

# on line

—with ivaran—

No. 4/94



Fish



Tobacco



Autoparts



Cutlery



Textiles



Furniture



Fruit



Tiles



Tires



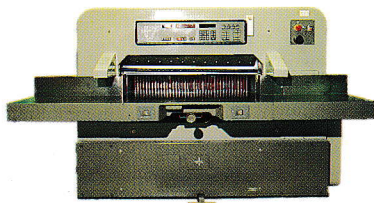
Coffee



Dinnerware



Electronics/  
Electrical appliances



Machinery



Doors



Towels



...and all other cargo that can be containerized

Your bridge across the seas...

**IVARAN**  
*Lines*



## FRONT COVER



..equipped for any task

**P**ictured on the front cover is just some of the many cargoes moved by the fleet of Ivaran Lines. Through a network of high quality liner services, Ivaran Lines is today linking the east coast of South America with all major trading areas of the world. No other liner operator in this market employs more vessels than Ivaran Lines. Ivaran Lines has further enhanced the transport concept by entering into connecting carrier agreements that link other carriers such as national and international shipping lines and trucking and railway companies with the various Ivaran services. Reliability is the key word to business philosophy and the strongest point in our service. Nothing is more important to us than maintaining our advertised arrival and departure dates.

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**Season's  
Greetings and  
a Happy New  
Year**

to all office and  
ship personnel,  
agents and clients  
of Ivaran Lines.



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# from the masthead

Dear Friends,

## Where do we go from here?

Another year is about to close. It has been an eventful year. World-wide economic upswing has increased the demands for raw materials, finished and semi-finished goods and, also, ocean-going transportation. Most shipping sectors have witnessed change and will continue to do so in 1995. The synergy effect caused by economic trends throughout 1994 may be strong and continue over a lengthy period. Let us hope that this growth will give a better standard of living to those that need it most. It (economic growth) will most certainly give Ivaran new customers and help expand the markets central to our main business activities.

It will be interesting to monitor the future outcome of important trade blocks - the European single market, NAFTA (USA, Canada, Mexico) and MERCOSUR (Argentina, Brazil, Uruguay, Paraguay) - and General Agreements on Tariffs and Trade (GATT). In time we will see what effect the evolution of trade - trade between countries to trade between trade blocks - will have on international commerce and transport. The Ministers of Foreign Affairs in the European Union are studying the possibility of trade between the new European Union and MERCOSUR. Compared to NAFTA with its 360 million consumers and a combined gross national product of 6,780 billion, this co-operation (EU and MERCOSUR) could result in a potential market of 560 million consumers and a combined gross national product of USD 7,380 billion.

During the United Nations Conference of World Trade it was estimated that the world income - due to a more healthy economy - is to increase an additional USD 500 billion over the next 10 years. If so, what trade effect will this have on key trade blocks and world transportation?

If the theories about the rapid increase soon to hit transport sectors hold true, there will be a big demand for ships. All trades will be facing the need for bigger units and more professional management. Ivaran's first ship *Modesta* was built in 1882 and had a dead weight of capacity of 650 tons (15-20 TEUs), hardly sufficient to survive in any trade today. In 1978 Ivarans Rederi took delivery of 2 vessels, each with 470 TEUs capacity. Today our biggest vessels are capable of transporting approximately 1500 TEUs, which, for the time being, seems to be sufficient in our present trades. However, where do we go from here?

In the Far East/Europe and Trans Pacific trades, vessels of close to 5000 TEUs are being employed. There are plans for vessels capable of transporting 10.000 TEUs to be deployed in the main trades after the turn of the century.

To keep up with our customer's need for quality transportation, Ivaran has committed itself to an extensive fleet renewal program. In May 1994, we took delivery of the 1512 TEU *San Antonio* and two sister vessels were delivered in November



*The year of 1994 proved to be another milestone in customer efficiency and service*

and December. In July, Ivarans Rederi signed a new agreement with Thyssen Nordseewerke for the delivery of a further three vessels during 1996.

The year of 1994 proved to be another milestone in customer efficiency and service. Realizing the need for better frequency and overall efficiency in some of our trades, we sought out and found good partners for slot charter agreements. With modern tonnage, efficient operation and most important, dedicated staff, we are well prepared to meet the future transportation needs of our customers. The philosophy of Ivaran is to give our clients the space they need - when they need it, and to get the cargo as fast as possible to our clients' business partner.

In 1995, Ivaran has been 70 years in South America. We are confident that our customers have faith in us to give Ivaran another 70 years. One thing is for sure, many of this year's Christmas gifts are brought to you by us. This we have done with pleasure and enthusiasm.

Yours faithfully,

Eirik Holter-Sørensen



# Ivaran's world

## SOUTH AMERICAN UPDATE

*Recent foreign investment figures are a clear sign of a returning confidence to South America. International companies are showing renewed interest in a number of key countries such as the MERCOSUR group - Uruguay, Paraguay, Brazil and Argentina - and Venezuela. Most important to international investors are these country's strategic location and access to markets, rules covering foreign investment, attractive tax structure, a young and motivated work force, an enviable natural resource base, and a strong commitment to free-market policies. On Line gives a brief summary on some of the most recent developments.*

### MERCOSUR

The continued success of MERCOSUR, the Common Market of the South, will make the countries of Argentina, Brazil, Paraguay and Uruguay one of South and North America's most vibrant markets. The mainland surface of these four countries adds up to 12.015 million square kilometres and total population surpasses some 190 million people.

The aims of MERCOSUR include the free circulation of goods and services, productive measures - the elimination of customs duties and non-tariff barriers - and a common external tariff and trade policy. MERCOSUR is governed by a Common Market Council, comprising of the economy and foreign affairs ministers of all four countries which meet twice a year. Executive matters and proposals are handled by the Common Market Group, comprised of four representatives from each country. Argentina's four members are representatives from the foreign affairs ministry, economy ministry, central bank and trade secretary.

