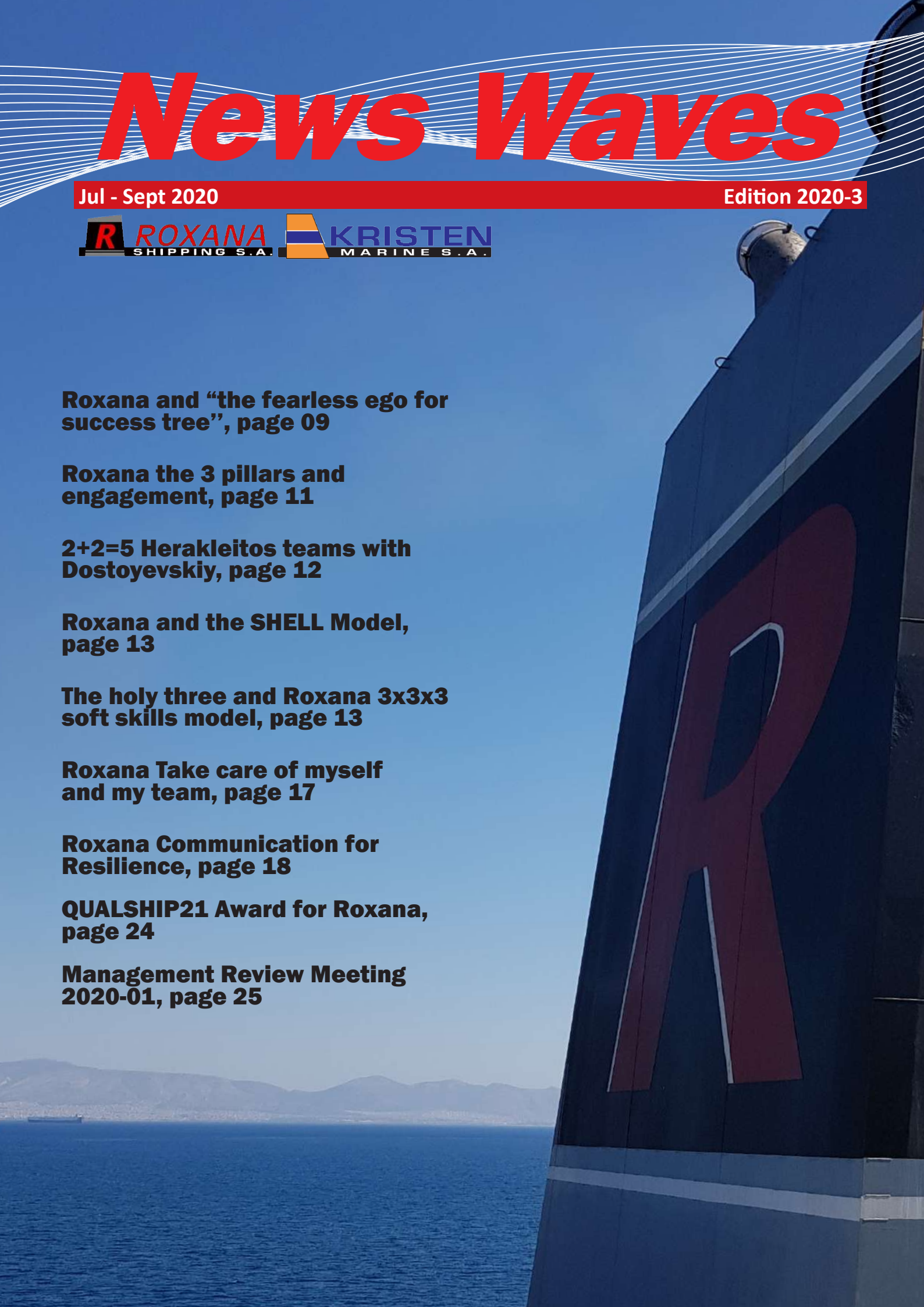
News Waves

Jul - Sept 2020 Edition 2020-3

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



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Please recycle

Message from TEK

"The positive outcome of the covid19 torture is that lessons learnt from operating changes applied to ensure IF EffEff operations during this pandemic will be applied when life comes back to normal. Roxana and Kristen work in four different pilot projects with major class societies and with Marshall Islands flag, in an effort to define the regime for the remote annual class and statutory inspections and audits."

Covid19 outbreak is still overwhelming worldwide, affecting our operations and in particular crew management, supplies of stores and spares and ship attendances, inspections and audits.

Restrictions at international borders with flights and restrictions in coastal states are the basic challenges, with rules and regulations changing rapidly and unpredictably.

Under the circumstances, and with the support and understanding of our seafarers ashore and on board, we have managed this crisis incident free, effectively and efficiently, both for crew changes and ship supplies and for ship attendances, audits and inspections.

Our medium term plans for crew changes, ship supplies and attendances are based on the assumption that Covid19 outbreak will last throughout the 1st half of 2021.

The positive outcome of the covid19 torture is that lessons learnt from operating changes applied to ensure IF EffEff operations during this pandemic will be applied when life comes back to normal. Crew changes and supplies and ship attendances will become more Effective and Efficient (EffEff), incorporating some of the operational changes due to covid19.

Roxana and Kristen work in four different pilot projects with four major class societies and with Republic of Marshall islands flag, in an effort to define the regime for the remote annual class and statutory inspections and audits.

By the end of the year we will be in the position to report on the progress and outcome of these projects.

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

The "ego" tree was developed, now evolved to the "fearless ego for success" tree, starting with the primary 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 have 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 into our system 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.

Based on the concept of Roxana "fearless ego for success" tree, we have concentrated into three axes of activity: the 3 pillars (CPAR Incident reporting and investigation, corrective and preventive actions, MoC management of change and RM risk management) and engagement, the soft skills and the reflective learning.

More than 15 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

- Health (physical and mental)

and competence (hard and soft) as prerequisites for performance

- Fair and Just culture for a No Blame culture, as prerequisite for an open and fearless organization, based on the principles that Humans err, Humans want to do a good job and any system can be more human error tolerant.

We restlessly continue working for sustaining the culture of an open and fearless organization, where all of us will be comfortable, with no fear, to pinpoint what we think as wrong or propose something new.

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. Ships 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.

During Feb20 the 3rd party audits for ISM/ISPS and ISO were successfully concluded. This time we added ISO27001, Information security to the standards we are committed. Roxana and Kristen are two of the handful of companies certified for ISO27001, an evidence of the Company focus to Information security and Cyber security as a consequence. We are happy to confirm once more the steady course of the Fleet and the Company towards high levels of performance. Furthermore during this period we achieved certification as per EU MRV and IMO DCS. Clear evidence of

this commitment to excellence in terms of safety, environment protection and quality for this period is the KPIs where most of the targets were achieved and even exceeded. Extract of all above is included in the Hot Stuff section. The New Rules section contains updates on SOx and NOx emissions, Chinese and Korean ECAs and fuel 2020 update.

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

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

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

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.

The cover foto is taken by IT coordinator George Chondropoulos during his attendance in M/T Altesse on 07Sep20. Congratulations to George for a job well done!

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

Enjoy the reading!

Takis E. Koutris
Managing Director

Who is Who

Sheludko Vladislav

Captain Vladislav Sheludko was born on 13Sep78.
He graduated from Admiral Nevelskoy Far Eastern State Maritime Academy in 2000 and received the Master's License in 2010.
Captain Vladislav joined Roxana Shipping S.A. as a Chief Officer on 30Jun08.
He offered his services in our Company Fleet as a Master since 18Jul11.
He has a total sea service of 12.5 years with our Company.
He is married to Olga and has 4 children.
On 17Sep20 he joined our good ship M/T MALBEC.

Kril Oleg

Chief Engineer Kril Oleg was born on 13May69.
He graduated from Kherson Navigation School in 1991 and received the Chief Engineer's License in 2005.
Kril joined Roxana Shipping S.A. as 2nd Engineer on 29Sep08.
He offered his services in our Company fleet as a 1st Engineer since 20Jul09.
He has a total sea service of 12 years with our Company.
He is married to Yanina and has 3 children.
As of 26Jul20 he is offering his services on our M/T ARAMON.

Sukhodoev Oleg

Captain Oleg Sukhodoev was born on 13May69.
He graduated from Vladivostok Maritime College in 1983 and received the Master's License in 2003.
Captain Oleg joined Roxana Shipping S.A. as a Master on 05May08 and since that day he offered his services in our Company Fleet.
He has a total sea service of 12 years with our Company.
He is married to Vitalia and has 3 children
He was recently signed off from M/T ALTESSE, for the time being he is ashore, till the time that he will be ready to join another Company's ship.

RoKcs offered quality services for our customers for the first three quarters of 2020.

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

Operating in the 3rd quarter of 2020 the world continues to experience the enormous difficulties due to the COVID-19 pandemic. Closed borders and ports, limitations in flight connections, lock downs for visa issues, additional tests for coronavirus and in transit to ship or home additional requirements, all resulting to delays in crew changes .

We have been following the matter very closely, supporting our seamen on board and ashore and their families and, through our customers ship management companies, influencing IMO and coastal states for a pragmatic approach in allowing embarkation and disembarkation of seamen.

In spite of this adverse environment and all of the difficulties in processing crew requests, RoKcs, in liaison with our customers, continues to systematically change the crews of all our customers, ship management companies.

During the period June - July 2020, more than 200 crew members were replaced, which is equivalent to the crews of 10 vessels, which is a remarkable accomplishment.

Due to covid19 restrictions in Vladivostok, with partial lock down sometimes, we were forced to work remotely from home which was a challenge when it comes to routine procedures, requiring physical presence of the seafarer.

Our customer's regular attendances, particularly Mr Koutris of Roxana Shipping and Kristen Marine, Internal learning engagements and 3rd party audits have also been a challenge in this environment, with VLC lock down or partial lock down and flight restrictions.

A management of change project was initiated to address the new challenges as above.

Working from home regime, remote audits and meetings have been considered and new procedures and processes introduced in our system to ensure the Incident Free Effective and Efficient (IF EffEff) operations, for the benefit of our customers, our seamen and our ship management companies.

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"

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)

The last academic year was very difficult for the graduating cadets of Vladivostok Maritime College. The COVID19 pandemic took its toll on the educational process, state of examinations and defending degree works on «Navigation» and «Engineering» subjects. Nevertheless, the twenty-fourth graduation ceremonies were held on 3Jul20.

Unfortunately though, because of the Corona Virus, parents and friends of cadets couldn't attend the event. There were no invited guests either. All relevant precautions were followed accordingly.

