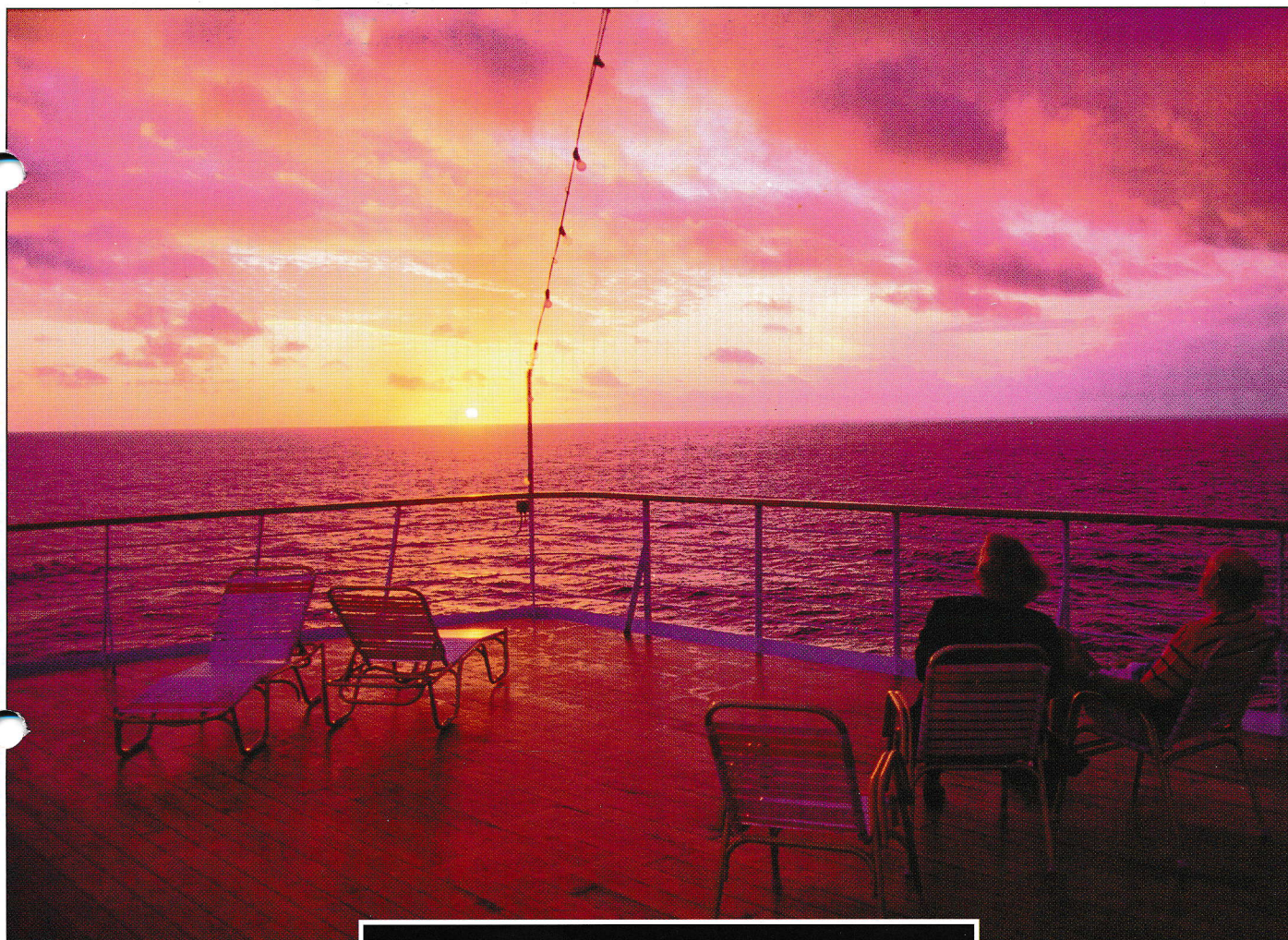


# on line

—with ivaran—

No. 2/95



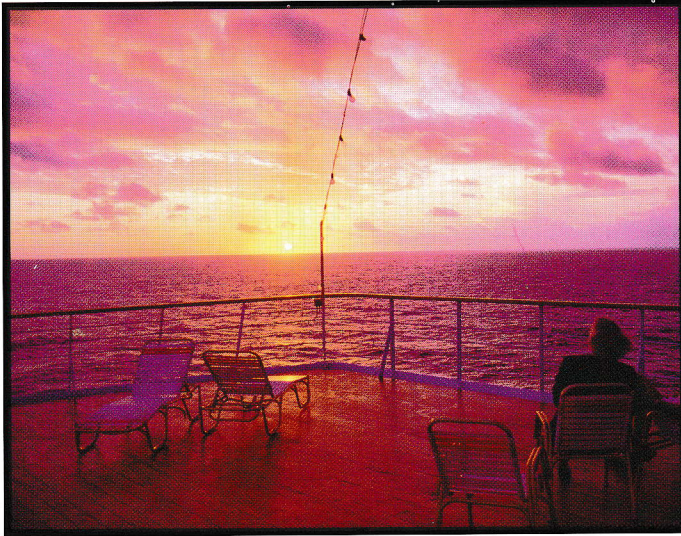
Cruise with Ivaran

Your bridge across the seas...

**IVARAN**  
*Lines*

## Front Cover

## Editor's Note



### Cruise with Ivaran

A cruise onboard one of Ivaran's vessels, such as the *Americana* or *San Antonio*, can be a relaxing experience. Long favoured by those cruise enthusiasts looking for something beyond the commercial norm, Ivaran cruises offer the passenger a unique sea experience. In recent years, the cruise industry has begun to build larger vessels to meet the growing demand for cruise vacations, but Ivaran is in a cruise-related category all of its own. Passengers get a real taste of shipping - the boisterous energy of the crew, the special sounds of distant Ports, or a fog horn in the night. If relaxation is preferred above and beyond real shipping exposure, then Ivaran's intimate cruise setting is a breath of fresh air, especially for people looking to get away from the crowds on the 'megaships'. Plenty of sun along the east coasts of North and South America, stillness of the night...don't you think it's about time for a cruise.

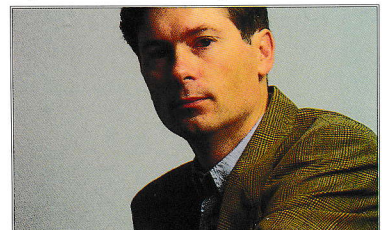
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*Ivaran and Asia* - a growing opportunity in light of new world factors facing liner companies. The world economic activity recovered significantly in the course of 1994 with an increase of 3,1%. The expansion was even greater for the total world trade, which surged by 9%, compared with the tiny 3% in 1993. The economic growth in the OECD areas as a whole was as high as almost 3% in 1994, the highest growth since 1989. There are however large differences in growth rates among the countries, primarily due to the stage of recovery.

The emerging economies of South and East Asia obtained growth rates of around 8%. These economies seem to grow less dependent on the industrial countries and less dependent on the economic cycle in the OECD area. Market observers believe that the main reasons for high growth in these economies are high saving and investment level, increasing intra-regional trade and positive effects from the very strong expansion in China. The world is experiencing a globalization on all levels. The number of market oriented economies are rapidly increasing and free trade is becoming more than just nice words. Economic success is what is counting and this will imply increased competition. In shipping as well as other industries, the customers are requiring more and better services and Ivaran will in the years to come experience faster changes in the customers' needs. Expanding, Ivaran will be able to meet the challenges.

Cordially yours,  
Mark Fuhrmann



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# from the masthead

Dear friends,



**W**hen I started putting thoughts together for this article, I realized that my view of Asia is probably very different from that of most of On Line's readers, who

**One's viewpoint of a foreign country is usually influenced by how it is presented by the local media**

live and work on the other side of the globe. One's viewpoint of a foreign country is usually influenced in large part by how it is presented by the local media; I wonder to what extent we are being misled. I shall not attempt to mislead you further so I shall declare up-front my interest in the Asia-Pacific. I have spent over thirty years on this continent and find both the weather and business climate very much to my liking.

As some readers may have been unaware of Ivaran's presence and activities in Asia, allow me to digress briefly. Since last our vessels traded in Asia we have been represented only by agents at the main Far East ports until in 1991 when we established a representative office in Hong Kong and expanded the agency work to cover virtually all ports along the coast from Japan to Gibraltar.

Our service at that time comprised a transshipment operation via USA and Europe. Two years ago we moved this office to Singapore from where we continue to supervise the Asia service which now operates directly to and from South America. Our scratch pads boast that we are "...the South American experts," we say much the same on our T-shirts and elsewhere we remind our customers that we have been "in South America since 1925, in Asia since 1936." That about says it all!

Recently an article in a business magazine caught my attention. It read: "...the rise of the export driven economies of Asia Pacific is arguably the key economic event of the second half of the 20th Century." Whether or not we agree with the writer, it is surely hard to ignore Asia when it comes to international trade.

The world's top twenty exporting nations includes eight from Asia. Our Asian market is 3.15B people - twelve times the population of the USA and over 60% of the whole world.

The GDP growth of Ivaran's major Asian countries is between 5.3 and 11% (Japan excluded) whereas the top six non-Asian exporters struggle for growth with GDP ranging between 2.8 and 3.9%. In short, Asia is big in any terms and is growing aggressively.

Needless to say these statistics have not gone unnoticed and Asia's external trade has attracted everything that goes with sea communications - shipping lines, container manufacturers (76%) and terminal operators (5 out of the world's 6 biggest container ports). Asia is home for many of the biggest

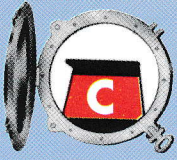
container lines - Evergreen/Uniglorry, Hyundai/Hanjin, COSCO, OOCL, NOL and NYK/MOL/K.

Asian trade with South America has received more than its fair share of attention of late with many of the biggest shipping lines helping to contribute to Brazil's port congestion and a worsening of the rates. Whether these newcomers really expect to obtain the same economies of scale they can get on their east-west trades is not yet clear but it will be a long time before we see 4,950teus vessels on a fixed day service at Fortaleza.

