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ROKS MARITIME INC.



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"We remain focused on our Vision and continue working restlessly to build an open and fearless culture, where everyone in the team feels safe and comfortable to speak up, share ideas, successes and failures, and actively listen to one another."

While we are now in the middle of 2026, we continue to face the same uncertainties and constraints, arising from the geopolitical instability caused by the conflicts in Ukraine, and the Persian Gulf. Despite ongoing diplomatic efforts, peace in the region remains fragile.

The continuing conflicts and the side effects of the sanctions regime will remain a significant burden this year on crew allotments and travel, as well as on the delivery of goods on board. Having adapted to these non-routine operating conditions over the past several years, we remain resilient in IF EffEff operations, particularly in crew management, the supply of stores and spares, ship attendances, inspections, and audits, despite this prolonged and challenging environment.

Despite the above constraints, **we remain focused on our Vision and continue working restlessly to build an open and safe culture , where everyone in the team feels fearless and comfortable to speak up, share ideas, successes and failures, and actively listen to one another.**

Our officers' learning engagements ashore will continue to focus on human performance and learning from normal work. The concepts of "Fearless Ego for Success", "The Most Important Me", "Take Care of Myself and My Team", "Return Home Healthy—Every Time", the human-centric S.H.E.L.L. model, and our three operational pillars—CPAR (incident reporting, investigation, corrective and preventive actions), MoC (Management of Change), and RM (Risk Management)—will remain at the center of our learning and engagement activities.

We are also focused in the OCIMF SIRE2 and RISQ3.2 project, a learning engagement module with a Google questionnaire has been released and has significantly enhanced awareness of employees on board and ashore on the new concept introduced by SIRE 2.0 and RISQ3.2, as well as the relevant recurring observations. The new wage scale and the enhanced internet on board are already implemented and a new e-wallet platform is now additionally used for successfully coping with the Russian banks sanctions.

SpaceX Starlink, the game changer in ship-shore communications, is now well deployed throughout our fleet.

Internet allowance for crew is radically increased; however, we are highlighting that our crew should always consider the i-Isolation, i-Distraction and i-Illusion hazards, associated with excessive or inappropriate internet use.

Danaos Waves, together with Laros Performance Monitoring, will help us prevent failures and further reduce the Company's environmental footprint.

SureSIRE is the software platform, which will enhance the SIRE 2.0 awareness of our employees ashore and on board, thereby further strengthening the culture of fearless engagement that we are building as an organization.

SureSire is already deployed fleet wise and in our training center in Vladivostok.

Aquarex drinking water system, already installed on all ships of the fleet, has eliminated the need for bottled drinking water and has significantly reduced plastic waste, further improving the Company's environmental footprint.

In 2023 we saw the 1st phase for our system consolidation completed, resulting in procedures that are simpler, easier to understand, and easier to follow. In 2025 and 2026 we continue the 2nd phase of DMS consolidation, adopting Danaos ISM module for 3rd party inspections management, including tablets for conducting our inspections and audits.

Furthermore, a remarkable number of projects are running in parallel to manage all the changes necessary for our Company to achieve our short- and long-term objectives. Ships actively participate as members of project teams, and even if not, the Follow Up Notification (FUN) sent out to the Fleet facilitates crew engagement to all our projects. I was also pleased to attend our crew ashore learning engagements of May26 in VMC.

All the above and other

interesting topics are included in the Training and Hot Stuff section

The New Rules section contains updates on EU ETS, FuelEU maritime, biofuels, PMA inspections and the new rules becoming effective within 2026.

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

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

In the Who is Who section



we present Capt. Dmitrii Shtyrba, Capt. Arslan Salavatov and Mr. Eleftherios Rizos, representing the younger generation of our Company, all of them in their post contributing to IF EffEff operations and growth.

In the Human Resources section, we announce the commencement of Capt. Pavel Petrovich Sidorkin's retirement, the return to sea of Capt. Alexander Vladimirovich Kozlov, and the recruitment of Ms. Julia Horyaninska.

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

Enjoy the reading!



Who is Who

Capt. Dmitrii Shtyrba



Born on 9 October 1987 in Lazo village, Primorskii district, Russia, Captain Dmitrii Victorievich Shtyrba graduated from Admiral Nevelskoi Maritime State University in 2010 and obtained his Master Mariner's License in August 2020.

He joined Roxana Shipping S.A. in April 2010 as a Junior Officer on board M/T Miracle and has since built a successful career with the Company, progressing through the ranks and accumulating over 16 years of sea service. His most recent assignment was on board M/T Aramon in 2026.

In September 2026, Captain Shtyrba relocated to Athens with his family to join the Company's head office. Following training under Captain Kozlov, he officially assumed his new role as OPD Manager on 25 September.

Outside work, Dmitrii enjoys travelling and spending time with his wife Tatiana and their two daughters. We warmly welcome him to his new role and wish him every success in this new chapter with Roxana Shipping S.A.



Capt. Arslan Salavatov

Born on 6 June 1986 in Mutsalaul, Republic of Dagestan, Captain Arslan Salavatov graduated from Admiral Nevelskoi Maritime State University in 2010 and obtained his Master Mariner's License in August 2023.

He joined Roxana Shipping S.A. in March 2010 as a Junior Officer on board M/T Aligote. Since then, he has built a successful career with the Company, progressing through the ranks and accumulating over 16 years of sea service. He currently serves on board M/T Altesse. Outside work, Arslan enjoys reading Russian and international classics, travelling and spending time in the mountains. He is married to Bella, and together they have two sons and a daughter.

We wish him always calm seas, safe and successful trips, lyoal to the princpal order return Home Healthy and with full basket.

Mr. Eleftherios Rizos



Mr. Rizos graduated from Panteion University of Social and Political Sciences in June 2016, earning a Bachelor's degree in Public Administration.

Prior to joining Roxana Shipping S.A., Mr. Eleftherios gained valuable professional experience working with various companies, developing strong organizational, communication and coordination skills. He is fluent in Greek, Russian and English.

On 15 February 2023, Mr. Rizos joined Roxana Shipping S.A. as Crew Coordinator, reporting directly to Capt. Vitaly Bekirov. In his role, he supports the effective coordination of crewing activities and contributes to the smooth day-to-day operation of the department.

Lefteris' professional experience, skills and multilingual background are valuable additions to our team and will contribute to the Company's efforts to achieve both its short- and long-term objectives.

RoKcs Activities 01July - 30Sep26

In late June, Capt. Verkhoturov attended the graduation ceremony of cadets from the Vladivostok Maritime College, together with representatives from Fescontract and FESCO. The event marked an important milestone for the next generation of maritime professionals. DV's participation further demonstrated the Company's continued commitment to supporting maritime education and strengthening its cooperation with leading maritime training institutions in the region.

A series of regular learning engagement sessions were conducted by ur Managing Director Takis Koutris, RoKcs training officer capt. Pavel Petrovich Sidorkin PS and RoKcs General Director capt. Denis Valentinovich Verkhoturov from 8 to 11 September, covering Top4 DMS Refresher Courses, LET/LFI, SIRE 2.0 and RISQ. The program was designed for ratings and senior officers and addressed a range of key operational and safety-related areas. These included refresher training on the Roxana and ROKS DMS systems, LET (Learning and Engagement Tools) and LFI (Learning From Incidents), as well as preparation for SIRE 2.0 and RISQ requirements.



Further training for junior officers and engineers is scheduled for 24 September. This dedicated program forms part of the Company's ongoing commitment to the systematic development of its personnel at all levels, from junior ranks through to senior management, supporting the continuous enhancement of competence and operational standards.

In terms of fleet developments, the Company's bulker fleet has been reduced to two vessels, Adventurer and Discoverer. Both vessels remain in active service and continue to fulfil the Company's contractual commitments. The fleet adjustment reflects a broader focus on fleet optimisation and the concentration of resources on efficient and sustainable operations.



RoKcs external learning engagements and training activities

Continuous education remains a cornerstone of RoKcS commitment to Incident Free Effective and Efficient (IF EffEff) operations. In cooperation with Roxana and ROKS, RoKcs was active in identifying useful webinars for the pool of officers and ratings. During the period 30Jun26 – 30Sep26, following learning engagements were implemented:

► Webinars

Helmepa

The Helmepa Training Center, founded in 1982, aims to address marine pollution and promote safety at sea. Forty-three years later, Helmepa continues to evolve its training programs, incorporating the latest technological advancements and regulatory changes in order to enhance maritime safety and environmental protectionby providing comprehensive education on marine pollution prevention, emergency response, and compliance with international regulations. This way, Helmepa equips seafarers with the knowledge and skills needed for sustainable maritime operations.

The below webinar was attended by our seafarers ashore for this period:

- **"Digital Awareness & Cybersecurity in Shipping" ,** conducted on 22Jul26 in cooperation with Oriani Hellas & Metrostar Management Corp.
- **"Accident Prevention Managing Risks Sharing Knowledge"** , conducted on 26Sep26 in cooperation with Capital and Lloyd's Register .

Our officers ashore were given the chance to get updated on the above topics, in an undistracted atmosphere ashore.

► VMC

On 11 September 2026, dedicated technical and navigational training sessions were attended by RX senior officers, according to their respective ranks and operational responsibilities.

- Deck Officers attended training sessions covering:
  - ECDIS Kongsberg Bridge
  - ECDIS Furuno FMD 3X00 Series
- Engine Officers attended training sessions covering:
  - Workshop Marflex DWP
  - Workshop Konsberg K-Chief 500

The sessions provided the participating officers with the opportunity to refresh and enhance their knowledge and familiarization with the respective onboard systems in a focused shore-based learning environment.

Officers groups

Deck Officers		**Engine Officers**	
Name	**rank**	**Name**	**rank**
Khristovich Timofey	Master	Shakirov Ruslan	ChOff
Cherepanov Viacheslav	Master	Popov Artem	ChOff
Belkin Roman	Master	Tsys Ilya	ChOff
Pushkar Sergei	ChOff	Zashchitnikov Alexander	ChEng
Emelianov Dmitrii	ChOff	Shapran Aleksei	ChEng
Skribchenko Aleksandr	ChOff	Triakin Andrei	ChEng
		Mikhailov Iurii	ChEng
		Evgrafov Konstantin	ChEng
		Mayorov Alexey	ChEng
		Sergeichev Aleksei	ChEng
		Vangoven Sergei	2Eng
		Volgin Denis	2Eng
		Shalimov Nikolai	2Eng
		Barabanov Andrei	3>2Eng
		Kolomeychuk Dmitry	ETO

Tanker/Bulker senior Officers & Ratings reflective learning engagements May26





RoKcs Internal learning engagements and training activities

As part of our ongoing commitment to professional development and high-quality service, the entire staff of our Vladivostok office recently participated in a dedicated internal training session focused on the Marshall Islands online application system.

The training provided the team with practical guidance on the preparation, completion and submission of online applications for Flag Endorsements and Seafarer's Identification and Record Books (SIRBs).

Through hands-on familiarisation with the application process, the session aimed to strengthen the team's knowledge of the relevant procedures and ensure the accurate and efficient handling of seafarers' documentation.

The participation of the entire Vladivostok team reflects our continued focus on staff development, operational consistency and maintaining a high standard of support for seafarers and our maritime partners.

Regular internal training remains an important part of our approach, helping our teams stay familiar with flag administration procedures and deliver reliable, professional services across our operations.

Tanker Junior Officers learning engagements Sep26

The reflective learning engagements of Junior Officers ashore were conducted remotely on 24Sep26 in Vladivostok for 19 Tanker Junior officers, facilitated by RoKcs Training Officer Capt. Pavel Petrovich Sidorkin.

The purpose of the reflective learning engagements was to refresh Junior officers' knowledge on the Company's Documented Management System (DMS), Bridge Team Management (BTM) and Engine Room Team Management (ERTM), and to prepare officer to implementation new inspection standard SIRE 2.0 for tankers.

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

The Workshop "SIRE 2.0 repetitive observations" was delivered with twofold objectives:
► increase the awareness for the SIRE2 concept, principles and changes introduced
► focus on the validity of Company responses for all repetitive observations of the period

Tanker Junior officers

Gr 1		**Gr 2**		**Gr 3**		
Name	**rank**	**Name**	**rank**	**Name**	**rank**	**role**
Serykh Ivan	2Off	Emelianov Andrei	2Off	Makarevich Kirill	2Off	Facilitator
Zolotykh Aleksei	3Off	Kaiumov Kirill	3Off	Chusovitin Maxim	2Off	Flipchart
Emelianov Anton	2Off	Novikov Roman	3Off	Maslennikov Vlad	3Off	Presenter
Fedorov Vadim	3Off	Kaliagin Dmitrii	4Off	Vorozhchenko A	3Eng	PC Operator
Koshetov Artur	3Off	Karoian Maksim	4Off	Kiniakin Andrei	3Eng	
Vorozhchenko Andrei	3Eng	Kostrikin Andrei	4Eng	Nozhnov Aleksei	3Off	
Tsybulskii Iurii	4Eng					

Tanker/Bulker senior Officers & Ratings reflective learning engagements Sep26

The reflective learning engagements of Senior Officers and Ratings ashore were conducted in Vladivostok for
► 28 Senior Officers (21 Tanker and 7 Bulker), physically and remotely on 08-11Sep26,
► 6 Ratings (3 Tanker and 3 Bulker), physically on 08SepMay26
All senior officers and ratings learning engagements were facilitated by our Managing Director T. Koutris, with the assistance of RoKcs Training Officer Capt. Pavel Petrovich Sidorkin and General Manager Capt. Denis Valentinovich Verkhoturov.
In particular the purpose of the learning courses, which took place in Feb24, was to refresh Senior Officers as well as Ratings' knowledge on the Company's Documented Management System (DMS), Bridge Team Management (BTM) and Engine Room Team Management (ERTM).
Topics like the "fearless ego for success" concept, Company Vision, Mission and policies , the S.H.E.L.L model, the three pillars and engagement (Incident reporting investigation and CPARs / Management of Change / Risk Management), Health and competence for performance, Human performance principles, Fair and Just for no blame culture, Health and Safety aspects and management, Environmental aspects and management, Quality management, DMS reporting and document control, SIRE2 update, Ulysses Doc Manager, Danaos crewing, Career development and appraisals, emergency preparedness, Oil Record Book, Garbage Management, Security management, Cyber security management, update on last Management Review and KPIs, Navigation, Cargo Operations, Bunkering procedures, New Rules, Log Book entries, observations from 3rd party inspections and commercial issues were discussed.

Eight workshops were conducted with the aim to boost the development of a Fair and Just for No Blame culture for a fearless organization, where all of us feel comfortable to speak up his concerns and his ideas and actively listen and consider the others in his team.

The three workshops, which were conducted, are listed below:

Topic	Tanker Officers	Bulker Officers	Ratings
Workshop SIRE 2.0 repetitive observations	10-11Sep26	X	X
RISQ repetitive observations	X	09Sep26	X
Workshop SIRE 2.0 interview ratings	X	X	08Sep26

Upon completion of each workshop all attendees filled in on-line questionnaires and course evaluation forms.

Links with the responses analytics of the questionnaires were distributed to all participants for their review and a further discussion was carried out on the analytics.
Conclusions, suggestions and action plan per workshop is reported below.
Out of the workshop evaluation following is concluded:
► The vast majority of the participants were happy with the content and the duration of the workshop.
► In some cases, it was requested
- more timely determination and appointment of team roles, particularly facilitator, PC operator, presenter to ensure the best of their contribution

Our Managing Director Takis Koutris confirmed that all issues raised this time will be considered for the next workshops.

Finally, all participants were encouraged to contact their facilitator, their managers, RoKcs/ Capt. Pavel Petrovich Sidorkin and Capt. Denis Valentinovich Verkhoturov, and our Managing Director Takis Koutris, Koutris, anytime for any idea or concern.

The workshops conducted this time are analytically described below.

Tanker/Bulker senior Officers & Ratings reflective learning engagements May26

1 Workshop: Sire 2.0 repetitive observations

Vetting inspections and Company inspections (reported in TIARE) is considered as one of the key processes in ensuring crew, ship and cargo condition up to the Company standards.
OCIMF introduced in 2022 the new SIRE 2.0 project adopting a radically different approach than VIQ7.
DMS and our TIARE are revised reflecting the changes introduced.
This workshop focused on:

- *the SIRE 2.0 concept*
- *the repetitive observations for the period*
- *The relevance of Guidance to the Inspector for these observations*

1 Appreciation

Thank you all, 21 Tanker officers, for your reflective learning engagements in the workshop "SIRE 2.0 repetitive observations wellbeing" and for:

► your contribution in revising the guidance documents

► your further proposals and feedback, evaluating the workshop

2 Background

In the "SIRE 2.0 repetitive observations" workshop we had the chance to elaborate on:

► the new SIRE 2.0 concept

► the repetitive observations for the period

► The relevance of Guidance to the Inspector for these observations

2.1 **SIRE 2.0 – Industry:**

2.1.1. OCIMF's Ship Inspection Report Program (SIRE 2.0)

1.1.1 Inspection Report Program (SIRE 2.0)

► In 2017, OCIMF established a Ship Inspection Program (VIP) Steering Group and convened specialist Working Groups to review and improve upon OCIMF's Ship Inspection Report Program (SIRE), as tanker risk assessment tool.

► OCIMF's Ship Inspection Project team developed an enhanced and risk-based ship inspection program (SIRE 2.0), that superseded the existing SIRE program and became operative in Q3 2024.

2.2. Sire 2.0 - Roxana

2.2.1. TIARE , form CP09-01 and SIRE 2.0

► Vetting inspection and Company inspections (reported in TIARE) is considered as one of the key processes in ensuring ship's condition up to the Company standards, and our DMS and our TIARE should therefore be revised reflecting issues raised above.

► In view of these updates and considering that in our DMS the inspection and auditing reporting codification is since 16Oct20 harmonized with the VIQ, the SIRE2.0 project was launched to facilitate the smooth transition to the new SIRE 2.0 system, main challenge been:

- the adoption of the newly introduced SIRE2 concepts in our DMS.
- the TIARE, form CP09-01 adaptation to the new SIRE2.0/VIQ7.
- the prompt familiarisation of all on board and ashore with the changes.

► One of the basic tasks of this project is to ensure the awareness of all employees on board and ashore of the SIRE 2.0 and the revolutionary concepts introduced along with it.

2.2.2. SIRE 2.0 update workshop Sep23 , Nov-Dec23, Mar24, Jun24 and Sep24

► This workshop was conducted for the officers ashore with twofold objectives:

- increase the awareness for the SIRE2 concept, principles and changes introduced
- review and amend the TIARE references to what the inspector will look for, evidence required and grounds for observations.

► Focus was given to:

- the recently released by OCIMF SIRE2 documentation, i.e.

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Tanker/Bulker senior Officers & Ratings reflective learning engagements Sep26

- Human factors in SIRE 2.0 all crew briefing and additional officers briefing modules 1-4 Human factors in SIRE 2.0 owner operator modules 1-6
- The SIRE2 opening and closing meetings
- SIRE 2.0 - Negative Observation Module Explanation - Version 1.0 and the structure of SIRE 2 questions

2.2.3. SIRE 2.0 and NoC samples workshop, Dec24, Feb25 and May25

► This workshop

• was delivered for officers ashore with twofold objectives:

► increase the awareness for the SIRE2 concept, principles and changes introduced

► focus on the Opening and closing meeting. questions structure and the SoC and NoC concept

• Based on the S.H.E.L.L factors, and the SIREd S.H.E.L.L, as presented, quoted certain observations of the recent SIRE 2.0 inspections of our fleet, evaluating to what extent the SoC and NoC quoted represent the issues raised with the observations.

► This workshop was based on the "SIRE 2.0" awareness and self-assessment questionnaire", which was prepared in 8 sections, addressing:

- Defining performance and success
- Principles of human performance
- The S.H.E.L.L. model, OCIMF human factors and SIRE 2.0
- Challenges and enablers of learning from normal work
- Opening meeting
- Questions structure
- SoC and NoC
- NoC for Hardware SoC
- NoC for Software SoC
- NoC for Human SoC

► As an outcome of these workshops we have developed:

- SIRE 2.0 Question Library -ROVIQ 03Oct24
- Crew accountability per location

2.2.4. SIRE2.0 repetitive observations Sep-Dec25,Feb26 and May26

► This workshop was delivered for officers ashore with twofold objectives:

- increase the awareness for the SIRE2 concept, principles and changes introduced
- focus on the validity of Company responses for all repetitive observations of the period

2.2.5. SIRE2.0 interviews, ratings Sep-Dec25, Feb26 and May26

► This workshop was delivered for ratings ashore with twofold objectives:

- increase the awareness for the SIRE2 concept, principles and changes introduced
- focus on the proposed responses for all ratings interviews of the period

2.2.6. Sure SIRE2.0 software

► This software, which is a training, self-assessment, and assessment platform on SIRE 2.0 awareness for all seafarers, was introduced in Jan25.

