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NO MORE MUDDY WATERS
Why applying Ecosystem Services
to the maritime industry benefits the
industry, the client and the consumer



EARLY EXPLORERS
While looking for oil in Madagascar,
exploration companies need to
be kept safe at sea



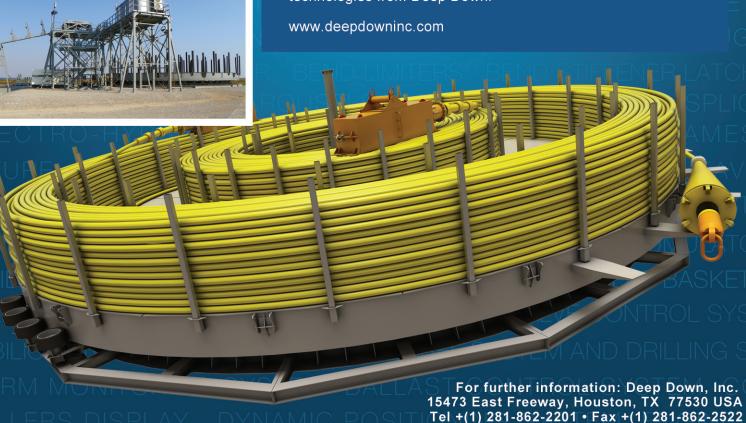
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EDITOR'S COMMENT

Under the Sea

This issue's cover story looks at remotely operated vehicles (ROVs), a technology that continues to grow in importance. As the article states: 'Effectively acting as the hands and the eyes of a project when it gets to water, expert-controlled ROVs are not only helping to facilitate and accelerate operations in terms of reducing down time and expenditure but that of risk to life because it reduces the need for divers.' I think this is an area where development will be rapid and exciting and is definitely an industry to watch. Alongside ROVs, this issue also looks at crew entertainment, fire prevention equipment, dredging, CSR, and piracy - a diverse assortment, so hopefully there's something in there for you! Please get in touch if there's a topic you'd like to see covered in Shipping & Marine.

Libbie Hammond.

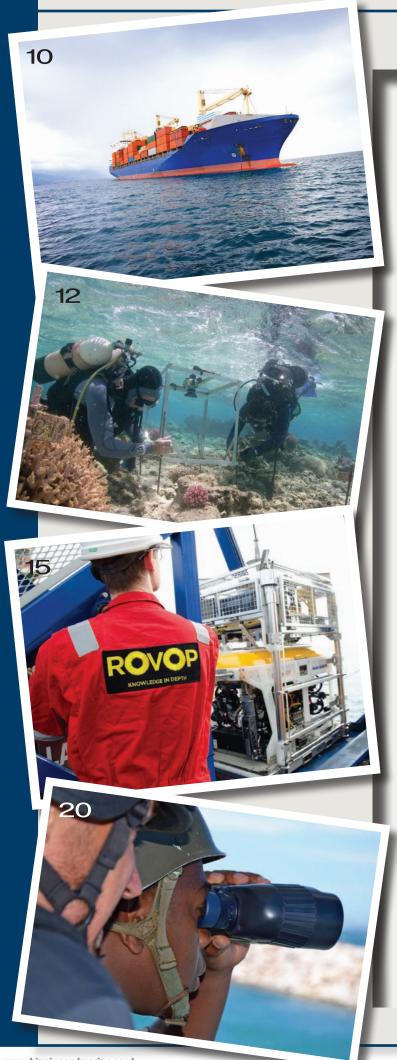
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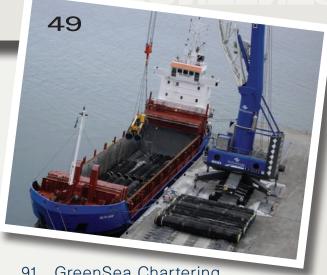
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Harnessing the tides

Adding to its recent momentum in ocean energy, Lockheed Martin has announced that it is further advancing the next generation of tidal energy. Lockheed Martin has commenced a contract from global tidal energy leader Atlantis Resources Ltd. to optimise the design of Atlantis' new 1.5-megawatt tidal turbine, the AR1500.

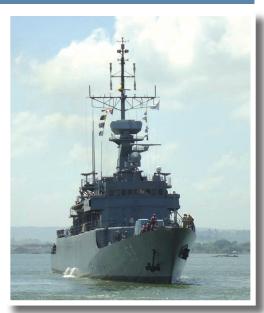
Designed to facilitate operation in highly energetic tidal locations, the AR1500 turbine will be one of the largest single rotor turbines ever developed and will have active rotor pitch and full nacelle yaw rotation. The increased capability and integrated, advanced functionality will help bring commercial tidal energy to reality, and will initially support the MeyGen project in Scotland's Pentland Firth and deployment in Canada's Bay of Fundy. Once completed, the MeyGen project – the world's largest tidal stream project under development – is expected to deliver up to 398 megawatts of power, enough energy to power 200,000 homes. The MeyGen project will contribute to Scotland's goal of 100 per cent renewable energy by 2020.

"By 2040, world energy demand is expected to dramatically increase," said Tim Fuhr, director of ocean energy for Lockheed Martin's Mission Systems and Training business. "Lockheed Martin's technology, development and expertise in ocean systems and global system integration skills will enable the AR1500 to use powerful tides to produce safe, clean renewable energy for homes and businesses around the world."

"With us acquiring the MeyGen project, and receiving full consents to begin construction of the project's first phase, it has been an amazing 12 months of growth for Atlantis," said Tim Cornelius, chief executive officer of Atlantis Resources Ltd. "Our AR1500 development program with Lockheed Martin will ultimately deliver the rapidly growing tidal energy industry the most advanced, robust and powerful tidal turbine system available on the market."

