

on line

with ivaran

No. 2/91



Your bridge across the seas...

IVARAN
Lines

Editor's note **NEW YORK! NEW YORK!**

The charm of New York quickly disappeared when I entered Manhattan's bus terminal on a wintery, Saturday morning at 1:30 a.m. I was approached by a questionable looking attendant, who said, «Yeah, I know exactly where your hotel is. Here, let me take your bags and we'll take a short cut through this back alley.» I politely said 'No,' and quickly handed him a dollar while thanking him for his excellent but unneeded service. Somewhat shaken, I wasn't well prepared for the next obstacle; the flagging down of a New York taxi, which simply put, is somewhat different than bank home in Oslo.

At this time of the night; more correctly early morning, a smart hack isn't willing to get out of his taxi, let alone roll down the window. After standing one hour in cold drizzle, a taxi stopped, just 4 meters short of the curb. The awkward process of transporting 3 bulky suitcases and my Norwegian flagged pack sack was a nightmare. Uncertain about leaving one single, conspicuous, suitcase unprotected on the sidewalk, I roughly estimated the halfway distance between the curb and the taxi, before heaving the first two pieces of luggage into the opened trunk (a relatively simple feat when under duress). Turning, I grabbed the remaining suitcase, which by this time had attracted a further questionable looking, fidgety attendant. The thump, thump of the third bag, which ricocheted off the taxi's trunk door before landing on the other two suitcases, didn't startle the hack, who was probably more concerned about his cab remaining motionless more than 10 seconds.

On all fours, I crawled into the back seat, frantically bolted the door and quickly positioned myself beside my exhausted wife and child. It was then I had an overwhelming sense of being watched. Looking ahead through the black, wire mesh barrier up into the rear-view mirror, the sense was verified. My eyes came into contact with two beedy, blood shot eyes, which in spite of the situation seemed gentle, but the driver offered no comfort. Seemingly unaffected by my struggle, the driver; whose day old moist cigarette seemed glued to his bottom lip, squinted his eyes, smiled and said, «Welcome to New York.»

Ivarans and New York have close connections. In this issue, On Line presents two of New York's shipping celebrities, Peter Soechting (pg. 3) and Bjorn Tonsberg (pg. 12) who discuss, among other things, New York, the role of Ivaran agents and office teamwork.

Good reading!

Cordially yours,

Mark Fuhrmann
editor



Vollsvn. 9-11
P.O.Box 175
N-1324 Lysaker, Norway
Telephone: (02) 53 93 10
Telex: 76727 IVARAN N
Telefax: (02) 53 17 60

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from the masthead

In this issue of ON LINE, we welcome our guest contributor Ms. Sandra Robinson of Agencia Maritima Robinson SACFel.

Dear friends,

It is with some trepidation that we follow in Mr. Erik Holter-Sorensen and Mr. Dieter Schambach's footsteps giving our views from this vantage point.

Argentina does not usually make the headlines of U.S. and European newspapers, except regarding football or scandals. For this reason, the world is perhaps not aware of the deep economic and sociological changes that are taking place since President Menem came into power. Our economy, which was dominated by the State to a degree only comparable to a communist country, is being converted into a free market economy. Companies, which previously basked in the privileges and subsidies granted by the State, are now learning – the hard way – the meaning of the word «competition.» Predictably, there are still some groups unwilling to accept the new rules of the game, as we recently experienced within our own milieu. Indeed the Minister of Economy, in an effort to open up the economy, reduced the import duties on numerous products to zero. Our National Director of Maritime and River Transport, in an attempt to favour the Argentine lines, misinterpreted our flag restriction law (law 18250) to engulf all these products with the result that imports were throttled down and the minister's aims curbed. Fortunately, reason prevailed and the National Treasury Attorney General finally ruled that zero import duty is not in itself a fiscal benefit and therefore law 18250 should not be applied in these cases.

Another example of change the government is trying to bring about, includes Argentine ports and waterways, which in the last few years have severely deteriorated. The State no longer has the funds to maintain a central system based on bureaucracy and the whims of government officials, who turned their backs on progress and the actual needs of the community as a whole. Presently a port law is being discussed in congress, allowing private enterprise to develop ports in the Argentine Republic. The few ports remaining under the National Authority, Buenos Aires being one of them, will be governed by a board of directors who are required to run them in an efficient and profitable manner. Again, the key-word will be free competition to ensure the quality of the services rendered by the different ports. This will also necessarily mean that the various trade unions involved will have to forego some of their unreasonable demands which have turned our ports into some of the most expensive in the world. Of course this will not be easy and we are presently encountering strikes and work-to-rule from various groups such as pilots, stevedores and tugboat crews.

So, Argentina is entering the twenty-first century with the rule of free competition. For someone who is not accustomed to it, the word «competition» can be daunting. Ultimately, it means the survival of the fittest who must continuously surpass themselves, facing new challenges and overcoming hurdles with strength and resolution. For Ivaran, competition is not new. In adopting to changing market conditions and the growing needs of customers who depend, more and more, on fast and reliable services at reasonable rates, Ivaran has shown imagination and flexibility. These are the tools that will allow Ivaran to continue in this trade, where it has set standards to be maintained by those now entering, hopefully, with the same spirit of free competition that Ivaran has supported for the last 65 years.



Sandra Robinson

along the line...

Quality control – a major topic at Ivaran sea staff conference

For an international liner company like Ivaran, which has all its operations taking place on the other side of the Atlantic Ocean, and considering that the ships never call Norwegian ports, it is very important that our sailing personnel get together to discuss mutual problems and share experiences with each other, and not the least, with the desk-tied staff at headquarters.

Also, it is important for the management to inform and advise our sea-faring personnel of plans, policies, thoughts and ideas to make our entire organization as efficient, economical and smooth as possible.

Under the leadership of the Technical and Maritime Department of A/s Ivarans Rederi, two conferences for our sailing officers were held at Lysaker this year, January 14, 15 and May 6,7. The conferences were held in two batches to accommodate our Norwegian officers when they were back in Norway for vacation.

A major topic at the conference was «Quality Control» and how the company wishes to introduce certain quality standards throughout the fleet of ships; listing



– Officer's conference May '91.

those standards in manuals and general instructions, thereby facilitating a uniform procedure for every detail in the actual running and operation of the ships. This will ensure an improved efficiency and economy, not to mention the safety side of the matter.

During two full days, lectures were given by various Ivaran personnel, and the

ensuing discussions, were open, frank and lively. Valuable input from our people in the field on topics discussed were carefully noted by the Ivaran management.

We are planning to make these conferences an annual event, as they proved to be an extremely efficient way of ensuring that everyone at Ivarans is «pulling together» in an effort to be even better!



San Martin high and dry having her shave and a haircut. Savannah awaiting her jumboizing.

along the line...

IVARAN LINES

Immediately after opening their own general agency office in New York, Ivaran Lines experienced an increased market share in the US East Coast and Gulf/South American East Coast liner trades.

While increasing a company's share in the market is important, the true test of a competent company is to maintain it.

During an interview with On Line, Peter Soechting, Senior Vice President, Ivaran Agencies Inc., said that Ivaran intended to keep its respected position by maintaining healthy market links and a solid fleet.

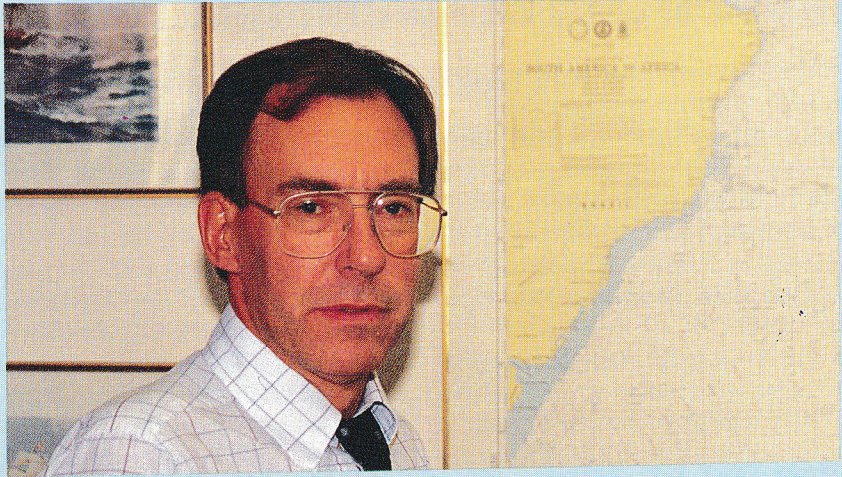
«Our years of service to South America has built healthy business relationships and we will depend heavily upon these during the upcoming years.»

