



Stolt Tankers
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Operations Manager

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Stolt Tankers

Mission: To be the #1 choice to ship specialized bulk liquids for target customers based on performance, service and value



PIONEER

Founded in 1959
Pioneer of the parcel tanker industry



STOLT-NIELSEN LIMITED

Stolthaven Terminals
Stolt Tank Containers
Stolt Sea Farm
Stolt-Nielsen Gas
Share price 125 NOK 24 May 2017



PEOPLE AND OFFICES

5,500 sea and shore staff
18 offices

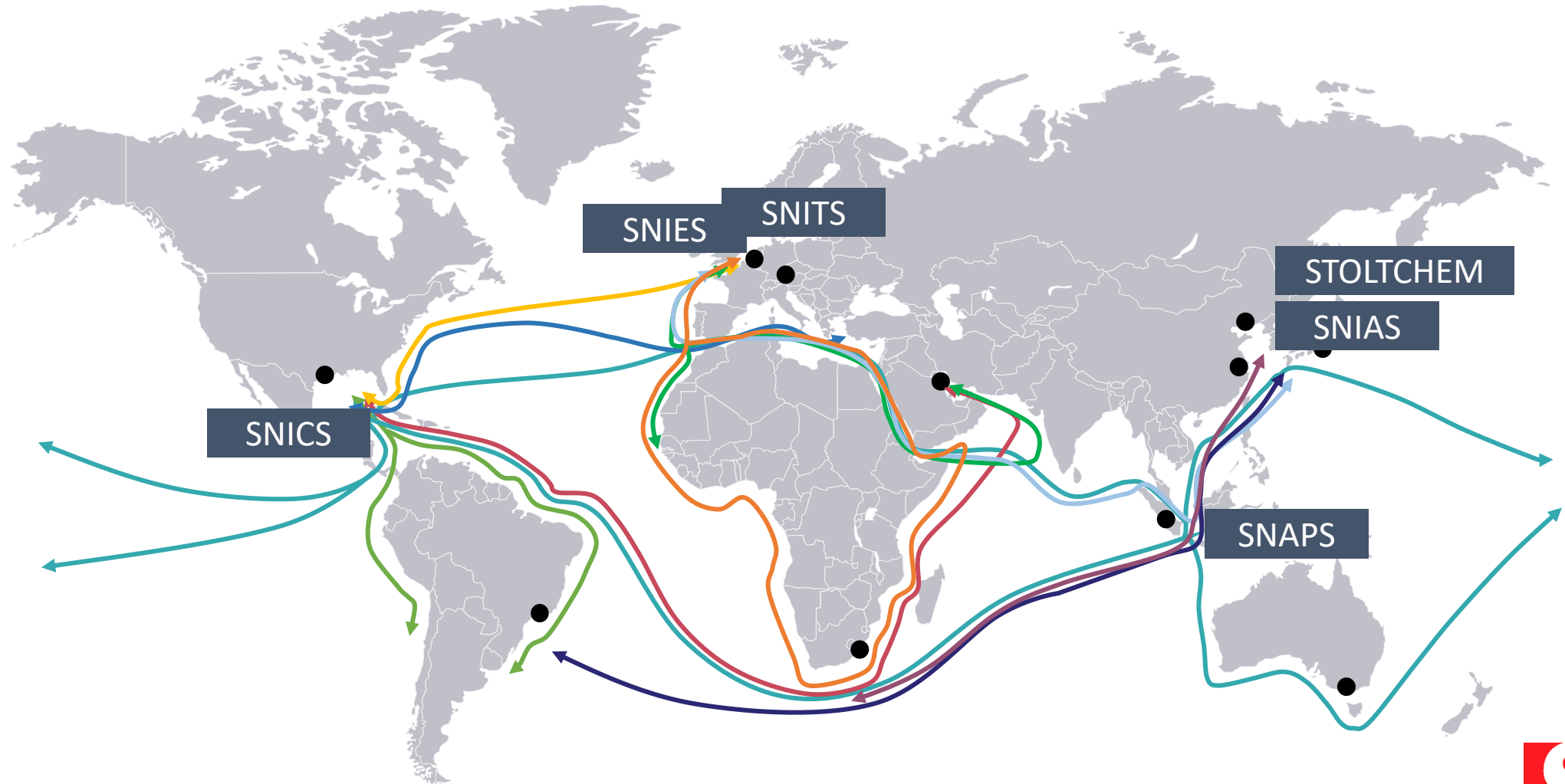


SHIPS

152 ships
2,762,463 DWT
70 ships global
82 ships regional



Our global trading presence



Stolt Tankers is operating in a challenging environment



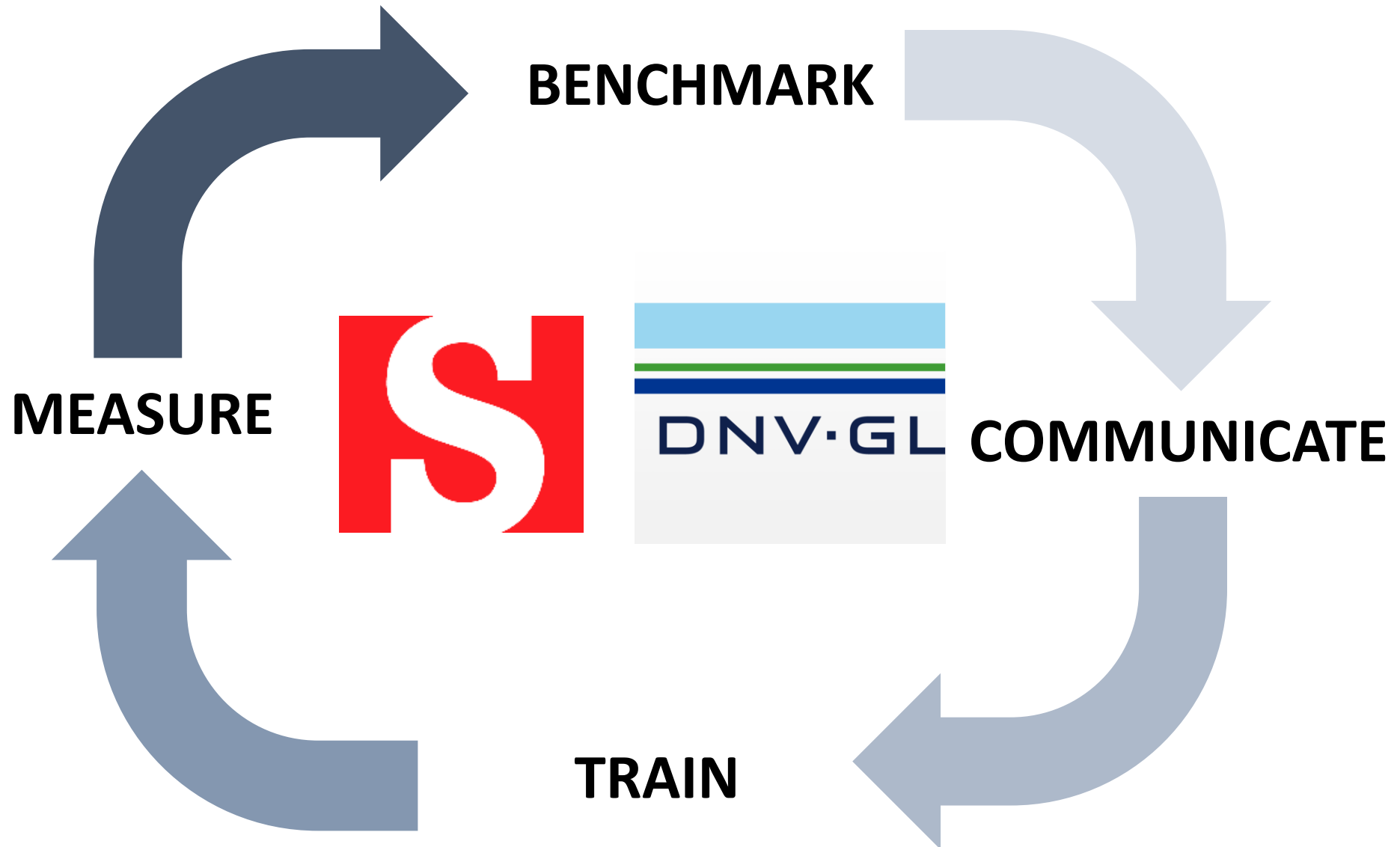
Operational Excellence

“We believe operational excellence comes through the focus on safety and by continuously working on improving the way we operate through team work and education”

- Safety Culture in place and training levels to match
- Focusing on Safety awareness and empowering employees
- The safety culture is evident by a proven low accidents rate



Stolt's approach 'Excellence in safety'



Safety Culture in place and training levels to match



s/ashed
zero

steering towards
zero incidents



- Leadership visits: Senior management 50% fleet visits per year
- Reflective Learning: 2 videos per year
- Learning from incidents: minimum 4 Flash bulletins review per year
