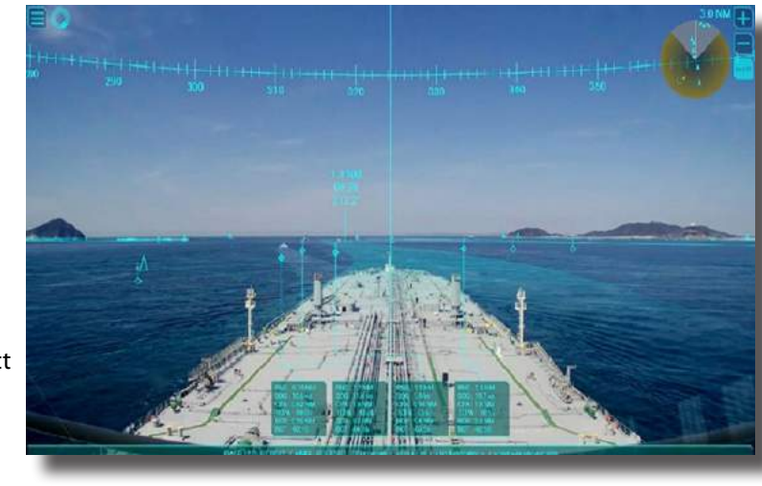
Augmented Reality Navigation project initial notification

1. A project is launched on 1st January 2020 to ensure that by 30Jun2021 is tested to our fleet an advanced navigation tool named Augmented Reality (AR) navigation system. That tool is based to a camera pointed forward to the vessel which send the image of the front view projects on an display and all the necessary navigation information is superimposed over that live video imagery by AR technology

2. Navigation is one of the major sources of major accidents. 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.

Our Company is focusing to ensure that in this future electronic navigational environment our Bridge team performs consistently IF EffEff. Augmented reality concept is a new interesting concept to facilitate IF EffEff navigational performance. Augmented Reality navigation is an innovative solution proposed by makers to enhance the situational awareness of navigation and:

* Reduce the risk of human error, especially in congested waters & navigation in poor visibility states (night, bad weather etc)
* Increase situational awareness thanks to data fusion of ECDIS/Radar/AIS sensors, superimposed to live video taken from camera
* Differentiate our fleet, from others, by provisionally adopting innovative solutions, towards oil major charterers and in line with Company Vision, IDEA Innovative



3. Project team leader is Capt. Nikos Kassiteropoulos (NDK) and project team members are AIS, FDK, KNA and SAK

Last meeting was conducted on 28Feb2020 in the presence of whole project members

Out of this meeting following is reported:

3.1 Contact Furuno for more information on AR navigation system

3.2 It decided that the system will be first tested by a SPP pilot vessel other than the ADA.

The final decision will be made when all the details of the correct installation are made by Furuno and it will depend on which SPP ships is traveled in a convenience area.

4. Next project team meeting is planned by **30June2020**

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 2020 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 2019 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	N. Zenenko	E. Svistunov	A. Spyratos	AMSA PSC	Botany Bay	16Mar20	0	0,9
M/T Asprouda	N. Zenenko	E. Svistunov	A. Spyratos	Vetting	Botany Bay	16Mar20	4	3,5
M/T Aligote	A. Karelov	S. Farkov	-	PSC	Khor Al Zubair	27Jan20	0	0,9
M/T Aramon	A. Okolo Kulak	E. Slinko	G. Karavias	Vetting	St Croix	12Feb20	3	3,5
M/T Athiri	V. Sheludko	E. Trukhachev	-	Vetting	Tanjung Pelepas	13Mar20	2	3,5
M/T Malbec	E. Berillo	A. Shumkov	-	Vetting	Chennai	18Feb20	4	3,5
M/T Miracle	A. Kozlov	L. Negreba	-	Vetting	Pasir Gudang	25Jan20	4	3,5
M/V Melody	A. Verkhovskii	V. Valchun	-	Vetting	Yosu	08Jan20	2	3,5
M/T Marvel	S. Simonov	A. Mayorov	-	Vetting	Colombo	03Feb20	4	3,5
M/V Revenger	V. Bekirov	S. Tarapaka	-	PSC	Rio Grande	12Mar20	0	0,9

Roxana Best Practices

Best Practices are considered the high performance ways of achieving objectives, which solve problems, create opportunities, and lead to "HSQE management excellence".

Best practices are considered for adaption and transfer ashore and across the fleet through the consistent application of improved processes and procedures.

Congratulations to all for the following Best Practices, which have been identified and recorded in HSQE CMM for the period Nov19-Feb20:

- **M/T Aramon, Capt. V. Siniavskii & Ch.Off. A. Salavatov, date Nov19**

  Rainy Water Filtration Equipment for preventing of flow away oily tracks from decks to sea during rainy weather was designed and manufactured o/board

  Circular has been already sent to the fleet for implementation

- **M/T Miracle, Capt. A. Kozlov, date Dec19**

  A special device limiting completely access of extraneous persons in CO2 room, but crewmembers, having a special key, can instantly get in, in any case of need.

  Circular has been already sent to the fleet for implementation

- **M/T Miracle, Capt. A. Kozlov, ABS Afanasev Valerii and Bosun Vekhov Dmitrii, date Feb20**

Share our experience with excellent idea which have quickly made in life during Port Heath Inspection in India and saved Company money. During Port Heath Inspection at Sikka, India, the Port Health Inspector made an observation that, as per Local health authorities requirement, every foreign vessel in Indian waters must have rat traps on board.

Due to shortage of rat traps on board, the vessel's Crew, in order to avoid any probable complications and to save time, made improvised rat traps. In this case the best practice is not the ship made rat traps but the fact that the Ship as a team leaded by the Master and following Company policies reacted to an unforeseen situation by applying own means on time, in line with the IF EffEff principle.

Fan blade finger injury

A tanker was moored and waiting to load cargo. An engineer and the electrician were tasked with the scheduled maintenance of the electric motor of one of the engine room supply fans. After a briefing by senior staff on the work to be done, the two men isolated the motor's electric circuit and did a lock-out. The fan-motor unit was located in a small deck house and was accessed through a cover built into the ventilation ducting.

As they pulled the cover off, part of the gasket became detached.