Maintaining relationships in the market depends upon a solid network of agents, therefore, Ivaran Lines is placing – and will continue to do so – considerable emphasis upon their representatives.

«Ivaran Lines demands a lot from agents representing them,» explained Mr. Soechting. «They must be good.»

Viewing agents as an extension of an organization, he explained that Ivaran Lines takes the duties of an agent seriously, and expects each agent office to be administered as though it was an Ivaran office.

«The agent should be one step ahead of principal. They will have sent necessary telexes to the ship and a copy to us,» affirms Mr. Soechting. «The Ivaran agent will have everything lined up by the time a ship arrives.»



– In the end we have to be better than the nest – Peter Soechting.

Present vessel and container fleet renewal and expansion relates a strong message of longevity to Ivaran's network of agents. Such long term philosophy must also be adopted by all of Ivaran's representatives.

In addition to increased cargo capacity on several vessels during 1989 and 1990, Ivaran anticipates delivery of four new containerships, each with a 1,732 TEU capacity, beginning this October and ending June 1992.

Approximately 35% larger than Ivaran's largest vessel presently in service, significant cargo capacity creates more work for agents.

Present trade liberalization in Brazil and Argentina could mean removal of stiff tariffs placed upon luxury items such as beer and white goods.

«If the governments of these particular countries can prevail in their liberalization efforts, Ivaran Lines must be prepared for substantial movements of all types of commodities,» says Mr. Soechting.

Even though Ivaran's newbuilding program may lead to a swift capitalization of prospective market opportunities, Mr. Soechting warns that judging the future market too optimistically, must be avoided.

«If everything goes the way it looks, there will be an upswing in quantities, but such an upswing will require higher levels of service to our customers for which Ivaran Lines is gearing towards. There is one thing that I would like to see but another that I might have to see. In the end we have to be better than the best.»



Our Mexico Agents Messrs. Transpac released in April their largest Bill of Lading to a single customer, namely Nissan. We congratulate Raul Echevarria, Nissan representative Ignacio Alvirde, Catalina Lopez and Alfredo Beltran.

... the shipping scene

It changed the world

— a look at containerization on its 35th anniversary

Recorded history has chronicled shipments of goods in containers going back thousands of years. Barrels and crates, bales and drums — they all housed goods to be shipped in a way that facilitated the storage, handling, interchange, and transport.

So why do we speak of the dawn of containerization — the counter revolution? We talk about that phenomenon because it was a twentieth century innovation, a new way of using intermodalism in a bold, exciting manner.

The spring of 1956 was just after the port authority of New York had authorized construction of a major port from unused marshland at Elizabeth, New Jersey, at a cost of \$150 million. Dredging of 13,000,000 cubic yards of the New Jersey marshes changed a narrow, shallow, and meandering creek into Elizabeth Channel, now a waterway that is one of the busiest containership arteries in the world. An additional 7,000,000 cubic yards of fill mined from the ocean went into the reclamation of the marshlands to become Elizabeth-Port Authority Marine Terminal.

And then, in April of 1956, Malcom P. McLean, a man with an inventive mind and the soul of a pioneer, grasped the opportunity to marry the past and the future by establishing a steamship line to carry demountable van bodies on the ships between Port Newark, New Jersey, and Houston, Texas. All earlier attempts to start container shipping paled in the wake of Mr. McLean's effort. His 33-foot containers gave way to 35-foot containers. Dry containers and a variety of chassis were soon joined by refrigerated units, open-top containers, tank containers,

meat-railers, garment containers, half-high containers, and so on.

Meanwhile, Mr. McLean's steamship line, Sea-Land Service, Inc., had engaged an inventor as innovative as Malcom McLean himself: a mechanical genius from Michigan, Keith W. Tantlinger. Mr. Tantlinger's 1958 application to the United States Patent Office described a Shipboard Freight Container Transferring Apparatus. In 42 drawings and many pages of detailed explanations he described: «The present invention relates to ship constructions, especially a shipboard freight container transferring apparatus, and more particularly to a novel combination of gantry crane, traveling bridge, hoisting spreader, hatchway and related structure, as well as improvements and innovations in various sub-combinations and in the individual components thereof, and more particularly it proves certain apparatus for handling freight in transit involving combined, successive shipment by water and hauling by land vehicles, such as rail cars or highway trailer trucks.» His «apparatus» was patented in 1962, and by that time containerization was well on its way.

IMPACT OF CONTAINERIZATION

Containerization has revolutionized the methods for handling goods, the vehicles that carry them, and the terminals where they are consolidated, stored, transferred and distributed. Containerization has touched virtually every mode of transport and particularly highway, rail, marine and air. It has changed the way shippers package their products. It has had a major effect on preventing the damage and pil-

ferage of cargoes in transit. It has improved the transport of perishable cargoes. Containerization has caused radical changes in such traditional industries as insurance, forwarding, brokerage, storage and warehousing, local delivery services, documentation, etc. Containerization has changed trading patterns and opened new markets to goods that would otherwise have been transported.

Containerization has stimulated the development and manufacture of a great variety of containers, chassis and handling equipment. It has changed the design of ports and terminals.

Containerization has brought efficiency to the use of labor and capital, with the result that cargo freight rates, in many cases have fallen rather than risen in terms of real dollars. The manufacturers and the consumers of the cargo have benefitted. It has been responsible for the opening of new markets for many cargoes. A large number of new container-related industries have brought economic advantages to their workers.

The military has found numerous ways to integrate containerization into its missions, particularly in the area of logistics and supply. It has found new uses for containerization in operations through the use of portable hospitals, communication centers, machine shops, housing units, etc.

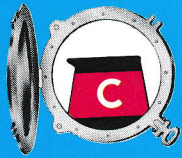
Containerization has spread worldwide and is at work in every country in the world. Containerization has had a very far reaching effect, is universal in its application, and affects the everyday life of everyone.

— Reprinted from

VIA Port of New York-New Jersey



Ivaran 40' High Cube — Ready for final inspection at factory.



26 years with Ivaran, and still as good as new...

Under the heading «Inside Ivaran» in our issue 1/91 we introduced new employees at our headquarters and right in the middle of a lot of female charm and beauty, who did we find?

Yes, we found Mr. Svein Kristiansen, who celebrated his **25 years** with Ivarans more than a year ago!

The news that we wanted to bring to everybody's attention was that Mr. Kristiansen has been promoted to **Assistant Liner Manager**, with special responsibility for cost control within the liner department.

Congratulations and best of luck in your new position, Svein!

On a relatively cold Sunday towards the end of April, Ivaran, with their eager, beaver jogging squad of seven sporty employees, participated in its first running competition «Sentrumsløpet» (the city run) in Oslo.

An annual jogging celebration, Sentrumsløpet is a ten thousand meter race. With 18 thousand jogging enthusiasts, the race is a colourful event as a multitude of bright, sporty, jogging outfits illuminate the streets and parks of Oslo.

Mainly consisting of sweaty company employees, the race requires colleagues to put their strengths together in order to reach the finish line, that is, in a respectable time.

Even though Ivarans' team was reduced from 10 to 7 (three had to throw in the towel partly due to sickness) and even though the lack of training by squad members (reportedly found guilty of too many luncheons or working under duress trying to solve M/S Americana's EDP problems) the result was quite favourable.

One company enthusiast said, «They are certainly not slow anymore. Just fifty-seven minutes from start to finish, which included a drink-break arranged by the rest of the Ivaran team, is an effort they ought to be proud of.»

Jim DeChant Returns to Cleveland

Completing five years of service as Executive Vice President for Ivaran Agencies, Inc., Mr James F. DeChant will be heading back to his native city, Cleveland, Ohio, as of July 1, 1991.

