



# Redefining Crew Management

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Historically the 1<sup>st</sup> Crew Manager  
to enter the Stock Markets.

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**Ethos, Transparency, and Quality** are the main pillars for our disruptive technological mindset and customer-centric servicing. We form an extension to the Ship Manager's structure and focus on the Principal's actual needs and vision.

Konstantinos S. Galanakis  
Chief Executive Officer

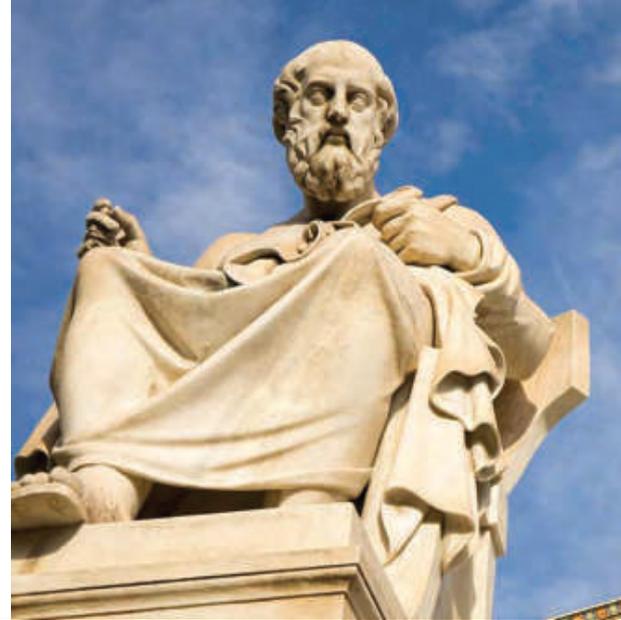


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**Elvictor Group, Inc.**  
A brief overview

## Our Philosophy

Our firm belief that ever volatile and dynamic Shipping Industry is just and meritocratic in its nature, allowing those that respect and understand its ever-complex machinations to continue to exist, grow and prosper. Building on that, we constantly strive to improve ourselves and our modus operandi, always adhering to new needs, wants, legislations and standards as they present themselves.



### A major reality of the world around us is the paradox: "The only constant thing is change"

Having recognized the importance of the above parable early on, we have built our mindset around flexibility and adaptability to change. We are more than willing to learn from our mistakes and other players that might be doing things better than us, but most importantly, we like to brainstorm our way to new solutions. A wonderful tool that has helped us be true to the last point made is the dramatic rise and progress of the Information Technology sector that kickstarted the 4th Industrial Revolution, changing our world and Shipping in the process.

However, this revolution, which we started taking advantage of in 2001, has provided us with various tools and tool-building apparatuses. Through the process of Digitalization, the apparatus has allowed us to take the grand complexity of our niche and our sector and distill it into simple and user-friendly tools.

Our Principals and Seafarers can attest to their usefulness and the scale of facilitation they have provided them with in terms of operational efficiency and work-hours avoided.



But we are not alone in this sector, and as people depend on us, we depend on them as well. We are all indispensable parts of the same ecosystem. "**Coniunctis Viribus**" is a favorite Latin phrase of ours, which translates to "**With United Powers.**" Our adherence to this phrase betrays our willingness to work in tandem with other industry players to create long-term, bilateral, mutually beneficial business and even personal relationships and move forward united, as there is strength in unity and synergy.

# Our Values

Elvictor Group started as a family company and, as such, is based on family values. As Elvictor has grown throughout the decades, it has retained those values and done its best to implement and spread them in the community we have created, in addition to proper business practice values.



Our primary values are found in our motto, but they are not the only ones.

# ELVICTOR

EVERYONE LEARNS VICTORY IS CONNECTED TO OUR REALITY

# GROUP

GRIND RESPECT OPTIMISATION UNDERSTANDING PIONEERING

Others that express us and our business practice are the following:



- LOYALTY
- TRANSPARENCY
- HONESTY
- PASSION
- EFFICIENCY
- COMMITMENT
- RELIABILITY
- AUTHENTICITY
- FAIRNESS
- INTEGRITY
- MOTIVATION
- HONOR
- EXCELLENCE
- SIMPLICITY
- ACCOUNTABILITY
- INNOVATION
- CONTINUOUS LEARNING

The above 17 values, along with the 5 mentioned in our motto, form the core of our character as a business, but also as individuals and this is what we look out for when we are employing new personnel or forging new business relations.





# Bespoke Crew Management and Crew Manning Schemes

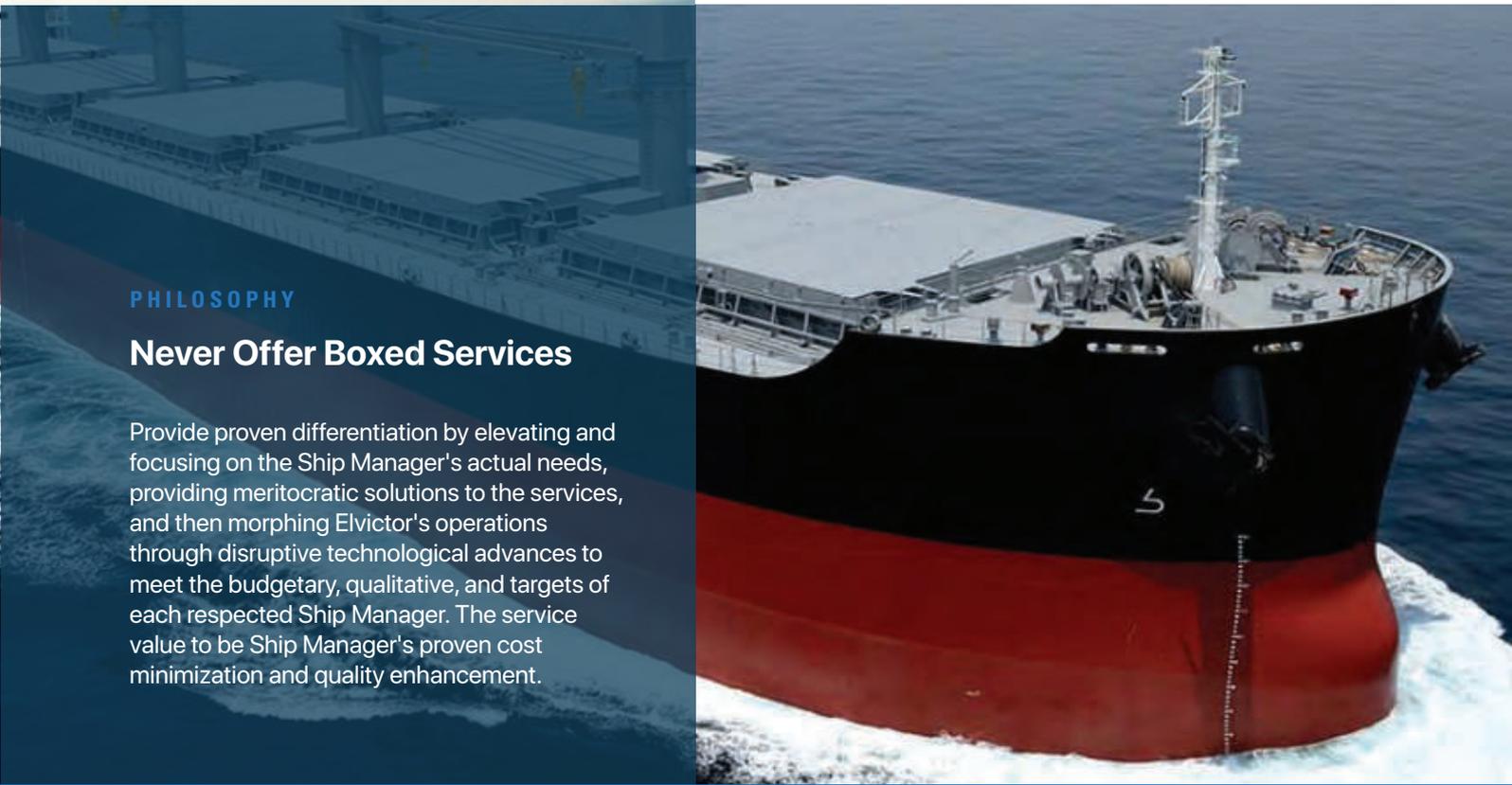
Elvictor's Disruptive Technological Advance, Infrastructure, and Innovations avail Bespoke Crew Management.

## PREAMBLE

### Beyond Crew Needs and Expectations

Elvictor's Crew Management service scheme is an out-of-the-box pragmatic solution in line with Elvictor's ethos towards customer-centric philosophy that allows an amalgamation of Elvictor's services to be either included or excluded.

Each scheme's approach is architected on a structured, proactive approach, aligned and morphed with the Principal's/Ship Manager's policy, infrastructure, management concept, quality orientation and strive, and budgetary requirements, qualitative, and risk-related on crew matters and Charterer's best practice compliance.



## PHILOSOPHY

### Never Offer Boxed Services

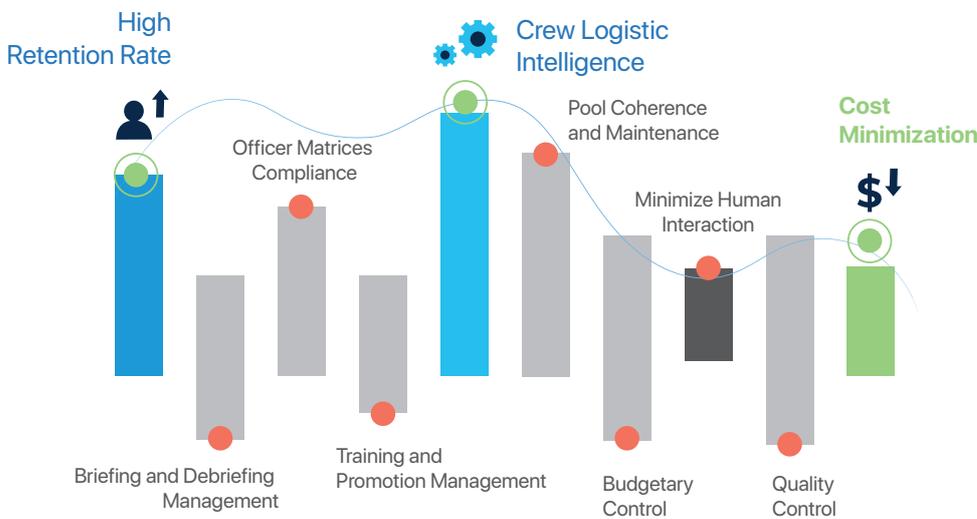
Provide proven differentiation by elevating and focusing on the Ship Manager's actual needs, providing meritocratic solutions to the services, and then morphing Elvictor's operations through disruptive technological advances to meet the budgetary, qualitative, and targets of each respected Ship Manager. The service value to be Ship Manager's proven cost minimization and quality enhancement.