The speech of congratulation to the young seamen, who just made the first steps into their new lives, was made by the director of the college Manko Vladimir, the deputy director Konischeva Larisa and the graduating group's curators - Smirnova Albina and Barinova Marina.

After the traditional «reply» from the cadets Aliev Eldar (group 142) and Baskarov Kirill (group 141), the presentation ceremony of diplomas, souvenirs, letters of commendation and letters of gratitude to parents was held.

The following alumni of 2020 became the best: Aliev Eldar from the 142 study group and Korzhov Maksim from the 242 study group.

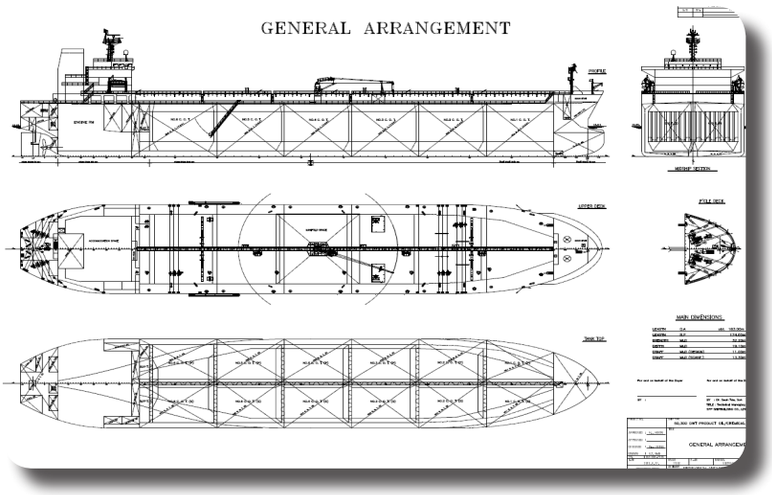
We want to congratulate our cadets on graduating and wish them the very best! We are proud of you!

New Ladies on the Block

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
- Alternative fuels
- Air emissions NOx and SOx control technologies and limits
- ECO designs and options

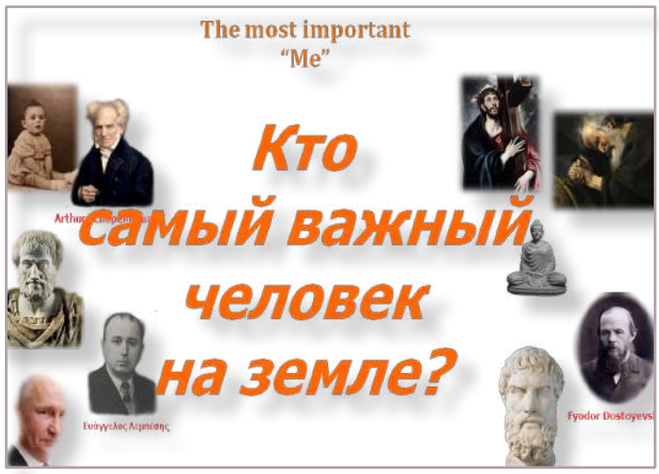
The next generation of newbuildings will be a challenge for the industry, particularly due to the evolution of LNG as marine fuel and the price level of the conventional and VLS/ ULS fuel oil.



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 and "the fearless ego for success tree"

Inspired by the Partners in Safety project the Roxana "Ego" tree was introduced after the management review of May 2019, and was further developed to the Roxana "fearless ego for success" tree.



Each one of us elaborated on a basic question who is the most important person for me on earth.
The embarrassment, even inculpation of "egoism", was a drawback in getting to the obvious answer.

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

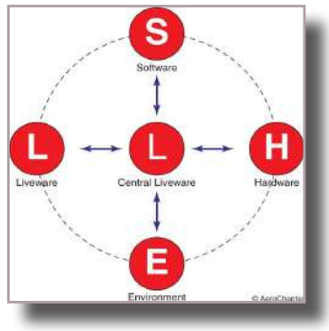
I am the most important person of earth

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 and "the fearless ego for success 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)
The "ego" tree was introduced, starting with the primary 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 that time to classify the factors each individual interfaces with,Software (procedures, instructions), Hardware (equipment, tools), Environment (time and space) and other human beings.
Building upon our conclusions out of the communication for resilience and care about myself and my team workshops, we further developed the "ego" tree to the "fearless ego for success" tree, emphasizing the value of EffEff communication for the resilience and mental health of the team, communicating openly without fear, where the fair and just culture is also a no blame culture.
Starting from the Roxana "ego" tree concept we have concentrated into 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.

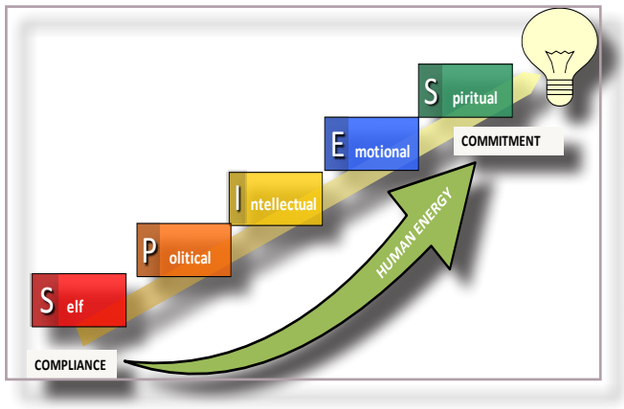
Finally the The Roxana 3x3x3 soft skills model was introduced in in Jun20, along with elaboration on Health (physical and mental) and Competence (hard and soft skills) as prerequisites for performance (IF EffEff), and on how Fair and Just culture is also a no blame culture, as documented in CMSM ch3.
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.

2+2=5 Herakleitos teams with Dostoyevskiy

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.**

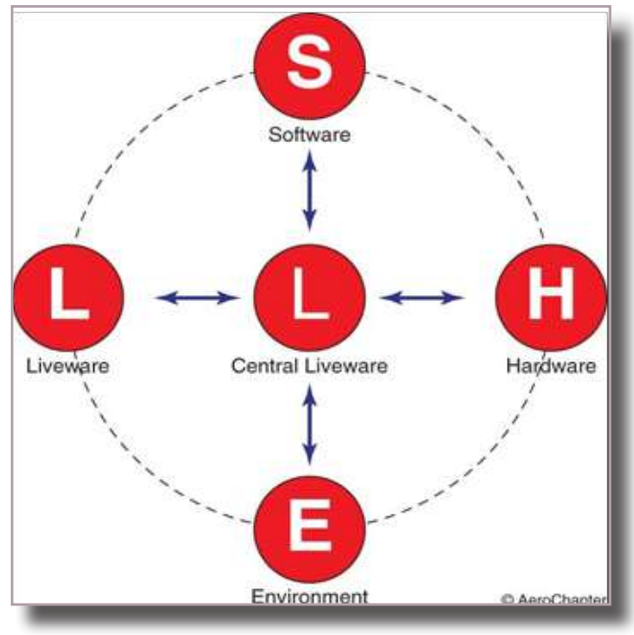
Leading team
Master in overall control liaison with Office and 3rd parties
ChOff (2nd Off) Leader or member,
ChEng (2nd Eng) Leader or member

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 consolidate 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

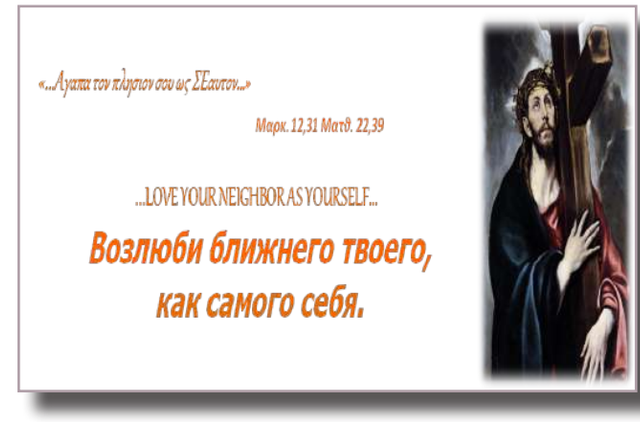
Roxana take care of myself and my team

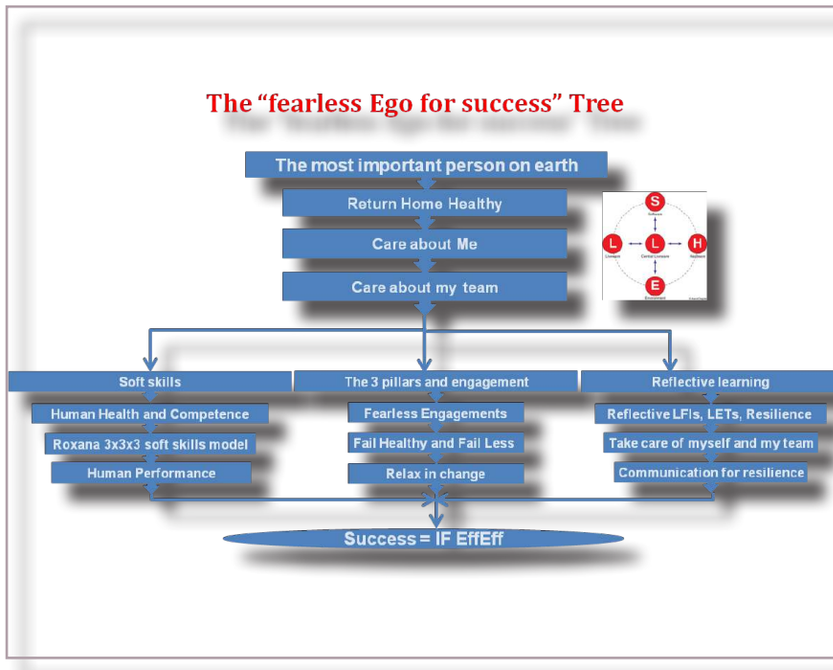
The Partners in Safety Resilience program and modules were introduced in our system and in the Fleet since beginning 2015, introducing the soft skills dimension into the equation for Incident Free, Effective and Efficient operations, IF EffEff.
It is important to know what to do, but equally important 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.

