

**HELLENIC-AMERICAN/NORWEGIAN-AMERICAN
CHAMBERS OF COMMERCE**

24TH ANNUAL JOINT SHIPPING CONFERENCE

Shipping in a Disrupted Market

**TUESDAY, FEBRUARY 13, 2018
APELLA CONFERENCE CENTER
450 EAST 29TH STREET
NEW YORK CITY**



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February 13, 2018

Dear Delegate:

It is with great pleasure we welcome you to the twenty-fourth annual Hellenic/Norwegian-American Chambers of Commerce joint shipping conference in New York City.

Our industry continues to be disrupted in so many ways, that we felt a conference devoted to a discussion of disruption would be appropriate this year. We are confident that this year's program will allow for lively discussions of some of the important and challenging issues facing the maritime industry in turbulent and fast-changing times. After an opening presentation of Macro Shipping and Economic Overview, panels will debate:

- Pressures of Technological Changes
- Navigating Disrupted Seas
- Sources of Capital in a Disrupted Market
- Investor Activism Comes to Shipping
- Political Turmoil and its Effect on Shipping
- Impact of Environmental Activism and Regulation
- Concluding panel: Shipowners' Perspective

We truly appreciate that our distinguished speakers and panelists are willing to share their views of how new regulations, technologies and investor activism, to mention a few issues, are changing the way ships are operated and how strategies have to be constantly revised to meet the challenges of volatile markets.

We are looking forward to insightful exchanges with the audience during the Q/A sessions following each panel discussion and to meeting and networking amongst our colleagues. Together we may indeed discover new opportunities moving forward.

We are grateful to our organizing committee members, who volunteer their time and have been so active and supportive in developing this program, and to our many sponsors. Without our sponsor firms' generous support, this conference would not happen. We are also grateful to YOU for attending and participating in the event in such a positive way. Many of you come back year after year, and we truly appreciate this support. It reflects well on the two organizing chambers and on the New York Metropolitan area as a leading international shipping and business region. Welcome to all.



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HELLENIC-AMERICAN / NORWEGIAN-AMERICAN CHAMBERS OF COMMERCE

24th Annual Joint Shipping Conference

SHIPPING IN A DISRUPTED MARKET

TUESDAY, FEBRUARY 13, 2018 • APELLA CONFERENCE CENTER • 450 EAST 29TH STREET, NEW YORK CITY

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JOHN C. STRATAKIS, Partner, Poles, Tublin, Stratakis & Gonzalez, LLP
CLAY MAITLAND, Managing Partner, IRI/The Marshall Islands Ship & Corporate Registry

8:15 AM **REGISTRATION & CONTINENTAL BREAKFAST – APELLA LOUNGE**
Sponsored by **DNB BANK ASA, NEW YORK BRANCH**

9:00 AM **OPENING REMARKS**
OLE CHRISTIAN SCHRÖDER
MACRO SHIPPING AND ECONOMIC OVERVIEW
AMIT MEHROTRA, Director/Lead Analyst, U.S. Transportation & Shipping, Deutsche Bank

9:30 AM **PRESSURES OF TECHNOLOGICAL CHANGE**
Moderator: **JOHN C. STRATAKIS**
WILLIAM NUGENT, Vice President, International Seaways
ANTHONY DIMARE, CEO and Co-Founder, Nautilus Labs
APOSTOLOS ZAMPELAS, Consultant, Boston Consulting Group
STEPHEN J. ROGERS, Vice President, Blockchain Initiatives for Supply Chain Industry Platforms, IBM

10:00 AM **NAVIGATING DISRUPTED SEAS: AUTOMATING SHIP OPERATIONS: CYCLICALITY AND OVERSUPPLY / RISK MANAGEMENT – CASUALTY, CYBER, CHINA**
Moderator: **PETROS ACHTYPIS**, Chief Executive Officer, Prevention at Sea
JAN HAGEN ANDERSEN, Business Development Director, DNV GL Maritime
AMIT BASU, Vice President & Chief Information Officer, International Seaways
JOSEPH HUGHES, Chairman & CEO, American P&I Club
WILLIAM GALLAGHER, President, International Registries (IRI)

10:30 AM **COFFEE AND NETWORKING – APELLA LOUNGE**
Sponsored by **NAVIOS GROUP OF COMPANIES**

10:45 AM **SOURCES OF CAPITAL IN A DISRUPTED MARKET**
Moderator: **LAWRENCE RUTKOWSKI**, Partner, Seward & Kissel
MARTIN LUNDER, Managing Director/Head of Shipping, Offshore & Oil Services New York, Nordea
CHRISTIAN ASTRUP, Associate Director/Capital Markets, DNB Markets
JAMES LIGHTBOURN, Senior Associate, Alterna Capital Partners
JASON BRAUNSTEIN, Director – Transport, Hudson Structured Capital Management Ltd.
NICK DASKALAKIS, Director, Smarine Advisor

11:45 AM **INVESTOR ACTIVISM COMES TO SHIPPING**
Moderator: **LAMBROS PAPAECOMOU**, U.S. Correspondent, Lloyd's List
TOBIAS BACKER, Partner, Fleetscape
DARREN NOVAK, Executive Director, M&A Group, UBS Securities LLC
AMIT MEHROTRA, Director/Lead Analyst, U.S. Transportation & Shipping, Deutsche Bank
THOMAS HAINES, Partner, Perella Weinberg Partners

12:30 PM **PRE-LUNCHEON RECEPTION – RIVERPARK RESTAURANT**
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LUNCHEON – RIVERPARK RESTAURANT
Sponsored by **IRI/THE MARSHALL ISLANDS REGISTRY**
Speaker: **PETER DUE**, Director, Autonomy, Kongsberg Maritime

2:30 PM **POLITICAL TURMOIL AND ITS EFFECT ON SHIPPING**
JOHN SITILIDES, Principal, Trilogy Advisors
Moderator: **CLAY MAITLAND**
BLAINE COLLINS, Vice President, Governmental Relations, DNV GL
MATTHEW J. THOMAS, Partner, Blank Rome
JOHN SITILIDES, Principal, Trilogy Advisors
GEORGE GOURDOMICHALIS, President & Managing Director, Phoenix Shipping & Trading
HILARY SPILKIN, Esq., Attorney-at-Law

