

**ONLINE**

**IVARAN**  
*Lines*

**WITH**  
**IVARAN**  
*Issue 4/95*



*South America*

**GLOBAL TRADE FOCUS  
GIVES CONTAINER  
GROWTH OPPORTUNITIES**



# FIRMLY ANCHORED IN A STORM

The dynamics of shipping trade are changing rapidly, not least in the South American trade where national economic turbulence and container congestion in the ports have posed operating challenges for Ivaran over the past year.

Senior vice president Harald L Hansen addresses this situation (pages 3-5) and describes how Ivaran's efforts to tackle the difficulties are paying off. As the development is towards fewer and bigger companies in the container trade, Ivaran is forging strategic alliances in the South American trade to strengthen its position against increased competition.

To continue to function successfully in future, shipowners must focus on improving the quality of their management systems, both at sea on land (see pages 14-15).

Ivaran, as a long-established and highly reliable supplier of shipping transportation to international customers, is an operator that reflects the Norwegian maritime traditions of quality and competence.

So, while the waters of the shipping world can appear turbulent at times, Ivaran's solid reputation ensures it moves into the New Year with confidence, well positioned to exploit new trading opportunities.

Here's wishing all On Line readers happy holidays and a successful New Year!

Steve Marshall  
Deputy Editor

## Table of contents

3

**Keeping Containers Moving:** Ivaran is tackling container congestion in crowded South America ports

6

**Picnic ribs and revelry:** The Miami office celebrates one year of independent operation

7

**Tale of two cities:** Salvador and Fortaleza are not just beautiful Brazilian beaches...

8

**South American economies must look global for growth:** The Mercusor union is focusing on overseas trade ties

10

**Ivaran celebrates anniversary in style**

12

**Rohr keeps its finger on trading pulse:** An enterprising Dutchman laid the foundations for a long cooperation between Ivaran Lines and Agencia Maritima Ernesto J Rohr

14

**Meeting the quality challenge:** Only the safe and efficient shipowners will prosper in the new quality culture of the future

16

**Pricing department performs delicate cost-profit balance:** The Ivaran Agencies pricing department in New York is helping to keep Ivaran competitive  
**Is it a bird...it's Ivaran:** Two intrepid Ivaran Lines' representatives in Brazil took to the skies for a birds-eye view of Rio

*On Line with Ivaran* is the in-house publication of Ivarans Rederi and is distributed to approx. 7,000 office and ship personnel, agents and clients of Ivarans. Ideas, contributions and letters for publication are welcome, but are subject to the approval of the editor. Opinions expressed in *On Line with Ivaran* may not necessarily reflect those of Ivarans Rederi. Publisher: Maritime Media Consultants, Jernbanetorget 4B, 0154 Oslo, Norway. Editor: Mark Fuhrmann. © 1996 A/S Ivarans Rederi. Articles may be reproduced with prior permission.



# KEEPING CONTAINERS MOVING IN CONGESTED PORTS

Certainly a lot of changes have taken place since *Primero* made the first call of the new liner service in a South American port 70 years ago. Most certainly even more changes have taken place since my great-grandfather set sail on the barque *Louise* from Newcastle-on-Tyne in 1903 bound for Bahia with a cargo of 800 tons of coal.

This has been a year of celebration, both of the 75 years since the foundation of A/S Ivarans Rederi, as well as of the 70 years since the company first opened its liner service to South America. However, it has also been a very turbulent year in many respects, in particular as a result of the upsurge in cargo volumes earlier this year and the resulting congestion in the ports.

This problem of congestion is really two-fold; on the one hand, the conges-

tion has directly hampered the operation of our vessels with consequent costly delays and, on the other hand, the cargo congestion in the ports has tied up thousands of our containers loaded with cargo. The latter situation has obliged us to take extra containers on lease to compensate for the void created by containers stuck in particular in South American ports.

For obvious reasons, this is a situation which has cost us dearly during 1995 and much of our efforts in particular during the second half of the year have consequently been on solving this problem and trying to recover part of the additional costs incurred. I am glad to observe that the measures taken to improve the container situation are paying off.

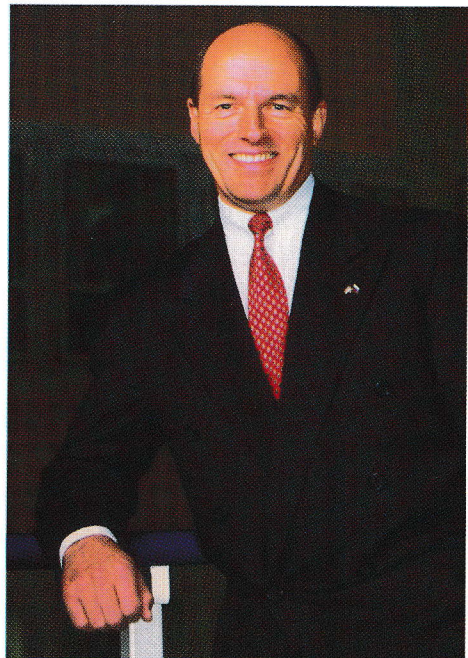
One thought which comes to mind when working with these special container-related aspects is the necessity to define ourselves as operators of containers as well as of ships. One thing is to get the ships quickly dispatched in the ports, but we must not forget to follow up that piece of equipment which holds the revenue-giving cargo and which may turn out to be extra expensive unless emptied of its contents and reloaded with cargo as soon as possible.

### Maximizing revenue

The main aim of transporting containers must be that a container should as often as possible during a certain period have as many revenue moves as

possible, and in principle a container should never be carried empty. The latter goal is for apparent reasons not easily achieved in the trades to and from South America inasmuch as all trades are heavily imbalanced, either by volumes or equipment types.