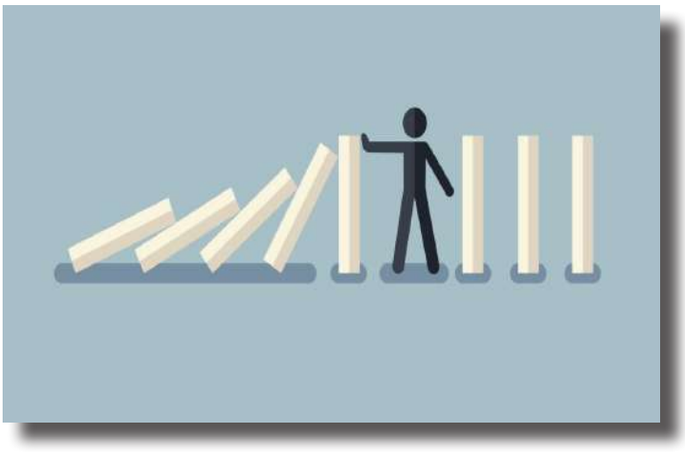
Workshops have been conducted since 2017 till now to identify measures to reduce the risk of i-Isolation and i-Distraction threats.
All proposals for reducing the risk level of i-Isolation and i-Distraction are compiled by SQM in a document.

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

Our seafarers resilience for covid19

Covid19 outbreak is still overwhelming worldwide, affecting our operations and in particular crew management.
Restrictions in the international borders and flights and restrictions in coastal states are the basic challenges, with rules and regulations changing fast and unpredictably.
Under the circumstances, and with the support and understanding of our seafarers ashore and on board, we have managed this crisis incident free, effectively and efficiently.

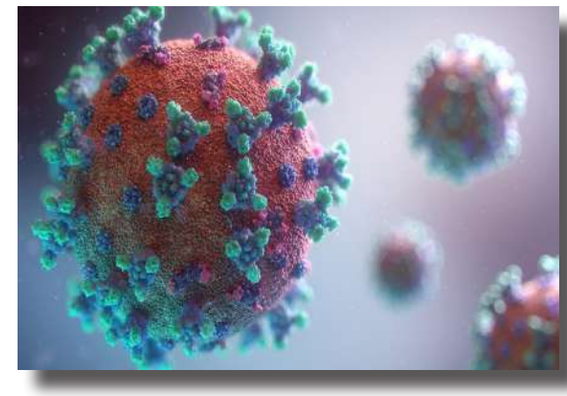
In view of the above and in order to facilitate the resilience of our crew during this pandemic we have decided since Mar20 and for the period till Dec20 to change the terms of crew internet use on board, as per message below.
qt
Dear Master,
Further to our circular ID/CIR-CRW-20-1466_Difficulties on crew changes due to Covid19 pandemic, dated 31Mar20, we would like to thank you for the resilience shown by all our sea-going employees all this period with very few exceptions, that do not worth it mentioning.
We do appreciate the problem caused by the crew changes disruption and in view of this, please inform your crew that for the next internet card request, going forward from today and till 31Dec20 the rate will be 0.10 USD/MB instead of the current rate of 0.14 USD/MB.
Having said the above we remind you of the i-isolation and i-distraction threats and the commitments following the workshops communication for Resilience and Take care of myself and my team.
uqt

We congtratulate again all our seafarers for the resilience demonstrated throughout this pandemic, meantime we are planning for the crew changes and for the mid term future, considering that covid19 outbreak will still be ther for the 1st half of 2021 at least.

Covid19 management project notification 200911

1 Further to our circular outgoing Message 942338 and memo 665695 of 05Aug20 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, in Russia and in Hellas, and in view of the various scenarios worked out by EU, Russian 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), changes in operation to mitigate exposure to virus or spread of virus (passive measures) and recovery plans.
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), Nikos Giampanis (NG) and Pavel Sidorkin (PS). Last meeting was conducted 11Sep20 in the presence of LPK, NG, 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 Office attendance in Hellas
3.3.1 remained normal, subject to personal and social measures as per NPHO (ΑΪΆΌ)
3.3.2 the latest instructions and regulatory changes issued 03 and 04 Aug20 by Hellenic government and the related additional measures are still valid:
- Kitchen attendance for lunch break max 3 persons each time
- Use of masks in office and public spaces up to the individual
- Refrain from the use of elevators
- Food delivery in welcome desk only with masks
- Work from home to be considered for high risk groups and as requested
- 7 days work from home for the dept members returning from vacation, PCR test the 5th day
- Colleagues returning from more than 5 days vacation to wear masks for 7 days at least
- Temperature measurement for all and prior entering buildings A or B in building A, for the period GS or KP are in vacation

3.3.3 It was decided to draft a table to follow up the PCR tests of all employees and for the returners from vacation.
3.3.4 It was highlighted that a negative PCR test is not relieving the individuals for the strict compliance with personal hygiene measures and social distance, which remain the 1st priority against the virus spread and are:
- Washing hands and use of hand sanitizers
- Use of mask, up to the individual
- Social distancing to be implemented at all times
- Zoom/telephone meetings are preferred over meetings in person



3.4 Office attendance in Russia returned to normal, rate of infection stabilized and more importantly rate of recovery increased, enhanced isolation measures in place and international flight restrictions still valid at least till 01Oct20.
3.5 Office attendance in Singapore still working from home, lock down valid and crew changes regime changing from day to day, quarantine still in place for on signers.
3.6 The new Who guidelines and the related revisions to FOM0710.1 covid19 management plan were discussed. The revised plan will be sent to the fleet by separate e-mail.
3.7 The situation is monitored worldwide for prompt response to any change.
Updated MoC plan for the project can be found in K:\POOL\MR 2020-02\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
- Follow strictly the revised Covid19 Management Plan, FOM07 Appendix 10.1

4.2 LPK to:
- draft a table to follow up the PCR tests of the returners from vacation
- Follow up for updates on Awareness on personal hygiene measures and practices and Hygiene measures during transit, for employees ashore and on board
- Revise Covid19 Management Plan, FOM07 Appendix 10.1 accordingly

Covid19 management project notification 200911 (Continued)

4.3 KNA to:
- Prepare recovery plan for crew changes when airports in Russia and worldwide are open
4.4 Dept managers to:
- focus to the commitment to the additional measures
4.5 NG/Gr1-2 to:
- Verify implementation on board, as per Master actions
4.6 Front desk to ensure:
- remote temp screening, disinfection and registration for all incomers
- masks for all food deliveries
5 Next project team meeting is planned by 15Oct20.

Roxana Shipping teams up with Navarino to install 'game-changer' Fleet Xpress with Infinity 14 July 20

Roxana Shipping has recently completed a major technology upgrade project that saw the company install Inmarsat Fleet Xpress (FX) on all 10 of its tanker fleet. The project has provided each vessel with the 2 Mb FX package in combination with Infinity Plus and Cobham 60 GX antennas, resulting in a significant bandwidth and technology boost for both their business and crew welfare requirements.
Stelios Kontozoglou, IT Manager and company Cyber Security Officer for Roxana said 'Having recently completed the roll-out of Fleet Express on our tanker fleet with Navarino, we are more than happy with the benefits that the system offers.

The increased bandwidth and lower latency has been a game-changer, facilitating a number of possibilities that were just not feasible before, including easier remote support, faster, low-cost crew internet and the ability to exchange large amounts of data with the vessel without restrictions or monthly quotas.
Furthermore, the lower latency makes a big difference to using on-line applications such as remote inspections and audits, remote control, teleconferencing and so on. Cost control is also made much simpler thanks to FX's fixed fee, All You Can Eat model each month, with no unexpected cost surprises.
The FX installations went smoothly, without any issues and the Navarino support team was always on hand and ready to assist. Fleet Xpress coupled with Navarino's Infinity has given us a strong foundation and the infrastructure to introduce other advanced applications going forward.'
Ioannis Brougiannakis, Navarino's Account Manager for Roxana said 'Communication is an essential part of the ship's infrastructure as it links people and systems on board to the shore office. In addition, the reliable, high-speed crew internet that FX provides is a must-have and is especially important now during these difficult times. Our Infinity platform provides an ever-growing list of tested, functional tools for ship operators and combines well with our 24/7 5-star customer experience that we strive to offer all our customers. Navarino is very proud of our partnership with Roxana Shipping and we look forwards to working closely with them for many years to help them meet all of their technology needs.'
Roxana Shipping S.A was established as a ship management company in 1997. The company currently operates 10 modern chemical tankers and 3 bulk carriers through another affiliated company.

Remote surveys and e-certificates FUN 200914

1. Further to our circular outgoing Message 939900 and memo 664317 of 17Jul20 we remind you that the e-certificates project has been launched on 26Oct17 to facilitate the smooth transfer to the e-certificates, with deadline for implementation 28Feb20, already applied for all classes except for LRS now deferred to 30Oct20.
Under the scope of this project we have also added the implementation of remote surveys, which is provided by Major Classification societies and OCIMF, particularly during the covid19 outbreak.

2. Remote surveys are bringing flexibility to the survey implementation, as they minimize the survey logistical costs, reduce operational down time and eliminate waiting for Surveyor attendance.
Digitally signed electronic documents are easier to manage, more secure and are becoming common in shipping. In particular, with the use of electronic certificates.
The digital signature displayed at the certificate certifies that the certificate is protected from edits, modifications or revisions. Electronic certificates have a Unique Tracking Number (Tracking ID), QR Code and Printable and Visible symbol that confirms the source of issuance.

3. Project team leader is LPK and project team members are NG, VK and as of 01Apr20 SAK and TEK were added in view of remote surveys demand, due to Covid19.
Last meeting was conducted on 14Sep20, in the presence of LPK, NG, TEK, SAK, VK, AIS. Out of this meeting following is reported for remote surveys:
3.1 The pilot project with LRS for remote annual survey is in an advanced stage with hardware delivered on board, save the smart glasses, for which effort is taken to deliver them prior the final testing and conduction of the remote LRS annual survey, planned for the 3rd week of Sep20.
3.2 Hardware and software configuration on board our fleet is defined and on order, as per plan and anticipation of pilot project results.
3.3 Quick start instructions (for hardware installation - operation) already sent to the pilot ship
3.4 The principle will be applied to our own internal inspections and audits as documented in TIARE/BIARE, with the xls checklist designed in a similar format like the LRS annual survey checklist.
3.5 The revised TIARE/BIARE foto report will from now on be sited on the cloud, in Roxana and Kristen web.
3.6 Training plans CP06-13/32-35 and Inspections and audit plan CP11-02 are adjusted to accommodate the remote attendances.
3.7 CP09 and FOM09 revision in process for remote inspections, Ulysses doc manager Dec20 release.
3.8 All actions from last meeting are completed or transferred for completion in the current meeting report.