- Marine Compliance Officers: 7 MCOs coaching/training (2016 - 60 ships)
- Safety Excellence program
- Officers conferences: 2 x Manila and 2 x Riga
- Rating conference: 1 x Manila/Cebu
- New QA system to be launched Q3 2017



Focusing on Safety awareness and empowering employees

SSHEQ FLASH REPORT
Issue: 2010/08

Pneumatic Actuator Ejected - Fractured skull

WHAT HAPPENED?

1. On 27 September, the 2nd engineer and the filter were having repairs carried out on a nitrogen tank.
2. It was found that the actuator body was leaking from being jacked up and one of the joints was broken on the nitrogen tank.
3. The 2nd engineer was asked to check the joint and was told that the joint was broken and should not be used. The actuator was jacked up.
4. An attempt was made to repair the joint by welding, but it was not successful.
5. The 2nd engineer then decided to get some help with the task. The 2nd engineer was asked to check the joint and was told that the joint was broken and should not be used. The actuator was jacked up.

CAUSES:

1. Lack of experience, rather than the 2nd engineer not the filter was fully dismantled a critical actuator.
2. Inadequate supervision, with no supervisor present in a position allowing to which this work was carried out.
3. Inadequate training, with no training provided for the 2nd engineer in the use of the nitrogen tank.
4. Inadequate resources, with no resources available for the 2nd engineer to carry out the work.