3:15 PM **IMPACT OF ENVIRONMENTAL ACTIVISM AND REGULATION**
Moderator: **OLE CHRISTIAN SCHRÖDER**
FRANCIS BIRKELAND, Head of Transportation & Logistics, Americas, ABN Amro
JEANNE M. GRASSO, Partner, Blank Rome
EVAN SPROVIERO, Trader and Head of Projects, GMS (USA)
ANUJ CHOPRA, Vice President Americas, Rightship

4:00 PM **COFFEE AND NETWORKING – APELLA LOUNGE**
Sponsored by **Norton Rose Fulbright US LLP**

4:15 PM **SHIPOWNERS' PERSPECTIVE**
Moderator: **BRIAN DEVINE**, Head of Transport US, Norton Rose Fulbright
JEFF NOONAN, CEO Emeritus, Chembulk Tankers
JERRY KALOGIRATOS, CEO, Capital Product Tankers LP
ED COLL, CEO, Pangaea Logistics Solutions Ltd
KALLI LIVANOS, Director, Kyla Shipping

4:50 PM **CLOSING REMARKS**
JOHN C. STRATAKIS

5:00 PM **COCKTAIL RECEPTION – APELLA LOUNGE**
Sponsored by **BLANK ROME LLP** and **JACQ. PIEROT JR. & SONS, INC.**

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PETROS ACHTYPIS – Founder of ‘Prevention at Sea,’ Mr Petros N. Achtypis, is holder of an MSc Diploma in Naval Architecture and Marine Engineering of the National Technical University of Athens in Greece. He graduated in 2003 ranking among the top in his class. During his professional career, he developed a strong interest in the principles of the safety & prevention. Mr. Achtypis holds an MLC 2006 Trainer/Inspector Certificate issued by the ILO, he has also been an IRCA certified Maritime Auditor and holds both ISO 9001 & 14001 Lead Auditor Certificate. He specializes in risk assessment auditing and risk profiling, research and development of Risk Assessment mechanisms, Investigations and Behavioral based Audits.



JAN HAGEN ANDERSEN – Business Development Director. Mr. Andersen has over 25 years of experience in the maritime industry with a focus on propulsion systems and machinery. After graduation from engineering college in Norway, he completed a Master of Science in Mechanical Engineering from the University of Washington in Seattle, Washington in 1991. He joined TransMarine Propulsion Systems, Inc., a marine engineering and service company in Seattle. In 2005, he joined DNV in Norway in the Machinery Section of Maritime Technical Advisory. The advisory group in DNV GL provides consultancy and non-class support services to ship owners, ship yards, manufacturers, designers and others stakeholders. In 2010 he moved to DNV Maritime in Houston, Texas and is currently a Business Development Director for Region Americas in Houston. In this role, he is focusing on fleet performance management, energy efficiency, environmental compliance, and engineering advisory services to maritime customers. He also has responsibility for Advisory Services for LNG fueled ships and has been engaged with several projects and studies regarding LNG as marine fuel. He is a Licensed Professional Engineer and a member of the SNAME M-16 Panel on Propulsion Shafting.



CHRISTIAN ASTRUP – Associate Director, Capital Markets, DNB Markets, Investment Banking Division – has 10 years of banking experience within DNB with strong competence in structuring and placement of secured debt with focus on the shipping and offshore sector. Product areas: syndicated loans, export credit agencies loans, US private placements and advisory.



TOBIAS BACKER represents Fleetscape, a \$400m alternative capital provider to the maritime industries. Fleetscape primarily focuses on counterparty and project risk rather than asset play. As such, residual value of the vessel(s) is an element of the transaction, but not the sole focus. The target transactions would have \$10-35m of equity investments and a 3-8 year investment period. Larger investments are considered through pooling capital resources from sister-funds. Fleetscape operates out of offices in London, Frankfurt and New York. Fleetscape is an Oaktree Capital Management sponsored company. From 2009 to 2016, Tobias was Managing Director and Head of Maritime Investments at ICON Investments in New York. At ICON, Tobias had a global mandate to invest alternative investment capital in the maritime industries. He deployed \$279m of equity capital to investments in the maritime space during this period. Prior to this, Tobias was a shipping and offshore banker for 13 years in Oslo and New York with DNB Bank and Fortis Bank, most recently being the Head of Shipping for North and South America for Fortis Bank. Tobias graduated from Boston University in 1996 with a Bachelor of Science in Business Administration and a Bachelor of Arts in International Relations, Magna Cum Laude.



AMIT BASU is the Chief Information Officer at International Seaways (INSW). Headquartered in New York city, INSW is one of the largest tanker companies worldwide providing energy transportation services with a large fleet crude oil and petroleum products vessels. Amit is a proven IT leader with over 30 years of successful track record of delivering organizational growth, performance, and efficiency leveraging information technology. He has over 20 years of experience in maritime IT. Prior to INSW, he worked with Overseas Shipholding Group (OSG) from 1995 and was their CIO

ABOUT OUR SPEAKERS

from 2014. In December 2016, OSG spun off their international fleet as INSW and Amit moved to INSW with few other OSG veterans. Amit holds an MBA as well as a Master of Science degree majoring in Information Management from the Stevens Institute of Technology, New Jersey. Amit is also a Certified Information Security Manager from ISACA. Amit pioneered global IT delivery teams in Maritime industry as well as became an early adopter of cloud computing. For the past couple of years Amit is focused on prevalent Cyber Security risks and mitigation best practices and designed an efficient cyber security risk management program at INSW.



FRANCIS BIRKELAND is Head of ABN AMRO's Transportation & Logistics team for the Americas, based in New York. His sector coverage encompasses shipping, intermodal, aviation and logistics. He has particular focus in developing this fourth new, broad and important leg in logistics. Francis started his banking career in 1992 in Luxembourg and moved thereafter on to France, Norway and the US. He relocated in 2012 to New York to spearhead the development of ABN AMRO's presence with shipping and energy offshore companies. He came from the position as Country Head for Norway and Head of Energy, Commodities & Transportation in Scandinavia. Francis joined ABN AMRO's predecessor Mees Pierson/Fortis in 2000 after prior work experience with Societe Generale and the engineering and construction company Kværner. He post graduated from the University of Mannheim in Germany in 1991 and holds masters degrees in Finance from NHH in Bergen, Norway and HEC in Jouy-en-Josas, France. Francis has a broad experience and reputation in shipping and offshore finance, both at corporate and project finance level. He has acted as advisor to numerous shipping companies in their choice of debt capital structure. He has developed and been in charge of structured debt transactions involving multiple capital market and banking products, with most focus on junior and senior debt structures, total return swaps, ECA supported schemes incl. CIRR stabilization products. Francis has lead numerous financings for most of the large Scandinavian and North American companies, including recently for most of the US based public international shipping companies.