Based in Cleveland, Mr. DeChant will be in charge of Ivaran Agencies' sales activities in the Mid-West and West Coast, thus allowing Ivaran Lines to continue utilizing his vast knowledge of our trade and superb

salesmanship on a top executive level.

While we shall certainly miss JFD at the New Jersey office, it is comforting to know he will remain within the organization, making sure that the services of Ivaran Lines are properly presented in the market.

He leaves his post "at the helm" of Ivaran Agencies to Mr Bjørn Tønberg.

Who dares to challenge Oslo's Ivarans?



Pictures: Top to bottom.

The Ivaran's eager running team approaching the drinking-break stand.

The sporty employees: Marianne Stensteth, Wenche Eik, Ketil Sandbøe, Svein Kristiansen, Olav Helgesen, Per Øyvåg

and Anders Bøhm. Flag carrier Mrs. Lunde.

The «cheer leaders»: Tollef Schiander and son, Mrs.Lunde, Roar Lunde, Mrs. Knuds, Mr. Eik, Vice President «Ivaran Fan Club» Torbjørn Brekke Pedersen, Mrs. Pettersen.

Ivarans potentially dynamic jogging team will continue to participate in other running events and is waiting for the rest of the Ivaran family to take the challenge.

We ask, «Who dares to take the challenge?»

– TBP

VP «Ivaran Fan Club»

the shipping scene

What is a ton?

By Frank Ragonese

A «ton» can be a lot of things including a large barrel of wine. (Read on. You'll see what I mean!) the «**ton**» used most often in the shipping business is the **long** ton of 2240 pounds. Occasionally the **short** ton of 2000 pounds is seen. The **metric** tonne of 2204.6 pounds (1000 kilograms) is being used more often to measure deadweight and displacement.

Ship capacities are measured in long tons but there are subtle differences in just what kind of tons are meant. The context of discussion will usually indicate whether a deadweight or displacement ton is meant. **Maximum deadweight** tonnage, measured in tons of 2240 pounds, is the weight of cargo, stores, ballast, fresh water, fuel oil, crew, passengers and effects that the ship can carry at its summer draft. **Displacement** tonnage can be either one of 2 measurements: **light** displacement is the weight of the hull, engines, spare parts, and includes water in the boilers and condensers to working level; **load** displacement is the weight of the

hull and everything on board when floating at the designed summer draft. (Load displ.–Light disp. = Deadweight)

Gross & Net tonnages have nothing to do with weight. Instead these tonnages are indications of cubic contents of the hull, one ton equating to the days of a thriving sherry and wine trade between England and Spain. The wine was shipped in large casks called «tons» (tuns). When it came time to levy taxes the ships were rated according to their earning capacity or how many «tons» they could carry. Simply put, the gross tonnage of a ship is the total cubic contents of the hull measured in units of 100 cubic feet per ton. Net tonnage is the gross tonnage with deductions made for non-revenue producing spaces such as the engine room, crew spaces, etc. **Panama Canal** and **Suez Canal** tonnages are gross and net tonnages calculated by the rules of the Canal authorities to measure the revenue earning capacity more accurately. Their canal dues are based on these tonnages.

To confuse the issue still further

we have the **measurement** ton which is 40 cubic feet. In the tanker trades, cargoes generally pay freight on a weight basis. In the dry cargo trade things are a bit different. Cargoes that occupy more than 40 cubic feet of space per long ton of weight are charged on the basis of space occupied rather than weight (ex: ping pong balls). Cargoes that occupy less than 40 cubic feet per long ton of weight generally pay on a weight basis (ex: lead ingots).

The only tonnage designation that makes sense when discussing tanker sizes is the deadweight ton, which indicates how much the ship can carry. Gross and net are good indications for dry cargo ships because these ships are usually limited by volume considerations.

Long, short, metric and measurement tons are used to measure the cargo a ship can carry. Light displacement is also the basis for determining the total price of a ship sold for scrap, the price usually being \$ per light displacement ton.

– Reprinted from Stolten S, Stolt-Nielson

IVARAN around the world

Five countries unite efforts for strategic waterway

The "Paraguay - Parana Hydroway", a project presently being developed through the cooperation of five countries: Argentina, Bolivia, Brazil, Paraguay and Uruguay, is forecasted to be one of South America's most leading cargo potential centers.

Designed to promote the development of natural resources for the whole region, Hydroway - a natural fluvial system integrated by the Tamengo Channel and the Paran, Paraguay, Uruguay and Plate Rivers -

will enable efficient transportation of important productions such as: soy bean, wood, leather, rice, wheat, cacao, corn, raw cotton, cattle, coffee, iron mineral and manganese.

The area for the "Cuenca del Plata" (Basin of the River Plate) is about 3.200.000 Km² which is integrated as follows:

Argentina 1.000.000 Km², Bolivia 212.500 Km². Brazil 1.415.000 Km², Paraguay 416.000 Km² and Uruguay 148.300 Km². The population is

around 30 million people and the overall cargo potential is 40 million tons, some 10 million tons more than today's figure.

According to Argentinian sources, intelligent development of the "Paraguay - Parana Hydroway" could transform the whole area, creating large economical benefits for the five participating countries and be an important starting point in Latin-American integration.

Ivaran's first international Expo-Hydroway

To promote the future Hydroway concept, supporters arranged the first international "Expo-Hydroway" exhibition, March 21 - 31, 1991 in Montevideo, Uruguay.

Considering both the importance of the Hydroway and the active presence and participation that Ivaran has on "river cargoes" to and from Paraguay, Ivaran was adequately represented at the exhibition by Agencia Maritima Ernesto Rohr S.A.

"The Expo-Hydroway took place and Rohr and Ivaran were an active part of it, having a small but very nice stand", reported Alejandro Rohr.

The Rohr/Ivaran stand promoted all services, including passenger service to participants and visitors which came from the five main countries involved in the Hydroway project.



IVARAN/Rohr stand at Expo-Hydroway.

IVARAN around the world

Ivaran ships office to Jersey

Only a stone's throw away from New York City, *Newport Financial Center* is the new home of Ivaran Agencies!

The transfer of offices to Newport Financial Center is part of Ivaran's strategy to maintain a high corporate standard, which includes quality customer service and business efficiency. Ivaran's new custom built offices and additional space will better accommodate Ivaran personnel and supplementary communication equipment.

Located in Jersey City, New Jersey – just 15 minutes from Newark International Airport, Ivaran Agencies is easily accessible to both downtown and midtown Manhattan by a direct PATH service.



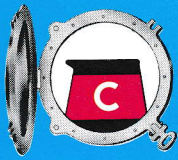
View over New York City's downtown Manhattan from Ivaran Agencies Inc's new offices in Jersey City.

New address:
Ivaran Agencies, Inc. Newport
Financial Center, 111 Pavonia Avenue
Jersey City, New Jersey 07310-1755

Phone: 201-798-5656
Easy Link: 62866836
Telex: 430238 (AT&T)
Fax: 201-798-2233

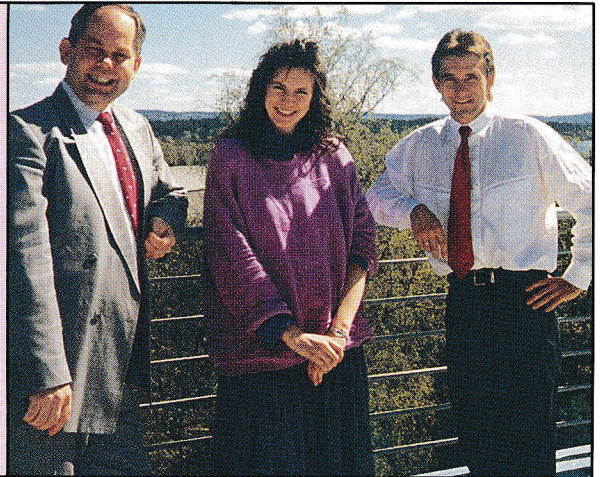
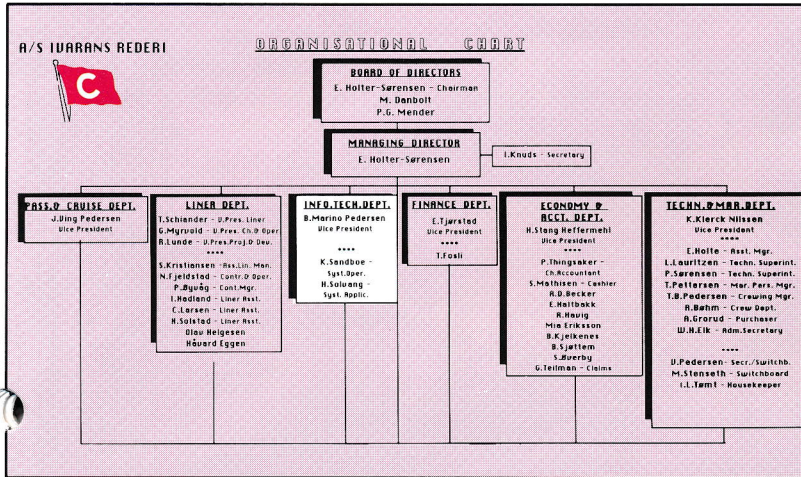
Parkbygget – The location of Ivaran's office in Oslo, Norway!