► The assessment results of the software, namely the score achieved by each seafarer, were documented in the crew software under the respective crew member's profile. Consolidated results up to Sep26 are presented in the table below.

Rank	Number 20.05.2026	Score out of 1	Number 07.09.2026	Score out of 1
Master	26	0.81	25	0.84
ChOff	23	0.83	24	0.82
2Off	15	0.77	17	0.78
3Off	15	0.81	17	0.84
4Off	5	0.76	8	0.80
ChEng	23	0.83	25	0.86
2Eng	17	0.76	15	0.79
3Eng	12	0.8	11	0.84
4Eng	20	0.81	18	0.87
5Eng	1	0.75	2	0.77
ETO	11	0.84	13	0.81

Tanker/Bulker senior Officers & Ratings reflective learning engagements Sep26

3 Purpose

All Vetting inspections and Company inspections (reported in TIARE) is considered as one of the key processes in ensuring crew, ship and cargo condition up to the Company standards.

OCIMF introduced in 2022 the new SIRE 2.0 project adopting a radically different approach than VIQ7. DMS and our TIARE are revised reflecting the changes introduced.

This workshop focused:

► the new SIRE 2.0 concept
► the repetitive observations for the period
► The relevance of Guidance to the Inspector for these observations

The response to the inspector should be brief, concise and exactly to the point, 2 to 3 phrases, and then references to our DMS, to support the verbal statement, if asked.

4. Key messages

► Participants elaborated on:
- the new SIRE 2.0 concept
- the repetitive observations for the period
- the relevance of Guidance to the Inspector
- the SIRE 2.0 – Negative Observation Module
- the various instances of the repetitive observations and the guidance document of Sire 2.0, including Roxana comments

► Participants, divided into 4 groups, revised with track changes the relevant to their questions guidance document, with key message to respond precisely to the questions asked by the auditors during SIRE 2.0 inspections, making simple references to DMS manuals.

5. Records

5.1. Concluding the workshop

The relevant guidance documents were revised with track changes and records were kept offline.

6. Actions and follow up

6.1. Upon completion of the workshop

► All participants:
- reviewed the various instances of the repetitive observations and the guidance document of Sire 2.0, including Roxana comments
- revised the guidance documents with proposed changes, which will be promptly reviewed by the head office
- the level of understanding of the topic of the workshop needs improvement for all participants, particularly the requirement that the response to the inspector should be brief, concise and exactly to the point, 2 to 3 phrases, and then, if asked, references to our DMS, to support the verbal statement.

6.2. Further workshop in SIRE 2.0 repetitive observations will take place during next DMS courses in Dec26.



Tanker/Bulker senior Officers & Ratings reflective learning engagements Sep26

2 Workshop: RISQ repetitive observations

RightShip inspections and Company inspections (recorded in BIARE) are key processes in ensuring crew health, ship's safety, environment protection and cargo condition up to the Company standards.

RightShip introduced in Feb 2023 the updated RISQ 3.0, which was revised to RISQ3.1 introduced in May24, which was revised to RISQ3.2, introduced in 25Feb26.

DMS and our BIARE should therefore be revised reflecting the changes introduced.

This workshop was- focused on:

- ***the new RISQ 3.2 concept***
- ***the repetitive observations RISQ 3.2 for the period***
- ***The relevance of Guidance to the Inspector***

1 Appreciation

Thank you, 7 Bulker officers, for your reflective learning engagements in the workshop " RISQ repetitive observations" and for:

► your contribution in revising the guidance documents.

► your feedback evaluating the workshop in terms of more to learn, most impact.

2. Background

In the "" RISQ repetitive observations" workshop we had the chance to elaborate on:

2.1. RightShip Ship Inspection Questionnaire Program (RISQ 3.1)

► In 2021 RightShip introduced the RightShip Ship Inspection Questionnaire, an expanded inspections questionnaire focused on several different ship types and designed to deliver an improved inspection result, as bulker risk assessment tool. A guide to inspection is provided for many of the questions in the questionnaire, which will assist shipowners and managers in understanding industry expectations. It will also aid the inspector when answering the questions and completing the inspection report.

► In Jul22, RightShip updated and revised RISQ in response to industry comments, and in accordance with the most recent industry recommendations and regulations. RISQ 2.0 was implemented for inspections taking place after 30 September 2022.

► In Feb23, RightShip updated and revised RISQ 2.0 to 3.0, in response to industry comments, and in accordance with the most recent industry recommendations and regulations. RISQ 3.0 is implemented for inspections taking place after 30Jun23.

► In Feb24, RightShip updated and revised RISQ 3.0 to RISQ 3.1, in response to industry comments, and in accordance with the most recent industry recommendations and regulations. RISQ 3.1 was implemented for inspections taking place after 31May24.

► In Nov25, RightShip updated and revised RISQ 3.1, introducing RISQ 3.2, to be effected as of 25Feb26.

► In Nov25, RightShip updated and revised RISQ 3.1, introducing RISQ 3.2 , to be effected as of 25Feb26.

► The objective of the RightShip inspection is to assess the quality of ships, verify the familiarity and compliance of ship's crew with the safety, statutory requirements, industry recommendations, best practices and required items within the RightShip Inspection Ship Questionnaire. The outcome of the RightShip Dry Inspection will reflect the actual condition and standard of operation of the ship at the time of inspection.

2.2. BIARE, form CP09-01 (B) and RISQ

► RightShip inspection and Company inspections (reported in BIARE) is considered as one of the key processes in ensuring ship's condition up to the Company standards, and our DMS and our BIARE should therefore be revised reflecting issues raised above.

► In view of these updates and considering that in our DMS the inspection and auditing reporting codification is since 06Sep21 harmonized with the RISQ, we have launched a RISQ project to facilitate the smooth transition to the new RISQ 3.2 , a basic challenge been:

• the the adoption of the newly introduced RISQ 3.0 concepts in our DMS

Tanker/Bulker senior Officers & Ratings reflective learning engagements May26

• the BIARE, form CP09-01 (B) adaptation to the RISQ 3.2.
• the prompt familiarization of all on board and ashore with the changes
One of the basic tasks of this project is to ensure the awareness of all employees on board and ashore of the RISQ 3.0 and 3.1 and the concepts introduced along with them.
► To this extend:
• 2 updates have been delivered in Oct2021 and Jun2022. The 1st draft version of BIARE vs RISQ 3.1 is now available and will be revised till the end of the year. This BIARE draft follows the RISQ 3.1 structure and questions, in each RISQ 3.1 question the relevant BIARE question is mentioned, and the questions that in the first reading do not match are in red and numbered 50 and above for each section.
• Update based on RISQ 3.2 is in process to be delivered within Jun26.

2.3. RISQ workshops for ROKS:

2.3.1. RISQ workshop Jun24, , Sep24, Dec24 ,Feb25, Sep25 and May25
These workshops were conducted for the senior and junior bulker officers ashore, with awareness on:
► introduce the revised BIARE, form CP09-01 as harmonized with RISQ 3.0 and . Increase awareness on:
► RISQ 3.0 concept, principles and changes introduced
► Fit for purpose and adequacy of the related procedures (software or process)
► Good condition, operation and maintenance of the related equipment and tools (hardware or plant)
► Effective and efficient interaction of human with the software and hardware above, (familiarization with procedure, equipment and tools, commitment and IF EffEff implementation, conditions that support humans (People, Performance, human or liveware, Performance Influencing Factors))
The related questionnaire was a tool for everyone, in any role, to understand:
► The RISQ concept, the questions' structure and the inspection regime
► The BIARE, form CP09-01 as harmonized with RISQ 3.0
► The opening meeting and the RightShip inspector attending teams' assignment.
Focus was given to:
► the recently released by RightShip RISQ documentation, i.e.
► The RISQ opening and closing meetings
► The structure of RISQ questions

2.3.2. RISQ workshop repetitive observationsSep25, Dec25, Feb26 and May26
This workshop was conducted for the senior and junior bulker officers ashore, with objective to:
► elaborate on the new RISQ 3.1 concept
► review the repetitive observations for the period
► verify the relevance of Guidance to the Inspector, and amend, as applicable

3. Purpose

RightShip inspections and Company inspections (recorded in BIARE) is considered as one of the key processes inensuring ship's condition up to the Company standards.
In Feb24, RightShip updated and revised RISQ 3.0 to RISQ 3.1, which was implemented for inspections taking place after 31May24. In Nov25, RightShip updated and revised RISQ 3.1, introducing RISQ 3.2, to be effected as of 25Feb26. DMS and our BIARE have been revised reflecting the changes introduced.
This workshop focused on:
► the RISQ 3.2 concept and the changes introduced to RISQ 3.1
► the repetitive observations for the period, based on the RISQ 3.1
► The relevance of Guidance to the Inspector

4. Key messages

Participants elaborated on the:
► The gap analysis of RISQ 3.2 vs RISQ 3.1
► The RISQ repetitive observations
► The related various instances of the repetitive observations
► The guidance document of RISQ
Participants, divided into 2 groups, revised with track changes the relevant guidance document of RISQ 3.1
► The response to the ınspector should be brief, concise and exactly to the point, 2 to 3 phrases, and then references to our DMS, to support the verbal statement, if asked and in conference room, references to our DMS, to support the verbal statement.

Tanker/Bulker senior Officers & Ratings reflective learning engagements Sep26

5. Records

Concluding the workshop

► The relevant guidance document of RISQ 3.1 were revised with track changes and records kept offline.

6. Actions and follow up

6.1. Upon completion of the workshop:

► All participants:

- Reviewed the related various instances of the repetitive observations and the guidance document of RISQ 3.1.
- Revised the guidance document of RISQ 3.1 with proposed changes, which will be promptly reviewed by the head office.
- the level of understanding of the topic of the workshop needs improvement for all participants, particularly the requirement that the response to the inspector should be brief, concise and exactly to the point, 2 to 3 phrases, and then, if asked, references to our DMS, to support the verbal statement.

6.2. Further workshop on RISQ repetitive observations will take place during next DMS courses in Dec26.

---

3 Workshop: Sire 2.0 interviews ratings

Vetting inspections and Company inspections (reported in TIARE) are key processes in ensuring

Crew health, ship safery, environment protection and cargo condition up to the Company standards.

OCIMF introduced in 2022 the new SIRE 2.0 project adopting a radically different approach than VIQ7.

DMS and our TIARE are revised reflecting the changes introduced.

This workshop is focused on:

- ***the new SIRE 2.0 concept***
- ***the ratings interviews for the period***
- ***The relevance of the proposed responses during the interviews***

1. Appreciation

Thank you all, 3 Tanker and 3 Bulker ratings, for your reflective learning engagements in the workshop "SIRE 2.0 interview ratings" and for:

► your contribution in revising the relevant rating's responses in column 1 of the SIRE 2.0 interview guidance ratings.

► further proposals and feedback, evaluating the workshop

2. Background

In the "SIRE 2.0 interview ratings" workshop we had the chance to elaborate on:

► the new SIRE 2.0 concept

► the ratings interviews for the period

► The relevance of the proposed responses during the interview

2.1. SIRE 2.0 – Industry

2.1.1 OCIMF's Ship Inspection Report Program (SIRE 2.0)

► In 2017, OCIMF established a Ship Inspection Program (VIP) Steering Group and convened specialist Working Groups to review and improve upon OCIMF's Ship Inspection Report Program (SIRE), as tanker risk assessment tool.

► OCIMF's Ship Inspection Project team developed an enhanced and risk-based ship inspection program (SIRE 2.0), that superseded the existing SIRE program and became operative in Q3 2024.

Tanker/Bulker senior Officers & Ratings reflective learning engagements Sep26

2.2. SIRE 2.0 - Roxana

2.2.1. TIARE , form CP09-01 and SIRE 2.0

► Vetting inspection and Company inspections (reported in TIARE) is considered as one of the key processes in ensuring ship's condition up to the Company standards, and our DMS and our TIARE should therefore be revised reflecting issues raised above.

► In view of these updates and considering that in our DMS the inspection and auditing reporting codification is since 16Oct20 harmonized with the VIQ, the SIRE2.0 project was launched to facilitate the smooth transition to the new SIRE 2.0 system, main challenge been:

• the adoption of the newly introduced SIRE2 concepts in our DMS.
• the TIARE, form CP09-01 adaptation to the new SIRE2.0/VIQ7.
• the prompt familiarisation of all on board and ashore with the changes.

► One of the basic tasks of this project is to ensure the awareness of all employees on board and ashore of the SIRE 2.0 and the revolutionary concepts introduced along with it.

2.2.2. SIRE 2.0 update workshop Sep23, Nov-Dec23, Mar24, Jun24, Sep24 and Dec24

► This workshop was conducted for the officers ashore with twofold objectives:

• increase the awareness for the SIRE2 concept, principles and changes introduced
• review and amend the TIARE references to what the inspector will look for, evidence required and grounds for observations.

► Focus was given to:

• the recently released by OCIMF SIRE2 documentation, i.e.
- Training videos on Human Factors: https://www.ocimf.org/programmes/sire-2-0/sire-2-0-videos, particularly:
- Human factors in SIRE 2.0 all crew briefing and additional officers briefing modules 1-4 Human factors in SIRE 2.0 owner operator modules 1-6
- The SIRE2 opening and closing meetings
- SIRE 2.0 - Negative Observation Module Explanation - Version 1.0 and the structure of SIRE 2 questions

2.2.3. SIRE2.0 SoC and NoC samples workshop,Dec24, Feb25 and May25

► This workshop

• was delivered for officers ashore with twofold objectives:
- increase the awareness for the SIRE2 concept, principles and changes introduced
- focus on the Opening and closing meeting. questions structure and the SoC and NoC concept

• Based on the S.H.E.L.L factors, and the SIREd S.H.E.L.L, as presented, quoted certain observations of the recent SIRE 2.0 inspections of our fleet, evaluating to what extent the SoC and NoC quoted represent the issues raised with the observations.

► The workshop was based on the "SIRE 2.0" awareness and self-assessment questionnaire", which was prepared in 8 sections, addressing:

• Defining performance and success
• Principles of human performance
• The S.H.E.L.L. model, OCIMF human factors and SIRE 2.0
• Challenges and enablers of learning from normal work
• Opening meeting
• Questions structure
• SoC and NoC
• NoC for Hardware SoC
• NoC for Software SoC
• NoC for Human SoC
• Closing meeting

► As an outcome of these workshops we have developed:

• SIRE 2.0 Question Library -ROVIQ 03Oct24
• Crew accountability per location

2.2.4. SIRE2.0 repetitive observationsSep25,Dec25, Feb26 and May26

► This workshop was delivered for officers ashore with twofold objectives:

• increase the awareness for the SIRE2 concept, principles and changes introduced
• focus on the validity of Company responses for all repetitive observations of the period

Tanker/Bulker senior Officers & Ratings reflective learning engagements Sep26

2.2.5. SIRE2.0 interviews, ratings Sep25, Dec25, Feb26 and May26

► This workshop was delivered for ratings ashore with twofold objectives:

- increase the awareness for the SIRE2 concept, principles and changes introduced
- focus on the proposed responses for all ratings interviews of the period

2.2.6. Sure SIRE2.0 software

► This software, which is a training, self-assessment and assessment platform on SIRE2 awareness for all seafarers, was introduced in Jan25.

► The assessment results of the software, the score, for each seafarer is documented in the crew software in his card. Consolidated results till May26 as per table below.

	20.05.2026		21.0.2026	
Rank	**No**	**Score out of 1**	**No**	**Score out of 1**
Deck Rating	22	0.8	23	0.80
Engine Rating	2	0.85	3	0.87
Cook	15	0.7	13	0.68
Messman	0	0	0	0

3. Purpose

Vetting inspections and Company inspections (reported in TIARE) is considered as one of the key processes in ensuring crew, ship and cargo condition up to the Company standards.

OCIMF introduced in 2022 the new SIRE 2.0 project adopting a radically different approach than VIQ7. DMS and our TIARE are revised reflecting the changes introduced.

This workshop focused:

► the new SIRE 2.0 concept

► the ratings interviews for the period

► The relevance of the proposed responses during the interview

4. Key messages

► Participants elaborated on:

- the new SIRE 2.0 concept
- the SIRE 2.0 – Negative Observation Module
- the ratings interview questions by vetting inspectors, over the observed period, along with the proposed response, which are documented in SIRE 2.0 interview guidance ratings.

► Participants, divided into 2 groups, revised by using track changes the relevant rating's responses in column 1 of the SIRE 2.0 interview guidance ratings, with key message

- It is important to remember that in interviews with auditors or inspectors we respond EXACTLY to what we are asked. Expanding the response may cause additional questions.
- During the interviews you may refer to DMS manuals, even just referring to the procedure in general, without reference to the exact paragraph, which you may show to the auditor later, in peace.

5. Records

5.1. Concluding the workshop

► The relevant responses in column G of the SIRE 2.0 interview guidance ratings were revised with track changes with records kept in Russian too.

► The interviews will be used to develop training sessions for ratings English improvement.

6. Actions and follow up

6.1. Upon completion of the workshop

► All participants:

- reviewed the SIRE 2.0 – Negative Observation Module and the SIRE 2.0 interview guidance ratings.
- revised the relevant rating's responses in column 1 of the SIRE 2.0 interview guidance ratings.
- were familiar with the importance of responding precisely to the questions asked by the auditors during SIRE 2.0 inspections, making simple references to DMS manuals, even just referring to the procedure in general, without reference to the exact paragraph, which they may show to the auditor later, in peace.

Tanker/Bulker senior Officers & Ratings reflective learning engagements Sep26

• the level of understanding of the topic of the workshop needs improvement for all participants, particularly the requirement that the response to the inspector should be brief, concise and exactly to the point, 2 to 3 phrases, and then, if asked, references to our DMS, to support the verbal statement.

6.2. Further workshop in SIRE 2.0 interviews ratings will take place during next DMS courses in Dec26.

Tankers Officers groups						
Gr 1		**Gr 2**		**Gr 3**		
Name	**Rank**	**Name**	**Rank**	**Name**	**Rank**	**Role**
Khristovich Timofey	Master	Cherepanov Viacheslav	Master	Belkin Roman	Master	Facilitator
Pushkar Sergei	ChOff	Triakin Andrei	ChEng	Shakirov Ruslan	ChOff	Flipchart
Emelianov Dmitrii	ChOff	Mikhailov Iurii	ChEng	Mayorov Alexey	ChEng	Presenter
Skribchenko Aleksandr	ChOff	Volgin Denis	2Eng	Sergeichev Aleksei	ChEng	PC Operator
Shapran Aleksei	ChEng			Kolomeychuk Dmitry	ETO	
Evgrafov Konstantin	ChEng					
Vangoven Sergei	2Eng					
PS				PS		Roxana

Gr 4		
Name	**Rank**	**Role**
Popov Artem	ChOff	Facilitator
Tsys Ilya	ChOff	Flipchart
Zashchitnikov Alexander	ChEng	Presenter
Shalimov Nikolai	2Eng	PC Operator
Barabanov Andrei	3>2Eng	
PS		Roxana

Bulkers Officers Groups				
Gr1		**Gr2**		
Name	**Rank**	**Name**	**Rank**	**Role**
Kardopoltcev Mikhail	ChOff	Demchenko Aleksandr	Master	Facilitator
Senotrusov Evgeny	ChEng	Torchinov Aleksandr	ChEng	Flipchart
Shemetov Aleksandr	ETO	Kozhukhov Andrei	2Eng	Presenter
		Altukhov Anton	ETO	PC Operator
DV		DV		ROKS

Tanker and Bulker Ratings groups				
Gr1		**Gr2**		
Name	**Rank**	**Name**	**Rank**	**Role**
Tankers		**Bulkers**		
Strom Vladislav	2Off	Semerov Igor	2Off	Facilitator
Poliakov Aleksandr	Bosun	Beloslyudtsev Sergey	Bosun	Flipchart
Belikov Aleksandr	A/B	Zaiarniuk Evgenii	A/B	Presenter
PS		DV		

Pancoast Trading (Singapore) Pte. Ltd. Quarterly Update - 30April to 30Jun26

Pancoast Trading (Singapore) Pte. Ltd. continues to demonstrate robust commercial activities in the East of Suez region, strategically centered in Singapore to cover the crucial markets of the Indian and Pacific Oceans.