Consequently, the only way to



**"The only solution to the Brazilian port situation is privatization"**  
- Harald L. Hansen  
senior vice president Ivarans Rederi

establish a situation with improved balance is to reduce the total capacity. This, however, has to be done not only with due consideration to the more long-



term view related to market presence, but also by keeping in mind that if you are in liner business to stay, you have to be prepared to stay in the trade when business is slow. The mere fact that we have been around for 70 years in South America should give a clear message of our loyalty to this trade and our dedication to stay in this trade in the future. We should, however, always aim at fin-

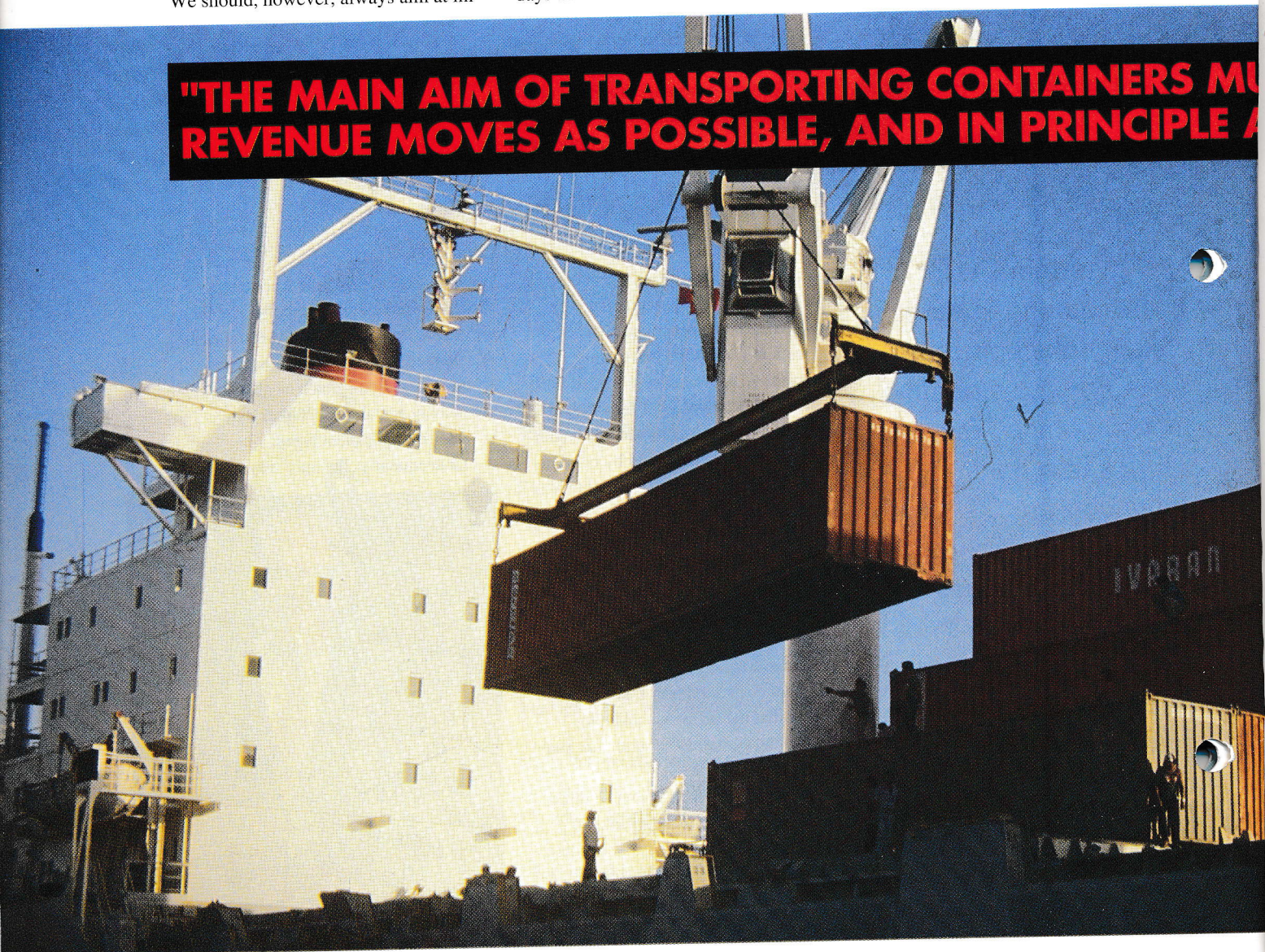
for Bahia with a cargo of 800 tons of coal.

Unfortunately, my great-grandfather never made it. After two days at sea, the small barque sailed straight into a storm, and he eventually drowned trying to swim a line ashore on the Shetland Islands, where the small sailing ship hit an underwater rock and sank after four days adrift with masts broken.

rapidly growing and very dynamic Brazilian economy.

Port development seems to have stopped at a certain stage some years ago, and the ports are presently in no way adequate to look after the requirements of this huge and fantastic country, which has an enormous potential when it comes to future economic development.

**"THE MAIN AIM OF TRANSPORTING CONTAINERS MUST BE TO MAXIMIZE REVENUE MOVES AS POSSIBLE, AND IN PRINCIPLE A**



ding a balance between our long-term market considerations and short-term investment in the specific trades. Certainly, a lot of changes have taken place since *Primero* made the first call of the new liner service in a South American port 70 years ago.

Most certainly even more changes have taken place since my great-grandfather set sail on the barque *Louise* from Newcastle-on-Tyne in 1903 bound

Thus I became the first in my family to reach Brazil, 92 years after my great-grandfather failed on what he had promised my great-grandmother would be his last journey.

#### Port development

Although changes undoubtedly have taken place in Brazilian ports since we started our service, port developments have certainly not kept pace with the

In my opinion, the only solution to the Brazilian port situation is privatization. As you may know, a law was passed already in 1993 allowing for privatization, but since then the law has been in hibernation. I am, however, convinced that privatization will be a reality in the very near future, maybe already next year, as for obvious reasons the present conditions are detrimental to the Brazilian economy and consequently



cannot be allowed to continue.