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 30Oct20 please:
4.1 LPK:
4.1.1 update implementation plan with smart glasses, headphone and ear plugs and with new dates for
MBC MVL, as applicable.
4.1.2 CP09 and FOM09 revision in process for remote inspections, Ulysses doc manager Dec20 release
4.2 SAK:
4.2.1 Coordinate the final testing with ship within 2nd week of Sep20
4.3 NG:
4.3.1 Prepare checklist for remote class annual surveys, particularly, DNV GL xls single spreadsheet, grouping sorting per location
4.4 KGP:
4.4.1 Prepare the DNVGL annual survey checklist in a similar format like the LRS one.
4.4.2 CFCIM revision for LRS annual survey checklist

5. Next project team meeting is planned by 30Oct20.

QUALSHIP 21 award for Altesse, Aramon, Malbec, Marvel

We are pleased to announce that our M/T ships Altesse, Aramon, Malbec, Marvel have been found eligible for the U.S. Coast Guard Quality Shipping for the 21st Century (QUALSHIP 21) program.

As per USCG, by closely examining Port State Control data from the previous 3 years, the characteristics of a typical "quality" ship were identified. A quality ship is associated with a well-run company, is classed by an organization with a quality track record, is registered with a Flag Administration with a superior Port State Control record, and has an outstanding Port State Control history in U.S. waters. Using these general criteria, approximately 10% of the foreign-flagged ships that call in the U.S. qualify for this initiative.

Due to the recent outbreak of COVID-19, QUALSHIP 21 certificates are not currently being processed.

Masters of Altesse, Aramon, Malbec, Marvel
- will file the acceptance letter in folder M2B to be readily available for demonstration to 3rd parties
- will post 2 hardcopies CCR and Master's Office, respectively.

Congratulations for their commitment to maintaining appreciable quality and performance standards to:
- M/T Altesse, USCG inspection at New York on 22Nov17 with 0 deficiencies, Capt. Igor Koshetov, Ch. Eng. Iurii Mikhailov, ship's Officers and crew
- M/T Altesse, USCG inspection at New York on 09Oct19 with 0 deficiencies, Capt. Oleg Khairullin, Ch. Eng. Alexey Polkovnikov, ship's Officers and crew

- M/T Aramon, USCG inspection at Houston on 24Feb18 with 1 deficiency, Capt. Oleg Sukhodoev, Ch. Eng. Sergey Farkov, ship's Officers and crew
- M/T Aramon, USCG inspection at Houston on 16May18 with 0 deficiencies, Capt. Oleg Sukhodoev, Ch. Eng. Nikolai Polushkin, ship's Officers and crew
- M/T Aramon, USCG inspection at New York on 23May19 with 1 deficiency, Capt. Evgeny Melnik, Ch. Eng. Alexey Mayorov, ship's Officers and crew

- M/T Malbec, USCG inspection at Houston on 30Dec18 with 0 deficiencies, Capt. Andrey Chernobrovkin, Ch. Eng. Arkadii Shumkov, ship's Officers and crew

- M/T Marvel, USCG inspection at Houston on 07Dec18 with 2 deficiencies, Capt. Vladislav Usovich, Ch. Eng. Konstantin Evgrafov, ship's Officers and crew

This is to clarify that the ships of our fleet that were not yet qualified, have not undergone a U.S PSC Safety examination within the past 24 months by the time of issuance of the approval letter.
In any case, Masters, Officers and Crew are encouraged to ensure best performance during their USCG inspections, in order to maintain and expand the Roxana ships' list eligible to the Qualship 21 program.

Management Review Meeting 2020-01

The Company's first Management Review Meeting for 2020 took place in Eretria at Negroponte Resort on 26-27Jun20, with a broad participation of colleagues from Roxana Shipping S.A. and in strict compliance with all precautions for the covid19 pandemic.

Present in the Management Review 2020_01 were 20 persons from Roxana, RoKcs and Pancoast- Singapore offices, including the chairman of the BoD, Mr. Krontiras.
We missed the presence of our colleagues from Vladivostok and Singapore, but Zoom software assisted us to minimize this loss, facilitating the virtual presence of Capt P. Sidorkin and Capt D. Verkhoturov from Vladivostok and capt K. Kaliappan and Alexandros Stathopoulos from Singapore.

A lot of interesting issues were raised during this meeting. Statistics and benchmarking were presented and discussed by each department, Company's as well as fleet's performances were reviewed, KPIs were reviewed and compared with the target values set.

The new Rules and Regulations that are about to come in force and the existing ones that have been recently introduced, the various projects launched during the last period and the status of the ongoing projects were discussed as well new buildings and new course of actions was set.

Company's Vision, Mission and Policies were once again reviewed and discussed versus the values we want to stand for as an organization.
The event was completed on the second day of the meeting, with a workshop on "Communication for success", elaborating Teamworking and Decision making - Result focus skills sets, and in the background the value of effective and efficient (EffEff) communication within a team.

It was a very interesting session, providing the reflective learning environment to Roxana employees, being divided into three groups, to elaborate as teams and as individuals to the concepts of:
- Effective and efficient communication, Company policy and hints
- Teamworking and Decision making – result focus skills, when making and implementing a "risky" decision
- Lessons learnt from success and errors'

The traditional fish dinners were held successfully, although under the strict compliance with covid19 precautions.

Interim Management Review Meeting 2020-02

The Company's interim Management Review Meeting for 2020-02 took place in the Head Office on 09Sep20, with a broad participation of colleagues from Roxana Shipping S.A. and in strict compliance with all precautions for the covid19 pandemic, being a combination of physical and remote attendance.
Present in the interim Management Review Meeting for 2020-02 were 18 persons from Roxana, including the chairman of the BoD, Mr. Krontiras.

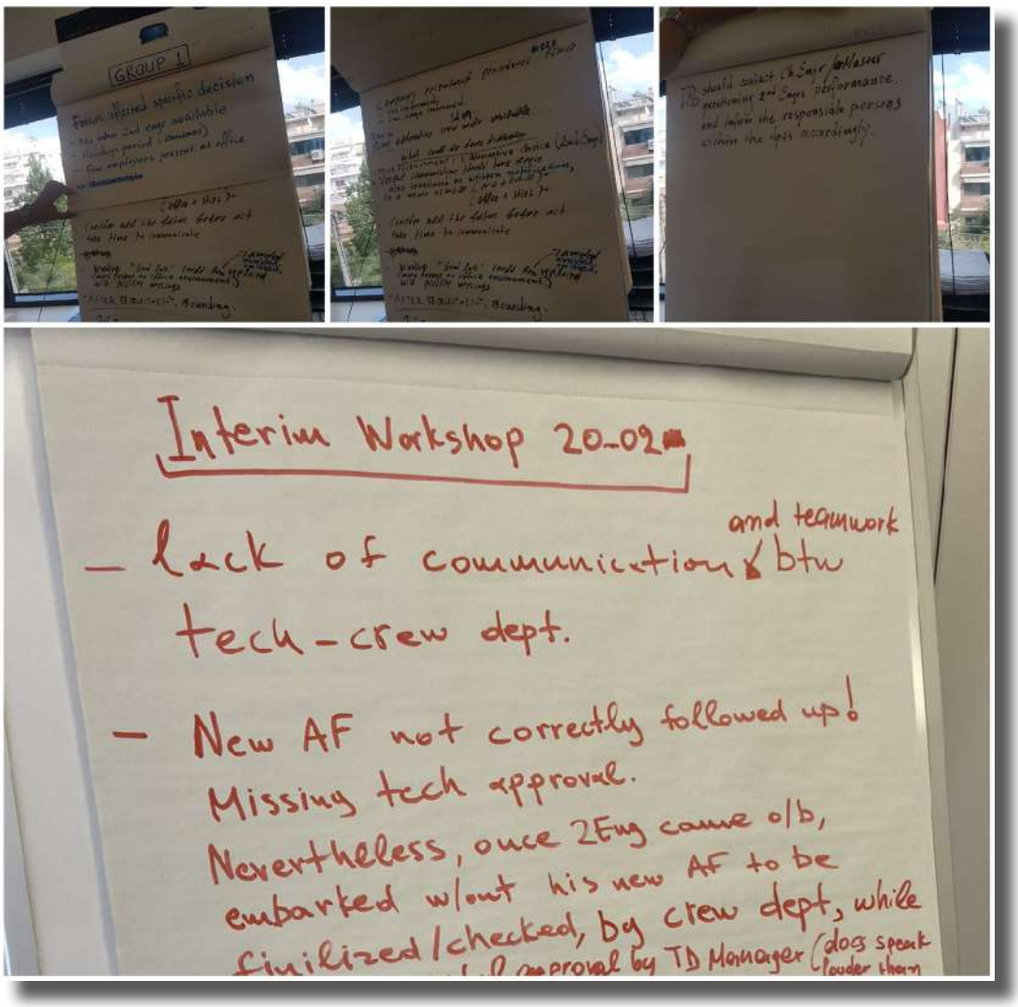
A lot of interesting issues were raised during this meeting, including:
- update and report of actions follow up,
- DMS refresh with latest DMS revisions, New rules and KPIs review
- the fearless ego for success module, including the 3 pillars and engagement, Fair and Just culture for No Blame culture, Roxana 3x3x3 soft skills model and communications policy, health (mental and Physical) and competence (soft and hard) for performance.

Company's Vision, Mission and Policies were once again reviewed and discussed versus the values we want to stand for as an organization.

The event was completed with a workshop "Learning from errors and success A risky recruitment" as continuation of the workshop communication for success of MR20-01, to address the interesting issues emerged triggering conflicting views Annex2 case study 4 of that worksop.

During this workshop participants were engaged in a reflective learning environment, elaborating on the revised CMSM ch.3, particularly competence, soft skills, Roxana 3x3x3 soft skills model, the 2+2=5 concept and the principles:

- If something to change first of all, this is ME
- All of us make mistakes
- All of us want to do If EffEff job
- What means Decision Making Result focus for a team member (how a decisions for the team is taken how is implemented, how is revised)
- What means Teamwork (how team member is engaged in a decision is taken and in implementation, how team communicate)
- What means No Blame, Fair and Just culture, as per CP08 par 4.3.1.



IRI- Roxana Meeting 24Apr20 remote

On 24 Apr 20, a teleconference meeting was held with IRI, via Microsoft Teams , from 12:00 till 13:35.