inside IVARAN

ON LINE is continuing a series of short introductions on various departments and branches of the IVARAN organization. Hopefully, this will enable readers to know us better. We continue in this issue by presenting the Information Technology Department at IVARANS REDERI headquarters in Oslo.



The IT-department is responsible for the total Information Technology Services in the company.

These services include: keeping up-to-date on new technology both on hardware and software, voice, facsimile, telex, data processing in the Oslo office; data communication and electronic mail between the Oslo and the New Jersey office; teaching users how to best utilize the DP equipment in helping them in their daily jobs; data processing on the M/V "Americana"; data communication and electronic mail between the Oslo office and some of the company's ships (such as the

"Americana" and the new ships being built); purchase of new hardware and software for the Oslo office and the ships.

The department currently employs 3 people.

Helle Solvang is responsible for the applications, systems development and programming in Oslo. This covers such areas as the economy system, budgeting system and liner application. She is also responsible for the passenger booking system in New York.

Ketil Sandboe is responsible for keeping the Oslo system up and run-

ning. Ensuring that the system is available for users at all times, he also makes sure that system security is at its highest level to keep hackers off the premises. In addition, he helps system users with daily problems or handling of data equipment.

Marino Pedersen is head of the department and has over-all responsibility for the IT service throughout the company.

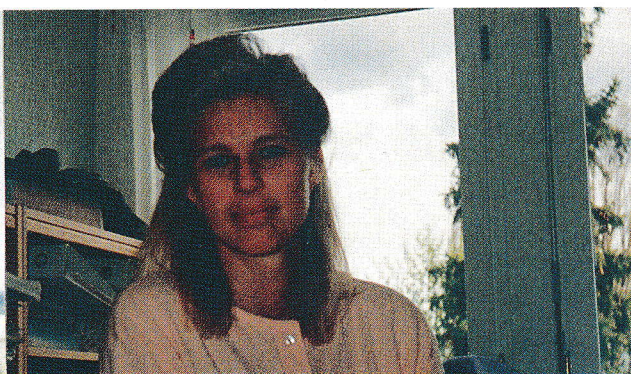
– IT department Marino Pedersen, Helle Solvang, Ketil Sandboe.

– IT department Marino Pedersen, Helle Solvang, Ketil Sandboe.

We would like to introduce our new employees and changes, at the head office in Lysaker, Norway:



Olav Helgesen, liner department (former Acc. dept.)



Mia Eriksson, accounting department.



Vibeke Pedersen, switch board operator.



passenger platform

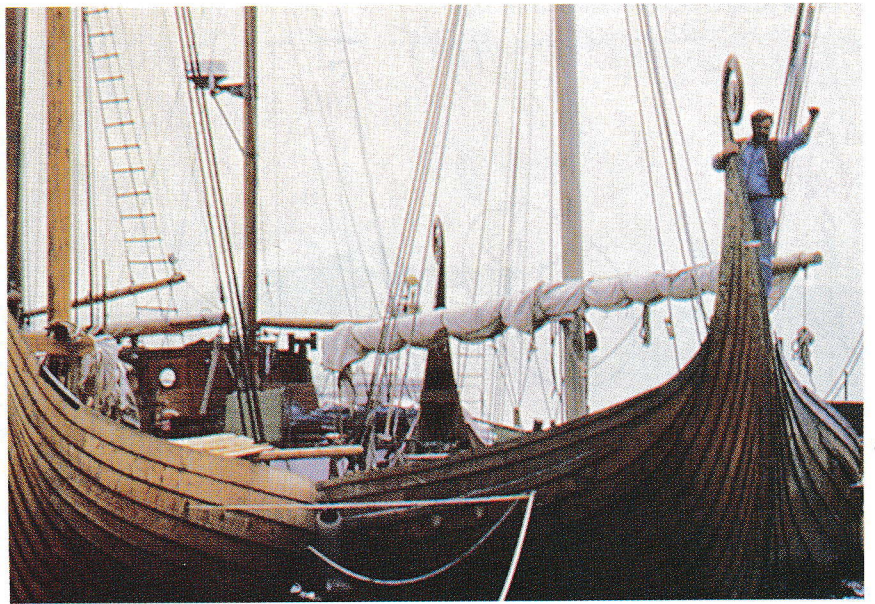
Vinland Revisted

It has been 1000 years since Leif Eiriksson boarded a rugged ship, now referred to as a Viking ship, to make his transatlantic crossing from the North Atlantic ocean to Vinland (America).

Maintaining the spirit of discovery and to commemorate Leif Eiriksson's historical voyage, modern day viking Ragnar Thorseth set sail from the coastal town of Bergen, Norway to America, May 17th, 1991.

During the first leg of the voyage "Vinland Revisted", three replicas of well known Norwegian ships from the Viking era will be used: the Saga Siglar; a knarr from about the year 1000, Gokstad; a long ship from about 850, and Oseberg; a royal yacht from about 800.

Sailing a replica of the 24 meters long, Gokstad ship, "Gaia", Mr. Thorseth's transatlantic crossing to America will touch ports in Orkney, Shetland, Faroe Islands, Iceland, Greenland, Labrador, Newfoundland (L'Anse-aux-Meadows), Boston, Newport and New York. The final destination will be in Washington, D.C., October 9th, "Leif Erikson Day".