JASON BRAUNSTEIN Jason Braunstein is a Director at Hudson Structured with primary responsibilities in the Transport Fund. Previously, he was a Managing Director at ICON Investments focused on sourcing, analysis and investment in the maritime industry. He has been active in maritime investing for 8 years with successful structuring and syndication of numerous mezzanine and equity investments. Mr. Braunstein graduated from Cass Business School in London with an M.Sc. in Shipping, Trade and Finance with Highest Honors (Distinction). He holds a B.A in Economics and Government from Connecticut College.



ANUJ CHOPRA, Vice President – Americas RightShip Pty. Ltd. With over 30 years maritime experience both at sea and onshore, Anuj drives business development, lead the vetting team and foster industry and customer relations in the Americas region. Anuj began his seafaring career as a deck cadet working his way up to Captain and holds a Commonwealth Extra Masters Certificate of Competency, and Shipping Management from the Indian Institute of Management, Ahmedabad. He is a Fellow of The Nautical Institute and chairman of the US Gulf Branch, and an active supporter of seafarer welfare. He is on the Board of Directors (and Treasurer) of NAMEPA – North American Marine Environment Protection Association, and Vice Chair of the Advisory Board for the Program for Logistics and Transportation Policy, at the College of Technology, University of Houston. Anuj is an active BSA Adult Leader and a golfer.



ED COLL is a founder of Pangaea and has served as its Chief Executive Officer since its inception. Prior to co-founding Bulk Partners Ltd., the predecessor company to Pangaea, in 1996, Mr. Coll spent 10 years at Continental Grain Company with assignments in New York, New Orleans, Rome and Rotterdam. He joined Commodity Ocean Transport Corp (COTCO) in 1989 and became president of the company in 1993. In this position,



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Mr. Coll was responsible for the overall activities and businesses of three U.S. public shipping companies. Mr. Coll is an elected member of the American Bureau of Shipping and has considerable expertise in the worldwide shipping and commodities markets and lectures regularly on these topics. He holds a B.S. in nautical science from the United States Merchant Marine Academy at Kings Point and a master's degree in international business from Pace University.



Captain **BLAINE COLLINS** is Vice President, Government & Public Affairs for the DNV GL Group in North America. In this capacity, he is responsible for representing all DNV GL business areas in government affairs, external organizations and related activities at a senior policy level. In his previous position, Vice President & Regional Manager, North and South America, he was responsible for all maritime services throughout the Americas. Captain Collins began his career in the U.S. Navy, serving 6 years aboard a U.S. Navy nuclear fast attack submarine in the nuclear engineering department, after which he continued in the nuclear industry in the Nuclear/Environmental Group of Bechtel Power Corporation, working mostly on San Onofre Units 2 & 3 and Korean Electric Units 7 & 8 projects, until the Three Mile Island incident changed the outlook for that industry. His seagoing experience also includes sailing as Captain of U.S. cargo ships with Crowley Maritime Corporation companies. Immediately before joining DNV GL, Collins was a Vice President in Marispond Inc., a company providing Qualified Individual/Emergency Response Management services, regulatory advice, technical assistance and owner's representative services to ship owners and operators. He is on the Boards of Directors of the Norwegian-American Chamber of Commerce, the U.S. Coast Guard Foundation Board of Trustees and he actively participates in the API Marine Committee, the Intertanko North American Panel, and the Chamber of Shipping of America. Graduate: Master in International Management, Thunderbird, the American Graduate School of International Management. Undergraduate: Bachelor Science in Marine Transportation and Management, State University of New York Maritime College.



NICK DASKALAKIS is a Director at Smarine Advisors Limited since the beginning of 2017. He focuses on advisory services in the global shipping industry and his specialization includes origination, structuring and completion of cross-border asset financings including ship finance, ECA financings, leasing, project finance, newbuilding ordering and financing. Mr Daskalakis has over 18 years of experience in the shipping industry, finance, operations, banking and project finance, previously serving as Senior Director, Ship Finance for The Royal Bank of Scotland plc having worked in both RBS's shipping offices in London and Piraeus. He was responsible for developing and managing an extensive and diversified portfolio of relationships and shipping groups in terms of size, characteristics and geographic location. He provided financing, operational and work-out solutions as well as led a variety of key projects in strategic business planning and portfolio. Mr Daskalakis holds a BSc. in Maritime Studies, awarded with Honours, from the Southampton Solent University and a MSc. in Marine Policy (Shipping and Trade), awarded with Honours, from the University of Wales, Cardiff.



BRIAN DEVINE is the Head of Transport in the United States and a Partner in the New York office of Norton Rose Fulbright. His practice focuses on the representation of financial institutions and vessel owners, with a particular emphasis on maritime-related assets. He counsels domestic and international clients in areas such as: finance and security arrangements; insolvency matters; mergers, acquisitions, joint ventures and divestitures; debt and equity offerings; sale and purchase; international commercial transactions and disputes; and corporate governance and structure. Mr. Devine frequently advises clients on matters of Marshall Islands and Liberian law.



ANTHONY DIMARE graduated from Syracuse University Magna Cum Laude with a degree in Mechanical Engineering. He previously started Regattable, a folding sailboat company, and spent time working on commercial ship design at Persak & Wurmfeld naval architecture firm. He's been involved in the hardware startup scene in NYC for over four years now, working directly for Bre Pettis after he sold Makerbot to Stratasys in 2014. He was the first mechanical engineering hire at Bre & Co, Bre's new venture, as well as at Grow Labs a seed stage NYC startup started by Boxee (acqr. Samsung) co-founder Idan Cohen. Anthony worked on Nautilus Labs in different capacities for about a year and a half in his spare time before meeting Brian and officially starting Nautilus Labs full time in 2016.



PETER DUE has been involved in developing Kongsberg Maritime's autonomy program. And also been part of the team developing the concept of Yara Birkeland. Previously he worked with project management delivering Dynamic Positioning Systems. He also has a background as an entrepreneur, diplomat in Saudi Arabia and officer with the Norwegian Armed Forces. He has also designed clothes with two own brands, worked as a dive master in the Red Sea and Persian Gulf, in addition to being a mountain guide and ski instructor.