Ten technical sub-groups were established to co-ordinate key matters surrounding the MERCOSUR agreement. Feasibility studies and investigative work provided by these groups established a solid forum for debate on the major trade issues. Sub-groups covered trade, customs, technical standards, trade rela-

ted fiscal and monetary matters, land transport, sea transport, industry and technology, agriculture, energy and macroeconomics policy co-ordination. A further group, dealing in labour relations, employment and social security, was added later.

Trade between the MERCOSUR countries has grown fast, but there has been growing pains and opposition. For instance, Uruguay risked losing the advantages of its trade agreements with both Argentina and Brazil when a ten year deadline for the free trade agreement between Argentina and Brazil was shortened to five years. This came in addition to Uruguay's battle against macroeconomics instability, increasing fiscal deficit, inflation problems and slow economic activity.

Strong economic performance of some MERCOSUR countries could create two-tier ranking. Paraguay (pop. 4.2 million) relies heavier on trade with its partners and Brazil (pop. 150 million) is increasingly becoming a world class competitor, depending less on trade with its neighbours. Argentina has benefited from MERCOSUR. From 1985 to 1988 - a time when trade agreements predating MERCOSUR were partly effective - Argentina purchased 18.7% of its imports from MERCOSUR partners and sold 9.6% of its exports. In 1993 exports to MERCOSUR were 28% of Argentine foreign sales and 25.1% of its imports. The figures for 1994 indicate the share is still growing. Total Argentine goods trade with MERCOSUR has grown by over 350% to USD 7.9 billion.

Delays in MERCOSUR's macroeconomics policy co-ordination, which should have proceeded at the pace dictated by the commercial liberation program, has birthed unilateral actions,



such as increasing the Argentine statistics fee in 1992 and the formation of extensive protectionism measures.

Weak co-ordination in MERCOSUR has resulted in an increasing amount of exemptions, both implicit and explicit, in sectoral adjustment regimes. In other sensitive sectors, such as automobiles and sugar, negotiators have yet to arrive at an agreement. Exemptions should gradually phase out, but in some cases, such as capital goods, telecommunications and data processing, differential treatments will last until 2006.

Aspiring membership countries, Chile and Bolivia are trying to iron out their own troubles with MERCOSUR. Chile fears that MERCOSUR will undermine its macroeconomics and trade achievements while, Bolivia, as part of the Andean group, sits on the fence. But due to MERCOSUR's success in constructing an enlarged market, both countries are said to be reviewing their original stance.

The main MERCOSUR issues partially under review center on the common external tariff, free trade zones and trade with third parties.

MERCOSUR, though adapting internal mechanisms and regional negotiations, is looking outward. Expectations focus on the southward extension of NAFTA, first mentioned in 1990 as the Enterprise for the Americas Initiative and which is on the scheduled agenda for upcoming summits. Also, a free trade agreement with the European Union is in the pipeline.

## BRAZIL

On 3 October general elections took place throughout Brazil, not only to choose a new president for the next four year term, but also to elect all state governors (27), one-third of the senate and all federal and state deputies. Brazil's constitution prohibits the re-election of president, state governors and city mayors.

Eight presidential candidates were in the running and Social Democrat of the PSDB party, Fernando Henrique Cardoso, aged 63, succeeded in obtaining sufficient votes to guarantee his nomination in the first poll. Mr. Cardoso obtained some 55% of all votes, double the number of his major contender, Lula of the Worker's Party (PT). Lula, which lead all gallup polls up to the final elections, lost previously in 1990 to the now impeached president, Fernando Collor de Mello. As minister of finance, Mr. Cardoso had prepared the pre-conditions for Brazil's Real Economic Plan, which were fully implemented in July. Lula denounced the Real Plan as unworkable to capture more voters, but by early August, Mr Cardoso's popularity began to climb, culminating to full presidential election without having to go for the second round.

The second round in November decided the governors of important states: Sao Paulo, Minas Gerais and the federal district (Brasilia) not elected in the first poll. Following all elect-

ions, Mr. Cardoso will announce the details of his governmental projects and the names of his ministers. Most important to Mr. Cardoso's new plans is the support of the immediate president Itamar Franco and the new governors and new political alliances, local or national.

Essential to the new government is the revision of the constitution, which, amongst other topics, permits the prolongation of the president term to a full eight year period. This would give the government additional time to fully implement and fulfil all its plans. In addition, fiscal and tributary reforms must also become an integral part of the constitution such as the decentralization of expenditures with health, education, housing, an sanitation; to balance the budget; extinction of the ministers - already announced by Mr. Cardoso - to cut expenses; revise and diminish the number of taxes and to simplify rules for easier control.

Political leaders are urging Mr. Cardoso to force these issues under the present government but he does not wish to go "head on" against president Franco.

It is believed that Brazil's prevailing economic scene during Mr. Cardoso's term will be marked by an economy less regulated and established, and more open, efficient and productive.

## URUGUAY

An analysis of risks in American countries, published in the business supplement of "The Miami Herald" revealed that Uruguay enjoys the lowest degree of risk in South America and is the continent's third safest place after Canada and Puerto Rico.

The report was included in an issue dedicated to explore the possibilities of creating a free trade zone as proposed by USA's "Initiative for the Americas."

By all means, Uruguay is moving in the right direction. Its figures are clear, it has fulfilled all its commitments and is in good terms with the international financial centers. And, it is widely known that the Uruguan government is committed to maintain this framework an policy.

Uruguay offers favorable conditions to developing opportunities but gives no assurance to individual initiatives. The individual entrepreneur must assume the risk to be successful based on the opportunities Uruguay offers today.

Main goals of the government's economic program are to reduce inflation and launch a process of continuous growth.