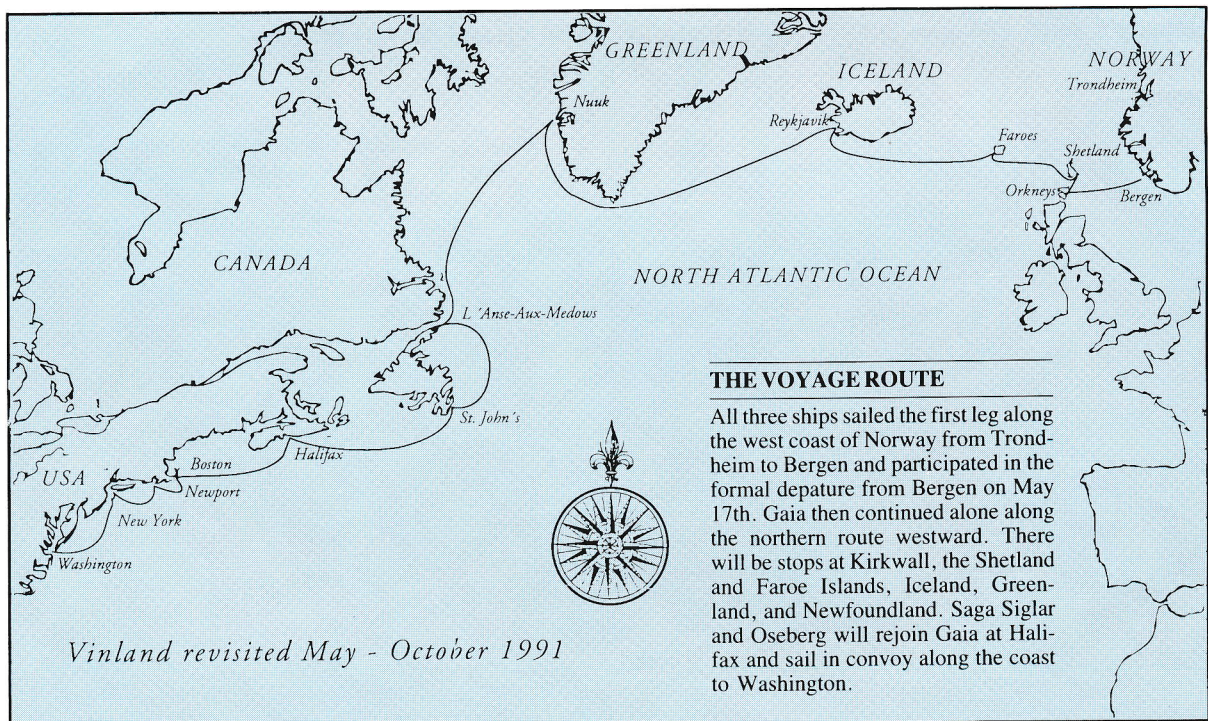


TRUE REPLICAS

Mr. Thorseth, who himself is well-known around the world as a master seaman and writer, has been closely involved in the re-creation of the three vessels from the beginning. For the past fifteen years he has devoted a great deal of time to the study and

development of the three ships he will lead down the Norwegian and North American coasts.

He has worked closely with experts from the Danish Viking Ship Museum in Roskilde, and the Norwegian Viking Ship Hall in Oslo researching and testing the Viking shipbuilding and navigational techniques.



along the line...

Customer Profile

Contributing to the advancement of Ivaran Lines is a wide range of distinctive customers. In this issue, On Line highlights Brazilian brake assembly manufacturer, Freios Varga S.A. (Varga).

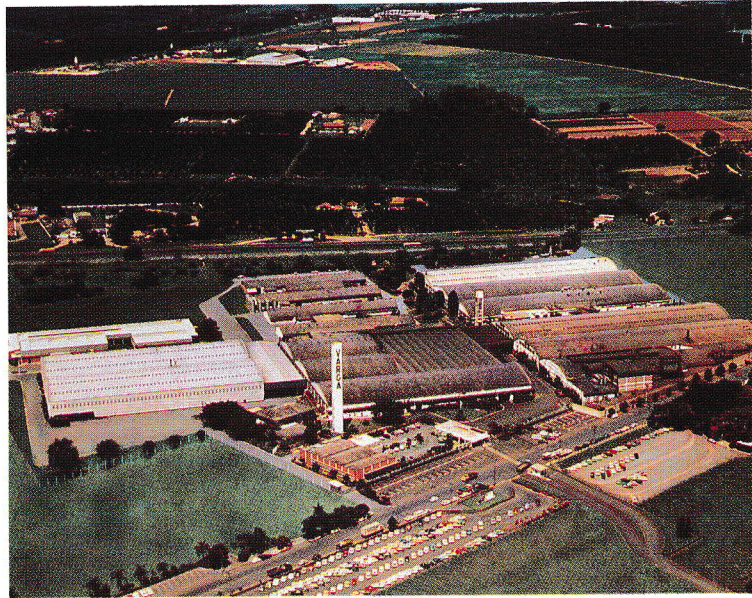
One of the largest manufacturers worldwide of brakes for passenger cars, trucks, buses and off-road vehicles, Varga is located in Limeira just 100 kilometers inland from Sao Paulo.

Founded in 1945 as the formation of the Brazilian automobile industry began, Varga began to produce components for the after market. Ten years later, Varga joined forces with Lucas Automotive, a world leader in manufacturing electric components for the aerospace and automotive industries.

Varga became a publicly quoted company in 1984. Varga's policy of long term thinking and company transparency has contributed to a healthy company stock price in spite of escalating inflation.

Company turnover for 1990 grossed USD 216 million, allowing to a net profit of USD 8.9 million. The company's market capitalization is around three times its net asset value, reported one Brazilian newspaper.

President of the company, Celso Varga said increased exports and sales come were further factors contribu-



ting to the firm's excellent balance sheet.

Today, Varga exports regularly to over 40 countries and is a major supplier to Chrysler and Ford in the US. Over 1 million brake drums were shipped to the US in 1990. A recent USD 50 million investment towards a fully automated brake disc industrial facility is expected to increase company sales by 25% and export by 60%. Recently opening offices in Detroit and Virginia, Varga says it intends to remain an international concern.

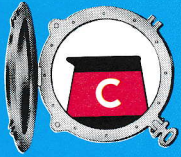
On the domestic market, companies such as Agrale, Caterpillar, Fiat, Ford, GM Maxion, Mercedes Benz, Scania, Toyota, VW, Volvo are but a few of Varga's regular clients.

Varga's top quality products and first class customer service has enabled them to retain a leadership position in the brake industry.

Varga has a large industrial complex occupying over 162 thousand square meters and employs a workforce of 3500.



«San Pedro» – not previously exposed to ON LINE readers – here on her way into River Plate – Rio de la Plata.



INTERVIEW

TEAMWORK IN NEW YORK

«New York is a scary city at first, but I am sure I will grow to like it,» said Norwegian born, Bjorn Tonsberg, during a recent interview with On Line.

Assuming the position of Executive Vice President for Ivaran Agencies, Jersey City, New Jersey, July 1, 1991, enthusiastic Mr. Tonsberg says he 'looks forward' to the new venture and is 'very keen to get started.'

Some may doubt how a young Norwegian – who enjoys the outdoor life of sailing up and down wind blown fjords, cross country skiing, and stable Norwegian food, will handle the hustle and bustle of cosmopolitan New York.

New York doesn't worry me, said Mr. Tonsberg, while admitting international postings with Wilh. Wilhelmsen in Tehran, Hong Kong and Kuwait, broadened his cultural understanding and involvement with people.

Exposure to different nationalities has broadened some perspectives, explained Mr. Tonsberg. «I am more outgoing. I have a lot of American friends and I think I understand the American attitude quite well.»

TEAM STRATEGY

Looking forward to follow the National Hockey and Football League more closely, Mr. Tonsberg says a good office depends upon good team work and communication skills which relate to people on all levels, not just their jobs.

«A good office must be organized, well streamlined, enthusiastic and prepared to work as a team.»

According to Mr. Tonsberg, job enthusiasm is closely connected to a good working relationship among colleagues and an excitement about what the job entails.



← *A good office depends upon good teamwork! – Bjorn Tonsberg.*

«If someone doesn't enjoy the office, they go home depressed and come back frustrated. It is important to like one's colleagues.»

While the Ivaran Lines' image has gained respect in the US, particularly through publicity associated with passenger/liner vessel M/S «Americana,» the Ivaran Lines network of agents are the true source of that image and have the responsibility to sustain that image, says Mr. Tonsberg.

M/S Americana has been an image builder for Ivaran Lines, but it is up to each agent to increase that image. Mr. Tonsberg describes a good agent as one who understands and is excited about the market sector they are involved in.

MARKET KNOWLEDGE

«Today's highly competitive liner trade demands that agents know their markets. The pressure upon agents to know their markets will increase as agents start doing predictions, followed up by performance.»

Mr. Tonsberg takes his leadership position seriously, but wishes to avoid the common mistake of authoritative control. If people are going to do a good job, they must respect and like you, he says.

«It's a combination of several factors. A good leader will be able to get the most out of his people.»

«I will grow to like New York» is a positive statement by Bjorn Tonsberg and undoubtedly, some circles of New York will grow to like him.

But there is one fear about the great «I love New York city» and that concerns the two Tonsberg girls, who will arrive with their mother in July. Aged 6 and 7, both girls attend a British school in Oslo and are bilingual, speaking both Norwegian and English.

«They have just begun to speak with a perfect English accent,» says Mrs. Tonsberg, «I hope they won't lose it.»

Welcome to New York!

agents corner

It is quite clear, that **IVARAN LINES** wouldn't be the success that it is, if it wasn't for the tremendous job that our agents are doing for the line, customers and ships.