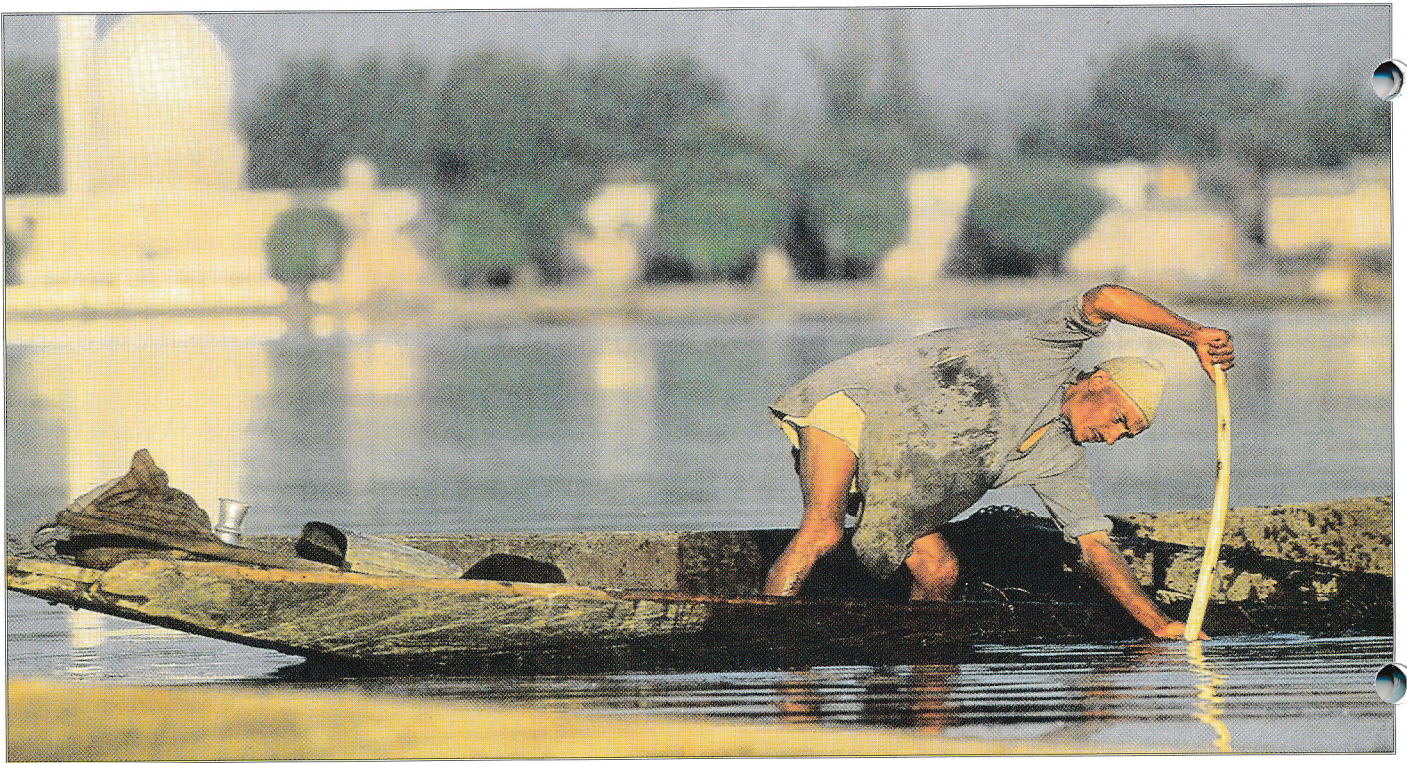
One sign of sanity is that all the lines in the trade between Asia and East Coast South America are meeting and communicating regularly to prevent unnecessary erosion of freight rates. With luck this will provide a degree of stabilization to this trade that is sorely needed.

With the change from Representative Office status to a Registered Private Company in Singapore, Ivaran is showing its commitment and dedication to a continuing presence in 'the East.'

Sincerely,  
Gavin W. Needs  
vice president  
director - Asia  
Ivaran Lines Asia Pte Ltd



# India: the Discovery of Emerging Markets



India is in fashion for many reasons; the discovery of emerging markets by the west's financial institutions; an inflation rate of around 9%; a GDP of around 5%, one of the highest rates in the area; and a fear that China, an investor's first choice, is losing control.

India has everything for growth; a fair and transparent English legal system; a private sector; an educated and skilled middle class, offering a pro-business environment in a democratic country; this is making investors sit up and take interest.

This is clearly evident from the large inflow of foreign funds; today India's foreign exchange reserves stand at \$21,000M and the best is yet to come for Indian business.

Measures of economic deregulation started in 1991 and included dismantling the old industrial licensing scheme which had companies waiting up to 7 years for a license for a new product, cutting taxes, granting fast if not automatic approval for foreign investment proposals and allowing the private sec-

tor a role in infrastructure building. These measures have 'heralded the liberation of Indian industry' according to the director general of India's National Council of Applied Economic Research. Of 295 public and private corporations polled, more than 90% were increasing capital spending, 80% expected orders to increase and 75% predicted higher exports.

In 1994, exports totalled almost \$20,000M, up by 20% on 1993; the major commodities being gems, engineering goods, textiles and clothing, leather, tea and iron ore. Also exported are car parts and computer software.

In the same period imported goods valued at \$22,500M included gems, petroleum, iron and steel, food and edible oils, fertilizer and feedstock. Raw materials and capital goods can be freely imported and the maximum tariff rate is down from 400% to 65%.

Foreign companies are entering a host of Indian fields: anything from fast food to communications, liquor and autos. The

list reads like the Who's Who of Business: AT&T, Singapore Telecom, United Distillers, McDonalds, Mercedes-Benz, IBM, Daewoo, Electrolux, and Unilever.

All these companies are playing a bigger role in Indian business by setting up fresh, new ventures or increasing their stake in existing tie-ups. Recent examples of this are a joint venture between Indian interests and the German airline Lufthansa to create Modiluft that plies the skies of India. Soon to be seen on the roads will be locally produced Opels, Peugeots, Fords and Mercedes. Motorola is bringing in advanced communications systems - cellular mobile phones, paging systems and data transmission units.

The Indian stock markets have boomed over the last year

East Asia's dramatic growth over the past two decades has made it clear that rapid growth is not only compatible with, but is likely to be enhanced by, policies that also improve income distribution and reduce poverty. A growing body of research indicates that the key to rapid poverty reduction is high-quality growth, that is, sustained, broadly based growth that generates employment, improves the quality of human capital, and is outward oriented. The challenge is to identify the right mix and sequencing of policies so that the benefits of reform are felt quickly, and by as many people as possible.

Four key lessons are particularly relevant to India's reform strategy: The most important investment a country can make is in its people; flexibility in labour markets helps foster employment generation and facilitates industrial restructuring; agricultural reform is critical to boosting growth and improving the living standards for the majority of the population; price stability is critical, for inflation imposes a heavy burden on the poor and saps growth potential.

Market observers believe that India must relax its stringent regulation of economic activity and allow the private sector greater freedom and creativity. In other areas, including infrastructure, education, and the provision of health and other social services, market observers say the Government is doing too little, or is misdirecting its activities. The acquisition of formal education and improved health standards definitely increase labour productivity- the East Asian experience shows how this can be done.

India has always attached a high priority to education, and many key indicators of educational attainment have shown a sustained improvement. Yet enrolment rates and literacy still lag behind those in East Asia. Part of the problem is that India spends some 15 percent less, relative to GDP, on education compared with the East Asian average.

Any strategy to achieve rapid growth and make significant inroads on poverty must tackle the low productivity that continues to plague India's farm sector. The reasons are clear:

and these industry giants are still keen on increasing the stake in companies at hefty premiums. Government economists predict domestic and foreign companies will invest \$250M in India in the next three to five years, an amount just below India's current GDP.

India could well emerge as Asia's most promising untapped market. She is seen, with the intellectual capability of the people, as the most cost competitive country in the army of global business and has the great potential and ability to surprise itself and the rest of the world to become one of the major players in the global economic scene.

-Thanks to Sara Wells

farming employs 70% of India's labour force and accounts for 32% of its GDP. Thus, the most direct means of combating poverty is to boost employment, productivity, and wages in agriculture. Agricultural development provides a strong foundation for growth in the rest of the economy. It is no coincidence that the most successful countries of East Asia have achieved rapid rates of farm productivity growth, generating sharp increases in agricultural output in a context of stable food prices and rising rural wages. A basic reason for the

# Looking for the Right Mix

successful agricultural development of the East Asian economies is that they did not promote industry at the expense of agriculture.

India's economic reform, pursued since 1991, has provided a sound base that is beginning to reshape this powerful country. Further bold steps are required, however, for India to emulate the rapid growth and sustained progress in poverty reduction achieved in East Asia. Continued and deepened structural reforms in the areas of trade and industrial liberalization, privatization, and financial sector reform, conducted on the foundation of macroeconomic stability, are essential to sustaining and increasing the growth rate.

# Marine Container Services (India) Pvt. Ltd.

**M**arine Container Services (I) Pvt. Ltd. (MCSIPL), IL's agents in India, is a part of the Seahorse Group of companies, a fast growing organization founded and established by three master mariners: Capt. Avinash Batra, Capt. Vilas Katre and Capt. Somesh Batra, who have in-depth experience in the field of shipping.

The Seahorse Group presently has fifteen companies, employs 2000 persons, and has an annual revenue of \$100M. The entire group is committed to the pursuit of ISO certification and are in the process of developing their management systems to conform with the (ISO) International Organization Standards.

MCSIPL was founded in 1979 to render professional services in the field of ship agency and container leasing. Today, it is one of the leading agency operations in India.

Headed by Capt. Somesh Batra as executive director, the company is managed by a team of experienced professionals including master mariners. MCSIPL has built a strong presen-

lent communication facilities and computerized accounts, documentation and container control/tracking systems. Backed by facilities available through associate companies at Hyderabad and Bangalore and sub-agents at all other Indian ports, the company is well placed to render shipping services throughout India.