The authorities are concentrating their efforts on: reducing the fiscal debt, restructuring the State, liberalising trade and promoting regional integration.

Inflation is in a steady downward trend from 129% in 1990 to 58.9% by 1993. The rate of growth gross fixed investments rose from 10.2% in 1991 to 38% by 1993. Productivity has increased in the last two years.



# the shipping scene

## KEEPING IT SAFE

**O**ne of the most important supports within the framework of safe shipping, is the shipowner. Today's shipowner must be a responsible shipowner, satisfying high safety standards and of course comply with all relevant rules and regulations.

*In some cases, when services are competitive and yield a small profit only, safety standards and rules and regulations are put to the test.*

When properly designed and implemented, safety or quality standards should promote competitiveness, but, in far too many cases, the mechanisms used by other parties work contrary to this effect.

The first responsibility of the shipowner is to make sure that the basic safety elements are met. The shipowner must ensure that the vessel and all equipment onboard comply with relevant safety rules and regulations of the flag state and the classification society and also that valid certificates are onboard. Possible additional requirements from the port states and charterers must also be adhered to. The shipowner must man his vessel with adequate personnel with the required competence and certificates, and have arranged for a shorebased organization providing the required support to the crew. Lastly, in considering the basic safety elements, the shipowner must provide operational and contingency plans and procedures necessary for the safe operation of the vessel.

The second responsibility of the shipowner is to incorporate a safety management system. A safety management system is the most cost-effective measure to improve and secure safety at sea, because it will secure compliance with all relevant rules and regulations and correct safety standard of: vessel and equipment, personnel onboard and onshore, and routine and emergency procedures. A safety management system includes: a maintenance policy to keep a vessel up to standards and warn of non-compliance to that standard, a personnel policy

for recruiting and training crew to meet the requirements of the fleet and shore organization, and a rational system of operational and emergency manuals known to the relevant personnel. Though to most shipping companies this may seem rather vague, we, at Ivaran, have been applying safety management concepts for some time as part of our response to the IMO's Guidelines for the Management for Safe Ship Operation and Pollution Prevention of October 1989.

Also affecting safety at sea are, the flag state of the vessel, the classification society, the port states visited by the vessel, the charterers of the vessel, and the underwriters of the vessel. Other parties indirectly influencing safety are shipbuilders and maritime educational institutions.

Without the proper contribution of all these parties, the shipowner cannot promote safety at sea and survive as a safety conscious shipowner. If others are free to operate at a lower standard at substantially lower cost and if charterers prefer such operators, the shipowner's safety consciousness will be an economic disadvantage.

The main challenges of all parties are to support the development of cost-effective international regulations and standards, cost-effective control systems based on international regulations and standards, and schemes that reward and promote quality.

Today, we are seeing more incentives of the underwriters to reward quality, and the best mechanism for this is to look at the past performance of the vessel and the shipowner.

Most alarming in the shipping industry is the lack of qualified officers in the world shipping today. And this deficit will increase in the next years, unless substantial international efforts are made to change this trend. This situation becomes even more dramatic considering the increasing quality requirements to officers due to an ageing fleet and more focus on safety at sea.

It is evident that everyone has a role to play to secure safety at sea and that this can be best achieved through an open dialogue and close co-operation between all parties concerned.

*Spearheading Ivaran's safety campaign is its commitment to utilizing a young, high quality fleet. Pictured (left) is Ivaran ship "San Vicente," one of the vessels in its six newbuilding programme.*





## AGENCIA MARITIME REMAR S.R.L.

- ASUNCION, PARAGUAY -

In March 1985, Raul Pick opened Agencia Maritima Remar S.R.L. Since then hard work has placed Remar in a preferential position able to represent Ivaran Lines in the Paraguayan territory. Remar has a present staff of 18 and is one of the biggest maritime agencies in Asuncion. Five people form Remar's operation department which handles transshipment, container stock and custom matters. Another five people man the sales and traffic department canvassing and securing both inbound and outbound business. A further five people handle the accounting department where freights are collected and internal accounting is conducted. The company's

key objective, as explained by Mr Pick, is "customer service."

In September 1991, Agencia Maritima Remar opened their first branch office in the neighbouring city of Ciudad del Este. Agencia Maritima Remar S.R.L. Ciudad del Este is dedicated to handling business in the Ciudad del Este region and is one of the first companies to give first hand service to customers in this area.

Later in April the same year, Mr Pick together with Hugo Diesler opened their first sister company, Agencia Maritima Space. Space is the Paraguayan representative for the well known company Lineas Feeder, shipowner of two fast

River Plate vessels Plata Feeder and Paraguay Feeder which cover the ports of Buenos Aires, Montevideo and Asuncion. This year Space set up a new branch, Space Camiones (Space Trucks). "Stepping into land transportation has been an important business decision," said Mr. Pick to On Line.

The opening of Remar and their branch and sister companies was the direct result of market demand and careful consideration.

Remar's present company structure, customer service and security is a strong point in the home market and to those shipping with Ivaran Lines.

## KEY FACTS ABOUT PARAGUAY

Spanish possession since 1535, but independent in 1811. A landlocked country with moderate temperatures all year round. Lush fertile plains and heavily forested plateau east of the River Paraguay; marshy scrubland lies to the west. Cassava, cotton, soybeans and

maize are principle crops. Exports are dominated by rearing livestock - cattle, horses, pigs and sheep - and food processing. Paraguay has the world's largest hydro-electric dam, at Itaipú, which will eventually have a capacity

of 12.6 million kw. Paraguay's status is Republic and has an area of 406,750 sq. km. Its capital is Asunción and has a population of 4,277,000. GNP is approximately 1,030 US\$ per person.