We are certain that our readers are interested in getting to know more about the individual agencies that form a vital link in the **IVARAN** agency network. With the aim of pre-

senting one Ivaran agency in each issue of **ON LINE**, we continue by presenting: Grieg Agency.



Founded in 1930 under the name Alex S. Grieg & Cia. Ltd, **GRIEG AGENCY** (Agencia de Vapores Grieg S.A.) can trace its roots back to 1917 when Fredr. Engelhart & Co. was formed in Rio de Janeiro to handle Norwegian vessels.

Today, the Engelhart name continues contributing to the success of 'Grieg' through third generation and company partner, Fredrik P. Engelhart.

Just prior to the strong movement of government cargo protection to national carriers, Alexander E. Grieg, in 1961, assumed administrative control of the company.

Government decisions prescribing most imports and exports to national carriers caused a dwindling of company revenues during the 1960's and early 1970's. Forced to rationalize, Grieg at one stage employed a mere 15 people in their Santos office.

To survive those difficult years was not easy for liner agents, but the effective leadership of Mr. Grieg, enabled the company to continue.

In spite of difficult times, Ivaran Lines, which today is Grieg's main business account, regular service as an independent carrier was confidently supported by three main agents: Lester N. Stockard in USA, James A. Robinson in Argentina and Alex S. Grieg in Brazil.

Determination and dedication from Mr. Erik Holter-Sørensen, President of Ivaran Lines since 1964, was a key element for the survival of the Brazilian agent, Grieg.

Grieg reports, «*During the difficult sixties and early seventies when coffee was banned, Ivaran Lines catered for cocoa beans. When both commodities were banned, Ivaran started servicing smaller outports which the national carriers did not show much interest in as they had the noble coffee and cocoa cargo in their hands.*

Mr. Holter-Sørensen and Alex-Grieg flew to north and south Brazil on slow propeller planes to develop outports. Ivaran served Vitoria and did extremely well, but when Vitoria suddenly stopped exporting, Natal and Cabedelo opened up, loading skins, hides, ores and sisal fiber. When those ports did not have cargo, Fortaleza covered the gap loading cashew nuts, vegetable oils, skins and carnauba wax. When some northern ports failed, Ivaran continued surviving by calling at Rio Grande, Itajai and Paranagua; which in those days loaded many Santa Catarina State manufactured goods while Brazil emerged as an exporter of industrial goods and not basic agricultural products, only!

Today green coffee represents 5% of the overall Brazilian exports while cocoa beans represent 0.10% (substituted by exports of semi-processed commodities such as cocoa cake, paste, liqueur and butter)».

Because of tremendous efforts and many times loss-giving calls, **IVARAN** kept afloat while competitors gave up serving South America, altogether. Names such as Norton Line, Brodin, Torm, Southern Cross, IFC, Hopal, Columbus (recently returned) probably do not mean much to most readers today but they cannot be forgotten by Grieg and Ivaran during the run for coffee and cocoa days.

In the Principal's meetings of the Inter-American Freight Conference, Erik Holter-Sørensen stubbornly fought off attacks from the national carriers by repeatedly voting no to any proposal which he felt could be detrimental to Ivaran Lines. Finally his 'no' was heard and Ivaran Lines was given a satisfactory share of cargo in all pooling agreements.

Now, Ivaran could arrange for the contracting of new ships, substituting the fleet's small conventional tonnage. In 1978 «**SALVADOR**» and «**SANTA FE**» entered the trade and Ivaran's service changed overnight to modern vessels and a well managed efficient regular liner business, fully accepted by the trade and respected by the competitors.

Ivaran and Grieg have been linked from the start and as agents, Grieg is proud to have contributed to Ivaran's success. Meanwhile, Grieg has grown to be one of the leading agencies in Brazil, employing over 260 persons, in six offices. Today, Grieg represents Principals which serve U.S.A., Canada, Continental Europe, Mediterranean, Persian Gulf, India, Pakistan, South Africa, Madagascar, Seychelles, Reunion, Australia, New Zealand and the Islands of: Fiji, New Caledonia, and Vanuatu.

GRIEG
GRIEG
GRIEG
GRIEG
GRIEG

SHIPPING IS OUR BUSINESS.

Containerization influences computerization at ports

The rapid development of containerization in sea transport over the past two decades has had a significant influence on the application of computerized information systems in ports. Large investment in the development of specialized container terminals has increased the speed of the flow of cargo to the extent that large container vessels carrying a couple of thousand containers on board can be discharged/loaded within 24 hours.

This fast flow of cargo requires, in parallel, a fast flow of information, including quick preparation of the appropriate documents. This cannot be achieved in the conventional, manual way and that is why container control systems are given high priority among operational computer applications in ports.

With a throughput of approximately 120,000 containers per year for 24 hour-a-day and seven day-a-week working, but assuming delivery and reception for only five days a week and eight hours per day,

the terminal will receive and deliver on average almost one container every minute. It also means that if transport is done by road, and assuming all FCL boxes, a truck enters or leaves the terminal every 30 seconds (empty in, full out or full in, empty out).

The short time spent by vessels in the terminal requires that special emphasis be placed on receiving details of containers carried on board in advance, prior to the vessel's arrival, to minimize the stay in port. Hence, the development of containerization is accompanied by the application of computerized teletransmission of manifests and stowage plan details from the port of loading to the port of discharge. Transmitted data are used to plan discharging operations, as well as to print required import documentation. For a container terminal to be managed successfully and accurately, current information on all container operations is essential.

A properly designed computerized con-

tainer control system increases the operating efficiency of the terminal. The main benefits provided by such system are the following:

- Faster discharging and loading of containers;
- Increased productivity through faster turnround of containers;
- Better monitoring of the storage of containers;
- High level of accuracy of information;
- High level of consistency of the information used by various departments of the terminal;
- Relief of the pressure on documentation and clerical duties;
- Better service for customers through more accurate and quickly obtained information about desired containers;
- Speeding up of invoices and thus income, if defined routines exist to translate operational events recorded in the computer into charges to the customer.

Argentina's President Menem continues free market policy

After 22 months of President Menem's administration, the main free market policy remains unchanged, even though four Economy Ministers, each using different methods of economic administration, have been in charge.

The contrast between the past and the present economic situation is tremendous. The Menem administration has accomplished things that were unthinkable only three years ago, said one top Argentinian executive.

Through privatization of companies like ENTEL (telephones), Aerolineas Argentinas, railroads, television and radio network, several Petrochemical complexes and large portion of the national highways, the foreign debt has been reduced by approximately 15 per cent, and state and government employees by 80 000 people. The privatisation is to continue... the state water works, hydroelectric and thermo electric energy plants and several other companies are waiting for their turn.

A stable exchange rate for the local currency and an inflation rate of approximately 2.8 per cent in May, and a projected 1.0 per cent growth of the gross national product, Argentina hopes to exceed last year high export surplus of US\$ 8.220 Million.

Nevertheless, there is still a great deal of things to change and to improve, and the future although promising can easily fall back if the government does not act properly.

Brazilian President Collor visits Norway

On June 7th, Norway was honoured by the visit of Brazil's President Fernando Collor, who in between important meetings took time to see Norges Rederiforbund (The Norwegian Shipowners Association) where a selective group of Norwegian shipowners with special interest in the Brazilian market were present.

The President was very outspoken, well informed and unequivocal in his speech when he talked about the inefficiency of the Brazilian shipowner and port sector. He mentioned that some of these sectors were opposing his political efforts. He invited the Norwegian shipping and offshore sector to help influence Brazil's economical liberalization by commercial and political involvement.

President Collor underlined that Brazil is dependent upon an effective transport and infrastructure system to continue economical development. He criticized the ports for inefficiency and a restraining price and tax policy.

Regarding foreign competition, the President said that the deregulation of Brazil's shipping industry would continue in order to give Brazilian industry access to an efficient transport market.

In his concluding remarks, President Collor stated that the period of protectionism is over and that Brazil would reach its goals through liberalization.

along the line...

The U.S. Navy loses after mix-up with whale

On April 16, 1991, M/S Americana aided the U.S. Coast Guard in a rescue operation following the collision between a U.S. Navy hydrofoil and a whale, some 300 miles southeast of Key West, Florida.