In 1992, MCSIPL were appointed general agents in India for Ivaran Lines and are today proud to place Ivarans as one of the major carriers to South America in the Indian Sub-continent. The ability to respond quickly to market demands has been one of the major factors in the success.

The attributes deemed by the company to be most important to success are: high quality services, a long-term vision of management, innovation in responding to customer needs, financial soundness, and being a company others aim to emulate.

The company is committed to global business and encourages its staff to think globally and to develop a global vision which is critical to success.

MCSIPL's objectives include attracting, developing and motivating employees to contribute to the company's objectives and improving efficiency through better team work and higher productivity.

Business philosophy and operating strategy has always been to offer a one-stop shop to clients for shipping and allied services, and the company aims to expand its service and strengthen operations to provide a wider service network to customers.

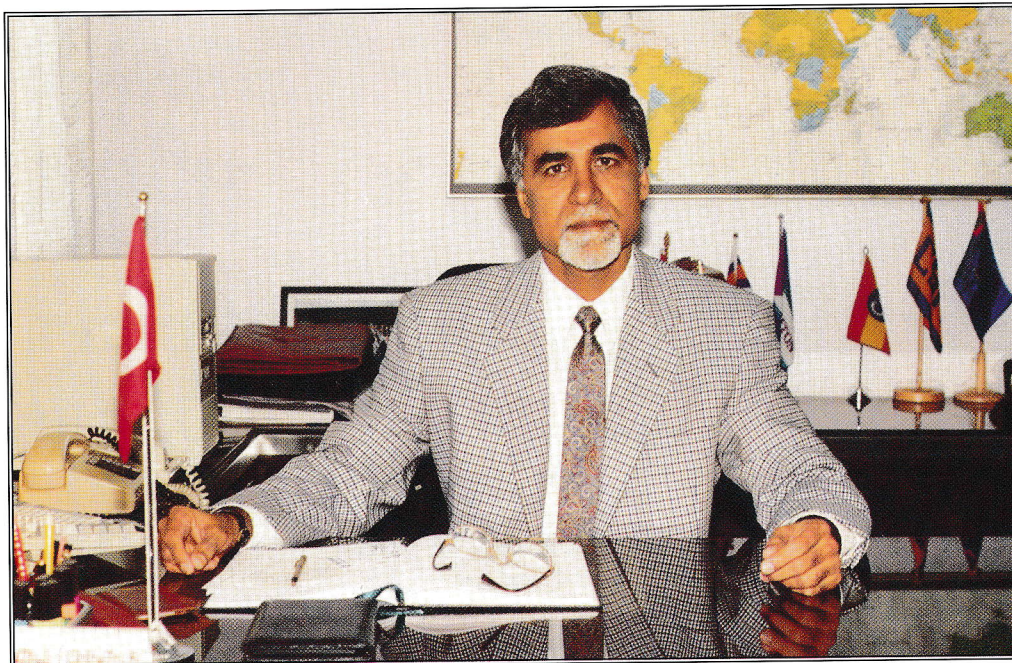
In an exercise of backward integration, units were set up in the field of depot activity, freight forwarding, container leasing and NVOCC operations.

As the Indian economy began to open up, the management of the

group took advantage of the opportunities offered to diversify into the areas of financial services, marketing, exports, health-care and manufacturing.

The Group's existence has been marked by a continuous growth in turnover and activities.

Even as the group explores new and fresh areas for development, its core competency continues to be in the cargo transportation industry, where as in other areas of its operation, the group is known for its motto - commitment to quality.



**We believe our business is global and we encourage our staff to think globally and to develop a global vision**

ce on the Indian shipping scene. Reliability and efficiency have ensured the continued support of regular clientele which

includes some of the major industrial and trading houses in India as well as multinationals.

The company's head office is at the World Trade Centre in Bombay and branch offices at Madras, Calcutta, Cochin, Tuticorin and New Delhi. All offices are equipped with excel-

# along the line

## Product Knowledge

Every Friday at about 8:00am, Gordon Hammer, AVP of Sales, IL Ivaran Agencies Inc. New York, conducts special training classes for Ivaran employees.

The classes are intended to broaden 'product knowledge' and examine what Ivaran sells and the collective effort necessary to sell successfully. Presentations give a better understanding of how various departments operate and interact with other departments. Team work and customer satisfaction issues are also examined.

The 15 participants are from various departments of Ivaran Agencies and the diversity of the group has contributed to the success of the meetings.

*Examining the product: (standing left to right) Chris McCourt, Bob Negron, Jessie Scott, Al D'Antonio, Frank Nicholas, Dave Mauceri, Ken Quinn. (sitting left to right) Maggie Hernandez, Susan Crezcerzo, Gordon Hammer, Rose Bove, Lourdes Marquez.*



## Scamar for Ivaran at Equiport

Ivaran's agent in France, Scamar, had their own stand at this year's international shipping exhibition, Equiport, which took place in Le Havre 16 May, 1995. Scamar held their traditional cocktail party for its clients which was attended by Isabelle Martin from Ivaran Oslo, who also had the opportunity to

especially welcome Scamar's new line manager Jérôme Jeanne. The exhibition attracted over 300 exhibitors within shipping, port equipment and ship building and was an influential meeting place for both Scamar and Ivaran.

*Scamar & Ivaran at Equiport: (Front row left to right) Odile Chegaray, Ghislaine Harel, Nicole Vigneux. (Back row left to right) Bruno Marie, Didier Laine, Isabelle Martin and 'new comer' Jérôme Jeanne.*



# Ivaran around the world

## Transocean hosts golf tournament

There was no "hole in one" for Ivaran's Vidar Degrum during a recent golf tournament, hosted by Transocean Shipping Agency in Copenhagen on 23 May 1995, but all shippers and consignees participating in the event had a good dose of Danish fresh air and cuisine.

All the shipping lines represented by Transocean in Denmark were invited to attend the golf tournament, which total entry numbered 58 participants. After concluding the nine-hole Par 3 course - Ivaran had its own hole no.7 - players attended a dinner at the golf club's restaurant where each guest received a prize for their efforts. Later in June, Transocean sponsored another tournament in Aarhus which attracted some 40 participants.



Shippers and consignees on the green in Denmark

Located at the Transamerica Hotel in São Paulo from 5 - 7 April, 1995, the "Intermodal '95" trade fair and conference was the first of its kind to be held in the city, and the first major event of this nature to be held in Brazil.

## Intermodal '95

The fair covered all aspects of international transport logistics. Besides major shipping lines, Intermodal '95 was well represented by customs brokers, port authorities from around the world, local terminal operators, equipment suppliers, trucking companies and many others.

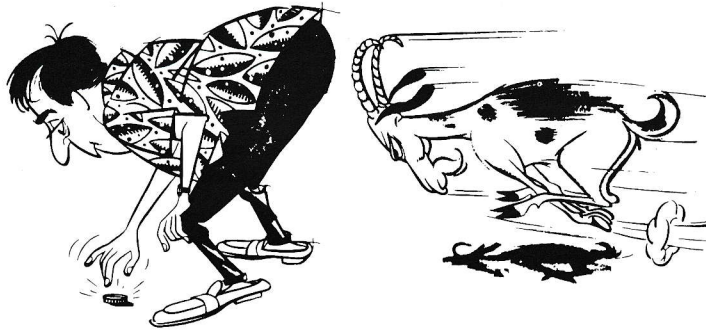
As part of its 70th anniversary celebrations, Ivaran was proud to be one of the principal participants, with a well presented stand and staff representation to discuss and offer clients ocean-transport solutions within the scope of Ivaran's global services. The event was a tremendous success, already being almost sold-out for next year, and gave



Manning the stand at Intermodal

the whole transport community the opportunity to debate and exchange ideas on the current state of affairs in Brazil. The fair was attended by some 5000 visitors, and many old and new friends of Ivaran were given a hearty welcome at Ivaran's Equiport stand.





## "Luck and bad luck can be very close together"

Congratulations! On line is sending a collector's pin Angelika Sievers of Reederei Claus-Peter Offen for her prize winning text.



Send your funny text for the above cartoon to the Editor, On Line, Ivaran's Rederi, Box 175, 1324 Lysaker, Norway, and win a collector's pin. All entries must be received before August 30.

**E**ast Asia's high and sustained growth rates have intrigued analysts for some years, but what has propelled their extraordinary performance? And, what lessons can be drawn for other economies?

The striking characteristics of the East Asian miracle are rapid and persistent growth in a context of high income equality, said John Page, chief economist of the World Bank's Middle East and North Africa Region, at a recent International Monetary Fund (IMF) Economic Forum.

The IMF Survey says that economists who have studied the area have tended to cluster into two groups. The first is "growth fundamentalists," who assert that growth is the product of hard work and sacrifice.

The other is "growth mystics," who acknowledge the critical role of accumulation but argue that something else was also happening. They suspect the element of learning, technology, or productivity change may also have played an important role.

Mr. Page believes that there is no decisive edge for either group. If accumulation is really the key, then policies should seek primarily to raise saving and human capital formation

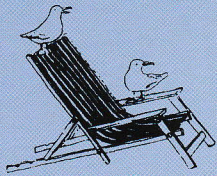
rates. But if productivity is the crucial element, then this leaves the door open for industrial policy, technology policies, and policies to promote learning.

Mr. Page promotes a more centrist view saying that the private sector's role and shared growth distinguish the East Asian experience.

From 1970 to 1990, private investment rates exceeded the average annual developing country rates by 7-10 percentage points of GDP.

Political stability also promoted long-term planning by the private sector. Much of the success of East Asian countries, admits Page, is rooted in their superior institutional structures. Over the short term, Mr. Page advised countries hoping to replicate the Asian example to tailor their policies to their institutional capacity; over the long term, he urged them to develop their institutions.

# East Asian Miracle



# passenger platform

**F**rom afar, Bombay could well be any other metropolitan city in the world. With its skyscraper-filled skyline, it competes for glimpses reminiscent of Manhattan. That's where the comparison ends for, the integral part of Bombay lives and works at sea level and at street level. The inhabitants live in old crumbling homes flanking narrow lanes and even narrower by-lanes. Like all big cities, Bombay too shows its seamy sides in the slums. Its Dharavi is the largest slum in Asia. Jhuggis (hutments) exist cheek to cheek with 'ivory towers'.

