

5th Annual Capital Link Shipping & Offshore CSR Forum



Best Industry Practices - A Competitive Advantage

Tuesday, November 3, 2015 - London, One Moorgate Place



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MARITIME CSR LEADERSHIP AWARD



Presented to:

Dr. Nikolas P. Tsakos

Chairman of INTERTANKO

President & CEO of Tsakos Energy Navigation (TEN)

For Promoting Best Industry Practices & Excellence in Shipping Maritime

Presented by: **Professor Costas Th. Grammenos**, CBE, DSc

Chairman, Costas Grammenos Centre for Shipping, Trade and Finance

Cass Business School, City University London

Nikolas P. Tsakos is the Founder, President and CEO of Tsakos Energy Navigation (TEN) Limited, a pioneering company which is the longest established Greek shipping public listing. TEN was firstly quoted on the Oslo Bors in 1993 and in the New York Stock Exchange (NYSE symbol: TNP) since March 2002. It owns and operates one of the youngest fleets in the world with 62 tankers of 6.4m dwt. Currently, TEN's fleet includes a modern diversified fleet of conventional and ice-class environmentally friendly vessels covering LNG, DP2 Shuttle tankers, VLCCs, Suezmaxes, Aframax, Panamax and Handysize tankers.

Nikolas P. Tsakos comes from a traditional Chios seafaring family. He has been involved in the maritime industry since 1981 and has spent a total of two years at sea. From 1982 to 1985, he was Shipping and Operations Manager of Tsakos Shipping and Trading Ltd in the USA with a focus on the off-shore energy sector in central America and the U.S. Gulf.

He received his BA Degree in Economics and Political Science from Columbia University (New York) in 1985 and his Masters Degree in Shipping Trade and Finance from the City University Business School in London in 1987. Nikolas P. Tsakos served as an officer in the Hellenic Navy in 1988. He is married and he has three children.

Nikolas P. Tsakos was awarded in 2011 an honorary doctorate from the City University Business School, for his pioneering work in the equity financial markets relating to shipping companies. Moreover, he has received the following various awards: “Lloyd’s List award for the Best Tanker operator in 2006”, “EUROPE’s 500 award in 2005”, “Lloyd’s List award to HELMEPA for achievement for clean and safe seas in 2004” and “Best Maritime Manager of the New Generation” award by the magazine “Business Administration Bulletin” at the Academy of Athens.

Nikolas P. Tsakos is the Co-Founder together with Cpt. Panagiotis N. Tsakos of the Maria Tsakos Foundation (named after his late sister), a charitable organization for the well-being and education of young, talented men and women focusing on maritime studies and tradition.

Nikolas P. Tsakos is an active member of the following organizations:

- Independent Tanker Owners Organization (INTERTANKO), Chairman (2014), Vice Chairman (2012-2014), Executive Committee member (2009 - Present), Council member (1992 - Present)
- Korean Register (KR) Hellenic Committee, Chairman (2014)
- UK P&I Club (2006 - Present)
- American Bureau of Shipping (ABS) (2004 – Present)
- Union of Greek Shipowners (UGS) (2003 - Present)
- Hellenic Marine Environment Protection Association (HELMEPA), ex-Chairman. (2002 - 2006)
- Greek Committee of Det Norske Veritas (DNV) (1999 - Present)
- Greek Shipping Co-operation Committee (GSCC) (1995 - Present)
- Bureau Veritas (BV) (1992 - Present)

CAPITAL LINK MARITIME CSR LEADERSHIP AWARD LONDON



2014 Honoree: **Efthimios Mitropoulos**, *Chairman of the Board*
for “**Maria Tsakos**” Foundation;
and *Secretary General Emeritus* of **The International Maritime**
Organization (IMO)

November 4, 2014



2013 Honoree: **Clay Maitland**, *Founding Chairman* of **NAMEPA**;
and *Managing Partner* of **International Registries, Inc.**

October 24, 2013



**17th Annual Capital Link
Invest in Greece Forum**
Monday, December 14, 2015
The Metropolitan Club, One East 60th St., New York City

U.S. and Greek businesses and investment communities will discuss the latest trends in the capital and stock markets while covering topics ranging from shipping, information technology, energy, banking, and finance to telecommunications and real estate. This event receives annual support from the NYSE Euronext and is held under the auspices of the Ministry for Development, Competitiveness, Infrastructure, Transport & Networks.



**7th Annual Capital Link
Greek Shipping Forum**
"Opportunities & Challenges"
Tuesday, February 16, 2016 - Athens, Greece

Greek shipping remains important to the maritime economy, constituting approximately 20% of the world's shipping fleet. This event will not only cover the latest developments and trends in international trade, dry bulk commodities, and the energy markets – framed against the broader backdrop of the global economy – but also review various funding alternatives for raising capital among listed and private shipping companies.



**3rd Annual Capital Link
Master Limited Partnership
Investing Forum**
Thursday, March 3, 2016
The Metropolitan Club, One East 60th St., NYC

This investor-focused event will examine the latest trends, developments and challenges associated with master limited partnerships (MLPs). It also presents a networking platform for financial advisors, financial planners, institutional investors, fund and asset managers, analysts, other wealth management professionals, and major financial media.



**10th Annual Capital Link
International Shipping
& Offshore Forum**
Monday, March 21, 2016
The Metropolitan Club, One East 60th St., New York City

The tenth installment of the Invest in International Shipping Forums, this investor-focused event allows a platform for high-level executives and shipping companies to share and examine the shipping markets in light of annual results. Institutional investors and analysts, financial advisors, bankers, financial media, and other qualified investors will be in attendance.



**15th Annual Capital Link
Closed-End Funds and
Global ETFs Forum**
Thursday, April 21, 2016
The Metropolitan Club, One East 60th St., New York City

This annual event, playing host to 1,000 attendees every year, will not only address the benefits and challenges associated with using closed-end funds (CEFs) and ETFs, but will also present a networking platform for financial advisors, financial planners, institutional investors, fund and asset managers, analysts, other wealth management professionals, and major financial media.



**China Shipping
Forum**
Thursday, May 12, 2016
Shanghai, China

This event provides investors with a comprehensive review of various shipping markets to investment communities in China and throughout Asia. It aims to provide investors with a comprehensive review and current outlook of the various shipping, marine services and offshore markets and in addition, cover topics of critical interest to shipping industry participants, financiers and investors.



**5th Posidonia
Analyst & Investor Day
Capital Link Shipping Forum**
Monday, June 6, 2016 - Athens, Greece

This bi-annual event brings together public and private shipping company executives, investors, analysts, financiers, and other industry participants who are visiting Athens for the biannual Posidonia event from all over the world. The Forum will feature sector roundtable discussions dedicated to the dry bulk, tanker, container, LNG, and offshore sectors.



**8th Annual Capital Link
Global Commodities,
Energy & Shipping Forum**
Wednesday, September 14, 2016
The Metropolitan Club, One East 60th St., New York City

As the global derivatives market undergoes further economic and regulatory changes, the ability to effectively manage risks is becoming paramount, and the need for global collaboration is heightening. This program will feature a distinguished list of speakers who will provide an insightful global perspective on commodities, energy, and shipping.



**9th Annual Capital Link
Shipping, Marine Services
& Offshore Forum**
Wednesday, October 5, 2016
One Moorgate Place, London, UK

In cooperation with the LSE, this event provides investors with a comprehensive review of various shipping markets to investment communities in the UK and throughout Europe. Shipowners, shipping executives, institutional investors, research analysts, industry experts, commercial and investment bankers, risk advisors, private equity and venture capital firms, high-net worth investors, and financial media attend this London forum every year.



5th Annual Capital Link Shipping & Offshore CSR Forum

Best Industry Practices - A Competitive Advantage

Tuesday, November 3, 2015 - London, One Moorgate Place



We proudly welcome you to the **5th Annual Shipping & Offshore CSR Forum** in London, a major international hub for the global maritime industry, focusing on the topic “Best Industry Practices – A Competitive Advantage”.

We are delighted to see that our Forum’s visibility has grown every year and how the industry has embraced it. Senior Executives from 23 leading shipping & offshore company executives, 3 major classification societies, as well as charterers, financiers and key industry organizations will discuss how the implementation of Best Industry Practices translates into tangible commercial, operational and financial competitive advantages.

The fact that we have extensive company participation in the Forum is key, as ultimately it is the companies that are implementing these Best Industry Practices. The Forum enables us to attribute to the operational side of the business the attention it deserves.

The Forum showcases Operational Excellence in the Maritime & Offshore Sectors and will explore Best Industry Practices across several areas such as fleet management, technological innovation, crewing, energy efficiency and the environment, safety & security. It will also discuss the demand for Best Industry Practices by charterers and the response and initiatives by shipping and offshore companies. And of course, will discuss in detail initiatives for Green Ship Recycling. The Forum aims to showcase that Sustainability and Corporate Social Responsibility are not abstract theoretical concepts but have tangible practical benefits and wider positive implications.

The Forum brings together leading shipping & offshore companies, major charterers, financiers, insurers, classification societies, and other leading industry participants. It provides an interactive platform on the topic of Best Practices, Sustainability & CSR linking industry, government and non-governmental organizations, industry associations, the financial and investment community, and the public at large. It aims to enhance the flow of information so that industry professionals, from shipowners to bankers, can realize the long-term benefits of integrating CSR programs and initiatives into their own corporations and organizations.

We are pleased to present “Capital Link’s 2015 Maritime CSR Leadership Award” to Mr. Nikolas P. Tsakos, Chairman of Intertanko and President & CEO of Tsakos Energy Navigation Ltd for his commitment and hard work promoting Best Industry Practices. The Award recognizes individuals for their Leadership and Commitment to Sustainability & CSR in the Maritime Sector. Professor Costas Th. Grammenos, CGE, DSc, Chairman of Costas Grammenos Centre for Shipping, Trade and Finance and professor at Cass Business School of City University London will present the Award to Mr. Tsakos in a special ceremony.

We would like to thank the UK Trade & Investment Agency for working in cooperation with us as well as all the sponsors, companies, organizations, and media partners for their continued support and contribution in making this event such a success.

Sincerely,
Nicolas Bornozis
President
Capital Link, Inc.