Successful trials

Thales and DCNS have revealed that the comprehensive modernisation programme of the Colombian Navy's four Almirante Padilla class frigates has been concluded with a successful Sea Acceptance Test of the class's fourth ship. The contract with the Colombian authorities was signed early 2009, with DCNS acting as prime contractor and Thales as the lead systems integrator for



the combat system and communications suite.

In the scope of this modernisation programme, Thales and local shipyard, Cotecmar, have installed and integrated the SMART-S Mk2 surveillance radar, STING EO Mk2 electro-optic weapon control system, MIRADOR optronic weapon control system, VIGILE 200S electronic support measures (ESM) system, communications systems and Terma's SKWS decoys launching system, on the four Padilla class ships. Thales has also modernised the vessels' Altesse communications intelligence (COMINT) systems. "This programme demonstrates that Thales is perfectly capable of realising a large modernisation programme within an agreed timeframe and according to the customer's requirements. It also proves that modernising existing

platforms is a good way to considerably extend the ships' life cycles, and significantly enhance their capabilities," said Aniss Agallal, Thales Colombia country director.

Pierre Legros, DCNS Surface Naval Systems senior vice president, said: "The successful modernisation of Colombia's Almirante Padilla frigate demonstrates DCNS's ability to lead the overall project management of such a modernisation programme to the complete satisfaction of the client. DCNS draws on both the expertise of Cotecmar shipyard, which was selected by the Colombian Navy, and those of its partners, first and foremost Thales, while respecting the Government-to-Government agreement signed between France and Colombia."

Expanded distribution

OW Bunker has launched physical distribution operations in Los Angeles and Long Beach, further expanding its presence in North America. The move comes less than 18 months after launching a physical offering offshore in the Gulf of Mexico, as well as a recent deal signed in February 2014 with UNIPEC America to provide products at the BOSTCO fuel oil terminal in Houston.

Adrian Tolson, regional manager, OW Bunker North America, said: "Expanding our operations into the ports of Los Angeles and Long Beach is a natural evolution as we look to grow our presence and support for our customers within North America. Providing a fully integrated, and end-to-end physical solution for our customers

that drives efficiencies into their operations, and is flexible to suit the demands of their businesses, is central in helping them to manage fuel costs and operate profitably."

Tolson added: "While we are starting to see the green shoots of recovery within the shipping industry and related sectors, there are still challenges particularly within the unique North American market. However, we believe that fuel distributors with the financial strength, infrastructure and ability to innovate have a critical role to play in helping owners and operators to take these challenges in their stride and capitalise on the inevitable opportunities that change always brings."

Setting the standards

Orange Business Services has joined a European Union-sponsored initiative to play a key role in the development of new business intelligence and IT standards that are set to improve management tools used by the shipping industry. A key goal is to help shipping companies take complex decisions on the basis of valid, up-to-date information across all ship management lifecycle processes. This will not only make it easier to manage vessels, but also seamlessly integrate them into a company's corporate infrastructure thereby facilitating real-time business decisions, enabling cost savings, and improving safety and crew welfare. As part of the EIS ('Exzellenzinitiative Schiffsmanagement') initiative, Orange Business Services will be the sole provider for ship-to-shore, vessel-based and land-based communication infrastructure. As part of this project, Orange will implement a cloud-based satellite solution on several vessels run by COLUMBIA Ship Management, one of the four largest ship managers worldwide. The initiative includes the support of the European Regional Development Fund (ERDF) and the City of Hamburg, Germany, one of the most influential maritime centres of the world and home to the second largest container port in Europe. The project will also strengthen the city of Hamburg's competency in specialised maritime IT systems.

The solution provided by Orange comprises the communication hardware of the vessels, the onshore data centre as well as the design and development of traffic optimisation tools. The integration of satellite communications with Business VPN, a fully managed IP-based VPN service, with private access to cloud services will enable COLUMBIA Ship Management to benefit from a high-performance, secure solution without relying on the internet.

"With the new cloud-based platform in this project, we can demonstrate how improved communication between vessels and their management will streamline business tools and decisions," said Michel Verbist, head of international business development, satellite at Orange Business Services. "Real-time ship-to-shore communication can provide a competitive advantage for both large and small shipping companies around the world. We look forward to providing innovative cloud solutions for other players in the maritime sector in the months to come."

Prepared for regulation

Two Ro-Ro ferries owned by UK based Condor Ferries are to be retrofitted with Wärtsilä's new AQUARIUS READY ballast water management system (BWMS) solution. The AQUARIUS READY concept has been developed by Wärtsilä to prepare vessels for the fitting of BWMS, while minimising vessel downtime, thereby enabling more efficient operations.

The contract was signed in February 2014 and the final equipment delivery will take place within 12 months from the

ratification of the IMO Ballast Water Convention.



Preparation work has already been undertaken onboard the ferries. This includes making the required connections to the main ballast line, installing the bypass and isolating valves, preparing the space needed, and carrying out the foundation work. These tasks were carried out when the vessels were dry-docked. The actual equipment installation and commissioning will take place at a time convenient to the owners following ratification of the IMO Convention. "The demand for Wärtsilä BWM systems is increasing rapidly as owners prepare their ships for regulatory compliance. The Wärtsilä AQUARIUS READY solution enables cost saving and installation flexibility, while having Wärtsilä as a single point of contact between the yards, the class societies, and the flag state authorities is a huge benefit for owners," says Dr Joe Thomas, director, Wärtsilä Ballast Water Management Systems.