WILLIAM R. GALLAGHER, President, IRI/The Marshall Islands Registry. Mr. Gallagher, formerly International Registries, Inc.'s (IRI's) General Counsel, was promoted to President in January 2000. Since joining IRI's legal staff in 1991, he has worked closely with the Republic of the Marshall Islands government and its legislative agenda. Although he has traveled around the globe meeting clients and speaking at corporate and maritime seminars, Mr. Gallagher has been most instrumental in working with IRI's Far East clientele. Prior to joining IRI he specialized in Legal Compliance in the securities industry. He has served as an intern in the United States Senate, receiving an award as Intern of the Year and in the German Bundestag, where he enhanced his proficiency in the German language and political culture. Mr. Gallagher received his Bachelor of Arts from Indiana University of Pennsylvania and his Master of Arts in International Relations from the University of Maryland. He earned his Juris Doctor (J.D.) at the University of Baltimore School of Law and is a member of the Maryland State Bar.



GEORGE D. GOURDOMICHALIS has a BA in International Economics & Political Science from University of Massachusetts at Amherst, Msc International Marine Transportation Management, Maritime College, SUNY. Current positions/titles: President & Managing Director, Phoenix Shipping & Trading S.A., a full service ship management firm; Chairman & CEO, Blue Wall Shipping Limited, a shipholding company co-funded with PE investors. Mr. Gourdomichalis is active in both the private and public markets as an Owner & Manager of bulk carriers since 1992. He is also Board Member of The American P&I Club, The Hellenic Chamber of Shipping, The Piraeus Marine Club. He is Member of BIMCO, Institute of Chartered Shipbrokers, The Baltic Exchange, The Rina Hellenic Committee, Intercargo, The Hellenic Short Sea Shipowners Association, The British Hellenic Chamber of Commerce, and The Hellenic American Chamber of Commerce.



JEANNE GRASSO is a partner at Blank Rome LLP, and Vice Practice Group Leader of the Maritime, International Trade and Government Contracts Practice Group. Jeanne focuses her practice on maritime and environmental law for domestic and international clients. She regularly counsels owners and operators of vessels, charterers, cargo owners and facilities on maritime and environmental issues, including ballast water, emissions, and coastwise trade. Her practice involves counseling on all aspects of maritime and environmental regulatory compliance related to U.S. Coast Guard, Environmental Protection Agency, Maritime Administration and U.S. Customs & Border Protection matters; internal and grand jury investigations; defense of administrative, civil, and criminal enforcement actions; and pollution incident response. Jeanne is ranked by Legal 500 as a tier 1 Transport: shipping attorney,

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ranked by Chambers USA as a top Transportation: Shipping/Maritime: Regulatory lawyer, and named by Lloyd's List as one of the Top Ten lawyers for shipping law in 2015. She is a guest lecturer at the Massachusetts Maritime Academy, where she speaks on legal issues related to pollution response for the Academy's Qualified Individual training program. Jeanne writes and lectures extensively on criminal enforcement of environmental laws and U.S. Coast Guard regulatory matters. She also conducts training sessions and assists clients with establishing compliance programs in an effort to avoid enforcement actions. From 2012 to 2016, Jeanne served on the Marine Board of the National Research Council and has also served on the Advisory Board of the Smithsonian Environmental Research Center since 2007. She was Board Member/Secretary of the World Ocean Council from 2011 through 2013. Jeanne served as president of the U.S. Chapter of the Women's International Shipping & Trading Association (WISTA) from 2008 through 2013, prior to being elected to WISTA's International Board. Prior to joining Blank Rome, Jeanne worked in the Office of Congressional Affairs at the National Oceanic and Atmospheric Administration handling fisheries and oceans matters. She also served as staff to the House of Representatives' Committee on Merchant Marine and Fisheries. She graduated from the University of Notre Dame with a B.S. in Biology, the University of Southern California with a Masters in Marine Affairs, and the University of Maryland School of Law.



THOMAS D. HAINES is a Partner in Perella Weinberg Partners' Advisory business. He focuses on advising clients on mergers, acquisitions and divestitures across a diversified set of industries and geographies. Mr. Haines has more than 16 years of investment banking experience assisting companies on a wide range of strategic matters. During his tenure at Perella Weinberg Partners, he has advised on a number of trans-

formational transactions in the maritime sector, including Scorpio Tankers on its acquisition of Navig8 Product Tankers, Norwegian Cruise Line on its acquisition of Prestige Cruises International, and OMI on its sale to Teekay and TORM. Mr. Haines has also advised various companies subject to activist campaigns including Scorpio Tankers (Monarch), Wausau Paper (Starboard) and Regis Corp (Starboard). Prior to joining Perella Weinberg Partners in 2006, Mr. Haines was a member of the Mergers and Acquisitions Group at UBS Investment Bank, both in London and New York. Before enrolling in business school, Mr. Haines worked in Morgan Stanley's Investment Banking Division and at Westbrook Partners, a real estate private equity firm in New York. Mr. Haines received a BA in Economics, cum laude, from Princeton University and an MBA with Honors from the Wharton School at the University of Pennsylvania.



JOSEPH HUGHES has served as chairman and CEO of the managers of the American Club, an International Group mutual, for nearly twenty-three years. Joe also oversees the activities of Eagle Ocean Agencies, Inc., an affiliate of SCB, which operates the Eagle Ocean Marine and Eagle Ocean America insurance facilities. He also serves on the board of American Hellenic Hull Insurance Company, Ltd., a Cyprus-

based hull underwriting investment of the American Club. Having graduated from Oxford University, Joe was called to the Bar of England and Wales, thereafter specializing in maritime commercial law before commencing his career in marine insurance. Prior his arrival in the United States, Joe worked for other P&I clubs in the United Kingdom and Norway, latterly serving as chairman of the global marine practice of Jardine Insurance Brokers, a leading Lloyd's broker in London. In addition to his corporate responsibilities, Joe is chairman of the North American Marine Environment Protection Association (NAMEPA), secretary (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, a director of New York Maritime, Inc. (NYMAR) and a member of the National Cargo Bureau. Joe also serves on the classification committee of the American Bureau of Shipping, and the North American advisory committee of Lloyd's Register. He is a 2011 inductee of the International Maritime Hall of Fame, and was designated one of the top ten global marine insurance personalities on the 2015/16 Lloyd's List One Hundred.