For its teeming population, home in Bombay could be along the railway tracks, under bridges, in massive, unused water-drain pipes, nestling against the walls of textile mills - or in the plush high-rises along the western board of the island.

Commuting in the city of Bombay is far more simpler than is in the other metropolis in India. A primary reason for this is the excellent service which connects south Bombay with the far flung northern suburbs. But for those not familiar with the routes - and the peak hour rush - it is a difficult mode to venture into.

Metered yellow-topped taxis are available. They can either be hailed while cruising the streets, or are lined up at taxi-stops on most busy intersections. But don't read the meter according to the rules in the West. The present meter reading is long obsolete and the tariff goes according to a chart the driver keeps. The taxi fare can climb as high as 6 times the metered reading at present.

Most of the spots listed on the tourist guide books are taken for granted by the average Bombayite. Edifices too familiar a sight in their daily lives to be seen afresh, yet the rulers of the past have left an indelible stamp, and much of it stands in its glory for all to see and appreciate.

The Colonial architecture of the 19th century rubs shoulders with the 18th century wood carvings made popular by the

Muslims of Gujarat. Gothic arches; canopied balconies; bas-relief panels combine with oriental domes and spiral staircases lend character to the imposing buildings.

The historic structures are best seen after sunset when, awash in flood light they gain momentous character and stand out as proud reminders of an era gone by.

Laid out in 1881 on top of a reservoir which supplies water to many parts of the city, the Hanging Gardens are situated on Malabar Hill. Now re-christened Pherozeshah Mehta Gardens, it is still popularly known by its old name. The hedges are cut into enchanting animal shapes. A floral clock also adorns the gardens which are very popular not only with the local residents but also people living in far-flung parts of the city. The location also provides an enchanting view of the sea, the harbour and the hills on the mainland.

What could be more appropriate a beginning than the 'entrance' to the port of Bombay? The ceremonial arch was built in 1927 to commemorate the visit of King George V and Queen Mary for the Delhi Durbar in 1911. Constructed in honey-coloured basalt, the gateway was designed by George Wittet, inspired by 16th century Gujarat style. The changing light of the rising and setting sun give various hues of gold, russet and pink to the imposing arch. Historically, the Gateway holds greater significance as the last of the British troops left Independent India by sea, marched through its portals.

The rugged hills of the Western Ghats are dotted by several hill resorts. Easily accessible, they are just a few hours drive out of Bombay, up the Ghats, and offer a total transformation from the concrete congestion that makes up

this city. At an altitude of 800 mts., Matheran is a picturesque hill station nearest to Bombay, only two hours by rail. North of Bombay is a stretch of beaches comprising Marve, Madh, Aksha, Erangal, Manori and Gorai.

- special thanks to India Tourist Board (London)

## Bombay: the Gateway to India



# SAILING SCHEDULE FOR ADVENTURE

## *M/S 'AMERICANA'*

Voyage	58	Leaving New Orleans	o/a Aug.	1,	1995
	59	Leaving New Orleans	o/a Sep.	19,	1995
	60	Leaving New Orleans	o/a Nov.	7,	1995

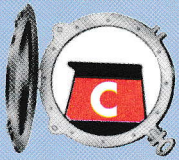
## *M/S 'SAN ANTONIO'*

Voyage	12	Leaving New York	o/a Aug.	15,	1995
		Miami	o/a Aug.	21,	1995
13		Leaving New York	o/a Sep.	28,	1995
		Miami	o/a Oct.	4,	1995
13		Leaving New York	o/a Nov.	12,	1995
		Miami	o/a Nov.	18,	1995

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# Inside Ivaran

Ivaran Lines' search for a new IT system began in 1994 when it established a committee to identify a liner management system (LMS) suitable for Ivaran's complex operations in its 4 liner trades from the East coast of South America to the US East Coast, the US Gulf, Europe and the Far East.

The project group, headed by Tollef Schiander, comprises individuals with considerable operational expertise and best suited to analyze the pros and cons of different systems. Ivaran feels that the IT-systems must be dictated by the operational and customer environments rather than the other way around. To keep competitive and offer top customer service on an international basis, the right Ivaran system must be totally integrated, which is quite a comprehensive task.

## Short listed

The project group started its selection by issuing a request for proposal to some 25 different vendors - all suppliers of transportation systems currently being used by various shipping

# The IT Search

- and the winner is...

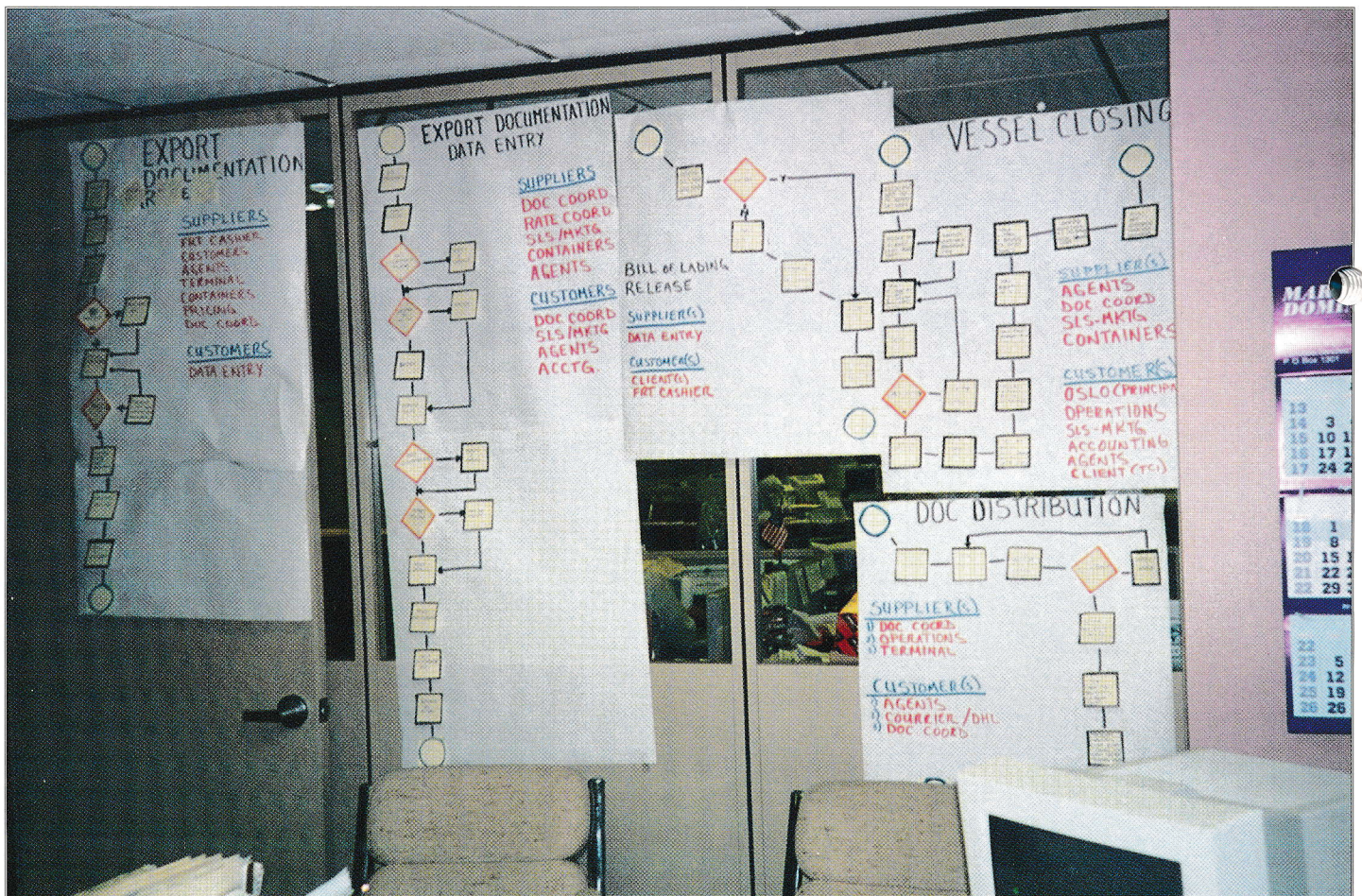
lines. The response was enormous and Ivaran short-listed 5 suppliers, which were given a detailed description of Ivaran's requirements for a new liner management system.