"This partnership with Wärtsilä has allowed Condor to be ready to fit ballast water treatment without the need to lay up any of our ships, since the preparation work, which requires the ship to be out of service, was completed during planned refit periods. Fitment can then take place in-service when the International Convention for the Control and Management of Ships' Ballast Water and Sediments is ratified," says Graham Belgum, fleet director for Condor.

Keeping cool

Engineering firm IPS Marine
Fabrications has completed
major upgrade work for
ferry operator Stena Europe.
The company, which is
headquartered in Birkenhead,
has repaired and maintained
fabricated air handling units
throughout the Stena Europe
vessel. IPS manufactures
insulation products, particularly
aimed at the marine industry,
and has in-house machining
facilities.



IPS directors Paul Smith and Peter Hillan at Cammell Laird

Director Paul Smith said the project was completed while the Stena Europe, which operates between Fishguard in South Wales and Rosslare in the Republic of Ireland, was afloat. "These units regulate the air conditioning on the Stena Europe therefore they form a vital part of its operations in relation to staff and passenger comfort," he said.

"We were able to bring considerable experience in this particular field and high levels of the skill to the project. The fabricated air-handling units are designed and fitted to ensure maximum durability and minimal maintenance. All work was carried out to SOLAS standards."

Changes and upgrades

Reflex Marine's brand new personnel transfer device, the FROG-XT4, was positively received at a launch event in Stavanger, Norway. The new four-person device was unveiled at Reflex Marine's regional partner EnerMech's fifth birthday party. The development of the FROG-XT range has been a direct response to customer demands and provides greater comfort and safety to passengers, wider operating parameters and higher capacity transfers than its predecessor. It has a smaller footprint and more compact design making it easy to store and more cost effective to ship.

The lifting points are now at eye level and therefore easier to access and inspect, making it simple to ensure the safety of the unit before each transfer. The new stretcher mounting system makes it capable of being deployed quickly in medical evacuation situations (MedEvac), a crucial feature in emergency scenarios.



Investment opportunity

A rare opportunity has arisen to acquire a 12.1 acre (4.9 hectare) freehold waterfront industrial estate at Hythe Marine Park just outside Southampton. The site also has 33.4 acres (16 ha) of seabed currently leased from the Crown Estate and there is detailed planning consent for a further 40,000 sq ft (3,716 sq m) industrial building in addition to the existing 224,410 sq ft (20,848 sq m).

CBRE has been appointed to manage the sale of this landmark site by informal tender, which is expected to be completed by early June.

The site, a former US military base, has been transformed in recent years into one of the region's most important marine business parks, securing the site's long term employment use as a specialist marine industrial estate and small office/ business centre.

Commenting on the opportunity, CBRE investment director Jon Diaper said: "Hythe Marine Park is a unique investment opportunity. The flexibility of space and direct access to Southampton Water enables tenants to be involved in some of the most specialist marine activities in the UK involving manufacturing, maintenance and repair."

He added: "This is an exciting opportunity for a specialist investor to be part of the South's growing marine industry. Recent years have seen both occupation and employment levels on the site increase as new businesses take up available space to suit their requirements."

Virtual ER



Globecomm Maritime has formed a strategic relationship with Future Care, Inc, to create Future Care Live, a video-enabled telemedicine solution integrated into Globecomm's popular Access Chat service.

Future Care Live combines Future Care's Caring for the Crew program with Globecomm's Access Chat Plus live video streaming software to provide a revolutionary level of medical care to commercial shipping and marine personnel during emergency illness or injury at sea, as well as to respond to routine healthcare needs.

Using the video streaming properties of Access Chat Plus, Future Care Live creates a 'virtual ER', which allows for the simultaneous remote participation of general and specialist physicians, hospital treatment staff, Future Care case manager, shipowner representatives and family members while the patient is onboard ship.

Christina DeSimone, president and CEO of Future Care, said the alliance would allow both companies to greatly expand the reach and effectiveness of maritime telemedicine services. "Telemedicine is a truly shared benefit - to the ship or boat owner or shipmanager, as well as to individual crew members - and in ways not imaginable a few short years ago. Seafarers will benefit from the virtual presence of Future Care's network physicians and other medical professionals onboard ship while the shipowner and his P&I Club will save in medical costs, time lost and avoidance of deviation."

Malcolm McMaster, president of Globecomm Maritime, said the ability to provide a genuine telemedicine was a timely development, given the ratification last year of the Maritime Labour Convention. "Shipowners and managers are more than ever focused on the 'human factor' as the key to safe and efficient operations. Until now, this realisation has lacked the mechanism to truly provide innovative services like telemedicine. Putting Access Chat Plus together with Future Care creates the opportunity to deliver a service that can improve healthcare for mariners and also be highly cost effective."

Security accreditation achieved

Global management system certifier, LRQA has become one of only two organisations to offer UKAS accredited certification to ISO 28000 including ISO/PAS 28007, the new maritime security standard. ISO/PAS 28007 is part of the global supply chain standard, ISO 28000 which gives established guidelines to private maritime security companies (PMSC) that supply privately contracted armed security personnel (PCASP) on board ships. Certification to these standards demonstrates to the international community that they, and their operatives, can legally, safely and effectively guard shipping. David Derrick, LRQA UK's business centre manager comments: "We are delighted to be one of the first certification bodies to be

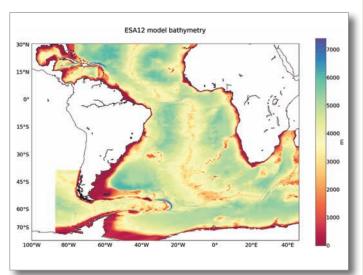
able to provide UKAS accredited certification to ISO/PAS 28007 which sends a clear signal to ship owners, PMSCs and the market that LRQA is following rigorous, tested auditing processes and that we only ever field assessors with the correct qualifications and experience. This is key in assuring the confidence of the shipping community.