Pancoast's tanker activities with a notable market presence of twelve years in tanker activities, particularly representing the Roxana Tanker Pool, our Singapore office has become synonymous with excellence in the tanker segment. The commercial endeavors conducted on behalf of Roxana Tanker Pool-Pancoast Singapore have shown a remarkable upward trajectory since the inception of the tanker desk in 2014. Anticipating dynamic and challenging times ahead, the Singapore Office is well-positioned to navigate the evolving market conditions, encompassing spot ships in both the East and, more recently, the West.



Ships operated by the office: During the specified period, Ships operated by our office included Miracle, Melody, and Malbec—Handy Ships engaged in Dirty product trade along with our 4 latest purchases, Malbec Legacy and Malbec Legend which are currently trading in the Chemical/Oil Sector followed by Malbec Horizon and Malbec Heritage which are large Handy ship in the clean product trade.

Commercial Operations: In the third quarter of 2026, Pancoast's Singapore office, under the commercial operational responsibility of Capt. Karthik, successfully secured spot charters with various Charterers, including major Oil companies.
Singapore and Fujairah continue to serve as the primary ports in the East, where virtually all ships make port calls for repairs, surveys, and bunkering operations. Our department has played a pivotal role in preparing and planning these activities, offering indispensable logistics support to various departments

Weekly meetings within the Roxana Tanker department are conducted every Thursday to discuss and coordinate ship updates. Additionally, Capt. Karthik actively participates in virtual management meetings with the team in Athens, providing insights into the performance of ships managed by our company.

Management Meetings and Workshops: Capt Karthik and Alexandros participated in virtual and in person training for the new Softmar project.
Our office actively engaged in meetings and workshops for personal and team development organized by Mr. Koutris and Roxana head office.

Employee Roles:
Capt. Karthik oversees the Singapore office, handling commercial, operational, Logistics activities, Business Development, for Roxana in the East of Suez market. Additionally, he leads the fleet in the Post Fixture/Claims department for managed Tanker Ships.
Mr. Alexandros Stathopoulos, marking his eleventh year as a Tanker Operator, plays a crucial role in addressing day-to-day operational issues, assisting with Pre-Post Fixture/Claims, and coordinating with other departments.

We express our gratitude to everyone for their unwavering support, and the success achieved is attributed to your guidance and cooperation.

VMC (Vladivostok Maritime College)

VMC Activities - 50 Yeras Combined

Vladivostok Maritime College Graduation — 2026

On 30 June 2026, Vladivostok Maritime College held its annual graduation ceremony, marking the completion of studies for its fourth-year cadets in the specialisations of Marine Navigation and Operation of Ship Power Plants.

The ceremony was attended by representatives of the College, faculty members, families and friends of the graduates, as well as guests from the maritime industry. The event celebrated the successful completion of the cadets' academic and practical training and marked the beginning of their professional careers in the maritime sector.

Among the industry representatives attending the ceremony were Denis Verkhoturov, General Director of Roxana Kristen Crewing Service; Evgeny Pafnutyev, Deputy General Director of Fescontract International; Alexey Kaigorodtsev, Head of the Crewing Division at the Far Eastern Shipping Company's Crewing Department; and Polina Protasova, Lead Specialist at the Far Eastern Shipping Company's Crewing Department.

During the ceremony, representatives of the College and the maritime industry addressed the graduates, congratulating them on their achievement and highlighting the importance of continuous professional development, competence and commitment throughout their future seafaring careers.



The graduates had successfully completed their state examinations and defended their thesis projects, marking an important milestone in their maritime education. The ceremony also provided an opportunity for the cadets to reflect on their years of study and share their plans for the future.

As part of the programme, the graduates presented a photo and video compilation documenting their life and experiences as cadets. Diplomas, commemorative gifts and certificates of merit were subsequently presented during the official award ceremony.

Dementiy Ryzhak and Alexey Pautov were recognised as the top graduates of Vladivostok Maritime College for 2026.



The graduation ceremony highlighted the important role of maritime education in preparing the next generation of officers and strengthening the connection between maritime training institutions and the industry. For the graduates, the occasion marked the transition from academic training to the next stage of their professional careers at sea.
We extend our congratulations to the graduating class of 2026 and wish all graduates continued success as they embark on their maritime careers.

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

- Alternative fuels
- Carbon capture technologies
- ECO designs and options

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

Furthermore, there is an increased activity evaluating options and opportunities in the second-hand market, starting with the addition of M/T Malbec Legacy on 26Jun24 and M/T Malbec Legend on 25Jul24, which inaugurated the entrance of our company into the pure chemical trade.



We have a new addition to our fleet, M/T "Malbec Horizon" (Ex Maritime Tranquility), which was delivered to Roxana Shipping S.A. ship management on 05Mar26 in Singapore. We are proud to welcome this newest addition to our fleet, representing another step forward towards sustainable growth, in line with our Vision and Mission. The ship is a 49,999 Dwt IMO 2/3 Chemical Tanker, built in 2020 by Guangzhou Shipyard International Ltd. Technical management is handled by Roxana Shipping S.A., while commercial operations are undertaken by Aurora Tankers International Ltd. The ship commenced her maiden voyage loading cargo from the Far East to the West Coast of India.

Following this acquisition, M/T "Malbec Haritage" (Ex Maritime Comity) joined the fleet on 17Apr26, delivered to Roxana Shipping S.A. ship management in Korea. The ship is a sister ship to Malbec Horizon, being a 49,999 Dwt IMO 2/3 Chemical Tanker built in 2020 by Guangzhou Shipyard International Ltd. Technical management is entrusted to Roxana Shipping S.A., while commercial operations are conducted by Aurora Tankers International Ltd. This acquisition further strengthens the Company's presence in the chemical tanker segment and supports its long-term fleet development strategy.

In addition, M/V "Mariner K" (Ex Fjeld Freia) and M/V Ëxplorer K"(ex Fjeld Svea) were delivered to her new Owners, on 01Apr26 at Lianyungang, China and on 05Jun26 at Hong Kong. respectively. The ships' technical management has been assigned to Fleet Management Limited (Cyprus), while ROKS Maritime Inc. provides technical oversight and performance monitoring. The acquisition of M/V Mariner K and Explorer K further diversifies the Group's asset portfolio and enhances its operational flexibility across different shipping sectors.

M/T Athiri, an LR1 tanker built in 2010, in our fleet since delivery from the shipyard, was sold in March 2026 as part of our ongoing fleet renewal program. Further acquisitions of bulk carriers and tankers of approximately ten years of age are planned for 2026 within the context of our fleet renewal strategy. Through a balanced approach combining selective second-hand acquisitions, fleet modernization, and continuous evaluation of environmentally sustainable technologies, the Company remains committed to strengthening its market position while preparing for the future regulatory and commercial challenges of the shipping industry.



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 2025 was 0 detentions and then 0.6 deficiencies per inspection, and the same remains for 2026, the combination of which will bring Roxana into the high-performance companies, as per the Paris MOU NIR ranking.

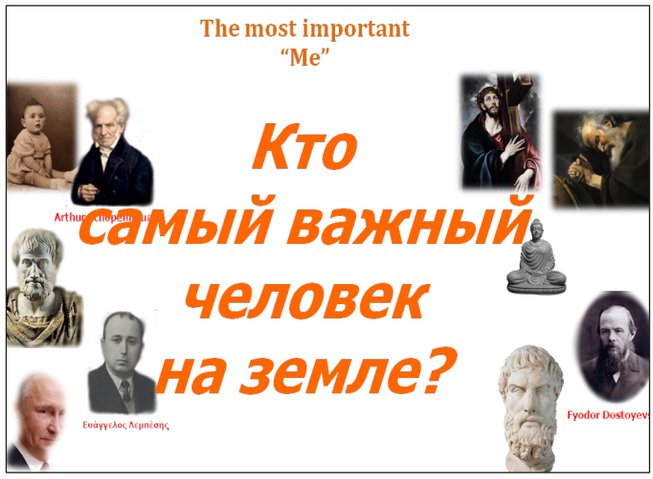
For the Vetting inspections the absolute target for 2025 is 100% successful inspections, i.e. inspections without rejection, and then 5 deficiencies per inspection, remaining the same for 2026.

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		PORT	DATE	DPI	Target
M/V Adventurer	Yury Guzhov	Luii Fadin	-	PSC	Cabedelo	16Jul26	0	0,6
M/T Altesse	Andrei Anastasiiadi	Ergeny Trukhacsev	-	Flag	Yanbu	26Aug26	0	0,5
M/T Melody	Andrey Okolo-Kulak	Valerii Valchun	-	Flag	Mombasa	24Sep26	0	0,5

The fearless ego for success

Inspired by the Partners in Safety project the Roxana "Ego" tree was launched end of 2016, finally 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.



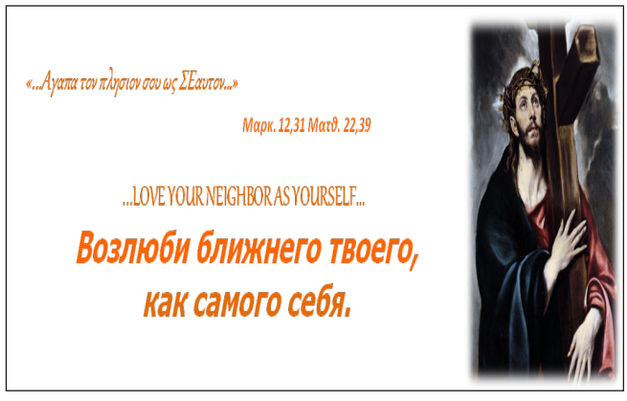


The embarrassment, even blame of "egoism", was a drawback in getting to the obvious answer.

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

I am the most important person of earth



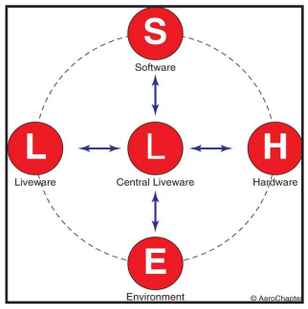


Based on this conclusion the principal order was introduced:

Return Home always Healthy!

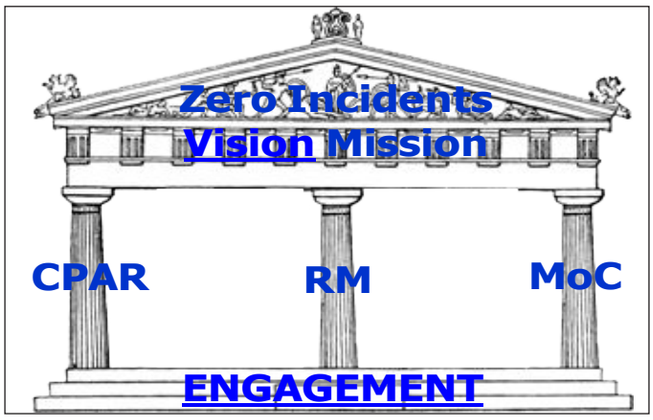
God by instructing us to love our neighbor as we love ourselves also guided us to the next conclusion that care about myself means care about my team.
If I care about myself I should care about my team so that all of us return home healthy.

The fearless ego for success



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, i.e. 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)



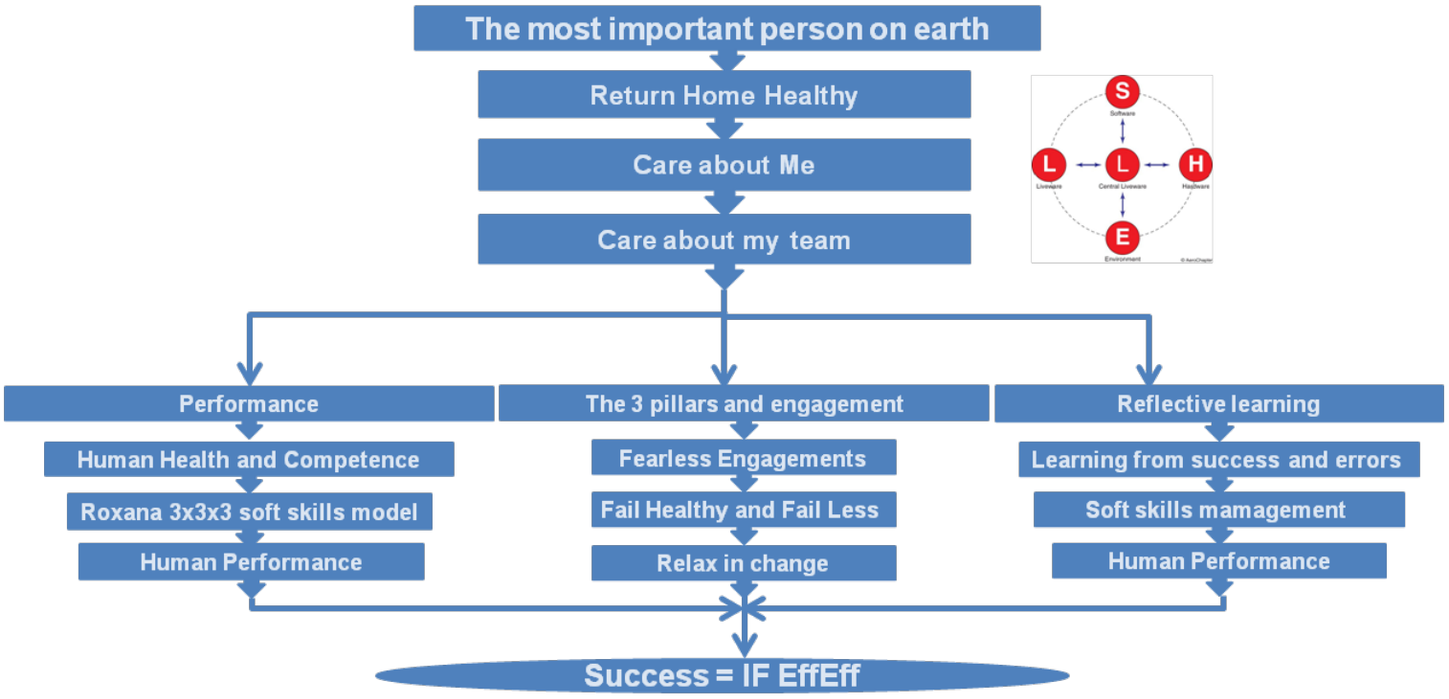
Starting from the Roxana "fearless ego for success" concept we are developing our system in three axes of activity: the 3 Pillars and Engagement, the Human Performance and the Reflective Learning.

The 1st activity axis is addressing the Fearless engagements, the Risk management and the Management of Change as the three pillars, with engagement being the basement of our system, towards commitment to our Values and our policies for zero incidents.

The 2nd axis of activity elaborates with Health (physical and mental) and Competence (hard and soft) as pre-requisites for Performance, performance being the measure of Incident Free, Effective and Efficient (IF EffEff) operations.

The 3rd axis of activity is related to creating an open environment for reflective learning engagements for all levels in our organisation.

Separate articles in this magazine elaborate on the above three axes of activity, who ensure the Incident Free, Effective and Efficient (IF EffEff) operations throughout our organization ashore and on board.



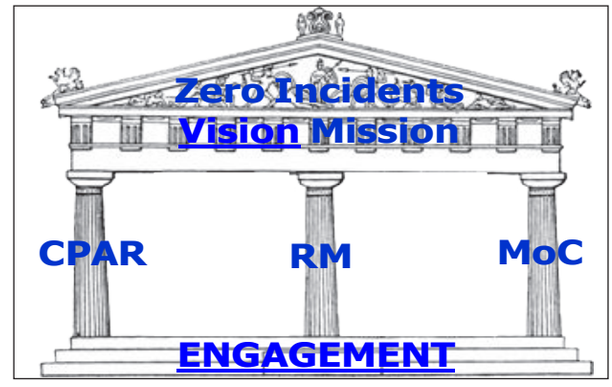
The 3 pillars and engagement

Late 2107 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

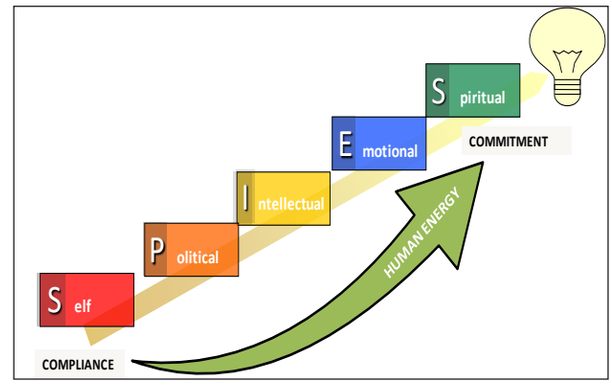
- **Fearless engagements - CPAR: procedure CP08 Control of Non- Conformities, Accidents & Near Misses**
- **Failing Healthy and Less - RM: procedure CP24 Risk Management**
- **Relaxing in change - MoC: procedure CP13 Management of Change**



Engagement was introduced as the foundation in this process, as the ticket to shift mere compliance to commitment, as a ticket to Company culture
Fearless engagements is about creating a working environment where all colleagues at all levels feel comfortable to intervene and

- stop work, when an unsafe act or condition is identified
- speak out their success, mistakes, concerns or new ideas, without any fear of been blamed or disregarded
- feel an active and appreciated member of the team

An environment of open reporting, of a fair and just for no blame culture during investigation and causation analysis are the guarantees that the team will learn from its success and that mistakes are opportunities for system improvement.
Procedure CP08 is documenting the above issues.
Failing healthy and less is all about managing the risk of the identified hazards, as addressed procedure CP24.
It is our Innovation value that dictates the relax in change, change is a way of living and is addressed in procedure CP13.
We all know normal conditions are not always the case and therefore, we have to be prepared to operate also under "not normal" conditions, the so called non routine operations.



Since 2017 colleagues from all levels within the organization have been engaged in a series of workshops with the objective to incorporate, when applicable and if practical, in all critical operations the concepts of the three pillars, the reflective learning and training and non routine operations.
Procedures format, as documented in CMSM ch3, is revised to reflect the above.
Since the beginning of 2022 we have initiated a project to simplify our procedures thus boosting the engagement and facilitating the commitment to our system.

Herakleitos team with Dostoyevsky to make 2+2=5

Dostoyevsky'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.



Fyodor Dostoyevsky

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 ταύτόν έστι τὰ μέρη καὶ τὸ ὅλον ...» (150a15-16).

"THE WHOLE IS NOT THE SAME AS ITS PARTS"



2000 year before Dostoyevsky 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!

Herakleitos team with Dostoyevsky to make 2+2=5 (Continued)



«...ΤΟ ΑΝΤΙΞΟΟΝ ΣΥΜΦΕΡΟΝ ΚΑΙ ΕΚ ΤΩΝ ΔΙΑΦΕΡΟΝΤΩΝ
ΚΑΛΛΙΣΤΗΝ ΑΡΜΟΝΙΑΝ ...ΚΑΙ ΠΑΝΤΑ ΚΑΤ' ΕΡΙΝ ΓΙΝΕΣΘΑΙ...»
THE OPPOSITES ARE BENEFICIAL AND FROM THE DIFFERENTS THE
BEST HARMONY... EVERYTHING IS DEVELOPED IN DISPUTE...

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

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 Dostoyevsky 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.**

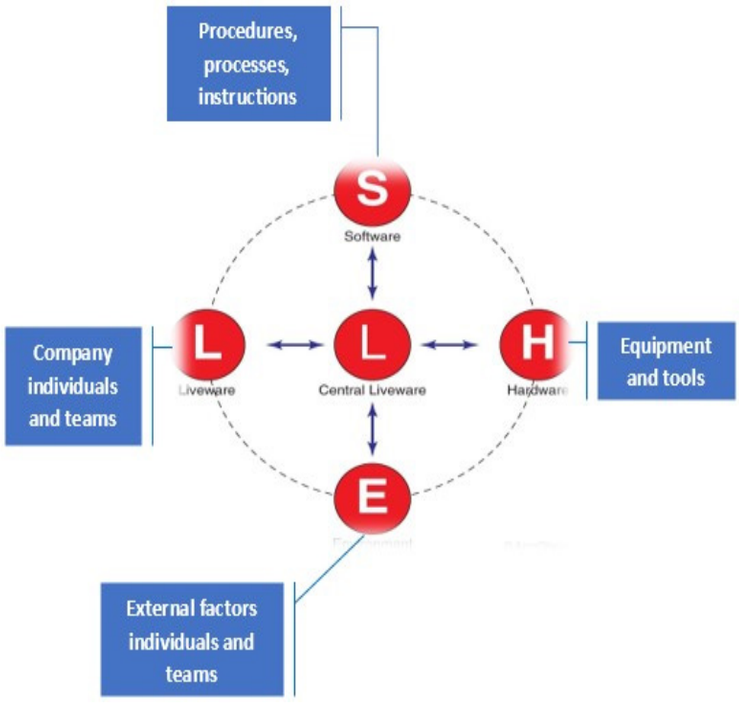


The S.H.E.L.L. model

The S.H.E.L.L. 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 S.H.E.L.L. 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 S.H.E.L.L. 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 S.H.E.L.L. model considers both active and latent failures in the aviation system.