The freak collision injured five sailors aboard the 132 ft. hydrofoil, USS Aquila.

After sailing through the Old Bahama Channel and shortly after passing the M/S Americana, the Navy hydrofoil, traveling at an estimated speed of 45 miles per hour, struck a whale.

Reportedly, senior chief petty officer Mark Gehres said the hydrofoil stopped like a bus hitting a wall. The violent collision severely damaged the boat, which began to take on water immediately. The injured sailors were transferred directly to M/S Americana.

When an Ivaran vessel is in the neighbourhood, there is nothing to fear. On board the «Americana» the sailors received the best of attention from the ship's doctor and nurse, before other emergency services were provided for by the USCG. Two injured sailors were transported by helicopter to a hospital ashore, while the remaining sailors were transferred to other Navy vessels.

And the whale, it is assumed the whale was not a survivor, poor thing.....



Top:
MOB boat ready for action.

Bottom:
Nurse Gerd Stokke and Doctor S. Anderson tired, but satisfied after the successful rescue operation.



SAILING SCHEDULE FOR ADVENTURE

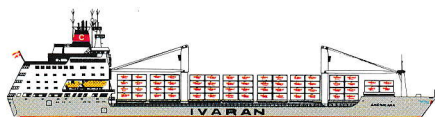
M/S «AMERICANA»			M/S SANTA FE & SALVADOR	
Voyage 27 – Leaving	New York	o/a July 11, 1991	*SALVADOR	87 July 14, 1991
	Miami	o/a July 16, 1991	*SANTA FE	86 July 22, 1991
Voyage 28 – Leaving	New York	o/a August 28, 1991	SALVADOR	88 Sept. 7, 1991
	Miami	o/a August 31, 1991	SANTA FE	87 Sept. 15, 1991
Voyage 29 – Leaving	New York	o/a Oct. 11, 1991	SALVADOR	89 Nov. 1, 1991
	Miami	o/a Oct. 16, 1991		
Voyage 30 – Leaving	New York	o/a Nov. 26, 1991		
	Miami	o/a Dec. 1, 1991		
Voyage 31 – Leaving	New York	o/a Jan. 10, 1992		
	Miami	o/a Jan. 15, 1992		
Voyage 32 – Leaving	New York	o/a Feb. 25, 1992		
	Miami	o/a March 2, 1992		
Voyage 33 – Leaving	New York	o/a April 11, 1992		
	Miami	o/a April 16, 1992		
Voyage 34 – Leaving	New York	o/a May 27, 1992		
	Miami	o/a June 1, 1992		

Ivaran Agencies Inc.
Newport Financial Center
111 Pavonie Avenue
Jersey City, N.J. 07310
U.S.A.
Telex: 430238
Telephone: (1) 201-798-5656
Telecopier: (1) 201-798-2233

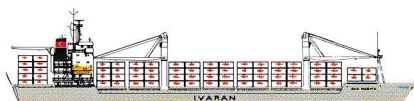
– M/S SALVADOR.

equipped for any task

The Ivaran Fleet



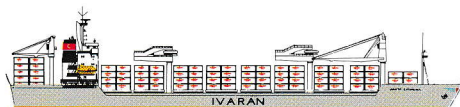
"AMERICANA" — Container-/passengervessel, built 1988. 19.818 dwt/1.120 TEUs (cellular) + 3 coiled/coated deep tanks for liquid cargo of 11.785 cbft each. Speed: about 19 knots. Accommodation for 80 passengers.



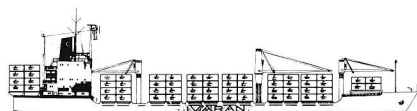
"SAN MARTIN" — Containervessel, built 1985. 19.898 dwt/1.272 TEUs (cellular). Speed: about 19 knots.



"SANTOS" — Containervessel, built 1985. 17.212 dwt/1.132 TEUs (cellular). Speed: about 17,5 knots.



"SANTA CATARINA" — Containervessel, built 1985. 28.941 dwt/1.732 TEUs. (cellular). Speed: about 19 knots.



"SAVANNAH" — semi-containervessel, built 1984. 13.800 dwt/958 TENS + 2 coiled/coated deep tanks for liquid cargo, of 11.300 cbft each. Speed: abt 17 knots.



"SAN NICOLAS" — Semi-containervessel, built 1981. 14.450 dwt/958 TEUs. Speed: about 18 knots.



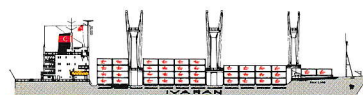
"SAN DIEGO" — Semi-containervessel, built 1980. 14.450 dwt/958 TEUs. Speed: about 18 knots.



"SAN PEDRO" — Semi-containervessel, built 1980. 14.450 dwt/958 Teus. Speed: about 18 knots.



"SAN JUAN" — Semi-containervessel, built 1978. 14.450 dwt/958 TEUs. Speed: about 18 knots.



"SAN LUIS" — Semi-containervessel, built 1978. 12.430 dwt/672 TEUs. Speed: about 18 knots.

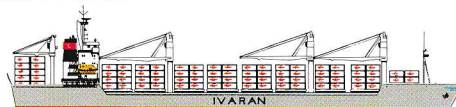


"SANTA FE" — Semi-containervessel, built 1978. 14.770 dwt/447 TEUs + 2 coiled/coated deep tanks for liquid cargo, of 11.410 cbft each. Speed: about 16,5 knots. Accommodation for 12 passengers.

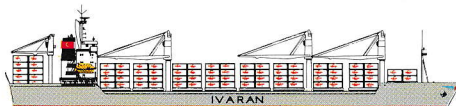


"SALVADOR" — Semi-containervessel, built 1978. 14.770 dwt/447 TEUs + 2 coiled/coated deep tanks for liquid cargo, of 11.410 cbft each. Speed: about 16,5 knots. Accommodation for 12 passengers.

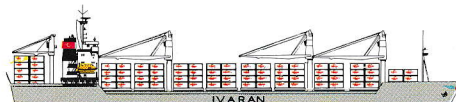
NEWBUILDINGS ON ORDER



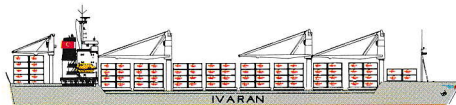
"TNSW 497" — Cellular Containervessel, delivery 10/1991. Abt. 30.000 dwt/1.732 TEUs. Speed: abt. 19 knots.



"FW 653" — Cellular Containervessel, delivery 11/1991. Abt. 30.000 dwt/1.732 TEUs. Speed: about 19 knots.



"TNSW 498" — Cellular Containervessel, delivery 3/1992. Abt. 30.000 dwt/1.732 TEUs. Speed: about 19 knots.



"FW 654" — Cellular Containervessel, delivery 6/1992. abt. 30.000 dwt/1.732 TEUs. Speed: about 19 knots.

FREQUENCY OF SERVICE – SHORT TRANSIT TIMES.



GULF SERVICE

Our "Gulf Service" offers fortnightly sailings on the following itinerary:

- New Orleans
- Houston (transfer of cargo to/from US West Coast)
- Tampico
- Rio de Janeiro
- Santos
- Buenos Aires (transfer of cargo to/from Chile, Paraguay and Bolivia)
- Montevideo (transfer of cargo to/from Paraguay)
- Rio Grande do Sul
- Itajai
- Paranaguá
- Santos
- Salvador
- Recife
- Fortaleza
- Bridgetown (transfer of cargo to other Caribbean destinations)
- San Juan (transfer of cargo to other Caribbean destinations)
- Santo Domingo
- New Orleans
- Houston, etc.

EAST COAST SERVICE

Our service to/from US East Coast has sailings approximately every 11 days from the following ports:

- Norfolk
- Baltimore
- Philadelphia
- New York (transfer of cargo to/from Boston and Eastern Canada)
- Charleston
- Savannah (transfer of cargo to/from the Far East)
- Jacksonville
- Miami (transfer of cargo to/from Europe and the Caribbean)
- Rio de Janeiro
- Santos
- Buenos Aires (transfer of cargo to/from Chile, Paraguay and Bolivia)
- Montevideo (transfer of cargo to/from Paraguay)
- Rio Grande do Sul
- Itajai
- Paranaguá
- Santos
- Salvador
- Fortaleza
- Norfolk
- Baltimore, etc.