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JERRY KALOGIRATOS, the Chief Executive and Chief Financial Officer of the Partnership, was part of the team that completed the IPO of Capital Product Partners L.P. in 2007. He has also served as Chief Operating Officer of the Partnership between December 2014 and June 2015. Mr. Kalogiratos joined Capital Maritime & Trading Corp. in 2005. Mr. Kalogiratos also served as Chief Financial Officer and director of NYSE listed Crude Carriers Corp before its merger with the Partnership in September 2011. He has over 11 years of experience in the shipping and finance industries, specializing in vessel acquisition and projects and shipping finance. Before he joined Capital Maritime, he worked in equity sales in Greece. Mr. Kalogiratos holds an Executive Finance degree from the London Business School, an MA in 'European Economics and Politics' from the Humboldt University in Berlin and a B.A. degree in 'Politics, Philosophy and Economics' from the University of Oxford in the United Kingdom.



JAMES LIGHTBOURN, Senior Associate, joined Alterna in 2017 with a focus on maritime investments, responsible for originating new and managing existing transactions. James has spent over five years in the shipping industry, most recently as Assistant Vice President at CIT Bank where he sourced, structured, and managed a portfolio of shipping loans and leases. Prior to assuming his role at CIT, James worked at Compass Maritime as a Sale & Purchase shipbroker and as the Director of Valuations. James began his career at Mediterranean Shipping Company's United States headquarters in New York City. Born and raised in Nassau, Bahamas, James graduated from the University of Virginia with a degree in International Economics.



KALLI LIVANOS was born in the United States and grew up in Athens, Greece. Kalli received her International Baccalaureate from the Moraitis School. She attended Babson College and graduated with honors, receiving a degree in Business Administration. Following her undergraduate studies, she worked for an investment fund in New York, focusing on structured debt solutions for the shipping & offshore markets, as well as broadly syndicated loans for middle-market companies in the United States. During her time in New York, Kalli completed her MSc with honors at Columbia University. Kalli returned to Greece in 2015 to work at the headquarters of Kyla Shipping, where she worked in operations and business development. Currently, she is responsible for all commercial matters, including chartering and insurance. Kalli has participated in the supervision of newbuilding projects in South Korea, and ship repairs in the UAE and China.



MARTIN LUNDER is Managing Director and Head of Nordea's Shipping, Offshore and Oil Services activities in the Americas. Member of Management Committee, Credit Committee and the "Know Your Customer" Evaluation Board at Nordea Bank's New York Branch. He spent most of his career in international banking, mainly in the US but also in UK and Norway. He holds BSc and MBA from the University of Oregon; commenced banking career working for Manufacturers Hanover Trust Company in New York City then joined Christiania Bank which subsequently became Nordea Bank. Lunder has a vast experience in overall bank relationship management and banking products, currently leading a team of professionals located in New York City. Particular product experience includes leveraged lending and credit evaluation, having structured and syndicated large credit facilities for a number of clients over a period of nearly thirty years. In addition to successfully managing banking relationships in the Americas, he also led the financial restructuring of several publicly listed and private companies both with and without the use of the Chapter 11 process.



CLAY MAITLAND has worked in the shipping industry since graduation from law school in 1968. Clay has been employed by International Registries, Inc. for over 41 years and is now a managing partner and an owner of the company, which administers the Marshall Islands Ship Registry - the second largest registry in the world, and which is now one of the best-known

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yacht registries. He is President of the Trust Company of the Marshall Islands (TCMI), the statutory Maritime Administrator of the Republic of the Marshall Islands. Prior to the year 2000, Clay held similar positions with regard to the maritime administration of the Republic of Liberia. Clay was born in London, England on December 28, 1942. His father was a pilot in Bomber Command of the Royal Air Force, and was lost with his plane, a B25 Mitchell bomber in March of 1943. Clay's mother was a native New Yorker, and he came with her to the United States in 1946, aboard RMS QUEEN ELIZABETH. Clay was educated at schools in Connecticut and received his B.A. degree from Columbia University in 1964, and his law degree from New York Law School in 1968. He was admitted to the New York Bar in 1969 and became associated with the admiralty law firm of Burlingham Underwood & Lord, where he worked until 1974. After a brief stint as admiralty counsel at Union Carbide Corporation, he joined what is now International Registries, Inc. in 1976. At that time, IR managed the Liberian ship registry, which was then the largest in the world by tonnage in number of ships. Founded by former Secretary of State Edward Stettinius, who had been president of U.S. Steel, and during World War II, War Shipping Administrator and then Lend-Lease Administrator, the company included among its early investors, Allen Dulles, Esq., who was then a partner in Sullivan & Cromwell. Mr. Dulles went on to become Director of the Central Intelligence Agency. This company, under the name of Liberian Services Inc. included a bank in Liberia, of which Clay Maitland also became an officer after he joined the company in 1976. The genesis of the Stettinius family investments in Liberia arose when President Roosevelt flew from Casablanca, after the famous conference with Winston Churchill and their staffs, to Monrovia, Liberia in January, 1943, to observe the opening of what was to be a major air base, now Roberts Field. Mr. Stettinius himself flew to Liberia after the Yalta Conference in 1945. Since his early years as a Maritime lawyer, starting in 1969, Clay has been involved with a number of philanthropic and professional associations connected with the industry. In addition to those listed above, Clay is on the boards of the Maritime Industry Museum, at Fort Schuyler (SUNY Maritime College) and the King's Point Maritime Museum, at the U.S. Merchant Marine Academy. He is on the board of directors of the Sea Research Foundation in Mystic, Connecticut. Among his other affiliations: Member of the Executive Committee and Director of the Coast Guard Foundation; member of the Board of Directors of the Coast Guard Auxiliary Foundation; Member of the American Bureau of Shipping, and of the National Cargo Bureau; Founding Chairman of the North American Maritime Environment Protection Association (NAMEPA); Chairman Emeritus of the National Maritime Historical Society (publishers of SEA HISTORY magazine); a member of the New York City Bar Association and Maritime Law Association of the United States; former Chair of the Admiralty Committee of the New York City Bar Association, and of the Committee on Intergovernmental Organizations of the Maritime Law Association of the United States (MLA). Clay continues to serve as a delegate to the Legal Committee of the International Maritime Organization (IMO) in London. Clay has served on the Executive Board of the World Maritime University in Malmo, Sweden and is a member of the Standing Committee of the Marine Society of the City of New York. He is currently Chairman of the New York Maritime, Inc. He has been a delegate to a number of international maritime conferences, including the United Nations Conference on the Law of the Sea, and at the International Maritime Organization in London. Clay received the Honorary Degree of Doctor of Letters from the State University of New York Maritime College in 2006, and was decorated with the U.S. Coast Guard's Distinguished Public Service Award in 2010, by the Commandant of the Coast Guard, ADM Robert J. Papp. Clay has endowed two scholarships for students entering the maritime industry: 1. The Clay Maitland Scholarship in International Transportation, at the State University of New York Maritime College (Ft. Schuyler), for the benefit of students in the Master of Science degree program in International Transportation Management; 2. The Virginia Maitland Sachs Charitable Scholarship Fund at the Massachusetts Maritime Academy, Buzzards Bay, MA, for the benefit of students at the Academy.