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

The S.H.E.L.L. model is adapted to the Company DMS CMSM par3.6, and S.H.E.L.L. factors are extensively used when applying processes, amongst others, like the:

1 interview (interrelation of the candidate with S.H.E.L.L.)

► investigation (classification of factors to investigate in S.H.E.L.L.)

► causation analysis (classification of causes in S.H.E.L.L.)

► hazards and threats identification (classification of hazards and threats in S.H.E.L.L.)

The holy three and Roxana 3x3x3 soft skills model

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

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

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

During the previous workshops as above par2 we realized that:

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

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

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

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

Ending up to 3 soft skills sets

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

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

Since 2017 colleagues from all levels within the organization have been engaged in a series of workshops with the objective to incorporate, when applicable and if practical, in all critical operations the dimension of the soft competence, the soft skills.

Procedures format, as documented in CMSM ch3, as well as CP05 recruitment and appraisal process are revised to reflect the above.

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	Organizes 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

Partners in Safety survey on Safety Culture: A key Driver of Excellence in Shipping

In today's maritime industry, a strong safety culture is no longer viewed simply as a regulatory requirement—it is a fundamental driver of operational excellence, crew wellbeing, and sustainable business performance.

Recent results from the Maritime Partners in Safety Experience Survey, conducted across the Roxana Shipping fleet, highlight the positive impact that a people-centered approach to safety can have on maritime operations. With 176 responses collected from seafarers and shore-based personnel, the survey assessed four key pillars of organizational performance: Leadership, Learning Culture, Safety Culture, and Care for People.

The findings demonstrated consistently strong performance across all categories, the overall Roxana score exceed both Regional and Global averages in all four pillars:

- Visible & Felt Leadership: 4.69 (Regional: 4.63, Global: 4.64)
- Learning Culture: 4.72 (Regional: 4.62, Global: 4.64)
- Safety Culture: 4.65 (Regional: 4.54, Global: 4.56)
- Care for People: 4.70 (Regional: 4.51, Global: 4.51)

Particularly noteworthy was the strong perception of a learning-oriented environment. Respondents indicated that safety learning sessions are valuable, that opportunities for learning are readily available, and that incidents are viewed as opportunities for improvement rather than occasions for blame. This reflects a modern approach to safety management that focuses on organizational learning and continuous improvement.

The survey also revealed high levels of trust within the organization. Employees reported feeling comfortable speaking up, raising concerns, and discussing mistakes openly. Such openness is widely recognized as a critical component of accident prevention, enabling organizations to identify risks before they develop into serious incidents.

Another significant outcome was the strong emphasis on crew wellbeing. Participants expressed confidence that they are treated with respect, have access to wellbeing resources, and work in an environment free from harassment and bullying. These factors contribute directly to engagement, morale, and operational reliability onboard ships.

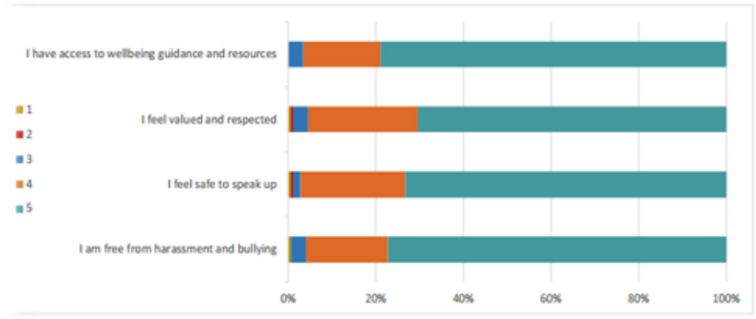
These results confirm that we are developing a strong organisational culture and a fearless ego for success and Incident Free, Effective and Efficient(IF EffEff) operations, for each one of our Company, where:

- Everyone feels free to speak up and share his concerns, his failures and success, everyone feels recognised and appreciated by his managers and his team, everyone is ready to accept and harmonise the different views, everyone is ready to learn and improve
- All of us, either as leaders or team members, care about ourselves and our team
- The Leadership. Teamworking and Decision-Making Result Focus skills are in a high level and continually improved
- The human is in the center, the principal order "Return Home Healthy" prevails
- a failure is trigger not to fix the human, but to fix the system, i.e. the context, i.e. the human factors (Software process, Hardware, Human team and individuals within and out of the company)



CARE FOR PEOPLE

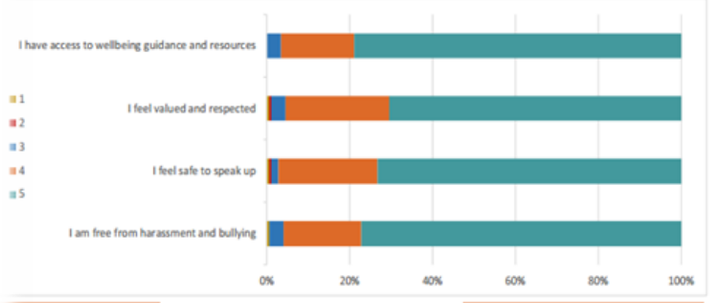
ROXANA Score Breakdown



	Company Average	Regional Average	Global Average
I have access to wellbeing guidance and resources	4.76	4.54	4.57
I feel valued and respected	4.64	4.46	4.48
I feel safe to speak up	4.69	4.5	4.53
I am free from harassment and bullying	4.72	4.55	4.58
Number of responses: 176 / Overall Care for People Score	4.70	4.51	4.51

CARE FOR PEOPLE

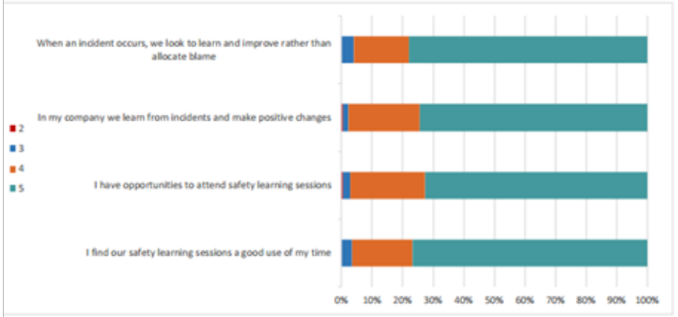
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LEARNING CULTURE

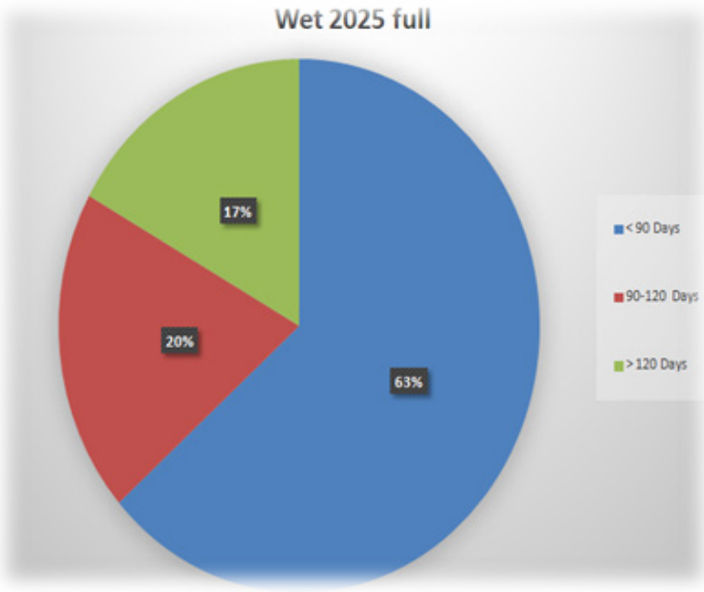
ROXANA Score Breakdown



	Company Average	Regional Average	Global Average
When an incident occurs, we look to learn and improve rather than allocate blame	4.74	4.56	4.57
In my company we learn from incidents and make positive changes	4.72	4.62	4.64
I have opportunities to attend safety learning sessions	4.69	4.6	4.60
I find our safety learning sessions a good use of my time	4.73	4.52	4.54
Number of responses: 176 / Overall Learning Culture Score	4.72	4.58	4.59

Tankers - Bulkers Spares Reqs for 2025

Tankers Spares Reqs for 2025

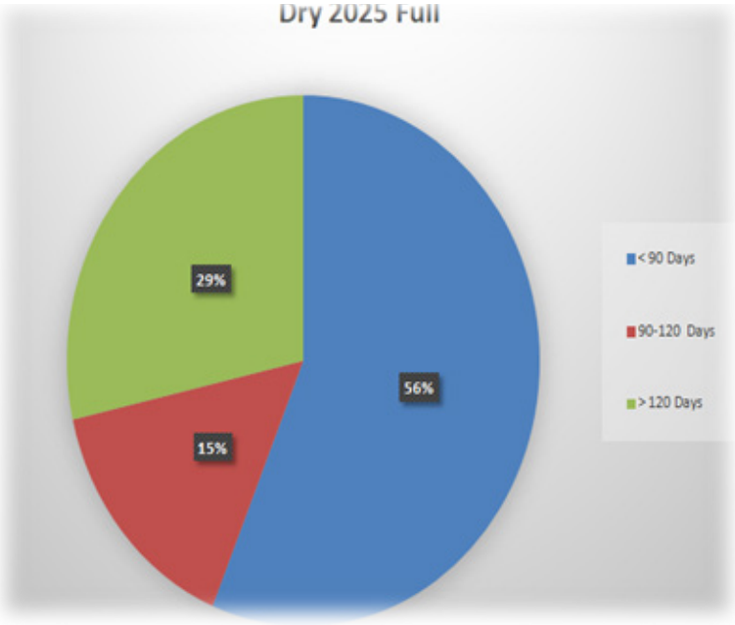


In 2025, 1,343 spares requisitions were received from 12 tankers. 66 requisitions are not delivered (There are 27 ready orders M/T ASPROUDA that cannot be delivered to the vessel in the Persian Gulf due to current war situation, 16 ready orders for M/T MELODY will be delivered at D/D and 15 ready orders for various other vessels, were delayed due to very long readiness time by vendors, while 8 reqs, were placed on hold by tech dpt.)
1,277 reqs were successfully delivered on board, measuring days from the requisition issuance, as follows:
► 63% (774 reqs) within 90 days (as per target)
► 17% (230 reqs) between 90 and 120 days,
► 20% (273 reqs) in more than 120 days.
These delays are mainly caused by the substantial increase of the delivery time of spares from the source, and due to the global situation (123 reqs with more than 30 days delivery time) and most of the ships trading within Saudi Arabia, where the local customs and port authorities processing delays considerably affected spares delivery time).
Our Purchasing Department is focused on meeting the 90-day delivery target for all spare parts, despite the prevailing geopolitical challenges and manufacturers' inventory policies.

Bulkers Spares Reqs for 2025

In 2025, 518 spares requisitions were received by 5 ships. 3 requisitions are not delivered (1 was placed on hold by technical dept, 2 had very long delivery time by the maker).
the 96.7% (515 reqs), were successfully delivered on board, measuring days from the requisition issuance, as follows:
► 56% (286 reqs) within 90 days (in target),
► 15% (75 reqs) between 90 and 120 days,
► 29% (154 reqs) more than 120 days.
These delays are mainly caused by following reasons:
► The considerable increase of the spares delivery times (readiness by makers), due to global situation (30 reqs with more than 30 days delivery time).
- 64 requisitions issued by DSR & ADV for the D/D repairs (64 reqs), were not handled in 2025, since the repairs were re-scheduled for 2026 and the requisitions were issued several months in advance.
- 18 requisitions for CMK & RVG were on hold, due to possible sale.

Our Purchasing Department is focused on meeting the 90-day delivery target for all spare parts, despite the prevailing geopolitical challenges and manufacturers' inventory policies.



Paris and Tokyo MoU on BWM, Preliminary Results

The global maritime industry continues to strengthen its efforts towards environmental protection through the effective implementation of Ballast Water Management (BWM) practices. In this context, the Tokyo MoU, in cooperation with the Paris MoU, carried out a joint Concentrated Inspection Campaign (CIC) on Ballast Water Management from 1 September to 30 November 2025, aiming to assess compliance with the requirements of the International Convention for the Control and Management of Ships' Ballast Water and Sediments, 2004.

During the CIC period, Port State Control Officers verified, among others:

- Valid International Ballast Water Management Certificates (IBWMC)
- Approval and updating of Ballast Water Management Plans (BWMP)
- Crew familiarization and implementation of the BWMP
- Proper operation and approval of the Ballast Water Management System (BWMS)
- Correct maintenance of Ballast Water Record Books (BWRB)
- Sediment management and applicable exemptions.

According to the published preliminary results, a total of 9,244 inspections were carried out, of which 6,930 inspections included the CIC questionnaire. A total of 184 ships, inspected during the campaign, were detained, while 30 detentions were directly related to CIC deficiencies, corresponding to a CIC-related detention rate of 0.43%.

The most common deficiencies identified during the campaign were related to:

- Ballast Water Management Systems (BWMS)
- Ballast Water Record Books (BWRB)
- Ballast Water Management Plans (BWMP)
- Crew training and familiarization.

Industry findings further indicated that more than 90% of all deficiencies were concentrated within these four areas, with BWMS operational readiness representing the highest severity-weighted category of deficiencies.

By ship type, General Cargo ships accounted for the highest number of CIC-related detentions, followed by bulk carriers and tankers. Tankers overall demonstrated a lower detention exposure compared to other ship segments.

Our Fleet Performance

During the CIC period, several ships of our fleet were subject to PSC inspections under various MoUs, including Paris MoU, Riyadh MoU, Indian Ocean MoU and Viña del Mar Agreement, where dedicated BWM CIC questionnaires were completed onboard.

The following ships successfully underwent PSC inspections and CIC examinations related to Ballast Water Management:

- M/T MIRACLE – Mombasa, Kenya (Indian Ocean MoU)
- M/T MELODY – Yanbu, Saudi Arabia (Riyadh MoU)
- M/T MAGIC STAR – Malta PSC Inspection (Paris/Mediterranean MoU)
- M/T MALBEC – Yanbu, Saudi Arabia (Riyadh MoU)
- M/T ALTESSE – Yanbu, Saudi Arabia (Riyadh MoU)
- M/V REVENGER – Recife, Brazil (Viña del Mar Agreement)

The CIC questionnaires completed onboard the above ships confirmed satisfactory compliance with:

- Valid IBWMC certification
- Approved and updated BWMPs
- Crew familiarization with BWM procedures
- Operational BWMS
- Proper Ballast Water Record Book entries
- Sediment management procedures.

Notably, the above inspections resulted in no BWM-related deficiencies or detentions for the inspected ships, demonstrating the fleet's satisfactory level of preparedness and onboard implementation of the BWM Convention requirements.

The results reflect the Company's continued focus on:

- Crew familiarization and training
- Effective maintenance and operation of BWMS
- Accurate record keeping
- Continuous monitoring of regulatory compliance
- PSC preparedness and onboard verification practices.

Overall, the fleet performance during the 2025 BWM CIC demonstrated a strong level of compliance and operational awareness regarding Ballast Water Management requirements, aligned with the objectives of the Paris and Tokyo MoU campaign and the protection of the marine environment.

Partners in Safety CEO Conference 2026

Thank you and your crew, all who have participated in the Maritime Partners in Safety - Partner Experience Survey. A total of 176 responses were submitted from our fleet, which is an amazing level of participation.

Following completion of the survey, the results have been shared within the Partners in Safety, including the regional(our region is Europe) and the global (all 4 regions) results per question.

The overall Roxana score exceeds both Regional and Global averages in all four pillars:
► Visible & Felt Leadership: 4.69 (Regional: 4.63, Global: 4.64)
► Learning Culture: 4.72 (Regional: 4.62, Global: 4.64)
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► All of us, either as leaders or team members, care about ourselves and our team
► The Leadership. Teamworking and Decision-Making Result Focus skills are in a high level and continually improved
► The human is in the center, the principal order "Return Home Healthy" prevails
► a failure is trigger not to fix the human, but to fix the system, i.e. the context, i.e. the human factors (Software process, Hardware, Human team and individuals within and out of the company)

Masters are requested to present and discuss the survey results at the next HSQE Committee Meeting, with records in HSQE CMM, form CP06-10.

Together we continue developing a fearless and learning organisation, a context where every seafarer can thrive, can improve and will return Home healthy.

OCIMF Joint Steering Group 19

Our Managing Director Mr. Koutris attended the the 19th OCIMF Intertanko Steering Group Meeting, which was conducted on 01Oct26 at Tower Suites, 100 Minories, London.

The main topics that were discussed during the meeting are listed below:
► JSG Terms of Reference
► New work streams, including
• Cadet berths
• 3rd SS in water survey for ships with PSPC applied in ballast tanks coating
► Decision making working group was cancelled
► Incident Investigation working group is on hold, waiting for OCIMF Human Factors committee report.
► Review of the 2 years' work plan



Intertanko ISTEC70 and BSC57 23-25Sep26

Our Managing Director Takis Koutris attended from 23Sep26 till 25Sep26 the Intertanko Safety & Technical Committee Meeting (ISTEC70), along with the Bunker Sub-Committee Meeting (BSC57), which took place in Oslo, at the DNV HQ, Hovik.

The main topics that were discussed during the BSC meeting (23Sep26), are listed below:

► Standing and Reporting items
- Status of Emission Control Areas (ECAs)
- EGCS discharge water
- Polar fuels and Black Carbon in the Arctic
- NOx Technical Code developments: low-load operation, engine certification and operational profiles
- Energy Consumption Index (ECI) and fuel consumption data verification
- UK-ETS – BDN retention requirements under EMP conditions

► Current Work and Update Items
- Sampling procedures and fuel supplier governance
- Technical input –Bureau Veritas Fuel Presentation
- Biofuels and certified fuels: documentation and chain-of-custody issues
- External technical input –DNV presentation
- Low-flashpoint oil fuels: BSC input on IMO/ICS development

► Future Focus Topics
- Bunkering operational experience and use of existing INTERTANKO tools
- Biofuels experience-sharing publication
- Alternative fuel bunker manifold connections
- Methanol sampling and retained sample handling
- Alternative fuels comparison guidance
- Digital bunkering, e-BDN and Mass flow meters
- Alternative fuel availability and supply chain readiness
- Fuel quality risks linked to new blends and contaminants
- Chain-of-custody models and book-and-claim safeguards

► AoB
- IMEPC 85/5: fuel statement for ships using cargo as fuel 15
- Charter party considerations for LNG-fuelled dual-fuel vessels

During the ISTEC meeting (24-25Sep26), the following main topics were discussed:

► GHG Emission Reductions
- Regulatory Update: IMO Net Zero Framework
- Intertanko GHG Output
- IMO CII Review and Intertanko work
- Technical Measures : Accounting for Wind Energy
- Fuel Life Cyle Assesment and Sustainable Fuel Certification
- Carbon Capture and onboard carbon capture systems
- EU Emission Trading Scheme and FuelEU Maritime
- Cross – Committee Updates

Intertanko ISTEC70 and BSC57 23-25Sep26

- ▶ Digitalised shipboard Operations
  - • INTERTANKO Shipboard Digitalisation Guide
  - • IACS Recommendation 194: Cybersecurity Controls for Existing Ships
- ▶ Safety Matters
  - • PSC Inspection of Machinery Spaces: Outcome of III 12 and Engine Room Fires
  - • Enclosed Space Entry and CO2 Monitoring: Outcome of III 12
  - • NORM in Cargo Tank Residues
  - • Anchoring Capabilities and Safety of Windlass Motors
  - • Suspended Accommodation Ladders: Port of Dampier
- ▶ Reports from Sub-Committees and Working Groups
  - • Bunker Sub-Committee
  - • Nautical Sub – Committee
  - • Ad Hoc Advisory Group on Maritime Security
- ▶ Experience Sharing and Industry Best Practices
- ▶ Newbuilding Support
- ▶ Lifespan Extension of Existing Tonnage
- ▶ Nuclear Propulsion: Regulatory Developments
- ▶ Oil Fuels with Flashpoint Below 60 Degress Celsius
- ▶ Engine Control Room Alarm Management
- ▶ Firefighting Foam: PFOS Prohibition
- ▶ Tripartite and Calendar of Events



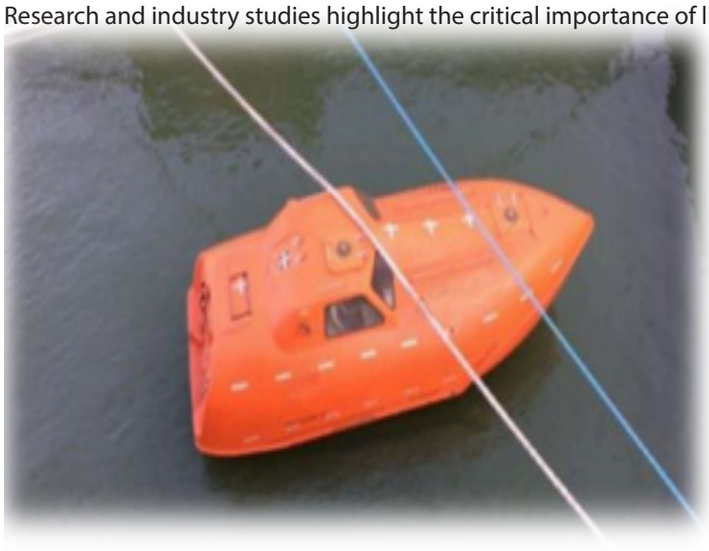
Lifeboats incidents - Key observations and lessons learned

Extract from Safety4Sea

Since lifesaving appliances became mandatory onboard vessels, significant changes have been observed in the design of lifeboats and their launching systems. These changes have largely been driven by the need for larger lifeboat capacity, enhanced protection, easier operation, and improved overall safety.