The engineer instinctively tried to grab the gasket but in doing so his right hand struck the edge of the immobile fan blades inside the ducting. Even though he was wearing gloves, the impact caused a deep wound on his second finger. After first aid, he was sent ashore for further medical examinations. He received three stitches and was declared unfit for duties for 20 days.

Lessons learned

- Working in cramped and difficult areas brings its own risks. Be aware of these possibilities and adjust your work style accordingly.
- Even seemingly minor injuries can have repercussions that last for some time. In this case the victim was unfit for duty for 20 days.

Source: MARS

The ghost in the machine – unwanted touchscreen activation

As edited from official TSB (Canada) report M17C0108

Touch screen control interface

Staff on an up-bound tanker in a river waterway decided to anchor the vessel just below the lock to wait for traffic ahead to clear. While it was anchoring the vessel lost propulsion. The Master immediately contacted the engine room crew, who requested that propulsion control be transferred to the engine room. This would allow them to attempt to restart the engine. As the engine room crew were working to restart the main engine, the port bow anchor was remotely released from the bridge.

Despite these efforts, the vessel grounded. Although the main engine was soon restarted and propulsion control was transferred back to the bridge, attempts to free the vessel under power were unsuccessful. Two days later the vessel was refloated with the assistance of two tugs and towed to a nearby dock. Subsequent underwater inspection showed there was no apparent damage to the vessel.

The investigation found that the main engine shutdown feature on the touchscreen integrated alarm monitoring and control system had inadvertently been activated. The touchscreen was mounted horizontally in the centre bridge console, close to other controls such as steering and propulsion. At the time of the loss of propulsion, four crew members were within 2m of the touchscreen. Tests showed that the touchscreen was reactive to a variety of inputs – including the telephone cord situated next to it. When the main engine shutdown button was activated on the touchscreen, a generic and ambiguous system status message appeared on the screen. The message did not specify that the engine was about to shut down, nor did it indicate how the shutdown was activated or from where (bridge, engine room, emergency stop etc).

Action taken

A plastic cover was placed over the touchscreen to prevent another inadvertent shutdown. After a thorough review, the equipment manufacturer disabled the main engine shutdown function onthe touchscreen and the plastic cover was removed. In case of anemergency, the main engine can still be shut down from the bridge via the traditional shutdown button.

Lessons learned

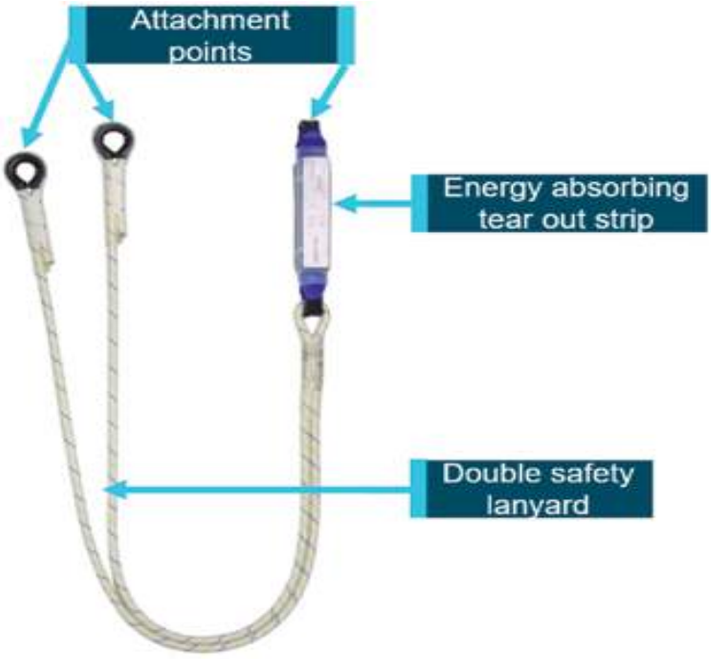
In order to use shipboard equipment effectively, crews must know how to operate that equipment during routine and emergency situations. In this case, given that the screen controlled the vessel's integrated alarm monitoring and control system, it was especially important for crew members to familiarise themselves with the sensitivity level of the screen and the lack of any confirmation message after any action was taken using it.

Source: MARS

Improvised work aloft has bad outcome

Edited from official ATSB (Australia) report 338-MO-2018-001

A bulk carrier was in port. Following recommendations from a surveyor, the holds were to be painted to render them acceptable for grain transport. The vessel did not have any scaffolding, so it was decided to jury rig the ship's portable gangway into a work stage. This work stage could then be suspended from the cargo crane hook viamslings in order to reach the higher areas in the hold. Company risk assessment procedures required approval from shore management for working aloft. In this case, however, approval was not sought. In preparation for the painting, the gangway was rigged with additional ropes to secure the open ends of the gangway. Slings were fastened either end for lifting and suspending it from the crane. Tag lines were connected to the underside of each end of the gangway and run to the hold bottom where they were to be used to control the motion of the suspended staging by two crew. Two other crew donned safety harnesses and attached themselves to the double safety lanyard on the fall arrest line – which was designed for one person – one to each attachment point.



Safety lanyard for use by one person
(double lanyard allows for movement and continuous attachment)

The free end of the fall arrest safety line was tied off to one of the crane hook shackles, clear of the staging slings and the hook itself. The two ABs boarded the staging on the main deck. Because the improvised arrangement had limited stability, the ABs stood one at each end of the staging to balance it. They were to work from these positions and limit their movement so as to not upset the staging and equipment on board. To enable the crane to reach over the hatch coaming and into the hold, the crane driver had to bypass the crane's lower luffing limit protection. The crew members on the staging and in the hold were

unaware of this – the only person who was aware was the crane driver. One of the crew on the staging signalled to the crane operator to move the hook by luffing the jib up. As the crane jib was raised, the falling block also rose and caught on the lower edge of the hatch coaming. This went unnoticed by the work team. As the jib was raised further, the block suddenly came free of the coaming, sending an unexpected heavy shock through the staging, upsetting it and its load. Both crew were knocked over on the staging, landing heavily on their knees and lower body. The severity of their injuries meant the crew members had to be taken to hospital. The investigation found, among other things, that:

• The task was not conducted in accordance with company safety management procedures or industry best practice with regard to risk management and working aloft permit requirements. Machinery and equipment were used in a way they were not designed or approved for, making hazard identification difficult and exposing the workers to increased risk.