AMIT MEHROTRA is a Director and Senior Research Analyst at Deutsche Bank covering U.S. Transportation and Maritime Shipping. He is among the top five sell-side Shipping analysts in the U.S., as ranked in Institutional Investor's 2017 survey of U.S. asset management firms. He placed in the top ten in the same survey for U.S. Transportation companies. His coverage responsibilities include all maritime shipping verticals, as well as U.S. trucking, logistics, airfreight, and railroads- with total

combined market value of \$500 billion. He has broad research and investment experience, having spent the last 15 years covering several verticals in the Industrial sector from both sell and buy-side perspectives- specifically within Automotive and Aerospace & Defense industries. He graduated with a degree in Finance and Economics from Babson College.



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JOHN D. (JACK) NOONAN is the recently retired CEO of Chembulk Tankers, which re-emerged as an independent entity on December 1, 2015 after having been a subsidiary of the Indonesian based Berlian Laju Tanker Group (BLT) for the prior eight years. Chembulk Tankers is an owner/operator of 27 ocean-going chemical tankers operating on trade routes globally. Headquartered in Southport CT USA, Chembulk Tankers has offices in Houston, Sao Paolo, Copenhagen, Korea and Singapore. Jack joined Chembulk as COO in April 2007. In December 2007, after the sale of Chembulk from its private equity group ownership to BLT, Jack was promoted to President subsequently to CEO of the BLT Chembulk Group. He had been actively involved in the corporate restructuring of Chembulk Tanker parent BLT, spearheading all of the business-related initiatives of the process from January 2012 until its conclusion in November 2015. Jack is a graduate of the U.S. Merchant Marine Academy at Kings Point, NY where he earned a B.S. in Marine Transportation, with a concentration in Marine Petroleum Operations and a USCG License as 3rd Mate. Additionally, he was commissioned as Ensign in the U.S. Naval Reserve, ultimately achieving the rank of Lieutenant. Following graduation, he sailed with the US Flag Tanker Fleet of Texaco, advancing his License to Chief Mate (1st Officer). In 1984, Jack joined the Operations Department of chemical tanker owner Stolt-Nielsen in Greenwich, CT. Within one year, he was transferred into the Sales & Marketing Department as Shipbroker. Jack spent the next ten years in Stolt-Nielsen's Indian Ocean Service, ultimately holding the position of Sales Manager. Jack left Stolt-Nielsen in 1995 to join Sound Tanker Chartering, (subsequently re-branded SPI Marine) a ship brokerage firm specializing in the chemical tanker sector. In 2003 Jack was appointed Vice-President of Clipper Group's Copenhagen Tankers, which became Clipper Tankers USA, and was promoted to President on January 1, 2007; a position he held until joining Chembulk. Jack's professional affiliations include the Connecticut Maritime Association - by which he was named Commodore for its symposium Shipping 2017 - the Southwest Chemical Assn., and the Northeast Chemical Assn. He is a member of the American Bureau of Shipping and has served on the North American Committees of Class NK and DNV-GL. Additionally Jack is on the Board of Trustees for the Seamen's Church Institute. Jack has been recognized by the U.S. Merchant Marine Academy Alumni multiple times including Outstanding Professional Achievement (2008), the Skip Prosser Service above Self Award (2011) and in 2017 as Kings Pointer of the Year.



DARREN NOVAK - Executive Director, Shareholder Activism Specialist. Darren is an Executive Director in the Mergers & Acquisitions Group of UBS Investment Bank. Prior to joining UBS Investment Bank, Darren co-lead the Activist Situations Team at Houlihan Lokey. Prior to Houlihan Lokey, Darren was an M&A attorney for a dozen years, most recently as a partner at Davies Ward specializing in contested situations, and before that as an associate in the M&A departments of Simpson Thacher and White & Case. Darren received a JD and MBA from the University of Toronto. He graduated with distinction with a Bachelor of Commerce (Finance) from the University of Alberta..



WILLIAM (BILL) NUGENT has served as Vice President and Head of Ship operations since 2014. Prior to this, he was responsible for the Technical Services Group, the predecessor company's global engineering team. He joined OSG in 2006 as Assistant Vice President for New Construction, was promoted to head of department in 2008 and oversaw the construction of ships, tugs and barges in China, Korea, and the United States. In all, Mr. Nugent has overseen construction of more than 50 vessels. Earlier in his career, he was Director of Basic Design and Project Manager for Alion Science and Technology and John J. McMullen Associates, Inc., respectively. Mr. Nugent earned a Bachelor of Science in Naval Architecture and Marine Engineering from Webb Institute.

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LAMBROS PAPAECONOMOU is the US Correspondent for Lloyd's List. Based in New York, his brief is to cover capital markets and publicly traded companies, and to provide insightful analysis and commentary on trends and events affecting the shipping industry. Lambros joined the editorial team of Lloyd's List in 2015 with twenty years of work experience in the industry, having worked in chartering, brokerage, and finance. He has previously worked for Overseas Shipholding Group, Southern Star Shipping, and MJLF & Associates. He has also worked as a portfolio manager and as an independent research analyst. Lambros studied Naval Architecture and Marine Engineering at National Technical University of Athens and he has an MBA degree from Haas School at the University of California at Berkeley. Lambros is also a registered Certified Public Accountant in the state of Illinois.