Traditional open wooden boats have been replaced by fully enclosed lifeboats and free-fall boats, while modern rescue boat designs now support a wide range of maritime rescue operations. Despite these advancements, accidents during lifeboat operations —launching, running, or recovery —continue to occur, resulting in fatalities and injuries. Many of these incidents are linked to increased reliance on technology, despite improvements in design, equipment, and maintenance standards.

Research and industry studies highlight the critical importance of lifeboat and rescue boat systems.



Key studies include:

► InterManager (1981-2023) —Lifeboat accidents resulted in approximately 419-420 deaths, 346 serious injuries, and 116 minor injuries.

► MAIB Study 01/2001 (1989-2000) —115 incidents, with 12 atalities and 87 injuries.

► Joint Survey by OCIMF, INTERTANKO, and SIGTTO (2000)- Analysis of 75 lifeboat/rescue boat accidents.

EMSA also publishes annual reports on incidents and accidents, including data specific to lifesaving appliances (LSA), though there is no dedicated section for lifeboats.

An important observation from these records is that over 98% of lifeboat-related incidents occur during drills, maintenance, inspections, or training, rather than actual emergencies.

Furthermore, in three major European ship abandonment incidents, no casualties were reported related to lifeboats or associated equipment

Vessel Name	Area	Total Persons onboard	officially casualties	Casualties caused by lifeboat use
Express Samina, 2000	Paros, Greece	533	81	0
Sea Diamond, 2007	Santorini, Greece	1,554	2 (missing)	0
Costa Concordia, 2012	Giglio, Italy	4,252	32	0

Safe operation depends on several critical factors:

- Proper use and condition of the equipment.
- Competence and training of the crew.
- Weather conditions and the overall status of the ship.

This raises an important question within the maritime industry: why do fire drills or enclosed space drills rarely result in casualties, while lifeboat drills and ship abandonment exercises consistently reveal safety issues? The answer largely lies in the nature of the operation itself.

Launching a lifeboat from a height of more than 10 meters, whether the ship is at slow speed or at anchor, is inherently challenging.

IMO regulatory updates for enhanced safety -The Maritime Safety Committee (MSC) has taken several steps to enhance lifeboat safety and reduce accidents during drills and operations:
► At its 96th session in May 2016, the MSC adopted amendments to SOLAS regulations 1/3 and III/20 through resolution MSC.404(96). These amendments made it mandatory to carry out maintenance, thorough examination, operational testing, overhaul, and repair of lifeboats, rescue boats, launching appliances, and release gear.
► Earlier, at its 82nd session (29 November —8 December 2006), the MSC amended SOLAS regulation III/19.3.3.4 concerning the launch of free-fall lifeboats during abandon-ship drills. The amendment allows lifeboats to be:
► Free-fall launched with only the required operating crew on board, or
► Lowered into the water using secondary launching equipment without the operating crew on board, and then manoeuvred in the water by the crew.
The purpose of this amendment is to prevent accidents during abandon-ship drills, and it entered into force on 1 July 2008.
► Additionally, on 1 July 2006, amendments to SOLAS Chapter III - Life-saving appliances and arrangements, adopted in May 2004, came into effect. These amendments were introduced following work by the Sub-Committee on Ship Design and Equipment (DE) to address the high number of accidents involving lifeboats. Many crew members had been injured or even killed during lifeboat drills and inspections, and these changes were designed to improve safety and prevent such incidents.

Best Practice

The following list highlights key considerations for the safe operation of lifeboats and related equipment:

· All lifeboats and associated systems must be certified in accordance with applicable regulations and properly installed on board.

· Both the managing company and the company responsible for inspections must ensure that lifeboats and systems are inspected at the required intervals.

· Tests and dynamic inspections should be conducted in accordance with the manufacturer's instructions.

· Fall preventers (where applicable) must be used.

· Comprehensive training covering all aspects of lifeboat operation and associated systems should be provided on board regularly.

· Maintenance of lifeboats and related systems should be treated as a critical priority.

· A detailed risk assessment must be conducted before the use of lifeboats or any supporting machinery.

· Records of all use, training, maintenance, and inspections of lifeboats and associated systems must be maintained in accordance with the Safety Management System (SMS).

Comprehensive risk assessment is essential before any lifeboat operation. The IMO provides guidance and documentation for the inspection, maintenance, and operational use of lifeboats and related equipment.

UK MAIB Annual Report 2025

The UK Marine Accident Investigation Branch (MAIB) has published its Annual Report for 2025, providing an overview of reported marine casualties and incidents, investigations and recommendations, together with an important message for the wider maritime community.

During 2025, the MAIB recorded 1,585 marine casualties and incidents, started 16 new investigations, seven of which involved loss of life, and published 17 accident investigation reports. The Chief Inspector also reported that 90% of the recommendations made by MAIB during 2025 were accepted, compared with 85% in the previous year

Reporting is the beginning of learning

One of the strongest messages in the Chief Inspector's Statement concerns the reporting of less serious incidents and near misses. Although reporting of marine casualties and incidents continues to increase, MAIB highlights that a culture of under-reporting less serious incidents and near misses can still exist. The maritime community is therefore encouraged to report unsafe occurrences encountered during marine operations.

The reason is simple: an event does not need to result in injury, pollution or damage before there is something to learn from it.

As highlighted by the Chief Inspector:

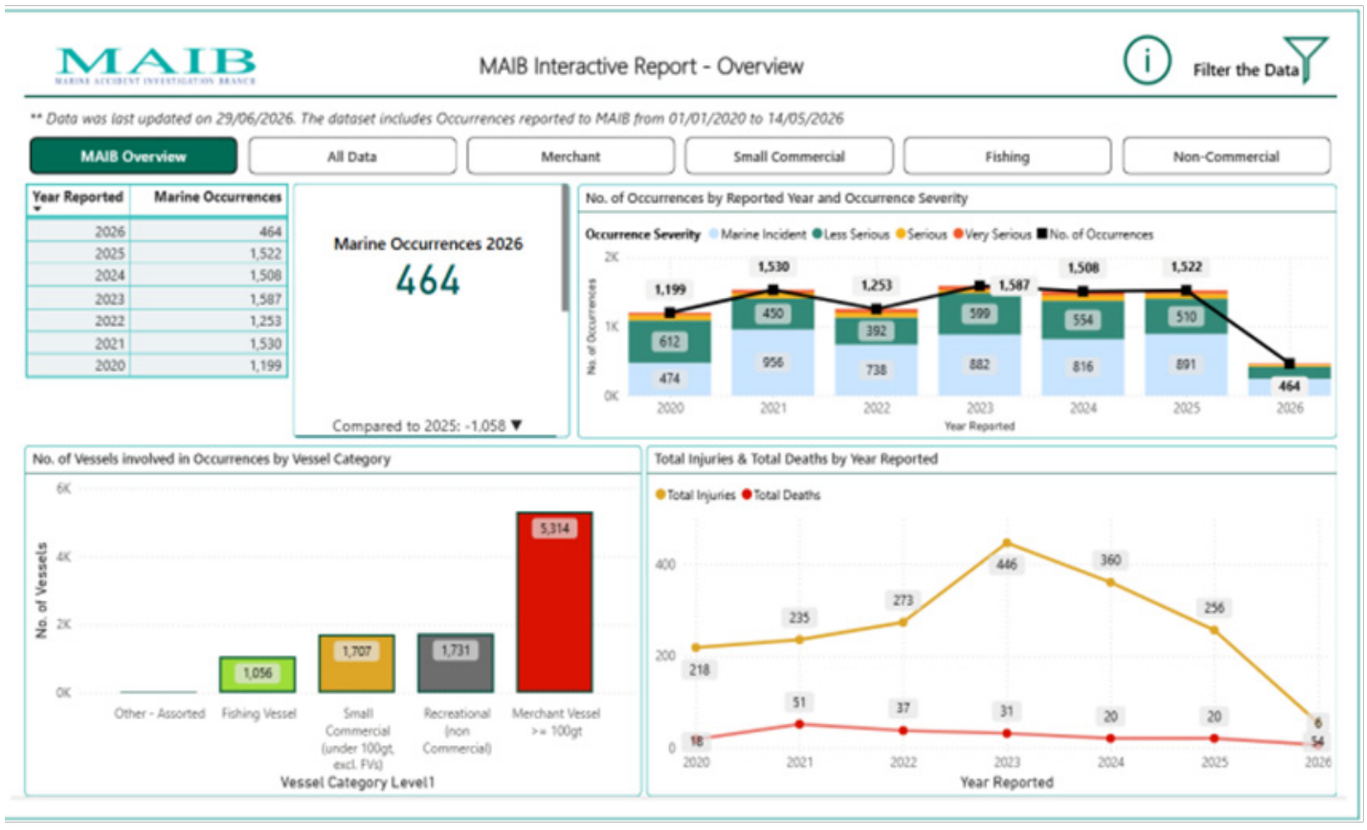
"Data on seemingly inconsequential events can inform the bigger picture of risk."

A near miss, an unsafe condition or a small operational deviation may appear insignificant when viewed individually. When similar reports are considered together, however, patterns begin to emerge. These patterns can reveal weak signals and give us the opportunity to act before they develop into more serious events.

From individual reports to the bigger picture

The MAIB Data Portal demonstrates how individual reports can be transformed into meaningful safety intelligence.

Its interactive dashboard allows maritime occurrence data to be analysed by factors such as event type, severity and year, while the underlying datasets contain information relating to occurrences, vessels and affected persons.



The dashboard illustrates an important principle: a report is not simply a record of what has already happened. It becomes information from which we can learn and identify trends.

Our Fleet Performance
The same principle can be applied to our own fleet.
Across the Roxana and ROKS fleets, our 2025 KPI reviews cover 15 ships and 5,475 vessel operating days.
During that period, our records included:

- 5 Lost Time Injuries (LTI)
- 5 Medical Treatment Cases (MTC)
- 3 mooring incidents
- 2 anchoring incidents
- 2 machinery failures
- oil spill on deck

At the same time, the fleet recorded zero groundings, zero collisions and zero fire/explosion incidents.

If incidents and injuries occur during a year, there will normally also be circumstances where an unsafe condition, unsafe act or unexpected event was identified without resulting in consequences. These are valuable learning opportunities.
We should not wait for an injury, damage or pollution before an event becomes worth reporting.
Near misses are opportunities to prevent the next accident

Major accidents receive attention because their consequences are visible. Near misses are different. Nobody may have been injured, nothing may have been damaged and the operation may eventually have been completed safely.

This is why MAIB stresses that a seafarer does not need to lose their life, nor a vessel be lost, before the industry learns and improves.

This is directly connected with our objective of ifeffeff operations.

This is also at the heart of our Fearless Engagement and CPAR approach. Our Company promotes an environment where colleagues are encouraged to speak up about unsafe conditions, mistakes, concerns and ideas, and where reporting and investigation are opportunities for organisational learning rather than blame. This philosophy is already embedded in the three-pillar approach to CPAR, Risk Management and Management of Change.

Every unsafe condition reported, every near miss shared and every incident properly investigated provides another piece of information about how work is really being performed.

Report. Learn. Improve. IF Eff Eff.

Beyond the checklist - Preventing enclosed space fatalities at sea

Extract from Safety4Sea

Capt. Akshat Arora, Regional Loss Prevention Director (Singapore), UK P&I Club, explains why enclosed space fatalities at sea remain stubbornly high and what a truly human-centric approach to safety could change.

Despite decades of awareness campaigns, regulatory updates, and repeated industry commitments, seafarers and shore workers continue to lose their lives in enclosed spaces on board ships, often in circumstances that were entirely preventable. The persistence of these incidents forces us to confront a hard truth: the measures currently implemented are insufficient. To break the cycle of fatalities, industry needs a change of mindset, move beyond the checklists and procedures, and embed a genuinely human-centric approach to safety. What do the numbers tell us?



From a P&I Club perspective, enclosed space related fatalities remain one of the leading causes of loss of life at sea. According to The International Group of P&I Clubs (IG), 83 deaths occurred in enclosed spaces during the five-year period between the 2015 and 2019 policy years. The data collated by InterManager paints a similarly troubling picture. While the annual number of recorded enclosed space accidents has remained largely unchanged, the casualty rates have worsened. In both 2022 and 2023, 14 enclosed space incidents were recorded, yet casualties rose sharply from 18 in 2022 to 34 in 2023. Alarmingly, senior officers —individuals regarded as the most experienced and well trained on board, constitute a significant proportion of those affected. Analysis of vessel types and accident locations shows that bulk carriers account for the highest proportions of incidents (=41%), followed by tankers (=23%). The most common sites for fatalities are cargo holds or hold access areas (=51%), with cargo oil tanks also presenting a significant risk (=18%). Multiple-fatality accidents remain common. There were a number of cases, where rescuers instinctively rushed to aid a collapsed colleague, only to become victims themselves. Further insight is provided in a submission by the International Bulk Terminals Association (IBTA) to the IMO (CCC 11/15/3). Between 2000 and 2024, at least 1,010 crew and shore workers lost their lives in enclosed spaces on ships of all types. Of these, 700 (69%) were crew members and 310 (31%) were shore personnel. This equates to an average of 40 deaths every year, a sobering reminder of a problem that refuses to fade.

Industry Responses

It is commonly noted that the standards of training and drills vary on every ship. While some companies may choose to invest in advanced training and education tools, many do not. To address this gap, the International Chamber of Shipping (ICS) has proposed amendments to the STCW Convention and Code (HTW 12/6/2) to enhance mandatory training for entering, working in, and rescuing from enclosed spaces. If adopted, this will represent a valuable step towards addressing issues repeatedly highlighted through inspections and accident investigations. In parallel, the industry is also progressing on several enclosed space related safety enhancements. Classification Societies are actively discussing improved tank designs, including better structural layouts, improved ventilation standards and minimising maintenance items to reduce the need for human entry. Trials with drones and remote inspection technologies are also advancing, offering safer alternatives for routine tank inspections. At the same time, organisations such as The Oil Companies International Marine Forum (OCIMF), International Parcel Tanker Association (IPTA) and International Association of Independent Tanker Owners (Intertanko) are exploring the feasibility of replacing traditional wall-wash testing on tankers with wash-water analysis, an approach that could significantly reduce enclosed space entries while maintaining cargo quality assurance.

Additionally, to deepen understanding of persistent failings, InterManager, in collaboration with The Nautical Institute and IMarEST, has launched a survey seeking first-hand feedback from those working at sea. The aim is to delve deeper into what's going wrong and understand better what solutions are needed. The survey can be accessed here. As part of the wider industry effort to enhance safety at sea, the UK P&I Club supports the maritime consortium 'Together in Safety', that has published a set of 10 'Golden Safety Rules', designed as straightforward, easy-to-follow practices to help prevent the most frequent fatal incident types across shipping. The Golden Safety Rule No. 2 provides practical steps to follow before entering inside an enclosed space.

Regulatory Updates

The IMO's first recommendations for entering enclosed spaces (Resolution A.864(20)) entered into force in 1997. These were later revised via Resolution A1050(27) in 2011.

Subsequent regulatory developments include:

► SOLAS Reg. III/19.3.6 (1 January 2015): Mandated enclosed-space entry and rescue drill every two months.

► SOLAS Reg. XI-1/7 (1 July 2016): Required portable atmosphere-testing instruments capable of measuring oxygen, flammable gases/vapours, hydrogen sulphide, and carbon monoxide.

However, despite regulations, fatalities have continued. In July 2024, following two incidents involving the deaths of stevedores during coal discharge operations at Indian ports, the Indian Directorate General of Shipping issued DGS Circular 23/2024, reinforcing safety recommendations to prevent similar incidents from happening. Similarly, the China Maritime Safety Administration (MSA) launched a special campaign aimed at preventing enclosed space accidents onboard vessels visiting Chinese ports between 15 January and 14 October 2025. Among its findings was the unsatisfactory execution of drills, reinforcing long-standing concerns regarding training standards.

In June 2025, the IMO's Maritime Safety Committee, at its 110th session (MSC-110), adopted Resolution MSC.581(110) (Revised Recommendations for Entering Enclosed Spaces Aboard Ship). This resolution replaces Resolution A11050(27) and aims to address the persistent underlying issues: failure to systematically identify hazards, properly assess risks, and implement appropriate entry procedures. It also explicitly recognises that effective organisational leadership, both ashore and onboard, is essential for empowering crew to make the right decisions and ensure safe operations.

Key developments include:

1. Strengthened Ship—Shore Coordination

► A joint ship—shore risk assessment is required before any contractor, stevedore, or shore worker enters an enclosed space.

► A simple schematic plan must be posted at the gangway, highlighting which spaces are safe or unsafe to enter.

► Shore personnel must be briefed on any hazards specific to the ship.These measures aim to bridge the gap between ship staff and visiting personnel, ensuring everyone shares the same understanding of the risks involved.

2. New and Clarified Definitions

To improve hazard recognition and ensure consistent interpretation, several critical definitions have been added or refined:

► Enclosed Space: As before, a space with limited openings, inadequate ventilation, or not designed for continuous human occupancy—now emphasising wide-ranging examples such as holds, tanks, bilges, pump rooms, chain lockers, and engine crankcases.

► Connected Space: Newly defined. Any space linked by permanent or temporary means (including manual doors) to a source space. Must be treated as hazardous until proven safe by testing.

► Adjacent Space: More clearly defined as a space sharing a boundary with a hazardous space but without any openings. Still requires precautionary consideration in case of barrier failure.

► Trapped Hazardous Atmosphere: A new concept that addresses hazardous atmospheres that linger in connected spaces even after the source space is discharged or ventilated.

► Defined Roles (Responsible Person, Competent Person, Attendant): Enhanced clarity on accountability and training expectations for each role.

3. Enclosed Space Register

One of the most consequential changes is the introduction of a ship-specific Enclosed Space Register, which must catalogue:

► Every enclosed space onboard,

► All connected and adjacent spaces,

► Associated hazards,

► Expected atmospheric changes based on cargo or tank contents,

► Required risk controls, equipment, ventilation expectations, and emergency arrangements.

This Register must be maintained both onboard and ashore and kept continuously updated—especially during voyages and cargo operations.



Strengthened Operational and Procedural Measures

1. Risk Assessment & Gas Testing

► The competent person's assessment must explicitly consider the potential for CO and COs, in addition to other toxic or asphyxiant gases.

► CO2» safe threshold is now clearly stated as <0.5% by volume (5,000 ppm).

► Testing must be conducted after ventilation has stabilised.

► Testing for toxicity is required where relevant—flammability or oxygen levels alone are insufficient.

2. Permit to Work

► Entry permits must not exceed eight hours and are voided if ventilation stops or conditions change.

► Additional permits (energy isolation, hot work, working aloft, etc.) may be required depending on tasks.

3. Access Control & Signage

► Entry doors and hatches to enclosed spaces must always be secured against entry unless declared safe.

► Clear "Safe to Enter" / "Unsafe to Enter" signage and sealing arrangements are now required.

4. Prohibition of Solo Entry

► For the first time, MSC.581(110) explicitly prohibits single-person entry into enclosed spaces.

5. Time Pressure and Human Factors

► Companies must ensure adequate time is allocated for enclosed space operations, acknowledging that time pressure has been a recurring causal factor in past casualties.

6. Training and Rescue Preparedness

► Crew must receive training in the operation, calibration, and maintenance of atmosphere testing equipment.

