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29th Annual HACC-NACC Shipping Conference

Navigating Geopolitical Challenges
In a Time of Crisis

Tuesday, February 7, 2023 Apella by Alexandria





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Dear Delegate,

It is with great pleasure we welcome you to the twenty-ninth annual HACC-NACC Shipping Conference in New York City. It seems that every day brings news of some change or new development in our industry. From technology to regulation to finance to politics, we encounter tremendous upheaval that can sometimes be difficult to understand.

This year, our industry is facing major new decarbonization regulations amid a strong freight market and with increased interest rates, non-traditional lenders are becoming more competitive. Developing methods to adapt to the constant change is essential to maintaining a successful operation in these perilous times.

After an opening presentation on Global Economic and Market Outlook, panels will debate:

- Sanctions in Practice
- Supply Chain Stresses on Trade
- Cyber Risks and Threats
- Geopolitical Overview
- Environmental Repercussions
- Washington's Escalating Hardening Against China: Update and Outlook
- Will Global Circumstances Impact Ship Finance
- 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 ways of adapting and innovating.

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,

29th Annual HACC-NACC Shipping Conference

Navigating Geopolitical Challenges In a Time of Crisis

CONFERENCE AGENDA

9:00 am Opening Remarks

Clay Maitland, IRI/The Marshall Islands Registry

9:05 am The New Macro Supercycle: 2023 Global

Economic and Market Outlook Hailey Orr, MUFG Securities

9:40 am Sanctions in Practice

Louis Epstein, Trammo Nik Ivanov, Skuld

Bruce Paulsen, Seward & Kissel LLP Dan Tadros, The American Club Matthew Thomas, Blank Rome LLP

Moderator:

George J. Tsimis, Esq., GJT Marine

Consultants LLC

10:20 am Supply Chain Stresses on Trade

Clay Maitland, IRI/The Marshall Islands Registry

Casey O'Brien, Global Mile, Amazon

Peter Tirschwell, S&P Global Market Intelligence

Moderator:

John Stratakis, Poles, Tublin, Stratakis

& Gonzalez LLP

11:00 am Cyber Risks & Threats

Max Bobys, HudsonCyber Brendan J. Dolan, US Coastguard

Kevin Humphreys, Lloyd's Register Americas Ryan Moody, ABS Group of Companies, Inc.

Sean T. Pribyl, Holland & Knight LLP

Moderator:

Jan Hagen Andersen, DNV

12:00 pm Geopolitical Overview

H.E. Ambassador John Negroponte, McLarty

Associates

Introduction:

John Stratakis, Polest, Tublin, Stratakis

& Gonzales LLP

1:10 pm Luncheon Keynote

Robert Bugbee, Scorpio Tankers Inc.

Introduction:

Han Deng, Reed Smith LLP

2:30 pm Environmental Repercussions

Scott Bergeron, Oldendorff Carriers GmbH & Co.KG

Steve Bomgardner, Sailplan

Nick Makar, IRI/The Marshall Islands Registry

Pia Meling, Grieg Green

Nikos Petrakakos, Tufton Investment

Management Lts. **Moderator:**

Ole Chr. Schrøder, Scorpio Group

3:10 pm Washington's Escalating Hardening Against

China: Update & Outlook

Robert Sutter, Elliot School of International

Affairs

Introduction:

Peter Bazos, Southern Star Shipping Co., Inc.

3:35 pm Will Global Circumstances Impact Ship

Finance

Mark Friedman, Evercore

Yannick Le Gourieres, Credit Agricole Martin Lunder, Green Harbour Advisors

Moderator:

Brian P. Devine, Norton Rose Fulbright

4:25 pm Shipowners' Perspective

Robert Burke, Ridgebury Tankers

Ted Petrone, Navios Maritime Partners L.P.

Moderator:

John Benson, Watson, Farley & Williams LLP

5:00 pm Closing Remarks

Ole Chr. Schrøder, Scorpio Grioup



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on the 29th Annual HACC-NACC
Shipping Conference





Jan Hagen Andersen has over 30 years of experience in the maritime industry with a focus on propulsion systems and machinery. He has an MS in Mechanical Engineering from the University of Washington and started his career at a marine engineering company in Seattle. In 2005, he joined DNV Maritime Technical Advisory Group based in Norway. Since 2010 he is based in Houston, Texas, and is currently a Business Development Director for DNV Maritime, Region Americas. In this role, he is focusing on alternative fuels, environmental compliance, energy efficiency, and novel technologies in shipping. He is a member of the SNAME M-16 Panel on Propulsion Shafting and is on the North America Environmental Protection Association (NAMEPA) Board of Directors.





Peter T. Bazos is General Counsel of Southern Star Shipping Co. and Special Legal Consultant to the Chairman of Flour Mills of Nigeria plc. He advises on commercial and legal matters pertaining to shipping and maritime law, cross-border investments, capital markets, mergers and acquisitions, and leverage and acquisition finance. Mr. Bazos serves on the boards of directors for the Hellenic-American Chamber of Commerce (and is acting vice president) and the Hellenic-American Cultural Foundation (and is acting treasurer). Mr. Bazos is also a founding member of the U.S.-Nigeria Council, which acts as a convener for U.S. and Nigerian businesses and large-scale U.S. and Nigerian investors. Mr. Bazos has lived and worked in nine countries on four continents and speaks English and Mandarin, and he is building professional fluency in Modern Greek. Mr. Bazos holds a B.A. in East Asian Studies (magna cum laude, Phi Beta Kappa) from The George Washington University, a Masters-level certificate in International Relations from The Johns Hopkins University - School of Advanced International Studies (Nanjing campus), and a J.D. (with honors) from The George Washington University Law School.