STEPHEN J. ROGERS is Vice President Blockchain Initiatives for Supply Chain, IBM Industry Platforms. Steve has been at IBM for 35 years. He joined IBM in Charlotte, NC in 1981 as an Industrial Engineer after receiving a BSIE degree from the Georgia Institute of Technology. He spent the first five years in various production engineering and planning roles for IBM printing and banking products. In 1986 he joined finance after receiving an MBA from the Babcock School at Wake Forest. He held various financial management positions including the Manager of Financial Analysis for IBM's Personal Computer Division. He was the Division Controller for the PC business for both the Americas - headquartered in Raleigh, NC and Europe, ME, & Africa - headquartered in Paris, France. Later he became the Server Group Controller for Manufacturing where he had responsibility for all IBM's server manufacturing locations worldwide and had a seat on IBM's Corporate Manufacturing Operations Board in Somers, NY. He then became worldwide VP of Finance and Operations for IBM's System X Server division in Raleigh, NC. In January of 2002 Steve joined the newly formed IBM Integrated Supply Chain organization as the Director of Supply Chain for the Retail Store Solutions business. In August of 2003 Steve returned to Somers to take on the role of VP for Demand/Supply and Inventory Planning for all IBM hardware brands. In June of 2006 Steve transferred to the role of ISC VP and Brand Advocate for System X and Storage where he was responsible for the end to end supply chain execution for two separate multi-billion dollar brands. In August of 2008 he took on the newly created role of Supply Chain VP for Software, Services and Solutions which was later restructured to Solutions, Acquisitions and Divestitures in April of 2011. In July of 2013 he became VP of Supply Chain Transformation with responsibility for Manufacturing, Planning, Procurement, Logistics, and Asset Management. In February of 2017 he became the VP of Blockchain Initiatives for Supply Chain in IBM's Platform Services Organization. Steve has served on the Advisory Board of the Georgia Tech School of Industrial and Systems Engineering. He currently resides in Raleigh, NC with his wife of 31 years and has three sons.



LAWRENCE RUTKOWSKI is a partner in Seward & Kissel's Corporate Finance Department. Larry has practiced law since 1979. He joined Seward & Kissel as a partner in 1992. Larry is head of the firm's Maritime and Transportation Finance Group, a cross section of attorneys within the firm from the Corporate Finance, Corporate Securities, Litigation and Tax departments with expertise on matters of interest to clients in the transportation industry and is a member of the firm's Business Transactions Group. In such capacity, Larry has worked on matters ranging from the formation of joint ventures, asset finance transactions, secured and unsecured lending, registered and unregistered securities transactions, mergers and acquisitions and cross border leases to restructurings and bankruptcy. In addition to representing clients in the transportation and financial services industries, Larry's practice has included considerable experience in equipment finance and in the energy and mining fields. Larry is a member of the Association of the Bar of the City of New York, the American Bar Association (Business Law Section) and the Maritime Law Association of the United States (Member, Maritime Finance Committee; Chair, Maritime Bankruptcy & Insolvency). Larry has been cited in Euromoney's "Best of the Best," Chambers USA and Chambers Global, and The Best Lawyers in America, and Who's Who Legal 2009: Shipping and Maritime. Larry has also been

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recognized by Best Lawyers in the practice of Admiralty & Maritime Law in years 2006–2013, inclusive. Larry has also appeared on Lloyd's list of the world's top ten lawyers in their annual Most Influential People in the Shipping Industry publication. Larry has been featured on CNN and appeared on both the Fox News and Fox Business networks as an authority on the impact on the shipping business of piracy off the coast of Somalia. Larry is also an Adjunct Professor of Law in the admiralty program of the Charleston School of Law.



OLE CHRISTIAN SCHRÖDER, Director of Environmental Compliance for Scorpio Group, headquartered New York and Monaco. He presently oversees 190 Modern Eco-friendly vessels, enforcing environmental compliance policies, procedures, and regulatory performance. Mr. Schröder previously came from, TORM AS, following its 2007 acquisition of

OMI Corporation, where Mr. Schröder reported to OMI's Board, responsible for implementing a comprehensive and strategic compliance program. In 2000, Mr. Schröder co-founded as principal and partner, Hudson Marine Management Services, a consulting group specializing in crisis management, emergency response and maritime security. Originally from Oslo, Mr. Schröder has over 35 years of international shipping expertise, dating back to his family history in ship owning, OSCO Shipping, pioneers in the chemical and product trade. Mr. Schröder, a founding member of Intertanko's Environmental Committee, now Vice-Chairman, is also a board member of NAMEPA.



JOHN SITILIDES, a Washington D.C. government affairs specialist and diplomacy consultant to the U.S. Department of State, shares his insights into U.S. and global risk trends, international security flashpoints and geopolitical strategies before C-suite executives, high-stakes decision makers and opinion leaders at investor, corporate and government conferences and events. In customized briefings, he explores the complex geopolitical decisions that impact markets in Asia, Europe and the Middle East, helping clients better understand and mitigate risk. Since 2006, Sitolides chairs the State Department's Advanced Area Studies Program for Southeast Europe (under a U.S. government contract) at the Foreign Service Institute, the primary training institution for U.S. diplomats and other foreign policy professionals. He was Board Chairman of the Woodrow Wilson Center Southeast Europe Project, directing policy, research & forecast analysis on U.S., NATO & EU geopolitical, commercial, and security interests throughout southeastern Europe, 2005–2011. As Principal at Trilogy

Advisors LLC since 2005, Sitolides manages a government affairs portfolio specializing in regulatory reform. He has testified before Congress, and is a regular media commentator on national security and American politics on broadcast, print and digital media. He has been interviewed on CNN, Fox News, CNN International, One America News, China Global and BBC News, and cited in the Wall Street Journal, New York Times, Washington Post, Washington Times, Bloomberg News, Politico, National Public Radio, and Institutional Investor. Sitolides served as Executive Director of the Western Policy Center, an international relations institute researching and forecasting U.S., NATO & EU political, commercial and security issues in southeastern Europe. He directed the center's strategic planning, policy analysis, political and corporate communications, and financial management until he negotiated its 2004 merger with the Woodrow Wilson International Center for Scholars. Sitolides serves on the Board of Directors of 3doo Inc., a VR360° technology company; Bio-vest, developing cancer immunotherapies; the Advanced Imaging Society, promoting the global film industry's arts and technologies; and International Orthodox Christian Charities, a global humanitarian relief organization. He is a member of the Association of International Risk Intelligence Professionals; the Intelligence and National Security Alliance, the U.S. Geospatial Intelligence Foundation, the Columbia University Club of Washington D.C., the Association of Former Senate Aides, the Federalist Society for Law and Public Policy Studies, and the New York State Society of Washington D.C. Sitolides holds a Master's Degree in International and Public Affairs from Columbia University. He lives in McLean, VA with his wife, who is an attorney and businesswoman, and their four sons.