In many ways, one could be tempted to say: "Look to Argentina - Look to Buenos Aires!" The conditions in this port have shown an impressive improvement over a very short time, which can only be to the benefit of the Argentine economy in the very important period ahead for South American trade worldwide, as well as within Mercosur.

thus enabling us to maintain reliable services to the mutual benefit of our customers and ourselves.

Ivaran has an important name in South American shipping after 70 years, and we are considered an attractive partner to other lines trading to and from this continent. Much of our future success will rely on the right choice of partners for our strategic alliances.

Looking at

### Staying afloat

When I started in the company in July this year, I made a statement to my colleagues that I was glad to be back in liner shipping after six years of doing bulk and tanker business. I do think, though, that we may also have something to learn from this business, in particular when it comes to adjusting to changes in the environment, and to staying afloat also during difficult times by

**IT BE THAT A CONTAINER SHOULD HAVE AS MANY  
CONTAINER SHOULD NEVER BE CARRIED EMPTY"**



the development with respect to the world's major container carriers, there is a clear tendency towards fewer and bigger companies which could easily dominate the seven seas of container transportation in the future, unless we are able to meet this challenge with the proper counter-measures. One thing, however, is for sure: the shippers will need us also in the time to come as a counter-

taking a more opportunistic view.

I also emphasized at that time the importance of enjoying what we are doing and that we should also have fun during our work. I am very glad to say that I have found my new colleagues not only to be highly capable and hard-working people, but people with a high degree of fighting spirit and a good sense of humour.

In my mind, it is essential in a turbulent job situation to be able to maintain a good sense of humour at all times and to be able to maintain a positive attitude also when things not always go our way.

We definitely need this type of attitude in the time to come as we no doubt will be heading into rough seas also in the future. However, with a hard-working and dedicated people ashore and onboard, and with dedicated agents in Europe, Asia and the Americas, I am confident that we shall be able to successfully meet all the challenges which will come up in all our trades.

As we are now getting close to the festive season and a new year, I would like to take this opportunity, first of all to thank our customers in all markets for your invaluable support during the year, and secondly, all members of the big Ivaran "family", including the officers and crews onboard our ships, for your efforts in meeting the challenges of 1995.

I wish every one of you the very best for the season and a peaceful and prosperous New Year.

With best personal regards  
- Harald

### Strategic alliances

For Ivaran, this year has also seen the establishment of new alliances with other shipping lines to South America.

These strategic alliances are necessary to meet the ever increasing competition, in particular from the big round-the-world operators now taking a much bigger interest in North-South trades.

These strategic alliances assist us in creating more stability in the market,

balance to the so-called mega carriers.

Furthermore, being the only company servicing the East Coast of South America in four different trades, we have a unique possibility of benefiting from the synergy effects available if we play our cards right. We shall all have to use our best abilities to find ways of utilizing our present strong presence in this market to our advantage.



# MIAMI OFFICE ENJOYS PICNIC RIBS AND REVELRY

**K**icking off their office shoes to enjoy the Florida sunshine, Ivaran Lines-Miami this summer decided to stage its First Annual Picnic '95. After

agent Farovi Shipping, company employee Nilsa Celado writes that the staff had more than enough reasons to celebrate.

If you thought that Miami was a vacation paradise, with myriad attractions and where the sun never sets, I have news for you - you were right!

The Miami office staff, along with family members, was able to come together as one big family, leaving pre-occupations and worries of working life behind to enjoy a day of fun, festivities and enjoyment.

The September picnic was held, appropriately enough, in the beautiful city of Sunrise, at Markham Park.

The park, besides being extremely big, full of green vegetation and with plenty of activity areas, offers a feeling of tranquility and relaxation. Our sales staff prepared an entertaining activity schedule for the day, full of excitement, which made our day very pleasant.

The activities included moon walking (for the little ones, although the big ones got a kick out of it too!) shoo shoo train, tug-of-war and apple bobbing.



one year of independent operation following Ivaran's separation from its former

**Ivaran Lines-Miami employees handed out awards in categories such as Most Energetic, Funniest, Big Mouth, Friendliest and Best Legs to enliven festivities at the office's first annual picnic.**

But wait! We can't forget about the food - from ribs to hot dogs, to the most delicious sweets. Everything you wanted to get your hands on and eat you could!! No diets, no control! But, trust me, we are still paying for those extra calories (no regrets, though).

To close our day with a flourish, awards were given to various people from the office. These awards were previously and secretly voted on by each person in the office. Awards included categories such as Most Energetic, Funniest, Big Mouth, Friendliest and Best Legs.

Our managers were rewarded as well for the excellent job we believe they have all accomplished throughout this year - to Mr Underthun, general manager, Joe Silva, traffic manager, and Frank Castro, general sales manager, for being the catalysts of our office, helping changes take place. We bet next year's picnic will be even better!!!



# TALE OF TWO CITIES ON BRAZIL'S GOLDEN COAST

The beautiful endless beaches of Salvador are an unforgettable sight for visitors to the alluring capital of the state of Bahia in north east Brazil. But tourists who come only for sunbathing and watersports are missing out on the deeper cultural treasures of this historic city.

Rich in folklore and tradition, Salvador reflects the diversity of the North-East region which is a cultural cocktail of Portuguese, African, Dutch and French origins, tempered with the particular characteristics of their own environment.

This is rooted in the history of the region, which was the starting point for Brazil's colonization when millions of African slaves were brought to the country to work on sugar cane plantations.

Today, this blending of the different traditions has resulted in a wide diversity of arts and crafts, which are displayed at the Mercado Modelo in the Lower City part of Salvador where the commercial district is located, along with the old port.