John Benson is a partner in the Assets & Structured Finance Groups at Watson Farley & Williams. John regularly represents financial institutions, private equity, and other investment funds as well as foreign and domestic owners and operators in the international shipping markets, with an emphasis on the negotiation and documentation of cross-border asset-backed structured transactions and joint ventures. John is admitted to practice law in New York and the Republic of the Marshall Islands.



Scott Bergeron is a Director for Oldendorff Carriers, the world's leading bulk carrier owner and operator. With a modern leadership approach and a strong technical foundation, Scott is a proven business leader and international shipping industry executive. Scott is an honors graduate of the US Merchant Marine Academy at Kings Point and also earned an MBA from Purdue University's Krannert School of Management. Prior to joining Oldendorff Carriers, Scott was a Principal with the YCF Group. As the Group's maritime program leader he held a variety of roles that included Chief Executive Officer of the Liberian International Ship & Corporate Registry (LISCR), the world's second largest ship registry. Scott also conceived, established, nurtured and grew several profitable businesses for the Group including EuroFlag SeaNet Maritime, Services, Verification and Decatur Marine Audit & Survey. In 2011 Mr. Bergeron was appointed by Virginia Governor Robert McDonnell as a Commissioner of the Port of Virginia, where he was subsequently elected as Vice Chairman. During a 3-year term, Scott provided financial and operation governance of one of the largest and deepest ports in the United States of America. Earlier in his career, Bergeron held senior management positions in an international ship owning & ship managing company and served as a marine surveyor for the US Coast Guard and for Det Norske Veritas.



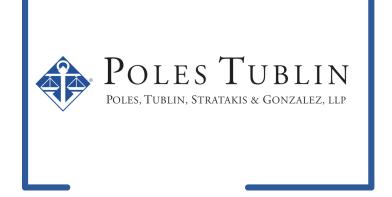
Max Bobys leads HudsonCyber, a global leader in delivering cybersecurity strategy advisory, risk management, threat intelligence, and training solutions to the global maritime industry. He draws on over 25 years of experience in enterprise risk management and business transformation, spanning cybersecurity and enterprise security. He designed and currently leads the delivery of HudsonCyber's award-winning CyberLogix programs. He has served in executive positions at Civitas Strategy Group, BAE Systems, Stanley, and Ciber (HTC), and has supported various governments as well as the European Union Agency for Cybersecurity, the Organization of American States, Chatham House, and NATO. He currently serves on several International Association of Ports and Harbors working committees and the Delaware Bay Area Maritime Cybersecurity Sub-Committee. He has authored numerous articles on maritime cybersecurity and co-authored the World Bank's Accelerating Digitalization Across the Maritime Supply Chain, ENISA's Cyber Risk Management for Ports - Guidelines for Cybersecurity in the Maritime Domain, the IAPH Cybersecurity Guidelines for Ports and Port Facilities, and OAS' Maritime Cybersecurity in the Western Hemisphere.

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Captain Steve Bomgardner's role at SailPlan involves leading the global commercial development, go to market and sales strategy for the company. SailPlan offers technology solutions to enable ships, ports and marine terminals to measure, report and reduce fuel consumption and GHG emissions using real-time data. He also sits on Board of Directors for a non-profit called Eyesea, which is mapping global maritime pollution and debris, using cell phone technology. As well as advising other maritime startups, focused on new technology in autonomy and green solutions. He previously worked for two leading ship registries (BMA and LISCR) where he over saw the Americas and helped to create and oversee a new Offshore and LNG division for the other. Captain Steve spent the first 15 years of his career managing operations in the Offshore Drilling Industry, working on some of the most technically advanced vessels. He holds an MBA from Georgetown University and a BS from Texas A&M University.



Robert L. Bugbee is the President and Director of Scorpio Tankers Inc. and Eneti Inc. He has over 36 years of experience in the shipping industry. Prior to joining Scorpio Group, Mr. Bugbee was a partner at Ospraie Management LLP between 2007 and 2008, a company which advises and invests in commodities and basic industry. From 1995 to 2007, Mr. Bugbee was employed at OMI Corporation, or OMI, a NYSElisted tanker company sold in 2007. While at OMI, Mr. Bugbee served as President from January 2002 until the sale of the company, and he previously served as Executive Vice President since January 2001, Chief Operating Officer since March 2000 and Senior Vice President of OMI from August 1995 to June 1998. Prior to this, he was employed by Gotaas-Larsen Shipping Corporation since 1984. During this time he took a two year sabbatical from 1987 for the M.I.B. Programme at the Norwegian School for Economics and Business Administration in Bergen.





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Robert Bugbee is the recipient of the Seafarers International House – 2013 Outstanding Friend of Seafarers Award; was the Connecticut Maritime Association's 2014 Commodore, the U.S. shipping industry's highest honor, and won the 2016 Lloyd's List Newsmaker of the Year.