## Let us guide you to a technological disruptive Crew Management and Manning Philosophy

The digitalization journey of Elvictor dates back to 2002. Elvictor succeeded in offering an ecosystem through secure and GDPR compliant intranets to both Ship Managers and Seafarers, achieving fundamental integration and interaction between them. Daily operations hassle and complexity of recruitment became unknown words to us. Transparency, proactiveness, and control are what we offer in every dimension of our recruitment process.

### Operating Expenses Minimization

The Ships' Crew Expenses amount to **55% - 65%** of the operating expenses.



### Differentiation



- Maintaining and promoting transparency by monitoring, controlling & overseeing (cloud audit 24/7/365) Elvictor's Operations as needed.
- Minimizing Electronic Bureaucracy with Elvictor's cloud innovative means through an integrative and interactive ecosystem.
- Monitoring Performance online based on qualitative and quantitative criteria, precisely measured with documented evidence.
- Reporting and Compliance concerning quality assurance, TMSA 3, MLC, retention, officer matrices, KPIs, which are accurately and timely reported clearly and structurally.
- Full automation of controlled documents of the Ship Manager's ISM. Provision online, through email, and automated notifications reception.
- Integrating the Ship Manager's procedures in Elvictor's digitalized system makes most logistics fully automated and secures every step without any default.
- Dashboards and digital cloud tools for monitoring every recruitment process, providing crew logistic intelligence and managing briefing and debriefing, training and promotion management, officer matrix compliance and retention targets, budgetary control in line with quality control that results to cost minimization.

### Crew Management Advantages

Redefining Crew Management Practice forming a seamless extension and node of your crewing department with Elvictor's professional employees and infrastructure.

- Proactive approach
- Constant Innovative approach
- Eager to maximize service value
- Focusing on Market Trends and Fashions
- Learning and Changing Organizational philosophy
- Customer-centricity



### Outsourcing:

- ⚠ Risks, Responsibilities and man-hours waste
- 📊 Challenges and Negotiations
- 📅 Extensive Scheduling
- 🚢 Complexity of Crew Logistics

# Services

Our services for crew management and manning, as illustrated below, are not limited to a pre-determined package, nor are they boxed in an inelastic scheme. We morph the crew management and manning services package(s) based on each Ship Manager's actual needs per vessel, seeking to minimize the Ship Manager's operating expenses and provide a calculated lumpsum budget.



The crew management service is a win-win situation for Elvictor and the Ship Manager while the risk is shared to both parties, whereas in the simple crewing, the risk is upon the Ship Manager, who is the crew manager.

Recruitment Services	Included in the Lumpsum	Optional Services	Optional At Cost with supporting vouchers	Notification & Updating Tools	Crew Management	Crew Manning
Sourcing Seafarers	✓				✓	✓
Prev. Sea Service Authentication	✓				✓	✓
Screening Seafarers	✓				✓	✓
Branch Office Interview	✓				✓	✓
Documentation / Certification Authentication	✓				✓	✓
Matching candidates with open positions	✓				✓	✓
Proposal Intelligence Reporting including ISM Controlled Document	✓				✓	✓
Interview and Teleconference Scheduling with the Ship Manager	✓			✓	✓	✓
Interview and Teleconference Log	✓			✓	✓	✓
Competence Tests for Officers	✓			✓	✓	✓
Reporting of Competence Tests	✓			✓	✓	✓
Negotiations Management concerning wage and contract duration	✓			✓	✓	✓
Acceptance of the candidate. Line up procedure initiates	✓			✓	✓	✓
Medical Logistics and Scheduling	✓			✓	✓	✓
Flag Logistics and Scheduling	✓			✓	✓	✓
Flag Costs	✓	✓	✓	✓	✓	✓
Training Logistics and Scheduling	✓			✓	✓	✓
Training Costs	✓	✓	✓	✓	✓	✓
Briefing as per Ship Manager's ISM	✓			✓	✓	✓

Recruitment Services	Included in the Lumpsum	Optional Services	Optional At Cost with supporting vouchers	Notification & Updating Tools	Crew Management	Crew Manning
Joining Visas Costs and Logistics	✓				✓	✓
PPE logistics	✓				✓	✓
Dispatching documents, items and logistics	✓				✓	✓
Ticketing Management	✓				✓	✓
Ticketing Costs		✓	✓	✓	✓	✓
Ship Agent logistics and coordination	✓				✓	✓
Ship Agent Costs		✓	✓	✓	✓	✓
Escorting seafarers to the airport	✓			✓	✓	✓
Reporting tools used for seafarers during their dispatch	✓			✓	✓	✓
Reporting tools used for Ship Manager during seafarers' dispatch	✓			✓		
<b>Manning Services Fee</b>						
Agency Fees	✓				✓	✓
Recruitment Fees	✓				✓	✓
Sundry Fees	✓				✓	✓
Communication Fees	✓				✓	✓
Social Security System Costs	✓					
<b>Seafarer Ashore Services</b>						
Transportation expenses of the crew within the country of origin		✓	✓	✓	✓	✓
Expenses of the standby crew		✓	✓	✓	✓	✓
Bonus for standby		✓	✓	✓	✓	✓
Rejoining Bonus and incentives management		✓	✓	✓	✓	✓
Cash Advances		✓	✓	✓	✓	✓
Seafarers' insurance packages		✓	✓	✓	✓	✓
<b>Training Management</b>						
Specialized Training in Training Centers Costs		✓	✓	✓	✓	✓
Specialized Training through e-learning		✓	✓	✓	✓	✓
STCW subsidization (mostly used as incentive)		✓	✓	✓	✓	✓

Recruitment Services	Included in the Lumpsum	Optional Services	Optional At Cost with supporting vouchers	Notification & Updating Tools	Crew Management	Crew Manning
<b>Training Management</b>						
Higher National Diploma subsidization (mostly used as incentive)		✓	✓	✓	✓	✓
In House Training		✓	✓	✓	✓	✓
Custom Training Courses		✓	✓	✓	✓	✓
Onboard Training		✓	✓	✓	✓	✓
<b>Onboard Services</b>						
Victualling Cost and Logistics		✓	✓	✓	✓	
Port Disbursements		✓	✓	✓	✓	
Cash to Master	✓				✓	
Master's General Account Control	✓				✓	
Overlapping Wages		✓	✓	✓	✓	
Onboard Visits	✓				✓	
Pre-Vetting		✓	✓	✓	✓	
<b>Compliance - Audits</b>						
TMSA Compliance	✓				✓	✓
Training Compliance	✓				✓	✓
Officer Matrix and Experience Compliance	✓				✓	✓
Vessel Compliance	✓				✓	✓
STCW Compliance	✓				✓	✓
Above STCW Compliance	✓				✓	✓
Cargo Compliance	✓				✓	✓
Retention Compliance	✓				✓	✓
Promotion Compliance	✓				✓	✓
Embarkation and Disembarkation Compliance	✓				✓	✓
Flag Compliance	✓				✓	✓

# Quality

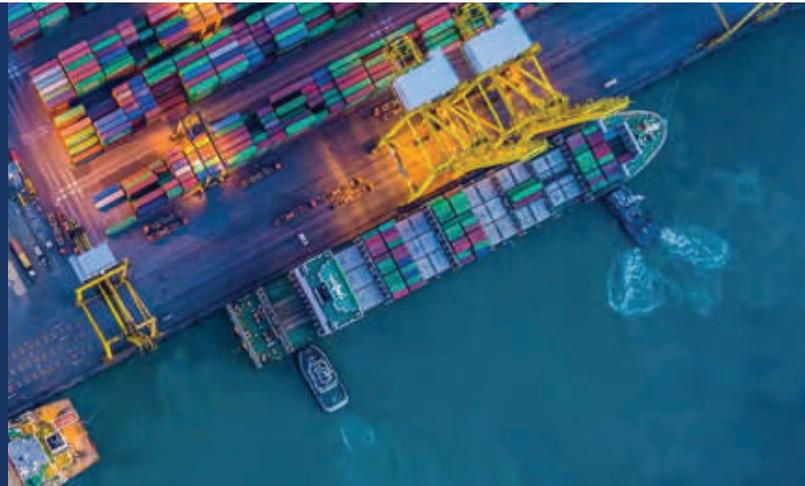
# QUALITY

**ELVICTOR GROUP, during its 43-year history, has traditionally paid attention immensely to the quality and development of its services rendered to both Clients and Seafarers.**

Towards this path and taking advantage of new technologies available, we initiated our ERP Software's story more than two decades ago to digitize our Management System and make processes more controllable and effective. Gradually, our ERP reached the point where our Main and Regional Offices' operations are entirely administered and controlled by our ERP. Similarly, through our ERP, we allow our Clients and Seafarers to handle and execute many related activities. Our ERP system became a cloud ecosystem that entailed and amalgamated all complex, varying operations of our clients' differing requirements and our ultrastructural composite and multifacet operations.

In the most recent part of our history, a great effort to improve our processes and enhance the quality was our daily strive. Our Management System's practicability, our ERP continuous improvement and uplifting it to a cloud ecosystem, and our services always focused on enhancing our value of servicing and the value of our disruptive way of thinking. In 2018, the Management initiated an evolutionary quality program that included, among others, a complete recording of processes among with evaluation, analysis, and risk assessment and the preparation of the tools and documentation necessary for control and implementation.

The outcome of this effort is the documentation of a detailed but practical Management System that covers and describes all processes, is aligned with ISO 9001:2015 Standard and ILO-MLC 2006 Requirements, and respectively accredited by the leading Certification Body of Bureau Veritas. Most importantly, our Management System has been forged in such a way to serve as the foundation for further Quality Management Standards that ELVICTOR GROUP aims to achieve.



## Quality Philosophy

Our Organization's Quality Philosophy is simple and yet challenging; strive for perpetual improvement in all aspects.



## Quality System

We develop and test Key Performance Indicators for our entire organization, not to judge or blame, but to have metrics to identify areas of concern and assess them quantitatively.



## Digital Integration

Our very perplexed operations propel our industry to demand professionals from various cultures, backgrounds, mindsets, and time zones.

# Quality Philosophy

Our Organization's Quality Philosophy is simple and yet challenging; strive for perpetual improvement in all aspects. Seek elimination of errors and always offer the best, technologically advanced, and innovative quality services to our esteemed Clients and our valuable Seafarer; seek to eliminate health & safety risks for our Employees and our Seafarers, minimize our environmental footprint and excel in quality.

We have far understood that we cannot realize the philosophy without the genuine and passionate involvement of **ELVICTOR GROUP** top management.

Our top Management sets the purpose of our system and pushes for its optimization. Quality Department is in direct and continual contact with the Top Management to discuss concerns, analyze facts and KPIs, determine and plan improvements and implement new processes or enhance the existing ones.