# Ivaran around the world

## HISTORIC AGENTS MEETING IN GUARUJA

A historic event took place in Guaruja from 27 October to 2 November. For the first time, Ivaran Lines held a full fledged agents' meeting in South America. The location was the Casa Grande Hotel in Guaruja, a beach resort just outside Santos, Brazil.

The agents' meeting for the Europe service started the events with a welcome dinner on the evening of 26 October. Business began the next morning starting with a presentation of the participants. This was followed by an update on the overall market development in the European trade since Ivaran Lines started this service in March 1992. Further, a description of the actual performance versus the 1994 budget was given. A summary of agents' experiences with the service, submitted prior to the meeting, was presented and it was apparent that Ivaran Lines had managed to grow in the European trade due to the overall quality of the service rendered to customers.

Following brief summaries on the political and economical development of specific South American countries - presented by the respective agents -, pricing policies, procedures and daily cost elements were discussed. The day ended with a presentation of Ivaran Lines service pattern for 1995; plans, strategies for schedule, tonnage and frequency.

Day two, October 28, began with a presentation of the 1995 market budget and ample time was given for *one on one* discussions. This seemed to be particularly appreciated by all agents, as it provided opportunity to sit down together, sort out problems, and identify new business opportunities. The formal dinner for the Europe service concluded the day's activities.

The last day of the Europe service meeting started with a presentation of the new agent's manual, which was followed by a review on public relations and communication procedures.

After discussion about IT strategy and manifest transmissions, Gary Hurley from Ivaran Agencies, New Jersey gave a presentation to the European agents about the sales and marketing for the US services, as well as a general description of the USA/Mexico/Venezuela services.

### Not only business

An agents' meeting is not only business. The social part is equally as important as the professional. This year a soccer tournament was organized, in which following teams participated: Europe, USA, Brazil and River Plate. The tournament

was held at the Casa Grande Hotel soccer 'field.' The teams played according to draw and each team played twice. First Europe challenged Brazil, where Europe won. Then River Plate played against USA and won. The 'bronze' final between Brazil and USA was won by Brazil. In the Grande Finale, Europe met River Plate and won!

The day ended with a Brazilian style barbecue (churrasco) which also included a performance by a traditional Brazilian music and dance group. This was a joint dinner with the agents for both the European and the American services. The next morning, agents that did not have a early flight home were taken for a boat cruise.

Sunday 30 October marked the official start of the American services agents' meeting. Held on a quarterly basis, these meetings have become increasingly important and are characterized by market know-how and professional team work, essential to Ivaran Lines' market position.

Main objectives for this sales meeting were market knowledge, communication, management philosophy, pricing philosophy, team work and training. All the objectives set forth were achieved.

Actual figures for the first three quarters 1994 were presented and discussed, and the forecast for the last quarter was presented. For the first time the projections made by South America and USA matched, clearly illustrating the positive results of team work and market knowledge.

### One on one

The one on one discussions focused primarily on target accounts, and were generally used to exchange views on the respective markets.

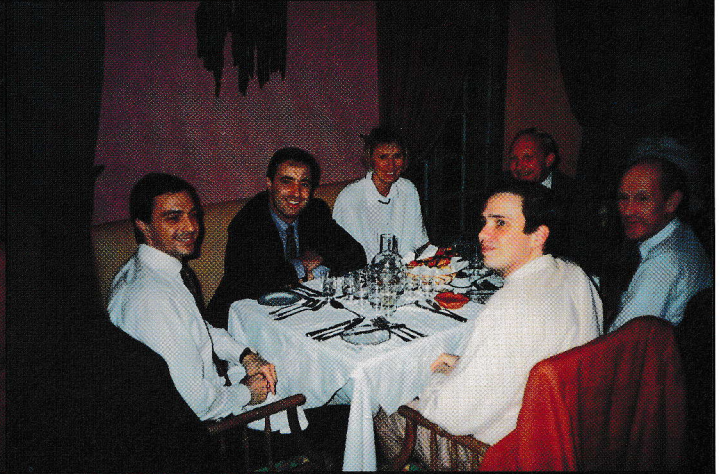
The meeting proved that the Ivaran Lines American north and south sales force have a firm grip on the market. They know their customers and work hard together to achieve a common goal. The meeting was, without question, a success, and the criteria to a continued success were set.

In closing, Ivaran Lines would like to thank all the agents in the Europe and America services for their contributions in making this meeting a success.

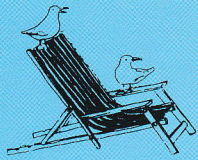
In addition to being the first full-fledged agents' meeting in South America, it was also the first time for most agents to meet their colleagues in the other services of Ivaran Lines.

A special thanks goes to the Transcar organization for their excellent preparation and execution of this very eventful meeting.









# passenger platform

## VENEZUELA: THE CONTRAST OF THE TROPICS

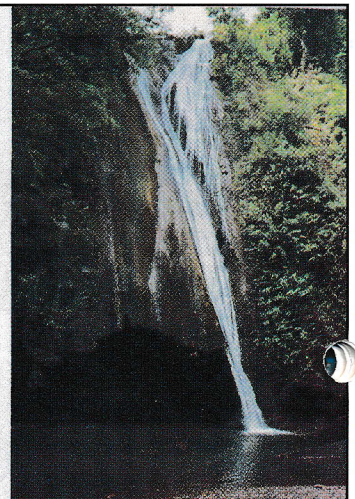
To travel across Venezuela of 916,445 square kilometres means encountering a land of surprising contrasts. With a population of nearly 20 million inhabitants, you can find in Venezuela beaches of white sands and transparent water; the thickest and greenest jungles, or a desert of shifting mountains that the winds are constantly transforming.

Located on the Tropic of Cancer, between 0 and 12 degrees North latitude and 60 and 73 degrees West, Venezuela is a tropical Caribbean nation of eternal sunshine and permanent springtime temperatures.