• The fall arrest equipment was incorrectly attached. Both workers were attached to the same device, which was designed for only one person. Had either of them fallen from the platform the equipment would not have worked correctly, resulting in serious or fatal injuries.

Lessons learned

• In this accident, the list of improvised procedures and less than adequate working conditions is long. If you find yourself improvising, stop! Consult with your office and do a proper risk assessment.

•Only lift people using gear that has been approved for that purpose. In this case, the gear was not approved for this kind of activity.

• Never bypass safety switches. They are there for a reason.

• Learn how to use your vessel's safety gear. In this case it appears the crew were not only improvising, but were unaware of the correct way to use the double lanyard.

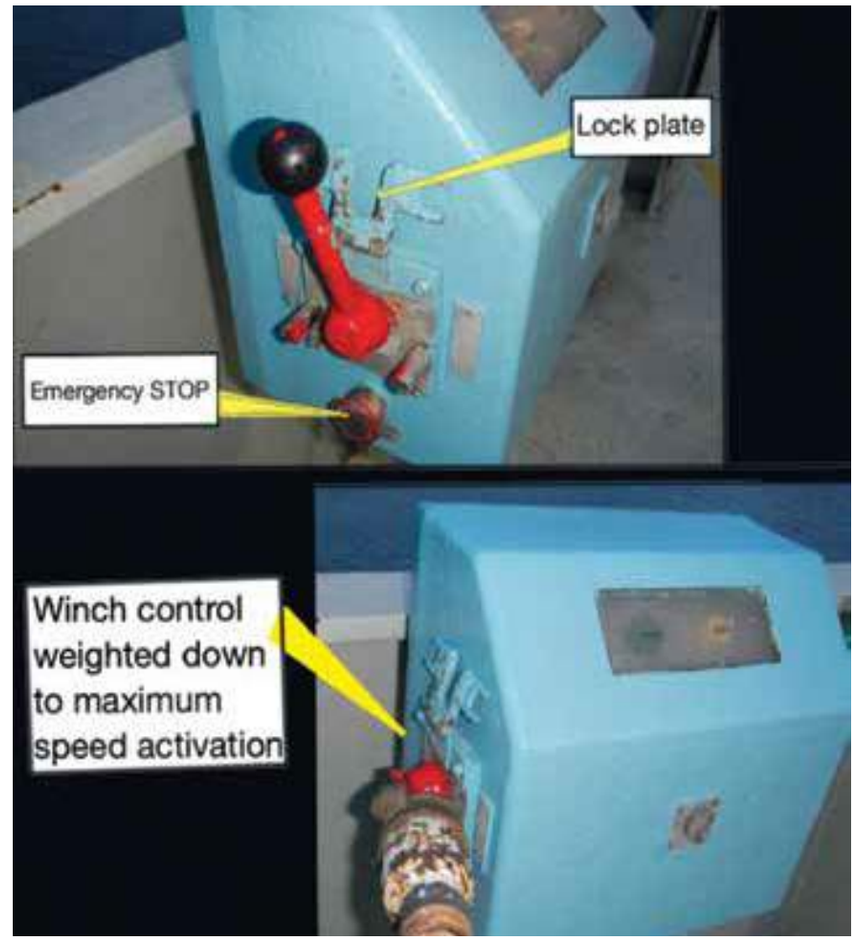
Editor's note: You may find yourself 'painted into a corner' one day, where circumstances seem to conspire against a planned approach and perceived time constraints pull you towards taking shortcuts or improvising. Resist these forces. In reality, they are generally false pressures. Take a step back, consult with your office, ask for guidance. A company with a strong safety culture will not blame you for doing this, they will congratulate you.

Source: MARS

Mooring fatality

As edited from official SHK (Sweden) report S-238/18

A cargo vessel was about to depart. The Master held a short briefing with the duty officer and a seaman. He informed them that they would depart without assistance from outside linesmen because the weather was good and the light winds would hold the vessel on the berth. The deck crew for the departure consisted of an officer and two crew, as was usual on this vessel. Since no outside linesmen had been called, one of the crew was on the dock to let go the lines. No additional crew members were called on deck. The officer went forward and one crew member went aft.



The order was given to release two of the three stern lines. Both aft lines were on the same winch, so the crew member on the poop deck slacked them both at the same time. Once the lines were off the shore bollards he started winching them to the poop deck. During this time the vessel moved slightly forward, so there was no tension on the aft spring bollard. The crew member on the dock took the aft spring line off the bollard as he went forward. He released the lines at the bow and came back on board just aft of the forecastle. About this time, the Master noted that the aft spring line was still lying on the quay and had not been winched in. He called the crew member at the stern over VHF radio but received no response. He ordered the third officer to send the recently boarded crew member to the stern to check the situation.

The crew member found his colleague pinned to the mooring winch by one of the lines that he had been winching inboard, unresponsive and bleeding heavily from several places. The control lever for the winch was held down by a weight to keep it in the position for maximum winch speed. He immediately called for help and engaged the emergency stop on the winch.

The crew member who found the victim had to cut the mooring rope to free him. By the time the officer arrived the victim had been freed and first aid was administered. Using a stretcher, they moved the victim inside the vessel. An ambulance arrived and the victim was taken to hospital where his condition was stabilised. Unfortunately, due to the serious internal injuries he had sustained, he died two months later. The official investigation found, among other things, that:

- The crew member working the lines on the poop deck was working alone on a slippery deck.
- The two aft lines were winched home simultaneously with the winch control lever locked to high speed, probably because the victim wished to stow them at the same time as winching in.

Lessons learned

- Ensure sufficient crew are present during mooring operations to guarantee safe working conditions. This will usually require more than one person at each mooring station.
- The winch operator must have full control of all activity as ropes are taken in on the winch drum. When using a winch drum with a loose rope, one person must be at the end of the drum and another person must be standing at least one metre behind to manage the slack. With the winch operator, this makes three.
- Deck surfaces where mooring activities are carried out must be slipresistant.

Editor's note: Using a weight to keep the winch control in operation while the lone crew member handled the lines was apparently a common practice on this vessel. This type of work-around is typical of human nature; we all want to accomplish the task required of us. If you are bypassing safety mechanisms while trying to do your work, STOP and ask yourself, 'Is this really safe?' In almost every case the answer will be no.