This passion for improvement and innovation is disseminated towards our employees globally through constant training and contact, the implementation of a no-blame culture, and the use of our ERP cloud ecosystem, which is continuously upgraded to facilitate users and minimize operational errors.

Our strive for excellence through our customer-centric philosophy towards every single Client separately is succeeded through our regular personal contact and the use of our ever-evolving client-specific ERP Interface.

The SaaS Intranet allows access to documents and records, quality control tools, and operations in a simplified, customizable, transparent, and controlled environment.

Last but not least, this drive is also extended to our Seafarers, where through their specific SaaS Interface, they can receive in an automated, controllable and traceable manner all necessary guidance and instructions during their recruitment procedure.

# Quality System

We develop and test Key Performance Indicators for our entire organization, not to judge or blame, but to have metrics to identify areas of concern and assess them quantitatively. We use KPIs to redefine our practices by determining areas for further improvement and innovation to guide every succeeding member of our organization, including our customers, through digitalized accurate, and time-saving procedures.

We upgrade our infrastructure continuously, giving particular attention to our in-house ERP and digital hardware, to provide our employees with a practical, functional, and less time-consuming environment to perform. Our industry is heavily regulated, which results in a vast amount of documentation handled by our system and must be disseminated to our clients accurately. The effective use of technological advances offers our organization the ability to exercise extensive quality control and compliance assurance.



We use specific quality and management tools to plan projects and improve our process decision methods. We use prioritization matrices and process decision charts to determine the importance of our future proposed actions and their possible adverse effects and disruptions. This process helps our organization meet our criteria and quality requirements, surpass our Client's expectations, and outperform the competition.

We believe in the Zero Defects performance standard when formulating new strategies and processes, but we are also pragmatic, and thus we understand that errors do occur; therefore, we embrace and learn from them. Using flow charts, check sheets, Pareto diagrams, and other quality tools enables us to record, sort, analyze and evaluate errors to log frequency of occurrence and seek their causes. In this way, we firmly believe that our organization gains authentic experience and knowledge.

We bolster productive brainstorming with well-defined criteria to help our Management evaluate and recognize the correct way forward. We introduce recent actions and implement solutions down the organization while studying the progress and outcome using new or existing KPIs to measure their success and productivity.



# Digital Integration

Our very perplexed operations propel our industry to demand professionals from various cultures, backgrounds, mindsets, and time zones.



ELVICTOR GROUP runs offices in more than eleven countries globally, within three continents. The quality and compliance control of such a volatile environment is proven to be exceptionally challenging. We have a significant weapon in our arsenal for our quest for quality control and compliance and is no other than our in-house developed ERP Software.

Our ERP is essentially administering our organization's entire operations. Towards our effort for Zero Defects, the Quality Department is indirect, daily communication with our IT Department, cooperating in such a way to continually evaluate current quality control and compliance methodologies and brainstorm ideas to enhance our digital techniques and incorporate mechanisms in the ERP.



In essence, we interconnect the data loaded in our ERP with every step of our management procedures, as appropriate. In this way, we create advanced, step-by-step techniques that are easy to follow and are guided by chain reactions. With Robotic Process Operations, our system is opening and digital, closing doors to our ERP users, allowing them to advance to the next step of the process or revert to correct their actions.

Our ERP has several interfaces created for the use and the needs of each interacting party. Our Main Office, our Regional Offices, our Clients, and our Seafarers have their unique Interface, where our system allows actions that are necessary to be carried out by each one.

A comprehensive map of the joined work between Quality and IT Departments and the interrelations created in our system is described in the following section.

- **Technologically disruptive crew manager with multiple innovations**
- **The Digitalization journey of Elvictor dates back to 2002**
- **Intranets for Seafarers and Principals**  
Accessible 24/7/365
- **In-house Crew Management customizable cloud platform**





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# The Elvictor Approach

## A brief overview

# Customer Centricity

Listening to our Customers  
by creating positive Customers'  
experiences

Elvictor focuses on understanding Customers' actual needs and fulfilling them up to the point of constant innovation generation and optimum Customer satisfaction.

By continuously identifying and resolving Customers' problems, we exercise eternal due diligence procedures and quality procedures to tune up these procedures by injecting them into our intelligence cloud network to minimize human errors.

Digitalization facilities morph our corporate structure for a seamless customer journey across all business interaction channels and thus integration. We, therefore, form an extension of the Ship Manager's corporation and adjust to each differing complex and demanding structure and policy.

Elvictor is not a crewing supplier but manages crewing suppliers and is more than a crew manager, namely a crew consultant, due to its disruptive technological infrastructure.

## Listening to our Customers by creating positive Customers' experiences

Elvictor's business ethical approach, the focus on transparency through a digitalized arsenal of facilities and tools, the continuous injection of know-how of all parties involved in our ecosystem (Ship Manager-Elvictor-Crew Suppliers-Seafarers-Third Parties), and the amendment of procedures due to the rising trends and fashions of the maritime industry that brings amendments in the varying maritime regulations, build strong customer relationship and a long-term span.

## How it started

Since 2001 there were significant hurdles to clear during the transition to a fully Ship Manager / Customer-centric-organization. Many employees needed to work towards a common goal, which silo mentality barriers had to be broken down at any cost, and achieved this.

## We do not negotiate with silos

Elvictor does not negotiate or give chances to silo mentalities, the procedures are hierarchical and methodological, and change is the ultimate vision and goal. The management focus is justified, and there are no giveaways around the subject.

Ship Manager's centricity is a characteristic and feature of the entire Elvictor organization and requires all employees' participation.



### WHAT OUR SHIP MANAGERS EXPERIENCE TODAY

SECTOR	ELVICTOR
<ul style="list-style-type: none"> <li>➤ Formal communication and electronic bureaucracy email exchanged</li> </ul>	<ul style="list-style-type: none"> <li>✔ Integrated communication that focuses on the Ship Manager's actual requests and seafarers through collaboration platform.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Theoretical procedures and discussions of how to apply procedures to Quality</li> </ul>	<ul style="list-style-type: none"> <li>✔ Collective visions and relationships that integrate to the Quality through digitalizing the Ship Manager's Requirements and procedures with documented evidence and proof of compliance.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Problem Solving discussions and overhead of bureaucracy</li> </ul>	<ul style="list-style-type: none"> <li>✔ Ship Manager's centricity and interaction, gaining time and eliminating errors through applied digitalized tools.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Complexity within procedures and continuous amendments. Additional bureaucracy and difficulty in the follow-up due to the bottleneck of interoffice email exchanges.</li> </ul>	<ul style="list-style-type: none"> <li>✔ Automated procedures with live logs, key performance indicators, and measurement tools ready to audit online.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Multiple checklists and man-hours wasted for data entry.</li> </ul>	<ul style="list-style-type: none"> <li>✔ Database procedures, automated electronic checklists and Robotic Process Automation for compliance, and Artificial Intelligent APIs for ICR, OCR and data collection and parallel authentication and validity.</li> </ul>



Jointly developed the above, through collaboration with our Ship Managers through joint development of content and products.

**We firmly believe that we are in the connected Ship Manager's age!**

## Our Philosophy

### The Service-centric approach philosophy

The service-centric approach philosophy is to focus on selling as many services as possible and expanding the clientele. Sales revenue, market share, and growth are considered the most critical indicators.

The improvement of services and service expertise defines the company's competitive advantage. However, in Elvictor, we firmly believe that a more ethical service-centric approach is to provide the needed services and amalgamate the differing ones based on the required portfolio of services that each Ship Manager needs.



### The Customer-centric approach philosophy

The customer-centric approach philosophy is to focus on providing a positive customer experience to drive profit. Customer acquisition, loyalty, and vital customer service are considered to improve business growth and value. However, in Elvictor, we do not focus on the number of clients but the quality of Ship Managers listed in our clientele. To perform, we focus on the client and the potentiality and sustainability of our cooperation.

The focus is on the Ship Manager, and thus the ability to build and nurture Ship Managers' relationships defines the Elvictor's competitive advantage.

These two philosophies Elvictor uses with primary the Ship Manager's-centric and as a Continuum the service-centric philosophy.

“The Ship Manager's centric continuum is achieved clearly through the digitalization DNA of Elvictor

### HOW WE APPLY IT

Our sphere of experience showed us, Ship Managers, using our digital ecosystem, needed dashboards, and user-friendly infographics featuring their best customer experience.

**95% of our Ship Managers** use our digitalized ecosystem, and we have total integration and interaction, eliminating even electronic-bureaucracy (emails).

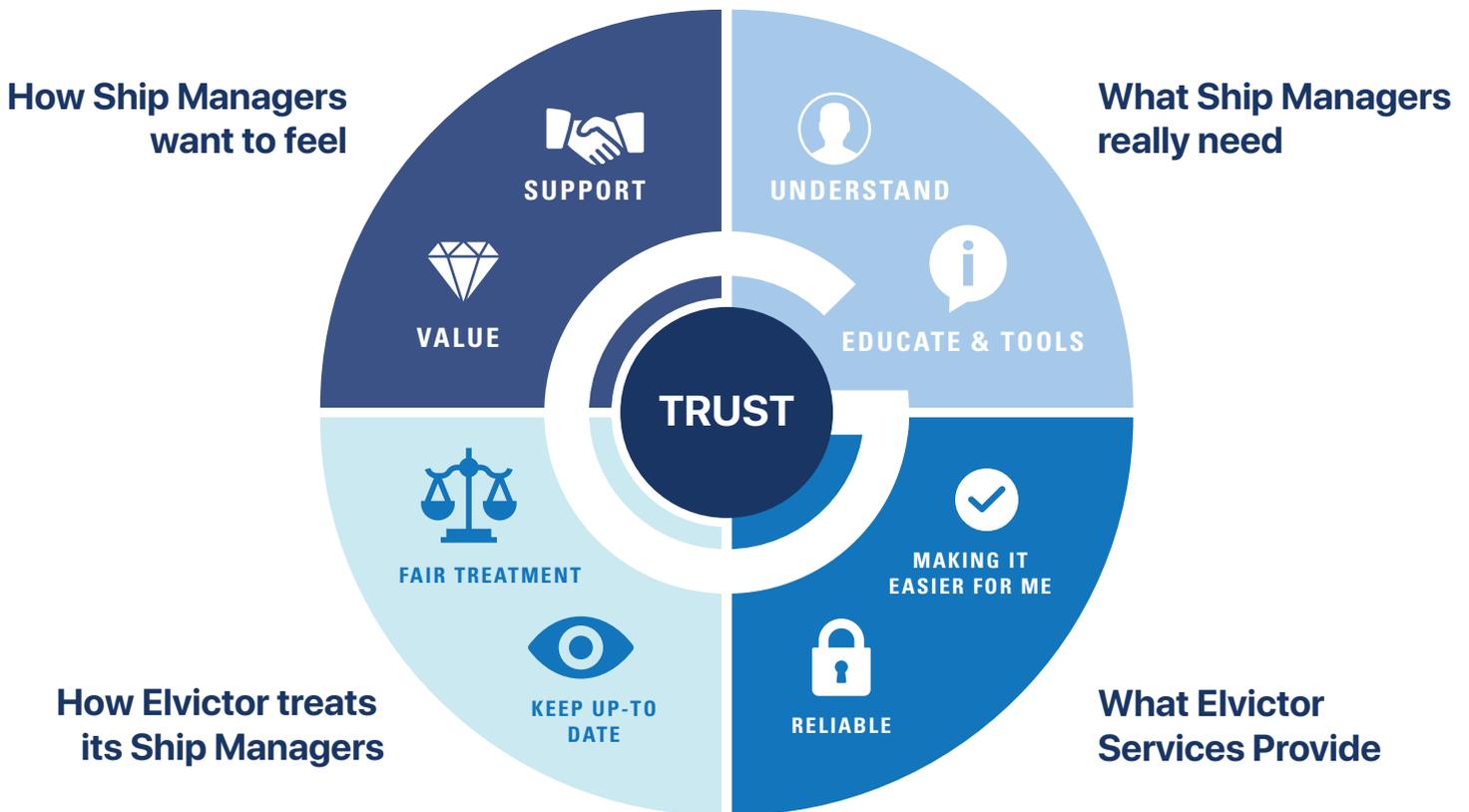
Parallel many of our Ship Managers have embedded into their ISM Policies and Procedures some of Elvictor's best practices and digitalization procedures that allow our customers more paperless documented evidence instead of manual and paper-controlled documents.