In each region, the tourist will be pleasantly surprised by the proud hospitality of its residents, always willing to show the

This country of contrasts in the Caribbean has opened its doors in order to offer its hospitality, share its geography, reveal its imagination and dance its folklore with you.

If your passion is to bask in the tropical sun, Venezuela offers 3,000 km of coastline, where you can enjoy beaches of white, red or silver sand; big, small or imperceptible waves. You can also go to a hidden, solitary beach, or one with easy access, bustling with people and entertainment. Venezuela's most untouched beaches are found on the eastern coast (Oriente). Mochima is a perfect example of Oriente's natural beauty. Its beaches are only accessible by boat and have no restaurants, bars or hotels. You must rely on your own supplies. However, Las Maritas and other facilities, designed to pro-



country's most remote and original spots: The riverbank where townspeople gather to cook a delicious "hervido" (stew); a mountain that keeps the secrets of a region's climate; cattle herds crossing barren plains; restaurants with the best tropical food; the hammock weaver or the fabric maker; beaches lined up between palms of sweet and juicy coconuts, surrounded by some of the Caribbean's best fishing waters. Venezuelans will also invite you to share the hot and enticing rhythms of their tropical music, the colourful attractions of their carnivals and festivities, and the excitement of their "toros coleados" (Venezuelan rodeo). They will tell you where to find the finest cheeses or the spiciest hot sauce or the most exotic fruit juices. They will share their impressions about the latest sports events, tips on the horse races, the best beaches for surfing, or the best hour of the day for offshore fishing.

protect the environment, are well worth visiting. The most widely recommended beaches are La Canoa, Cautaro and Cautarito.

Oriente is not only beaches. If you go towards Turimiquire Dam, you'll find clear rivers and wild vegetation. Hot springs which flow into the sea form the Gulf of San Antonio and Crystal Springs Pool are well known for their therapeutic effects. Equally exhilarating is the swampy Venturin, a savannah where large buffalo herds have found their natural habitat. Another place that the visitor should see is Araya salt flats and all its beautiful and stunningly arid terrain.

A well-equipped tourist, when heading to Occidente (Venezuela's western region), should carry a generous stock of shorts and light clothing. The warm temperatures in Occidente will force you to wear as little clothing as possible.

Arriving in direction to Tucacas, the traveler will enter



Falcón State and the beaches, islands, keys and mangroves of Morrocoy National Park. Morrocoy, one of the world's largest birdlife reserves, is a paradise of wonderful beaches and inviting lodgings, where transportation on all types of boats guarantee an unforgettable vacation.

The terrain of the Paraguaná Peninsula, in Falcón state, is extremely arid. Herds of goats crossing the desert vegetation that runs to wide beaches and friendly little villages are a typical sight in Paraguaná. Also traditional are local handicrafts in leather, pottery and rope.

### Margarita's charm

Margarita has always been known for its beauty. An old legend said that it was created by a cherub's teardrop. And later on, it as called the "Pearl of the Caribbean." Today, Margarita's reputation comes from being a Free Port, making it an obligatory stop for Venezuelans and tourists alike.

The city of Porlamar has registered a boom with the proliferation of shops, sumptuous hotels and world class restaurants. The city has all the characteristics of a large tourist center: Avenues crowded with people shopping, sitting at sidewalk cafes or simply strolling along, make Porlamar a very busy and chosen place. But just stepping outside the city, Venezuela exposes its amazing contrasts once again. Far from the capital's commercial activity, the island is laid out in many charming villages, where devoted artisans weave "mapires" and baskets, make shoes or shape ceramics for practical or artistic uses. The sector called Fuentidueño is famous for its home-made sweets made from all sorts of tropical fruits.

### Jungle-lovers

Jungle-lovers will find out that Venezuela has vast areas of rain forests, such as the Amazonas, the Gran Sabana and the Orinoco Delta.

These are places where the unknown is waiting to be discovered and where communication routes will depend only on your boldness. There you can also admire Angel Falls, the highest in the world. If you prefer the Amazon jungle, there are plenty of excursions to the so-called "green lung" of mankind; flying in small planes, sailing in native canoes along rivers bordered by dense vegetation, and sleeping under the trees in improvised campaments or in comfortable facilities built right in the middle of the jungle.

### The cosmopolitan city

The cosmopolitan allure of the big city is also part of Venezuela. Caracas, the capital, is a city of such an effervescence that knows few limits. Here you can find theater, dance, museums, historical monuments, luxury hotels, plazas, parks, movie theaters, excellent restaurants, etc.

And to the north, the magnificent Avila mountain, which is said to protect the capital city. Diego de Losada founded this city in 1567 and named it Santiago de León de Caracas. Could he ever have imagined that it would become a city where the past and present merge harmoniously, making it one of Latin America's most special and attractive cities.



## SAILING SCHEDULE FOR ADVENTURE

### M/S 'AMERICANA'

Voyage	54	Leaving New Orleans	o/a Dec.	17,	1994
	55	Leaving Houston	o/a Feb.	23,	1995
	56	Leaving New Orleans	o/a Apr.	18	1995

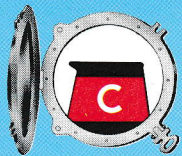
### M/S 'SAN ANTONIO'

Voyage	7	Leaving New York	o/a Dec.	22,	1994
		Miami	o/a Dec.	28,	1994
	8	Leaving New York	o/a Feb.	3,	1995
		Miami	o/a Feb.	9,	1995
	9	Leaving New York	o/a Mar.	18,	1995
		Leaving Miami	o/a Mar.	24,	1995