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8:15 AM – 8:55 AM	REGISTRATION - NETWORKING BREAKFAST RECEPTION	
8:55 AM – 9:00 AM	Introductory & Welcome Remarks	Nicolas Bornozis, President - Capital Link, Inc.
9:00 AM – 9:10 AM	Introductory Remarks	Guy Campbell, Chairman, The Baltic Exchange
9:10 AM - 9:50 AM	CSR – Beyond Regulatory Requirements; New Challenges & Industry Response	<p>Moderator: Peter Hinchliffe, Secretary General - International Chamber of Shipping (ICS)</p> <p>Panelists:</p> <ul style="list-style-type: none"> • Fred Kenney, Legal Director - International Maritime Organization (IMO) • Michael Lund, Deputy Secretary General – BIMCO • Haralambos J. Fafalios, Chairman of the Greek Shipping Co-operation Committee, Director – Fafalios Shipping • Dee Taylor, Partner - Liskow and Lewis <p>This panel will discuss the development of regulatory requirements and the initiatives in response by the various parties involved in the maritime industry.</p>
9:50 AM - 10:30 AM	Best Industry Practices as a Financial Advantage	<p>Moderator: Doug Johnston, Partner, Climate Change and Sustainability Services - EY</p> <p>Panelists:</p> <ul style="list-style-type: none"> • Evan Harvey, Director of Corporate Responsibility - NASDAQ • Joseph E.M. Hughes, Chairman & CEO – Shipowners Claims Bureau • Paul Stevens, Chief Financial Officer - Navig8 Europe Ltd. • Vassilios Maroulis, Shipping, Logistics & Offshore Director – Citibank N.A. <p>This panel will discuss how the consistent implementation of CSR practices can lower the cost of capital (bank financing) for shipping companies, improve stock market valuations and decrease insurance premiums.</p>
10:30 AM - 10:50 AM	Technological Innovation – OEM & Ship owner Perspective	<p>Presentation by: Dr. Abdul Rahim, Managing Director, Europe & Africa - Class NK</p> <p>This panel will discuss new products and technologies in ship design, engine construction etc. It will provide the point of view of OEMs (equipment manufacturers) and shipping companies that use such innovative technologies.</p>
10:50 AM - 11:10 AM	Coffee Break	

11:15 AM - 11:55 AM	Best Industry Practices - Energy Efficiency & Environment	<p>Moderator: Dr. John Kokarakis, Vice President, Technology & Business Development, Hellenic, Black Sea Region & Middle East - Bureau Veritas</p> <p>Panelists:</p> <ul style="list-style-type: none"> • Marcos Vassilikos, Managing Director – Eurobulk • Hans Noren, Managing Director - Stena (UK) Ltd • Theo G. Baltatzis, General Manager – Technomar Shipping Inc. Athens • George Thanopoulos, Technical Manager Bulk Carriers - Neda Maritime Agency Co. Ltd <p>This panel will focus mainly on environmental issues including legislation, ballast water management, US and IMO updates, emissions control and new technologies.</p>
11:55 AM - 12:35 PM	Best Industry Practices - The Human Element & Human Resources	<p>Moderator: David Scott, Senior Consultant - Lloyd's Register</p> <p>Panelists:</p> <ul style="list-style-type: none"> • Angie Hartmann, Crew Manager – Starbulk SA & President, Wista Hellas • Elias J Ladas, HR & Training Manager - Danaos Shipping Co. Ltd • Norman Schmiedl, Crewing Director - Columbia Shipmanagement <p>This panel will discuss issues related to the management of human resources, crewing, training, retention, etc. Also, how to address Corporate Social Responsibility objectives by improving human performance and wellbeing through user-centred vessel design and what the industry needs to do to support this integrated approach.</p>
12:35 PM - 1:15 PM	Best Industry Practices - Maritime Safety & Security	<p>Moderator: Richard Meade, Editor - Lloyd's List</p> <p>Panelists:</p> <ul style="list-style-type: none"> • Mark Handin, Vice President - Tidewater Corporate Services, L.L.C. • Stylianios I. Sifakos, Chief Operating Officer - Product Shipping & Trading SA • George Tsavlis, Principal – Tsavlis Salvage International Ltd. • Stavros Meidanis, DPA/ CSO, S&Q Manager - Capital Ship Management Corp. <p>This panel will discuss issues related the safety of the work environment, risk management and business continuity, compliance with industry standards and health in the maritime and offshore industries.</p>
1:15 PM - 2:00 PM	Networking Luncheon	
2:10 PM - 2:45 PM	<p>Keynote Remarks And Presentation of Capital Link's 2015 Maritime CSR Leadership Award to:</p>  <p>Mr. Nikolas P. Tsakos, Chairman of INTERTANKO and President & CEO of NYSE listed TSKOS ENERGY NAVIGATION LTD (TEN)</p> <p>Introductory Remarks by: Professor Costas Th. Grammenos, CBE, DSc Chairman, Costas Grammenos Centre for Shipping, Trade and Finance Cass Business School, City University London</p>	

2:50 PM - 3:30 PM	Best Industry Practices – Ship Recycling	<p>Moderator: Maria Bruun Skipper, Director Security, Health, Environment and Innovation - Danish Shipowners Association</p> <p>Panelists:</p> <ul style="list-style-type: none"> • Sveinung Oftedal, Specialist Director - Norwegian Ministry of the Environment • Akihiro Tamura, Director, Maritime - Japan External Trade Organization • Nikos Mikelis, Non-executive Director – GMS • Bjorn Emtage, Environmental Policy Branch, Maritime & Coastguard Agency – Department for Transport, United Kingdom <p>This panel will discuss issues related to Green Ship Recycling.</p>
3:30 PM – 3:45 PM	Managing a Global Business - Best Industry Practices – Supporting a Global Approach to Community Investment & Measurement	<p>Kate Willoughby, Manager for Global Corporate Responsibility - DP World</p>
3:50 PM - 4:40 PM	Driving Transformation through the Value Chain - The Demand for Best Industry Practices by Charterers	<p>Moderator: Alastair Fischbacher, Chief Executive - Sustainable Shipping Initiative (SSI)</p> <p>Panelists:</p> <ul style="list-style-type: none"> • Hans Christian Jensen, Director Global Freight Business - ADM • Nikolaos Saratzis, Senior Marine Operations Coordinator - Cargill International SA • Stefanos K. Stylianos, Vetting & Compliance Manager - Andriaki Shipping Co. Ltd. • Marie-Anne Fiorelli, General Manager Operations – Tanker Fleet- d’Amico International Shipping • Katharine Palmer, Manager, Environment & Sustainability – Lloyd’s Marine <p>This panel discusses how the requirement of major charterers to their trading partners to adhere to certain operating standards and CSR policies has a positive impact for all parties involved.</p>
4:40 PM - 5:30 PM	Best Industry Practices as a Competitive Advantage – The Shipowner Perspective	<p>Moderator: Julian Bray, Editor-in-Chief - TradeWinds</p> <p>Panelists:</p> <ul style="list-style-type: none"> • Kostas G. Vlachos, COO - Consolidated Marine Management, Inc. (Latsis Group) • Milton Gonzales, General Manager and Technical Director & Maritime Compliance Officer - Gener8 Maritime • Apostolos Poulouvassilis, Chief Operating Officer – Eletson Corp. • Dimitris E. Patrikios, General Manager - Springfield Shipping Co., Panama S.A. (Onassis Group) • George D. Gourdomichalis, CEO - Blue Wall Shipping Limited <p>This panel discusses the practices of specific companies across the board – how they drive the quality, health and safety culture throughout their organization. The panel will include companies from the dry bulk, tanker, LNG/LPG and container sectors.</p>
5:30 PM - 5:35 PM	CLOSING REMARKS	Nicolas Bornozis , President - Capital Link, Inc.
5:35 PM – 6:30 PM	COCKTAIL RECEPTION	

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Move Forward with Confidence





What we do

UKTI works with UK based businesses to ensure their success in international markets through exports. We encourage and support overseas companies to look at the UK as the best place to set up or expand their business.

Who we are

We have professional advisers around the UK and staff across more than 100 countries. Our headquarters are in London.

Responsibilities

We are responsible for:

- International trade and investment
- helping UK companies achieve their potential overseas through exporting
- Encouraging investment in the UK by overseas businesses

Priorities

From 2014 to 2015 our priorities will be to:

- give more support to medium-sized businesses
- give better support to small companies wishing to export
- strengthen our efforts in high growth markets
- maximize the UK's export potential where we have a free trade agreement
- secure export-oriented foreign direct investment
- help to put in place the government's long-term strategy for economic growth
- increase our reach by working closely with more partners



As maritime needs grow, ClassNK has solutions.

As the world's economy grows and changes, the maritime industry is faced with ever greater challenges. With roughly 20% of the world's merchant fleet under class, we understand the requirements for the future of safe shipping, and we're working to develop new tools and technologies to meet the changing needs of the maritime industry. Learn more about our efforts to advance maritime safety and protect the marine environment at www.classnk.com

Global Authority in Maritime Standards

ClassNK
www.classnk.com



Tsakos Energy Navigation Ltd. (TEN) (NYSE: TNP) is one of the largest independent transporters of energy in the world controlling a versatile fleet of modern crude and product tankers with strong ice-class capabilities and liquefied natural gas (“LNG”) vessels. The average age of the fleet (as of June 30, 2015) is 8.2 years versus 9.6 years for the world tanker average. TEN has established a reputation as an experienced and efficient operator of well-maintained tankers and has proactively met customers energy transportation requirements globally.

TEN’s fleet, as of October 2015 including two VLCCs, the LNG carrier Maria Energy, nine Aframax crude oil tankers, a Suezmax DP2 shuttle tanker and two LR1 tankers all under construction, consists of 65 double-hull vessels, a mix of crude tankers, product tankers and LNG carriers, totaling 7.2 million dwt. Of these, 47 vessels trade in crude, 13 in products, three are shuttle tankers and two LNG carriers. In addition, TEN has an option to construct another Suezmax DP2 shuttle tanker. All of TEN’s tanker newbuildings except the LNG carrier Maria Energy which does not have employment yet, are fixed on accretive long term project businesses.

TEN is solidifying its earnings capabilities while creating a base to utilize to the fullest, the relationships it has built and cultivated with major oil concerns over the years. As of October 2015, the Company has contracted, 58% for the remainder 2015 and 50% for 2016 operating days. Current time charters account for about \$845 million in minimum gross revenues.

TEN has been paying regular cash dividends since its listing on the New York Stock Exchange in March 2002. Since initiation of dividend payments following the March 2002 NYSE listing, and including the upcoming dividend to be paid on December 15, 2015 of \$0.06 per share of common stock outstanding, TEN has paid \$415 million or \$10.115 per share in dividends to its shareholders compared with the IPO price of \$7.50 per share (taking into account the 2-1 share split of November 14, 2007). TEN has already announced that its dividend distributions to holders of its common stock will increase to \$0.08 per quarter or \$0.32 per annum in the first quarter 2016.