"LRQA clients that have been successful under the pilot scheme will receive new certificates showing accredited certification status. We are fully committed to supporting our clients and potential clients with a full range of gap analysis, assessment and training options for them to meet their business objectives," he concludes.

Joint initiative

BMT ARGOSS, a subsidiary of BMT Group Ltd, has announced a joint initiative with the Met Office, the UK's national weather service, and Oceanweather Inc, to help support oil and gas majors with offshore engineering design and operational planning in the mid-Atlantic region. The main deliverable of this project, entitled the Mid-Atlantic Current Hindcast (MACH), is a 20-year high quality ocean current reanalysis for the mid-Atlantic region, with nested high-resolution grids covering principal oil and gas concession areas.

Robin Stephens, Metocean group manager at BMT ARGOSS explains: "In recent years, ocean modelling technology has significantly advanced - therefore we recognised the importance and timeliness of conducting a comprehensive, new West Africa ocean current hindcast. Much of the oil and gas activity in this region is in deep water and involves the design, installation and operation of floating production systems with substantial subsea components such as risers and moorings, both of which are very susceptible to current-induced loadings. By simulating ocean current, temperature and salinity in profile we can provide customers with a long term simulation which has been validated and optimised against data that has been measured in the region." Following completion of a pilot two-year integration and a detailed validation study against available concurrent in-situ current measurements, a full 20-year integration is underway to produce an ocean current hindcast database, suitable for use in offshore engineering and operational planning.



Full height jacking trials

Teras Offshore, along with Global Maritime and ASL Shipyard in Batam, Indonesia are pleased to announce the completion of full height jacking trials of the Teras Sunrise. The trials were completed on 7th February and mark another successful milestone in the Teras Sunrise reactivation project.

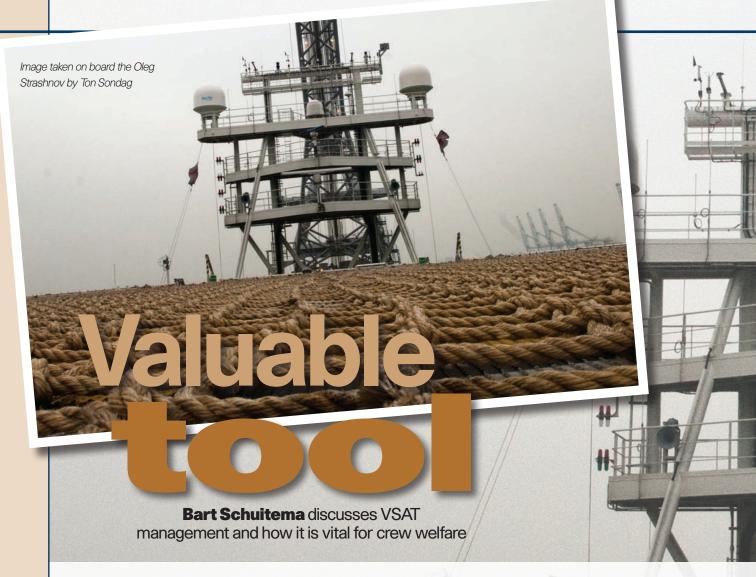
The Teras Sunrise is the second 'Service Jack' design developed by Global Maritime. The vessel is a



jack-up construction vessel with a payload of up to 7200 tonnes, outfitted with four jack-up legs for jacking operations in the North Sea in up to 80m water depth. She has accommodation for 160 persons with the option to increase to 260 using Pullman berths. She also has two 750 tonne pedestal cranes, a helideck and six thruster DP2 dynamic positioning system for independent operations offshore. In addition to designing the Teras Sunrise, Global Maritime has also been providing technical support to the owners, Teras Offshore, during the reactivation project. Working closely with Teras Offshore, Global Maritime was able to use their in-depth knowledge of the vessel and systems to help ensure the reactivation work ran smoothly.

Taking advantage of its extensive geographical network, Global Maritime's London and Singapore offices provided assistance in preparation for and during the jacking trials. This included carrying out the site specific assessment, preparing the jacking procedure, ballast plan and providing technical advice during the trials. Global Maritime's project manager explains: "It has been great for us to see this project through from initial concept to final completion. Our close working relationships with Teras Offshore and ASL have been key in overcoming the inevitable challenges associated with a reactivation project. All parties have been 100 per cent committed to making the project a success and we are incredibly proud to be involved."

The vessel sea trials were scheduled for March 2014 and the Teras Sunrise was expected to begin service in April 2014.



For a long time it was normal to be completely disconnected from home while being at sea. How life at sea has changed since then! The introduction of satellite services revolutionised all of this overnight, and at the start of this century VSAT was introduced, bringing a broadband internet connection on board.

Nowadays, VSAT facilitates a variety of services; vessel IT, remote maintenance and monitoring, operational support and of course, it improves crew welfare. Both on land and at sea, developments in this field of communications are following each other at an extremely fast pace, driven by technology and the changing way we are socially interacting with each other.

We are simultaneously listening to streaming radio on our iPhone while updating our Facebook status, asking what's for dinner via WhatsApp, receiving pictures of a one minute old newborn baby and reading a new bestseller on our Kindle. And all of this on the bus home!