The cloud environment is accessible and reactive to various modern digital means (mobile, tablet, etc.), increasing the performance ratio of all succeeding levels of the Ship Manager's organization.

Finally, the intercommunication and collaboration tools provided and in line with the interactive and integrated tools provided accelerates the operational efficiency and accuracy for all parties -if needed- or specific parties (Ship Manager's Crew Department officials, seafarers, branch operators) to be informed and interact live.

“Operational efficiency through collaboration

## SHIP MANAGERS' NEEDS



### How Ship Managers want to feel

Going deep into each Ship Manager's needs, the customer wants to feel security. The Ship Manager aims his/her job/tasks to be effective and error-free to feel secure. Thus, the customer wants the procedures to be followed without any potential risk of errors, being risk-averse most of the time, not deteriorating efficiency and compliance with the Ship Management Company's ISM Policy. For this reason, the customer wants to feel "supported" by Elvictor and that the "value" is adjacent, transparent, and documented.

**The value is adjacent, transparent and documented**

## THE SOLUTION

Elvictor's cloud ecosystem assists for all the above and "removes that hassle" from every connected party, either the Ship Manager or the crew supplier, or the seafarer, by providing seamless integration and interaction. Simultaneously, procedures are measurable, digitalized structured, and thus the system guides the end-user to perform any task that may be a collaborative task.

“Seamless integration and interaction”

## What Ship Managers really need

Possessing Elvictor's digitalized arsenal of tools and procedures are morphed after the customer's organizational structure, the Ship Manager needs Elvictor to "understand the user."

Understanding the job description and responsibilities that the Ship Manager's personnel has and should attain, how to report, how Elvictor should function and operate, the collaboration's morphing comes to maturity.

These determinants and details of our customer's personnel are communicated daily. Since the inception of the cooperation, and Elvictor morphs its internal digitalization procedures for this specific user (Ship Manager's subordinate) to accelerate our collaboration and tune this user's efficiency.

Daily online collaboration, familiarization, teaching, and constant visits to the customer's premises or teleconferencing means daily and ongoing tasks for Elvictor.

## Understanding your client's job description and responsibilities

## How Elvictor treats its Ship Managers

There are fundamental pillars for customers' oriented service. The most important are:

- ✓ No discrimination. No matter the fleet size or volume of services, the service satisfaction for each Ship Manager comes upon the actualization of his/her needs that are morphed into our ecosystem.
- ✓ Task management for any request arising from the Ship Manager is in place. From scheduling up to last-minute reactive procedures.
- ✓ Prioritization. Every Ship Manager has differing priorities and policies. We deep into them and analyze them and collaborate daily to implement these or any upcoming requests.
- ✓ We do not know everything! Although we are confident that within our 20 years digitalization journey, we have covered the most aspects and scenarios, we are all ears and eager to keep on learning and improving ourselves. Thus we request seamless collaboration and honest communication.
- ✓ Code of Conduct. We have placed a professional code of conduct to be fair to every stakeholder of the business.

“Business Ethics”

## What Elvictor Services Provide

Through digitalization aspect, the innovations we have developed, and the artificial intelligence shedding to the machine learning and deep learning APIs we use.

Our service is and should always be reliable. To achieve it, we have applied varying technologies and AI tools to do repeated processes, data entries, validity, and authentication procedures and, in general, tiresome and bureaucratic from the user's point of view. Thus, we automate these because the probability of human errors in the tasks mentioned earlier is skyrocketing and not reliable, especially in times of condensed workload and emergency recruitments.

We have eliminated: paper, bureaucracy, and human-intensive data entry tasks to achieve optimum reliability and minimum human errors. At the same time, we do continuous research and development, testing new technologies that may enhance our digitalized arsenal to increase our company's servicing value.

Last but not least, we seek "user-friendly" and more "to-the-point" solutions that can be used from IT-literate up to IT-illiterate users, respecting the background and talent of each user.

## User Friendliness experience and To-The-Point

### Ship Managers' Experience

We believe that the Ship Managers' experience is the heart and the core of customer-centricity. To evaluate ourselves, we measure the following:

1. What do our Ship Managers think about our company?
2. Is the Ship Managers' journey consistent and effective?
3. What does our Ship Managers' journey look like?
4. Does the above lead to further expansion organically?
5. Have we achieved differentiation?
6. Does this differentiation increase our Ship Managers' loyalty?
7. Are we upgrading our service value?
8. Are our strategies mirrored to our companies' vision?
9. Do the Ship Managers feel part of our organization?
10. Have we improved all Ship Managers' quality aspects (retention, officer matrix, training, etc.)?
11. Have we improved our Ship Managers' budgets?
12. Have we identified more areas for improvement, and further digitalize our ecosystem?

“Appraising ourselves and working on exceeding our own expectations”

# Elvictor's Mindset and the Key

All the above "internal audits" and mapping of the strategies with our results allow us to have solid know-how of where we stand in our journey, the areas for improvement, and what we have learned.



Elvictor strives to think-out-of-the-box and thinks of innovative solutions and even restructuring solutions that would continuously shift service value.

We do not conclude only from the feedback we get from our Ship Managers, but we are very strict when we do judge ourselves and put targets and goals that we should achieve. That is why we have formed many internal KPIs to measure our efficiency, our service value and screen the allocation of our resources compared to the past.

Our customer-centricity goes beyond checklists, appraisals, and feedback. We recognize that Ship Manager's value is not equal to profit, which is why we are too competitive in pricing and our technological DNA's help. We are defenders of transparency and quality. We believe that our Ship Managers primarily act as brand ambassadors and brand defenders, a portrait of our organic growth.

Pandemic pre and post-era, new upcoming regulations, continuous increase of the technological innovations, the new job landscape, and the upskilling needed will bring potential customers to Elvictor by identifying, sharing, and targeting our mindset.

Digitalization discussion started in shipping in 2017 after the awkward year of 2016, whereas Elvictor entered the digitalization journey in 2001!

The customer's centrality key is that the Ship Managers' needs are placed and positioned by Elvictor at the beginning of the value chain. Our focus on each Ship Manager separately enhances our collaboration with the help of our digitalization arsenal.

**We have set the technological disruptive cloud collaboration mindset through pragmatic situations, scenarios and applications.**

# Emerging Recruitment Trends proven by pragmatic situations

Based on the forum of the "Career4Sea Talk" that took place on February 25th, 2021, we expedite more of our CEO's speech providing more details. Expediting Elvictor's answers to the forum of Career4Sea.



Elvictor's focus on technology since 2001 has identified before the pandemic the emerging recruitment trends that have been proven in today's maritime workplace. We have experienced the major emerging recruitment trends that form the future maritime path that is inevitable not to follow: teleworking and future work style, digitalization of quality, e-recruitment, e-learning, and agile cross-functional teams.

The job landscape that Elvictor has envisioned provides incentives to its personnel. At the same time, the home becomes the office for any Elvictor officer, allowing home and office integration to be vital, convenient, and human-focused. Elvictor was the first in Greece, before the first governmental lockdown, to send beginning of March 2020 all its employees to work from home. From October 2020 until today, 95% of Elvictor employees work from home, having established a home and office integration with SIP phones, laptops, and Elvictor's cloud system.

**Digitalization of quality standards was the foremost priority of Elvictor, starting from electronic web-based checklists, procedural metrics, key performance indicators, and control engines.**

The digitalization of quality continued, and the pandemic proved to be the originator of new metrics and key performance indicators. Control and monitoring remote operations led to more sophisticated e-recruitment management techniques. Elvictor tested and developed new web tools and fine-tuned the past digitalized procedures, resulting in a successful virtual screening and selection.

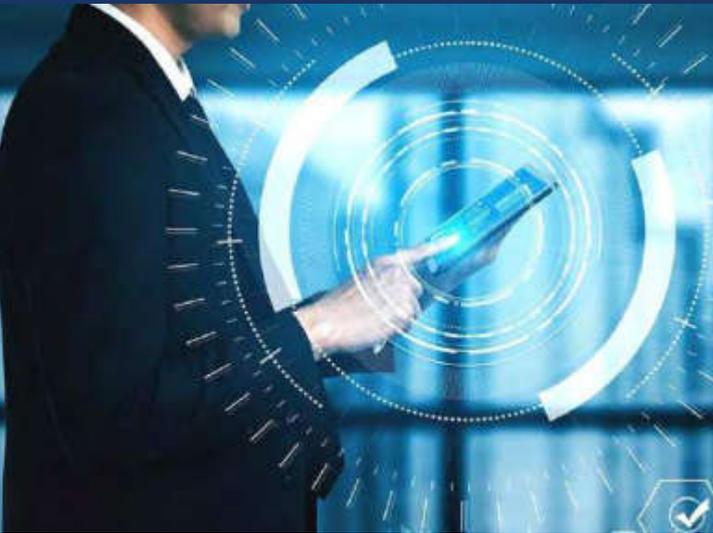
Focused training rate and building the seafarers' skillset were increased through interactive training and focus on the areas for improvement for each seafarer, filtered out of their appraisals and debriefing reports.



**A significant development that was measurable was the multi-development of agile cross-functional teams throughout Elvictor's organization.**

The cross-functional teams proved to be eligible to manage and tackle varying obstacles caused by the pandemic lockdowns. Through teleworking and with the cloud systems as their arsenal, the team members worked to respond, managing mild recruitment embarkations and disembarkations that needed proactiveness and speedy reactivity.