5. Inadequate communication, with no communication provided for the 2nd engineer to carry out the work.

LESSONS LEARNED / RECOMMENDATIONS:

1. All work on nitrogen tanks should be carried out by a competent person with the necessary training and experience.
2. All work on nitrogen tanks should be carried out under the supervision of a competent person.
3. All work on nitrogen tanks should be carried out in accordance with the relevant safety procedures.
4. All work on nitrogen tanks should be carried out in accordance with the relevant safety procedures.

Be confident to stop work if you feel unsafe or see something unsafe. It is your responsibility - and you have the authority.

SSHEQ FLASH REPORT
Issue: 2010/04

CO2 Firefighting System

WHAT HAPPENED?

Recently, one of the ships had their annual CO2 fire-fighting system serviced by a shore based company. One of the crew members was injured when the CO2 system was started to test the system.

CAUSES:

1. The CO2 system was started without the necessary safety procedures being followed.
2. The CO2 system was started without the necessary safety procedures being followed.

LESSONS LEARNED / RECOMMENDATIONS:

1. All work on CO2 systems should be carried out in accordance with the relevant safety procedures.
2. All work on CO2 systems should be carried out in accordance with the relevant safety procedures.

Be confident to stop work if you feel unsafe or see something unsafe. It is your responsibility - and you have the authority.