HILARY SPILKIN began her legal career as an Advocate to the Supreme Court of South Africa with a postgraduate degree in South African Tax Law, where she litigated in various corporate and tax matters. She left South Africa to take advantage of a position in London, UK, with an offshore financial institution and was responsible for the direction and management of their Trust Company located in Switzerland. After immigrating to the United States, Hilary gained admission to the California State Bar, and completed a Master's Degree in International Tax Law (summa cum laude), and went in to private practice as a consultant in international tax, global planning and structuring for multinational corporations. Hilary spent a period in the financial services industry with a major global banking institution, focusing on Anti-Money Laundering and Anti-Terror Financing, banking and regulatory compliance. For the past several years, she has headed the Liberian Corporate Registry and the OFAC and Sanctions department of the Ship Registry. In addition, Hilary was Adviser and Consultant to the Liberian Authorities on legal and corporate matters, and corporate governance, and was instrumental in achieving Liberia's success through the OECD. Hilary has also held several Board positions of various international corporations. Hilary has been a guest speaker at several offshore tax and corporate conferences, and has authored several articles published in legal journals and textbooks. Hilary advises on international tax planning, OECD Tax Initiatives, Anti-Money Laundering and Anti-Terror Financing and OFAC Sanctions, international corporate governance, offshore structuring and the opening of bank accounts.

EVAN SPROVIERO has nearly a decade of practical experience in the international commercial shipping industry and an intricate understanding of ship sale and purchase transactions related to second hand, demolition and newbuilding vessels. Over the years, he has developed hands on expertise in the negotiation of S+P, projects, "creative" vessel financing, mergers and acquisitions, and corporate restructurings / bankruptcies. In addition, Evan spent several years handling the international advertising, marketing and media planning on behalf of his principals. Evan began his career with Compass Maritime in the USA where he worked as an S+P and Projects & Finance broker. In 2012, Evan joined GMS as a trader in the S+P division and Head of the Projects department. Evan sat on the board of a Hamburg based shipping and KG company named Koenig & Cie. from May 2013-February 2016 and currently sits on the board of Ethos Shipping S.A. as well as the board of directors of the Young Shipping Professionals of New York (YSPNY). He holds a BA in Economics from Fordham University in New York City and a Master's in International Business, with distinction, from the University of St Andrews, Scotland.



JOHN STRATAKIS, is a New York attorney and partner in Poles, Tublin, Stratakis & Gonzalez, LLP, a New York law firm established in 1957. His practice is concentrated in the transactional area, with a focus on international vessel purchases and financing, and company formation in various jurisdictions. He also advises international investors in the purchase and finance of New York real estate and acts in connection with estate



Attorneys-at-Law

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and probate matters in New York State, often those with an international component. He began his legal career as a law clerk to the Hon. Nicholas Tsoucalas, a judge on the U.S. Court of International Trade. Mr. Stratakis has been a member of the board of directors of Navios Maritime Holdings, Inc., an international shipping company, since 2005. He is a member of the Maritime Law Association of the United States, and sits on the Boards of New York Maritime, Inc., the Hellenic American Chamber of Commerce, the Hellenic American Cultural Foundation and the European American Chamber of Commerce in the United States. He is also a member of the Advisory Board of the Center for Corporate Governance at the LeBow College of Business at Drexel University.



MATTHEW (MATT) J. THOMAS has more than 20 years of experience in international trade, transport and maritime regulation, and government affairs, representing leading energy and commodities companies, shipowners, governments, insurers, investors, ports, shipyards, and marine terminal operators. Matt works extensively in the areas of trade sanctions and export controls. He represents maritime, energy, and industrial clients around the world on compliance and investigations in connection with sanctions on Iran, Syria, Sudan, and other targets; guides leading energy firms through the implementation of U.S. sanctions on Russia; and, counsels companies in connection with the gradual opening of the Cuban market. He has investigated numerous cases of smuggling and money laundering in the commodities and shipping sector. In addition, Matt has extensive expertise in the container shipping sector. He has represented leading carriers, terminals, and logistics providers in regulatory proceedings before the Federal Maritime Commission (“FMC”), where he formerly served as the Assistant General Counsel for International Affairs, and is experienced in global container operators’ merger and integration projects. He also counsels private companies and foreign governments on matters of international law and diplomatic strategy, particularly in defending national sovereignty or combating international trade barriers. During his government tenure, he was responsible for the FMC’s relations with foreign shipping regulators and multilateral bodies, such as the European Union (“EU”), World Trade Organization (“WTO”), and Organization for Economic Co-operation and Development (“OECD”). Matt works with leading maritime and marine terminal clients on a broad range of compliance issues, including environmental, safety, citizenship and “Jones Act” coastwise compliance. He has represented leading energy companies in key Jones Act rulings and investigations that have shaped domestic petroleum trade, and structured complex Jones Act compliance ownership structures. Throughout his career, Matt has built strong relationships with U.S. government officials, trade associations, and the local legal and lobbying community. He guides international businesses in their dealings with the Departments of State, Treasury, Commerce, and Transportation, as well as independent regulatory agencies and Congress. In addition to his professional experience in maritime and international trade, Matt has also served as a federal lobbyist and led successful lobbying efforts on the behalf of local governments, advising on federal affairs and managing relations with congressional offices.



APOSTOLOS ZAMPELAS joined the Boston Consulting Group in 2014. His professional interests include Shipping and Banking. He is a core member of BCG’s Global Shipping Practice leading the Shipping Benchmarking Initiative in Greece. He has prior experience in the shipping industry having worked in the Treasury and Chartering departments of a NYSE listed shipping company. During his time at the company, Apostolos gained exposure in financing and chartering of a diversified fleet of ~80 vessels. In addition, Apostolos has experience on privatizations of public companies in Greece through his tenure at Deloitte. Shipping projects: Turnaround of largest ship management company globally, following its acquisition by a major PE; Defined the commercial and chartering strategy for a US-listed ship-owner with a fleet of ~70 vessels; Conducted a confidential due diligence in the ship-management market on behalf of a major PE fund; Led the terminal negotiations on a group-wide cost cutting program for a top-3 shipping liner; Led the implementation of a new procurement organization across the global footprint of a global shipping line based in the Middle East; Drove the transition from a contract management department to a full-blown centrally-led global procurement organization overseeing a spend of c.\$2.3B; Led the PMO of the implementation of 25 initiatives representing \$100M+ in cost savings for a major shipping liner in the Middle East; Conducted a company-wide cost transformation diagnostic and solution design for a major shipping liner in the Middle East; Participated in a major transformation of global shipping liner in the Far East focusing on the redesign of its sales organization; Analyzed the global bunkering market and assessed the use of LNG as a marine fuel by modeling its implications on an actual fleet of ~500 vessels. Apostolos holds an MSc in Management for London Business School and an MSc in Mechanical Engineering from the National Technical University of Athens with a specialization in Energy.

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