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# inside Ivaran

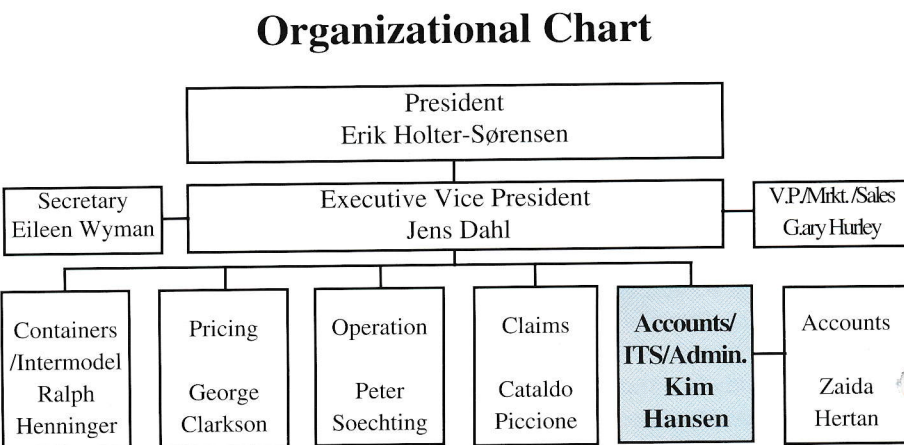
## IVARAN AGENCIES INC. NEW YORK (COMPUTER DEPARTMENT)

ILNYC's IT-department is a service function with the main responsibility of servicing Ivaran customers and the various departments within the Ivaran organization. These service responsibilities can be summarized in 3 main categories: to maintain and improve the functionality and stability of the IT-systems used in ILNYC as well as the Ivaran agency network in North America, Mexico, Venezuela and the Caribbean; to develop the system to accommodate electronic data interchange; and, to assist Ivaran, Oslo, in the selection and implementation of a new global IT-system.

ILNYC currently uses the SHIPS software made by Flagship Technologies as the logistics and accounting software, whereas the booking, import and export documentation systems (Transporter) are developed by Transport Data. Most of these applications have to a large extent been customized in accordance with Ivaran's requirements. Tony Nenov is ILNYC's in-house programmer, responsible for the integrity of these systems, as well as making programming changes to the various applications. In addition, ILNYC uses the Automated Tariff Filing Information (ATFI) developed by DXI for tariff filing and rate retrieval.

The SHIPS and TRANSPORTER software runs on a VAX 4500 processor together with the electronic mail application, while the ATFI system runs on a COMPAQ 4000 (UNIX) processor. Anthony Burger is responsible for maintaining all hardware as well as complying with standards set forth by Ivaran, Oslo in regards to PC software and servers. In addition, he is responsible for maintaining the local area network used in ILNYC and the Wide Area Network (WAN) used by the remote North American sites and agents. The WAN connects 20 remote offices with ILNYC making it possible for the remote sites to access ILNYC's system in accordance with specific security parameters.

Adequate communication systems are very important to any shipping line, and



Ron Williams' primary responsibility is to ensure that the electronic mail system is running smoothly, while he also assists in maintaining hardware and networks as described above.

ILNYC is in the process of supplying all staff members with a PC, and will train all users in basic PC skills as well as basic word processing and spreadsheet applications. Diana Vasquez will provide this training in addition to support desk supervision. She will be assisting all users, including remote users, in IT-related questions.

Several customers in the US market require shipping lines to interchange shipping information electronically, i.e. bookings, B/Ls, container moves, etc. Dave Kellogg is co-ordinating our EDI (electronic data interchange) efforts, and

we foresee that customer-related EDI will increase significantly in the future.

Ivaran acknowledges the importance of efficient IT-systems and is in the process of evaluating the choice IT-systems for future use. Implementation of new and more efficient IT-systems is a major project, which requires tremendous resources. Investment in such resources are, however, required in order to remain competitive within the shipping industry. ILNYC happily assists in this interesting project. In addition to his responsibilities as manager of the department, John Wachenfeld is involved in this project, which will eventually involve the entire IT-department.

*The ILNYC IT-department*





## NEW EMPLOYEES



Hanne Granning  
secretary/assistant  
technical department

Vegard Morberg  
assistant controller  
accounting department

Anette Brenne  
assitant  
support services

Tore Listad  
equipment coordinator  
container department

## SALES WORKSHOP IN SINGAPORE

September was the time and Singapore was the location for the 1994 Ivaran Asia Conference. Instead of covering sales, office and operational matters, ILASIA concentrated on just one key area for their workshop, sales and marketing.

Participating in the conference were sales managers from many of the Asia service agents. Their skills, experience and knowledge was a benefit to the conference.

Guest speakers included Gordon Hammer from ILYNC who presented the Ivaran Lines sales concepts adopted by our agency network world-wide.

ILASIA thanks Linda and Yvonne for their hard work which ensured that the conference was an outstanding success.



*Agents in Singapore*



# along the line

## "AMERICANA" HOSTS 30 YEAR CELEBRATIONS

On 27 September in Buenos Aires, the Argentine-Mexican Chamber of Commerce held a cocktail party on board the *Americana* to celebrate their 30th anniversary. During the ceremony, the Mexican ambassador to Argentina, Licenciado Jesus Puente Leyva was appointed the first honorary president of the Chamber. Also attending the celebrations were, Licenciado Jesus Silva Herzog, the Mexican secretary of tourism, and Dr. Carlos Kesman, the Argentine under-secretary for foreign trade. The remaining guests comprised Argentine business men trading with Mexico and members of the chamber. The presidents of Argentina and Mexico congratulated the Chamber of Commerce on its 30 years of success and also wished the Chamber continued outstanding performance in strengthening the commercial ties between both countries, especially in the face of the MERCOSUR and NAFTA treaties.