The Company has remained profitable in 19 of the 21 years since inception in 1993 deriving profits from both operations and sale & purchase (S&P) transactions. Since the NYSE IPO, TEN has registered over \$1 billion in profits of which \$280 million is derived from S&P transactions. In operation since 1993, TEN is one of the oldest running Greek Shipping Companies with public market experience. The Company’s common shares are listed on the New York Stock Exchange under the ticker “TNP.”

TEN’s “Series B”, “Series C” and “Series D” Preferred Shares trade on the New York Stock Exchange, under the symbols “TNPPRB”, “TNPPRC” and “TNPPRD”, respectively.

Dividends on the 8.00% Series B Preferred Shares and 8.875% Series C Preferred Shares will be paid quarterly in arrears on the 30th day of January, April, July and October of each year if and when declared by the Company’s Board of Directors. Dividends on the 8.75% Series D Preferred Shares will be paid quarterly in arrears on the 28th day of February, May, August and November of each year, when, as and if declared by TEN’s Board of Directors.

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Marine

Lloyd's Register is a leading provider of marine classification services around the world, helping ensure that internationally recognised safety and environmental standards are maintained at every stage of a ship's life.

But we are not just about surveying ships; we are dedicated to supporting the development of new technologies and innovations that will help our clients achieve the best possible performance from their ships and operations.

Every service we offer is based on our technical insight and extensive experience. This means we can provide the information to help our clients make informed and effective decisions, from how best to optimise their ship's design to the technologies they need to retrofit their existing fleet.

With an international network of over 9,000 employees based in 78 countries, we have an unrivalled view of the technical developments shaping shipping today. This means that, wherever our clients are, we are nearby and able to apply a genuine understanding of the challenges they face.



When Safety, Reliability, Trust . . .
mean Business!
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Bureau Veritas is a world leader in laboratory testing, inspection and certification services. Created in 1828, the Group has more than 66,000 employees in around 1,400 offices and laboratories located all across the globe. Bureau Veritas helps its clients to improve their performance by offering services and innovative solutions in order to ensure that their assets, products, infrastructure and processes meet standards and regulations in terms of quality, health and safety, environmental protection and social responsibility.

In the maritime field, its missions consist of:

- Classification of ships and offshore units;
- Certification and issuance of statutory certificates;
- Technical assistance and advisory services;
- Training services in the marine technical and regulatory field.

BUREAU VERITAS HELLAS S.A. was the first society to render in 2010 MLC 2006 related statutory inspection & certification services on board Marshall Islands flagged ships in the southeastern European region.

In addition, Bureau Veritas Hellas was among the first EU recognized organizations, which had been authorized by the Hellenic Ministry of Merchant Marine & the Aegean to render statutory services to Greek Companies and ships, in accordance with ITC 69, SOLAS, LL, MARPOL & MLC 2006 Requirements.



With a history spanning three centuries and a register boasting 20% of the world's merchant fleet including the world's largest shares of bulk carriers and chemical

carriers, **ClassNK** has long been recognized as the global leader in ship classification. An independent, non-profit society, ClassNK's diverse services include the survey and classification of ships and marine structures, management system certification, and award-winning training programs.

As the infrastructure of the industry, ClassNK also supports the advancement of the maritime industry through its Joint R&D for Industry Program. Since the Program's inception in 2009, ClassNK has joined forces with government, industry, and leading academic bodies both in Japan and abroad and contributed to over 200 various R&D projects.

ClassNK's consistently high quality classification services have seen its register swell to over 240 million gross tons as it endeavors to ensure the safety of life and property at sea whilst protecting the marine environment.



Global Marketing Systems, Inc. (GMS) was established in 1992 and is the world's FIRST ISO 9001 Certified (IACS class) and largest cash buyer of ships for recycling with more than 3,000 deals successfully concluded.

GMS has invested considerable resources into green recycling and continues to support ship recycling yards, ship owners, and banks in their efforts to help safeguard the environment through responsible ship recycling initiatives and innovative programs aimed at securing safe working conditions and environmentally friendly options for disposing of vintage tonnage. It is also the first and only cash buyer to develop a Green Ship Recycling Program (GSRP) together with IACS Classification Society (GL) to meet the highest standards of Corporate Social Responsibility (CSR) in the ship recycling industry. It has a list of qualified recycling facilities in India, China and Turkey which are implementing responsible ship recycling practices.

GMS has offices in the USA, Germany, Greece, Dubai, China, Singapore, and Japan as well as exclusive representatives in all five of the major recycling markets including India, Pakistan, Bangladesh, China and Turkey.



Change is in your hands

Recycling yards in South Asia and elsewhere are investing in improvements so that they can fully comply with the technical requirements of the IMO's Hong Kong Convention.

GMS knows these yards and works with them.

These developing yards are paving the way to a cleaner future.

Support the Hong Kong Convention.

Support these yards.



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COLUMBIA SHIPMANAGEMENT

Columbia Shipmanagement (CSM) was founded in Limassol, Cyprus, in 1978 by Mr. Heinrich Schoeller. Today, we are one of the largest independent ship management companies worldwide and one of the leading practitioners of global ship and crew management. Our commitment to excellence, together with our expertise and passion, has earned us a reputation as a quality ship manager

By creating an award-winning portfolio of services, CSM is able to offer clients bespoke and cost-effective solutions. Our strong client relationships are testimony to our quality and trustworthy services. Columbia Shipmanagement is committed to protecting the environment and we continually strive to ensure our fleet is compliant with all regulations.

Our 14,500+ employees, on land and at sea, coupled with sound and ethical working practices, form the foundation upon which we have built our range of services from technical, crew and commercial management, to new building supervision, consulting and cruise vessel services.

For over 25 years Columbia Shipmanagement has supervised the building of a wide range and large number of ships globally. Today we manage a fleet of all types of commercial and passenger vessels; operated 24/7 through our network of offices and crewing agencies around the world.

We aim to deliver a dependable service, working closely together with our clients.



d'Amico International Shipping S.A. is a subsidiary of d'Amico Società di Navigazione S.p.A., one of the world's leading privately owned marine transportation companies, and operates in the product tankers sector, comprising vessels that typically carry refined petroleum products, chemical and vegetable oils. d'Amico International Shipping S.A. indirectly controls, either through ownership or charter arrangements, a modern, high-tech and double-hulled fleet, ranging from 35,000 and 51,000 deadweight tons. The Company has a history and a long tradition of

family enterprise and a worldwide presence with offices in key market maritime centres (London, Dublin, Monaco and Singapore). The company's shares are listed on the Milan Stock Exchange under the ticker symbol 'DIS'.

To learn more about the company, visit its website <http://www.damicoship.com/>.



Danaos Corporation is one of the largest independent owners of modern, large-size containerships. Our current fleet of 59 containerships aggregating 351,815 TEUs, including three vessels owned jointly with Gemini Shipholdings Corporation, is predominantly chartered to many of the world's largest liner companies on fixed-rate, long-term charters. Our long track record of success is predicated on our efficient and rigorous operational standards and environmental controls. Danaos Corporation's shares trade on the New York Stock Exchange under the symbol "DAC".

Danaos Shipping Co. Ltd. is a Cyprus incorporated ship manager with offices in Greece, Germany and the Ukraine. On behalf of its customers Danaos Shipping CO. Ltd provides ship management services to one of the world's largest fleets of containerships, while it also supervises many highly technically demanding and geographically diverse shipbuilding projects.



Euroseas Ltd. was formed on May 5, 2005 under the laws of the Republic of the Marshall Islands to consolidate the ship owning interests of the Pittas family of Athens, Greece, which has been in the shipping business over the past 136 years. Euroseas trades on the Nasdaq Capital Market under the ticker symbol ESEA.

Euroseas operates in the dry cargo, drybulk and container shipping markets. Euroseas' operations are managed by Eurobulk Ltd., an ISO 9001:2008 certified affiliated ship Management Company, which is responsible for the day-to-day commercial and technical management and operations of the vessels. Euroseas employs its vessels on spot and period charters and through pool arrangements.

Columbia Shipmanagement

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The Company has a fleet of 15 vessels, including 4 Panamax drybulk carriers and 1 Handymax drybulk carrier, 3 Intermediate containerships, 5 Handysize containerships, and 2 Feeder containerships. Euroseas' 5 drybulk carriers have a total cargo capacity of 338,540 dwt, and its 10 containerships have a cargo capacity of 17,587 teu. The Company has also signed contracts for the construction of two Ultramax (63,500 dwt) fuel efficient drybulk carriers, and two Kamsarmax (82,000 dwt) fuel efficient drybulk carriers. Including the four new-buildings, the total cargo capacity of the Company's drybulk vessels will be 629,540 dwt.



Prime Marine is a global provider of seaborne transportation for refined petroleum products, including a variety of other liquid products, LPG and Ammonia along global shipping routes. Prime's management team has more than eighty years of combined industry experience having been through a number of cycles. The company was originally founded in 1999 and since then it has managed to grow substantially.

Our Mission and Commitment has always been to provide the highest quality services and be a first class choice for our customers. At Prime it is our job to ship cargoes on behalf of our customers anywhere in the world in a safe, timely and reliable manner. In this effort, we strive to continuously improve our fully integrated operations in order to meet the industry's growing needs.

The balance between safe operations, effectiveness and economics defines our objectives. These elements are equally respected and can be achieved through the establishment of quality procedures and the conduct of business, in such a manner, as to inspire confidence and trust amongst customers, financial institutions, partners and international regulatory organizations.

5th Annual Capital Link Shipping & Offshore CSR Forum



*Best Industry Practices -
A Competitive Advantage*

Tuesday, November 3, 2015
One Moorgate Place, London, UK



Product Shipping & Trading SA is an, Athens based, International manager and operator of a diverse fleet.

The company is focused in managing Oil Product, Crude and Chemical Carriers.

Product Shipping & Trading S.A. has a strong financial background and history in shipping as a successor company within the Oceanbulk Group and initiated its preparation of incorporation in May 2011 while was officially incorporated in 2013.

As of November 2013 the company has taken over the management of more than 20 Tanker Vessels and expects to expand significantly its activities and world-wide operational capability over the next coming years.

Product Shipping & Trading SA is managing a fleet of modern Double Hull tankers with a capacity in excess of 1,000,000 DWT and of an average age of about 8 years.

With the Company's commitment to safety, environmental responsible operations and high quality services to its clients, the Company aims to secure a leading role as an International Ship Manager and Ship Operator.