1. Participants:

1.1. IRI

• T. Xenakoudis, Director, Worldwide Business Operations, Managing Director – Piraeus(TXe)
• T. Lalas, Fleet Operations Manager (TLa)
• V. Kamitsis, Regional Technical Manager (VKa)

1.2. Roxana Shipping

• T. Koutris, Managing Director (TEK)
• N. Giampanis, Technical Manager (NG)
• K. Anissis, Crew Dpt. Manager, Dpty DPA & Security Officer (KNA)
• T. Papatheodorou, HSQE Dpt. Manager, DPA & Security Officer (THP)
• L. Kapsali, SQM Coordinator (LPK)
• N. Kasssiteropoulos, Fleet Superitendent (NDK)
• F. Kousouris, Fleet Superitendent (FDK)
• V.Kokkineas, DMS Sup/dent, Environmental Officer (VK)
• K. Papageorgiou, Technical Coordinator (KGP)
• S. Kontozoglou, M.I.S. / E.D.P. Manager (SAK)

1.3. RoKcs

• D. Verkhoturov, General Director (DV)
• P. Sidorkin, Senior crew co-ordinator, MR, Training Officer (PS)

2. The discussion was based on the agenda items as per relevant previous correspondence, ie

2.1. IRI proposed agenda items

• Quick updates on the IRI fleet and performance
• COVID19 updates and MI response on daily needs and operations
• Roxana fleet overview both in terms of Inspections and Technical status
• Benchmarking of Roxana's Fleet vs RMI fleet

2.2. Roxana proposed agenda items

• remote surveys and audits in the post covid19 1st wave era
• certified software for celestial navigation
• BWVAG update

3. The following act as recap of what has been discussed and agreed this time.

3.1. IRI presented as follows:

3.1.1. TXE

Updated all on IRI fleet statistics and performance statistics

3.1.2. VKa and TLa updated all on

• COVID19 updates and IRI response on to ensure business continuity for its members and Roxana
• Roxana fleet benchmarking in terms of Inspections and Technical status statistics
• Clarifications were provided on various questions on statistics

3.1.3. VKa appreciated the smooth IF EffEff co-operation with Roxana, particularly extensions and dispensations

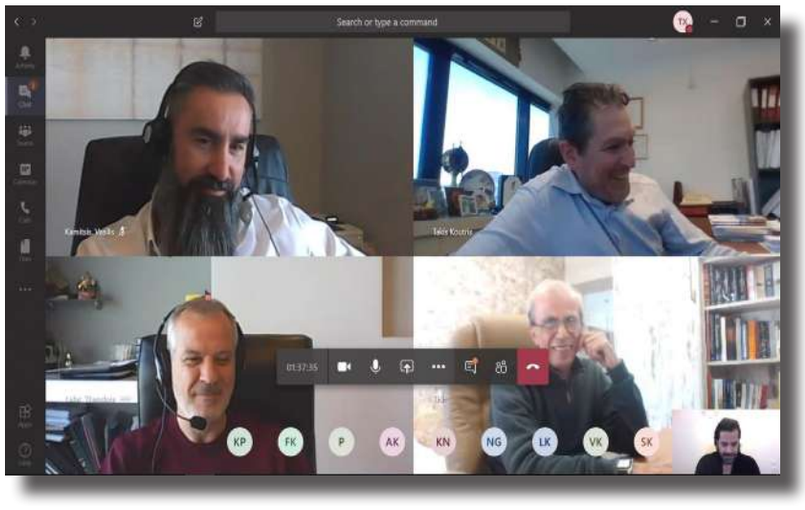
3.1.4. TLa

• appreciated the good performance and overall score of Roxana and Kristen fleets in terms of statistics and vs the IRI fleet statistics
• elaborated on the ATS penalty due to the recent flag inspection and confirmed that this penalty is linked to the last inspection only so can be lifted with next inspection
• expressed his concern for the recent complains on MLC issues
• noted a mistakenly reported CY flag Roxana ship

IRI- Roxana Meeting 24Apr20 remote (Continued)

3.1.5. Roxana appreciated the IF EffEff cooperation with IRI in all aspects
• NG asked for clarification for a more than 3 months extension on SS or other inspections and VKa conformed that this is considered in the covid19 environment
• LPK presented Roxana statistics, compatible with IRI statistics
• VK presented extensions and dispensation statistics and it was agreed that he will liaise with VKa to streamline Roxana KPIs with the IRI ones

3.2. Roxana presented as follows:
3.2.1. TEK elaborated on remote surveys and audits in the post covid19 1st wave era, particularly
• why remote surveys and audits are important
• what Roxana is doing to implement this concept, introduced LPK as leading the pilot projects with ROs for class and statutory inspections and with IRI for flag inspections and finally presented the deadlines
• If IRI wish and how IRI can contribute to Roxana project
3.2.2. SAK updated all on the steps planned for implementing the required hardware and software on board
3.2.3. TXe confirmed that
• IRI is looking positively to this concept, with the ROs who approached them
• the challenge of a physical inspection superiority vs remote inspection is still there and may be age or other conditions might apply for accepting equivalency of a remote survey
• IRI was looking for a partner to work on remote survey concept
3.2.4. TLa confirmed that
• he will be the PiC for such project
• for remote Flag inspection the existing checklist, reasonably amended, will still be the tool
3.2.5. NDK presented the request by Roxana fleet for celestial navigation certified software
3.2.6. TLa reported that there in no official requirement for celestial navigation as back up method for position fixing, although such practice is considered as best practice for IRI
3.2.7. TXe commented that BWVAG meeting under the circumstances is cancelled
3.2.8. TEK noted that MS Teams might be a way out for remote BWVAG meeting



Mr. T. Xenakoudis, Director, Worldwide Business Operations, Managing Director – Piraeus(TXe) published following article, related to the virtual meeting in subject

Qt
Virtual meetings have become the norm these days as we continue to work on the future while living in a social distancing present. Many thanks to my colleagues in Piraeus and our partners in Roxana Shipping and Kristen Marine, who participated in a virtual technical and inspections fleet overview status of their vessels, and also looked to the future to start teaming up for technologically advanced remote surveys and audits in the post-COVID-19 wave. Although it becomes easy to be focused on the present, especially when we don't know what the new normal will look like, we must remain focused on listening to our owners and operators and keeping our fleet moving without interruption in the future.
Uqt

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 2020 is 100% successful inspections, ie inspections without rejection, and then 3.5 deficiencies per inspection.

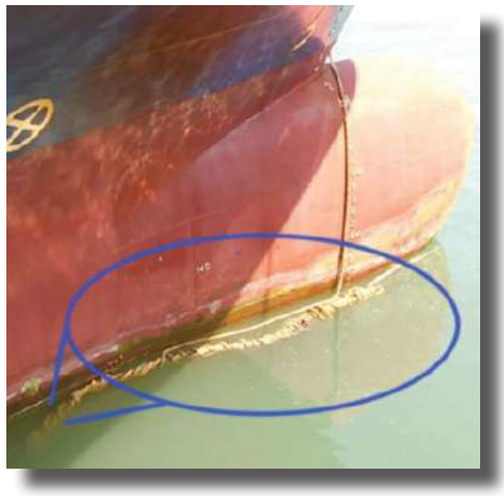
Thanks to the effective efforts of our Fleet we are proud for the outstanding performance of the vessels in terms 3rd party inspections as indicated in following table:

VESSEL	MASTER	CHENG	FLEET SUPNT	INSPECTION	PORT	DATE	DPI	Target
M/V Adventurer	Y. Guzhov	A. Khlebnikov	-	USCG	Destrehan	13Aug20	0	0,9
M/T Aligote	E. Melnik	A. Potyanikhin	-	PSC	Novorossiysk	29Jul20	0	0,9
M/T Aligote	A. Chernobrovkin	S. Farkov	-	USCG	Port Arthur	14Sep20	0	0,9
M/T Malbec	E. Berillo	I. Mikhailov	-	Vetting	Jeddah	15Aug20	4	3,5
M/T Miracle	A. Grinko	L. Negreba	-	Vetting	Fujairah	17Jul20	3	3,5
M/T Magic Star	D. Maltcev	S. Orevskiy	-	Flag	Yanbu	26Jul20	0	1
M/T Marvel	I. Koshetov	K. Evgrafov	-	PSC	Chattogram	09Sep20	0	0,9

Lessons Learnt

Bow thruster sucks two lines

Bow thruster sucks two lines



A tanker in ballast was berthing starboard side to in a strong current, running at nearly five knots. The Master was on the bridge and the vessel was under the guidance of a pilot. A small line handling boat was attending to help achieve the planned mooring pattern of three head and aft lines as well as two forward and aft spring lines.
To begin, forward and aft springs were set using the bow thruster at 70%, with the rudder at port 20° and the main engine running ahead as per pilot's instructions, in order to keep the vessel close to the berth. Next, the three head lines were passed to the line handling boat forward. Two of the head lines slipped off the bollard and more slack was payed out than needed. The lines floated on the water. Before they could be mastered by the launch personnel, they were entrained into the starboard inlet of the thruster tunnel, fouling the propeller blades.

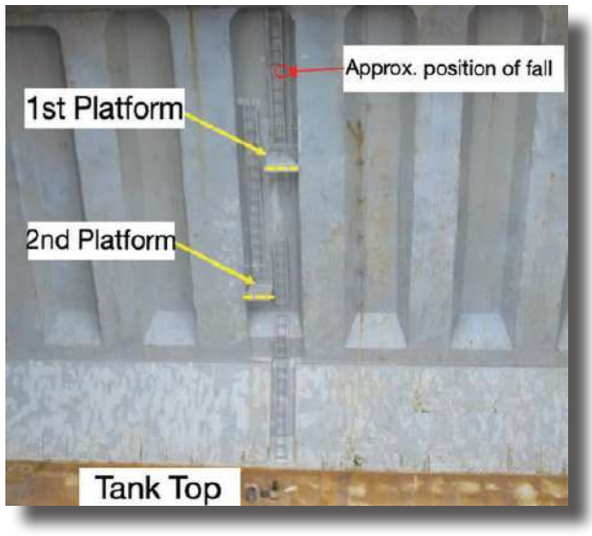
Lessons learned

- Due care must always be taken with lines near a working bow thruster. Ideally, lines should not be allowed to float near a working bow thruster.
- Vessels in ballast have their bow thruster tunnels nearer to the waterline than loaded vessels and are at increased risk of mooring lines being sucked in.