Technology has changed what is possible dramatically. Undoubtedly this is for the better, especially when it comes to crew entertainment and communicating with home. However, there is a flipside.

Bandwidth gap

Wherever crews are on the globe, they are used to Facebook, WhatsApp, Twitter, streaming live football, Skyping their friends and family. But there is often a gap between what they can do ashore and what is possible on a vessel. For example, a typical vessel has less than 1/10th of the speed that we have on our 4G-enabled smartphone.

Bandwidths on land will continue to grow; internet connections of 500

megabit and higher will be introduced very soon, and the applications that use these bandwidths will follow. The bandwidth gap between sea and ashore is growing.

A VSAT connection already has many demands being made of it, as it is often being used for crew welfare, operational support, remote maintenance, etc. Meanwhile Imtech Marine is noticing a trend in the industry of more and more requests for Bring Your Own Device (BYOD) solutions, enabling crew to use their own 'social' devices via Wi-Fi in their cabins. This means that a huge number of devices related to crew welfare, and all other applications, are all demanding attention from just one VSAT connection.

At Imtech Marine we believe these developments should be embraced. Social media and the BYOD trend are embedded in our social life and too important to ignore. However, simply introducing each new trend onboard could actually cause VSAT to have a negative impact on crew welfare; when you have been at sea for months and want to have a quick chat with your children before they go to bed and the connection is too slow, you can return to work frustrated.

The growing expectations from the crew and growing number of applications for VSAT poses a challenge for the industry. When this challenge is well addressed in designing the VSAT solution, this does not need to cause a headache. At Imtech Marine we apply a few guidelines to help create the right solution for the ship:

Make an inventory of the bandwidth demand on board.

Which applications will use the VSAT connection? How many users will use the internet and how can you provide access? When our client already has VSAT on board, we find the usage statistics a valuable tool.



Based on this information and future expectations a bandwidth profile can be built, which is important for selecting the right connection and equipment that is fit for purpose.

Know what quality bandwidth you are getting! When assessing the different VSAT connections that are being offered on the market, it is important to look further than the reported bandwidth. Most of the offerings are based on a shared connection. This means that when you are not using the bandwidth, the satellite capacity can be assigned to another user. This allows the VSAT operator to offer the subscription at a lower price point. It is important however, to know what the sharing ratio is and what minimum bandwidth you are guaranteed to get, as this in the end, will decide the quality. In general, the more users you have on board, the lower the sharing ratio should be. In some cases with a large crew or when various applications are using the connection, a dedicated bandwidth should be considered.

Time the introduction of new services on board carefully.

A good example would be the introduction of Wi-Fi in the crew cabins. Before introducing this service, make sure the user experience will be good by making sure that there is enough bandwidth available. A bad user experience will cause irritation and have an adverse effect on crew welfare. A well-timed introduction prevents this.

Involve the crew in managing the VSAT. Make sure the crew knows what is available and what the consequences of certain actions are on the general user experience on board. A user management tool could also be considered here.

Consider alternatives for using the VSAT for non real-time applications. Large file transfers as back-ups, or movies for a video on demand service, can have a big impact on the VSAT connection. These transfers could be scheduled when the vessel has a Wi-Fi shore connection or even sent to the vessel using an (encrypted) hard drive.

Our most important advice would be: **manage the VSAT connection using a data management tool.** Put simply, an email message may take ten minutes without causing irritation but a website needs to be displayed in seconds. Streamlining data in this way will allow you to offer the best possible user experience to the crew, while getting the most out of your airtime investment.

In summary, it is perfectly possible to design a VSAT solution that will play an important role in crew welfare, but only when operators are fully aware of the options. Imtech Marine helps its customers get the right VSAT solution for them. There is no denying that if managed properly, VSAT is an extremely valuable tool.

Bart Schuitema is product manager at Imtech Marine. Imtech Marine is a leading company in the global maritime market, operating as a full-service provider and system integrator of tailor-made, innovative and sustainable technology solutions covering the whole ship. Imtech Marine provides innovative systems and reliable maintenance services around the world during the full lifetime of the ship.

For further information visit: www.imtechmarine.com.



suppliers, researching their existing supply chain and sending out CSR check-sheets to existing suppliers are seen as vital to keeping programmes on track.

FOCUS ON THE ENVIRONMENT LOCOLS ON THE ENVIRONMENT

The environment is an important aspect to all this. The World Shipping Council stresses that maritime shipping is the world's most carbon-efficient form of transporting goods - far more efficient than road or air transport

There is absolutely no doubt this pressure will remain on the shipping industry – with continuing investigations and demands growing on the logistics supply chain. Companies that fail to keep up will be at a growing disadvantage; of that there is no doubt. They will lose out on business.

Many companies in the logistics and shipping sector, ours included, are already working with their customers to ensure that they meet and support their CSR and environmental goals. That may mean complying with their wishes to see more of their freight on rail rather than road – or it can mean demonstrating to them our commitment to the environment and our CSR by the policies and actions we take. We also have ISO18001 accreditation that highlights our sustainability and environmental awareness and we work with our local community in sponsoring youth development. However, it must be stressed this is about much more than box-ticking. CSR is good for business and it's also good for the way we do business and work with our clients, colleagues and partners.

There are many different definitions of CSR – many used to see it as a fluffy, aspirational subject. It isn't, it is crucial to how business is done and is seen to be done today. One of the best definitions produced puts it simply: 'It is about how companies manage their business processes to produce an overall positive impact on society.' That obviously covers a wide range of issues – from the way an organisation works with its community to its relationship with its staff and its attitude to a cleaner and greener environment.