Star Bulk is a global shipping company providing worldwide seaborne transportation solutions in the dry bulk sector. Star Bulk's vessels transport major bulks, which include iron ore, coal and grain and minor bulks which include bauxite, fertilizers and steel products. Star Bulk was incorporated in the Marshall Islands on December 13, 2006 and maintains executive offices in Athens, Greece. On a fully delivered basis, Star Bulk will have a fleet of 88 owned vessels, with an aggregate capacity of 10.3 million dwt, consisting of Newcastlemax, Capesize, Post Panamax, Kamsarmax, Panamax, Ultramax, Supramax and Handymax vessels with carrying capacities between 45,588 dwt and 209,537 dwt. Our fleet currently includes 70 operating vessels and 19 newbuilding vessels under construction at shipyards in Japan and China. All of the newbuilding vessels are expected to be delivered during 2015 and 2016. The Company has also 1 Supramax vessel under a time charter - in contract expiring in September 2017.

Star Bulk's common stock is listed for trading on the NASDAQ Global Select Market under the symbol "SBLK."



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KEYNOTE SPEAKER



Nikolas P. Tsakos
Chairman Intertanko
President & CEO of Tsakos Energy Navigation

Mr. Tsakos is the founder, Chief Executive Officer and a director of the Company since inception. He has been involved in ship management since 1981 and has 36 months of seafaring experience. Mr. Tsakos served as an officer in the Hellenic Navy in 1988.

He is the former President of the Hellenic Marine Environment Protection Agency (HELMEPA). Mr. Tsakos is a member of the council of the Independent Tanker Owners Association (INTERTANKO), a board member of the UK P&I Club, a board member of the Union of Greek Shipowners (UGS), a council member of the board of the Greek Shipping Co-operation Committee (GSCC) and a council member of the American Bureau of Shipping (ABS), Bureau Veritas (BV) and of the Greek Committee of Det Norske Veritas (DNV) and a board member of Bank of Cyprus.

He graduated from Columbia University in New York in 1985 with a degree in Economics and Political Science and obtained a Master's Degree in Shipping, Trade and Finance from City University Business School, London in 1987. In 2011, Mr. Tsakos was awarded an honorary doctorate from the City of London University Business School, for his pioneering work in the equity financial markets relating to shipping companies.

SPEAKER BIOS



Theo G. Baltatzis
General Manager
Technomar Shipping Inc.

Theo G. Baltatzis is the General Manager of Technomar Shipping Inc., Athens and has been involved in the shipping industry for 30 years out of which 15 years with Technomar.

He holds the following Degrees:

B.Sc Maths – University of Kent

B.Sc & MSc Marine Engineering – University of Newcastle

M.B.A – University of Surrey

Mr. Baltatzis was employed between 1985 and 1986 with British Shipbuilders Engineering and Technical Services Ltd, Pallion (U.K.) as a Technical Engineer, from 1986 to 1987 with Marine Design (U.K) Consultants as an Advanced Technical Engineering. In 1988 he joined European Navigation – Piraeus as a Superintendent Engineer till 1989, when he joined Silver Carriers S.A. - Piraeus as a Superintendent Engineer till 1999. On 1999 he was promoted to Deputy Technical Manager till 1994. He was then employed by Maryville Maritime Inc. as Technical Manager and then as General Manager till June 2000. On 2000 he joined Technomar as General Manager.

He is currently the Co-Chairman of the RINA Technical Committee and a member of each of B.V. and NKK Technical Committees.



Nicolas Bornois
President and CEO
Capital Link, Inc.

Since 1996 Mr. Nicolas Bornois is the founder, President and CEO of Capital Link, Inc., an international investor relations and financial advisory group. It assists listed companies and capital markets related organizations to develop and maintain access to European and North American investors. Capital Link has offices in New York, London and Athens and is a leader in investor relations for listed shipping companies, U.S. Closed-End Funds and ETFs and international companies accessing the U.S. and European markets.

He also established and managed, Alexander Capital, L.P, a US broker-dealer firm, which developed brokerage and investment banking business in North America with the Greek, Egyptian and Russian markets. Sold the company at the end of 2003 to a group of US investors representing Russian interests. Between 1998 and 2002, he also established and managed Alexander Asset Management, Inc. which handled portfolios invested in the Greek and European equity markets.

Prior to Capital Link (1988-1995), he served as President and CEO of CCF International Finance Corp. (CCF IFC), the US broker/dealer subsidiary of Credit Commercial de France, now part of HSBC, and worked at the International Department of Bankers Trust Company in New York (1982-1984) and then at the Commercial Banking operation of CCF in New York (1985-1987) focusing on the financing of Wall Street firms and shipping.



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www.danaos.com

danaos

SPEAKER BIOS

He holds an MBA from Harvard Business School (1982) and a Law Degree from the University of Athens (1979), in Greece with specialization in commercial and corporate law and is a graduate of Athens College in Greece.

For a period of twelve years he was a Visiting Lecturer on International Banking and Finance at the City University Business School (Department for Shipping Trade and Finance) in London, United Kingdom. Also, he served as Chairman of the Investment Management Committee of the Harvard Business School Club in New York.



Julian Bray
Editor-in-Chief
TradeWinds

Julian Bray is Editor-in-Chief of TradeWinds, the shipping business news publisher which in the 25 years since its launch has become a must-read for decision-makers in the industry.

He has a track record of product innovation having lead numerous newspaper, magazine and website launches and relaunches during his career in business journalism, alongside success in ensuring sustainable profitability in turbulent times.

In addition to his specialist knowledge of maritime commerce having also been editor of Lloyd's List for eight years, he has also worked for the Reuters news agency as a correspondent, written for national newspapers and magazines, and made television and radio appearances.

Guy Campbell
Chairman
The Baltic Exchange

Guy Campbell, FICS, MCIArb is aged 48 and began his shipping career at shipbroker JE Hyde & Co Ltd in 1990. A dry cargo specialist, he became a Baltic Exchange member in 1991, remained at JE Hyde for seven years before joining Koch Industries, where he spent 10 years as a chartering manager and eventual Director, Ocean Freight for Koch Carbon LLC. After six years as Dry Cargo Managing Director at shipbroker Clarksons, he now works for The China Navigation Company, the deep sea ship owning and operating arm of the Swire Group. His shipping career has included broking, chartering, freight trading and operating.

He served as Chairman of the Baltic Exchange's Freight Market Information Users' Group in 2005 at a time of migration from OTC derivatives trading toward a modern FFABA contract. The period also saw the introduction of clearing to the FFA market which ultimately enabled the market to survive the disruptions of 2008. He has served on the Board of the Baltic Exchange since 2009.

He is married with three children.



Bjorn Emtage
Environmental Policy Branch, Maritime
& Coastguard Agency
Department for Transport, UK

Bjorn Emtage recently joined the Environmental Policy Branch at the UK Maritime and Coastguard Agency (MCA) who are actively involved in the development, implementation and enforcement of maritime environmental policy. The Branch is involved in the production of EU and international initiatives and their transposition into UK law. The overall aim of this work is to promote clean and safe seas through environmentally sustainable shipping. Bjorn is currently working closely with the Department for Transport and other Government Agencies towards the UK implementation of the EU Ship Recycling Regulation. His background is a brief career at sea with Carnival UK before joining the MCA in 2008 as part of the Seafarer Training & Certification Branch. In October 2014 he was seconded into his current role as Assistant Policy Adviser in the Environmental Policy Branch.

Haralambos J. Fafalios
Chairman of the Greek Shipping Co-operation
Committee, Director
Fafalios Shipping

Haralambos J. Fafalios was born in 1961 and comes from a long time seafaring family from Chios. He was elected chairman of the London based Greek Shipping Co-operation Committee in May 2010.

Both his grandfathers were seafarers, while he himself is proud to have first-hand knowledge of the profession, having served three terms at sea. He was educated in London then completed his university studies in Newcastle. He has worked with his family company, Fafalios Ltd., as a Baltic shipbroker for over 25 years and is actively engaged in chartering on a daily basis. He has a working knowledge in marine insurance, banking and all aspects of shipbroking (dry, wet, sale and purchase, research).

He presently sits on various industry bodies, including the Board of the Baltic Exchange, and Intercargo and the American Bureau of Shipping committees. He was first elected as Member of the GSCC Council in 2002, succeeding his father, John D. Fafalios, who served on its Board for many decades.



Marie-Anne Fiorelli
General Manager Operations – Tanker
Fleet
d'Amico International Shipping

1986 – Degree in Foreign Languages and Economics – University of Metz – France.

1988 – Post Graduate Diploma in Foreign Languages and Economics University of Pantheon Sorbonne Paris.

Joined d'Amico Societa di Navigazione in 1989 as commercial assistant in the Containership Department

The Prime Choice



Committed to safe and reliable operations for over a decade, Prime Marine has established a high reputation in the shipping industry, focusing on the seaborne transportation of liquid petroleum products, LPG and ammonia.

Relying on its competent and highly motivated seafarers, Prime Marine is successfully implementing its strategy of building new high-spec ships and maintaining them to top standards during their operational life.

The constant trust of our customers enables us to implement a dynamic expansion ensuring premium standard of service.



Moved to Tanker Department of d'Amico Group in Rome as assistant in 1995.

Passed the Shipbroker Diploma at the Italian Chamber of Commerce in Rome in 1997.

Join the Tanker Chartering Department of d'Amico Monaco office in 1995 – in charge of chartering the MR's and Handysize vessels employed on the spot market worldwide and of short terms Time Charters.

Tankers Operations Manager since 2000 – Supervising all d'Amico Tanker Commercial Operations and post Fixtures teams in Singapore/London/Dublin and Stamford (USA).

Involved in d'Amico Group ISO Certification process, more specifically in charge of Commercial operations procedures for vessels and shore, including participation to company audits from third parties.



Alastair Fischbacher
Chief Executive
Sustainable Shipping Initiative

Alastair has been the Chief Executive of The Sustainable Shipping Initiative since mid-2014. The SSI is an ambitious coalition of shipping leaders from around the world that is taking practical steps to tackle some of the sector's greatest opportunities and challenges. The group is working to achieve a vision of an industry in which sustainability equals success. The cross-industry SSI has members from 15 companies representing ship owners and charterers, shipbuilders, engineers and service providers, banking and classification societies. Alastair is also currently chairman of the Sailors Society, a charity that supports seafarers and their families at sea and at home.