Robert (Bob) P. Burke is the CEO of Ridgebury Tanker, Westport CT based shipowner with a fleet of crude and product tankers. Mr. Burke is the former CEO of Chembulk Tankers. He lead the acquisition, operations, and ultimate sale of Chembulk in a leveraged transaction. He is the co-founder and former head of Great Circle Capital, directing maritime investments for a \$200MM Overseas Private Investment Corp (OPIC) backed investment fund. He is the Former Managing Director of GE Capital's Ship Finance Group: Led maritime finance and investment activities. Over 75 vessels bought / sold / financed, in addition to corporate equity investments. He holds an MBA from Columbia University and is a US Merchant Marine Academy graduate, where he served as ship's officer for three years aboard tankers.



Han Deng is a partner in the firm's Transportation Industry Group. Han focuses on cross-border and domestic asset finance. Han has experience representing major financial institutions, owners, lessors and operators in connection with debt finance transactions, including syndicated and bi-lateral secured loan facilities, export credit agency (ECA) - backed loan facilities, leasing, work-outs, debt restructurings and related collateral exercises.

Han also has experience representing equity investors and other parties in cross-border and domestic corporate and commercial transactions involving shipping, including joint ventures, private equity, vessel sale and purchase, vessel construction programs, and other similar transactions, often involving New York, Delaware, Vanuatu, Liberian and Marshall Islands legal advice. Han was involved with three Ship Finance Deals of the Year for 2014, 2015 and 2018 in areas of Restructuring and ECA, announced by leading maritime publication Marine Money. Han is a member of the firm's New York office Associate Committee and Asian-American Business Inclusion Group, a member of the Board of Advisory Editors of Tulane Maritime Law Journal.



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 maritimerelated assets. He counsels domestic 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.





Brendan J. Dolan is U.S. Coast Guard Sector New Marine Transportation System Cybersecurity Specialist. Prior to arriving at Sector New York, Mr. Dolan served five years active duty in the U.S. Coast Guard, deploying to the Persian Gulf, Pacific Ocean, Caribbean Sea. Serving as Sector New York's Cybersecurity Specialist, he is responsible for analyzing cyber defense policies and configurations and evaluate compliance with federal regulations. He serves as an advisor to vessel and facility security ensure security plans cybersecurity threats, hardening the MTS against potential threats. Furthermore, Mr. Dolan performs system and network assessments and ensures that improvement actions security are evaluated. validated, and implemented as required. He recently took over as the chair of the Area Maritime Security Committee's Cybersecurity Subcommittee, where he and other port stakeholders, focus on cyber resiliency and cyber hygiene best practices for port partners and MTS stakeholders.

Mr. Dolan holds a bachelor's degree in Journalism from St. Thomas Aquinas College and a Masters in Cybersecurity from Southern New Hampshire University. He still serves at Coast Guard as a Reserve member of the Sector New York Intelligence Department.



Louis Epstein is Senior Vice President and General Counsel of Trammo, Inc. (formerly Transammonia) and a member of Trammo's Board of Directors. Trammo is an international commodity trading company which, over the years, has engaged in the transportation, and sale of various purchase, commodities, including ammonia, fertilizer, sulfur, sulfuric acid, petroleum coke, LPG, and chemicals. In addition to chartering vessels on a spot basis, Trammo maintains a fleet of vessels on long-term time charter and has an ownership interest in some vessels. Prior to joining Trammo in 1992, Mr. Epstein worked at the law firm Reid & Priest, where he specialized in international commercial litigation and arbitration.



As we celebrate 125 years of operation in the U.S.A., DNV would like to thank all the valued customers and stakeholders we have worked alongside. These relationships and collaborations have been the foundation for our success.

And as the maritime industry changes, becoming more competitive and complex, we look forward to continuing to cooperate. Using our expertise and deep technical experience to set industry standards, advance safety, enable sustainable performance, and build trust.





In private practice and as an in-house lawyer for Trammo and more recently as an arbitrator, Mr. Epstein has been involved in litigation and arbitration around the world. He is a graduate of Columbia University (B.A. 1977, M.A. 1978) and of the University of Pennsylvania Law School (J.D. 1982). From September 2012 to September 2015, Mr. Epstein was Chair of the Arbitration Committee of the New York City Bar Association. He has served multiple terms as a member of the City Bar's International Commercial Disputes Committee ("ICDC") and is a founding member of the International Arbitration Club of New York. In 2018, Mr. Epstein became a member of the Society of Maritime Arbitrators. Mr. Epstein has been the author of a number of articles and reports on arbitration and litigation. Among other things, he was the principal author of a July 2010 ICDC report entitled "Obtaining Evidence from Non-Parties in International Arbitration in the United States," that appeared in Volume 20 of the American Review of International Arbitration; the author of "Arbitrator Independence and Bias: The View of a Corporate In-House Counsel," ICC International Court of Arbitration Bulletin, 2007 Special Supplement; and a principal author (with Robert H. Smit) of an April 2005 ICDC report entitled "Lack of Jurisdiction and Forum Non-Conveniens as Defenses to the Enforcement of Foreign Arbitral Awards" that appeared in Volume 15 of The American Review of International Arbitration. More recent publications include "Force Majeure Clauses in International Commodity Sale Contracts: The Need for Detail," The MLA Report (November 2020), and "Commodities Arbitration Under SMA Rules," Chapter 16 of Navigating Arbitration: The Experts Speak (Juris 2019).