*Above (left to right) Licenciado Jesus Silva Herzog - the Mexican secretary of tourism, Carlos Alma - president of Argentine-Mexican Chamber of Commerce, Licenciado Jesus Puente Leyva - the Mexican ambassador to Argentina*

## GRIEG STAFF BOARDS IVARAN SHIP

Since 1993, line managers of Grieg have aimed to expand general shipping knowledge amongst office administration. Recently, Grieg's Santos staff went onboard one of Ivaran's USEC vessels to learn about holds, decks, engine room, bridge, etc. This exercise was an excellent opportunity to develop a friendly get-together with sea and shore professionals and to learn from each other's experience, commented Flavio Gomes, line manager.



**ONBOARD:**  
*Grieg's Santos staff*



## BAYER OPENS OFFICE BUILDING IN BUENOS AIRES

On 4 November in the presence of Argentina's president Mr. Carlos Saul Menem and other dignitaries, the German chemicals producer Bayer A.G. celebrated the inauguration of its brand new 13.000 square meters office building in Munro, a suburb to Buenos Aires. President and chairman of Ivarans Rederi, Mr. Erik Holter-Sørensen, also partook in the presentation.



Photo (left to right): Mr. G.M. Werners, director - Bayer Argentina, Mr F. Abad (partly hidden) - Bayer Argentina, Mr. M. Pflieger, member of the board of directors - Bayer A.G. Germany, Mr. E. Holter-Sørensen - president Ivarans Rederi, Mr. P. Holter-Sørensen - Ivarans Rederi, Mr. H. Holte, president -Bayer Argentina and Mr. A. Robinson, president - Agencia Marítima Robinson (Ivaran Lines' agent in Buenos Aires)

## SCENES FROM "SAN VICENTE"





# Ivaran around the world

## ...OF STEEL AND MOTHERHOOD

*When children come of age, they usually leave the house of their mother. So it was with "San Martin." The ship's godmother, Gerd Myrvold - who had the opportunity to accompany her "son" on his last voyage from Buenos Aires to Hong Kong where the ship was handed over to Korean buyers Dongnama - shares some of her reflections to On Line about steel and motherhood.*

**O**n 21 February 1985 - an extremely cold winter day in Luebeck, Germany - I was introduced to some pieces and heaps of steel on a slipway. I was told that these objects would, in some time, become Flender Werft's new-building No. 638, to be named *San Martin*. Later on that same day, I was given the unexpected, honourable and unbelievable task of being the godmother for the new-building. It was an extremely proud and happy godmother that, on 15 May the same year, threw the bottle, hit the ship and thereby named him "*San Martin*."

The relationship between *San Martin* and myself has been warm and intense over the years. Luckily, we have been able to maintain close contact over the years, which has been personally rewarding. It is not the quality of the steel that makes a ship something special, it is the people that live and work onboard that create the soul and spirit of the ship.

It was a sad moment for all of us when we left the *San Martin* on 26 September 1994. My deepest thanks to the owner of *San Martin*, Mr. Claus-Peter Offen who made it possible for me to experience being a godmother and, maybe even more, to the 'father' (captain) and various 'stepfathers' of the *San Martin*. And not least, a special thanks to the ship's crew, big and small, who contributed to keeping *San Martin* a beautiful, happy and lucky ship throughout these past nine years. It was always most enjoyable to sail together with them and share their days onboard. It was a pleasure watching the crew striving to maintain an efficient ship and at the same time making the ship, their home away from home.



*On 10 September 1994, the last Saturday at sea, everybody participated in a grill party, during which the ship's bell was lowered from the funnel and was handed over to the godmother to sweeten the departure of her ship*

## IVARAN CREW: YOU ARE IMPORTANT!

"You can't imagine how important it is for us (crew) to feel sense of membership from the firm (Ivaran), especially when it is so far away..."









These are the words of Laura Miqueo who sailed on Ivaran vessels *Santa Fe* and *Santos* from 1992 to 1994. A past Ivaran, crew member she has fond memories of her short stay at sea. "I often wish I were sailing. I have been on board with so many lovely people and now I miss them all so much. My office is next to the port so I regularly visit my friends on board whenever I see a red chimney with the white 'C', and revive for awhile my 'adventures' around the world."

Some of Laura's memories include, English language classes on *Santos*, spilling peas all over Captain Sydnes' table during a Captain's Dinner, and 1st Engineer Per Otto Stavennes dressed up as Neptune baptizing a group of crew members. "It was a lot of fun and there are so many memories," says Laura. "I don't know if you have ever sailed, but when you do so, you can never leave it."

*To all Ivaran crew members! We need pictures and stories. Please forward submissions to: The editor, Mark Fuhrmann, in care of Ivarans Rederi, Box 175, Lysaker, Norway.*



# 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 kg 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 kg 8550 lbs	67.0 cbm 2394 cu ft	26600 kg 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 kg 8543 lbs	76.2 cbm 2690 cu ft	26605 kg 58657 lbs
<b>20' REEFER 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 kg 7050 lbs	28.1 cbm 992.4 cu ft	21800 kg 48060 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 kg 4850 lbs		27800 kg 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 kg 9700 lbs		40600 kg 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 kg 4519 lbs	32.1 cbm 1133 cu ft	21950 kg 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 kg 8377 lbs	66.6 cbm 2351 cu ft	27020 kg 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.

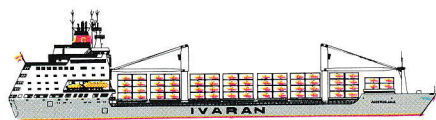


## IVARAN CONTAINERS ON THE MOVE

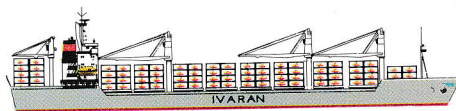
*Ivaran containers are found in many ports and destinations around the world. Here, (left) is an Ivaran container making its way through Maher Terminals in New Jersey.*



# the Ivaran fleet



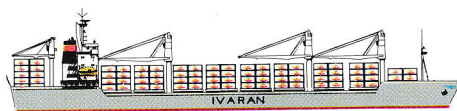
"AMERICANA" - Container-/passengervessel, built 1988. 19,818 dwt/1,120 TEUs (cellular) + 3 coiled/coated deep tanks for liquid cargo of 11,785 cbft each. Speed: about 19 knots. Accomodation for 80 passengers.