Source: MARS

Fatal fall from ladder

As edited from official Transport Safety Investigation Bureau (Singapore) MIB/MAI/CAS.008



A bulk carrier was underway. The vessel was in ballast and hold washing was scheduled in preparation for taking the next cargo. An officer, bosun and another deck crew conducted a risk assessment for cargo hold washing operations, as required by the shipping company's SMS. The risk assessment was approved by the Master, and the officer conveyed the contents of the risk assessment to the other members of the washing team.
The washing team completed the cleaning of holds one and two by the end of the first day without incident. The next day, washing of hold three was commenced. A crew member standing on the first platform started climbing up the vertical ladder to reach the main deck. He slipped and fell to the bottom of the cargo hold, about 12 metres below.
An emergency team was quickly mustered to help the victim, who was conscious but complained of severe abdominal pain and difficulty breathing. The victim was evacuated from the cargo hold on a stretcher using the ship's crane and transferred to the ship's infirmary. He was placed under constant observation and his medical condition was monitored and recorded. About six hours later, all vital signs were absent and he was declared deceased.
The investigation found that there was no securing arrangement to which to fasten a safety harness lifeline. Because of this, it was common practice for the crew to climb up and down the ladder without securing the safety harness lifeline to any point and without any fall arresting device. A damp and wet cargo hold, wet gloves and a ladder slippery with seawater from the wash were probably contributing factors to the fall. The risk assessment carried out for cargo hold washing operations did not identify the risk of falling from height during climbing up or down the vertical ladder.

Lessons learned

- As is often the case, hazards remain in plain sight but go unseen by crew who have become desensitised to them. In this case it was accepted practice to climb up and down the hold ladder, which was not fitted with a cage, without fall arrest or safety lines.
- Another indicator of this particular fall hazard going unseen by crew: the hold washing risk assessment did not mention this risk.

Source: MARS

Small job leads to overboard fatality

Edited from official DMAIB (Denmark) report January 2016

A deck crewmember went to the bridge to make a telephone call with the ship's internet phone. While walking about on the bridge with the cordless phone, he went to the open outer door on the starboard side bridge wing, where he saw a slipper lying on the grating by the lifebuoy release station. Realising he had not seen the OOW when he came to the bridge, he concluded something was wrong. He immediately hung up and raised the alarm. The Master and others arrived on the bridge and the general alarm was activated. A Williamson turn was initiated while a search of the vessel was undertaken.

A pan-pan message was transmitted from the ship's VHF by voice and DSC (distress call). Shortly after, the local coast radio station replied and informed the vessel that the Rescue Coordination Centre would be notified of the situation. Approximately two hours and a half after hours after the victim was reported missing, a helicopter based rescue swimmer recovered the OOW from the water. The OOW was already deceased.

The investigation determined that the slipper that was found beside the starboard side lifebuoy release station belonged to the OOW. The other slipper was not found. The light cap on the lifebuoy was partly unscrewed. One of the light caps and two O-rings from the port side lifebuoy were found on the chart table on the port side of the bridge. The light bulb was mounted on the smoke signal and showed no sign of being defective.

The guard rail at the lifebuoy release station was 103 cm in height with two intermediate bars set at a distance of between 20 and 30 cm below. The buoy was mounted on a steel bracket by the passageway on the outside of the guard rail stanchion, which made it inconvenient to access. The only way to get a complete view of the lifebuoy was either to lean over the guard rail or to kneel on the grating to look between the intermediate bars.

The OOW was 173 cm tall, which would make it difficult for him to lean over the guard rail without stepping up on the intermediate bar. It is therefore likely that the OOW stepped on the intermediate bar and leaned over the guard rail in order to loosen the light cap to inspect the light. In doing this he most likely lost his grip and fell overboard.

The investigation found that there was no readily available way to check the functioning of the buoy without dismantling it from the bracket. The lack of instructions or guidance from the preventive maintenance system meant that the OOW had to use his own judgement to carry out this task. The OOW presumably decided to inspect the light and smoke signal in place as removing it involved a certain risk of dropping the lifebuoy overboard, particularly when working alone.

Lessons learned

- As a matter of course, all maintenance tasks should be the subject of a risk assessment and the actions necessary for such maintenance should be documented in a procedure.
- Never work alone if there is even the slightest chance of falling overboard.
- Wearing slippers while on watch is not a best practice. Not only do they give less than adequate traction and protection, but an emergency could be declared at any time and a watchkeeper should be properly dressed and ready to respond.

Source: MARS

Anchor lost in heavy winds

A tanker in ballast dropped anchor and six shackles of chain in the early evening to await a berth for loading. Winds were force 4, but stronger winds were forecast so the main engines were kept on standby.
Early the next morning, with winds now gusting to force 6-7, the OOW deduced that they were dragging anchor as the vessel had departed its swing circle. The anchor party mustered on the foredeck, but by the time they had done so, the vessel had already reached a speed of about 2.8 knots.
Once at the anchor station, the personnel realised that the vessel was not dragging anchor, but that the anchor had been lost. The main engine was engaged and the vessel was able to safely make its way out of the anchorage.

Lessons learned
- Anchors and associated gear are for holding ships in light to moderate weather conditions. For more adverse weather, drifting or slow steaming (hove-to) would be the safer option.
- Vessels in ballast are particularly vulnerable to wind effects. This should be considered when anchoring.
- Information concerning loads on anchor systems can be found at https://www.ocimf.org/publications/tools/anchoring-systemsenvironmental-load-calculator

Source: MARS

Slip and splash

A tanker was at anchor and undertaking ship-to-ship discharging operations outside a port. Crew changes had been planned at this stop and boarding arrangements had been made using a service boat. The on-signing crew boarded via the combination pilot ladder and gangway.
The first four seafarers boarded safely. As the fifth crew was boarding, he stepped from the pilot ladder onto the lower platform of the accommodation ladder but then slipped and fell two metres into the sea. The crew onboard immediately activated the man overboard (MOB) emergency procedure and a life ring was thrown to the victim. He was wearing a life jacket and, with the use of the rescue boat, he was quickly recovered without injury.
It was found that the lower platform of the embarkation ladder was fitted with anti-slip protection but was nonetheless somewhat slippery due to water on the surface.

Lessons learned
- The importance of wearing a life jacket while boarding from a small boat is plain to see. In this case the seafarer came through the incident without consequences.
- Even though the accommodation ladder's lower platform was treated with an anti-slip coating, the crew member still lost his footing.
- A close watch must always be kept on personnel as they board from the sea in order to react with
speed and efficiency should they encounter difficulties.

Editor's note: Important lessons can be learned from all manner of accidents and incidents, whether the consequences are deadly or, as in this case, benign. Be sure that all close calls are analysed by your vessel's occupational safety team and any lessons learned incorporated into existing procedures.

Source: MARS

Collision involving a vessel adrift

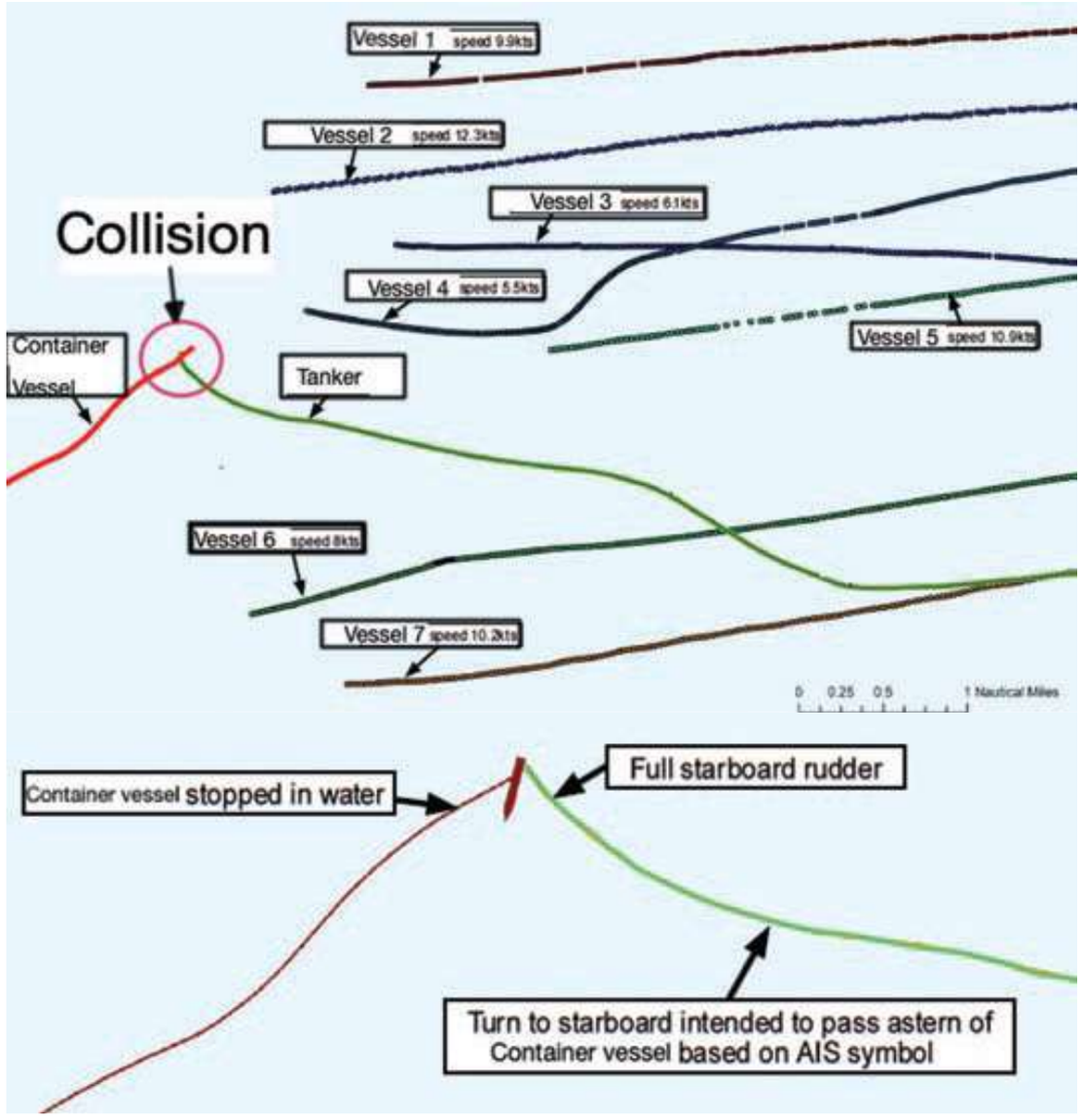
As edited from official MAIB (UK) report 07-2020

A container vessel was adrift in dense fog, standing-by off a busy port waiting for berth availability. Several other vessels were detected on radar but, due to the fog, could not be observed visually. The engine remained on immediate notice and the upper deck lighting was switched on. The traffic level was assessed as moderate with at least eight other vessels underway nearby.

Meanwhile, a tanker was approaching the same port. The Master of the tanker was at the con for the approach to the pilot boarding position. A few course alterations were executed to avoid potential close quarters situations with several vessels.