Source: MARS

One metre fall proves fatal

As edited from IMO Committee III 5 – Lessons Learned from Marine Casualties

Hold-cleaning operations were being conducted during a ballast voyage in favourable weather. The crew were using a ladder and a high-pressure water jet to remove cargo residue from the sloping upper hopper bulkhead. The ladder was secured at the top by a rope and was stabilised by a crew member at the bottom. Another crew member climbed the ladder and directed the water-jet on to the bulkhead to remove cargo residue.

The crew member on the ladder was wearing a safety harness attached to a line that was passed through a pad-eye on the bulkhead above and back down to a third crew member on the tank top. This person gave or retrieved slack on the safety line as necessary. Hold cleaning in this manner was a well-established practice on this vessel.

After cleaning one section, the crew member on the ladder was climbing down in order to reposition the ladder for the next section. When he was about one metre above the tank top he stopped and disconnected the safety line. He immediately lost his balance and fell backwards on to the tank top, striking his head. The victim was unconscious and was evacuated by helicopter. Despite all efforts he was declared deceased on arrival at the hospital.

The investigation found, among other things, that the victim's safety helmet was not secured by the chin strap and was dislodged during the fall. Had the helmet remained attached to his head it could have provided sufficient protection to reduce his injuries from a fall from such a relatively low height.

Lessons learned

- Even falls from low or moderate heights can result in serious injury or death. Do not become complacent about the dangers of working at height.
- Do not remove safety devices, such as a safety line, until you are truly safe.
- A hard helmet will provide a greater level of protection if it is secured by a chin strap. For another incident where an attached chin strap might have reduced the consequences, see MARS 201547.
- While ladders are necessary for providing access, it is not best practice to use them as work platforms.

Source: MARS

Planned maintenance interval revised

A tanker had finished a discharging operation and crew were carrying out pre-departure checks and preparations while awaiting the pilot. During these checks, an engineer started up the main engine lube oil separator. An alarm indicated an excessive amount of water in the clean oil outlet of the separator. The engineer immediately reported this issue. Further checks found that the main engine lubricating oil had been contaminated with fresh water. The Master cancelled the departure to allow time to further investigate the anomaly, and notified the company, local authorities, harbour master, charterer, and classification society of the delay, as required in the SMS.

The investigation revealed that the solenoid valve on the main engine lube oil separator had malfunctioned. The internal orifice of the solenoid valve had allowed leakage through to the clean oil outlet and sump tank oil. Although the maintenance interval for the lube oil separators was set at 4,000 hours or at least once a year, there was no detailed guidance to vessel crew about solenoid valve maintenance and inspection requirements. It was not anticipated that the internal components of solenoid valves could become worn beyond specifications within this period.

Lessons learned

- The company decided to reduce the time interval for scheduled maintenance to 2,000 hours or at least once every six months. Further, the internal components of solenoid valves were to be replaced annually.
- The main engine lube oil separator system was to be fitted with an additional automatic control solenoid shut-off valve on the clean oil outlet line to the sump tank.

Source: MARS

PSC inspections on fuel 2020 switching

The new IMO global .5% sulphur cap requirements enter into force on01Jan20 and a robust and consistent approach to compliance is expected by all Port State Control (PSC) regimes. PSC inspections will be carried out in accordance with the IMO PSC procedures and particularly MEPC Res. MEPC.321(74/18/Add.1Annex 15) – 2019 Guidelines for consistent implementation of the 0.50% sulphur limit under MARPOL Annex VI .

For the moment all PSC inspections were free of any observations related to fuel 2020 swtching.

Congratulations to all our Masters and crew for the achievement

It is most likely that such inspections will continue, beyond the 01Mar20, which is the deadline for effecting ban of non-compliant fuel, therefore and we recommend that following information is reviewed regularly by the Master and crew, so that no observations are raised during the expected PSC inspections.

1 PSC inspectors will likely focus their attention on:

1.1 documents and procedures maintained on board, as applicable

* BDN and Marpol Annex VI samples
* International Air Pollution Prevention Certificate (IAPPC)
* Written procedures for fuel change-overs- change over calculator
* Shipboard Implementation Plan
* Tank plans and piping diagrams, fuel system control and monitoring
* Oil Record Book Part I -Engine and deck logbooks.
* Tank sounding records.
* LoPs and Fuel Oil Non Availability Report FONAR.
* Voyage records: ECDIS and navigation charts.

1.2 Sampling

In certain jurisdictions PSC inspectors will carry portable sulphur testing kits and if the results of these tests are inconclusive or indicate potential non-compliance then additional sampling will take place for verification ashore. MEPC.1/Circ.864/Rev.1 2019 – Guidelines for on-board sampling for the verification of the sulphur content of the fuel oil used on board ships applies.

2 Documents and procedures maintained on board, as applicable

2.1 BDN and Marpol Annex VI samples

Details of fuel delivered on board for combustion purposes in terms of sulphur content should be recorded in the BDN. The BDN should be accompanied by a representative sample of the fuel delivered - the MARPOL sample taken from receiving ship's manifold wth drip sample method. From the same cubitator the ship will also take, seal and stamp commercial samples, no matter if the bunkering contract specifies commercial samples from barge's manifold.

The MARPOL sample is to be taken from receiving ship manifold, sealed and signed by the supplier's representative and countersigned by the Master on completion of bunker delivery and retained on board until the fuel has been substantially consumed, but in any case for a period of not less than twelve months from the time of delivery.

BDNs and associated samples should be easily identifiable and filed properly on board.

BDNs should be retained on board for at least three years after the fuel has been received on board.

CP20 par4.8.13.7 BDN and CP20 par4.9.4 sampling of bunkers apply.

2.2 IAPPC and Supplement

The ship an International Air Pollution Prevention Certificate, which should be properly filed and readily available. The IAPPC, and Supplement, confirms that a ship and its equipment conform to the requirements of MARPOL Annex VI. The Supplement to the IAPPC details, in section 2, the way in which the control of emissions from the ship is achieved. Sulphur Oxides and Particular Matter are covered under section 2.3 of the Supplement. In this section, the sulphur content limit values for fuel are indicated for ships operating inside and outside of an ECA. Evidence that this criteria has been met needs to be supported by the BDNs kept on board.