Previously Alastair was General Manager – Fleet Management for Rio Tinto and was responsible for supervising the specification, construction, bringing into service and on-going operation of seventeen ships ranging from 70-205,000 deadweight bulk carriers. In 2011 Alastair joined the inaugural board of the World Ocean Council and was chairman 2013-14. He was a director of Rightship Pty. Ltd., the dry and wet ship vetting company, from 2008 and was chairman 2009-13. Alastair has been a member of the Class NK, Lloyds Register and DNV British Committees and remains a member of the Lloyds Register Classing Committee. He was also a director of the UK Chamber of Shipping from 2013 to 2014.

Alastair started his career as a deck cadet and qualified as Master Mariner. Coming ashore he had experience as cargo superintendent, ship operator and chartering before moving to coal marketing and coal projects, including coal processing, coal terminals and coal mine acquisition before joining Rio Tinto's shipping division.



Milton Gonzales
Manager and Technical Director
Gener8 Maritime

Milton Gonzales is currently Manager and Technical Director at Gener8 Maritime (formerly General Maritime) Management LLC. He has held that position since February 2009 and as Maritime Compliance Officer since April 2009.

Prior to that he served as Senior Vice President- Technical Operations at General Maritime Management from August 2005 through February 2009, and as Vice President-Technical Operations from 2004 to 2005. From 2000 to 2004 Mr. Gonzales was Vice President of Marine and Technical Operations at Cunard Line Limited Cruise Line. Prior to that, Mr. Gonzales worked at Sea-Land Service for 14 years.

Mr. Gonzales presently directs the technical activity of twenty-eight tankers which are owned by Gener8 Maritime. He and the Gener8 Team in New York provide oversight for 18 VLCC which are under construction and will be delivered in 2016 and 2017.

Milton is a member of the American Bureau of Shipping, Lloyd's Register North American Advisory Committee, and the Marshall Islands' Registry Quality Council.



George D. Gourdomichalis
CEO
Blue Wall Shipping Ltd.

Mr. George D. Gourdomichalis was born in 1967 in London. He attended Athens College and went on to graduate from the University of Massachusetts at Amherst with a BA in International Economics and a BA in Political Science. He further earned an MSc in Ocean Marine Transportation Management from the Maritime Academy of the State of New York. In 1989 he joined Republic National Bank of New York as a management trainee and worked on their trading floor. In 1992 he joined S.S. Maritime Inc. of New York, where he worked as a chartering and S&P broker and was responsible for commercial management of Baltmed Shipping Co. In 1996 he returned to Greece and co-founded Gourdomichalis Naftiki Eteria S.A.

In 2000 he co-founded Free Ships S.A. and in 2003 he co-founded Free Bulkers S.A. These activities were consolidated and in 2005 were successfully merged resulting in the public listing of FreeSeas Inc. on the NASDAQ Exchange. This shareholding was sold in January 2007 where upon he co-founded G. Bros Maritime S.A., he is currently CEO of Blue Wall Shipping and Phoenix Shipping & Trading S.A. George serves on the RINA Hellenic Committee, the Board of Directors of the American P&I Club and the Industry Advisory Board of the North American Merchant Ministries Association, he is President of the Board of Directors of the Piraeus Marine Club, member of the British Hellenic Chamber of Commerce responsible for the shipping industry and member of the Baltic Exchange.

OUR MISSION

To set standards for safe, environmentally secured, global sea transportation of goods and energy, with modern, technically advanced ships, manned and operated by motivated, professional, well-trained seaborne and shore personnel. Focus on satisfying clients' demands for the benefit of employees and shareholders, thus fulfilling the Company's corporate social commitment.

PURSUIING EXCELLENCE **THROUGH COMMITMENT**

Company's objectives

- To protect all personnel from injuries and damage to health - zero incidents.
- To undertake all duties safely and to protect the environment - zero spills.
- To maintain the highest technical, operational, health and safety standards for the vessels.
- To provide high quality services in order to satisfy customers' needs.



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Mark Handin
Vice President
Tidewater Corporate Services, L.L.C.

Mark is a 1991 graduate of Boston University with a B.A. in Economics, and earned his Master of Business Administration from the University of Texas at Austin in 1996. He joined Tidewater in 1996 as a Commercial Representative in the Company's Southeast Asian Operations, based in Singapore. Mark then held subsequent management positions in the Company's Mexico and Brazil operations, before being promoted in 2001 to Area Manager in charge of Company operations in Trinidad. Thereafter, he held similar Area Manager Positions in Venezuela, Brazil, and Southeast Asia. In 2009, he was promoted to the position of Regional Manager for Tidewater's business activities in Europe and Africa, and in 2011, he was promoted to Vice President - Operations, with continued supervisory responsibilities over Company operations in the Europe and Africa region. Mark is also formerly a licensed Master of commercial passenger vessels. He is currently based in Aberdeen, Scotland, where he lives with his wife, Krista, and their three children.



Angie Hartman
Crew Manager
Starbulk SA

STUDIES AND EDUCATION

1984, University La Verne, attended courses.

1988, Graduated from Hosta International

Leysin Switzerland, Diploma in Travel & Tourism / IATA

PROFESSIONAL CARRER

1989-1991, Geneva Airport TWA Airlines.

1993 joined a family owned company, Oceanbulk Maritime S.A. to the position of Assistant Crew

Manager and as of 1995 Crew Manager till 2011.

June 2011 – today, Starbulk S.A. position of Crew Manager.

LANGUAGES

Bilingual English / Greek

Fluent French

WISTA PRESENCE

Angie Hartmann has been an active member of WISTA (Hellas) since 1999.

She is also the President of WISTA (Hellas) since April 2014.

CONFERENCES – SEMINARS

Angie Hartmann is very active in the shipping sector and has participated in numerous conferences and seminars both an attendant as well as a speaker.



Evan Harvey
Director of Corporate Responsibility
NASDAQ

Evan Harvey is the Director of Corporate Responsibility for NASDAQ. He manages all

corporate sustainability (environmental, social, and governance strategy), philanthropic, and volunteering efforts. This includes internal management of systems and disclosures as well as external engagement with issuers, investors, advocacy groups, and other stock exchanges. He chairs the World Federation of Exchanges (WFE) Sustainability Working Group, sits on the U.S. Network Board of the United Nations Global Compact, and is an Advisory Board Member for the Sustainability Accounting Standards Board (SASB). Evan has worked at NASDAQ since 2004, holds a B.A. and an M.A. from the University of Texas, and lives outside Washington DC.



Peter Hinchliffe OBE
Secretary General
International Chamber of Shipping

Peter enjoyed a first career in the British Royal Navy, that included over 20 years at sea and 5 years in seagoing command. He also gained

a civilian BSc (Hons) in management. He joined ICS in 2001 and for several years led ICS representation on maritime safety, security and environmental issues at the IMO and elsewhere. He was appointed Secretary General of ICS in July 2010 and today focuses on enabling the ICS team to optimize its effectiveness on behalf of international shipping. The membership of the International Chamber of Shipping (ICS) comprises the key national ship owners' associations from around the world and represents 80% of the world's merchant tonnage.



Joe Hughes
Chairman & CEO
Shipowners Claims Bureau

Based in New York, Joe has overall management responsibility for the American P&I Club where he has served as Chief Executive for over twenty years. During that period, the Club and its management group have undergone considerable growth and diversification from their original US constituency, and now enjoy a fully global reach, augmented by related facilities, Eagle Ocean Marine and Eagle Ocean America, and served by a worldwide network of dedicated regional offices.

Prior to joining the American Club, Joe worked for other P&I clubs in the United Kingdom and Norway, latterly serving as Chairman of the Marine Division of a leading Lloyd's broker in London. A graduate in law from Oxford University, Joe was called to the Bar of England and Wales in 1976. He is currently Vice-Chairman of the North American Marine Environment Protection Association (NAMEPA), a Director (and former President) of the Maritime Association of the Port of New York and New Jersey, a former Chairman of the Association of Average Adjusters of the United States, and a Director of New York Maritime, Inc. (NYMAR). Joe also serves on the Classification Committee of the American Bureau of Shipping, and the US Advisory Committee of Lloyd's Register of Shipping.

Hans Christian Jensen
Director Global Freight Business
ADM



Positioned for growth



Doug Johnston
Partner, Climate Change & Sustainability Services
EY

Doug is the UK leader of the Climate Change and Sustainability Services at EY. He has over 20 years' experience in advising businesses on climate change and sustainability strategies, policies, controls and management. Doug's focus is to help organizations build long term value through their response to safety, environmental and social issues. He has worked with organizations across the oil and gas, infrastructure, financial services and consumer products sectors delivering innovative and progressive solutions to his clients. Doug represents his firm and has spoken on a wide range of topics relating to integrated reporting, sustainable value creation, non-financial risk and assurance.



Frederick J. Kenney
Director of the Legal Affairs & External Relations Division
International Maritime Organization

Mr. Kenney currently serves as the Director of the Legal Affairs and External Relations Division at the International Maritime Organization, London. In this capacity, he is responsible for advising the Secretary General on all legal issues associated with the functioning of the Organization, with special emphasis on matters of treaty law and the law of the sea. He also oversees the operation of the IMO's Public Information Services, Maritime Knowledge Centre and External Relations Office.

Prior to coming to IMO, Mr. Kenney served as The Judge Advocate General and Chief Counsel of the United States Coast Guard, attaining the rank of Rear Admiral. He was responsible for the delivery of all legal services to the USCG around the globe, with oversight of nearly 300 attorneys and 100 legal support personnel.

Mr. Kenney has spent nearly five years at sea, including service on a polar icebreaker as a deck watch officer and conducting law enforcement and security operations.

Mr. Kenney holds a juris doctor from the University Of San Francisco School Of Law, where he was editor in chief of the USF Maritime Law Journal. He also holds a B.A. in Economics from Michigan State University.



John Kokarakis
Vice President
Bureau Veritas Hellas SA

Dr. John Kokarakis has extensive experience in ship design and operations, spanning over thirty years. He has served in various positions at ABS and Germanischer Lloyd with emphasis in design and construction. Currently he holds the position of Vice President of Technical Business Development responsible for the South Europe, Africa, Hellenic, Black Sea & Middle East Zone. His work focuses on the implementation of the "green" regulations with specialization in

fuel saving techniques. John is a graduate of National Technical University of Athens, following which he earned a doctorate and MSEs in Naval Architecture and Mechanical Engineering from the University of Michigan in Ann Arbor, MI.



Elias J Ladas
DPA, HR & Training Manager
Danaos Shipping Co. Ltd

Mr. Ladas is in the Shipping Industry since 2000 in top managerial positions, dealt with Bulk Carriers, Tankers, Obos and Container Carriers in all aspects of a shipping Company.