The environment is an important aspect to all this. The World Shipping Council stresses that maritime shipping is the world's most carbon-efficient form of transporting goods - far more efficient than road or air transport. However, the work goes on to further improve the fuel efficiency and carbon footprint of vessels – and to reduce the carbon footprint of freight once it is landed at its destination.

But it's not just at sea that carbon-reducing measures need to be taken. On land, developments like the new London Gateway deepwater container terminal are being hailed as a way of reducing emissions. A study has estimated that the newly-opened port and its new logistics park will save 148,000 tons of carbon dioxide from British supply chains per year, because of shorter journey times for 2000 trucks per day.

Back at sea, we are also seeing efforts being made by shipping companies to reduce their carbon footprints. Slower steaming, pioneered by Maersk Line, is helping cut emissions. So is technology. At a Green Technologies Seminar held in Singapore last year more than 150 shipping industry executives gathered to discuss the subject, emphasising its importance to them and their organisations. Meanwhile, shipbuilders continue to make strides to create greener vessels. That drive for cleaner technology, fuelled by the volatility of energy prices, will continue to accelerate, as will the demand on companies to demonstrate their clear CSR policies, commitment and action.

There is no doubt that CSR makes sound business sense, with the consumers of the future also aware of its importance when it comes to their decision-making. A study by the Good Research Partnership and British Youth Council found young people aged 11-25 are more likely to buy from firms that invest in local areas, support community projects and give to good causes. The internet-savvy consumer of the future understands and believes in the need for social responsibility and is prepared to make decisions based on how organisations are performing.

Sustainability plays another key role in all this. The need for organisations to reduce their carbon footprints is paramount to CSR. This is being driven by both legislation and climate change policies externally and shareholder and consumer pressure internally. Larger companies are looking to buy and use green energy – and to show clearly how they are reducing their carbon impact on the environment and meeting their own targets. This includes the carbon footprint of their logistics and supply chain. For smaller-sized companies, it might include the introduction of renewable energy strategies, such as wind turbines on their land or solar PV panels on the roof of their building.

The challenges are many and they will continue to grow. Companies that rise to them and respond will become stronger and more successful as a result. That is what all businesses, including logistics and freight shipping, have to respond to.

David Milne is director of KC Group Shipping. KC Group Shipping offers a complete supply chain solution and full-cycle consultancy. The consultancy offering enables the group to audit its customers' entire shipping activities and advise on the best solutions to optimise shipping and logistics, maximise cost-effectiveness and to reduce their carbon footprint. For further information, visit: www.kcshipping.co.uk.



Dredging is (too) often seen as an invasive activity. Working on the seabed, more or less invisible to those on land, the industry is sometimes suspected of disrupting the planet's marine life, the flora and fauna beneath the seas, and creating turbulence or, as it were, muddying the waters.

But in fact, the opposite is true. For years the major private international dredging companies and their umbrella industry organisation, the International Association of Dredging Companies, have invested heavily, not only in remedying the perception of being 'environmentally unfriendly', but in seeking transparency and indeed in becoming an environmentally conscious and friendly industry. Largely unacknowledged are the intensive, multi-year-long environmental impact assessments that take place before dredging starts and the meticulous and high tech 'adaptive' or feedback monitoring that is ongoing during a project, and continues for significant timeframes after a project's completion.

Yet, admittedly, solutions that give equal weight to the care of the environment and economic progress are not simple. Birds and boats – clearly we need them both. Recently a new analytical instrument has been added to the arsenal supporting decision making which leads to a sound balance: Ecosystem Services.

What is Ecosystem Services?

Ecosystem Services (ES) aims to make a fair comparison between the economic contributions of businesses versus the intrinsic value of ecosystems and biodiversity. ES does this by giving 'nature' a monetary value, i.e., defining it as 'natural capital'. In this way, stakeholders, government and owners of infrastructure can compare apples with apples. They can better determine what we gain and what we lose by building a new port or extending an old one, or by replenishing an eroded beach, which may also be a coastal defence against rising sea levels.

An ecosystem is defined as the animals and plants found in a particular location. Although their biodiversity is crucial to the overall well being of the environment, ecosystems are subject to many pressures, both natural and human. Natural pressures include weather, climate in general and the topography of the region as well as the competition between species. Human pressures include the introduction of non-native species through global shipping traffic, the construction of maritime infrastructures, dredging and climate change.

The launching pad for ES and the monetary valuation of our ecosystems was the Millennium Ecosystem Assessment (MA) (2005). The MA is an analysis by some 1300 international scientists on the state of Earth's ecosystems. The report concluded that human activities are



having a very significant and not-so-positive impact on the biodiversity of global ecosystems; that people, as individuals and as corporations, are contributing to the reduction and the lack of resilience and biocapacity of ecosystems. The result is a growing loss of 'natural capital'.

Preserving 'natural capital'

Natural capital is defined as the resources of the planet's lands, waters and its biodiversity. Ecosystem Services are the benefits, which derive from natural capital. It includes such obvious resources or 'assets' as clean water and fresh air, agricultural crops for food, wild life and plants as well as fossil fuels and minerals necessary for economic development. The MA defines four basic categories of Ecosystem Services:

- Provisioning, products supplied from ecosystems, such as food, water and fuel;
- Regulatory, the benefits derived from regulating water, erosion, flooding, climate and air quality control;

- Life-supporting, the long-term significance of nutrient cycles, photosynthesis and crop pollination; and
- Cultural, such as educational, spiritual and recreational enhancements.

How does this affect the maritime industry?

The oceans are both key to sustaining life on Earth and simultaneously they are a conduit for 90 per cent of the world's trade and for connecting people and markets. How do we combine these two basic necessities?