A familiar Mercado sight is the "baiana", usually an older woman dressed in the traditional white, pleated dress of colonial Bahia, who sells coconut sweets and spicy delights from a large tray that she carries to market on her head.

The Lower City is also the best pla-

ce to witness a demonstration of "capoeira" - a martial art developed by African slaves in Brazil, originally as a form of combat and later as a type of dance.

The other part of the Bahia capital, which was also the capital of Brazil

until 1763, is the Upper City, which contains the old government buildings, residential districts, museums, churches and much of the newer architecture.

Salvador has 365 churches - one, it is said, for each day of the year - and all of them are impressive and highly significant.

With so many churches in the city, it is only natural that some of them have been turned into museums. Salvador has a total of 17 museums, including the Museum of Contemporary Art and Museum of Sacred Art.

The Carnival in Salvador is a major attraction for tourists. Thousands of people from every corner of Brazil join the city's population in a fancy dress revelry that lasts four days without interruption. Everyone dances in the streets to the sounds of Electric Trios that play until dawn.

The beaches of Bahia's magnificent Golden Coast, with 2,175 miles of exceptional coastline, also are an important social centre, and the focal point for many religious and cultural celebrations - both at sea and on land.

Beaches of all kinds abound - lively



or deserted, with dunes or coloured sand - and are blessed with warm waters, a clear sky and sunshine all year round. Water sports and sailing tours are some of the waterborne pursuits that complement the intense social activity at the beach.

Beautiful beaches and tall coconut palms also characterize the more northerly city of Fortaleza, capital of the state of Ceara.

With bold, new architecture, Fortaleza may well be the most modern town of the North-East region.

But here too, traditional trades are still carried on. On the beaches, visitors can see typical "jangadeiros" (fishermen) who take to the seas each day in their crude sailing craft - "jangadas" - to do battle with the wind and waves. Onshore, their wives patiently produce the delicate lace and embroidery for which Ceara's artisans are famous.

Other attractions in the city are the Jose de Alencar Theater, while the Ubajara National Park's 1,393 acres are located only two hours from Fortaleza.

**"Capoeira", a martial art developed by African slaves in Brazil, reflects the diverse cultural roots of the city of Salvador.**



# SOUTH AMERICAN ECONOMIES **MUST LOOK GLOBAL FOR GROWTH**

**T**he economic fortunes of South American countries, while dependent on the individual governments' policies, are inextricably intertwined. Traditionally close trading links, especially between Argentina and Brazil, dictate economic developments in these nations to a great extent.

The Mercosur integration agreement among four countries - which came into force at the start of this year - is strengthening these commercial ties, but is also an important step to more global-oriented trade.

The new common market is aimed at the free circulation of goods and services throughout the four Mercosur countries - Argentina, Brazil, Uruguay and Paraguay - together with coordination of macro-economic and sectoral policies.

The unprecedented regional integration process incorporates measures to remove tariff and other trade barriers, while also promoting the free movement of labour and capital.

A key objective of the customs union is to give the four countries enhanced foreign competitiveness through the economies of scale gained from acting as a common regional market.

Speaking in an interview with the Buenos Aires Herald, Argentina's secretary of international economic relations Jorge Campbell said: "Mercosur is not a bloc closing itself off from the world. It aims to link its member countries to the global economy."

Important headway has already been made in this regard. A trade agreement was scheduled to be signed with the European Union - Mercosur's most important trading partner - on December 15. A Mercosur-Chile free trade zone agreement, which would open the door to the dynamic Asian and Pacific markets, was also imminent as OnLine went to press. Meanwhile, Mercosur is involved in active negotiations with NAFTA towards an American Free Trade Area.

But while integration has been achieved in record time, there are still problems to be ironed out in the agreement: competition rules are not yet per-

fect, hindering a level playing field. There are also differences in labour costs, in services and energy, and especially in tax treatment.

Mercosur cannot be regarded as a cure for its member states' collective economic ills, and the success of the agreement hinges greatly on the ability of these countries to get their individual houses in order.

## **Brazil**

Control of inflation remains the overriding challenge of the Brazilian government.

The so-called Real Plan put into effect last year by President Fernando Henrique Cardoso's administration to curb astronomical inflation levels - reaching 2,700% in 1993 - has achieved dramatic short-term success, reining in the annual rate to a projected 20% for this year. It has also resulted in moderate economic expansion.

But the Plan is showing signs of "leaks" and, like an overheated pressure cooker, will have to let off steam in 1996 through certain adjustments which will inevitably lead to higher inflation probably of around 100%.

At the same time, Brazil is running a trade deficit - an estimated USD 3,000m this year - for the first time in many years. Brazil badly needs a trade surplus next year and, to achieve this, the government must continue its policy of boosting exports while curbing imports, despite pressure from GATT and other international trade organizations, as well as individual countries like the US.

Allowing for much higher inflation in 1996, one must also expect to see the exchange rate jump next year to around R\$ 2.00 against the US dollar. Government intervention will be necessary to keep the exchange rate below the



Given these economic circumstances, Brazilian GDP of an estimated 4% for 1995 is likely to dip to around 3-3.5% next year, but still a lot better than the -1.1% of five years ago.

President Cardoso's administration is under pressure to carry out profound cost-cutting measures, as the internal debt of the Brazilian government has rocketed this year to R\$ 92.3bn. This must be added to the country's overseas debt of more than USD 100bn.

Brazil's rather shaky financial system, both in the public and private sectors, does not inspire confidence, especially among foreign investors. Buy-outs by foreign banks or mergers among Brazilian ones are a likely prospect for next year.

There is still a lot to be done in the country's privatization process, which has come to a standstill in some areas, for example port privatization.

So, the Brazilian economic picture looks bleak and much will depend on the government's ability to win the inflation battle.

### Argentina

Brazil represents Argentina's largest trading partner and is the major market for Argentine exports, so Brazil's performance next year will inevitably affect its South American neighbour.