The cross-functional team members had to be stand by and ready to act. Timing and coordination through team collaboration was the key to success.



## New skills in demand in this evolving landscape

Elvictor has invested highly in digitalization in the last two decades, forecasting the latest skills in demand in this evolving landscape. All succeeding levels of Elvictor's organization are trained continuously to possess digital proficiency and knowledge of GDPR with expertise in data privacy and information security.

The last is orchestrated and structured intelligently by the DPO and CTO of the group with the team of programmers and specific rights for viewing, editing, and deleting information that goes in line with the GDPR procedures compliance. The cloud technologies that Elvictor uses that are top-tier and globally renowned include GDPR compliance tools that allow the observation for GDPR to be more effective and above best practice. Thus, the technology helps secure high-end compliance and commitment for data privacy, respecting all individuals' private information.

As mentioned above, the agile cross-functional teams structured in Elvictor with a common platform that integrates them and allows them entire interaction, minimizing the electronic bureaucracy, have resulted in cross-team collaboration. Cross-team collaboration is one of the most challenging skills for an individual to possess, simply because an individual has to maintain an agile mindset, be multitask and multifunctional, and at the same time be a problem solver.

The individual that acquires the above skills becomes more proactive and then reactive. The strive of Elvictor is to continuously develop its employees' skills and improve them on their time management, making them identify time-wasters.

All the above skillsets require the individual's flexibility, staying in the loop with their team, self-advocacy, good negotiation skills, and emotional intelligence. In the end, the individual member should be clear and to the point, building trust and rapport, and be keen on remote education.

Digital and non-cognitive skills like communication, planning, and teamwork are increasingly necessary to seize emerging job opportunities. For this reason, technology is a crucial driver of new forms of work.

## Upskilling is the future to transform the workforce

Digital platforms and technology enable those with winning ideas, and for this reason, businesses innovate to create personalization and find ways to improve customer-centricity with a focus on digitalization.



Being Green with the help of technology is to have substantial social compliance, with a sense of environmental responsibility and a focus on diversity, human rights, and a recognition that business has an impact that goes well beyond the financials.

Having the above in mind, upskilling must be a priority today and not in the future.

The upskilling priority should be adaptability to unforeseen circumstances, further increase business agility, communication-based on empathy, and digital preparation by always putting people first.

Other priorities are to start with high-impact roles, promote and highlight innovation and change. These priorities will lead to a plan with a commitment to the company's vision and track results and course-correct by continuously injecting the know-how into the digital ecosystem, easing the employees' workload.

For all the above reasons, the critical challenges in the recruitment and retention that Elvictor focuses on and invests in are career development, provision of a safe and secure environment, freedom to act, and impose no-blame culture.

## The mindset to lead to successful digitalization and the prioritest

The first is to think of digital transformation and measure through approach to data and the benefits. The initial step, we may call "Self-Criticism," is to identify the way we currently operate and why we work in such a manner.

This leads us to the approach to data and allows us to measure operational efficiency and compliance. The benefits out of this are gap analysis, areas for improvement, and restructuring design.

The second step is "dissection," where the company goes deeper into why the company operates in this way, compared to the market trends. This allows us to analyze the current processes and restructure the functions in full detail. The approach to date is reverse engineering, benchmarking, and route-cause analysis. Benefits are digitalization strategy, improvements for the status quo.

The third step is "to Focus" on what the company aims to achieve and the remedies that should change. The data approach is made through big data analysis, segmentation, decision trees, and cause-effect modeling. The benefits may be strategic initiatives, forward-looking, decision making, and vision focused.

The last step is "the Change," and it has to do with what the company wants to possess as a competitive advantage, and this is innovation. May complete the data approach with Machine and Deep Learning models and APIs, optimize the processes and procedures, scenario building and planning, data-driven decision-making tools, and control engines. The benefits are:

- ✔ Data products
- ✔ Data validation actions and mechanisms
- ✔ A higher rate of success and minimization of risk
- ✔ Mirroring the company's vision and seeking supremacy



# Remote Work

The term remote work is described as mobile, flexible, agile, and location-independent work. Due to the pandemic we all faced since 2020, most of us means working from home.



If we go deep in the meaning, we had remote work at all times but not so structured and demanding. All of us had work after office hours due to our work's nature, picking up telephones, texting in mobiles, and collaborating through any means available. In the maritime world, after office hours are within the nature of teleworking.

The technology advancements, the new technologies offered, and the pandemic's hit alternated the way of working and thinking. Suddenly we found out that a digital workplace was the emerging need for all of us.

Most companies that were not digitalized needed to find various cloud tools to collaborate and work in a remote environment. The most sophisticated ones have already been prepared throughout the last decades.

## Types of Remote Work

We have noticed that remote work has various types. The most common are:



### HOME-BASED REMOTE WORK

The job landscape has changed, and the home becomes the employee's office. High need of home and office integration is needed and is an alternative job environment.



### ALTERNATIVE REMOTE WORK

The employee partially works from home, visits the office premises, and works from the office station.



### AGILE REMOTE WORK

The definition of agile is about bringing people, processes, connectivity, technology, time, and place to find the most appropriate and effective way of working to carry out a particular task. It is working within guidelines and timelines but without boundaries.



### PARTIAL REMOTE WORK

The employee depending on the job specialization, needs few hours to be in the office and could do the rest hours from home.

The home-based remote work is attainable for operators, managers, and departmental heads to coordinate their teams. The alternative remote work is attainable by most employees, and the agile remote work is attainable for restructurers, business development, and cross-functional team members. The partial remote work is mainly accounting and support staff positions.

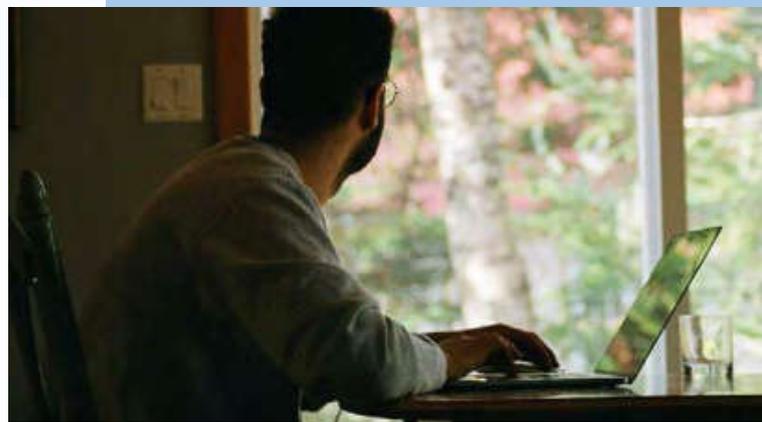
However, in a working environment, all remote workers need to meet, socialize, and interact and "feel their identity." Apart from the meetings that could be completed through "zoom, teams, skype or any other teleconference mean," the maritime world should constantly build the cultivation of interpersonal and multicultural relations within these times of pandemic. The social environment has changed since 2020, and the job landscape has altered across countries and cultures. Remote work is the future but without the elimination of the human factor and the human relations.

## Working Remotely: An opportunity during COVID-19

The coronavirus outbreak gave a lesson that things sometimes should be changed at a faster pace. There were unprecedented challenges in the maritime industry, especially to the true economy of shipping. Many companies globally had to turn to remote work, and they did not have any other option. Although technical requirements and IT literacy were available for some time, they did not allow any further resistance to inelastic in tech nature companies.

Remote work advantages for a corporation if designed and structured well are numerous. Some of them are:

- ✓ The incentive to your employees
- ✓ Flexible time for your employees and good time management
- ✓ Space optimization
- ✓ Fewer office expenses and further digitalized strive
- ✓ Better allocation of your human resources
- ✓ Cross-functionality
- ✓ Empathy and more need to socialize
- ✓ Building relationships and team support



When it comes to health issues and the risk of infection, protecting the human factor should always be a priority. The initial challenge was e-collaboration! Collaboration tools in existence but not in use by most maritime companies had a fast boost because there was no other choice.

Thus, a baptism was made to the most resistant to change personalities and seemed an opportunity during COVID-19.

## Lockdown Continues: Life Continues Online

Continuous lockdowns held the momentum of learning how to work remotely. Every crisis presents opportunities and in the maritime sector brought a wave of the need for digitalization. Online e-learning substituted training centers, office recruitments shifted to e-recruitments, visits became series of teleconferences, and collaboration requested more focus on data and specially structured data, which is the information.

The maritime industry made a digital step due to continuous lockdowns and the changing job landscape.



## Current Issues

Many maritime companies faced coronavirus infection within the premises; fears and worries from the employees' side and social contact became a threat to the most. While schools were closed due to the lockdowns, childcare and nursing care became a big issue for most parents, disrupting them from their daily work and putting pressure on them.

Those companies that kept the most employees at work or **at least 50%** in teleworking should have implemented preventive measures to slow down the spread of the virus and acknowledge and try to moderate the employees' worries and focus on their employees' private-family needs priorities.

From a legal standpoint, employees do not have an inherent right to work from home, based on today's legislation. In Greece, it was a governmental imposition that 50% of the personnel should work from home. On the other hand, the employees cannot be forced to work from home. Directives to be placed by the management do not constitute a sufficient basis for mandating remote work.

Finally, the employer has a duty of care towards their employees and must consider any threat associated with the employee's presence in the workplace.

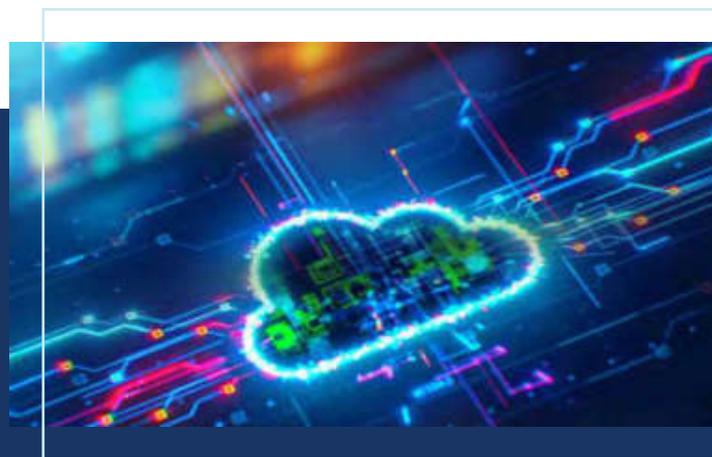
## Data Protection and Cybersecurity

The rapid transition to remote work is not without risk. Taking the time to take the necessary precautions is of utmost importance.

Elvictor has invested since 2001 in the development of in-house software systems and, having managed to upgrade them to cloud ecosystems, has gained time to take the necessary precautions proactively.