Ports and other maritime infrastructure construction projects regularly encounter resistance from stakeholders wishing to conserve valuable habitats. Internationally, this has led to the adoption of multiple layers of legislation – for instance, the RAMSAR Convention on Wetlands (http://www.ramsar.org) – and the European Union's Habitat Directives to protect and conserve fauna, flora and their habitats. Many other countries have their own list of regulations guarding natural



resources and assets as they interact with the maritime industry. But these regulations, as useful as they are, have proven to be insufficient. A new, bolder step was needed and that has given impetus to the Ecosystem Services approach.

Co-operation is better than co-existence

Recently a number of maritime organisations have been focusing on the subject. The Central Dredging Association issued a white paper on ES, PIANC is examining how to apply the concept, and the IADC has also issued a Facts About Ecosystem Services and Dredging (http://tinyurl.com/njlzdzs). The knowledge institute EcoShape Foundation (www.ecoshape.nl) is a public-private group which for several years has operated a research programme 'Building with Nature,' through which it conducts pilot projects that aim to make the ecosystem the focal point of a project rather than an after-thought.

But how do natural assets weigh against concrete business assets? If the loss of natural capital reduces essential long-term benefits to people and the planet, can this loss (and conversely gain) be defined in financial terms?

An important step forward in creating a valuation framework is the recent formation of the Natural Capital Coalition (http://www.naturalcapitalcoalition.org/). In 2007 a global initiative was launched by Germany and the European Commission known as The Economics of Ecosystems and Biodiversity (TEEB) supported by UNEP (United

Nations Environment Programme). As of January 2014, TEEB has been rebranded as the Natural Capital Coalition (NCC) and continues its co-operation with UNEP. NCC is working with key stakeholders from business, government and civil society, and the ultimate goal is to achieve a shift in corporate behaviour to preserve and enhance – rather than deplete – natural capital. Its first aim is to develop a 'harmonised valuation system for natural capital in business decision making, e.g., supply chain management, financial accounting, corporate reporting and disclosure'.

This effort to provide practical market tools marks a new path beyond contentious co-existence to actual co-operation. Since dredging contractors already implement processes for project management, which reflect a deep concern with ecosystem preservation, taking the next step – embracing Ecosystem Services and the natural capital approach – is a logical move.

René Kolman is secretary general of the International Association of Dredging Companies (IADC). IADC is the global umbrella organisation for contractors in the private dredging industry. As such the IADC is dedicated to not only promoting the skills, integrity and reliability of its members, but also the dredging industry in general. IADC has over 100 main and associated members. Together they represent the forefront of the dredging industry. For further information, visit:

www.iadc-dredging.com.



To infinity and beyond

Remotely operated vehicles (ROVs) are on the critical path of the offshore energy industry but, as **Moray Melhuish** explains, not all ROVs are created equal

Just like NASA wouldn't send someone to the moon without ensuring they are a trained and experienced astronaut in a space shuttle that is highly equipped for the mission, the same applies to deploying ROVs.

As the oil and gas industry reaches new subsea frontiers, ROV services have evolved into the next generation. As such, ascertaining competence and making sure the right technology is employed before assigning an ROV provider has become even more crucial to successful project execution.

It is also a vital decision for offshore wind developments which, despite being in shallower waters, are arguably more challenging to work in compared with the depths of oil and gas operations hundreds of miles out to sea because of arduous environmental conditions including high current, water turbidity and low visibility.





Highly experienced and competent ROV personnel operating fit-for-purpose, up-to-date equipment is crucial to getting an unparalleled delivery of service that significantly benefits operations on numerous counts. Key to delivering the best ROV service is to first understand the precise needs of a project - however routine or unique – as well as priorities. From here, the right equipment and pilot technicians can be decided upon to ensure the optimal ROV solution.

The mobilisation of highly-skilled personnel operating the latest generation systems that are tailor made to operate in application specific environments adds genuine value and creates tangible results. Often, savings measured in millions of pounds are achieved due to the considerable increase in efficiencies and when the day rate of a host vessel is taken into account.

Meanwhile, technical advances in ROVs and the configuration of them according to project requirements, including specific tooling and sensor needs, have left the older ROVs if not obsolete, certainly struggling to keep up with the rapid pace of change. No matter how well it has been maintained, a veteran system cannot compete in terms of the advanced diagnostics, system reliability, performance, repairability and deployment of advanced survey equipment and subsea tooling.

Effectively acting as the hands and the eyes of a project when it gets to water, expert-controlled ROVs are not only helping to facilitate and accelerate operations in terms of reducing down time and expenditure

but that of risk to life because it reduces the need for divers. As another result, cost savings are produced because an ROV system can be mobilised for a far lesser outlay than a dive spread as well as operated from a greater range of vessels.

Similarly, the latest ROVs address risk reduction relating to pilot fatigue, an issue that can be under-rated. Yet with crews typically working 12-hour shifts offshore in what can be demanding environments, reducing pilot fatigue obviously lowers the potential for human error.

Up-to-date ROV controls are ergonomically designed and the systems have an array of automatic pilot functions built in. These can include auto heading, auto pitch, auto roll, auto depth, auto altitude, station keep (or dynamic positioning) through the entire water column, auto displacement and auto track which can be invaluable in pipeline or cable survey tasks.

The maintenance of modern ROVs is also paying huge dividends because, unlike more conventional vehicles, they have built-in advanced diagnostics which automatically inform the pilot which system and subsystem is affected by a failure, dramatically speeding up the time it takes to pinpoint a failure and therefore time to repair.