Mark Friedman is a Senior Managing Director at Evercore, leading the firm's Global Shipping practice and is co-head of the firm's Global Transportation practice. Previously he was the US Head of Transportation and Infrastructure and Global Head of

Shipping at Bank of America Merrill Lynch from 2005 to 2009. Previously he was the US Head of Transportation and Infrastructure and Global Head of Shipping at Bank of America Merrill Lynch from 2005 to 2009. Prior to his time at Merrill Lynch, Mark was an investment banker at Goldman, Sachs & Co. for eleven years. Since joining Evercore in 2009, under Mark's leadership, Evercore has been among the most active firms providing merger advisory, restructuring and underwriting services in the maritime space. As a restructuring advisor, we have advised some of the largest debtors (each of whom successfully restructured in consensual transactions) including Zim, PIL, Danaos and TORM. We have worked on numerous large maritime mergers including the combinations of StarBulk OceanBulk, the merger of General Maritime and Navig8 and the merger of Global Ship Lease and Poseidon Containers. In 2022, we advised the Conflicts Committee of the Board of Hoegh MLP on the privatization by Hoegh LNG, advised Sea Trade Holdings on the sale of its vessels to Diana Shipping and advised Taylor Maritime on its acquisition of Grindrod Shipping. Mr. Friedman began his career as an Attorney at Davis Polk & Wardwell LLP. He holds a J.D. with Honors from the New York University, and a B.S. in Economics with Highest Honors from Rutgers University.





Kevin Humphreys is President of Lloyd's Register Americas and Chairman of the Green Corridor workstream at Blue Sky Maritime Coalition. Mr. Humphreys has 30 years of experience as a senior executive and manager in a variety of fields including private equity and venture capital backed start-ups, software, international shipping, government. Among his significant previous positions, Kevin served as General manager of Market Innovation at Wartsila Inc., CEO and Chief Operating Officer of Fifth Street Development, and Senior Vice President of Engineering & Business Development at Marorka USA. Before entering the private sector, Kevin was a Special Agent with The Federal Bureau of Investigation, sailed as a licensed Chief Engineer in the merchant marines, and served as an officer in the US Naval Reserve. Mr. Humphreys is a graduate of the United States Merchant Marine Academy with a Bachelor of Science degree in Marine Engineering Systems, holds a Chief Engineers License Unlimited steam and diesel, and has a Masters of Arts degree in the Philosophy and Theology of Science from Biola University.



Nik Ivanov is an English qualified solicitor and is Vice President / Head of FDD based at P&I Club, SKULD's office in New York. He specialises in shipping and commercial disputes, including charterparty, carriage of goods and sale/purchase contract disputes for SKULD's US based or connected Membership including shipowners, charterers and traders. Nik joined SKULD in Oslo in 2008 working predominantly for Members in the Scandinavian, Russian and Nordic regions, as well as Greece and the Middle East. In 2017 Nik transferred to SKULD's New York office. Prior to joining SKULD Nik spent 13 years as a maritime lawyer in a leading English law firm, where he specialized in charterparty, bill of lading, international trade and shipbuilding/MOA disputes. The latter six years Nik was based in their Piraeus office. Nik sits on SKULD's Sanctions and Compliance committee.

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Yannick Le Gourieres is Managing Director and Head of Shipping & Offshore for the Americas at Credit Agricole CIB since August 2022. Prior to its current position, from Jan. 2019 until July 2022, Yannick was Director & Senior Relationship Manager at Crédit Agricole CIB Greece (Piraeus) in the Shipping Finance division and he was in charge of the coverage of Greek shipowners, including Greek US-listed shipping companies. From Oct. 2015 until Dec. 2018, he was Director & Senior Relationship Manager at Crédit Agricole CIB Americas (New York) in the Shipping & Offshore Finance division, and he was in charge of the coverage of North-American shipowners and offshore drillers. From 2007 until Sept. 2015, he was an analyst initially, and was then eventually promoted as a Director & Senior Relationship Manager at Crédit Agricole CIB UK (London) focusing on the coverage of UK, Middle-East and Swiss-based shipowners. Yannick has over fifteen years in structuring and leading transactions as lead bank, including private placements, traditional ship financings and export credit financings, in addition to coverage responsibilities in the maritime & offshore sectors. He holds an MSc in Shipping, Trade & Finance from City University of London.



Martin Lunder is a financial executive with extensive experience structuring and delivering financial solutions to support clients' business objectives. Recognized for his expertise in the Marine Transportation, Offshore Drilling, and Cruise Lines industries. Ranked by Lloyds Maritime Intelligence as one of the top 10 ship financiers and influencers in the industry.

Martin developed and continues to maintain strong relationships globally having spent his career in international banking. Mr. Lunder has held senior Committee appointments with responsibilities for bank regulatory requirements and risk management. As a senior leader at Nordea Bank for over 30 years, he is recognized for developing the bank's franchise in the Americas and reputation as a global leader in maritime finance. His success can be attributed to his ability to build and establish solid relationships and deliver viable solutions. Clients respected his knowledge and insight of the industry and considered him to be a trusted advisor. Over the course of his career, Martin arranged financial transactions exceeding \$100B ranging from largesyndicated credit facilities to bi-lateral loans as well as other related risk management products including foreign exchange and interest rate hedging. He initiated the loan syndication business in the Americas which significantly contributed to Nordea's reputation as a leading financial institution in maritime finance. Martin also has significant experience restructuring publicly listed and private companies. Mr. Lunder commenced his banking career with Manufacturers Hanover Trust Company in New York City where he honed his financial skills. He also served in the Norwegian military. Martin holds a Bachelor of Science in Administration from the University of Oregon and an MBA from the same institution. Mr. Lunder has been profiled in several industry publications where he was referred to as the 'dean of ship finance in New York'. Mr. Lunder is currently the Principal of Green Harbour Advisors, a consulting firm that provides advisory services to the maritime industry. In this capacity he provides guidance to his clients on senior debt and other financing solutions, restructuring, and optimising the capital structure.