Concerning data protection and cybersecurity, Elvictor's cloud system is dependent on the latest technological advances of the cloud ecosystems that it uses, which have embedded the latest state-of-the-art security patches and possess the tip-top infrastructure for GDPR and data protection.

These cloud technologies that Elvictor uses and has developed its cloud ecosystem are the cloud technologies used by global conglomerates and developed by conglomerates like, for example, Facebook (REACT programming ecosystem).



## Implementation

Elvictor was proactive enough to "inject" the work methods and processes into its cloud system to succeed in remote collaboration by developing a series of intranet cloud tools to keep communication, interaction, and process management under control and compliance. Elvictor has developed a cloud culture and remote work environment in the last two decades. The new technological advances and cloud architectures are embraced with confidence by all parties involved in the human resource management and recruitment operations.

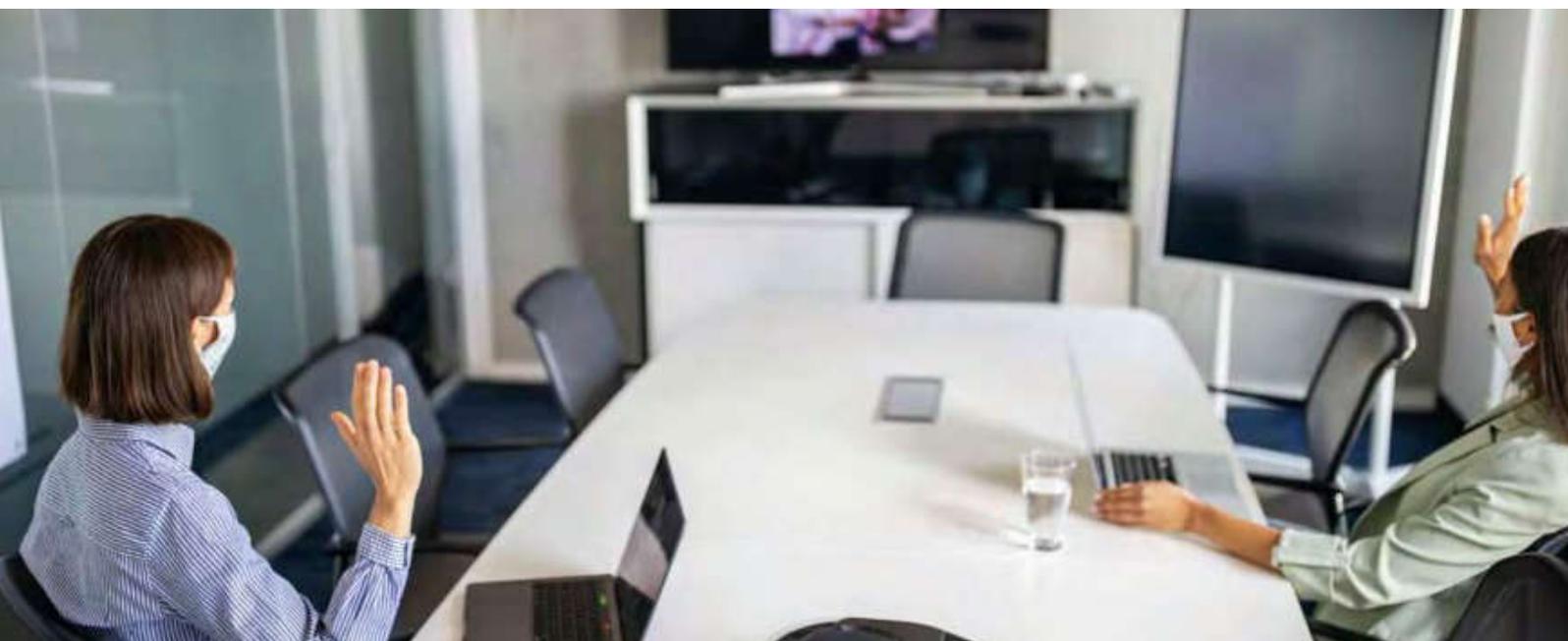
All processes, procedures, compliance, and control to every stage are logged, filed, and communicated. This digitalization focus and structure enables Elvictor's employees to have a thorough outlook of their daily operations proactively, pending items, and tasks that they need to perform. Still, at the same time, this applies to all parties, including Elvictor's customers.

That ends up in positive agile teamwork; and global multifunctional teams that perform varying tasks, even concurrent, guided by Elvictor's cloud ecosystem and with ease achieve effective and well-structured operations.

The cloud-based and agile-teams style mindset acknowledges a social interaction in the overall recruitment process, maintaining and upgrading social bonds amongst all users and parties and providing a client-centric environment, achieving mitigation or clearing up misunderstandings or operational defaults.

Due to the cloud ecosystem, Elvictor can make adjustments while systems are up and running, without interrupting any users; there are specific roles assignment per user and per party, that allows an integral management efficiency of the complicated tasks that may arise. The team leader stands as the Crew Manager of Elvictor for the team. Every Crew Manager has different groups allocated depending on the nationality mix and services rendered to each client.

All users of Elvictor, especially all the staff scattered in various countries, have cloud access with encrypted connection and have been provided with a workstation for their home office.



## Managing People

The digitalization arsenal of the Elvictor cloud ecosystem allows effective management for compliance and implementation of the daily tasks across various countries, numerous recruitments, and demanding last-minute operations that may arise due to the nature of the human factor.

Elvictor has established a unique digital, agile management. The pandemic has helped to invent it, possessing imminent information and updates, segmented in a way for the top management officers to be in line, informed, and proactively prepared.

This digital agile management concept important role plays relevance to the company's vision and mission and the customer-centric focus. Emails and old-fashioned communication channels are replaced with digital cloud tools, dashboards, and notification panels, allowing less electronic bureaucracy and achieving drastic imminent and point communication and identifying open items and tasks.

We, as Elvictor, believe in the complete digitalization of the overall recruitment process. Still, we aim with the tools we have developed to keep personal contact and balance face-to-face and remote work.

We must not forget that we are humans, and technology is here to assist us and not replace us.



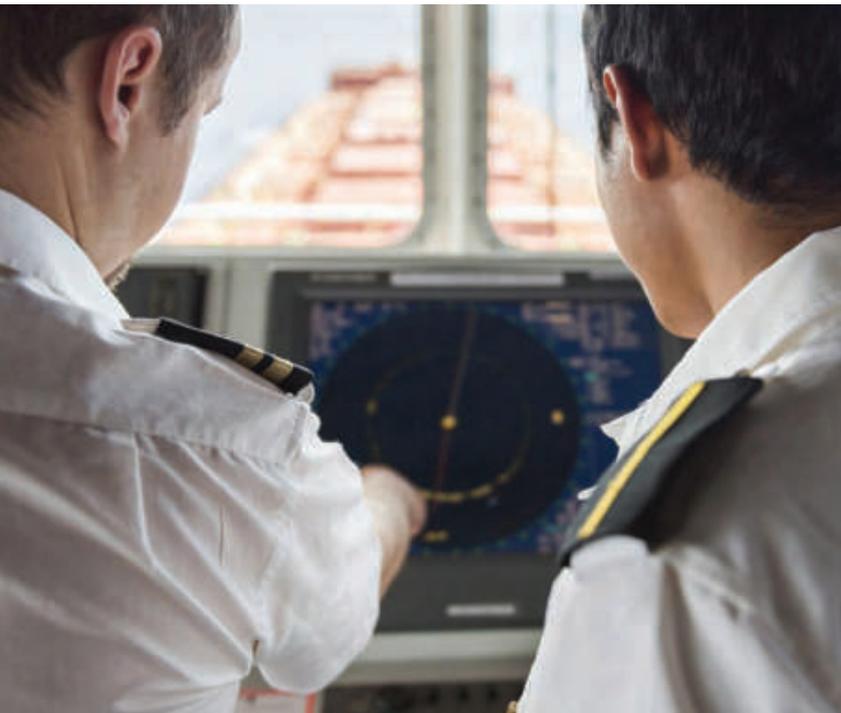
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**SaaS Cloud Ecosystem**  
Paperless, Collaboration  
& Innovation-driven

## Preamble

### Integration, Interaction & Collaboration

The digitalization journey of Elvictor dates back to 2002. Elvictor succeeded in offering an ecosystem through secure and GDPR compliant intranets to Ship Managers and Seafarers, achieving fundamental integration and interaction between them. Daily operations hassle and complexity of recruitment became unknown words to us. Transparency, proactiveness, and control are what we offer in every dimension of our recruitment process.



## Philosophy

### Inject the Know-How Into The Ecosystem

The philosophy behind the technological strive and drive is to remove the crew recruitment operations' complexity, fine-tune the procedures through innovative tools, and create a user-friendly environment for all parties involved.

Today, Elvictor Group has not hesitated to perpetually restructure & redefine itself in a controlled manner by rigorously experimenting with redefining Crew Management practices. We fine-tune and invent "pure & pragmatic solutions" to be offered to its valued Principals and Seafarers.

## Elvictor Group is the "Seafarer and Principal Gateway."

We have developed an intelligent cloud environment with respect & control to personal data protection whereby information is controlled, filtered, ranked, and interacted with through sophisticated algorithms and processes. These algorithms result from our Ship Manager's Requirements for sourcing, selecting, interviewing, reporting, matching, and proposing the proper candidates as per their Policy.

Officer matrix, retention, qualitative and quantitative approaches are instituted. These algorithms are dependent on a set of Elvictor Group KPIs and Benchmarking tools.





Our technology and innovations are a living organism, systematically structured to be dynamic and impartial, which gives us the advantage to prove, with documented evidence, that we service a Seafarer or a Ship Manager without any discrimination, prioritization, or any other advantageous handling.

The pinnacle of a solution is to guide every differing user, to follow the procedures and policies set, without the hassle and to transform the data into information, the information into metrics like Key Performance Indicators and Benchmarking, thus to measurable meaning, and have an arsenal of technological proactive and then reactive tools that assist in the decision making and operational efficiency.

Elvictor's efficiency is an amalgamation of the customer-centric analysis or requirements, including know-how injected in the cloud ecosystem and the possession of an arsenal of technological tools used for intelligent recruitment, integrated with the most modern mobile apps and social media means.

Elvictor's efficacy is an amalgamation of personal servicing focusing on actual needs, proactive scheduling of crew, measurement and assessment of appraisals in line with briefing and debriefing reports through qualitative and quantitative analysis.

Collaboration tools are essential for the Ship Manager /Crew Manager/ Manning Agent to perform various operations efficiently simultaneously, and, in general, technology is indispensable to the structure and documentation of evidence.

The know-how of all recruitment process participants needs to be "infused" into technology to guide every user to complete the tasks according to procedures.