Argentina is struggling to shake off recession which has seen GDP fall from an annual growth rate of 7% over a four-year period to only 0.5% for this year, according to official estimates.

The economy has suffered a capital drain resulting from damaged investor confidence in the wake of the financial crisis in Mexico at the beginning of the year. Foreign investors panicked after Mexico's economic collapse, which resulted in its peso being devalued by 100%, and feared a similar scenario in Argentina and Brazil.

In a matter of weeks, the Argentine economy lost USD 8bn in investment capital, creating a serious liquidity problem which meant many banks had to close and credit lines to industry were curbed. The situation was worsened by a scheduled presidential election in

May, fuelling speculation that a new administration would be unable to tackle the crisis.

But the re-election of President Carlos Menem encouraged optimism that the slowed economy would start gathering pace again: investor confidence was regained and capital started flowing back into the country. Analysts predicted an economic recovery by October.

But nobody reckoned with the poli-



**The winds of trade are blowing in the direction of overseas markets for Latin American countries and, through the Mercosur agreement, they are looking to develop commercial ties abroad.**

tical rift that developed during the year between Menem and his finance minister Dr Cavallo, which again undermined confidence in the government's economic policy.

The political turmoil was resolved when President Menem, facing widespread international support for Cavallo, decided to guarantee his minister's position until the end of his presidency in 1996.

It is now expected that the economy will start gaining momentum again in March 1996 and, while Cavallo is budgeting for economic growth of 5% next year, analysts claim this is too optimistic and say 3% is a more likely forecast.

Inflation this year will be 2.2% - an all-time low - and is not expected to exceed 3% next year.

The government's "Convertibility Plan" has helped to maintain a stable dollar exchange rate for the peso.

One of the positive effects of recession has been that exports were boosted by almost 40% in the first nine months of 1995, resulting from domestic industry being forced to sell overseas because of the weak domestic market. In the same period, Argentina's trade balance went from a deficit of USD 4.3bn to a surplus of USD 1.4bn.

Exports are expected to continue growing and, if the economy emerges from recession, imports also should revive.

### Uruguay

Progress of the Uruguayan economy is closely tied to what happens in Argentina and Brazil, which together account for almost 50% of Uruguay's foreign trade.

While the Mercosur accord has increased the flow of trade

among these countries, Uruguay faces the challenge of expanding its overseas exports to counter-balance fluctuating regional markets.

However, falling foreign demand has hit Uruguayan industries like agriculture, transport and tourism, and the country is on course for its worst GDP performance in 12 years.

An important element in Uruguay economic policy is price stability, as inflation is damaging to foreign trade prospects.

With the official rate of inflation projected at 35% for 1996, the government is running a devaluation system to stabilize the Uruguayan peso on international money markets.

However, Uruguay has managed to cut its trade deficit, primarily due to a drop in imports relative to exports which is indicative of falling domestic consumption. Exports must now rise to compensate lower domestic demand.

To achieve this, even stronger fiscal medicine from the government could be required next year.





# IVA CELEB ANNIV IN S





# IVARAN ANNIVERSARY STYLE



# ROHR: KEEPING ITS FINGER ON THE PULSE OF TRADE TRENDS

An enterprising Dutchman laid the foundations for a long shipping co-operation between Ivaran Lines and its Uruguayan agent Agencia Maritima Ernesto J Rohr, based in Montevideo. This long-standing relationship has endured over 57 years of changing shipping times which have seen shifts in trading patterns and expansion into different service areas, according to Alex Rohr.

Agencia Maritima Ernesto J Rohr SA is a family-owned business whose origin goes back to 1920 when a joint venture company was founded in Montevideo under the name of Van Bokkelen & Rohr.

This company merged the youthful energy and dedication of the two Rohr brothers Ernesto and Enrique with a very well-known established Dutch

trader Mr L Van Bokkelen.

The "Van Bokkelen House" as it was known in those days had its main headquarters established in Buenos Aires since 1914. The company was fully dedicated to shipping agency business: imports, exports and representations.

Its success in merchant trading was immediate and, only a year later, in 1915, the need for a branch house in New York was absolutely necessary if the growth and development of the trading house was to be maintained. The New York headquarters were located at 361 Washington Street.

In 1919, Mr Van Bokkelen arrived in Uruguay searching for new horizons and for expansion of his already established trading

business. Together with Ernesto J Rohr and Enrique Rohr, the "Van Bokkelen &

Rohr House" was founded in Montevideo in 1920. Import and export business was under the supervision of Enrique Rohr, whilst the shipping agency department was managed by Ernesto J Rohr.

Main imports and exports were related to foodstuffs and spices, and therefore Van Bokkelen & Rohr represented firms such as Quaker Oats & Co, HJ Heinz & Co, RT French's Mustard Co, Tyde Water Oil Co (who at that time shipped the gasoline in four-gallon cans) and G Washington Coffees, among others.

Trading was more than ever related to transport in those days, and therefore the agency department kept itself very busy as

agents for American Republic Line (New York) and the well-known Mississippi Shipping Co (New

Orleans) and Delta Steamship Lines (or Delta Line as it was later named).



**Agencia Maritima Ernesto J Rohr (from left to right) Raul Rohr, Alex Rohr (sitting), E Jorge Rohr and Jimmy Rohr.**



In 1930, Mr Van Bokkelen died and, although management of the company was already in the hands of the Rohr brothers, full ownership was subsequently transferred to them. Due to local import and export regulations, the name of Van Bokkelen & Rohr had to be retained in order to maintain the existing import trading quotas.

1938 brought important changes in the trade between the River Plate and US. Ivaran Lines ended its cooperation agreement with Moore McCormack, going independent as Ivaran Lines in the USEC/East Coast South America trade, and Van Bokkelen & Rohr was named agent for Ivaran in Uruguay under the management of Ernesto J Rohr.