Clay Maitland is a Managing Partner and shareholder in the International Registries group of companies, which administer the Marshall Islands ship and corporate registries. He has been a member of the New York bar since 1969.

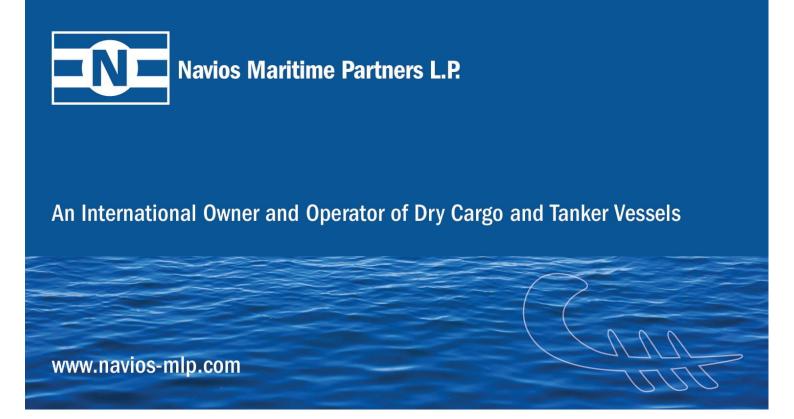




Nick Makar joined IRI in 2004 as Vice President, Technical / Investigations after working at sea as an engineering officer on United States flag commercial vessels. He was appointed to Vice President, Regulatory Affairs in 2009 and later worked for the American Bureau of Shipping (ABS) as a Principal Engineer assisting in developing regulatory policies and training materials. He rejoined IRI in September 2017 and was promoted to Senior Vice President, Maritime Administration/Regulatory Affairs in June 2019. He has extensive experience representing the Republic of the Marshall Islands at various International Maritime Organization and International Labour Organization meetings, actively participating in the development of numerous international shipping convention amendments and codes. Mr. Makar earned a B.E. in Mechanical Engineering from the State University of New York (SUNY) Maritime College in 1996 and holds a Chief Engineer's license for Steam and Gas Turbine Vessels of Any Horsepower.



The Marshall Islands Registry www.register-iri.com





Pia Meling has broad management experience from shipping and the maritime industry; both within chartering and commercial management of vessels at the leading dry bulk operator Klaveness, as the General Manager of Nav/Com service provider Radio Holland, the Marketing & Communications Manager for scrubber manufacturer Clean Marine, as Area Sales Director for Marine Products in Wilhelmsen Ships Service, and as Vice President Sales and Marketing at Masterly, a pioneering operator of zeroemission, autonomous vessels. Pia serves on various boards: TECO 2030 ASA (a maritime engineering company with focus on a cleaner environment), shipowner MPC Container Ships ASA, logistics provider Westport AS, Singapore-Norway Chamber of Commerce and she is also a member of the Ocean portfolio board in The Research Council of Norway. Meling holds an MBA from the Norwegian School of Fconomics.



Ryan Moody is President and CEO of ABS Group of Companies, Inc. (ABS Group). He previously served as Vice President of Strategic Development for the American Bureau of Shipping (ABS), where he was responsible for guiding and supporting ABS' and ABS Group's strategic activities and corporate growth globally. Ryan brings 18 years of experience primarily in the oil and gas sector. Prior to ABS, he held leadership positions at Siemens Government Technologies, Siemens and FMC Energy, Technologies. His experience includes engineering, business management, segment product management, cybersecurity strategy, and corporate strategy. Ryan holds a B.S. in Mechanical Engineering from Texas A&M University and an MBA from the University of Houston. He is PMP certified.



John D. Negroponte, Vice Chair, joined McLarty Associates in 2009, following a distinguished career in diplomacy and national security. Ambassador Negroponte held government positions abroad and in Washington between 1960 and 1997 and again from 2001 to 2008. He has been Ambassador to Honduras, Mexico, the Philippines, the United Nations, and Iraq. In Washington he served twice on the National Security Council staff, first as Director for Vietnam in the Nixon Administration and then as Deputy National Security Advisor under President Reagan. He has also held a cabinet level position as the first Director of National Intelligence under President George W. Bush. His most recent position in government was as Deputy Secretary of State, where he served as the State Department's Chief Operating Officer. While in the private sector from 1997 to 2001, Ambassador Negroponte was Executive Vice President of the McGraw-Hill Companies, with responsibility for overseeing the international activities. During those years he was also Chairman of the French-American Foundation. Since 2009, Amb. Negroponte has held teaching positions at Yale, the George Washington University, University of Virginia, and Georgetown. Ambassador Negroponte serves as Chairman Emeritus of the Council of the Americas/Americas Society. He is also Co-chairman of the US-Philippines Society and a past member of the Secretary of State's Foreign Affairs Policy Board. He has also served as Chairman of the Intelligence and National Security Alliance. Ambassador Negroponte has received numerous awards in recognition of his more than four decades of public service, including the State Department's Distinguished Service Medal on two separate occasions, the highest award which can be conferred by the Secretary of State, and on January 16, 2009, President Bush awarded Ambassador Negroponte the National Security Medal for his outstanding contributions to US national security.