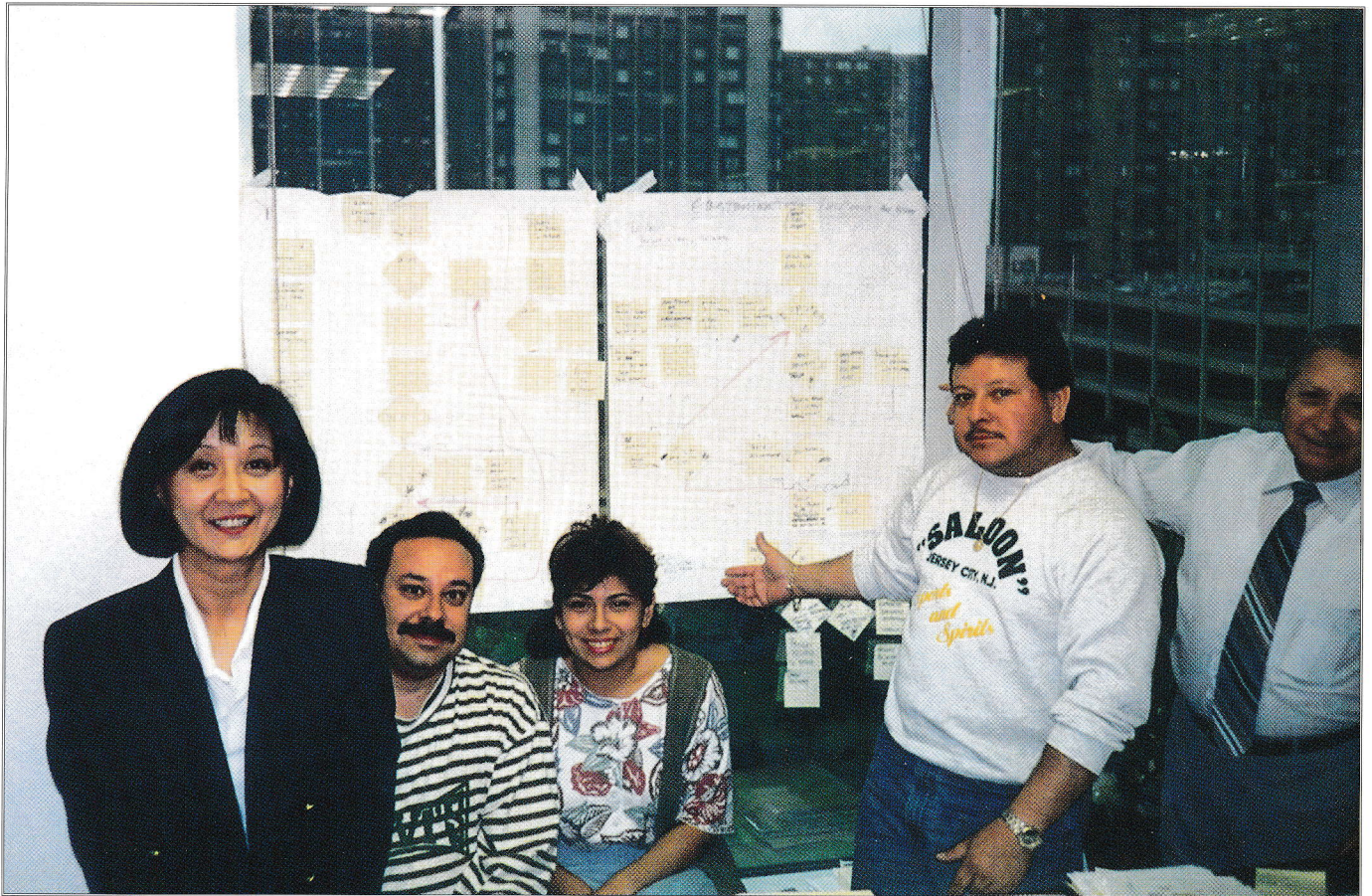
The requirements - some 150 pages - took the Ivaran organizations in Oslo and New Jersey three months to prepare. Most important to the new system are pricing/quotation tariffs, booking/customer service, import, export, operations, claims, sales & marketing, electronic data interchange, containers, scheduling, accounting and statistics.

Again each of the five vendors was asked to give a detailed description of how their system would best adapt to the Ivaran organization and then the top three were chosen to prepare a demonstration.

The various demonstrations took place during November 1994, with key personnel from Oslo, New Jersey and South America in attendance.

A more in-depth system review during the first quarter of 1995 narrowed the IT search down to just two finalists. During





### **Pictures say a thousand words...**

It's hard to describe the atmosphere in the New Jersey office during the time when the *work processes* were being documented. Work processes on the doors, the windows, all over the place, provided a better understanding of how important each job is in providing the best possible service to customers.

this time, it became apparent that one system was better suited for Ivaran's worldwide requirements.

And the winner is... Horizons, a system developed by the Australia New Zealand Direct Line, a member of the Delmas Group of France.

### **Preparing for implementation**

One of the preparatory steps in implementing the liner management system is for all functional areas to document what in "quality management" terms is referred to as *work processes*, or in more common language, defining *how we do our job*. All departments, Ivaran, New Jersey; Ivaran, Oslo, as well as most agents, have gone through the exercise of defining each step in the daily work process. The team exercises turned out to be interesting. Throughout, the main emphasis was placed on customer requirements (i.e. external or internal). In essence, the documentation consisted of specifically describing the actual steps involved in a specific work pro-

cess, such as creating a bill of lading. In order to prepare the bill of lading - timely and accurately - certain information is required by other customers/departments/agents and the output is required by other customers/departments/agents to perform their jobs, timely and accurately. All in all, the exercise educates us all in the importance of how our specific job interrelates to other departments/agencies, and, most importantly, how our specific job affects how customers perceive the service provided by Ivaran Lines.

### **The next step**

In order to ensure a timely and efficient implementation of LMS, Ivaran has created a steering group consisting of Erik Holter-Sorensen, Roar Lunde and Jens E. Dahl, which Tollef Schiander reports to.

The project group is developing a project implementation plan, which will specify the critical tasks, date in which needed to be accomplished by, and who is responsible for accomplishing each task. Involvement and participation from all agents and offices is a critical factor for a successful LMS-implementation, as are support from both management and the remainder of the Ivaran organization.

We are looking forward to everyone's participation and cooperation in this exciting project. We are confident that this will be a very positive experience for all members of the Ivaran organization.

## Safety at Sea

A look at where Ivaran Lines is today

**S**afety at sea and the protection of human life is of utmost importance to Ivaran Lines, but just how is an acceptable standard of safety to be determined?

It is common ground that the main factors in the safety equation are: perceived or calculated risk, technical skill and experience, pressures for cost effectiveness, public and political opinion.

The determination of an acceptable standard of safety is a judgement of the relative weight of these factors, which are relevant both to the design, construction and maintenance of ships and to the manning and operating requirements.

The need to determine an acceptable level of safety by balancing the main factors against each other has not changed over the last fifty years or so. But, however, the weighting of some of these factors has been significantly changed. For example, the volume of experience and the depth and range of technical skills and the capacity to analyse skills, by formal techniques, have grown steadily worldwide.

The extent of the pressure for cost effectiveness varies with the state of the market. Modern communications and the integration of worldwide markets mean that fewer and fewer shipping activities are free of world market pressures. The more efficient the market is the more certain it is that commercial pressures will operate worldwide.

The greatest change has taken place in the weight attached to public and political opinion and the sensational nature of media coverage and the corresponding demand for prompt political actions or responses.

In shipping, areas of responsibility have to be defined and there should be no doubt where the ultimate authority rests. The judgement of an acceptable level of safety will never be determined by universal consensus. Today the question often asked by the maritime industry is: "What authority and expertise are needed to set and maintain acceptable international standards of marine safety?"

There is no single body which possesses, in sufficient depth, the technical, commercial, analytical and political skills to

make the major marine safety judgements by itself and has the resources, organization and authority to apply them consistently throughout the world.

Ivaran recognizes that responsibility and authority will continue to be divided between a number of groups, and instead of seeking a Utopian single solution, we must do our part, that is concentrating our safety efforts on our particular operation. This is done by defining areas of authority and responsibility of each person/group that contributes to the maintenance of Ivaran safety and to ensure that each link in our (Ivarans) safety chain (Captains, crew, onshore staff etc.) is doing its part. Careful work is put into the enforcement of safety standards

for design and operation. In the design or construction phase, the following measures are adhered to: approval of plans and calculations, surveys at building site, type approval of equipment, final tests before delivery, audits of QA/QC systems applied by manufacturers and/or surveying staff both from the authorities, the classification societies and the ship owners.

To cover the operation phase, the following controls are conducted:

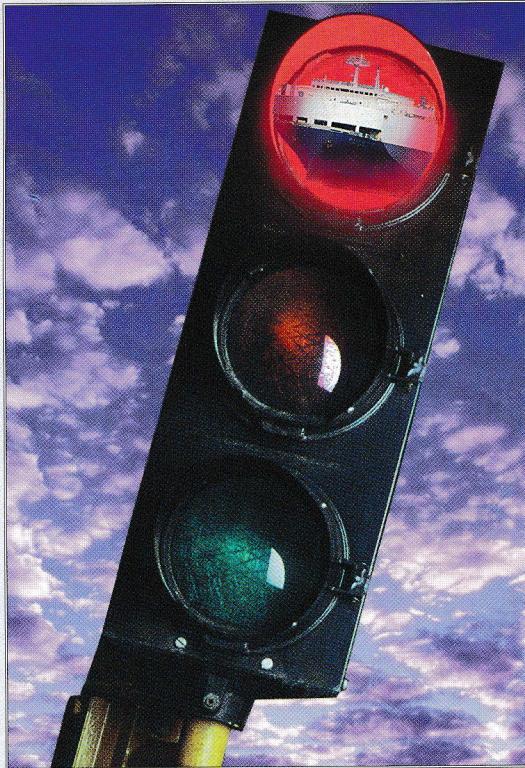
- different types of surveys, including Port State Control,
- check of qualifications, and the skill of crew,
- review of training programs,
- on board and on shore operational guidelines or systems,
- audits of QA/QC systems applied by all involved parties.

Ivaran's Quality Assurance System is a formalized system complying with IMO's recently introduced ISM Code (International Management

Code for the Safe Operation and for Pollution prevention). This system certifies the shore organization, as well as the shipboard systems and is designed to ensure compliance with national and international rules and regulations and adherence to safe practices for vessel operation.

This system is approved by Norwegian authorities for our container/passenger vessel Americana and will be approved for our straight container vessel within the end of this year.

Ivaran strongly emphasizes that the responsibility for com-



# along the line

## US Services Quarterly Sales Meeting



Ivaran Lines, Miami hosted the second quarterly sales meeting for the US services on 8 - 10 May. Top sales and pricing personnel from Argentina, Brazil, Mexico, USA, Venezuela, and Oslo participated.

The Ivaran trade markets of the US east coast and US Gulf coast, have seen, especially in the last couple of years, the entrance of new and strong competitors which have given the sales/pricing team plenty of new challenges.

The quarterly sales meeting discussed strategy to meet the competition and outlined the critical factors to Ivaran's future success. Improved communication and open discussions were the key words during the three-day event.