In 1951, the import and export quota regulation policies in Uruguay were abolished, and the possibility of a change of name of the agency brought also the separation of the Rohr brothers, who were at that stage working already in different areas.

Enrique Rohr kept the import /exports of foodstuffs, whilst Ernesto

dedicated himself fully to the shipping business, founding Agencia Maritima Ernesto J Rohr SA.

Ernesto J Rohr was soon affected by a sudden illness which limited his working capabilities, and therefore his two sons E Jorge (George) and Raul had to get deeply involved in the shipping business and management of the shipping agency in the early 1950s.

The Rohr name became very well established in the following years and soon the Uruguayan shipping community recognized the Rohr Agency as one of the most serious and reliable ship agents in Uruguay, representing first-class owners such as Delta Line (New Orleans), Johnson Line (Sweden) and of course Ivaran Lines of Norway.

Time has passed by and change has inevitably taken place, but 1995, the year of Ivarans' 75th anniversary celebration, finds Agencia Maritima Ernesto J Rohr SA representing Ivaran in Uruguay on all trades, with an office staff of more than 25 employees.

Whilst George and Raul are still

active and "keeping an eye" on the general trends in the business, the third generation of the Rohrs under the management of Jimmy and Alex Rohr is actively working to improve and expand the different services offered by the organization.

Expansion has taken place and Rohr is today a transport organization involved in shipping, as well as in freight forwarding, air freight, stevedoring, trucking and, of course, everything related to transport and trading in Uruguay.

Agencia Maritima Rohr SA is proud and grateful for 57 years of a long-standing relationship with Ivaran. Our capacity to adapt successfully to the changes that have occurred throughout the years is probably one of the main keys to our success and survival.

Time will still go by and further changes will come, but Agencia Maritima Ernesto J Rohr SA is confident, prepared and ready to go full speed ahead into the future together with Ivaran.



A funny text for the above cartoon. Send your reply to The Editor, On Line, Ivarans Rederi, Vollsvn. 9-11 PBox 175, 1324 Lysaker, Norway before March 1, 1996. The winner will receive a collector's pin.



On Line is sending Peter Holten-Sørensen of Ivarans Rederi, Lysaker, Norway a pin for his prize-winning caption



The direction of shipping in the 1990s is being steered by new driving forces. The focus on asset play and operation of low-cost substandard vessels which characterized the last decade has given way to a new culture of quality, in which shipowners with safe operations and quality management systems will be the winners of the future. According to Norwegian Shipowners Association's (NSA) maritime operations director Terje Gløersen, the global shipping industry must meet the quality challenge on two fronts: operational systems and vessel manning.

The need for improved quality and safety at sea is primarily being driven by two forces, says Mr Gløersen.

Firstly, the international regulatory framework and correspondingly tougher control by flag states, classification societies, as well as by port state authorities, will make it increasingly difficult for substandard operators to escape.

Secondly, there is a market demand from charterers looking increasingly for better quality vessels from better quality operators, primarily because of the development towards increased liability

for charterers in case of accidents. Rising shipowner insurance premiums for low quality vessels is another factor adding to the economic incentive for improved quality.

The background to this development is greater public demand for better safety and improved environmental performance, fuelled by some dramatic accidents and media focus on "rustbuckets" in the late 1980s.

The deterioration in safety standards in the last decade, following a trend of improving standards in the 1970s, can be explained by prolonged depressed shipping markets and tough cost-cutting measures in many shipping companies, resulting in lower quality of both vessels and manning.

Mr Gløersen says: "The challenge now is not only to restore the previous quality level, but to further improve it."

The answer, he says, lies not in another set of regulations but the establishment of proper management systems both onshore and onboard with procedures which ensure compliance with international safety requirements and the individual company's quality objectives.

Norway has taken a proactive role in promoting such a quality system at international level. The NSA, after issuing in 1990 its "Guidelines on Quality Management for Ship Operation", took the lead in urging the IMO to develop a mandatory International Safety Management (ISM) Code.

It is designed to provide for safe practices in ship operation, establish safeguards against identified risks, improve safety management skills ashore and onboard and ensure comp-

liance with mandatory requirements.

The ISM Code will be made mandatory from July 1 1998 for a wide range of ship types.

Compliance with the Code's requirements through implementation of a safety management system - such as the SEP (Safety and Environment Protection) scheme provided by Det Norske Veritas - is vital if shipowners are to effectively compete for cargoes in the new shipping world order.

Mr Gløersen says mandatory implementation with the ISM Code represents



**Sailing into the quality culture: companies with efficient safety management systems will be the winners in the future.**

a significant challenge not only for the industry, but also for the maritime administrations responsible for auditing and certifying such systems.

An equally pressing challenge which demands a coordinated response from the industry is to secure qualified personnel onboard and ashore.

The importance of this is underlined by the fact that 80% of all accidents at sea are the result of human error, which is also the cause of 50% of pollution claims and 90% of collisions, according to UK P&I Club statistics.

The high average age of the world fleet, with delivery of new and more sophisticated vessels, will place in-

## MEETING THE QUALITY CHALLENGE



creased demands on crewing standards, while the sharpened focus on safety at sea will imply stricter control of manning qualifications.

However, at the same time, the shipping industry is facing a shortage of qualified seafarers. This results from declining interest in the maritime profession in traditional seafaring nations such as Greece and Japan, while the quality of maritime education in labour supplying countries is lacking.

The ISF/BIMCO study on the "Worldwide Demand and Supply of Seafarers" published in 1990 estimated the shortage of qualified officers worldwide to be some 50,000 officers.

Norwegian shipping is facing a substantial recruitment challenge, with a need for 2,000 officers a year.

In order to address the challenge of attracting quality personnel, Mr Gløersen believes the industry must, firstly, exert influence to improve the quality and capacity of the maritime institutions in labour supplying countries, as well as to improve the credibility of their examination and certification systems. Secondly, it must promote individual or collective measures within the industry to secure recruitment of qualified seafarers.