Casey O'Brien is a maritime and transportation attorney in New York. She is a Corporate Counsel at Amazon, supporting the Amazon Global Logistics business. She advises the business on legal matters related to cross-border supply chain, including global product coordination, development and operational execution, regulatory compliance, commercial transactions, dispute resolution, data protection and privacy, marketing, and competition matters. Prior to joining Amazon in 2022, Ms. O'Brien worked at the law firm Hill Rivkins LLP, where she practiced commercial litigation and arbitration of matters including cargo and property loss, charterparty disputes, and marine insurance coverage and defense. Ms. O'Brien is the Secretary of the Arbitration & ADR Committee of the Maritime Law Association. She holds a J.D. from Roger Williams University School of Law and a Bachelors degree in International Studies from Salve Regina University.



Hailey Orr is a Director in MUFG's Capital Markets Strategy group within the global capital markets and investment banking business. The team provides market-based content for corporate clients to assist in strategic decision-making. Focus areas include the impact of economic, political, public policy, and regulatory dynamics on the US credit, foreign exchange, rates, and commodities markets. Ms. Orr has a decade of Wall Street experience, including three years as a Consumer Sector Specialist in Equity Sales and seven years as a Capital Markets Strategist. Hailey is also a member of MUFG's Inclusion & Diversity Council and has devoted years to participating in and developing Wall Street recruiting programs. Ms. Orr graduated with honors from the University of Michigan's Ross School of Business with a BBA and a minor in International Studies. In March 2020, Crain's New York Business Magazine named Hailey one of the "Rising Stars in Banking and Finance".





Bruce G. Paulsen is co-chair of Seward & Kissel's Litigation Group, chair of the Sanctions Practice Group and has been a partner since 2002. He was named as a member of Legal 500's "Hall of Fame" in 2022 and as one of the global Top 10 Maritime Lawyers by Lloyd's List, in December 2020. Legal 500 2022 reported that Bruce "is an industry veteran and first class in his knowledge and performance." Bruce specializes in handling complex commercial and maritime disputes. Bruce handles finance and securities-related disputes in the shipping industry as well as traditional maritime disputes, lien claims, and environmental matters. He also has substantial expertise in the area of international trade sanctions; has been deeply involved in handling piracy issues before U.S. government agencies and is highly experienced in the recognition and enforcement of arbitration awards. Further, Chambers USA 2022 reported that Bruce "has particular expertise in finance and securities litigation in the shipping industry and acts for a wide variety of clients including bondholders, secured lenders, shipowners and charterers." Legal 500 USA 2022 described Bruce as "at the very top of his field." Bruce has written and lectured frequently on litigation, bankruptcy, piracy and sanctions issues, and is highly engaged, on a pro bono basis, in non-profit governance. He is also a contributor to Seward & Kissel's Maritime Blog.



Nikolaos Petrakakos brings expertise in leading lower middle-market M&A and capital raising for early stage startup technologies, focusing on cleantech and sustainable shipping. Nikos is an entrepreneurial and creative strategist and has played an instrumental

role in the global maritime industry's showcasing of the financial and risk management benefits of embracing the decarbonization and digitalization disruption to key stakeholders. Nikos is partner at ARGO Capital Advisors, working with startups in the cleantech space, including within maritime tech, as well as with later stage pre-IPO secondary transactions and fund placements. In addition to his role at ARGO Capital Advisors, Nikos is the co-founder of Ursus Maritime Capital, the first provider of Green Ship Retrofit financing. He uniquely blends 16 years of commercial and finance maritime background, with technical and operational know-how. Prior to his role at Ursus Maritime, Nikos was Director of Investment Banking and Head of Environmental Innovation for Seabury Capital, where he was also in the working groups for the Poseidon Principles and Climate Bond Initiatives. He began his career with Oldendorff Carriers, the largest privately owned drycargo ship operators globally, followed by executive roles at ship managers HART Shipping, and PPG Industries, and Maroon Capital Group. Nikos holds an MSc degree from MIT in Ocean **Systems** Management, and a BSc in Naval Architecture & Marine Engineering from the Webb Institute.



Ted C. Petrone was appointed Navios Maritime Partners' Vice Chairman in November 2022. Mr. Petrone also serves as Vice Chairman of Navios Corporation since January 2015 having previously served as a director of Navios Maritime Holdings Inc. ("Navios Holdings") from May 2007 to January 2015 and President of Navios Corporation from September 2006 to January 2015. Mr. Petrone has also been Navios South American Logistics Inc. President since July 2020. Mr. Petrone has served in the maritime industry for 45 years, 42 of which he has spent with Navios Holdings. After joining Navios Holdings as an assistant vessel operator, Mr. Petrone worked in various operational and commercial positions.

Mr. Petrone was previously responsible for all aspects of the daily commercial activity, encompassing the trading of tonnage, derivative hedge positions and cargoes. Mr. Petrone graduated from New York Maritime College at Fort Schuyler with a Bachelor of Science degree in maritime transportation. He has served aboard U.S. Navy (Military Sealift Command) tankers.