► Crew must be trained in rescue techniques, first aid, CPR, and use of recovery apparatus.

► Regular rescue drills are mandated under SOLAS, and MSC.581(110) emphasises reviewing and updating the enclosed space emergency response plan after each drill.

7. Simultaneous Operations (SIMOPS)

► Where enclosed space entry coincides with other operations, companies must set clear criteria to manage the added risks.

Creating a human-centric approach to workplace safety A checklist ticked isn't a life saved. Real safety culture exists when crews are empowered to raise concerns and discuss solutions. Masters need to lead by example and embed safety as a day-to-day priority despite commercial pressures. Operators should also recognise that speed at the expense of safety undermines efficiency and creates more risk. When safety becomes ingrained rather than imposed, when meeting requirements is not just procedure but instinct, and when every crew member looks out for the person working beside them, enclosed spaces become manageable risks rather than recurring incidents. The technology to support safer working environments exists. The regulations exist. What's often missing is the culture and commitment to apply them effectively.

Conclusion

After nearly three decades of structured safety frameworks, enclosed-space fatalities should be a relic of the past. Yet they remain stubbornly prevalent. Existing procedures, while necessary, have not been sufficient on their own.

A cultural shift is essential. The long-term objective must be to eliminate the need for human entry into enclosed spaces wherever possible. Although challenging, industry bodies are increasingly aligned on driving safer standards, supported by improved regulation, technology and operational practices



High-Pressure System Failure

Extract from UK P&I Club Weekly Newsletter Sep26

High-pressure systems are critical to many shipboard maintenance activities, but failures can result in serious injuries when the risks associated with stored energy, equipment condition and line-of-fire hazards are not fully recognised.

This video examines an incident involving the failure of a hydraulic tool during main engine maintenance and highlights key lessons on equipment integrity, risk assessment, energy isolation and safe working practices.

The video is saved in folder LET Personal Injuries.
Master to ensure the video is presented along with the LET failure, and, additionally, as he deems needed.

Chief engineer to ensure the integrity and condition of high pressure tools and appendages, as per PMS and prior operation.

The guidance is relevant to anyone involved in planning, supervising or carrying out maintenance on board.

UK P&I:
https://email.ukpandi.com/c/AQi5HxDXubkHGILZpHsgluDtrwEog4-AQ1oQGvvSSrBKcA3Y5y5i0I3HyZ2qu9sVt643ltuDzlMK
Video link: https://vimeo.com/1223962016?share=copy&fl=sv&fe=ci

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Engine Room Fires: Small Defects Can Have Serious Consequences

Engine-room fires remain a major concern for the shipping industry because they can escalate rapidly from a localized machinery defect into a vessel-wide emergency, resulting in loss of propulsion, blackout, abandonment, structural damage, pollution, injury or loss of life.

Between 2008 and 2017, The Swedish Club received 28 reports concerning engine room fires. When compared to other Hull and Machinery (H&M) claims the frequency of engine room fires is low but the average cost is among the highest – USD 1,850,000 per occurrence – compared with USD 320,000 for H&M claims in general.
Engine rooms on ships have all the ingredients for a fire – oxygen, heat and flammable liquids under pressure. Not surprisingly, one of the dominating causes is lube-oil or fuel-oil mist spraying onto hot surfaces and then igniting.

As per DNV, Statistics show that between 2019 and 2021, there was a sharp increase in engine room fires on board container ships. Preliminary data gathered from public sources indicate that this trend applies to the global fleet – and that for 2022 to 2023, the number of engine room fires remains at the same level as in 2021. This news highlights some common causes and contributors to engine room fires.

Recent casualty investigations and maritime safety advisories point to six broad areas of concern:
- ► Fuel and lubricating-oil leaks reaching hot surfaces.
- ► Deficiencies in maintenance, repairs and component quality, electrical fires and mechanical defects.
- ► Inadequate protection of hot surfaces and high-pressure fuel systems.
- ► Reliability and readiness of fixed fire-extinguishing systems.
- ► Crew competence, emergency procedures and post-fire re-entry.
- ► Weaknesses in safety management, technical oversight and verification.

These are interconnected risks. Even where the initial failure is mechanical, the severity of the casualty often depends on whether the remaining protective systems function as intended.

An oil stain, a loose plug, damaged insulation or an alarm that keeps returning may appear to be a minor problem. In an engine room, however, any of these can be the first warning of a serious fire.
The main ingredients are already present: fuel or lubricating oil, very hot machinery and a constant supply of air. A leaking pipe or fitting can spray oil over a wide area. If the oil reaches an exposed exhaust pipe, turbocharger or another hot surface, it may ignite immediately and spread before the crew has time to react.

Engine Room Fires: Small Defects Can Have Serious Consequences

A REAL CASE WITH CLEAR LESSONS

In February 2023, a fire broke out in the engine room of the passenger ferry Stena Europe. Fuel leaking under pressure from a main engine reached an exposed section of the exhaust system where the temperature was above 400°C.

The investigation later found damaged or missing shielding around fuel-system connections and hot surfaces above 220°C on all running engines. The fire was brought under control and nobody was injured, but one main engine remained out of service for several weeks.

The fire did not start because of one unusual or unpredictable event. It developed from conditions that can be found on any ship: a fuel leak, incomplete protection and a hot surface.

FIRES OFTEN GIVE A WARNING

Many engine room fires are preceded by signs that something is wrong:

- A small oil leak that is temporarily contained instead of properly repaired.
- Damaged, loose, wet or oil-soaked insulation.
- Missing splash guards or pipe shielding after maintenance.
- Loose filter covers, plugs, vent screws or pipe connections.
- A flexible hose rubbing against another surface or exposed to excessive heat.
- An alarm that is repeatedly reset without finding the actual cause.
- Oil in the bilges, oily rags or combustible materials left near machinery.
- Fire dampers, quick-closing valves or emergency stops that are seized or defective.

These conditions should never be accepted as normal. A defect that appears harmless while machinery is stopped may become dangerous when the system is hot and under pressure.

CHECK WHAT CANNOT BE SEEN

A clean engine room is important, but cleanliness alone does not confirm that it is safe. A hot spot may remain hidden behind damaged or incorrectly fitted insulation.

Any shielding, cover or insulation removed during maintenance must be correctly refitted before the machinery is returned to service. Oil leaks, unusual smells, mist, smoke, rising temperatures and repeated alarms must be investigated immediately. Finding the cause early can prevent a small defect from becoming a major emergency.

THE FIRST MINUTES MATTER MOST

When fire is detected, the crew must act immediately. Delay allows the fire to gain more fuel, heat and air.

These actions form part of the ship's emergency preparedness under the Company's Documented Management System, including FOM02, Section 4.6.1, FOM05 and checklists, and the ship-specific Fire Control Plan, fire drills and Muster List. Familiarity with the actual equipment and arrangements on board is essential; reading the procedure during an emergency is already too late.

TEN ACTIONS THAT CAN PREVENT A FIRE

1. Repair every oil leak without delay.
2. Keep insulation complete, dry and firmly secured.
3. Restore all shielding and insulation after maintenance.
4. Use thermal imaging to identify hidden hot spots.
5. Check hoses, filters, plugs and pipe connections.
6. Investigate every alarm and repeated abnormal condition.
7. Keep bilges clean and remove oily or combustible materials.
8. Test fire dampers, quick-closing valves and emergency stops regularly.
9. Ensure the crew know the correct fixed firefighting system release sequence.
10. Conduct realistic engine room fire drills, including fuel and ventilation isolation.

LESSONS THE LAST SAFETY BARRIER

Not every leak can be predicted, but most fires can be prevented from starting or spreading. Good maintenance, proper defect reporting, and careful housekeeping provide the first safety barriers.

If those barriers fail, the final barrier is a trained crew that recognises the warning signs, knows the ship's systems, and acts without delay.

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- ► Fire Safety - Detection & Extinguishing
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- ► Ships fear fire more than water, ABS / C. Xydis, attached

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GPS jamming in the Red Sea

Extract from Safety4Sea

An IMCA member's vessel in the Red Sea encountered GPS jamming. Due to the GPS signal anomaly, the vessel's position on the ECDIS suddenly appeared to shift to a location near the coast, dozens of miles away from the actual position, and the GPS-based speed over the ground (SOG) also changed abnormally from approximately 12 knots to 39 knots.

The incident occurred while the Master was at the helm. The Master assessed the situation rapidly, immediately recognized the position jump phenomenon, and smoothly switched to manual navigation. All the deck officers, including the Master, had previously conducted training in "dead reckoning" (DR) navigation, as GPS jamming and spoofing incidents had been reported in the area.

GPS-derived speed over the ground (SOG) became unreliable. As the vessel was navigating in waters over 200m in depth, echo sounder bottom tracking could not used to obtain reliable speed over the ground information either. Therefore, speed through the water (STW) was used as the primary speed reference for DR navigation. The bridge team continuously monitored the vessel's position using DR plotting, radar information, visual observations, parallel indexing, and all other available means to ensure safe navigation until the vessel cleared the affected area.

This incident highlights the importance of maintaining a high level of awareness regarding GPS jamming and spoofing. It also emphasizes the need for bridge crew to be familiar with GPS interference response procedures and to be capable of conducting safe DR navigation using alternative means, in the absence of reliable GPS information.

The vessel safely transited the affected area without relying on GPS signals. No injury, damage, pollution, or navigational incident occurred as a result of the event.

What was the cause?

GPS signal reliability was compromised due to ongoing GNSS (GPS) jamming activity reported in the area. No direct malfunction of the vessel's equipment was detected, and the incident is believed to have been caused by external radio interference.

Lessons learned
This case study is a representative example of the growing threat of GPS jamming and spoofing recently observed in various parts of the world including the Red Sea, the Persian Gulf, the Eastern Mediterranean, the Black Sea and the Baltic Sea. In particular, the following points should be noted:
► Do not rely solely on GPS position data;
► Be suspicious and alert: perform a cross-check immediately when a position jump occurs;
► Continuously compare the radar position and ECDIS position;
► Passage Planning: when navigating high-risk waters, be sure to include the following:
► GPS Jamming Risk Assessment
► Alternative Position Fix Method
► DR Navigation Procedure
► Contingency Action Plan
► Navigation Equipment – items to check when GPS signal is lost
► Radar Position Fix / Parallel Index / Gyro Error Monitoring / Echo Sounder
► Speed Log / Visual Navigation – LOOK OUT OF THE WINDOW!
Actions
According to IMCA, operators should establish, or review, their own procedures for loss of GPS positioning.
#1 Remain informed on the risks of GPS jamming and spoofing
► Share information on GPS jamming incidents in area of operations
► Conduct a pre-voyage briefing for the bridge team and identify relevant risks during the passage plan phase
#2 Develop Dead Reckoning (DR) navigation capabilities
► Conduct appropriate DR navigation training prior to entry into the area.
► Conduct practical training and maybe even drills for GPS loss scenarios.
#3 Use all available means of navigation
► DR Plotting
► Radar Observations
► Parallel Indexing
► Visual Bearing
#4 Update GPS Firmware
Some older GPS firmware versions have limitations in the ability to save and maintain positions after manual position input. Check with the supplier or manufacturer.

NorthStandard ECDIS Training Assessment (ETA) Report,
extract from Safety4Seas

The recently released NorthStandard ECDIS Training Assessment (ETA) Report provides one of the most revealing datasets yet on how bridge teams understand and use ECDIS onboard.

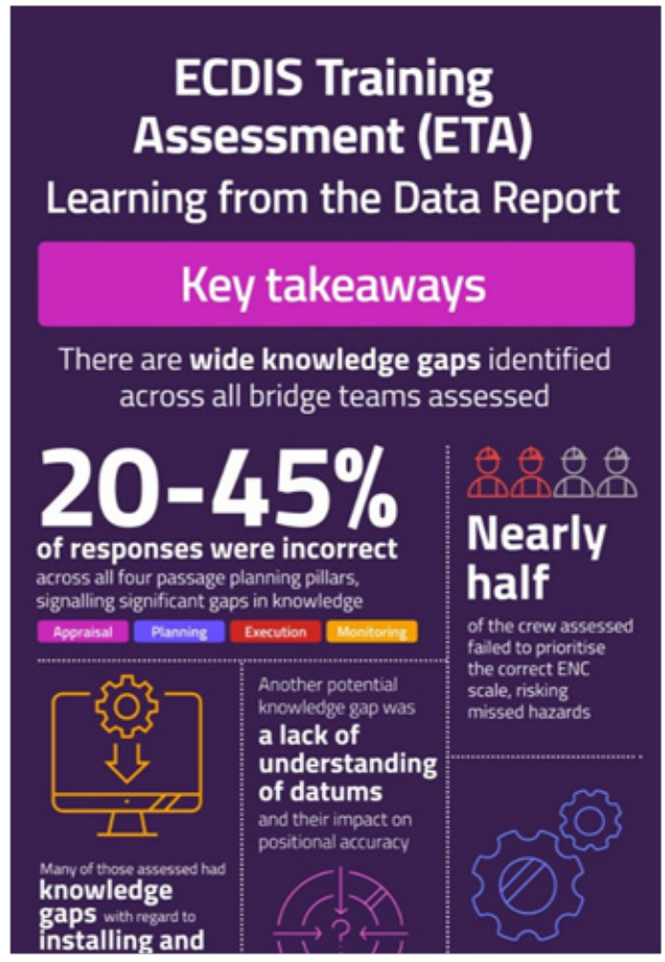
Based on more than 5,000 assessments conducted since February 2024, the report exposes a reality the industry has long suspected but rarely quantified: mandatory ECDIS certification does not necessarily translate into operational competence.

The findings are important because ECDIS today is no longer simply a chart display tool. It is effectively the primary navigation environment onboard most SOLAS vessels. When bridge teams misunderstand safety contours, datums, ENC updates, alarms, display layers or data quality indicators, the result is not merely inefficiency. It creates elevated grounding risk, unsafe passage planning, alarm fatigue, positional inaccuracies and degraded situational awareness.
The report is particularly valuable because it moves beyond generic "training awareness" discussions and identifies where the actual knowledge gaps exist at a granular operational level.

What the ETA initiative is about
NorthStandard launched the ECDIS Training Assessment (ETA) platform in February 2024 as a structured competency assessment tool for bridge teams. The objective is to evaluate practical ECDIS knowledge across the four pillars of passage management: Appraisal, Planning, Execution and Monitoring.

The platform is not designed merely as another CBT module. It functions more as a diagnostic intelligence tool for identifying competency weaknesses at both individual and fleet level. The assessment evaluates how bridge teams understand:

- ENC installation and updates
- Safety settings and contours
- Alarm management
- Display layers and scale usage
- Datum interpretation
- CATZOC and data quality
- Passage plan verification
- Monitoring and positional awareness



The report's core message is clear: many bridge teams can operate ECDIS mechanically, but a significant portion do not fully understand the underlying navigational logic and limitations of the system. That distinction matters enormously.

Why the report is important

The significance of the report lies in the fact that it moves beyond theoretical training discussions and quantifies actual operational weaknesses using real assessment data.

The findings suggest that while most bridge teams can operate ECDIS functionally, many officers still lack a strong understanding of the system's logic, limitations and risk implications. This distinction is critical. Modern navigational incidents increasingly stem not from absence of technology, but from overreliance on automation, alarm fatigue, poor understanding of safety settings and incorrect interpretation of navigational data.

Among the report's key findings:

- Around one-third of bridge teams lacked understanding of critical ECDIS features such as datum discrepancies and ENC updates.
- Nearly half failed to prioritise correct ENC scale during passage planning.
- Half of respondents struggled to distinguish alarms from alerts and highlights.
- Significant gaps were identified for safety contours, symbols, display layers and ENC update management.
- Perhaps most concerning, the report found that many bridge teams relied excessively on automated route checking without performing sufficient visual verification of planned passages.

10 Key lessons learned from the ETA Report

1. Mandatory ECDIS certification is not enough

The report demonstrates that certified officers still show major competency gaps in operational ECDIS use. Knowledge deficiencies appeared consistently across all four operational pillars. This reinforces that compliance-driven training does not automatically produce operational mastery.

2. Datums remain a major industry weakness

Datum-related misunderstanding appeared repeatedly throughout the report. Many bridge teams failed to understand WGS84 discrepancies, sounding datums and vertical datum implications. This is dangerous because datum errors directly affect positional accuracy, under-keel clearance calculations and air draft assessments.

3. ENC updating is poorly understood

Nearly two-thirds of crews struggled to recognise ENC updates and understand update content. This is not a procedural detail. Outdated or improperly updated ENCs can create direct navigational hazards.

4. Officers overtrust automation
The report highlights overreliance on automated route checks and automated alarm logic. ECDIS should support navigational judgement, not replace it. Visual verification and critical assessment remain essential bridge team responsibilities.

5. Alarm fatigue and alarm confusion are still widespread
Half of the assessed personnel struggled to distinguish alarms, alerts and highlights. Poor alarm understanding leads directly to alarm desensitisation, which is a recurring contributor in navigational incidents and casualty investigations.

6. ENC scale selection is frequently mishandled
Nearly half of bridge teams failed to prioritise correct ENC scale during passage planning. Using the wrong scale can hide critical hazards or create excessive clutter that reduces situational awareness.

7. Safety contours are commonly misunderstood
The report repeatedly identified confusion around safety contours, deep contours and available charted depth contours. This is one of the most operationally critical findings because incorrect contour logic directly affects grounding prevention.

8. Crews often do not understand data quality indicators
Many respondents misunderstood CATZOC, M_SREL, pick reports and survey reliability indicators. ECDIS is only as reliable as the underlying hydrographic data. If officers cannot assess data quality, they cannot assess navigational risk properly.

9. GPS overreliance persists
Some respondents reportedly believed GPS provides "100% accuracy." This remains a dangerous mindset in an era of spoofing, jamming and sensor degradation.

10. Practical familiarisation is still weak
The report identified weak understanding of hover-over functions, display layers, symbol recognition, time zones and practical monitoring features. This suggests that many officers use ECDIS functionally but not fluently. There is a major difference.

Action plan for ship managers and maritime stakeholders
The ETA findings suggest that ECDIS competence should increasingly be treated as an operational risk management issue rather than purely a training compliance matter.
Ship managers and maritime stakeholders should consider the following actions:

Conduct fleetwide ECDIS competency assessments
Managers should identify vessel-specific and rank-specific weaknesses through structured assessments and scenario-based evaluations.

Prioritise high-risk competency areas
According to the report, urgent attention should focus on:
- ENC installation and updating
- Datum understanding
- Safety contours and safety settings
- Alarm management
- ENC scale usage
- Symbol recognition
- Display layer configuration

Strengthen practical, scenario-based training
Traditional CBT and generic certification alone are insufficient. Practical simulator-based training involving real operational scenarios should become standard.

Rebuild manual verification culture
Bridge teams should be encouraged to challenge automation rather than rely blindly on automated checks and alerts.

Standardise ECDIS procedures fleetwide
Companies should harmonise:
► Safety setting procedures
► Alarm management protocols
► ENC update verification
► Passage planning standards
► Watch handover checks

Improve bridge audits and navigational assurance
Internal audits should focus more closely on actual ECDIS operational practices, including alarm settings, ENC management and safety contour logic.

Enhance type-specific familiarisation
Differences between ECDIS manufacturers and presentation libraries remain a source of confusion and require more robust familiarisation practices.

Integrate ECDIS competence into SMS risk management
ECDIS competency should become part of navigational risk assessment frameworks and not remain isolated within training departments alone.

Final thoughts
The NorthStandard ETA report sends an important message to the industry: ECDIS competency gaps remain widespread despite years of mandatory implementation.
The issue is no longer whether bridge teams can operate ECDIS systems mechanically. The challenge is whether they fully understand how those systems behave under operational conditions, how to interpret their limitations and how to manage navigational risk when automation fails or becomes misleading.