## Discover our Intranets – the SaaS Cloud Ecosystem

Listen to and Built by the Audience



**INTERFACES OF DIGITALIZED COLLABORATION**



**CREW MANAGER'S TOOLBOX**



**ELVICTOR'S INNOVATIVE CLOUD TOOLS**

## Intranets – SaaS Platforms

### Listen to and Built by the Audience

Throughout Elvictor's journey of more than four decades and the technological evolution that has happened within the last two decades, because of the customer-centric focus of Elvictor, we managed to develop, continuously update and innovate, interactive tools that would optimize the interaction between the Ship Manager and his pool of seafarers.



For this reason, we have completely redefined the crew management practice by developing an intranet for the Ship Managers and an intranet for the Seafarers, supported by proactive but also reactive features.

A clear and transparent coupling of the Ship Manager with his/her seafarers eschewing electronic bureaucracy stemmed from complete control and decision-making tools.

Throughout our cloud ecosystem's constant development, we had, have, and will have feedback forms from all parties suggesting improvements or ideas. We are excited about having an endless "think-tank" from our seafarers and Ship Managers.

## We Build for the Future

Collaboration among all parties and participants should be harmonious. Hence, the future of shipping will be a collaboration through real-time data transferal and dashboard decision-making tools to maintain equilibrium and parallel procedures, aiding in achieving the Ship Manager's goal.

New and amended regulations, VIQ7, MLC, and GDPR, form the deadline for the current industry's practices of recruiting seafarers; thus, everyone should use metrics, key performance indicators, and matching and allocation models.



Our very perplexed operations propel our industry to demand professionals from various cultures, backgrounds, mindsets, and time zones.

Elvictor runs offices in more than eleven countries globally, within three continents. The quality and compliance control of such a volatile environment is proven to be exceptionally challenging. We have a significant weapon in our arsenal for our quest for quality control and compliance and is no other than our in-house developed ERP Software.



## Our ERP is essentially administering our organization's entire operations.

Towards our effort for **Zero Defects**, the Quality Department is indirect, daily communication with our IT Department, cooperating in such a way to continually evaluate current quality control and compliance methodologies and brainstorm ideas to enhance our digital techniques and incorporate mechanisms in the ERP.

In essence, we interconnect the data loaded in our ERP with every step of our management procedures, as appropriate. In this way, we create advanced, step-by-step techniques that are easy to follow and are guided by chain reactions. With the use of Robotic Process Operations, our system is opening and digital, closing doors to our ERP users, thus allowing them to advance to the next step of the process or revert to correct their actions.

Our ERP has several interfaces created for the use and the needs of each interacting party. Our Main Office, our Regional Offices, our Clients, and our Seafarers have their unique Interface, where our system allows actions that are necessary to be carried out by each one.

## Interfaces of Digitalized Collaboration



### MAIN OFFICE INTERFACE

This interface is for the sole use of our Main Office employees, who handle and filter all communication and information between the Regional Offices and our Clients.



### REGIONAL OFFICE INTERFACE

This interface is for our Regional Office's use, responsible for sourcing, recruiting, and preparing for joining our seafarers.



### CLIENT'S INTERFACE

Elvictor's main objective is to offer bespoke services and transparency; therefore, all our data is provided in our Clients Interface in a public display that may be customized as requested and viewed in real-time as uploaded by our employees.



### SEAFARER'S INTERFACE

When a seafarer is registered in our System, we assign a Username and Password that they may use to sign on to their profile. Through this Interface, both Main Office and Regional Office designated employees can communicate directly with our registered Seafarers and share information.

# Elvictor's Innovative Cloud Tools

## Highlighting some of Elvictor's Tools

**We provide our customers customizable live audit tools where they can have a quick, compendious look at the status of various records and documents of our offices, suppliers, and crew relevant to their fleet.**

Elvictor's Innovative Cloud Tools empowers our Clients' management to analyze crew operations' strengths and weaknesses and obtain deep qualitative and quantitative knowledge.



**Dashboards**



**Officer Matrix Compliance**



**Retention Management**



**Scheduler**



**Cloud Audit**



**Crew Lists**



**Statistics and Reports**



**Elvictor Drive**



**Integrations**

# Crew Manager's Toolbox

Innovative approach to seafarer recruitment process.

## Crew Manager's Digitalized Operations

A Secure Cloud Platform that facilitates the Ship Manager by incorporating many of our innovations.

Elvictor focus is using an alternative way of screening and selection centralized, bolstering documenting and transparency of operations and leading to the ultimate control of global branches.

Elvictor believes that the future is "collaboration" and can only achieve the optimum level using advanced technologies and the proper insertion of the know-how into the cloud systems. These, combined with API interaction, will rend dynamic interaction between the users of all parties seamless.

Elvictor believes that knowledge and know-how are not enough if numbers/figures (KPIs), benchmarking, and technological tools are not in the Crew Manager's toolbox.

### NOTES

- ✔ Not all the features of the SaaS are referred to below.
- ✔ Illustration of recruitment operations for the new crew
- ✔ Innovations described are for both Ship Managers and Seafarers



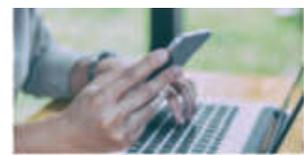
Sourcing Seafarers



Screening Seafarers



Matching



Lineup



Elvictor's Operations Center Screening



Elvictor's Network Office Interviewing



Proposing



Travel



Medical



Flag



Briefing and Familiarization



Pre-embarkation



STCW Documents



Training Management Lifecycle Model



Disembarkation and Debriefing



Embarkation

# Seafarer Training

On request of the Principal, we are to provide Training Courses for Seafarers in our Training Centers. Should the course requested not be available in ours, we will direct the Seafarers to Training Centers that we deem both qualified and cost-effective to the Principal. Concerning In-House Training on each Principal's ISM, we are to provide it in our Branch Offices, under the direction of our experienced personnel.



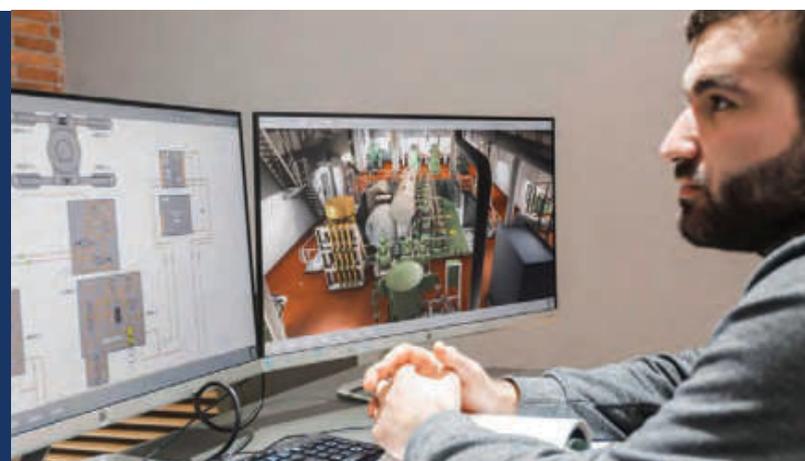
## Essential Pillar

Elvictor's Seafarer training is a service and an essential pillar for generating a skilled officers' pool and retaining high retention levels for our Ship Managers. Budgetary control is in equilibrium with quality control and assessment.

## Meritocracy

Elvictor provides Training Courses for Seafarers in our Training Centers or directs the Seafarers to Training Centers that we deem qualified and cost-effective to the Ship Manager.

Concerning In-House Training on each Ship Manager's ISM, we will provide it in our Branch Offices under our experienced personnel's direction.



Transforming the data provided from the Ship Manager and Captain of the vessel (appraisal) to information and the information to metrics and Key Performance Indicators, in comparison with the data provided by the Seafarer (Debriefing Report) also converted to information and the information to comparable metrics and Key Performance Indicators, decision-making tools guide us to the proper training management decisions.

## Technology, Transparency and Scheduling

Elvictor's Ship Managers have the advance of monitoring everything through the SaaS Cloud Ecosystem. Should they possess the Technology of SEATRIX of Elvictor and SEATRIX Crew Management Cloud Ecosystem's joint project, helping them monitor, control, schedule, and intervene in their crews' Training Management.

The digitalization of all forms of Elvictor's Ship Managers, concerning the appraisals, the briefing and debriefing forms, the online scheduling up to the promotion management, allows imminent information, key performance indicators, and assist to the pool coherence and maintenance. This digitalized strategy that includes training and assessment has proven to be the most elite of all procedures that have brought high retention and officer matrices compliance levels.



# Qualship Maritime Training Center

Qualship Training Network was an initiative of the Elvictor Group in 2018, following the successful presence of Elvictor Group in Georgia since 2013.

The Qualship Maritime Training Center is the preferred maritime and simulator training partner to the global shipping community by offering classroom and distance training.



## Over the first years, Qualship Maritime Training Center is recognized for excellence and innovation.

It is dedicated to the continuous support and development of competent seafarers. Ready to "walk the extra mile" and to offer top-notch quality training to shipping companies.

In this moving fast world, we offer solutions to keep pace with the changing environment and legislative developments we work within. Our long-life existence in the shipping industry gives us a unique insight into the maritime industry's challenges. We know the issues that matter today, and we can help predict those that will matter tomorrow. We use this knowledge to identify and quickly scale the technologies and ideas that will solve the problems that matter and move the industry forward.

The training facilities and equipment are state-of-the-art. Training is continually up-to-date, following current industry regulations, trends, and fashions of the maritime industry. The faculty is composed of exceptional instructors and the highest-ranking professionals.



## We are Pragmatic and Reasonable

We understand the demanding environment of working at sea. That's why we are built on our partnerships, we invest in our people, we implement state-of-the-art technologies, and we bring into life great ideas that help us achieve our vision.

Our partnerships are of the most recognizable and respected names in maritime learning. Together, we share our vision, and we are leading the center of excellence in marine training and competence.

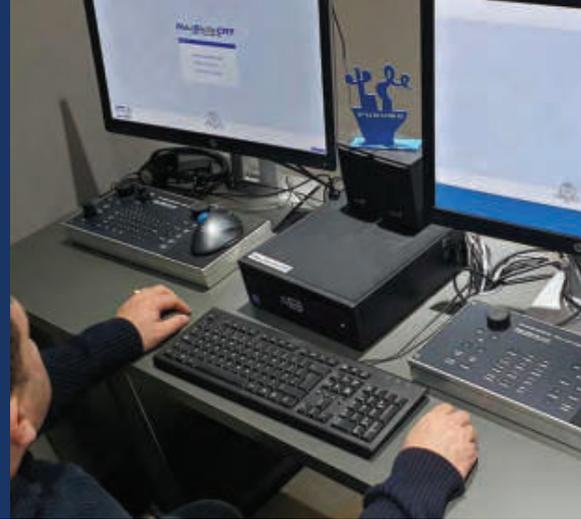


Our people and our network of maritime experts, shipping companies, and thousands of seafarers are the collective knowledge and experience, allowing us to contribute to a safer industry and our seafarers to make their dreams true. Our faculty is committed to training and producing confident and well-rounded maritime professionals.