2.3 Written procedures for fuel change-overs and calculator, Shipboard Implementation Plan, Tank plans and piping diagrams.

2.3.1 CP20 Fuel management uploaded in Ulysses applies particularly:

* Par 4.11 Fuel switching ECAs (Emission Control Areas)
* Par4.11.11.4 fuel switching calculator formula (along with poster 82)
* Par4.12 Fuel switching 2020

PSC inspections on fuel 2020 switching (Continued)

2.3.2 CP20 Fuel management Plan, ship specific, uploaded in Ulysses applies particularly:
* Par4.1 Manuals and drawings and par4.3 fuel oil tanks particulars and monitoring
* Par4.4 Fuel oil filters, pumps, heaters, separators with temperature indication and remote monitoring
* Par7.4 viscosity temperature diagram
* Par7.4 viscosity alarm High/Low (and 20/7 cSt/500C for GSI and 18/8 cSt/500C for SPP)
This alarm is tested only by manipulating the FO temperature, which anyway is not recommended.
* for SPP vessels par7.4 Fuel oil TAH/TAL alarms in fuel line this setting should be adjusted to +10/-10 degC from the temperature indicated by the viscosity temperature diagram and the laboratory test report
* Par 10 Fuel switching ECAs with posters 74 and 82
* Par10.1.3 fuel switching calculator, compared to FOBAS calculator, ship specific
* Par11 Fuel switching 2020 and par11.3 for fuel 2020 switch plan and Annex1 fuel 2020 Switch Implementation Plan, dates of cleaning should match the records in deck/engine logs and ORB PartI as applicable
2.3.3 ME DG Boiler Change Over Checklist GSI, form CP20-15 applies, particularly for timing on boiler switch over.
2.3.4 Posters 74 and 82, as updated, should be promptly posted.
2.3.5 Reference to fuel 2020 project MoC plan and RM, as attached in Ulysses and sent to you by separate e-mail attachment.
2.4 Oil Record Book Part I -Engine and deck logbooks
CP20 par4.12.5 Records in ORB partII and Engine/deck log applies, particular attention that dates of records match the dates of the Fuel management Plan Annex1 Fuel 2020 Switching Implementation Plan.
2.5 Tank sounding records
2.5.1 Following apply:
* CP20 Fuel and lub oils management par4.6 RoBs measurement
* CP20 Fuel Management Plan par8 Fuel RoBs measurement
2.5.2 Following should be readily available:
* Bunkers Survey Report, form CP20-05
* Bunkers Quantity Calculation, form CP20-06
* Noon messages with RoBs
2.6 LoPs and Fuel Oil Non Availability Report FONAR
2.6.1 Following apply:
* CP20 Par4.7.2.10 Non availability of compliant fuel
* LOP Marpol Annex VI Non-Compliance, form CP20-03
* LOP Bunker Safety Data Sheet, form CP20-04

3 Sampling
3.1 There are two locations where fuel sampling might be required by PSC:
* in use sample: downstream of the fuel oil service tank
* on-board sample: the storage tanks
3.2 In accordance with ISO 4259-2: 2017, and allowing for a 95% confidence limit, the maximum amount of sulphur allowed in these samples is 0.11% m/m for ECA fuel and 0.53% m/m for global fuel.
3.3 CP20 Fuel management uploaded in Ulysses applies particularly:
* Par 4.6.5 In use and on board fuel sampling
3.4 CP20 Fuel management Plan, ship specific, uploaded in Ulysses applies particularly:
* Par4.7 Sampling points
* Par 5.2 In use and on board fuel sampling

4 CP20 Appendix1 Fuel management plan has been updated as uploaded in Ulysses for the changes on par7.4 viscosity control table and par10.1.3 to include comparison with FOBAs calculator and Poster82 are attached herein for showing to PSC inspectors.

5 Please discuss the above with all your crew and particularly with the bunkering teams, and keep a record of the discussion and any comments in the next HSQE meeting minutes.

6 Thank you all again for your contribution in revising our CP20, and ensure the commitment of the bunkering teams to this procedure, so that any enhanced PSC inspection is concluded successfully.
It is important that ships' crews are aware and familiar with the new regulations, associated documentation and procedures and are able to confidently demonstrate this knowledge to a PSC inspector to enable an observations free enhanced PSC inspection.

Fuel 2020 Excessive cylinder liner wear and ring breakage

Quite a few cases on excessive cylinder liner and piston ring breakage have been reported on ships when burning 0.50% sulphur VLSFOs. The reports indicated:

- Significant worn out, broken and seized piston rings
- Accelerated cylinder liner wear, requiring liners to be changed prematurely after only 20,000 ~ 25,000 R/H, after all wear patterns had been in line with manufacturers guidelines beforehand.
- Multiple Fuel Injector failures
- Having to run in High Risk Areas (HRA) and restricted waters with fuel pumps lifted to allow us to reach a safe haven to allow maintenance to be completed
- Scavenge Fires due to the above issues of worn out liners and damaged rings
- Performance Tests of the Main Engines are showing the engines to be balanced with no significant drop of in parameters.

(In the above particular reports, a hybrid mixture of TBN L.O.'s was used, whilst they consumed existing stocks of TBN 70 & 100 before changing to TBN 40, with adjustments made in the feed rates.)

Lloyds Register FOBAS have also investigated approx. 20 such cases where ships reported piston ring breakage, undue wear of piston rings and liners. FOBAS were also in discussion with engine manufacturer to understand the metallurgy side of things. Their initial comments (based on the data to hand so far) are as below:

- From the parameters tested, the VLSFOs combustion / ignition characteristics seems to be satisfactory, both in terms of CCAI and additional FIA testing. The data did not suggest increased afterburning time. However we still have very small data set to fully conclude it. Furthermore additional FIA testing is only done on fuels use of which caused reported problems.
- Mainly such problems are related to the management of BN number of cylinder oils and most importantly feed rate.
- Drain oil analysis is not enough and manual inspection is recommended at regular frequency.
- When using new piston rings coated with cermet, it is important to ensure cylinder liner is also in good shape. Some sort of reconditioning may be required to fully benefit from new piston ring types.

One of the VISWA related report conclusions is: Choosing a cylinder oil with an optimum feed rate of the base number is critical.