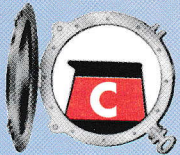
Those participating in the meetings were: Atle Underthun and Frank Castro from Miami; Jens Dahl, Gary Hurley, Gordon Hammer, Chris McCourt and George Clarkson from Ivaran Lines, New Jersey; Dieter Schambach from Ivaran Lines, Rio; Hege Solstad and Morten Veflingstad from Ivaran Rederi, Oslo; Roy Keil from Ivaran Lines, Houston; Jim Dechant from Ivaran Lines, Cleveland; Andrew Robinson, Ricardo Bruto, Roland Grimmer from Robinson, Argentina; Raul Echeverria and Brian Marum from Transpac, Mexico; Michael Jones from Grieg, Brazil; Marcus Barbosa from Transcar, Brazil, and William V. Doom from Becoblohm, Venezuela.

pliance with all provisions of safety standards rest with the ship master and the ship owner. In discharging his responsibilities with respect to maritime safety and the protection of the environment, the shipmaster should not be constrained by the shipowner, charterer or any other person from taking, in this respect, any decision which, in the professional judgement of the ship master, is necessary.

Having an overall picture of the standard of the fleet, ranking the ships and areas of deficiencies, Ivarans technical and manning department is able to concentrate on selected areas to

minimize risk for accidents and substandard practices. Compared to world statistics, Ivaran ships are of high quality, above most required international standards.

The rapid increase in our tonnage since 1990, has put considerable extra responsibility on the technical department, but has not undermined our commitment to maintain a quality fleet. A quality fleet leads to efficient use of our resources and is an incentive to our customers looking for the safe transport of their valuable cargoes.



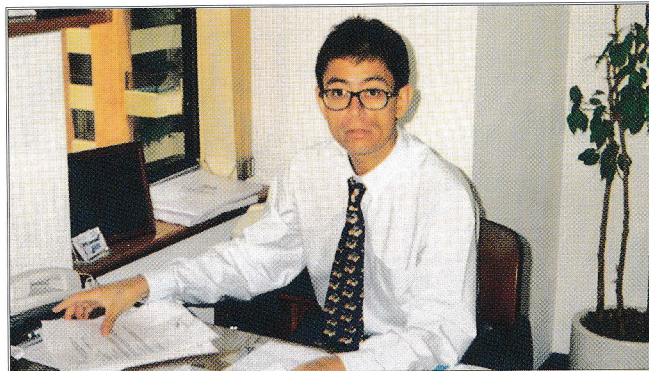
# Inside Ivaran

## In Memory of Fernando Mello

On 28 March we received the message from Sao Paulo that our good friend and colleague, Fernando Mello, Transcar's Line Manager for Ivaran Lines's Europe service, had passed away. The energetic, highly intelligent, hard working young man that Transcar's management had put on the job when Ivaran decided to start their service to Europe in 1992, was no longer with us.

Fernando was our driving force in Brazil; an important planner, advisor in the early stages of our service when everything was new and untried, when we had to find our way into the Brazilian market with as few casualties as possible, and, later, when we were more firmly established in the traffic. A large part of our market success can be attributed to Fernando and the team that he built around himself. His dedication, professionalism and structured way of working, combined with his considerable experience (despite his young age) made him a highly respected member of the "Ivaran Family", not only in Brazil, but also among his numerous friends in the IL agencies in Europe.

In retrospect, when I last saw him at our agents meeting in Guarujá in October last year, I should have known already then that he was marked by the illness. I thought he looked even frailer than usual, even though Fernando never looked like a muscle-man. I attributed his extra thinness to the fact



that he had just lost a close and beloved member of his family. Despite his illness and in typical Fernando style, all arrangements connected to the meeting went without a hitch; everything working out just as Fernando had planned it. He was known for his fantastic sense for details and I used to call him our *Great Administrator*. To be on the road with Fernando visiting our clients in Brazil was always a pleasure. If Fernando had done the planning, we could just leave all the arrangements to him - we knew the trip would be perfect.

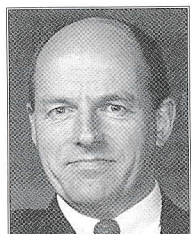
I often watched him in our many sales calls in Brazil and Europe. His wide knowledge of the business impressed the clients, whilst his quiet charm made him likeable and trustworthy.

Fernando, you are being missed: your energy, your wisdom, your perfectionism, your loyalty to your company and to those that you served, and for the friendship that we all enjoyed. Our thoughts also go to his wife and family whom he left so sudden and much, much too early.

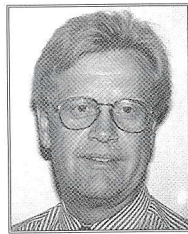
Peace be with you.

RL

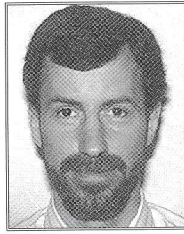
## New Employees & Company Changes



**Harald L. Hansen,**  
senior vice president,  
Liner Department



**Morten E. Veflingstad,**  
vice president,  
Liner Department



**John C. Wachenfeld,**  
manager international  
systems, IT Services



**Terje Skogly,**  
systems analyst,  
IT Services



**Kirsti Krohn,**  
accounting clerk,  
Accounting Department

**Tollef Schiander,** vice president, Liner Department, has been appointed to temporarily supervise the development and implementation of the new *line management system* (LMS) soon to be implemented in the Ivaran organization.

**Roar Lunde,** vice president, Liner Department, has in addition to being in charge of the Ivaran Lines Europe Service, also assumed the responsibility for the Far East service.










**Henning Faye-Schjøll,** assistant vice president of Liner Department, has been appointed to Owners Representative, stationed in Sao Paulo. Beginning in July, his main tasks will

be to oversee and assist the general agents in their commercial and operational activities for all Ivaran Lines' 4 services. He will also take an active part in the administration of Ivaran's two companies in Brazil, Ivaran Maritima Ltda. and Ivaran Containers Ltda. His functions will supplement those of Ivaran Lines' other Owners Representative, Dieter Schambach, stationed in Rio de Janeiro, whose responsibilities will remain unchanged.

**Erik Tjørstad** has been appointed to assistant vice president, Personnel and Administration Department.



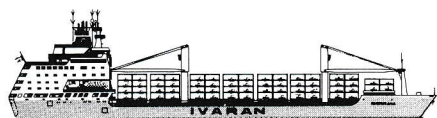
# Ivaran container specifications

EQUIPMENT		INTERIOR DIMENSIONS		DOOR OPENING		TARE WEIGHT	CUBIC CAPACITY	PAYLOAD
<b>20' DRY FREIGHT CONTAINER</b>		L: 5.900 m W: 2.352 m H: 2.393 m	(19.35 ft) (7.71 ft) (7.80 ft)	W: 2.343 m H: 2.280 m	(7.64 ft) (7.48 ft)	2230 kgs 4920 lbs	33.2 cbm 1173 cu ft	21770 kg 47990 lbs
<b>40' DRY FREIGHT CONTAINER</b>		L: 12.034 m W: 2.352 m H: 2.395 m	(39.44 ft) (7.68 ft) (7.81 ft)	W: 2.343 m H: 2.280 m	(7.57 ft) (7.41 ft)	3800 kgs 8550 lbs	67.0 cbm 2394 cu ft	26600 kgs 58650 lbs
<b>40' HIGH CUBE CONTAINER</b>		L: 12.033 m W: 2.348 m H: 2.688 m	(39.42 ft) (7.75 ft) (8.83 ft)	W: 2.338 m H: 2.581 m	(7.66 ft) (8.42 ft)	3920 kgs 8543 lbs	76.2 cbm 2690 cu ft	26605 kgs 58657 lbs
<b>20' REFRIGERATED CONTAINER</b>		L: 5.450 m W: 2.285 m H: 2.260 m	(17.88 ft) (7.50 ft) (7.42 ft)	W: 2.220 m H: 2.255 m	(7.28 ft) (7.40 ft)	3200 kgs 7050 lbs	28.1 cbm 992.4 cu ft	21800 kgs 48060 lbs
<b>40' REFRIGERATED CONTAINER</b>		L: 11.600 m W: 2.286 m H: 2.241 m	(38.06 ft) (7.50 ft) (7.35 ft)	W: 2.288 m H: 2.266 m	(7.51 ft) (7.43 ft)	4350 kgs 9590 lbs	56.77 cbm 2004 cu ft	28150 kgs 62060 lbs
<b>20' FLAT RACK CONTAINER</b>		L: 5.932 m W: 2.394 m H: 2.319 m	(19.19 ft) (7.31 ft) (7.04 ft)			2200 kgs 4850 lbs		27800 kgs 61290 lbs
<b>40' FLAT RACK CONTAINER</b>		L: 12.042 m W: 2.394 m H: 2.034 m	(39.52 ft) (6.95 ft) (6.43 ft)			4400 kgs 9700 lbs		40600 kgs 89507 lbs
<b>20' OPEN TOP CONTAINER</b>		L: 5.792 m W: 2.225 m H: 2.31 m	(19.32 ft) (7.61 ft) (7.57 ft)	W: 2.336 m H: 2.233 m	(7.51 ft) (7.51 ft)	2050 kgs 4519 lbs	32.1 cbm 1133 cu ft	21950 kgs 48390 lbs
<b>40' OPEN TOP CONTAINER</b>		L: 11.883 m W: 2.152 m H: 2.32 m	(39.56 ft) (7.64 ft) (7.61 ft)	W: 2.337 m H: 2.280 m	(7.61 ft) (7.51 ft)	3800 kgs 8377 lbs	66.6 cbm 2351 cu ft	27020 kgs 59567 lbs

There can be variances in the exact specifications of a particular container, depending upon make and serial production. In critical situations please consult your local Ivaran agent.

# the Ivaran fleet

## Newbuildings



"AMERICANA" - Container/passengervessel, built 1988. 19,818 dwt/1,120 TEUs (cellular) + 3 coiled/coated deep tanks for liquid cargo of 11,785 cbft each. Speed: about 19 knots. Accommodation for 80 passengers.



"SANTA VICTORIA" - Containervessel, built 1992. About 30,000 dwt/1,732 TEUs (cellular). Speed: about 19.5 knots.



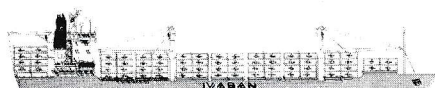
"SAN CLEMENTE" - Containervessel, built 1994. About 20,000 dwt/1,512 TEUs (cellular). Speed: about 20 knots.