According to Mr Gløersen, the responsibility lies with governments to provide more precisely defined qualification requirements, provide economic and professional support to upgrade maritime training institutions and introduce stricter quality assurance for these institutions and their examination systems.

But shipping companies also must define their personnel policy through a specified manning strategy and recruitment and training schemes.

Mr Gløersen believes a unified industry-wide initiative is needed to meet the future quality challenges - from shipping companies through to maritime authorities, classification societies and training institutions.

"It is important for us all to act in a coordinated way to promote safety at sea in the most cost-effective manner in order to best achieve our common goal - a competitive quality shipping industry," he says.

## SAILING SCHEDULE FOR ADVENTURE



### *M/S 'AMERICANA'*

Voyage	61	Leaving	New Orleans	o/a Jan. 12 1996
	62	Leaving	New Orleans	o/a March 3 1996
	63	Leaving	New Orleans	o/a April 23 1996

### *M/S 'SAN ANTONIO'*

Voyage	15	Leaving	New York	o/a Jan. 2 1996
			Miami	o/a Jan. 9 1996
	16	Leaving	New York	o/a Feb. 14 1996
			Miami	o/a Feb. 21 1996
	17	Leaving	New York	o/a Mar. 28 1996
			Miami	o/a April 4 1996

**Ivaran Agencies Inc.**  
**Newport Financial Center**  
**111 Pavonia Avenue**  
**Jersey City, N.J. 07310 U.S.A.**  
**Telex: 430238**  
**Telephone: (1) 201-798-5656**  
**Telefax: (1) 210-798-2233**



The Ivaran Agencies pricing department is the focal point both for Ivaran Lines' corporate profitability objectives and the ILNYC sales and marketing plan and objectives.

The words "negotiate" and "compromise" are frequently used to describe what goes on in the pricing department at ILNYC.

In a world of commodity tariffs, service contracts, US government regulation and a global economy, the primary function of the pricing department is to get the highest obtainable price for our services.

We balance this with what the shipping public can afford to pay and, at the same time, try to be reasonably priced compared to our competitors in order to facilitate oceanborne transportation within the Americas.

Substantial time is spent on the

## PRICING DEPARTMENT PERFORMS DELICATE COST-PROFIT BALANCE

telephone and computer discussing new sales leads, potential new business, old business, and performing research.

The pricing department confirms competitive rates as well as producing yield analysis for target business considering the Ivaran costs, competitive rate levels, equipment availability and flows, Ivaran marketing plans, local market economics, and the Ivaran profitability objectives.

We represent our company at the regular meetings between the member lines of the several conferences Ivaran belongs to. The pricing department has input to the sales and marketing action plans and coordinates implementation of the tools necessary to accomplish this plan within the conferences or independently.

Ivaran is a member of three steamship conferences: the Inter-American Freight Conference (IAFC), serving the

trade between the US/Brazil, Argentina, Uruguay and Paraguay; the Venezuelan American Maritime Association (VENAMA), serving the trade between all of the US and Venezuela; the Eastern Canada-South American Rate Agreement (ECSA), covering the trade between Eastern Canada and the East Coast of South America.

Additionally, we have membership in various discussion agreements and serve on committees of the conferences.

Pricing also maintains independent tariffs between the USWC and South America, between East Coast South American and Puerto Rico, Mexico to/from East Coast South America, Canada to Venezuela, from San Juan to Mexico, the Dominican Republic to the US Gulf and USWC, and East Coast South America to the Caribbean and Central America.

## IS IT A BIRD... IS IT A PLANE? IT'S IVARAN

"An unobstructed overview is essential in every business," said Henning Faye-Schjoell, Ivaran Lines' owners' representative in Sao Paulo, Brazil.

To this end, he linked up with Dieter Schambach, Ivaran Lines' owners' representative in Rio de Janeiro, and together they set out to gain a birds-eye perspective of the port situation in Rio de Janeiro.

Well, almost together! Discarding the option of "flying united", they embarked on separate aerial reconnaissance missions, each gauged according to their own specific targets of interest and concern. Both came away with the same conclusion: "It is infinitely more gratifying to soar with eagles than it is to walk with turkeys."










Summing up, one might say that Ivaran has risen to new heights to assure smooth sailing under all conditions.



On a wing and a prayer: Ivaran's intrepid hang-glider pilots Dieter Schambach (left) and Henning Faye-Schjoell soar (left) over Rio.



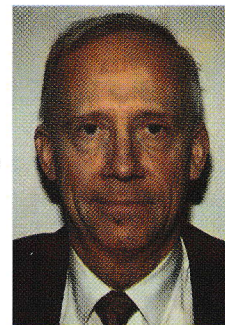


EQUIPMENT		INTERIOR DIMENSIONS		DOOR OPENING		TARE WEIGHT	CUBIC CAPACITY	PAYLOAD
<b>20' DRY FREIGHT CONTAINER</b>		L: 5.900 m W: 2.352 m H: 2.393 m	(19.35 ft) (7.71 ft) (7.80 ft)	W: 2.343 m H: 2.280 m	(7.64 ft) (7.48 ft)	2230 kgs 4920 lbs	33.2 cbm 1173 cu ft	21770 kg 47990 lbs
<b>40' DRY FREIGHT CONTAINER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

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

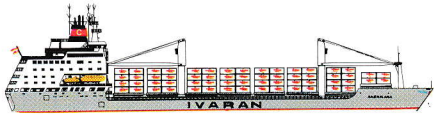
**New Employee**

**Haakon Bugge**  
insurance manager  
Ivarans Rederi





## Newbuildings



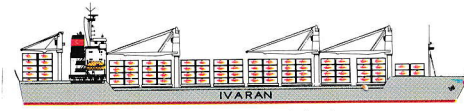
"AMERICANA" - Container/passengervessel, built 1988. 19,818 dwt/1,120 TEUs (cellular) + 3 coiled/coated deep tanks for liquid cargo of 11,785 cbft each. Speed: about 19 knots. Accomodation for 80 passengers.