For the moment in our fleet such incidents have not been reported.
Our ships are using TBN40 cylinder luboils, Engine and lubricators, along with cylinder oil supplier recommendations apply.
CP20 par4.12.6 and posters 74 and 82 relate to continuous operation in VLSFO and ULSFO and the change over from VLSFO to ULSFO.

International: IMO Marine Engine Regulations

International Maritime Organization (IMO) is an agency of the United Nations which has been formed to promote maritime safety. It was formally established by an international conference in Geneva in 1948, and became active in 1958 when the IMO Convention entered into force (the original name was the Inter-Governmental Maritime Consultative Organization, or IMCO, but the name was changed in 1982 to IMO). IMO currently groups 167 Member States and 3 Associate Members.

IMO ship pollution rules are contained in the "International Convention on the Prevention of Pollution from Ships", known as MARPOL 73/78 . On 27 September 1997, the MARPOL Convention has been amended by the " 1997 Protocol";, which includes Annex VI titled " Regulations for the Prevention of Air Pollution from Ships". MARPOL Annex VI sets limits on NOx and SOx emissions from ship exhausts , and prohibits deliberate emissions of ozone depleting substances .

The IMO emission standards are commonly referred to as Tier I...III standards. The Tier I standards were defined in the 1997 version of Annex VI, while the Tier II/III standards were introduced by Annex VI amendments adopted in 2008, as follows:

• 1997 Protocol (Tier I)-The " 1997 Protocol" to MARPOL, which includes Annex VI, becomes effective 12 months after being accepted by 15 States with not less than 50% of world merchant shipping tonnage . On 18 May 2004, Samoa deposited its ratification as the 15th State Uoining Bahamas, Bangladesh, Barbados, Denmark, Germany , Greece, Liberia, Marshal Islands, Norway, Panama, Singapore , Spain, Sweden, and Vanuatu) . At that date, Annex VI was ratified by States with 54.57% of world merchant shipping tonnage . Accordingly, Annex VI entered into force on 19 May 2005 . It applies retroactively to new engines greater than 130 kW installed on vessels constructed on or after January 1, 2000, or which undergo a major conversion after that date . The regulation also applies to fixed and floating rigs and to drilling platforms (except for emissions associated directly with exploration and/or handling of sea-bed minerals). In anticipation of the Annex VI ratification, most marine engine manufacturers have been building engines compliant with the above standards since 2000 .

• 2008 Amendments (Tier II/III)-Annex VI amendments adopted in October 2008 introduced

(1) new fuel quality requirements beginning from July 2010 , (2) Tier II and Ill NOx emission standards for new engines, and (3) Tier I NOx requirements for existing pre-2000 engines.

The revised Annex VI entered into force on 1 July 2010 . By October 2008, Annex VI was ratified by 53 countries (including the Unites States), representing 81.88% of tonnage.

Emission Control Areas. Two sets of emission and fuel quality requirements are defined by Annex VI: (1) global requirements, and (2) more stringent requirements applicable to ships in Emission Control Areas (ECA). An Emission Control Area can be designated for SOx and PM, or NOx, or all three types of emissions from ships, subject to a proposal from a Party to Annex VI.

Existing Emission Control Areas include:

- Baltic Sea (SOx: adopted 1997 I entered into force 2005; NOx: 2016/2021)
- North Sea (SOx: 2005/2006 ; NOx: 2016/2021)
- North American ECA, including most of US and Canadian coast (NOx & SOx: 2010/2012).
- US Caribbean ECA, including Puerto Rico and the US Virgin Islands (NOx & SOx: 2011/2014).

Greenhouse Gas Emissions. 2011 Amendments to MARPOL Annex VI introduced mandatory measures to reduce emissions of greenhouse gases (GHG). The Amendments added a new Chapter 4 to Annex VI on "Regulations on energy efficiency for ships"

NOx Emission Standards

NOx emission limits are set for diesel engines depending on the engine maximum operating speed (n, rpm), as shown in Table 1 and presented graphically in Figure 1. Tier I and Tier II limits are global, while the Tier Ill standards apply only in NOx Emission Control Areas.

Table 1. MARPOL Annex VI NOx emission limits

Tier	Date	NOx Limit, g/kWh		
		n < 130	130 ≤ n < 2000	n ≥ 2000
Tier I	2000	17.0	$45 \cdot n^{-0.2}$	9.8
Tier II	2011	14.4	$44 \cdot n^{-0.23}$	7.7
Tier III	2016†	3.4	$9 \cdot n^{-0.2}$	1.96
† In NOx Emission Control Areas (Tier II standards apply outside ECAs).				