Since 2008 he is in DANAOS SHIPPING Co as DPA and Human Resources-Training Manager. In the year 2000 he retired from the Hellenic Navy as a Rear Admiral. He graduated from the Naval Academy in 1971 and served for 12 years on destroyers, being a Captain and Squadron Commander as well. He also served as Director of Naval Weapons Establishment and chief negotiator for the procurement of Major combatants. He has published Service manuals on Operations and Personnel Qualifications.

He holds a Master's Degree in Operations Research/Systems Analysis and a Bachelor and Master's Degree in Electrical Engineering.

Michael Lund
Deputy Secretary General
BIMCO

Michael Lund's career has been focused on combining policy and economics in many forms and took its beginning in an insurance trade organization weaved its way through different positions in ministries and private organizations. Focus has been on international policy and economics especially in relation to the EU. In substance my focus have been on shipping and shipping related issues for around 15 years. Recently has also been working on more commercial driven task such as developing the membership base in BIMCO and our outreach activities.

Specialties: Negotiation, EU, Government Liaison, Public Relations, International Maritime Regulations, Political Processes.



Vassilios Maroulis
Director, Shipping, Logistics & Offshore
CitiBank N.A.

Vassilios joined Citi in 2005 and covers Shipping, Logistics and Offshore across EMEA focusing in Greece, Middle East and Russia.

He has worked on a number of transactions across a wide variety of segments across the Shipping, Logistics & Offshore space.

Vassilios graduated from University College London with a Masters in Naval Architecture and Marine Engineering. Subsequently received a Masters in Ocean Systems Management from MIT.



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Richard Meade
Editor
Lloyd's List

Richard Meade is the Editor of Lloyd's List. He has been writing about all aspects of the maritime industry for the past decade.

At various stages in his career he has specialized in maritime regulation and politics, the environmental and piracy, but as editor he is currently responsible for the daily output of Lloyd's List in print and online. He joined Lloyd's List in 2006 as News Editor after jumping ship from the weekly maritime magazine Fairplay where he ran the news and features desk.

Prior to that he took the traditional route into the shipping sector, via a degree in psychology and a two year stint at the Financial Times Group. He is married and lives in North London.



Stavros Meidanis
Manager, DPA/ CSO
Capital Ship Management Corp.

Stavros first joined Lloyd's Register 1999 and worked as a Marine Surveyor and Quality Lead Auditor, until 2003, when he took over responsibility for development of Lloyd's Register's Quality Assurance Business Development Team in Greece and East European Area. From November 2008, he was promoted to Principal Surveyor and Global Manager for Marine Management Systems, leading the Global LRQA/Marine Business Centre, focusing on the development and integration of Management Systems and related products and services for the shipping sector. He is also responsible for the implementation of LR's Group Strategy regarding Marine Management Systems in the Supply Chain across the world.

From August 2013, he decided to join the leading Shipping Company Capital Ship Management Corp, taking the position of Safety Manager, DPA & CSO. He is responsible for Company's fleet, including Oil/ Chemical Tankers, Bulk Carriers and Containers. His efforts are mainly focusing on development and implementation of Company's Strategy with regards to Safety, Environmental and Energy Performance, as well as vessels' inspection SIRE Programme.



Nikos Mikelis
Non-Executive Director
GMS Dubai

Dr. Mikelis graduated in naval architecture from the University of Newcastle and obtained Master's and Doctorate degrees from London University.

He has worked in ship classification; and then for a shipping company as superintendent, technical manager and then director. In 2006 he joined the International Maritime Organization, from where he retired at the end of 2012 as Head, Marine Pollution Prevention and Ship Recycling section. Currently he is non-

executive director of GMS, the world's leading cash buyer, and an independent consultant.

He has served in senior positions in shipping industry bodies, such as Council Member of INTERTANKO, Chairman of the "INTERTANKO Safety, Technical & Environmental Committee", member of the "Safety of Navigation & Protection of the Marine Environment Committee" of the Union of Greek Shipowners, and Chairman of the London Greek Technical Committee of Det Norske Veritas.

He has written over 50 learned papers and numerous articles in the maritime press and is a freeman of the City of London.



Hans Norén
Managing Director
Stena UK Limited

Hans Norén has been Managing Director of Stena UK Limited, London since January 2014. Prior to this he served as the President/Chief Executive Officer of the Swedish public tanker company Concordia Maritime AB from April, 2004 to December, 2013. He joined Concordia Maritime AB in April 1995. Since Graduation from the University of Gothenburg, Sweden (Bachelor of Science in Business Administration) in 1982, and before joining Concordia Maritime, he worked for major Swedish shipping companies mainly in the area of finance both in Sweden and abroad.

Hans Norén is a Director of the Board of Nordisk Defence Club (Nordisk Skibsførerforening), Norway since 2007.



Sveinung Oftedal
Specialist Director
Norwegian Ministry of Climate and Environment

Job career: Specialist Director in the Norwegian Ministry of Climate and Environment with focus on international negotiations on environmental requirements for the maritime sector. Has also been working with these issues in the Norwegian Maritime Directorate and for several years been acting as Norwegian Head of Delegation to the International Maritime Organization (IMO) at the Marine Environment Protection Committee. He has been heavily involved in negotiations on the hot topics at the IMO such as Greenhouse Gas Emissions, Air Pollution, Ship Recycling, Ballast Water Management and others. He has been Chairman of the BLG Sub-Committee at the IMO and is currently Chairman of the Sub-Committee on Pollution Preparedness and Response (PPR).
Education: Master of Science in geophysics



Katharine Palmer
Manager, Environment and Sustainability
LR Marine

Katharine Palmer is the Manager, Environment



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The **Law Offices of Basil T. Patkos** is a distinguished Piraeus-based law firm representing clients in the maritime industry from all over the world, including, but not limited to banks, senior & mezzanine lenders, shipowners, shipmanagers, insurance companies, financial institutions, equipment lessors, shipbrokers, shipping agents, to name a few. Moreover, we have cooperated with foreign law firms requiring representation in Greece.

Mr. Basil (Bill) T. Patkos is the senior partner.

The **Law Offices of Basil T. Patkos** is widely recognized as being one of the top legal firms in Piraeus, Greece, due to its international exposure and experience, quality services and track record involved in cases that have created legal history and precedents in the shipping and international commerce area.-

This year, the firm celebrated its 45th year anniversary from when it was established by Basil (Bill) T. Patkos in Piraeus, Greece, a Greek lawyer, with extensive international practice in New York and London.

The firm through its experienced team of lawyers which command every major shipping and international commerce language used globally, from Greek, to English, French and German, and acting either independently or through a wide network of first class correspondents in the shipping and financial centers around the globe, and, in particular, New York and London, may quickly respond to legal needs that arise for the protection of its clients in any part of the world and in any level of complexity.

The **Law Offices of Basil T. Patkos** maintains a strong Banking, Corporate Finance and Capital Markets department, representing and advising clients in: ship finance, loan agreements or relevant financial instruments and mortgages, sales and purchases of ships, including yachts and megayachts, charter party disputes, negotiations and workout of marine debt financing, registration of commercial ships under the Greek flag as well as flags of convenience, maritime and transport law and international transactions. Furthermore, the firm deals with general corporate and commercial law, comparative law and litigation, local and international.

We, at the **Law Offices of Basil T. Patkos**, believe that the vast experience of our firm, our central geographical location and our proven ability to work in complex international matters in conjunction with other major law firms in New York and London, gives us a competitive edge to offer high quality legal work to our clients and, in addition, to protect our clients' interests very efficiently.

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and Sustainability for LR Marine, providing advice and consultancy to a wide range of marine stakeholders on environmental policy and future environmental regulation strategies. Prior to joining LR, Katharine held the position of Environmental Manager for the Shipping Division of an Oil Major for 13 years. Katharine is an established industry expert in marine environmental issues and is a Chartered Marine Scientist, Fellow of IMarEST and an Associate member of the International Environmental management Association. Katharine is an elected Trustee for the Sustainable Shipping Initiative and a member of the IMarEST Technical Leadership Board.



Dimitris Patrikios
General Manager
Springfield Shipping (Onassis Group)

Since 1988 he works in the Shipping sector of the Onassis Group, where he served in various positions. In 2009 he was appointed as the General Manager of Springfield Shipping (Onassis Group). He was born and raised in Athens. He is a graduate of Lycee Leonin High School and holds a BSc in Mathematics from the University of Athens, a BSc in Business Administration from the University of Piraeus.

He completed his post-graduate studies in London; he earned an MSc in Management Science from the Imperial College.

Member of INTERTANKO Council and Vice-Chairman of the Intertanko Mediterranean Panel, Member of the DNV, NK and KR Greek Committee and Fellow Member of ICS (Institute of Chartered Shipbrokers).



Apostolos Poulouvassilis
Chief Operating Officer
ELETSON Corp.

Mr. Poulouvassilis joined Eletson Corporation in Piraeus, Greece in January 2015 and in his role as Chief Operating Officer is effectively leading the marine operating activities of the Company to ensure optimal operational performance of all managed vessels (tankers and gas carriers) in accordance with stakeholder requirements.

Prior to this, Mr. Poulouvassilis was the Regional Marine Manager of Lloyd's Register for Europe, Middle East and Africa, a position he held from January 2009, with full responsibility for operations, service delivery and business development in the Region.

Mr. Poulouvassilis first joined Lloyd's Register in the UK in 1989 and worked as a marine surveyor in a number of key locations until 1996, when he took over responsibility for development of Lloyd's Register's management systems business in Greece. He has also been responsible for development and management of the International Safety Management (ISM) centre in Piraeus. In 2003, he was appointed as Area Manager for East Mediterranean and Black Sea Lloyd's Register's operations and, in 2007, he also became Managing Director of Hellenic Lloyd's S.A. Mr. Poulouvassilis obtained a BEng from Imperial College of

Science and Technology in London, UK and an MSc in Marine engineering from University College London.



M. Abdul Rahim
Managing Director, Europe and Africa
ClassNK

Dr. M. Abdul Rahim, FIMarEST FRINA, started his career with Cochin Shipyard building Panamax bulk carriers and the first generation of double hull tankers. Later, he received his masters and doctoral degrees in Ship Structure from Hiroshima University, Japan. After that he joined ClassNK in Tokyo, and worked for ClassNK ever since. After long stints in Japan and Singapore, he is currently the Managing Director, Europe and Africa of ClassNK, based in London.