"SANTA ROSA" - Containervessel, built 1992. About 30,000 dwt/1,732 TEUs (cellular). Speed: about 19.5 knots.



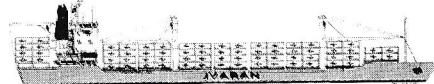
"SAN CRISTOBAL" - Containervessel, delivered December 1995. About 20,000 dwt/1,512 TEUs (cellular). Speed: about 20 knots.



"SAN ANTONIO" - Containervessel, built 1994. About 20,000 dwt/1,512 TEUs (cellular). Speed: about 20 knots.



"SANTOS" - Containervessel, built 1985. 17,212 dwt/1,132 TEUs (cellular). Speed: about 17.5 knots.



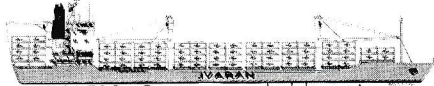
TNSW 511 - Containervessel, delivery April 1996. About 20,000 dwt/1,512 TEUs (cellular). Speed: about 20 knots.



"SAN ISIDRO" - Containervessel, built 1993. About 20,000 dwt/1,512 TEUs (cellular). Speed: about 20 knots.



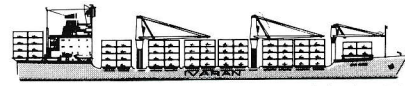
"SAO PAULO" - Containervessel, built 1983. 19,700 dwt/1,134 TEUs. Speed: about 17 knots.



TNSW 512 - Containervessel, delivery August 1996. About 20,000 dwt/1,512 TEUs (cellular). Speed: about 20 knots.



"SAN VICENTE" - Containervessel, built 1993. About 20,000 dwt/1,512 TEUs (cellular). Speed: about 20 knots.



"SAN DIEGO" - Semi-containervessel, built 1980. 14,198 dwt/958 TEUs. Speed: about 18 knots.

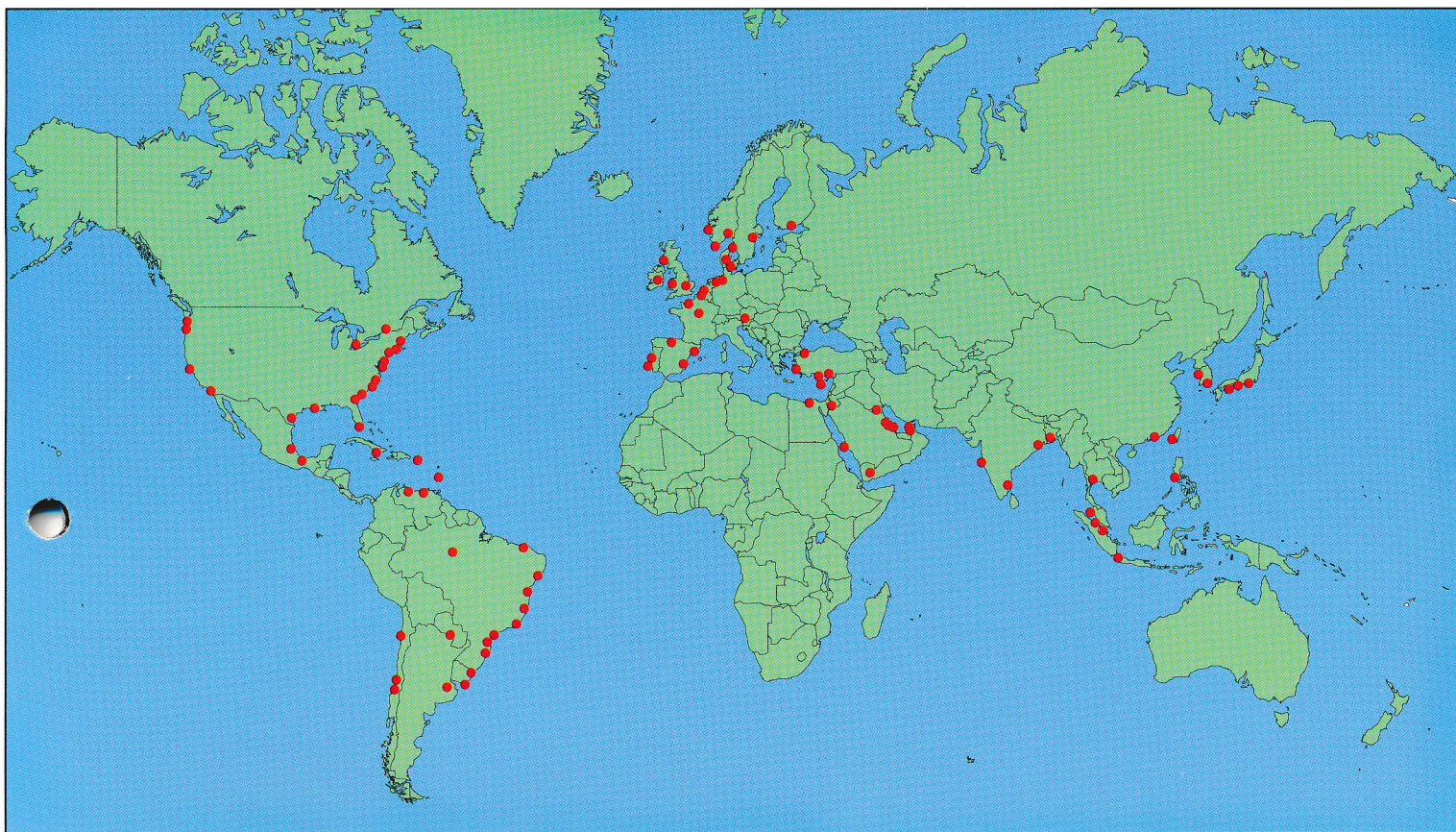


TNSW 513 - Containervessel, delivery December 1996. About 20,000 dwt/1,512 TEUs (cellular). Speed: about 20 knots.



"SAN LORENZO" - Containervessel, built 1993. About 20,000 dwt/1,512 TEUs (cellular). Speed: about 20 knots.

# frequency of service-short transit times



## GULF SERVICE

Our Gulf Service offers sailings to and from the following ports:

- Veracruz
- Altamira
- New Orleans
- Houston (transfer of cargo to/from US West Coast)
- Puerto Cabello
- La Guaira
- Rio de Janeiro
- Santos
- Buenos Aires (transfer of cargo to/from Bolivia, Paraguay og Montevideo)
- Rio Grande do Sul
- Itajai
- Sao Francisco do Sul
- Paranagua
- Santos
- Rio de Janeiro
- Vitoria
- Salvador
- Fortaleza
- Bridgetown (transfer of cargo to other Caribbean destinations)
- San Juan (transfer of cargo to other Caribbean destinations)
- Santo Domingo
- Veracruz
- Altamira, etc.

Explanations:

- Weekly sailings
- Bi-weekly sailings
- Monthly sailings

## EAST COAST SERVICE

Our USEC Service offers sailings every 8-9 days to and from the following ports:

- New York
- Baltimore
- Norfolk (transfer of cargo to/from Asia)
- Savannah (transfer of cargo to/from Far Caribbean and Asia)
- Miami (transfer of cargo to/from the Caribbean and Asia)
- Puerto Cabello
- La Guaira
- Rio de Janeiro
- Santos
- Buenos Aires (transfer of cargo to/from Bolivia and Paraguay)
- Montevideo (transfer of cargo to/from Paraguay)
- Rio Grande do Sul
- Imbituba
- Itajai
- Paranagua (via Itajai)
- Santos
- Rio de Janeiro
- Salvador
- Recife
- Fortaleza
- New York
- Baltimore, etc.

Explanations:

- Every sailing
- Every other sailing

## EUROPE SERVICE

Our Europe Service offers sailings to and from the following ports:

- Rotterdam (transfer of cargo to Switzerland, Portugal and Italia)
- Felixstowe
- Hamburg (transfer of cargo to/from Bremen, Scandinavia, Finland, Russia, the Baltic and Asia)
- Antwerp (transfer of cargo from Switzerland, Portugal and Italia and to/from Ireland)
- Le Havre
- Bilbao
- Rio de Janeiro
- Santos
- Buenos Aires (transfer of cargo to/from Paraguay and to Brazilian outports)
- Montevideo (transfer of cargo to/from Paraguay)
- Rio Grande do Sul
- Itajai
- Paranagua
- Santos
- Rio de Janeiro
- Ilheus/Salvador
- Fortaleza
- Rotterdam
- Felixstowe, etc.

Explanations

- Weekly sailings
- Bi-weekly sailings
- Port called om inducement

# Ivaran Lines: Our agents - your guarantee:

## U.S.A., CANADA, CARIBBEAN, VENEZUELA AND MEXICO:

**General Agents:** Ivaran Agencies Inc., New York, N.Y.

*Atlanta, Ga.(sales office):* Ivaran Agencies, Inc.; *Baltimore, Md.:* Stockard Shipping; *Boston, Ma:* Patterson,Wylde & Co. Inc.; *Bridgetown:* Sea Freight Agencies (Barbados) Ltd.; *Caracas:* Despachos Becoblohm C.A.; *Charleston, S.C.:* Carolina Shipping Company; *Chicago, Il.:* World Shipping Inc.; *Cincinnati, Oh:* World Shipping Inc.; *Cleveland, Oh:* World Shipping Inc.; *Curacao:* Dammers & Van der Heide Shipping & Trading (Antilles) Inc.; *Dearborn, Mi:* World Shipping Inc.; *Georgetown, (Guyana):* Guyana National Engineering Corp. Ltd.; *Houston, Tx:* Riise Shipping Inc.; *Jacksonville, Fl:* Carolina Shipping Company; *Kingston:* Jamaica Freight & Shipping Co. Ltd.; *La Guaira:* Servinave La Guaira, C.A.; *Long Beach, Ca:* Merit Steamship Agency Inc.; *Mexico City:* Transpac Representaciones Transpacificas SA de CV.; *Miami, Fl:* Ivaran Agencies Inc.; *Montreal:* Seabridge International Shipping Inc.; *New Orleans, La:* Riise Shipping Inc.; *Norfolk, Va:* Capes Shipping Inc.; *Philadelphia, Pa:* Stockard Shipping; *Pittsburgh, Pa:* World Shipping Inc.; *Port of Spain:* Alstons Shipping Ltd.; *Port-au-Prince:* Joseph Nadal & Company; *Portland, Or:* Merit Steamship Agency Inc.; *Puerto Cabello:* Servinave Puerto Cabello, C.A.; *Rio Haina:* Maritima Dominicana SA; *San Francisco, Ca:* Merit Steamship Agency Inc.; *San Juan:* ScanAmericana Agencies Inc.; *Savannah, Ga:* Carolina Shipping Company; *Seattle, Wa:* Merit Steamship Agency Inc.; *Syracuse, Ny:* World Shipping Inc.; *Tampa, Fl:* Eller Company, Inc.; *Tampico:* Transpac Representaciones Transpacificas SA de CV; *Toronto:* Seabridge International Shipping Inc.; *Valencia:* Despachos Becoblohm Ofc. Valencia (DBB Val); *Veracruz:* Transpac Representaciones Transpacificas SA de CV; *Wilmington, Nc:* Wilmington Shipping Company.