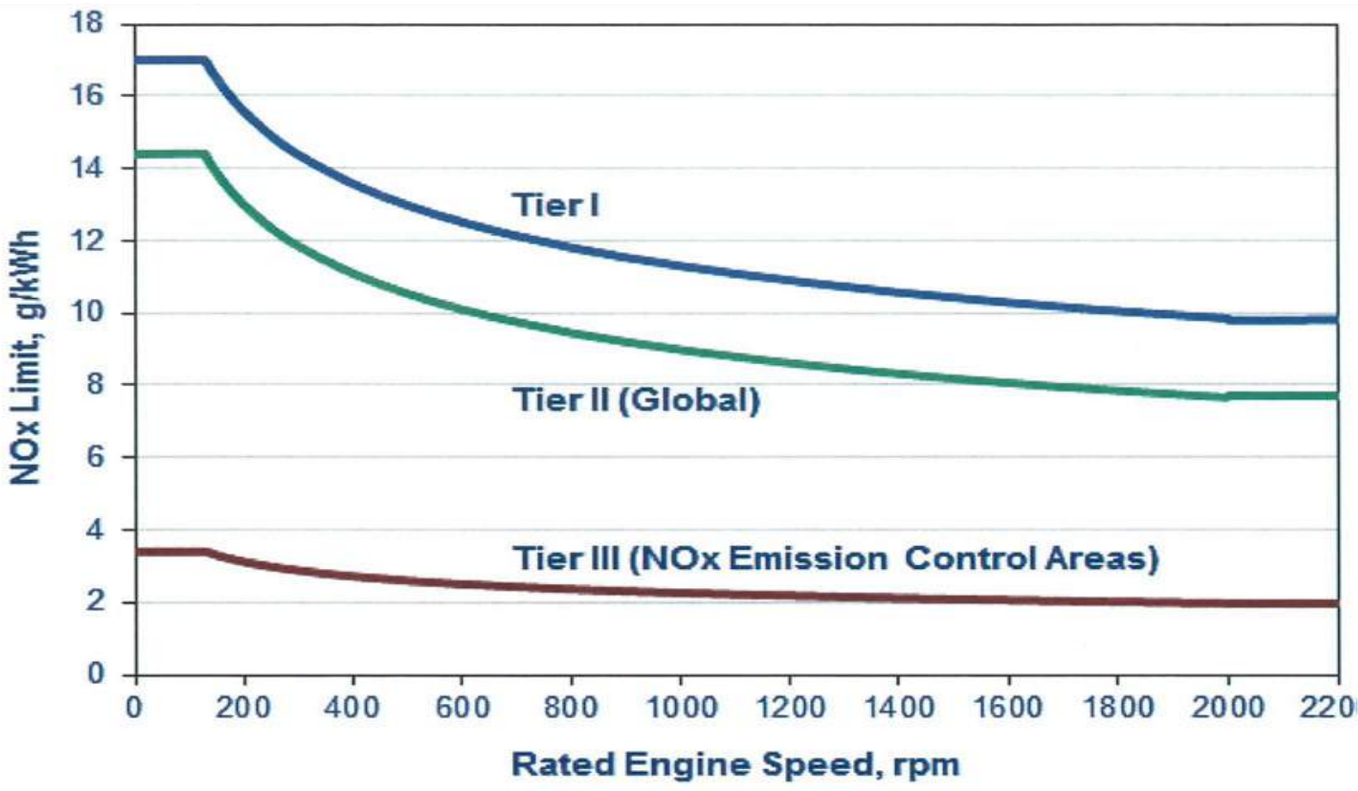


Figure 1. MARPOL Annex VI NOx emission limits

Tier II standards are expected to be met by combustion process optimization. The parameters examined by engine manufacturers include fuel injection timing, pressure, and rate (rate shaping), fuel nozzle flow area, exhaust valve timing, and cylinder compression volume.

Tier III standards are expected to require dedicated NOx emission control technologies such as various forms of water induction into the combustion process (with fuel, scavenging air, or in cylinder), exhaust gas recirculation, or selective catalytic reduction.

Pre-2000 Engines. Under the 2008 Annex VI amendments, Tier I standards become applicable to existing engines installed on ships built between 1st January 1990 to 31st December 1999, with a displacement 90 liters per cylinder and rated output 5000 kW, subject to availability of approved engine upgrade kit.

Testing. Engine emissions are tested on various ISO 8178 cycles (E2, E3 cycles for various types of propulsion engines, 02 for constant speed auxiliary engines , C1 for variable speed and load auxiliary engines).

Addition of not-to-exceed (NTE) testing requirements to the Tier Ill standards is being debated. NTE limits with a multiplier of 1.5 would be applicable to NOx emissions at any individual load point in the E2/E3 cycle.

Engines are tested using distillate diesel fuels, even though residual fuels are usually used in real life operation.

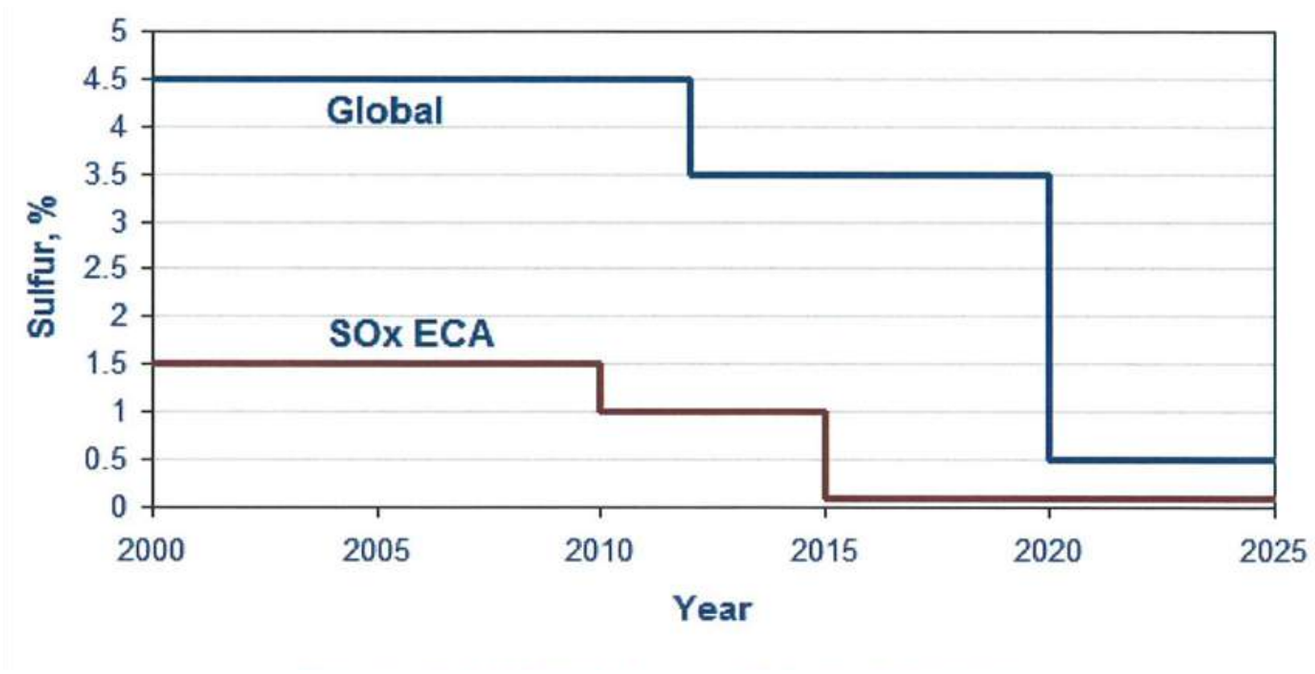
Further technical details pertaining to NOx emissions , such as emission control methods , are included in the mandatory "NOx Technical Code", which has been adopted under the cover of "Resolution 2".