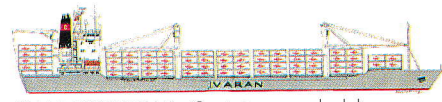
"SAN LORENZO" - Containervessel, built 1993. About 20,000 dwt/1,512 TEUs (cellular). Speed: about 20 knots.



"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.



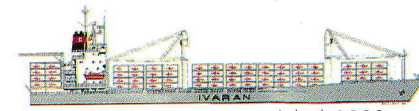
"SANTOS" - Containervessel, built 1985. 17,212 dwt/1,132 TEUs (cellular). Speed: about 17.5 knots.



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.



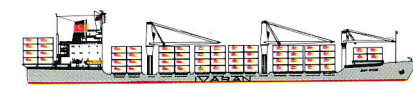
"SAO PAULO" - Containervessel, built 1983. 19,700 dwt/1,134 TEUs. Speed: about 17 knots.



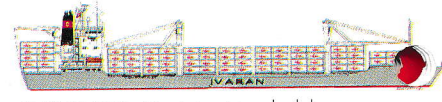
TNSW 512 - Containervessel, delivery August 1996. About 20,000 dwt/1,512 TEUs (cellular). Speed: about 20 knots.



"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.





### GULF SERVICE

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

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

Explanations:

- Bi-weekly sailings
- Monthly sailings

### EAST COAST SERVICE

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

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

Explanations:

- Every other sailing

### EUROPE SERVICE

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

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

Explanations

- Bi-weekly sailings
- Port called on inducement

### ASIA SERVICE

Our Asia Service offers sailings every 10 days to and from the following ports:

- Japan
- Korea
- Taiwan
- Hong Kong
- China
- Thailand
- Philippines
- Singapore
- Malaysia
- Indonesia
- Vietnam
- Sri Lanka
- India
- Pakistan
- United Arab Emirates
- Iran
- Oman
- Qatar
- Bahrain
- Saudi Arabia
- Kuwait
- Rio de Janeiro
- Santos
- Buenos Aires (transfer of cargo to/from Paraguay and Brazilian outports)
- Montevideo (transfer of cargo to/from Paraguay)
- Rio Grande
- Paranagua
- Rio de Janeiro
- Ilheus/Salvador
- Recife
- Vitoria
- Fortaleza
- La Guaira
- Puerto Cabello, 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, Wyld & Co. Inc.; *Bridgetown:* Sea Freight Agencies (Barbados) Ltd.; *Caracas:* Despachos Becoblohm C.A.; *Charleston, S.C.:* Carolina Shipping Company; *Chicago, Il.:* World Shipping Inc.; *Cincinnati, Oh:* World Shipping Inc.; *Cleveland, Oh:* World Shipping Inc.; *Curacao:* Dammers & Van der Heide Shipping & Trading (Antilles) Inc.; *Dearborn, Mi:* World Shipping Inc.; *Georgetown, (Guyana):* Guyana National Engineering Corp. Ltd.; *Houston, Tx:* Riise Shipping Inc.; *Jacksonville, Fl:* Carolina Shipping Company; *Kingston:* Jamaica Freight & Shipping Co. Ltd.; *La Guaira:* Servinave La Guaira, C.A.; *Long Beach, Ca:* Merit Steamship Agency Inc.; *Mexico City:* Transpac Representaciones Transpacificas SA de CV.; *Miami, Fl:* Ivaran Agencies Inc.; *Montreal:* Seabridge International Shipping Inc.; *New Orleans, La:* Riise Shipping Inc.; *Norfolk, Va:* Capes Shipping Inc.; *Philadelphia, Pa:* Stockard Shipping; *Pittsburgh, Pa:* World Shipping Inc.; *Port of Spain:* Alstons Shipping Ltd.; *Port-au-Prince:* Joseph Nadal & Company; *Portland, Or:* Merit Steamship Agency Inc.; *Puerto Cabello:* Servinave Puerto Cabello, C.A.; *Rio Haina:* Maritima Dominicana SA; *San Francisco, Ca:* Merit Steamship Agency Inc.; *San Juan:* ScanAmericana Agencies Inc.; *Savannah, Ga:* Carolina Shipping Company; *Seattle, Wa:* Merit Steamship Agency Inc.; *Syracuse, Ny:* World Shipping Inc.; *Tampa, Fl:* Eller Company, Inc.; *Tampico:* Transpac Representaciones Transpacificas SA de CV.; *Toronto:* Seabridge International Shipping Inc.; *Valencia:* Despachos Becoblohm 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.; *Curitiba:* Agencia de Vapores Grieg S.A.; *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.; *Maceio:* Bahiaship Agencia Maritima Ltda.; *Manaus:* Transnav, Transportes e Representacoes Ltda.; *Natal:* Representacoes Ruy Paiva Ltda.; *Paranagua:* Agencia de Vapores Grieg S.A.; *Porto Alegre:* Cranston Woodhead Agenciamento Maritimo Ltda.; *Recife:* Agencia Continental de Navegacao Ltda.; *Rio de Janeiro:* Agencia de Vapores Grieg S.A.; *Rio Grande:* Cranston Woodhead Agenciamento Maritimo Ltda.; *Salvador (Bahia):* Bahiaship Agencia Maritima Ltda.; *Santos:* Agencia de Vapores Grieg S.A.; *Sao Francisco do Sul:* Agencia de Vapores Grieg S.A.; *Sao Paulo:* Agencia de Vapores Grieg S.A.; *Vitoria:* Transcar Vitoria, Agencia Maritima Ltda.

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

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

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

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

## ASIA:

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

## EUROPE:

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

March 21, 1995 / vp