SAFETY REMINDER
Issue: 2010/03

Bridge Team Management with Pilot onboard

Investigations into marine casualties consistently indicate that major factors in their causes are weaknesses in Bridge Team organization and management.

You are reminded that bridge work is a team effort. The bridge team should be organized and managed in a way that ensures the safety of the ship.

Working together and sharing information in a professional manner enhances the bridge team and the ship's safety.

SSHEQ FLASH REPORT
Issue: 2010/08

Cargo overboard during discharge

WHAT HAPPENED?

The vessel was discharging 3 parcels of 1000kg each. The cargo was discharged into the hold and was found to be missing.

CAUSES:

1. The cargo was not secured properly during discharge.
2. The cargo was not secured properly during discharge.

LESSONS LEARNED / RECOMMENDATIONS:

1. All cargo should be secured properly during discharge.
2. All cargo should be secured properly during discharge.

Be confident to stop work if you feel unsafe or see something unsafe. It is your responsibility - and you have the authority.

SSHEQ FLASH REPORT
Issue: 2010/12

LESSON LEARNIT

Safety committees can be an effective means of ensuring that the safety of the ship is maintained. The committee should be organized and managed in a way that ensures the safety of the ship.

Working together and sharing information in a professional manner enhances the bridge team and the ship's safety.

SSHEQ FLASH REPORT
Issue: 2010/12

Securing Anchors while Manoeuvring

WHAT HAPPENED?

The vessel was manoeuvring in a narrow channel. One of the anchors was found to be loose.

CAUSES:

1. The anchor was not secured properly during manoeuvring.
2. The anchor was not secured properly during manoeuvring.

LESSONS LEARNED / RECOMMENDATIONS:

1. All anchors should be secured properly during manoeuvring.
2. All anchors should be secured properly during manoeuvring.

Be confident to stop work if you feel unsafe or see something unsafe. It is your responsibility - and you have the authority.

Stop Work Authority

It is your **responsibility** – and you have the **authority**.



Stop Work Procedure

Company employees, subcontractors and visitors have the authority and obligation to stop work where concerns or questions regarding control of health, safety and environmental risk exist, or when a hazard is identified that presents imminent danger to the health of employees, subcontractors, the public or will create damage to the environment

The individual initiating a Stop Work does not have to be involved in the work taking place, but simply be an observer of a condition that he/she feels presents an imminent danger to the health and safety of employees, subcontractors, and/or the public or will create damage to the environment.