Sulfur Content of Fuel

Annex VI regulations include caps on sulfur content of fuel oil as a measure to control SOx emissions and, indirectly , PM emissions (there are no explicit PM emission limits) . Special fuel quality provisions exist for SOx Emission Control Areas (SOx ECA or SECA). The sulfur limits and implementation dates are listed in Table 2 and illustrated in Figure 2 .

Table 2. MARPOL Annex VI fuel sulfur limits

Date	Sulfur Limit in Fuel (% m/m)	
	SOx ECA	Global
2000	1.5%	4.5%
2010.07	1.0%	
2012		3.5%
2015	0.1%	
2020		0.5%



Heavy fuel oil (HFO) js allowed provided it meets the applicable sulfur limit (i.e., there is no mandate to use distillate fuels).

Alternative measures are also allowed (in the SOx ECAs and globally) to reduce sulfur emissions , such as through the use of scrubbers . For example, in lieu of using the 1.5% S fuel in SOx ECAs, ships can fit an exhaust gas cleaning system or use any other technological method to limit SOx emissions to 6 g/kWh (as S02).

Greenhouse Gas Emissions

MARPOL Annex VI, Chapter 4 introduces two mandatory mechanisms intended to ensure an energy efficiency standard for ships: (1) the Energy Efficiency Design Index (EEDI) , for new ships, and (2) the Ship Energy Efficiency Management Plan (SEEMP) for all ships.

- The EEDI is a performance-based mechanism that requires a certain minimum energy efficiency in new ships. Ship designers and builders are free to choose the technologies to satisfy the EEDI requirements in a specific ship design.
- The SEEMP establishes a mechanism for operators to improve the energy efficiency of ships .

The regulations apply to all ships of and above 400 gross tonnage and enter into force from 1 January 2013. Flexibilities exist in the initial period of up to six and a half years after the entry into force , when the IMO may waive the requirement to comply with the EEDI for certain new ships, such as those that are already under construction .

In April 2018 , the IMO adopted an Initial Strategy on the reduction of GHG emissions from ships. The strategy calls for strenghtening the EEDI requirements and a number of other measures to reduce emissions, such as operational efficiency measures, further speed reductions, measures to address CH4 and voe emissions, alternative low-carbon and zero carbon fuels , as well as market-based measures (MBM).

Other Provisions

Ozone Depleting Substances. Annex VI prohibits deliberate emissions of ozone depleting substances, which include halons and chlorofluorocarbons (CFCs). New installations containing ozone-depleting substances are prohibited on all ships. But new installations containing hydro chlorofluorocarbons (HCFCs) are permitted until 1 January 2020.

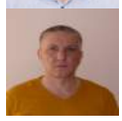
Annex VI also prohibits the incineration on board ships of certain products, such as contaminated packaging materials and polychlorinated biphenyls (PCBs).

Compliance. Compliance with the provisions of Annex VI is determined by periodic inspections and surveys . Upon passing the surveys, the ship is issued an “International Air Pollution Prevention Certificate”, which is valid for up to 5 years. Under the “NOx Technical Code”, the ship operator (not the engine manufacturer) is responsible for in-use compliance.

This article based in part on information provided by Michael F. Pedersen of MAN Diesel NS .

Human Resources Management

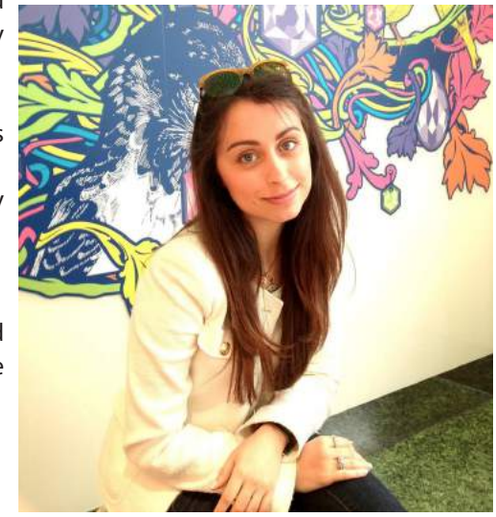
Familiarization, Roxana Shipping - Kristen Marine 01 Jan - 31 Mar 20

Name	Rank	Vessel	Join Date	Photo
Emelianov Dmitrii	Ch/Off	MVL	24/01/2020	
Guzhov Yury	Master	ADV	03/02/2020	
Rychkov Stanislav	Master	RVG	04/03/2020	

Promotions, Roxana Shipping - Kristen Marine 01 Jan - 31 Mar 20

Name	Rank	Promotion Date	Photo
Grechko Mikhail	3rd/Off	19/01/2020	
Maslennikov Vlad	4th/Off	14/02/2020	
Zamatyrin Nikolay	2nd/Eng	18/01/2020	
Rudikov Pavel	4th/Eng	17/02/2020	
Shatoba Igor	Bosun	03/03/2020	

Ms. Maria Karathanasopoulou's recruitment



We are pleased to advise you that Ms. Maria Karathanasopoulou has joined Roxana and Kristen SQM dept. as of 20Jan20 in the position of SQM Coordinator and executive secretary 2, directly reporting to Capt. Papatheodorou and Mr. Koutris respectively.

In 2010 Maria graduated from the University of Patras holding her BSc degree in Materials Science.

She also studied in the University of Surrey, acquiring a MSc degree in Renewable Energy Systems Engineering.

Since 2014 Ms. Karathanasopoulou has worked in several major Shipping Companies.

The professional experience and skills of Ms. Karathanasopoulou will definitely add value in our team and will help us meet the short and long term objectives set out by the Company.

All of us will assist her to accomplish her new tasks successfully.

Maria, welcome on board!

Ms. Margarita Kuramaeva's resignation

We hereby announce that Ms. Margarita Kuramaeva submitted her resignation, effective as of 16Mar20.

Margarita had been working for RoKcs Agency since 01Aug17, holding the position of Crew Coordinator, effectively, effi¬ciently and with a permanent smile, contributing to the successful expansion of the Company.

Nevertheless Margarita decided to follow a different path in her career, commercial rather than crew management focused.

We wish her good luck in her new endeavors.

Job Opportunities

In view of the 2018-2023 5 years plan following new positions are announced for 2020-21:

Fleet superintendent, ex Chief Engineer
He will be based in Athens and/or Singapore, belonging to a Fleet Group, reporting to Headoffice, 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 Shipmanagment is our Tradition

Incident Free Effective Efficient