The tanker's Master observed a new radar contact about 2.4 nm ahead. From automatic identification system (AIS) data, he established that the new contact was the container vessel and, from the orientation of the AIS symbol, he assumed that it was heading in a south-westerly direction.

The Master also observed that the container vessel's AIS navigational status was 'underway using engine'. The tanker's OOW was monitoring the situation and noted that the container vessel's predicted closest point of approach (CPA) was 0.3 nm on the tanker's starboard side. In reality, however, the container vessel was stopped in the water on a heading of 197°. Due to the north-easterly current, its course and speed over the ground was 060° at 2.2 knots.



On the container vessel, the OOW was aware of numerous vessels approaching on the port side. Because of the poor visibility and his increasing concern about the possibility of collision he sent the deck cadet to the port bridge wing to keep lookout there. He did not, however, call the Master who was sleeping.

Back on the tanker, the Master was talking with the OOW of another vessel in the vicinity on VHF radio. The tanker had just made an alteration of course to starboard, intending to avoid the container vessel by passing its stern. This course change was also intended to increase the CPA with the vessel he was speaking to, which was approaching to port.

With the tanker making 13 knots, and noticing that the CPA of the container vessel had not increased as expected, the tanker's Master put the helm hard to starboard. At the same time, the OOW of the container vessel noticed that the CPA of the tanker was reducing, so he used the VHF radio to attempt to establish communications with the tanker's bridge team, but it was already too late.

Just moments prior to collision, both the Master and the OOW of the tanker saw the superstructure deck lights of the container ship emerging from the foggy darkness ahead; the lights were spotted very close on the port bow. The tanker's port bow struck the container vessel's port quarter. None of the container vessel's bridge team saw the tanker, including the deck cadet, who was on the port bridge wing.

Collision involving a vessel adrift (continued)

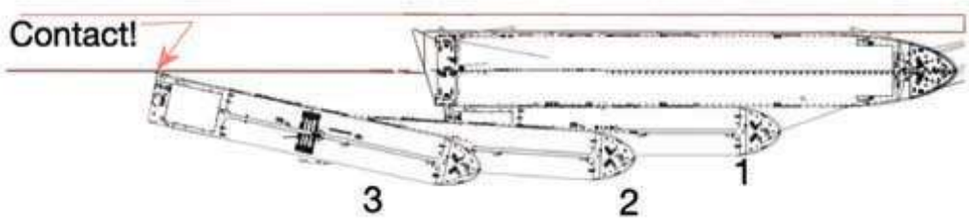
Lessons learned

- Whether you are at anchor or drifting, don't assume other vessels will stay clear of you.
- Always keep your AIS navigational status up to date to reflect your vessel's actual condition.
- It would appear that many of the vessels in the vicinity of the collision, including the tanker, were proceeding at speeds that were arguably not really safe given near zero visibility and the density of the traffic.
- Paradoxically, even the container ship, which was drifting, could be considered as not proceeding at a safe speed because this gives very limited options for manoeuvring at a moment's notice.
- While AIS data can certainly enhance situational awareness, radar target and ARPA data should always be used in preference to AIS to determine if risk of collision exists.
- As OOW, if you perceive danger or have concerns, always call the Master regardless of the hour.

Source: MARS

Easy, sweet maneuver turns sour

A small tanker was port side to, secured alongside another larger berthed vessel (position 1). The tanker was to shift to the berth just aft of the larger vessel under the guidance of a pilot, a maneuver the vessel and crew had performed numerous times in the recent past. On the bridge at the time were the Master, helmsman, lookout, cadet and pilot. As the maneuver began, the vessel remained on the bow spring, with the rudder hard to port and the engine dead slow ahead in order to open the stern from the other vessel.
Once a gap astern was established the bow spring was released and the vessel started to go astern with the bow thruster running at 50% to starboard with engine dead slow astern and rudder midships (position 2). Suddenly, a gust of wind arose from the starboard side and the tanker's bow was pushed towards the berthed vessel. In reaction, the bow thruster was put to full to starboard and the engine slow ahead and then half ahead with rudder 20° to starboard. However, the vessel's stern was now too close to the pier and contact was made at about one knot (position 3).



To think about:
How would you have avoided this incident?

- Use of tug?
- Allow more of a gap to develop between the vessels before coming astern?
- Less speed astern?

Lessons learned

- Hindsight is 20-20. Try and envision your maneuver before you undertake it, be conservative and expect the unexpected.

Source: MARS

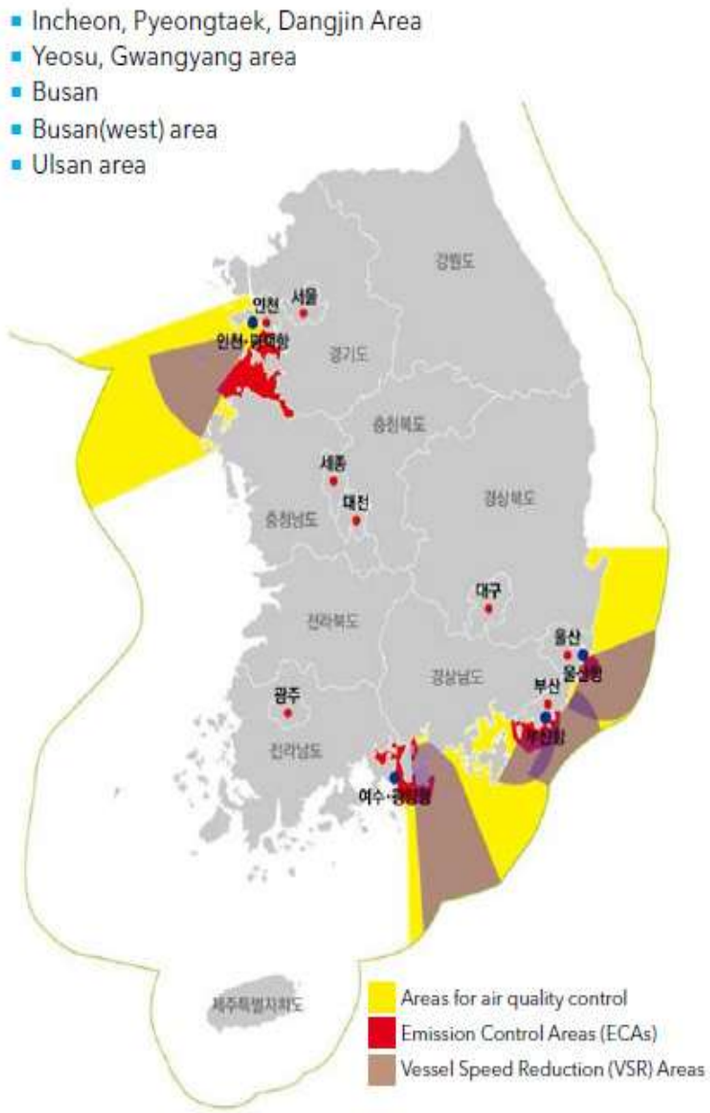
A New ECA And Speed Reduction Limits In South Korean Ports

To reduce particulate emissions from ocean going ships in its ports, South Korea has released a "special act on improvement of air quality in port areas". Find out more about the Korean ECA and its Vessel Speed Reduction (VSR) program in this statutory news.

The South Korean Ministry of Maritime Affairs and Fisheries ("MOF") has announced an air quality control programme that defines selected South Korean ports and areas as Emission Control Areas (ECA). A program with maximum sulphur limits (0.1%) and speed limits will support the effectiveness of the program. The following ports/areas are covered by the air quality control programme:

The air quality control initiatives in South Korea consist of two parts:

1. Sulphur restriction
1) From 1 September 2020 it is mandatory to use fuel with max. 0.1% sulphur content while berthing.
Vessels will be required to use max 0.1% sulphur fuel when berthing/anchoring for the times set out below:
• Berthing: 1 hour after completion of berthing until 1 hour before de-berthing.
• Anchoring: 1 hour after completion of anchoring until 1 hour before leaving anchor.



2) From 1 January 2022: It will be mandatory to use fuel with max. 0.1% sulphur content while navigating ECAs.

2. Speed reductions
The port areas selected will be designated as "VSR programme Sea Areas". Each Sea Area will span 20 nautical miles in radius, measured from a specific lighthouse in each port.
Ships should navigate no faster than a maximum speed of 12 knots for container ships and car-carriers, 10 knots for other ship types, when moving from starting point to an end point within a Sea Area, see table:

Ship type	Recommended speed (knot) for port:			
	Busan	Ulsan	Yeosu, Gwangyang	Incheon
Container ship	12	12	12	12
General cargo ship	10		10	10
Car carrier	12			
Crude oil carrier		10		
Chemical carrier		10		
LNG carrier			10	10

A New ECA And Speed Reduction Limits In South Korean Ports (Continued)

1) Ships included in the program:
Ships covered under for the VSR Program differ at each port, but must be over 3,000GT and among the top 3 "finedust-emitting" ship-types (see chart above).
2) Lower speed pays off:
Under the VSR Program, ships will have their port facilities fees lowered when they enter defined port areas at speed levels as defined above. For affected ships, port entry/leave fee (current 111 KRW per ton), will be discounted. The discount ceiling will differ between the ports. Container ships, for example, which traditionally enters port at relatively high speeds, will enjoy up to a 30% discount, while other ships will be granted a 15% discount.

Recommendations
Shipowners and operators should be aware of the following regulations:
South Korean ECA - From 1 September 2020, ships berthing or anchoring at certain Korean ports (South Korean ECA), must use max. 0.1% sulphur content fuel (or reduce emissions below this target). From 1 January 2022 this limit also applies when navigating the ECA area.
Vessel Speed Reduction (VSR) Program
Port fees will be reduced for ships which lower their speeds to set targets defined in the VSR program Sea Areas.

References
Ministry of Oceans and Fisheries article (KOR)
Minisrty of Oceans and Fisheries news on "Vessel speed reduction (VSR) program to start December this year" (ENG)

Source: DNV-GL

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.

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.

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).				