Our facilities, systems, and simulators in Georgia are operating as a world maritime training-hub, leading the seafarers worldwide, and not only Georgia, in excellence and innovation, and provide first-class simulator training and assessment programs. These facilities are supported by a team of highly qualified and experienced mariners who are all specialists in their subject areas. Members of our faculty team are a combination of active and former management-level officers and possess certifications as maritime instructors and assessors.

# Qualship Courses

Qualship Maritime Training Center offers classroom and remote blended learning options. Online delivery provides a safer alternative and a cost-effective solution to Qualship Maritime Training Center classroom training, fostering safety leadership across industrial practice areas.



Seafarers can now experience the benefits of learning from experienced instructors while working remotely and without travel restrictions.

Ship Operators can feel confident that their seafarers are committed to continuous learning and strengthening their skill sets and safety culture.

## STCW and NON-STCW Courses

STCW and NON-STCW Courses		
Practical Consideration for the Transition to 2020 Compliant Fuel and GHG	QHSAS 18001:2007 Occupational Health & Safety Management System (OHSMS)	Basic training for Oil and Chemical Tanker
Media Handling / Response	Safety and Environment Management System	Advanced training for oil training cargo operation
Risk Assessment and Incident investigation	Watch-keeping and Look-outs duties for Ratings	Advanced training for chemical tanker cargo operation
Collision Avoidance course – COLREG – Collision Regulations	MARPOL Refresher	Basic training for liquefied gas tanker cargo operation
Passage Planning / Voyage Planning	Seminar on Practical Consideration for the Transition to 2020 Compliant Fuel	Advanced training for liquefied gas
Ballast Water Management System Specific	Medical first aid	Use of IGS
Cargo Record Book	Medical Care	Use of Crude oil washing system
Oil Record Book	Training for seafarers Designated Security duties	Cargo and ballast operation on oil tanker
Garbage Management Plan	Ship Security Officer	Cargo and ballast operation on chemical tanker
Port State Control and Vetting Inspections	ERM including Leadership	Ship handling and maneuvering
HAZMAT (Hazardous Materials)	BTM including Leadership	Basic Training for ship Operation in Polar waters
Train the Trainer – 2 days	Leaderships and Teamwork	Advanced training for ship operation in Polar Waters
ISO 9001:2015 Awareness	ECDIS	GMDSS and GMDSS Refresher
ISO 14001:2015 Environmental Management System Awareness	ISO 50001:2018 Energy Management System Awareness	Radar Navigational, Radar Plotting, use of ARPA

## Maritime English Language Classroom Courses

Maritime English Language classroom courses	Rating course – 1 month / 2 times per week / 3 hours each time	Officer course – 1 month / 2 times per week / 3 hours each time
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## Upgrading Competence Courses and Assessment

Upgrading Competence Courses and Assessment	Engine Ratings to Officers Upgrading Competence course	Engine Operational to Managerial Level Upgrading Competence course
Deck Ratings to Officers Upgrading Competence course	Deck Operation to Managerial Level Upgrading Competence course	Assessment and Competency Evaluation for Officers

## Engine Room Simulator

The Wartsila Voyage Engine Room Simulator ERS 5000 TechSim is a state-of-the-art simulator with a high level of physical and behavioral realism, complies with STCW requirements and NK standards, providing training and assessment to Engine Officers and Ratings.

The Engine Room Simulator can simulate all machinery operations conducted in a modern UMS class Oil and Product Tankers, propelled by a MAN B&W 6S60MC – C and the cam-less Electronic Engines, the MAN B&W 11S90ME - C.

### Introduction & Generic Familiarization Course

General Introduction of MC/MC-C or ME-C/ME-B type engines
Main parts of main engine and working function
Function of MC/MC-C or ME-C/ME-B type engine control unit and Bridge control system
Basic operation of MC/MC-C or ME-C/ME-B type engine

### Maintenance of MC/MC-C or ME-C/ME-B type general parts

Fuel Oil Pressure booster
Accumulator, Alpha Lubricator
Exhaust valve driving actuator*
FIVA* (ELFI-V) etc.

### Standard Operations / Troubleshooting Course

General Introduction of MC/MC-C or ME-C/ME-B type engines
Main parts of main engine and working function
Function of MC/MC-C or ME-C/ME-B type engine control unit and Bridge control system
Basic operation of MC/MC-C or ME-C/ME-B type engine
Practice on basic and special operation, and system troubleshooting and Emergency operations with the use of the simulator

### ME-C type engine

Winterthur Gas & Diesel Low Speed Engine Familiarization 6W-X35 – X52 – X62 – X72
Exhaust Gas Cleaning System Standard Operation (EGR systems)

All courses are 1 or 2 days in classroom and 1 to 3 days training with the use of the simulator.

## Liquid Cargo Handling Simulator

The ARI Liquid Cargo Handling Simulator has certified from DNV and NI to the highest-Class A Standard. The Simulator creating compelling real-time visualizations, comprised of trainee stations, fully networked with an instructor station, and arranged in a classroom type setup.

The Liquid Cargo Handling Simulator is an advanced training solution for cargo officers at the operational and management levels to operate different vessels as Oil / Product / Chemical Tankers and LPG / LNG carriers, and STS operations.

## GMDSS Simulator

The GMDSS Simulator of Wartsila / Transas with the Sailor 6000 equipment (VHF 6000, MF/HF 6000, Inmarsat).

Simulation-based on high-end models as Crude Oil Tanker (Aframax), Chemical Tanker IMO type II & III, equipped with Main Cargo Centrifugal, Electric Hydraulic-driven FRAMO Pumps, and Ballast Centrifugal, Electric driven Pumps.

Liquid Cargo and Ballast Handling Simulator in Oil or Chemical Tanker

Liquid Cargo and Ballast Handling Simulator in LNG or LPG Tanker

Crude Oil Washing and Inert Gas System

Handling of hydraulic-driven submerged cargo pumps

## ECDIS / ARPA / RADAR Simulator

The Navi Trainer Professional 5000, provided by Wartsila / Transas with ECDIS, ARPA, and RADAR with the latest IEC and IHO standards for ECDIS to be in force 2017.

## ECDIS Type Specific Training

All ECDIS training allows a 1:1 man-to-machine ratio and one station for the instructor for class demonstrations.

The trainees familiarize themselves with the equipment to gain close-to- actual hands-on experience in the effective operation and control of ECDIS and practical Passage Planning exercises, the charts updating procedures.

The training complies with STCW Convention and ISM Code requirements, offering classroom and remote training for major ECDIS makers. Almost all ECDIS types are available through our partnership with SAFEBRIDGE, as the "QGMTC" is the only SAFEBRIDGE approved Training Center in Georgia.

FURUNO NavSkills CAT ECDIS FEA 2107 / 2807

FURUNO NavSkills CAT ECDIS FMD 3100/3200/3300

FURUNO NavSkills CAT ECDIS FEA 2107 / 2807

FURUNO NavSkills CAT ECDIS FMD 3100/3200/3300

DANELEC ECDIS DM-800 G2 ver. 3.xx

JRC JAN 9201 / 7201 – 2 days – ETC SAFEBRIDGE

SIMRAD MARIS ECDIS 900 – 2 days – ETC SAFEBRIDGE

CHARTWORLD eGLOBE G2– 2 days – ETC SAFEBRIDGE

SAM Electronics CHARTPILOT / ECDISPILOT Platinum – On Line

MARTEK Marine iECDIS – On Line

KELVIN HUGES MANTA DIGITAL ECDIS- On Line

TOKYO KEIKI – On Line

NG SPERRY MARINE VisionMaster – On Line

RAYTHEON ANSCHUTZ ECDIS – On Line

## Cadetship Program

The Cadetship Program is an unrivaled program of the Elvictor Group, the MTA, and BSMA, intending to develop the next generation of Georgian maritime professionals through scholarship grants and best maritime education. It is a fully sponsored scholarship program for selected young and qualified Georgians managed by Elvictor Group.

## Cadetship Program for Georgian cadets (Deck - Engine - Electrician)

We are glad to announce our cooperation with the Maritime Transportation Agency in Georgia (MTA) and the Batumi State Maritime Academy (BSMA), regarding the implementation of a "Cadetship Program".

The MTA (<http://www.mta.gov.ge/?lng=eng>), will supervise the program and the selection procedure. Memorandum of Understanding (MOU) has been signed by three parties, Elvictor Group, MTA, and BSMA.

In brief, the basics of the said program are:

### 1.) BSMA's responsibilities (<http://www.bsma.edu.ge/index.html?lang=en#>)

A. During April - May each year Academy will select cadets (Deck - Engine - Electrician) for interviews, among those with top academic performance, age from 20 to 24 years old, and who have already completed the six months sea service arranged by the Academy and MTA.

B. After final selection from the principal, the Academy will prepare the approved cadets with all necessary training, medicals, and other documents required to go onboard.

### 2.) Elvictor Group responsibilities

A. Representatives from the Elvictor Group and Principal (optional) will interview the selected cadets from the Academy.

B. The selection procedure, except interviews, will include Competence tests, English Language competency evaluation, and psychometric tests.

C. Memorandum of Agreement (MOA) will be signed between Elvictor Group and Cadet. After their graduation and the acquisition of the Officer in Charge license (OIC), the signed MOA will bind cadets to serve onboard the principal's vessels for five consecutive years.

### 3.) Principal's responsibilities:

A. Will offer six months of sea service as cadets on board its vessels. The suggested period to start the sea service is from June till August each year.

B. Cadets will receive a monthly allowance of up to \$US550 ("Stipend"), depending on CBA's. Their status is based on the Training Agreement (all-inclusive monthly payment - no overtime) or the Seafarer's Employment Agreement (SEA), even though it is not required. Cadets are additional to the minimum safe manning and shall be engaged under qualified supervision and training purposes only.

C. Will cover the various expenses, such as tickets, medicals, USA visas, or any other required by the principal.

D. Will monitor their performance and provide detailed appraisals after disembarkation.

E. Will promote Cadets to Officers after completing one or two contracts as Ratings and with recommendations for promotions.

F. During the five years, and consider that Cadets has an excellent performance, it will be offered to them, at a minimum, two contracts as an Officers.

### 4.) Cadet's responsibilities:

A. After their graduation and the acquisition of their Officer in Charge Licenses, they will agree to be employed as Ratings for 1 or 2 complete contracts.

B. During their first contract as Ratings, they should pay back 70% percent of the total expenses paid by the principal, including their monthly allowances.

We firmly believe that the said program will offer you an excellent opportunity to create and retain a high-quality pool of loyal officers. We will be more than happy to discuss all the details, at any convenient time for you, at your or our premises.



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Elvictor Group's Motto:

**Everyone Learns Victory Is Connected To Our Reality  
Grind Respect Optimisation Understanding Pioneering**