Stolt Tankers
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Operations Manager

21st of June 2017

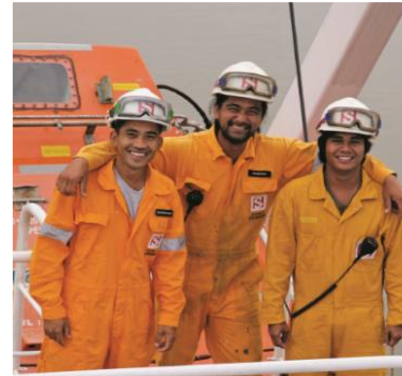
Stolt Tankers

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

PIONEER

Founded in 1959

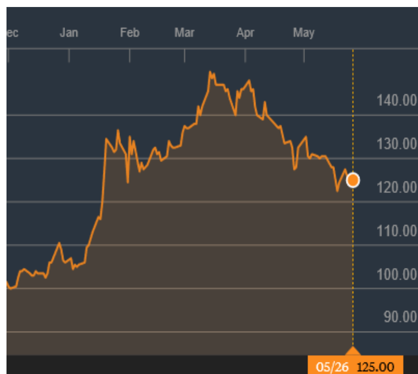
Pioneer of the parcel tanker industry



PEOPLE AND OFFICES

5,500 sea and shore staff

18 offices



STOLT-NIELSEN LIMITED

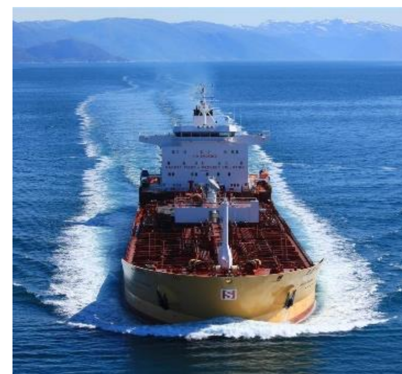
Stolthaven Terminals

Stolt Tank Containers

Stolt Sea Farm

Stolt-Nielsen Gas

Share price 125 NOK 24 May 2017



SHIPS

152 ships

2,762,463 DWT

70 ships global

82 ships regional

Our global trading presence

SNIES
SNITS
STOLTCHEM
SNIAS
SNICS
SNAPS

Stolt Tankers is operating in a challenging environment

18 May 2012 09:00
CO_2 152,126 t
Containers 14,234,651
Dry 543,129 kt
Liquids [illegible] kt
Gas 60,753,248 m^3
Vehicles 10,887,984 kt

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'

BENCHMARK

MEASURE

DNV·GL

COMMUNICATE

TRAIN

Safety Culture in place and training levels to match

- 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
Pneumatic Actuator Ejected – Fractured skull

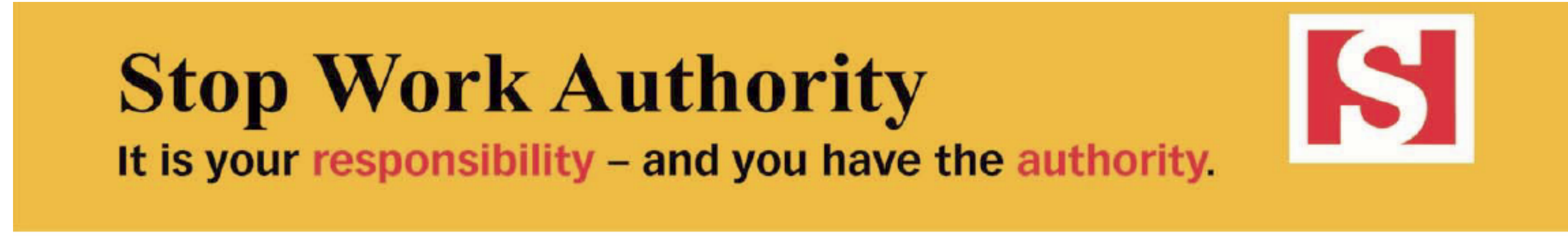
SSHEQ FLASH REPORT
CO2 Firefighting System

SAFETY REMINDER
Bridge Team Management with Pilot onboard.

SSHEQ FLASH REPORT
Cargo overflow/spill during discharge.