Sean T. Pribyl is a business attorney in Holland & Knight's Washington, D.C., office. Mr. Pribyl focuses his practice on maritime regulatory compliance matters, international law and trade, sanctions, emerging technologies and cybersecurity, energy, environmental crimes, and marine claims and litigation. He has more than 25 years of combined experience in the maritime sector, including significant experience with regulatory compliance and enforcement matters

involving the U.S. Coast Guard (USCG), Maritime Administration, Customs and Border Protection, Environmental Protection Agency, Department of State, Office of Foreign Assets Control, and others. Prior to joining Holland & Knight, Mr. Pribyl worked as a senior claims executive and FD&D lawyer in Arendal, Norway at a P&I Club advising shipowners, charterers, and commodity traders on marine and charterparty matters, and served as the P&I Club liaison to the American Chamber of Commerce in Norway. Before that, he practiced as a maritime lawyer at an international law firm in Washington, D.C.. He began his legal career as a USCG judge advocate (JAG) in the Eighth District (D8) Legal Office (New Orleans) and the Office of Maritime and International Law (DC), during which time he also served as a U.S. Department of Justice (DOJ) Special U.S. Attorney and as legal advisor to the Federal Onscene Coordinator for the Deepwater Horizon incident response. Before law school, Mr. Pribyl worked for eight years as a USCG- and Marshall Island-licensed unlimited tonnage deck officer aboard various oceangoing vessels.



He also served for 12 years as a Naval Reserve Officer specializing in sealift, logistics and national security. Mr. Pribyl is a member of the National Academies of Sciences (NAS) Marine Board and serves on a NAS study committee on New Coast Guard Authorities, including authorities related to cybersecurity. He is a Proctor in Admiralty with the Maritime Law Association (MLA) of the United States where he is a long-serving member of the MLA Cybersecurity Committee. Mr. Pribyl is a regular speaker at international events on maritime law and has contributed to numerous treatises. Mr. Pribyl is a Fellow at the Georgetown Law Institute of International and Economic Law. He holds a M.A. in National Security and Strategic Studies from the U.S. Naval War College, a J.D. from Washburn University School of Law (International and Comparative Law Concentration), and a B.S. from the U.S. Merchant Marine Academy.



Ole Christian Schrøder, Director of Environmental Compliance for Scorpio Group, headquartered New York and Monaco. He presently oversees 150 Modern Eco- friendly Tanker and Wind Turbine Installation vessels, enforcing environmental compliance policies, procedures, and regulatory performance. Schrøder previously came from TORM AS following its 2007 acquisition of OMI Corporation, where Mr. Schrøder reported to OMI's Board, responsible for implementing a comprehensive and strategic compliance program. In 2000, Mr. Schrøder cofounded as principal and partner, Hudson Marine Management Services, a consulting group specializing in crisis management, emergency response and maritime security. Originally from Oslo, Mr. Schrøder 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. Schrøder, a founding member of Intertanko's Environmental Committee, now Chairman, is also a board member of NAMFPA.



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 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 and vice chair of the Marine Finance Committee 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 Foundation. He is also a member of the Advisory Board of the Center for Corporate Governance at the LeBow College of Business at Drexel University.



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Robert Sutter (PhD Harvard University) is Professor of Practice of International Affairs at the Elliott School of George Washington University since 2011. Before that, he taught full-time at Georgetown University for ten years; and he had regular part time teaching experience for thirty years with positions at George Washington, Georgetown, Johns Hopkins SAIS, the University of Virgina and the University of Maryland. Sutter's publications include 22 books (four with multiple editions). His most recent books are Chinese Foreign Relations: Power and Policy of an Emerging Global Force Fifth Edition (Rowman & Littlefield, 2021) and US-China Relations: Perilous Past, Uncertain Present Fourth Edition (Rowman & Littlefield, 2022). Sutter's government career (1968-2001) saw service as senior specialist and director of the Foreign Affairs and National Defense Division of the Congressional Research Service, the National Intelligence Officer for East Asia and the Pacific at the US Government's National Intelligence Council, the China division director at the Department of State's Bureau of Intelligence and Research and professional staff member of the Senate Foreign Relations Committee.



Dan Tadros serves as Chief Operating Officer (COO) for Shipowners Claims Bureau, Inc., Managers of the American Club. His role as COO combines the management of the day-to-day operations of the Club and the Managers' offices in London, Piraeus, Shanghai, Hong Kong, Limassol, and Houston, with the design and implementation of policies to promote company culture and vision. Dan also has oversight of compliance and corporate governance while offering support to all departments. Dan joined the American Club's senior management team in July 2019 bringing extensive experience in P&I, FD&D and Owners' matters, having previously served as legal correspondent for many of the International Group Clubs. As a maritime lawyer with New Orleans and Houston based Chaffe McCall, LLP, Dan spent the last 10 years as Practice Area Coordinator for the firm's Admiralty Section with managerial oversight of the section while dealing with a wide variety of maritime matters. Dan earned a Bachelor of Arts degree from the University of Florida and his Juris Doctor from Loyola University College of Law - New Orleans, Louisiana.

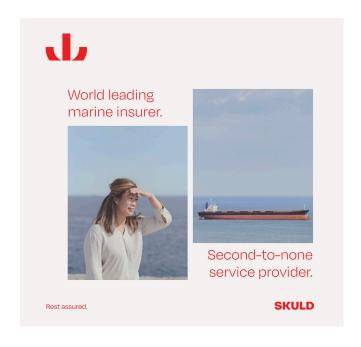




Matthew Thomas is a Maritime and International Trade partner at Blank Rome LLP. He has three decades experience as an attorney in Washington, DC. He is best known for his work on complex and challenging regulatory and policy issues facing the shipping and trading sectors. His clients include leading shipowners and managers, energy and commodities companies, ports, terminals, investors and insurers. Matt works extensively in the areas of international trade sanctions and export controls, and has successfully represented several shipowners targeted for sanctions. Matt also represents clients on a range of other regulatory issues, including Jones Act citizenship rules for the offshore energy industry and Shipping Act regulation of liner shipping and ports. Matt began his career at the Federal Maritime Commission as a staff attorney, and later as the agency's international affairs head, managing the FMC's relationships with other governments and international organizations. Matt and his family live in Chevy Chase, Maryland.