Actions by our Company
The identified high-risk competency areas are already addressed within the Company's DMS through the following controls:
► FOM01 Bridge Team Management establishes the Company's overall navigational management framework and includes specific requirements for ECDIS use, voyage planning, navigational audits, reflective learning, training and risk management.
► FOM01 App.7.3 Use of ECDIS, developed for the ECDIS types fitted within the fleet, provides detailed guidance on ENC use, chart scale, ship safety settings, safety depth and contour, shallow/deep contour, anti-grounding/look-ahead functions, display configuration, over-reliance on ECDIS and alarm management.
► The procedure specifically requires navigating officers to use the appropriate ENC scale and explains the relationship between chart scale, safety contours, charted dangers and ECDIS warnings. It further requires safety-critical checks and visual inspections to be carried out at or close to the ENC compilation scale.
► ECDIS display configuration and symbol presentation are addressed through requirements covering display layers, colour palettes, display orientation and SCAMIN. The procedures specifically warn against excessive display clutter and the possibility of safety-critical information or symbols being obscured through inappropriate display settings.
► ECDIS alarm management is addressed in FOM01 App.7.3, which requires alarm parameters to be agreed by the Master and Bridge Team during passage planning and recorded in the Voyage Plan. Officers are instructed to understand and verify alarms before acknowledgement, and the routine acknowledgement of alarms merely to eliminate noise or disturbance is expressly discouraged.
► CP06-01 Officers Pre-Joining Familiarization ensures that officers are introduced prior to joining to the Company's DMS, manuals and applicable operational requirements. For deck/navigation-related functions, the familiarisation specifically includes the Company's E-chart Management requirements under FOM01.
► CP06-03 Deck Officers Shipboard Familiarisation Checklist provides structured shipboard familiarisation for deck officers. It specifically requires ECDIS type-specific training through FOM01-12, ECDIS familiarisation in accordance with the Bridge Procedures Guide, verification of ECDIS Generic Training (IMO Model Course 1.27 – 1.32), ECDIS setup prior to each watch, and updating of charts and publications.
► FOM01-12 ECDIS Type Specific Training on Board Checklist provides structured onboard familiarisation covering, amongst others, chart loading and updating, CATZOC, SCAMIN, route planning and safe route checking, safety depth and safety contours, safety frame/cone, route monitoring alarms and ECDIS alarms, indications and highlights.

Lessons Learnt

► ECDIS competence is further reinforced through the Company's Reflective LFI/LET/Resilience and Multimedia Training programme. The Navigation engagement material, including LFI Navigation, LFI Navigating in Low Visibility/Congested Waters, LET COLREGs, LET Navigation, LET Bad Weather, Stranger on Bridge and Use of Sextant for Astronomical Navigation training videos, reinforces navigational knowledge and practical discussion. The dedicated Navigation engagement material addresses ECDIS limitations, alarms and settings, chart updating, display modes, appropriate chart scale, safety contour/depth, SCAMIN, CATZOC and anti-grounding arrangements. As per CP06-33a Multimedia Training Plan, the applicable training is carried out onboard every six months.
► Particular emphasis is placed on FOM01 App.7.7.2 ECDIS Related Failures, which combines two complementary elements of the Company's approach to ECDIS resilience: risk-based assessment of ECDIS-related failures and practical guidance on the actions to be taken in the event of a failure.
FOM01 App7.7.2 identifies and evaluates ECDIS-related hazards, including equipment failure, outdated or incorrectly updated electronic charts and over-reliance on ECDIS, and establishes the applicable preventive and mitigating controls. These include the Company's ECDIS procedures, voyage planning requirements, officers' familiarisation and training, and Reflective Learning arrangements.
At the same time, it provides the bridge team with practical steps/checklist actions to be followed in case of ECDIS failure, thereby translating the risk assessment into an operational response. This dual approach ensures that ECDIS failure is addressed not only as a navigational risk to be identified and controlled in advance, but also as an operational contingency for which navigating officers are expected to be prepared and able to respond effectively.
This is of particular importance as navigating officers are frequently required, during inspections, audits and competency assessments, to demonstrate both their understanding of the risks associated with ECDIS failure and their familiarity with the actions required in such an event.

Furthermore, the findings and lessons learned have been communicated to the fleet through a dedicated Company Circular, with particular emphasis on the applicable requirements and guidance contained in the Company's DMS.
Masters have been requested to review the Circular with their Bridge Teams and verify onboard familiarization and effective implementation of the applicable DMS requirements.
In addition to the verification by the Masters, Fleet Sup'ts (Marine) have been instructed to independently verify the relevant onboard arrangements and Bridge Team awareness/familiarization during their routine ship attendances, providing an additional level of assurance regarding effective implementation across the fleet.
To this extent Navigational audit checklist, form CP11-10 will be revised to specifically address the areas of concern identified, ie
► ENC installation and updating
► Datum understanding
► Safety contours and safety settings
► Alarm management
► ENC scale usage
► Symbol recognition
► Display layer configuration

The Company's ECDIS training provider has also reviewed the existing type-specific training programme against the ETA findings, and the relevant practical and scenario-based exercises addressing the identified areas of weakness have been incorporated into both newly conducted type-specific courses and refresher training courses.

Using tug names for vessel maneuvres introduces a weak link

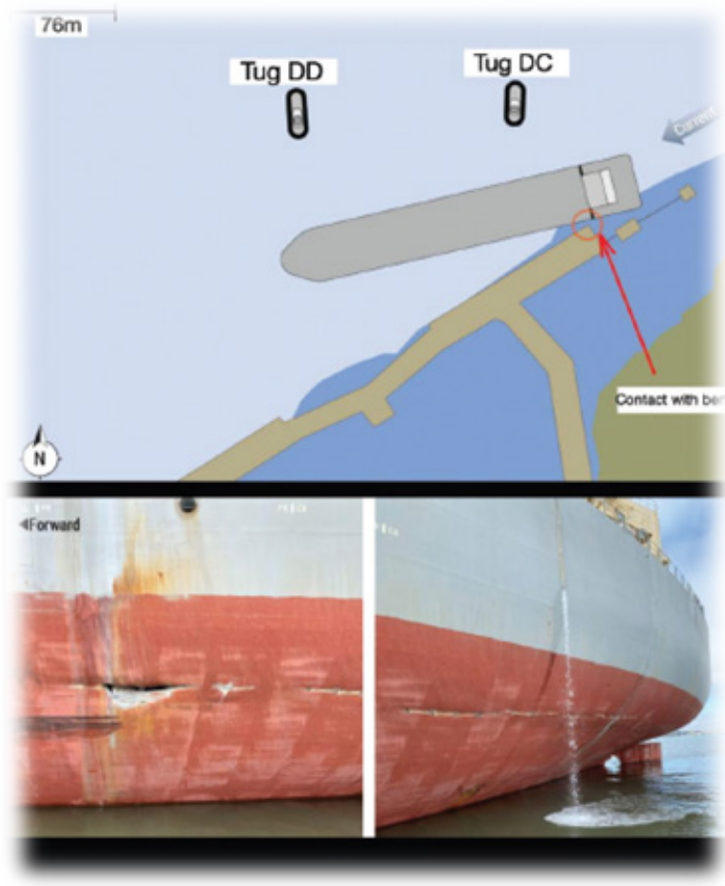
Extract from Safety4Sea

The Nautical Institute draws lessons learned from an incident where the pilot transposed the tug names on his reference card, causing the tugs to receive incorrect orders and resulting in the tanker's stern striking the berth.

Atanker was preparing for departure at night, with light winds and two tugs alongside to help leave the berth. The Master and pilot had exchanged information on the manoeuvre, including the placement and use of the tugs.

The plan was to use two tugs: one with a line forward near the bow and one with a line aft. The pilot expected the current to be running at about 1.9 knots from stern to bow. Given this, the plan was to have both tugs pull the vessel off the pier together, but with the aft tug pulling faster than the forward tug to open up the stern and have the current help push them off.

Once the tugs had pulled the tanker far enough off the pier to allow a safe departure the tugs would be released.



In his notebook and on the mooring plan diagram of the Master/pilot exchange form, the pilot wrote down the placement and names of each of the two tugs. As was his practice, he also wrote down the names and placement of each tug on a 'radio card', (reference card), which he would have with him on the bridge wing for quick reference. Tug DD was at the bow, with tug DC at the stern. It was discovered in the subsequent investigation that he had transposed the name of the two tugs on the radio card.

At 0400, the pilot directed both tugs to push on the starboard side of the ship to hold it against the pier while the mooring lines were let go forward and aft. When all mooring lines were on deck, the pilot, using the tug's names, ordered tug DD to pull dead slow away, followed by half away, and then 'three-quarters away' (meaning pull at 75% power away from the pier).

He ordered tug DC to pull 'minimum away' (meaning to pull at minimum power away from the pier). About the same time, in anticipation of the ebb current, the pilot ordered the tanker's main propulsion to dead slow astern. As the vessel came off the berth, the pilot ordered tug DC to stop. Seconds later, the pilot radioed DD and asked the operator to be on a 90° angle to the tanker with the tug line. The operator responded that he was 'pretty darn close'. The pilot replied, 'You are at a 45 [degree angle] and you should be forward of the line'. Seconds afterward, the Master announced to the pilot that the 'aft is too close'.

The pilot ordered the main propulsion of the vessel stopped.

The pilot then ordered tug DD to pull 'full away' and ordered the rudder hard to port. Seconds later the vessel contacted the northeastern corner of the pier. The pilot asked the Master if the rudder was hard to port, which the Master confirmed. The pilot then ordered the tanker's propulsion to dead slow ahead and asked tug DC if they were stopped. The tug operator confirmed he was. The Master asked the pilot, 'What is going on?'

At this point, the pilot thought there had to be a miscommunication with the tugboats, but as the vessel was now coming away from the berth the tugs were released. Damage to the port side of the vessel was important while the berth was also somewhat damaged.

The official investigation found, among other things, that the pilot had transposed the names of the tugs on his 'radio card'. As such, orders intended for the tug aft were given to the tug on the bow and vice versa. The result was the bow being rapidly pulled away from the pier, causing the stern of the ship to move toward the pier in a 1.9-knot quartering current.

This was contrary to the plan to pull the vessel's stern off the pier quicker than the bow.

Lessons learned

► Every member of the bridge team should have the same mental model of the manoeuvre so that an inconsistency can be detected early enough to avoid negative consequences. While the manoeuvre was understood by all, the vessel's officers did not detect the pilot's error in tug orders. This may have been due to the use of tug names as opposed to tug position (fore and aft) or number (tug 1, tug 2, usually from forward).

► Using tug names for vessel manoeuvres introduces a weak link in a multi-person operation. Everyone on the assisted vessel's bridge must remember what tug, by its name, is where to have a correct mental model of the developing situation.

MT Magic Star - Proper Use of Stop Work Authority

We would like to share a recent incident, and the lessons learnt from success, on board M/t Magic Star, demonstrating the effective implementation of the Company's Stop Work Authority and our Company's strong safety culture.

During cargo loading operations at Yanbu Refinery Terminal - Jetty 91 on 21Feb26, the crew of M/T Magic Star identified that the shore cargo loading arm was not properly connected and cargo operations commencement was considered unsafe. As recorded in the Statement of Facts, and after liaison with Head Office, cargo operations were immediately suspended and the terminal was requested to rectify the defect, after which the connection was re-installed correctly and loading commenced safely.

Despite time constraints and external pressure to proceed with loading, the Master, Capt. Dmitry Dobrovolskiy, in liaison with Head Office, maintained a firm and professional safety-first approach and did not permit the operation to continue under such unsafe conditions.

This action is as per Company's DMS, and in particular:
► FOM07 par4.1.2, Duties of Sea-going Personnel, which requires stopping any operation that may endanger the crew, the ship, the cargo or the environment.
► FOM07 App. 7.8 Stop Work Authority, which empowers all crew to suspend operations when unsafe conditions are identified, without fear of reprisal.

By correctly applying Stop Work Authority:
► A potential oil pollution incident was prevented, Personnel, ship, cargo and terminal were protected
► Operations were resumed only after safe conditions were verified
► The situation was handled in a professional and cooperative manner, without compromising the Company's reputation or its strong business relationship with the terminal and charterers.

The Company extends its sincere congratulations to Capt. Dmitry Dobrovolskiy and the Officers and Crew of M/T Magic Star for their professionalism, safety awareness, and strong leadership.

This case clearly demonstrates that safety takes precedence over operational or commercial pressure and the Company fully supports such decisions, while maintaining our respect and high standards of cooperation with terminals, charterers and relevant stakeholders.

Masters are requested to remind their crew:
► The requirement for chronic unease and identifying weak signals, zero Injuries, zero pollution is our target, Return Home Healthy is the principal order.
► The Take care of myself and of my team and stop work authority, whenever an unsafe condition or unsafe act is identified.
► Any developing friction or claim with 3rd parties should be handled immediately in liaison with head office, and no action or message or document prior engaging the head office.

Key Regulatory Changes and Safety Guidance Shaping Maritime Operations in 2026

The maritime industry continues to navigate an increasingly complex regulatory environment, with new and amended international requirements entering into force in 2026. To support shipowners and operators, the recently issued Convention Amendment Matrix (December 2025) provides a concise overview of upcoming regulatory changes under SOLAS, MARPOL, Load Line, AFS and the Ballast Water Management (BWM) Convention.

This consolidated reference enables maritime stakeholders to better understand the scope and timing of regulatory developments, while digital compliance tools such as the Regulatory Tracker — accessible via the ABS MyFreedom™ Client Portal — help operators to filter and identify applicable legislation for their fleet.

Key Regulatory Developments
Among the most significant requirements coming into effect are enhanced IMO DCS reporting obligations and SEEMP updates, reinforcing transparency and fuel consumption monitoring as part of IMO's global data collection framework.

► IMO DCS and SEEMP Updates: Amendments to MARPOL Annex VI Appendix IX require increased data granularity, including fuel use by consumer type and detailed SEEMP compliance.
► New SOLAS requirements for lifting appliances and anchor handling winches aim to improve operational safety.
► Prohibition of PFOS/PFOA in fire-extinguishing media strengthens environmental and occupational protection standards.
► New Emission Control Areas (ECAs) further tighten air emissions regulations.
► Reporting of container loss is mandated to enhance maritime safety and environmental protection.
► Updated enclosed space entry guidance addresses a common source of serious onboard accidents.
► New loading conditions for the carriage of grain in bulk support cargo safety and vessel stability.
► Ship recycling requirements and fire safety standards for Ro-Ro, passenger and cargo vessels continue to evolve.

Operational Guidance and Practical Safety
In parallel with regulatory amendments, recently issued operational guidance helps address recurring onboard safety and compliance challenges:

► Dewatering valves found in closed positions — a noted safety concern.
► Oily Water Separator issues and flow switch compliance under MEPC.107(49).
► Means of escape from Category A machinery spaces and guidance on safe engine room escape ladders/stairways.
► Ship pollution response operations in the People's Republic of China, offering region-specific operational insight.
Prepare and Stay Compliant

As regulatory expectations expand and deadlines approach, early awareness and structured implementation are essential. Leveraging consolidated regulatory resources, practical guidance, and digital compliance tools such as the ABS Regulatory Tracker supports effective planning, enhances safety performance, and mitigates operational risk in a rapidly evolving maritime landscape.

FuelEU maritime

The **FuelEU Maritime Regulation** and the **Alternative Fuels Infrastructure Regulation (AFIR)** have been formally adopted.
They have been published 22Sep23, in the official journal of the European Union and entered into force 20 days after their publication in the official journal, i.e. 12Oct23.
Both texts can be found here: https://eur-lex.europa.eu/TodayOJ/fallbackOJ/l_23420230922en.pdf
Further technical aspects are still to be addressed by Delegated/Implementing Acts for FuelEU Maritime.

The main objective of the FuelEU maritime initiative, as a key part of the EU's Fit for 55 package (ETS, IMO, AFIR, ETD, FuelEU and RED), is to increase the demand for and the consistent use of renewable and low-carbon fuels and reduce the greenhouse gas emissions from the shipping sector, while ensuring the smooth operation of maritime traffic and avoiding distortions in the internal market.
The new legislation

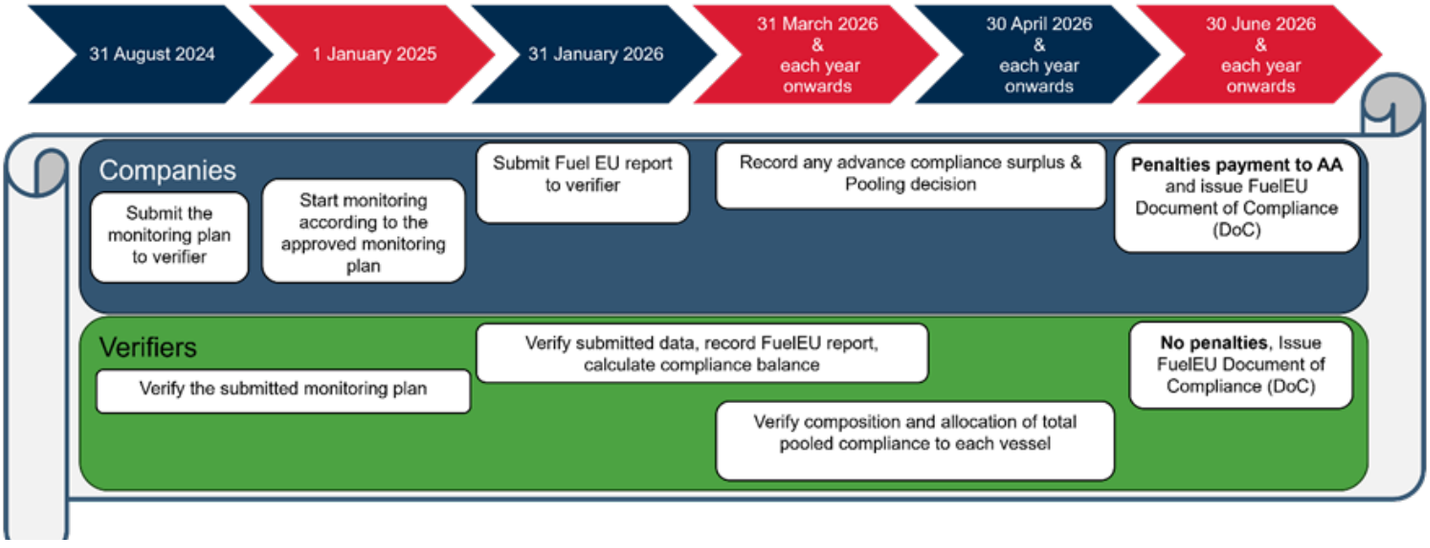
- sets maximum limits on the yearly greenhouse gas intensity of the energy used by a ship, including CO2, CH4, and N2O reduction targets on a full well to wake calculation.
- provides the legal framework for ship operators and fuel producers and helps kick-start the large-scale production of sustainable renewable and low-carbon maritime fuels, thus aims to put maritime transport on the trajectory of the EU's climate targets for 2030.

Main provisions of the FuelEU maritime initiative

The new regulation contains the following main provisions:

- measures to ensure that the greenhouse gas intensity of fuels used by the shipping sector will gradually decrease over time, by 2% in 2025 to as much as 80% by 2050
- a special incentive regime to support the uptake of the so-called renewable fuels of non-biological origin (RFNBO) with a high decarbonisation potential
- an exclusion of fossil fuels from the regulation's certification process
- an obligation for passenger ships and containers to use on-shore power supply for all electricity needs while moored at the quayside in major EU ports as of 2030, with a view to mitigating air pollution in ports, which are often close to densely populated areas
- a voluntary pooling mechanism, under which ships will be allowed to pool their compliance balance with one or more other ships, with the pool – as a whole - having to meet the greenhouse gas intensity limits on average
- time limited exceptions for the specific treatment of the outermost regions, small islands, and areas economically highly dependent on their connectivity
- revenues generated from the regulation's implementation ('FuelEU penalties') should be used for projects in support of the maritime sector's decarbonisation with an enhanced transparency mechanism
- monitoring of the regulation's implementation through the Commission's reporting and review process

Key dates & Obligations



FuelEU maritime

BIMCO FuelEU Maritime Clause for Time Charter Parties
BIMCO has announced on the 25Nov24 the adoption of its new FuelEU Maritime Clause for Time Charter Parties at a meeting of its Documentary Committee.
References
https://www.bunkerspot.com/global/63716-global-bimco-adopts-fueleu-maritime-clause
BIMCO FuelEU martime clause for TCs
BIMCO Fuel EU mritime seminar 09-10Dec25 and 18-19Dec25.

Key updates on fuel certification, methane slip, and exemptions

Two guidelines have recently been completed by the European Sustainable Shipping Forum (ESSF) and are now published. The two guidelines are:
- Report on calculation methodologies under Regulation (EU) 2023/1805 (FuelEU)
- Report on Marine Fuels Certification Procedures to support implementation of FuelEU Maritime

References
Report on Marine Fuels Certification Procedures to support implementation of FuelEU Maritime
Report on calculation methodologies under Regulation (EU) 2023/1805 (FuelEU)
European Commission FuelEU web page: Decarbonising maritime transport – FuelEU Maritime – European Commission
White paper: FuelEU Maritime – Requirements, compliance strategies, and commercial impacts

Further references
- Regulation on the use of renewable and low-carbon fuels in maritime transport (FuelEU Maritime initiative), 25 July 2023
- FuelEU Maritime initiative, text of the provisional agreement, 23 March 2023
- Council General Approach, 2 June 2022
- Fit for 55 (background information)
- European Green Deal and Fit for 55 (timeline)
- European Climate Law, 30 June 2021

EU ETS update - Timeline for Compliance

EU ETS Directive Application
The EU Directive 2023/959 (amending Directive 2003/87/EC) applies:
- From 1 January 2024 to cargo and passenger ships of 5000 GT and above.
- From 1 January 2027 to offshore ships of 5000 GT and above.