SSHEQ FLASH REPORT
LESSON LEARNT

SSHEQ FLASH REPORT
Securing Anchors while Manoeuvring



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

The safety culture is evident by a proven low accidents rate

Incidents / Severity

7
6
5
4
3
2
1
0

45
40
35
30
25
20
15
10
5
0

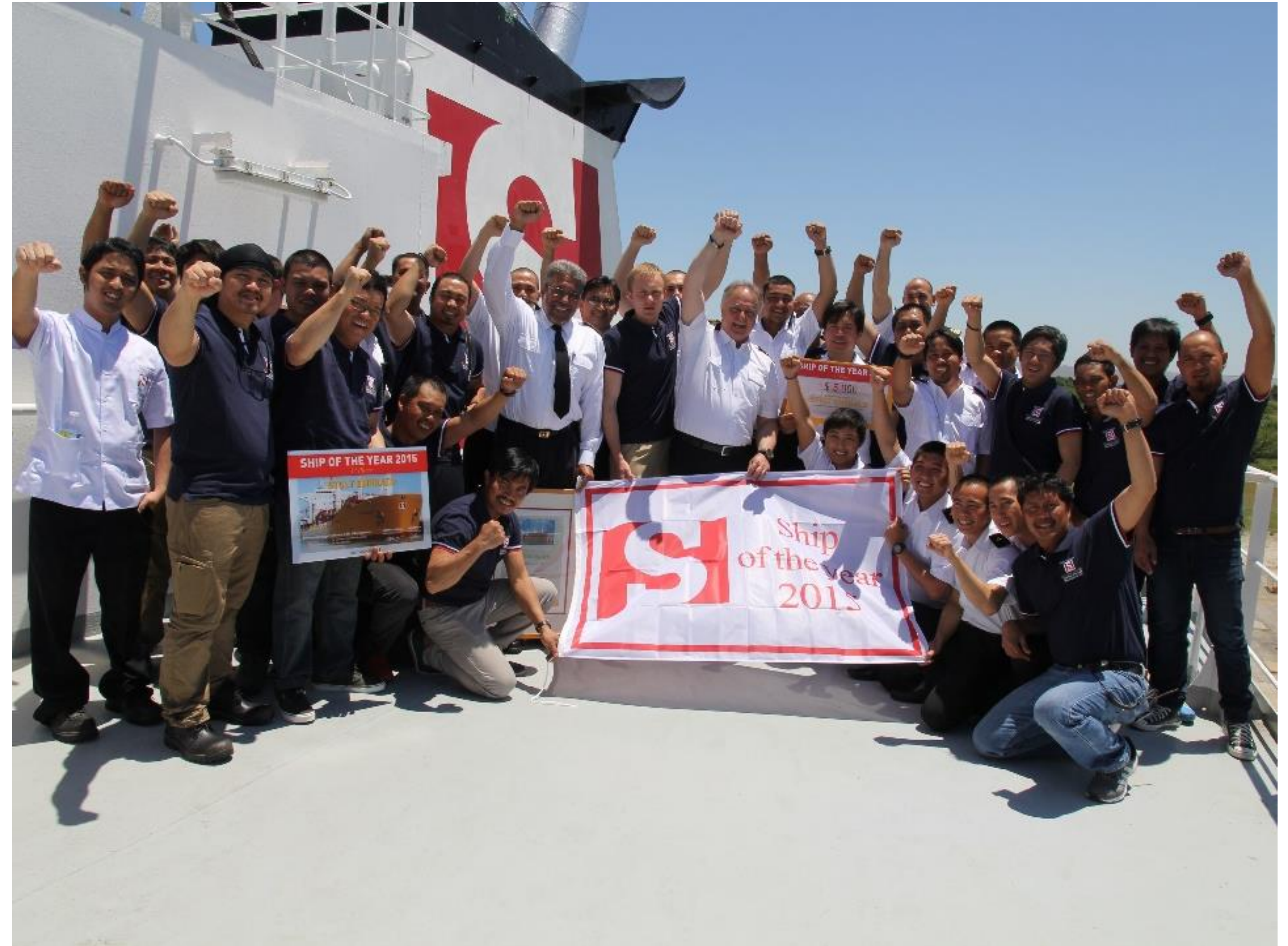
Avg # Near Misses

2010 2011 2012 2013 2014 2015 2016 2017

All incidents
Moderately Serious
Most Serious
Weighted Severity
Near Miss

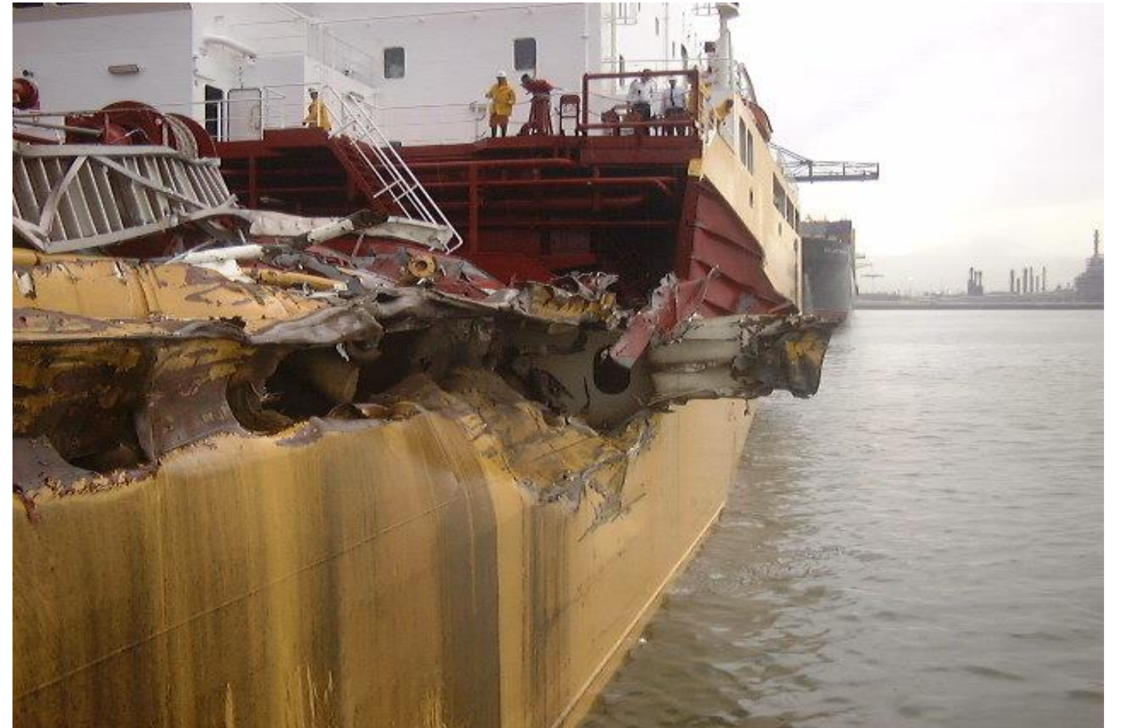
Ship of the year 2016

- To eliminate people's perception of operational excellence, and to motive all our SMTS to perform, we started with our Ship Of the Year program more than <u>10 years ago</u>.
- 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