Peter Tirschwell is Vice President within the Maritime & Trade business of S&P Global Market Intelligence, which provides a range of data and analytics and intelligence capabilities. In his role he is responsible for all content appearing in IOC publications, websites, events and other products. A career shipping and transportation journalist, Peter was a reporter, West Coast Bureau Chief, Editor in Chief and Publisher of The Journal of Commerce in his 25+ year career with the company beginning in 1992. He is the founder and chairman of the annual TPM conference in Long Beach, Calif., the world's largest container shipping conference. He writes a regular column in The Journal of Commerce print magazine and website covering a range of international logistics topics. He speaks regularly at industry events and has been quoted in mainstream business media including the BBC, The Wall Street Journal, Financial Times and The New York Times. He lives in Brooklyn with his family.

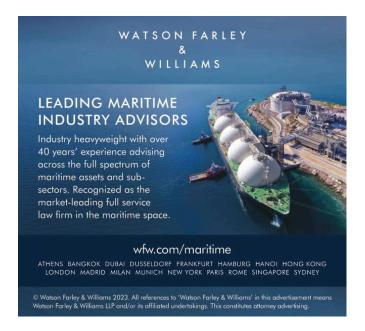




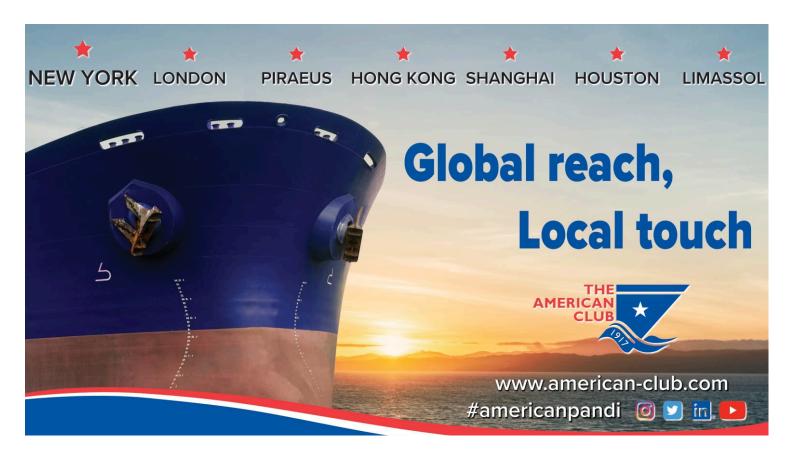


George Tsimis graduated cum laude with a Bachelor of Arts Degree from Tufts University in 1988, and subsequently earned a Juris Doctor degree from Fordham University School of Law in 1992 where he was the recipient of the Moore-McCormack Award for excellence in admiralty law. Between 1992 and 2002, George practiced all aspects of maritime law in the New York area, primarily as an associate at the firm of Chalos & Brown, P.C. Most notably, George was part of the legal defense team for Captain Joseph Hazelwood in connection with the EXXON VALDEZ oil spill litigation before the Alaska State and Federal Courts. He also handled all aspects of maritime claims, including cargo, collision, pollution, marine insurance, personal injury, charter party and commercial disputes for clients worldwide. In March 2002, George moved in-house and joined Shipowners Claims Bureau, Inc. ("SCB"), the Manager of the American Steamship Owners Mutual Protection and Indemnity Association, Inc. ("the American Club"), as Manager of the Freight Demurrage & Defense Department. In May 2005, he became Managing Director of Shipowners Claims Bureau (Hellas) Inc. and moved with his family to Athens, Greece to open and manage the American Club's new claims liaison office in Piraeus where his responsibilities included claims handling and market liaison. In October 2007, George was appointed Global Claims Director to manage SCB's worldwide claims function, returning from Greece to headquarters in New York in the summer of 2008. George held this position at SCB for the next 11 years and managed SCB's claims team worldwide totaling 40 people manning offices in New York, Houston, London, Piraeus and Shanghai. During this tenure, he oversaw and settled marine claims matters worldwide with an aggregate value and exposures in excess of \$1 billion.

Between 2007 and 2018, George also served as General Counsel for SCB where he was involved in various domestic and international legal matters and issues including coverage disputes, international sanctions regulations (compliance and policy), vessel arrest and debt collection, toxic tort claims, and contract review, as well as international conventions regarding marine pollution and the environment, salvage, wreck removal, and maritime labor. During his tenure with SCB, George also participated in and sat on various subcommittees of the International Group of P&I Clubs on maritime claims, sanctions, piracy and maritime security. In July 2018, George left SCB and founded GJT Marine Consultants LLC to provide maritime related risk management, claims consultancy, arbitration, mediation and dispute resolution services for vessel owners, charterers, insurance companies and other entities and organizations worldwide. George is a member of the Society of Maritime Arbitrators in New York and a supporting member of the London Maritime Arbitrators Association. He is also a member of the New York and Connecticut State Bars, as well the U.S. District Courts for the Southern and Eastern Districts of New York, and the U.S. Courts of Appeal for the Second and the Ninth Circuits. Additionally, he is a Member of the Maritime Law Association of the United States and the Hellenic-American Chamber of Commerce.



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