Amendments to regulation (EU) 2015/757 – EU MRV
The extension of EU ETS Directive to maritime transport requires additional reporting requirements. This was facilitated by Regulation (EU) 2023/957, amending Regulation (EU) 2015/757, which was published in the European Journal on 10 May 2023.

Monitoring
- By **1 October 2023**, the European Commission (EC) shall adopt delegated acts for the inclusion of **CH4 and N2O** emissions and the greenhouse gas **(GHG) emissions from offshore ships.**

Additional delegated acts shall be adopted for the monitoring and reporting of the aggregated emissions data at company level and the submission to the administering authority.
- By **31 December 2023 or the soonest possible before 1 April 2024**, shipping companies should submit to their responsible verifier the updated **monitoring plans (MPs)** according to the EC delegated and implementing acts for each of their ships.
- By **1 April 2024,** shipping companies shall for each of their ships submit to their responsible administering authority an MP that has been assessed by the verifier.
- By **6 June 2025**, the responsible administering authority shall approve the MP based on the assessment of the verifier.

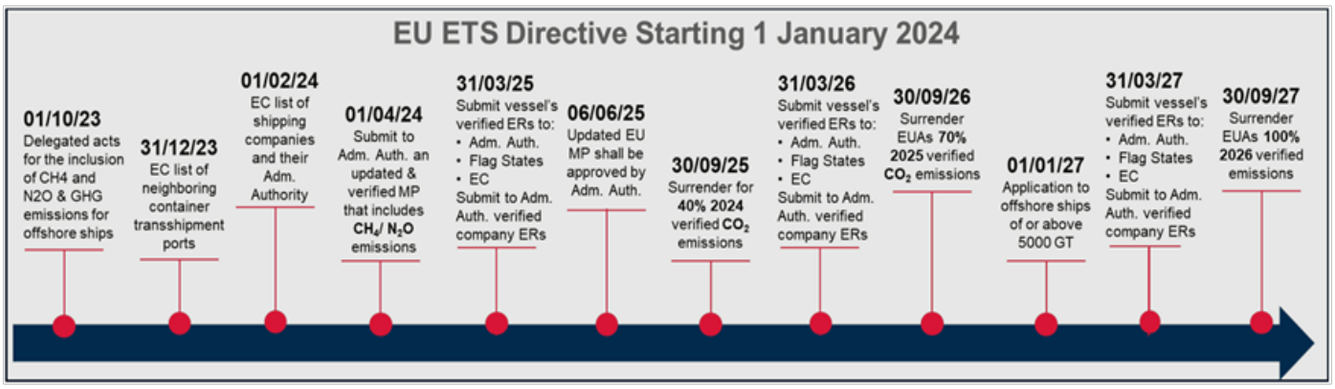
For applicable ships which have not previously been subject to the requirements of Regulation (EU) 2015/757 prior to 1 January 2024, the shipping company will be required to submit an MP to their administering authority **within three months** of the ship's first call in a port of an EU member State. The administering authority shall approve it **within four months.**

EU ETS update - Timeline for Compliance

Reporting

- **From 1 January 2024,** shipping companies shall monitor and report emissions for cargo and passenger ships of 5000 GT and above in accordance with the revised MP.
- **From 1 January 2025**, companies shall monitor and report emissions for the following additional vessel types:
  - Offshore ships of 5000 GT and above
  - Offshore ships and general cargo ships below 5000 GT but not below 400 GT.
- **From 31 March 2025** and each year after, companies shall, for each ship under their responsibility, submit to their administering authority, flag states concerned and the European Commission, an emissions report for the entire monitoring period of the previous year which has been verified as satisfactory by their verifier.
- From **31 March 2025** and each year after, shipping companies shall submit to their administering authority a verified emissions report **at company level** (aggregated emissions data under ETS).
  Shipping companies must continue reporting their greenhouse gas emissions. The administering authority may request companies to submit their verified emissions reports and the aggregated emissions data at company level prior to **31st of March**, but not earlier than **28th of February** of each year.

EU ETS Directive 2023/959 (Amending Directive 2003/87/EC)



Surrendering of Allowances

Starting from **2025**, shipping companies shall surrender by 30 September of each year, EUAs corresponding to their verified GHG emissions of the previous monitoring year. There will be a gradual phase-in of the required allowances to be submitted.

- By **30 September 2025**, surrender of EUAs corresponding to **40% of 2024** verified **CO2 emissions.**
- By **30 September 2026,** surrender of EUAs corresponding to **70% of 2025** verified **CO2 emissions.**
- By **30 September 2027**, surrender of EUAs corresponding to **100% of 2026** verified **CO2, CH4 and N2O emissions.**

Biofuels

Biofuel is a type of renewable energy source derived from microbial, plant, or animal materials like vegetable oils, animal waste, crop residues, sewage from wastewater treatment and food waste from industry and households. Examples of biofuels include ethanol (often made from corn in the United States and sugarcane in Brazil), biodiesel (sourced from vegetable oils and liquid animal fats), green diesel (derived from algae and other plant sources), and biogas (methane derived from animal manure and other digested organic material). Biofuels can be solid, liquid, or gaseous. They are most useful in the latter two forms as this makes it easier to transport, deliver, and burn cleanly.

Today there is a wide range of biofuels, including **FAME, HVO, pyrolysis oils, e-fuels and alcohols such as ethanol and methano**l. Many of these, such as ethanol, FAME and HVO, have already been adopted by the automotive industry.
Currently, most biofuels used in shipping are types of biodiesel: f**atty acid methyl esters (FAME) or hydro-treated vegetable oils (HVO)**. Both primarily use plant oil feedstocks such as rapeseed, soybean and palm oil, but it is possible to use waste and residue fats as well.

- FAME - currently, the most prominently used biofuel in marine applications. Feedstock should be compliant with the EN 14214. Mostly intended to be used as a blend. Should not be stored for longer than six months as it is susceptible to oxidation, which can leave deposits that may eventually block filters and has a short degrading time.
- HVO (or renewable diesel): Compliant with the EN 15940. Very stable and can be stored for long periods as it is not susceptible to oxidation or microbiological growth. Can be used as drop-in fuel or blended with conventional fuels.

Biofuels are not only for marine applications. Demand for FAME is influenced by its use in the on-road transportation sector. The higher the national bio-based diesel mandate, the lesser capacity can be utilized by the marine sector. There is also competition with the aviation industry as hydro processed esters and fatty acids synthetic paraffinic kerosene (HEFA-SPK) fuel is anticipated to be the principal aviation biofuel used over the short to medium term.

The use of biofuel in a Diesel engine is nothing new, the first successful Diesel engine test was carried out in 1897 by Rudolph Diesel on straight peanut oil. Their key advantages are that they are already compatible with modern ship engines and require no Capex. They present lower emission factors than traditional fossil fuels, depending on formulation and blend. Importantly, burning biofuels requires no technical adjustments, added safety measures or design changes to existing ships, making switching to biofuels an immediately actionable solution. Typical outcomes of pilot projects so far are very promising, with no issues related to combustion, engine condition, stability and with a clear condition of engine cylinders via scavenge drain analysis while using the biofuel.

MEPC 78 has approved the Unified Interpretation on Regulation 18.3 of MARPOL Annex VI simplifying the use of biofuels on board ships in relation to the NOx emission (MEPC.1/Circ.795/Rev.6), which clarifies:

- The use of the biofuel by introducing the 10% limit by volume of possible NOx emission increase to the fuel up to 30% mixture by volume, if there is any modification to engine parts/components, should meet the requirements of regulation 18.3.1 of MARPOL Annex VI, it is therefore considered to be fuel oil of blends of hydrocarbons derived from petroleum refining and verification of the NOx impacts is not required
- For more than 30% mixture, should meet the requirements of regulation 18.3.2 of MARPOL Annex VI, and will be subject to a new NOx certification.
- However, even if the mixture rate exceeds 30% by volume, if there is no modification to the NOx critical components or settings/operating values, no further NOx certification is required so far as it meets the 10% increase limit.

This interpretation is included in a Revision 6 and 7 of MEPC.1/Circ.795.

MEPC80 has approved interim guidelines on the use of biofuels under regulations 26, 27 and 28 of MARPOL Annex VI (DCS and CII), that clarifies how certified sustainable biofuels can be used to improve a ship's CII rating.
The key points are:

- Biofuels must be certified by relevant international certification scheme, meeting its sustainability criteria. Reference is made to ICAO's Approved Sustainability Certification Schemes and the CORSIA Sustainability Criteria.
- Must provide a well-to-wake GHG emissions reduction of at least 65% compared to the well-to-wake emissions of fossil MGO of 94 gCO2e/MJ (i.e., achieving an emissions intensity not exceeding 33 gCO2e/MJ) according to that certification.
- May be assigned a Cf equal to the value of the well-to-wake GHG emissions of the fuel according to the certificate (expressed in gCO2eq/MJ) multiplied by its Lower Calorific Value (LCV, expressed in MJ/g) for the purpose of regulations 26, 27, and 28 of MARPOL Annex VI for the corresponding amount of fuels consumed by the ship.

Biofuels

- For blends, the Cf should be based on the weighted average of the Cf for the respective amount of fuels by energy.
- A Proof of Sustainability or similar documentation from a recognized scheme should be provided along with the Bunker Delivery Note, to facilitate the verification of the reported biofuel consumption.
- For biofuels not certified as "sustainable" or not fulfilling the well-to-wake emission factor criterion above should be assigned a Cf equal to the Cf of the equivalent fossil fuel type.
- In any case, the CF value of a biofuel cannot be less than 0.

For details pls refer to:

- MEPC.1/Circ.905 Interim guidance on the use of biofuels under regulations 26, 27 and 28 of MARPOL Annex VI
- Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) approved sustainability certification schemes

All bunker transactions for biofuels are only made via ISO 8217:2017 basis its General Clause 5: The fuel composition shall consist predominantly of hydrocarbons primarily derived from petroleum sources while it may also contain hydrocarbons from: synthetic or renewable sources such as Hydrotreated Vegetable Oil (HVO), Gas to Liquid (GTL) or Biomass to Liquid (BTL); co processing of renewable feedstock at refineries with petroleum feedstock. Example: ISO 8217:2017 RMG 380 with the exception of FAME levels (as per contractual agreement 30 or 50% etc.).

DNV's white paper provides an overview of the current use of biofuels in shipping, including detailed insights around global fuel supply, feedstock, bunkering locations, and uptake in other industries.

The white paper also outlines key technical and operational considerations for using two key biofuels – FAME and HVO – as a 'drop-in' fuel on vessels, recommending a number of steps that should be taken before their use.

The report provides a breakdown of biofuels as a GHG compliance measure, showing how they can provide significant benefits with respect to CII, EU ETS, and FuelEU Maritime regulations, as well as upcoming IMO mid-term GHG measures.

Singapore Shipping Association(SSA) Biofuel FAQ was launched in Aug25 See link.
https://www.ssa.org.sg/wp-content/uploads/2024/09/FAQ-on-Bio-Fuels-August-2024-3.pdf

Other References

- DNV white paper on biofuels
- MEPC.1/Circ.795, Unified interpretations to Marpol Annex VI
- MEPC.1/Circ.905 Interim guidance on the use of biofuels under regulations 26, 27 and 28 of MARPOL Annex VI
- Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) approved sustainability certification schemes
- EU Renewable Energy Directive 2018

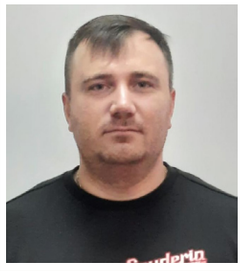
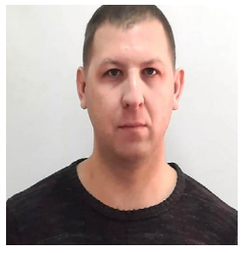
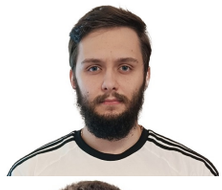
New Requirements for the Inspection of Permanent Means of Access (PMA)

MSC.1/Circ.1572/Rev.2, adopted 17 June 2024, has introduced amended interpretations to SOLAS Regulation II-1/3-6 – Access to and within spaces in, and forward of, the cargo area of oil tankers and bulk carriers, to be applied for inspections after 1 January 2025:

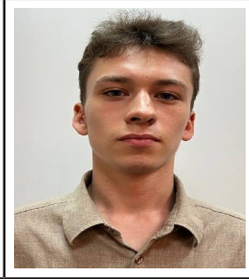
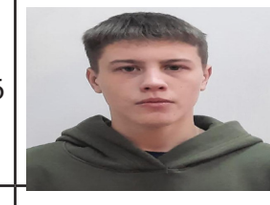
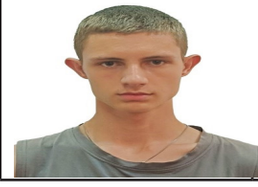
Introducing
in sections 1.4 mandatory annual inspections of all permanent means of access (PMA) and documented pre-entry PMA inspections before any tank or space examination. These records must be kept in SSAM part II.

It is to be noted that:
► For ships constructed before 2017-06-09, as is our fleet, interpretations given in MSC.1/Circ.1572/Rev.2 are not mandatory, however we have applied them to all our fleet.
► For ships constructed before 2017-06-09, MSC.1/Circ.1572/Rev.1 applies.
► IACS Rec. 90 provides guidance on the preparation of a Ship Structure Access Manual in an updated format reflecting MSC.1/Circ.1572/Rev.2.
► IACS (UI) SC 191 confirmed the waiving of annual PMA inspections on cargo tanks of oil tankers.
What we have applied in Roxana to meet the requirements
► We obtained a statement by the flag, which is posted in Ulysses as FOM07 App7.12.
• waiving the requirement for annual inspections of bunker tanks for bulk carriers and cargo and bunker tanks of tankers, and accepting every Special survey of whenever in gas free condition.
• accepting that the reference in SSAM part II to the PMS, tank inspection forms and Enclosed space entry checklist is sufficient.
► We reflected all above in our DMS, FOM09 par4.1.5, FOM09 App7.12 and FOM07-03, to be released this week, with the DMS revisions Dec26, whereby:
• Frequency of cargo and bunker tanks and the flag statement are integrated in the relevant procedure.
• the enclosed space checklist FOM07-03 for tanks inspections include in section 1.9 the task for PMA inspection prior entry.
• the PMS tasks for tanks inspections include in job description the task for tanks PMA inspection.
• In SSAM Part II we have a reference: "All records as per relevant PMS tasks, Tanks' Inspection Forms and the related enclosed space entry checklists".
You are kindly requested to:
► Ensure that SSAM Part II records are annotated handwritten with the statement : "All records as per relevant PMS tasks, Tanks' Inspection Forms and the related enclosed space entry checklists"
► discuss this item at the next HSQE Committee Meeting, with relevant records kept in HSQE CMM, Form CP06-10 and ensure all relevant personnel are familiar with these requirements.

Promotions Roxana Shipping/ Roks Maritime

Name	Rank	Promotion Date	Photo	Name	Rank	Promotion Date	Photo
Salavatov Arslan	Master	8/9/2026		Govorov Anton	4th/Off	15/09/26	
Iakovlev Anton	ChOff	28/08/26		Boiarov Nikita	4th/Off	13/07/26	
Brezgin Alezander	ChOff	2/9/2026		Shikhov Magomed	4th/Off	1/7/2026	
Drobysh Vladimir	2ng/ Off	8/9/2026		Afanasev Evgenii	3rd/Eng	7/7/2026	
Mansimov Artur	3rd/ Off	21/08/26		Zhukov Ilia	4th/Eng	1/7/2026	
Diachenko Valentin	5th/ Eng	21/08/26		Nurtdinov Anatoliy	Bosun	21/08/26	
Evgrafov Egor	5th/ Eng	8/9/2026		Filippov Viacheslav	A/B		

Promotions Roxana Shipping/ Roks Maritime

Name	Rank		Photo	Name	Rank		Photo
Seriakov Artem	O.S	13/07/26		Stepanov Evgenii	O.S	21/08/26	
Shevchenko Dmitrii	O.S	19/08/26		Ponomarenko Artemii	O.S	21/08/26	
Nikolaenko Mikhail	Wiper	1/07/26		Podnebesskii Arsenii	Wiper	13/07/26	
Furiak Aleksei	Wiper	19/08/26					

Capt. Alexander Vladimirovich Kozlov

Capt. Alexander Vladimirovich is preparing to return to sea, continuing his professional journey within the Company after serving more that 4 years ashore as Wet Operations Manager.

During his time in the office, Capt. Alexander brought his seagoing experience and maritime expertise to the Company's shore-based operations.



In his role as Wet Operations Manager, he worked closely with both the office team and the fleet, contributing to the day-to-day support of the ships and strengthening communication and cooperation between ship and shore.

His time ashore also gave him the opportunity to gain a broader perspective of the Company's operational and management processes. This combination of experience — both at sea and ashore — provides valuable insight into the challenges and responsibilities faced on both sides of maritime operations.

Capt. Alexander will now take the next step in his career by returning to sea and joining one of the ships under the Company's management. The knowledge and experience gained during his tenure as Wet Operations Manager will undoubtedly accompany him on board and contribute to his new role at sea.

The Company would like to thank Capt. Alexander Vladimirovich for his professionalism, commitment and contribution during his time ashore and is pleased to see him continue his career as a valued member of its fleet.

We wish Capt. Alexander calm seas, safe voyages and every success as he embarks on this new chapter of his maritime career.

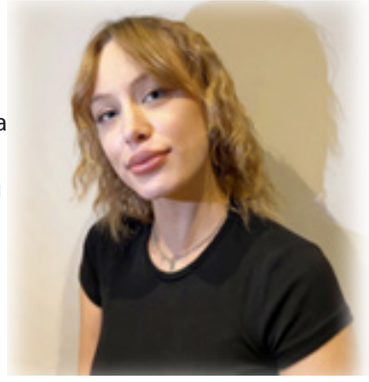
Capt. Pavel Petrovich Sidorkin retirement.



We are pleased, but with sorrow, to announce that after a quarter of a century of dedicated service to our Company, Capt. Pavel Petrovich Sidorkinhas decided to enjoy his well-deserved retirement.
Capt. Pavel Petrovich graduated from Astrakhan Marine College in 1970 and, in 1983, obtained his further qualification by correspondence from FEHEMS (MSUN).
He then moved to the Far East and joined FESCO, where he worked until the late 1990s.
In August 2002, he joined Kristen Marine S.A. as Master of m/v Pioneer. His last contract as Master was completed in November 2007 on board m/v Tasman Independence.
Following Mr. Koutris' offer at the beginning of 2008, Capt. Pavel joined the RoKcs LLC Vladivostok team as Senior Crew Coordinator and Training Officer, working alongside Mr. Eugene Belii during the establishment and development of the RoKcs Company.
Throughout his service, with his unique skills, extensive experience and dedication, he made an invaluable contribution to the growth and development of our Company, RoKcs.
This June, Capt. Pavel Petrovich celebrated his 77th birthday.
He is married and has a son, a daughter and four grandchildren.
In September, Capt. Pavel Petrovich decided to leave the Company, stay at home, and focus on his health and family.
We would like to say Bolshoe spasibo for these great twenty-five years of cooperation, commitment and friendship. We wish Capt. Pavel Petrovich many happy and healthy years ahead, surrounded by his family and loved ones.

Thank you, Capt. Pavel!

Ms. Julia Horyaninska's employment



We are pleased to advise you that Ms. Julia Horyaninska, has joined ROKS Maritime Inc. as of 05Oct26, in the position of Crew Coordinator, directly reporting to Capt. Vitaly Bekirov.
Julia graduated from IEK MASTER of Southern Suburbs in Athens, Greece, in June 2021, earning a Diploma in Management and Economics in the Shipping Sector
She successfully undergone a six-month internship with our company, from 03Nov25 to 15May26, during which she performed duties of Crew, Dry & Wet Operations and Purchasing departments.
The professional skills of Ms. Horyaninska will definitely add value in our team and will help us meet the short and long-term objectives set out by the company.

Julia, welcome on board!

ROXANA SHIPPING S.A.

ROKS MARITIME INC.



State of the Art In Shipmanagment is our Tradition

Incident Free Effective Efficient