Ivaran Lines : Our agents – your guarantee

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

General Agents: Ivaran Agencies Inc., New York, N.Y.
Atlanta, Ga.: Palmetto Shipping and Stevedoring Co. Inc.;
Baltimore, Md.: Stockard Shipping; *Boston, Mass.:* Patter-
son, Wylde & Co. Inc.; *Bridgetown:* Sea Freight Agencies
(Barbados) Ltd.; *Charleston, S.C.:* Palmetto Shipping and
Stevedoring Co., Inc.; *Charlotte, N.C.:* Palmetto Ship-
ping and Stevedoring Co., Inc.; *Chicago, Ill.:* World Ship-
ping Inc.; *Chile Service only:* Tricom Shipping Agencies,
Inc.; *Cincinnati, Ohio:* World Shipping Inc.; *Cleveland,
Ohio:* World Shipping Inc.; *Curacao:* Dammers & Van der
Heide Shipping & Trading (Antilles) Inc.; *Dearborn,
Mich.:* World Shipping Inc.; *Houston, Texas:* Riise Ship-
ping Inc.; *Jacksonville and Brunswick, Fla.:* Palmetto
Shipping and Stevedoring Co., Inc.; *Kingston:* Jamaica
Freight & Shipping Co. Ltd.; *Long Beach, Ca.:* Tricom
Shipping Agencies Inc.; *Mexico City:* Transpac Represen-
taciones Sa de CV.; *Miami, Fla.:* Farovi shipping Corpora-
tion; *Chile Service only:* Navitran Corporation; *Mobile,
Ala.:* Riise Shipping Inc.; *Montreal:* Seabridge Internatio-
nal Shipping Inc.; *New Orleans, La.:* Riise Shipping Inc.;
Norfolk, Va.: Capes Shipping Inc.; *Philadelphia, Pa.:*
Stockard Shipping; *Pittsburgh, Pa.:* World Shipping Inc.;
Port-au-Prince: Joseph Nadal & Company; *San Juan,
P.R.:* Antilles Shipping Corp.; *San Francisco, Ca.:* Tri-
com Shipping Agencies Inc.; *Santo Domingo:* Maritima
Dominicana SA; *Savannah, Ga.:* Palmetto Shipping and
Stevedoring; *Seattle, Wa.:* Tricom Shipping Agencies Inc.
Co., Inc.; *St. Louis, Mo.:* World Shipping Inc.; *Syracuse,
N.Y.:* World Shipping Inc.; *Tampa, Fla.:* Eller Company,
Inc.; *Tampico:* Transpac Representaciones Transpacificas
SA de CV; *Toronto:* Seabridge International Shipping Inc.;
Veracruz: Transpac Representaciones Transpacificas SA
de CV; *Wilmington, N.C.:* Wilmington Shipping Com-
pany.

BRAZIL:

General Agents East Coast Service: Agencia de Vapores
Grieg SA, Santos.

Belem: Transnav Transportes e Representacoes Ltda.;
Cabedelo: Agencia Ultramar Exportacao Ltda.; *Fortaleza:*
Marnosa Navegacao Ltda.; *Ilheus:* Agencia Maritima
Brandao Filhos, Ltd.; *Itajai:* NAVDE-Agenciamentos,
Despachos, Embarques e Seguros Ltda.; *Itaquí:* Pedreiras
Transportes do Maranhao Ltda.; *Joinville:* Agencia de
Vapores Grieg S/A; *Natal:* Representacoes Ruy Paiva
Ltda.; *Paranagua:* Agencia de Vapores Grieg SA; *Porto
Alegre:* Cranston Woodhead S/A Maritima e Comercial;
Recife: Agencia Nacional de Navegacao Ltda; *Rio Grande:*
Cranston Woodhead Rio Grande do Sul Agenciamento
Maritimo Ltda.; *Rio de Janeiro:* Agencia de Vapores Grieg
S/A; *Salvador (Bahia):* Agencia Maritima Brandao Filhos
Ltda.; *Santos:* Agencia de Vapores Grieg SA; *Sao Fran-
cisco do Sul:* Agencia de Vapores Grieg S.A.; *Sao Paulo:*
Agencia de Vapores Grieg SA; *Vitoria:* Arens Langen
Agencia Maritima SA.

General Agents Gulf Service: Transatlantic Carriers
(Agenciamentos) Ltda., Santos

Belem: Transnav Transportes e Representacoes Ltda.;
Cabedelo: Agencia Ultramar Exportacao Ltda.; *Curitiba:*
Agencia Maritima Transcar Ltda.; *Fortaleza:* Marnosa
Navegacao Ltda.; *Ilheus:* Agencia Maritima Granel Ltda.;
Itajai: NAVDE – Agenciamentos, Despachos, Embarques
e Seguros Ltda.; *Itaquí:* Pedreiras Transportes de Maranh-
hao Ltda.; *Natal:* Representacao Ruy Paiva Ltda.; *Parana-
gua:* Cranston Woodhead Paraná – Agenciamento Mari-
timo Ltda.; *Porto Alegre:* Cranston Woodhead S/A Mari-
tima e Comercial; *Recife:* Agencia Nacional de Navegacao
Ltda.; *Rio Grande:* Cranston Woodhead Rio Grande do Sul
Agenciamento Maritimo Ltda.; *Rio de Janeiro:* Transatlan-
tica de Afretamentos e Agenciamentos Ltda.; *Salvador
(Bahia):* Agencia Maritima Granel Ltda.; *Santos:* Transat-
lantic Carriers (Agenciamentos) Ltda.; *Sao Francisco do
Sul:* NAVDE-Agenciamentos, Despachos, Embarques
Seguros Ltda.; *Sao Paulo:* Transatlantic Carriers (Agencia-
mentos) Ltda.; *Vitoria:* Arens Langen Agencia Maritima
Ltda.

ARGENTINA, URUGUAY, PARAGUAY, CHILE AND BOLIVIA:

General Agents: Agencia Maritima Robinson SACFeI,
Buenos Aires.

Asuncion: Remar S.R.L.; Multimodal S.R.L. (Far East
Service only); *Buenos Aires:* Agencia Maritima Robinson
SACFeI; *Ciudad del Este:* Trape Transportes Rodoviaros
Ltda. (Far East Service only); *Montevideo:* Agencia Mari-
tima Ernesto J. Rohr SA (*East Coast Service only*); Agen-
cia Maritima Schandy SA (*Gulf Service only*); *La Paz:*
Anbol Ltda.; *Santiago:* A.J. Broom & Cia. S.A.C.

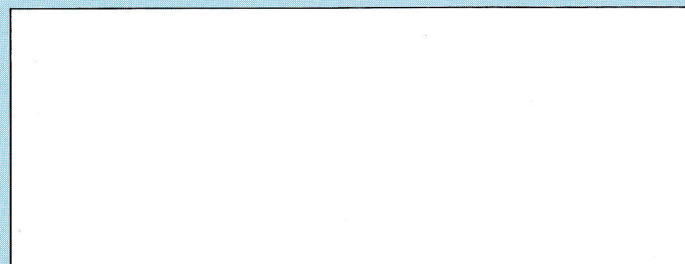
THE FAR EAST:

**General Agents: Ivaran Agencies, (Far East) Ltd., Hong
Kong:**

Hong Kong: Ben Line Agencies (Hong Kong) Ltd.; *Manilla,
Philippines:* Overseas Agency Services; *Osaka, Japan:*
Ben Line Agencies (Japan) Ltd.; *Seoul, Korea:* Dong Nam
Shipping Co. Ltd.; *Singapore:* Ben Line Agencies (Sin-
gapore) Ptd Ltd.; *Taipei, Taiwan:* United Shipping Cor-
poration; *Tokyo, Japan:* Ben Line Agencies (Japan) Ltd.

EUROPE

Hamburg, W-Germany: Detjen Schifffahrtsagentur
GmbH & Co.



– Your local agent –