He received the Singapore Joint RINA and IMarEST Branch Award in 2004 and the Stanley Gray Medal of the Institute of Marine Engineering, Science and Technology, United Kingdom, in 2005 for his works on the development of Advanced Structural Rules which was the forerunner of IACS Common Structural Rules. He published more than 60 technical research papers mainly on ship structures.



Nikolaos Saratzis
Senior Marine Operations Co-Ordinator
Cargill International SA

Born and raised in Piraeus, Greece. Completed his Maritime Business and Law studies as well as an MBA in Plymouth University, UK. Has worked in a variety of roles in the shipping industry since 1998 in Switzerland, Greece, Germany and Singapore for multinational and regional companies. Has been with Cargill International SA, Geneva since 2008 in operational roles, most recently in charge of the cape operations desk. Currently responsible for shipment execution/customer relations for a number of long-term contracts/customers of Cargill in the dry bulk space across all vessel sizes, within the company's customer-focused setup.



David Scott
Senior Consultant
Lloyd's Register Consulting

David is Senior Consultant at Lloyd's Register with several years' experience of integrating human factors into design within multiple sectors including Marine, Energy and Transportation. He has experience in organisational human factors developing competency management and performance appraisal systems for shipping companies. David has undertaken audits using specific tools which focussed on Training, Competence, Structure & Responsibility and HR Management & Communication. He has also been involved in organisational culture review and safety climate assessments.

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Norman Schmiedl
Crewing Director
Columbia Shipmanagement

Mr. Schmiedl joined Columbia Shipmanagement in 2005, initially as a Crewing Superintendent and was later appointed head of the Crewing Department in the Hamburg office in 2006. In 2010 he was moved to a non-operational, strategic Marine HR role and as Human Resource Manager Seagoing Personnel managed the worldwide crewing office network of Columbia Shipmanagement. Part of this role included advising on remuneration packages of all seagoing personnel. In 2014 Mr. Schmiedl moved to Cyprus and was appointed as Crewing Director leading the crewing activities of Columbia Shipmanagement.

Mr. Schmiedl studied in Germany and New Zealand and holds Engineering and Business Management degrees. He is a member of the INTERTANKO Human Element in Shipping Committee, the Cyprus Shipping Chamber Manning and Training Committee as well as the Cyprus Shipping Chamber Labour Affairs Committee.



Stylianos I. Siafakas
Chief Operating Officer
Product Shipping & Trading SA

Mr. Stylianos I. Siafakas is the Chief Operating Officer of Product Shipping & Trading SA and has been in Shipping and especially in the Tanker Industry since 1989. He has both shipboard and office experience and has served in senior positions in large shipping companies for the last 16 years.

Mr. Siafakas has studied at the Merchant Marine Academy (Faculty of Master Mariners). He has also studied Mechanical & Aeronautical Engineering, Shipping Law and Finance. Continuous Education, Qualifications & Certification obtained, include between others: Lead Auditor, Risk Management, Media Response, Incident Investigation, Crisis Management, Train the Trainer, Behavioral Analysis, etc.

He has been also involved in several Shipbuilding and Management Take-over projects in the last 10 years. He has been also involved in the development of SoX Compliance procedures and participated in 3 IPOs/Road shows for NASDAQ and NYSE.



Maria Bruun Skipper
Director, Security, Health, Environment and Innovation
Danish Shipowners' Association

Maria Bruun Skipper joined the Danish Shipowners' Association (DSA) in 2009 and represents the political interests of the Danish ship owners at national and international level. In December 2014 Maria was appointed Director for Security, Health, Environment and Innovation (SHEI). The SHEI department is responsible for technical, nautical and political aspects of security, health, environment and innovation. Piracy, safety, security, climate and environmental regulation, enforcement of the sulphur regulation,

ship recycling, occupational health and safety and corporate social responsibility (CSR) are among the topics covered by SHEI.

Maria is a member of the Advisory Committee for the project Mitigating and reversing the side-effects of environmental legislation on Ro-Ro shipping in Northern Europe at the Technical University of Denmark. In addition member of the Advisory Committee for the project Climate change and maritime industry voluntary measures at the University of Copenhagen. Before 2009, Maria worked as political advisor to Mrs. Anne E. Jensen, Danish member of the European Parliament. Maria holds a master's degree in Political Science from University of Southern Denmark as well as a master's degree in European Politics and Administration from the College of Europe, Bruges, Belgium.



Paul Stevens
Chief Financial Officer
Navig8 Europe Ltd.

Paul joined Navig8 Group as CFO in October 2012, following a 23-year career with Lloyds Banking Group. Navig8 is the world's largest independent provider of pool and commercial management services, with an operational fleet under management of 250 vessels spanning the crude, products, chemicals and dry bulk sectors, and a further 70 ships committed to join its pools. Operating in 13 offices globally, the Group has a dedicated bunker trading arm, Integr8 Fuels, and well-established technical management business. Over the last 2 years, Navig8 has sponsored the creation and development of 3 asset-owning companies in the crude, products and chemicals sectors. These companies – Navig8 Product Tankers, Navig8 Chemical Tankers and Navig8 Crude Tankers (now a merger partner in Gener8 Maritime) – have ordered 84 eco newbuild vessels in aggregate, and have a total of US\$6bn of assets under management.



Stefanos Stylianos
Vetting and Compliance Manager
Andriaki Shipping Co. Ltd.

Stefanos Stylianos is the Vetting and Compliance Manager since 2010 for Andriaki Shipping Co. Ltd., established in 1953 from the N.J. Goulandris Group, today focusing on crude oil tankers. He is an active member of INTERTANKO Vetting Committee, founding member of Hellenic Maritime HSQE forum, member of ITOSF and other working groups promoting maritime safety and best practices.

Stefanos started his career with the American Bureau of Shipping as a plan approval engineer and field surveyor specializing in tankers and covering all aspects of Classification. Later joined Shell in their Quality Assurance headquarters in London where he gained unique experience in cultivating advanced safety culture and auditing skills with extensive exposure to global shipping operators.

Stefanos has a Masters from Newcastle University and Bachelor of Science from University College London in Naval Architecture and Ocean Engineering.



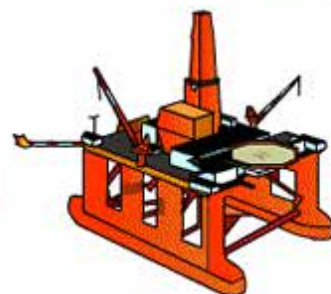
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SPEAKER BIOS

He brings to the panel a balanced of technical and commercial experience from both sides of the industry.



Akihiro Tamura
Director, Maritime
Japan External Trade

Akihiro has been working on maritime affairs for 20 years, including shipbuilding policy, technology development policy and its project management, regulatory issues.

Since April 2014, he is been working for Japan Ship Centre JETRO London, covering maritime issue in general and sometimes attending IMO, OECD and other international meetings as a Japanese delegation.

Akihiro Tamura graduated from the Naval Architecture Course in Yokohama National University in 1994 and joined the Ministry of Transport the same year.

He studied Economics at Queen Mary College, London 2001-2002.



Dee Taylor
Partner
Liskow & Lewis, New Orleans

Ms. Taylor advises and represents corporations and individuals in dealings with the U.S. federal and state government. Her practice includes: U.S. Coast Guard investigations of vessel owners and managers for environmental violations, casualties resulting in marine pollution, internal investigations, search and seizure warrants, grand jury investigations, and criminal prosecutions.

Ms. Taylor joined Liskow and Lewis after 21 years as an Assistant United States Attorney for the Eastern District of Louisiana where she successfully tried cases in virtually all sections of court with convictions of all defendants. As a federal prosecutor, Ms. Taylor worked directly with the Eighth Coast Guard District Legal Office on more than 40 APPS and Clean Water Act investigations and prosecutions and served on the national Department of Justice Environmental Crimes Policy Committee. Ms. Taylor was awarded the Coast Guard Meritorious Commendation by the Commandant of the United States Coast Guard, the only non-military civilian award.

After obtaining her undergraduate degree, Ms. Taylor joined the Baton Rouge Police Force as the first female police officer and regularly taught at the police academy.



George P. Thanopoulos
Technical Manager (BC)
Neda Maritime Agency Co Ltd.

George P. Thanopoulos is the Technical Manager (BC) of Neda Maritime Agency Co Ltd. Since graduation from the National

Technical University of Athens (1993, degree in Mechanical Engineering) and the University of Newcastle upon Tyne (MSc in Marine Engineering), he worked for various major Greek shipping companies in the area of technical management. He has over 20 years' experience in the shipping industry and has dealt with various repair, conversion and NB projects worldwide. Since January 2002 he has been employed by one of the leading Greek ship-owning groups in Piraeus, and is currently responsible for the smooth technical operation / performance as well as the technical regulatory compliance of the fleet.



George A. Tsavlis
Principal
Tsavlis Salvage Group Ltd.

Mr. George A. Tsavlis was born in London. He graduated from Athens College in 1968 and having acquired professional qualifications in Shipping (F.I.C.S., A.C.I.Arb), he concluded his graduate and post graduate studies in Shipping Law at University College London in 1973, with an L.L.M. degree. In 2009 he was qualified as a Mediator at the ADR Group London and in 2014 was certified as a Mediator by the Greek Ministry of Justice, Transparency and Human Rights.

He familiarized himself with the shipping and salvage sectors from a very early age by being engaged in the family business. George is a Principal at "Tsavlis Salvage Group" and represents the business on both a commercial and environmental basis internationally. He holds the position of elected Chairman of INTERMEPA (International Marine Environment Protection Association), Chairman of CYMEPA (Cyprus Marine Environmental Protection Association), which received the "Cyprus Maritime Prize 2007", as well as member of the Board of Directors of the Cyprus Union of Shipowners and Honorary Chairman of the Tsavlis Cultural Foundation.

George is a frequent keynote speaker and panelist at numerous maritime related conferences. He is an avid supporter of various charities, an art and music enthusiast and has completed nine London marathons. He is a father of five children.



Marcos C. Vassilikos
Managing Director
Eurobulk

Marcos is a Marine Engineer by profession. He studied at Newcastle University, UK (BSc) and MIT, Boston, USA (MSc). Marcos finished his studies in 1983 and after 2 years military service in Greece, he has been working in shipping in London and Pireaus since 1985. Marcos held positions in technical, purchasing, financial and insurance depts. in 4 different shipping companies, before becoming the Managing Director of Eurobulk Ltd in 2005, when the company also became public.