"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.



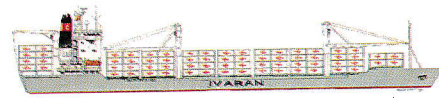
"SAN CRISTOBAL" - Containervessel, delivery December 1995. About 20,000 dwt/1,512 TEUs (cellular). Speed: about 20 knots.



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



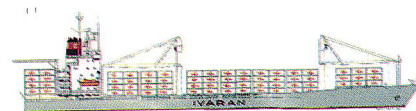
"SANTOS" - Containervessel, built 1985. 17,212 dwt/1,132 TEUs (cellular). Speed: about 17.5 knots.



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.



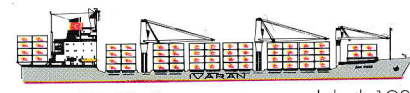
"SAO PAULO" - Containervessel, built 1983. 19,700 dwt/1,134 TEUs. Speed: about 17 knots.



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.

## Newbuildings



# frequency of service-short transit times



## GULF SERVICE

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

- New Orleans
- Houston /transfer of cargo to/from US West Coast, Far East and South East Asia)
- Veracruz
- Altamira
- Puerto Cabello
- La Guaira
- Rio de Janeiro
- Santos
- Buenos Aires (transfer of cargo to/from Bolivia, Chile and Paraguay)
- Montevideo (transfer of cargo to/from Paraguay)
- Rio Grande do Sul
- Imbituba
- Itajai
- Paranagua
- Santos
- Rio de Janeiro
- Ilheus
- Salvador
- Recife
- Fortaleza
- Bridgetown (transfer of cargo to other Caribbean destinations)
- Santo Domingo
- New Orleans
- Houston, etc.

## EAST COAST SERVICE

Our USEC Service offers weekly sailings to and from the following ports:

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

## EUROPE SERVICE

Our Europe Service offers 12 day sailings to and from the following ports:

- Rotterdam (transfer of cargo to Switzerland and Portugal)
- Felixstowe
- Hamburg (transfer of cargo to/from Scandinavia, Finland, Baltic and Russia)
- Bremen (transfer of cargo to/from Far East, South East Asia, Middle East, Eastern Mediterranean, Indian Subcontinent)
- Antwerp (transfer of cargo from Switzerland and Portugal)
- Le Havre (transfer of cargo to/from Ireland)
- Bilbao
- Rio de Janeiro
- Santos
- Buenos Aires (transfer of cargo to/from Bolivia, Chile and Paraguay)
- Montevideo (transfer of cargo to/from Paraguay)
- Rio Grande do Sul
- Imbituba
- Itajai
- Paranagua
- Santos
- Rio de Janeiro
- Ilheus/Salvador
- Fortaleza
- Rotterdam
- Felixstowe, etc.



# 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.; *Bridge-town*: 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.; *Houston, Tx.*: Riise Shipping Inc.; *Jacksonville and Brunswick, 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.; *Mobile, Al.*: Riise Shipping 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; *Puerto Cabello*: Servinave Puerto Cabello, C.A.; *Rio Haina*: Maritima Dominicana SA; *San Juan*: Ivaran Agencies Inc. Puerto Rico; *San Francisco, Ca.*: Merit Steamship Agency 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 Ofic. 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.; *Fortaleza*: Marnosa Navegacao Ltda.; *Ilheus*: Bahiaship - Agencia Maritima Ltda.; *Imbituba*: United Agencia Maritima Ltda.; *Itajai*: Agencia de Vapores Grieg S.A.; *Itaquí*: Pedreiras Transportes do Maranhao Ltda.; *Joinville*: Agencia de Vapores Grieg S.A.; *Natal*: Representacoes Ruy Paiva Ltda.; *Paranagua*: Agencia de Vapores Grieg S.A.; *Porto Alegre*: Agencia Maritima Transcar Ltda.; *Recife*: Agencia Continental de Navegacao Ltda.; *Rio Grande*: Agencia Maritima Transcar (RG) Ltda.; *Rio de Janeiro*: Agencia de Vapores Grieg S.A.; *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.; *Itajai*: Agencia Vapores Grieg S.A.; *Itaquí*: Pedreiras Transportes de Maranhao Ltda.; *Natal*: Representacoes Ruy Paiva Ltda.; *Paranagua*: Agencia Maritima Transcar Ltda.; *Porto Alegre*: Cranston Woodhead Agenciamento Maritimo Ltda.; *Recife*: Agencia Continental de Navegacao Ltda.; *Rio Grande*: Cranston Woodhead Agenciamento Maritimo Ltda.; *Rio de Janeiro*: Transatlantica de Afretamentos e Agenciamentos 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.; *Vitoria*: Transcar Vitoria, Agencia Maritima Ltda.

## ARGENTINA, URUGUAY, PARAGUAY,

## CHILE AND BOLIVIA:

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

## ASIA:

**General Agents:** A/S Ivarans Rederi, 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 Benmegah Pranalintas; *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; *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.; *Qingdao, China*: Zen Continental Qingdao 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*: Tianjin Sunway Line Int. Trade 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 & Co. Ltd.; *Bremen, Germany*: Detjen Schiffahrtsagentur (GmbH & Co.); *Copenhagen, Denmark*: Transocean Shipping Agency A/S; *Dublin, Ireland*: Jenkinson Agencies Ltd.; *Düsseldorf, 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; *Oslo, Norway*: Heitmann Shipping A.S.; *Paris, France*: Scamar; *Rotterdam, The Netherlands*: Dammers Agenturen bv.