## BRAZIL:

**General Agents US East Coast Service:** Agencia de Vapores Grieg S.A., Santos

*Belem:* Transnav Transportes e Representacoes Ltda.; *Cabedelo:* Agencia Ultramar Exportacao Ltda.; *Curitiba:* Agencia de Vapores Grieg S.A.; *Fortaleza:* Marnosa Navegacao Ltda.; *Ilheus:* Bahiaship - Agencia Maritima Ltda.; *Imbituba:* United Agencia Maritima Ltda.; *Itajaí:* Agencia de Vapores Grieg S.A.; *Itaquí:* Pedreiras Transportes do Maranhao Ltda.; *Maceio:* Bahiaship Agencia Maritima Ltda.; *Manaus:* Transnav, Transportes e Representacoes Ltda.; *Natal:* Representacoes Ruy Paiva Ltda.; *Paranagua:* Agencia de Vapores Grieg S.A.; *Porto Alegre:* Cranston Woodhead Agenciamento Maritimo Ltda.; *Recife:* Agencia Continental de Navegacao Ltda; *Rio de Janeiro:* Agencia de Vapores Grieg S.A.; *Rio Grande:* Cranston Woodhead Agenciamento Maritimo Ltda.; *Salvador (Bahia):* Bahiaship Agencia Maritima Ltda.; *Santos:* Agencia de Vapores Grieg S.A.; *Sao Francisco do Sul:* Agencia de Vapores Grieg S.A.; *Sao Paulo:* Agencia de Vapores Grieg S.A.; *Vitoria:* Transcar Vitoria, Agencia Maritima Ltda.

**General Agents US Gulf and Europe Service:** Transatlantic Carriers (Agenciamentos) Ltda., Santos

*Belem:* Transnav Transportes e Representacoes Ltda.; *Belo Horizonte:* Transatlantica de Afretamentos E Agenciamentos Ltda.; *Cabedelo:* Agencia Ultramar Exportacao Ltda.; *Curitiba:* Agencia Maritima Transcar Ltda.; *Fortaleza:* Marnosa Navegacao Ltda.; *Ilheus:* Bahiaship - Agencia Maritima Ltda.; *Imbituba:* Agencia Maritima Transcar Ltda.; *Itajaí:* Agencia Vapores Grieg S.A.; *Itaquí:* Pedreiras Transportes de Maranhao Ltda.; *Maceio:* Bahiaship Agencia Maritima Ltda.; *Manaus:* Transnav, Transportes e Representacoes Ltda.; *Natal:* Representacoes Ruy Paiva Ltda.; *Paranagua:* Agencia Maritima Transcar Ltda.; *Porto Alegre:* Agencia Maritima Transcar Ltda.; *Recife:* Agencia Continental de Navegacao Ltda.; *Rio de Janeiro:* Transatlantica de Afretamentos e Agenciamentos Ltda.; *Rio Grande:* Agencia Maritima Transcar (RG) Ltda.; *Salvador (Bahia):* Bahiaship Agencia Maritima Ltda.; *Santos:* Transatlantic Carriers (Agenciamentos) Ltda.; *Sao Francisco do Sul:* Agencia de Vapores Grieg S.A.; *Sao Paulo:* Transatlantic Carriers (Agenciamentos) Ltda.; *Sao Sebastiao:* Agencia Maritima Brasileira Ltda.; *Vitoria:* Transcar Vitoria, Agencia Maritima Ltda.

## ARGENTINA, URUGUAY, PARAGUAY, CHILE AND BOLIVIA:

**General Agents:** Agencia Maritima Robinson SACFeI, Buenos Aires  
*Asumcion:* Remar SRL, Multimodal SRL (Asia Service only); *Buenos Aires:* Agencia Maritima Robinson SACFeI; *Campana:* Agencia Maritima Robinson SACFeI; *Ciudad del Este/Foz do Iguacu:* Trape Transportes Rodoviaros Ltda. (Asia Service only); *La Paz:* Anbol Ltda.; *Montevideo:* Agencia Maritima Ernesto J. Rohr SA; *Santiago:* A.J. Broom y Cia. S.A.C.

## ASIA:

**General Agents:** Ivaran Lines Asia Pte. Ltd., Representative Office, Singapore

*Alexandria, Egypt:* Milmar Shipping; *Amman, Jordan:* T. Gargour & Fils; *Aqaba, Jordan:* T. Gargour & Fils; *Baghdad, Iraq:* Middle East Shipping Services; *Bandar Abbas, Iran:* All Ships Marine Services; *Bangkok, Thailand:* Ben Line Agencies (Thailand) Ltd.; *Beirut, Lebanon:* T. Gargour & Fils; *Bombay, India:* Marine Container Services (I) Pvt. Ltd.; *Calcutta, India:* Marine Container Services (I) Pvt. Ltd.; *Chittagong, Bangladesh:* Aquamarine Ltd.; *Colombo, Shri Lanka:* Pership (Shipping) Ltd.; *Dalian, China:* Zen Continental Dalian Office; *Dammam, Saudi Arabia:* Globe Marine Services; *Dhaka, Bangladesh:* Aquamarine Ltd.; *Doha, State of Qatar:* Qatar National Navigation & Forwarding & Transport Co.; *Dubai, United Arab Emirates:* Pioneer Shipping Agency LLC; *Hodeidah, Yemen:* Gargour Shaher Shipping Co. Ltd.; *Hong Kong:* Ben Line Agencies (Hong Kong) Ltd.; *Iskenderun, Turkey:* Lyonel A. Makzume Shipping Agencies; *Istanbul, Turkey:* Lyonel A. Makzume Shipping Agencies; *Izmir, Turkey:* Lyonel A. Makzume Shipping Agencies; *Jakarta, Indonesia:* PT Benderamas Nusantara; *Jeddah, Saudi Arabia:* Globe Marine Services; *Karachi, Pakistan:* United Marine Agencies (Pvt) Ltd; *Kuwait:* Al-Rashed International Shipping Co. WLL; *Limassol, Cyprus:* GAP Navigation Co. Ltd; *Madras, India:* Marine Container Services (South) Pvt. Ltd.; *Manama, State of Bahrain:* Alsharif Group; *Manila, Philippines:* Overseas Agency Services Inc.; *Mersin, Turkey:* Lyonel A Makzume Shipping Agencies; *Muttrah/Muscat,Oman:* Badar Shipping Agencies; *Nanjing, China:* Zen Continental Nanjing Office; *Nicosia, Cyprus:* GAP Navigation Co. Ltd.; *Osaka, Japan:* Ben Line Agencies (Japan) Ltd.; *Penang, Malaysia:* Bendera (Penang) Sdn. Bhd.; *Port Kelang, Malaysia:* Bendera Shipping Agencies Sdn. Bhd.; *Pusan, Korea:* Bongam International Co. Ltd.; *Quingdao, China:* Zen Continental Quingdao Office; *Sana, Yemen:* Gargour Shaher Shipping Co. Ltd.; *Seoul, Korea:* Bongam International Co., Ltd.; *Shanghai, China:* Zen Continental Shanghai Office; *Singapore:* Ben Line Agencies (Singapore) Pte Ltd.; *Taipei, Taiwan:* Taiwan Maritime Co.; *Tehran, Iran:* All Ships Marine Services; *Tianjin, China:* Zen Continental Co. Inc.; *Tokyo, Japan:* Ben Line Agencies (Japan) Ltd.

## EUROPE:

*Aarhus, Denmark:* Transocean Shipping Agency A/S; *Antwerp, Belgium:* Van Doosselaere & Achten bvba; *Basel, Switzerland:* Thommen Intertrans AG; *Bilbao, Spain:* MacAndrews S.A.; *Bremen, Germany:* Detjen Schiffahrtsagentur (GmbH & Co.); *Copenhagen, Denmark:* Transocean Shipping Agency A/S; *Dublin, Ireland:* Jenkinson Agencies Ltd.; *Dsseldorf, Germany:* Internationales Schiffahrtskontor Iskon GmbH; *Edinburgh, Scotland:* George A. Morrison & Co. (Leith) Limited; *Felixstowe, UK:* Bahr Behrend & Co. Ltd.; *Frankfurt, Germany:* Hans-Joachim Leue Schiffahrtskontor GmbH; *Gothenburg, Sweden:* Transocean Agency AB; *Hamburg, Germany:* Detjen Schiffahrtsagentur (GmbH & Co.); *Helsinki, Finland:* OY Hanseatic Shipping AB; *Le Havre, France:* Scamar; *Leixoes, Portugal:* Maritima Lusitana Navegacao Lda.; *Lisbon, Portugal:* CSA; *Liverpool, UK:* Bahr Behrend & Co. Ltd.; *Munich, Germany:* Internationales Schiffahrtskontor Iskon GmbH; *Oporto:* Maritima Lusitana Navegacao Lda.; *Oslo, Norway:* Heitmann Shipping A.S.; *Paris, France:* Scamar; *Rotterdam, The Netherlands:* Dammers Agenturen bv

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