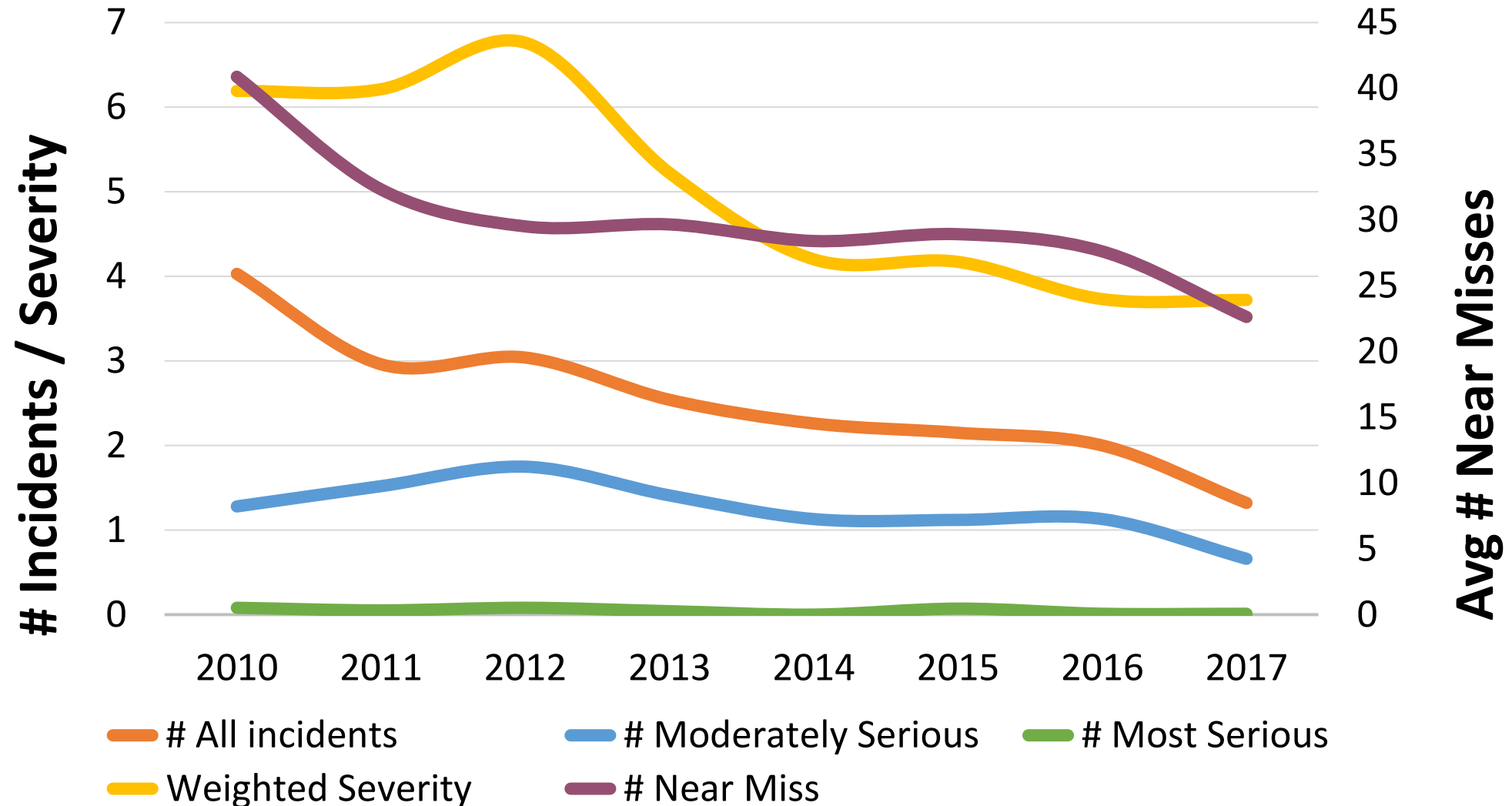
If an employee or subcontractor feels that their own work is unsafe then they should initiate a Stop Work and notify the appropriate Supervisor/Officer/Manager of the unsafe condition.

If an employee is working within a group or a team and calls for a Stop Work then the other members of the group or team must Stop Work and the reason for stopping must be investigated. If necessary the leader/person in charge of the group or team must request clarification from the appropriate Supervisor/Officer/Manager.

If it is the work of others then they should be told by the observer that he/she believes what they are doing is unsafe and request they stop work until the situation is resolved. If someone refuses to stop work after a Stop Work has been called then the appropriate Supervisor/Officer/Manager must be contacted.



The safety culture is evident by a proven low accidents rate



Ship of the year 2016

- To eliminate people's perception of operational excellence, and to motivate all our SMTS to perform, we started with our Ship Of the Year program more than 10 years ago.
- The Ship of the Year competition is about raising standards of performance in:
 - *Safety, NM quality, SIRE & CDI, PSC, Offhire, Cost efficiency,*
 - *Claims (H&M/P&I), Performance Evaluations*
- 2016 showed an improvement for the lower scoring ships of 2015.
- SOTY challenges the SMT's and assist the ship management teams identifying the ships needing extra support and focus.



What we ask from you?

- Be transparent about your safety procedures
- Shipping background of your employees
- Communication
- Directly linked to our results on vetting inspections





Our people
are driving
our success



THANK YOU