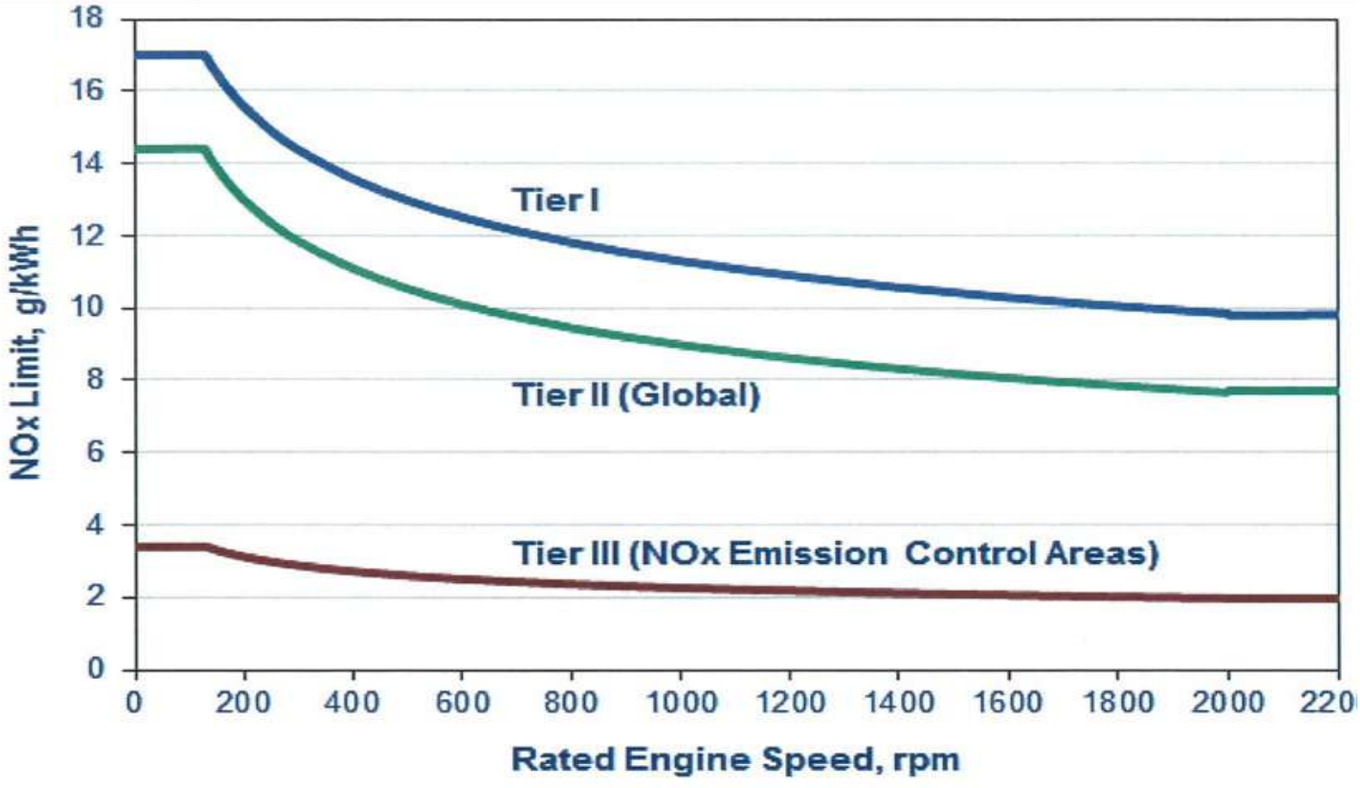


Figure 1. MARPOL Annex VI NOx emission limits

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).

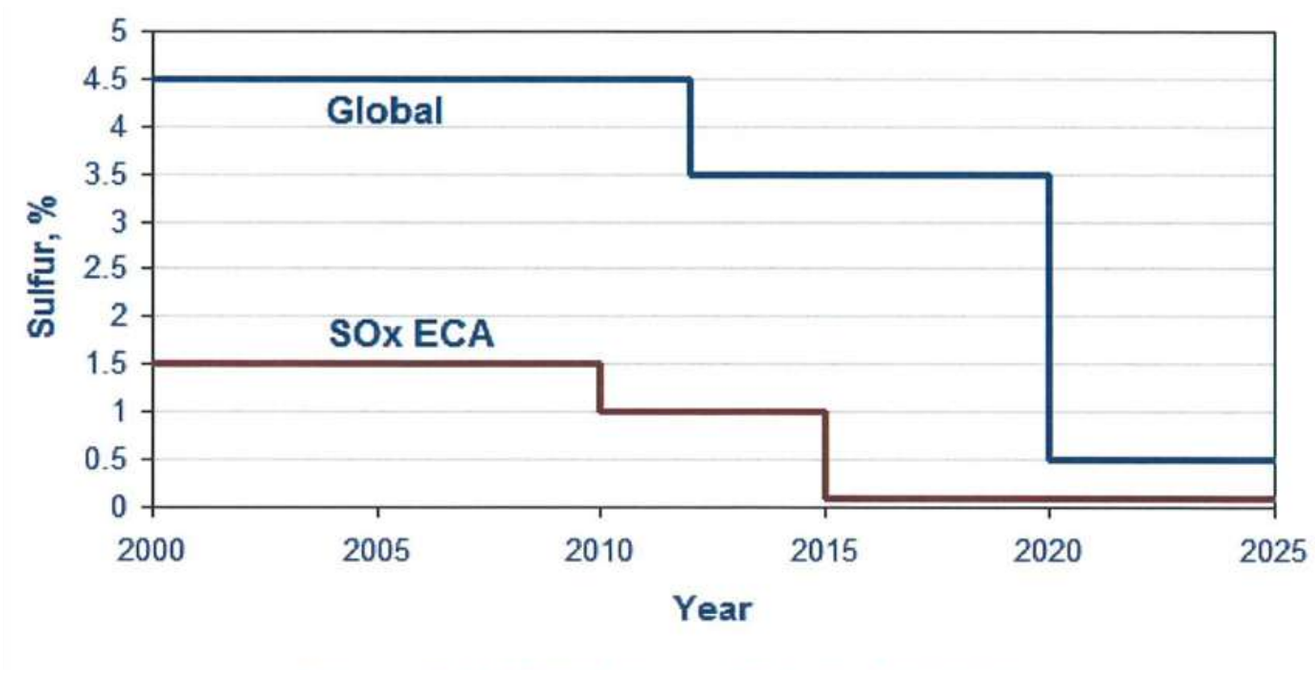
Addition of not-to-exceed (NTE) testing requirements to the Tier Ill standards is being debated. NTE limits with a multiplier of 1.5 would be applicable to NOx emissions at any individual load point in the E2/E3 cycle.

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 .

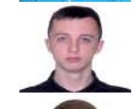
The regulations apply to all ships of and above 400 gross tonnage and enter into force from 1 January 2013. Flexibilities exist in the initial period of up to six and a half years after the entry into force , when the IMO may waive the requirement to comply with the EEDI for certain new ships, such as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

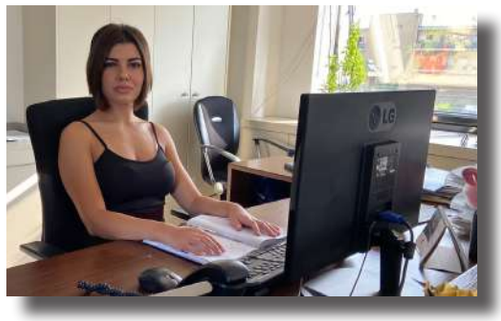
This article based in part on information provided by Michael F. Pedersen of MAN Diesel NS .

Promotions, Roxana Shipping - Kristen Marine 01 Jul - 30 Sep 20

Name	Rank	Promotion Date	Photo
Ignatenko Leonid	Ch/Off	12/07/2020	
Chusovitin Maxim	2nd/Off	12/07/2020	
Iakovlev Anton	2nd/Off	28/07/2020	
Novitckii Aleksandr	2nd/Off	01/07/2020	
Kurakin Vitalii	3rd/Off	10/09/2020	
Zubov Anton	3rd/Off	27/08/2020	
Gribov Vladimir	4th/Off	21/07/2020	
Machtakov Artem	4th/Off	24/07/2020	
Pakhomov Evgeny	2nd/Eng	12/07/2020	
Baykov Alexander	2nd/Eng	29/07/2020	
Martynov Anton	3rd/Eng	01/07/2020	
Boshchuk Vitaly	3rd/Eng	28/07/2020	
Plakunov Dmitrii	4th/Eng	13/08/2020	
Stolypin Pavel	4th/Eng	10/09/2020	
Chusovitin Evgeny	A/B	27/07/2020	
Klimenko Danil	O.S.	24/07/2020	
Prokhorikhin Maksim	O.S.	12/07/2020	
Strelnikov Maksim	O.S.	23/07/2020	
Turik Denis	O.S.	27/08/2020	
Bodzhgua Ruslan	O.S	13/08/2020	

Ms. Dimitra Kriali's shift to Crew Dept.

We are pleased to inform you that Ms. Dimitra Kriali has shifted to Roxana & Kristen Crew Dept., as of 01Jun20, directly reporting to Capt. KNA.



In 2013 Dimitra graduated from the University of Piraeus acquiring her BSc degree in Business Administration & Management.

On 03Feb14 she joined Roxana Shipping where she undertook an internship receiving a rotation training within Crew and SQM Depts.

Since 18Aug14 she has been working as SQM Coordinator and MD's Executive Secretary till today.

The transfer of Dimitra to Crew dept. is in line with our Mission for career development and CP04 par. 4.1, 4.2, 4.3, 4.12. and 4.16 Position Transfer.

All of us know the skills, devotion and loyalty of Dimitra, who will definitely add value in our team and will help us meet the short and long term objectives set out by the Company.

And of course all of us will assist her in accomplishing with success her new tasks.

Dimitra welcome again on board, now as Roxana & Kristen Crew Coordinator!

Ms. Liana Kapsali's promotion to alternative DPA

We are pleased to announce the promotion of Ms. Liana Kapsali as alternative DPA for Roxana fleet (replacing Capt. K. Anissis) and as alternative DPA for Kristen (replacing Capt. T. Papatheodorou), effective as of 01Jun20.

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

On 19Oct16 she joined Roxana Shipping, where she has been working successfully as Technical dept. and SQM dept. co-ordinator till today.

As alternative DPA Liana will focus on our DMS maintenance, internal audits admin, KPIs statistics, 3rd party inspections responses and follow up, particularly SIRE database and MOUs, weekly meetings organization, on top of the functions she was managing as SQM coordinator.

The promotion of Liana to alternative DPA is in line with our Mission for career development and CP04 par. 4.1, 4.2, 4.3, 4.12. and 4.16 position transfer.

There is no need for particular hand over or MoC plan and RM, due to the fact that Liana is already familiar with the duties, being SQM co-ordinator for about two and a half years.

All of us know the skills, devotion and loyalty of Liana, who will definitely add value in our team and will help us meet the short and long term objectives set out by the Company.

And of course all of us will assist her to accomplish with success her new tasks.

Liana welcome again on board, now as Roxana and Kristen Alternative DPA!

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