WORK EXPERIENCE:

1986-1987 TROODOS Shipping, Piraeus Supt Engr, Tech dept.
1987-1990 AGELEF Shipping, London, Technical Assistant to MD
1990-1992 N. BOGDANOS Marine Bureau, Piraeus Shipyards Rep

SPEAKER BIOS

1992-1995 OCEANBULK Maritime, Athens - Purchasing Mgr
1996- up to present EUROBULK Ltd., Athens - Managing Director & Insurance Mgr.

Marcos speaks 3 languages: Greek (native), English (fluent), German (basic).

EDUCATION: High School: Athens College, Athens, Greece (graduate 1978); NEWCASTLE UNIVERSITY, United Kingdom (1978-1981); Bachelor of Science (B.Sc.) in Marine Engineering; M.I.T, Massachusetts, Boston (1981-1983); M.Sc Naval Architecture and Marine Engineering; M.Sc Ocean Systems Management.



Kostas Vlachos
Chief Operating Officer
Consolidated Marine Management,
Inc. (Latsis Group)

Kostas Vlachos is Mechanical / Electrical Engineer graduated from Technical University of Athens in 1981. From 1982 to 1996 he served in the Merchant Ships Inspectorate of the Greek Ministry of Merchant Marine in various positions with the most important that of MARPOL Convention department head and ISM implementation department head.

In the same period he was a Member of the Greek delegation in IMO as well as in various EU committees and subcommittees in Maritime Safety Committee and MEPC (Marine Environment Protection Committee). In 1997 he joined the Consolidated Marine Management Inc. as DPA/DMR and as Marine, Safety &

Quality Manager.

In February 2005 he assumed the duties of the COO/Managing Director of the Company having full control and responsibilities on all activities and dpts of the Company.

He is a member of ABS, DNV, LRS, technical committees. In 2013 was elected Chairman of Intertanko Hellenic Mediterranean Panel & Council member. Since 2014 he is a member of the executive committee of Intertanko, and ISTE member



Kate Willoughby
Global Corporate Responsibility
Manager
DP World

Kate Willoughby is Global Corporate Responsibility Manager at DP World. She manages the development and delivery of the Sustainability strategy with a particular focus on community investment and measurement. Kate first started working in the field of Corporate Responsibility whilst doing her Masters in International Business' at the University of Auckland and researched Triple Bottom Line Reporting practices in NZ. Since then she has spent the last 13 years working in the CR field in a diverse range of NGO's and large corporate companies in the UK, New Zealand, Tanzania, Mozambique, Spain, Bahrain and now the UAE.

Kate is also on the Steering Group for LBG, the global standard for measuring corporate community investment, and helps support the application and development of LBG measurement framework globally.

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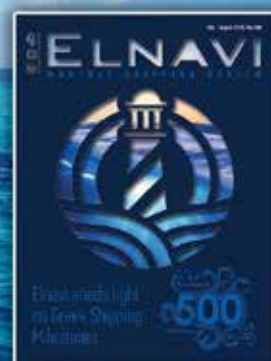
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Capital Link maintains close collaboration with the three main US Stock Exchanges (New York Stock Exchange, American Stock Exchange (now part of NYSE) and NASDAQ), the London Stock Exchange, the Athens Stock Exchange as well as numerous companies in Greece, Europe, US and Chile. It also organizes annually in New York, London and Athens a series of Investment Forums focusing on its main activity fields (www.capitallinkforum.com).

Capital Link has a leading position globally in the area of Investor Relations with respect to **shipping**, as it cooperates with the majority of shipping companies listed on the three US Stock Exchanges, as well as in London (LSE and AIM) and Milan. Capital Link is by far the most recognizable IR firm in this sector with unique access to investors, analysts, media and bankers. It has built the most extensive and effective platform for linking Listed shipping Companies with the investment community in Europe and the United States. Capital Link is a member of the Baltic Exchange and organizes regularly Analyst and CEO Forums on tankers, containers and dry bulk shipping. Additionally, it holds annually the "Invest in International Shipping" Capital Link Forums in New York and London. Finally, it also maintains a shipping portal with information on all UK and US Listed shipping Companies (www.capitallinkshipping.com).

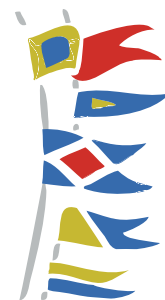
Capital Link has also a leading position in **US Closed-End funds, ETFs and MLPs**, as it cooperates with the major fund sponsors in these sectors. The Annual Capital Link "Closed-End Fund and Global ETF" Forum taking place in New York is considered the most significant Forum of the sector. In the context of this Forum, Capital Link organizes the "Annual Closed-End Fund & Global ETF Awards" which recognize funds and managers who adhere to high standards of Corporate Governance, financial disclosure and Investor Relations. Capital Link also maintains a portal with information on these funds (www.closedendfundforum.com).

Capital Link has built one of the most extensive and effective networks for the promotion of **international companies** that want to access the European and US capital markets. In this area, Capital Link has built extensive **regional expertise across developed and emerging markets** having worked with listed companies and capital markets related organizations from several countries, including Canada, Chile, Cyprus, Greece, France, Germany, Ireland, Italy, Portugal, Russia, Spain, Switzerland, Turkey, United Kingdom and the United States. Also, **broad and diversified industry expertise** with a client base across several sectors - banking & finance, chemicals, cement & construction, food and beverage, insurance, investment management, IT & computers, mining, oil & energy, packaging, pharmaceuticals & cosmetics, retailing, telecommunications, transportation etc.

Capital Link is proud to have worked with several **governmental organizations** organizing presentations to U.S. investors for the **Finance Ministers** of Bulgaria, France, Greece and Portugal. We have worked with the majority of **Stock Exchanges** in the United States and Europe (New York, American, NASDAQ, Chicago Board Options Exchange, Athens Exchange, Euronext, London Stock Exchange/ AIM, Deutsche Boerse, Lisbon Stock Exchange, MICEX, Swiss Exchanges. The Paris Bourse was our first client in 1995.

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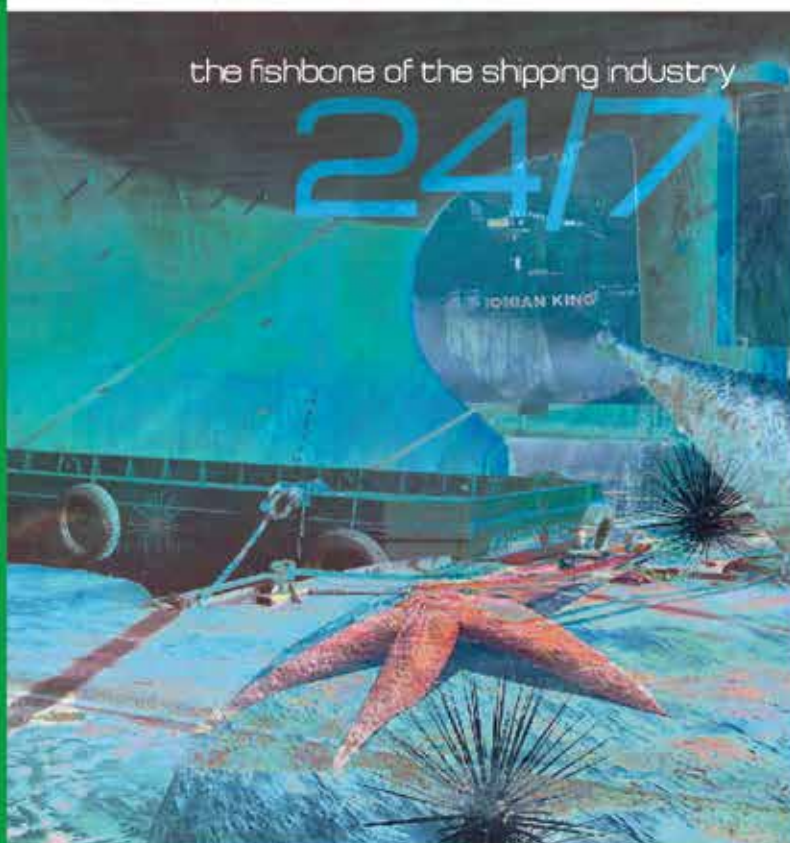
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Capital Link Shipping

...Linking Shipping and Investors Across the Globe

Capital Link is a New York-based Advisory, Investor Relations and Financial Communications firm. Capitalizing on our in-depth knowledge of the shipping industry and capital markets, Capital Link has made a strategic commitment to the shipping industry becoming the largest provider of Investor Relations and Financial Communications services to international shipping companies listed on the US and European Exchanges. Capital Link's headquarters are in New York with a presence in London and Athens.



Investor Relations & Financial Advisory

Operating more like a boutique investment bank rather than a traditional Investor Relations firm, our objective is to assist our clients enhance long term shareholder value and achieve proper valuation through their positioning in the investment community. We assist them to determine their objectives, establish the proper investor outreach strategies, generate a recurring information flow, identify the proper investor and analyst target groups and gather investor and analyst feedback and related market intelligence information while keeping track of their peer group. Also, to enhance their profile in the financial and trade media.

In our effort to enhance the information flow to the investment community and contribute to improving investor knowledge of shipping, Capital Link has undertaken a series of initiatives beyond the traditional scope of its investor relations activity, such as:



www.CapitalLinkShipping.com

A web based resource that provides information on the major shipping and stock market indices, as well as on all shipping stocks. It also features an earnings and conference call calendar, industry reports from major industry participants and interviews with CEOs, analysts and other market participants.



Capital Link Shipping Weekly Markets Report

Weekly distribution to an extensive audience in the US & European shipping, financial and investment communities with updates on the shipping markets, the stock market and listed company news.



www.CapitalLinkWebinars.com

Sector Forums & Webinars: Regularly, we organize panel discussions among CEOs, analysts, bankers and shipping industry participants on the developments in the various shipping sectors (containers, dry bulk, tankers) and on other topics of interest (such as Raising Equity in Shipping Today, Scrapping, etc).



Capital Link Investor Shipping Forums

In New York, Athens and London bringing together investors, bankers, financial advisors, listed companies CEOs, analysts, and shipping industry participants.



www.MaritimeIndices.com

Capital Link Maritime Indices: Capital Link developed and maintains a series of stock market maritime indices which track the performance of U.S. listed shipping stocks (CL maritime Index, CL Dry Bulk Index, CL Tanker Index, CL Container Index, CL LNG/LPG Index, CL Mixed Fleet Index, CL Shipping MLP Index – Bloomberg page: CPLI. The Indices are also distributed through the Reuters Newswires and are available on Factset.

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