In addition to this, repairs to the best of the latest generation of ROVs can be carried out quickly and effectively offshore with minimum impact to operations. With heavy construction vessels costing as much as \$16,000 per hour in lost revenues to the client, or more than twice that





for high specification drilling rigs, the importance of operating reliable equipment and being able to repair it quickly, is clear.

Whereas older ROV models may take as much as 14 hours or more to repair, latest generation systems such as the Schilling HD are designed around a 60-minute repair philosophy. The ability to



Moray Melhuish

re-terminate the tether or even change out the HPU or control system in just one hour can have a dramatic impact on project profitability by getting the host vessel back working again as soon as possible.

While the ROV sector has seen major advances over the years, the benefits of selecting the most appropriate system for the job at hand and ensuring the provider has a high level of expertise and resources in this most demanding of subsea environments can often be overlooked.

But with the subsea industry becoming increasingly pivotal to

ensuring global security of energy supplies thus accelerating the heavy and growing demand on the ROV sector, it pays to have the leading-edge experts and equipment. One small step-change in innovation makes for one great leap into the future of energy.

Moray Melhuish is commercial director of award-winning ROVOP, which focuses exclusively on providing ROV services for the offshore wind and oil and gas markets. ROVOP has become an industry leader in its field - with a solid track record in offshore construction and inspection, repair and maintenance across the UK and Europe – through continually investing in its diverse fleet of high-performance ROVs and, fundamentally, in its people and customer service. The company's ROV Academy is open to all personnel from the most experienced offshore supervisors wishing to update their skills through to an entry-level technician. For further information visit: www.rovop.com.



According to the requirements in SOLAS Chapter II-2, vehicle decks and ro-ro cargo areas that cannot be closed off, together with other areas classified as 'special category', must be protected by a manually activated water spray system.

'Special category' areas are enclosed vehicle decks to which passengers have access. Detailed requirements for the design and installation of water spray systems are set out in IMO Resolution A123(V), published in 1967. Some of these detailed requirements that can be specially mentioned are:

- The system capacity must be capable of delivering a discharge density of at least 3.5 mm/min in deck areas with a maximum height of 2.5 m, and of at least 5 mm/min in higher deck areas.
- The system must be divided into sections, with each section (with certain exceptions) extending across the full width of the vessel.
- Each section must be at least 20 m long, and the system pump capacities must be sufficient to supply water either to the entire deck or to at least two sections.
- Section control valves must be installed outside the protected area

Outdated and questioned recommendations

During the latter half of the 1990s and the first few years of the 2000s, SP Fire Technology conducted a number of research projects investigating and illustrating the feasibility and potentials of modern sprinkler technology on ro-ro decks. Nevertheless, despite several approaches, IMO did not respond to several proposals for improvements. In 2006, the UK Maritime and Coastguard Agency (MCA) published a report which concluded that the design capacity of water spray systems was not sufficient to counter the risk of fire on ro-ro decks presented by modern cars, coaches and heavy goods vehicles. The report also concluded that a programme of large-scale fire trials should be carried out in order to improve understanding of the behaviour and progress of fires on ro-ro decks. In 2008, funding from VINNOVA, the Swedish Mercantile Marine Foundation and the Swedish Fire Research Board opened the way to a Swedish project to investigate this particular area. The project, under the name 'Improved water-based fire suppression and drainage systems for ro-ro vehicle decks' (IMPRO), performed both small-scale and large-scale fire trials. (See Brandposten no. 41, 2009.)

Several serious fires have occurred on ro-ro decks in recent years, including those on UND Adriyatik in 2008, Vincenzo Florio in 2009 as well as on Lisco Gloria and Commodore Clipper in 2010. In several of these

RO RO SPRINKLERS BO BO SPRINKLERS



fires, damage has been very extensive, thus increasing the need for understanding of better sprinkler systems.

New recommendations in MSC.1/Circ. 1430

A correspondence group discussed revision of IMO Resolution A:123(V), starting from the results from the IMPRO project, and a proposal was sent to the IMO fire protection sub-committee, IMO FP55, in July 2011. The sub-committee drew up a document, which was in due course approved at the meeting of the Maritime Safety Committee in 2012 and published as MSC:1/Circ. 1430 in May 2012. It contains recommendations for entirely replacing IMO Resolution A:123(V). However, systems that were installed in accordance with the earlier rules will be permitted to remain, as long as they are in full working order. As opposed to IMO Resolution A:123(V), MSC:1/Circ. 1430 permits automatic wet-pipe systems, dry-pipe systems and pre-action systems. In addition, group-activating systems (deluge systems) are still permitted. System design capacities are based on the type of system and the deck height, as given in Tables one to three

The recommendations in MSC1/Circ. 1430 are a big step towards improved fire safety on ro-ro decks on ships. However, several member countries in IMO have expressed fears that alternative sprinkler systems, such as water mist systems, can be fire-tested by a method that

Table One - Minimum water density and protected area for decks with free heights up to and including 2.5 m.

Type of system	Minimum water discharge density (mm/min)	Minimum coverage area (m²)
Wet pipe system	6.5	280m²
Dry pipe or pre-action system	6.5	280m²
Deluge system	5	2 × 20m × B¹

1) B = Full breadth of the protected space.

Table Two - Minimum water density and protected area for decks with free height between 2.5 m and 6.5 m.

Type of system	Minimum water discharge density (mm/min)	Minimum coverage area (m²)
Wet pipe system	15	280m²
Dry pipe or pre-action system	15	365m²
Deluge system	10	2 x 20m x B1

1) B = Full breadth of the protected space.

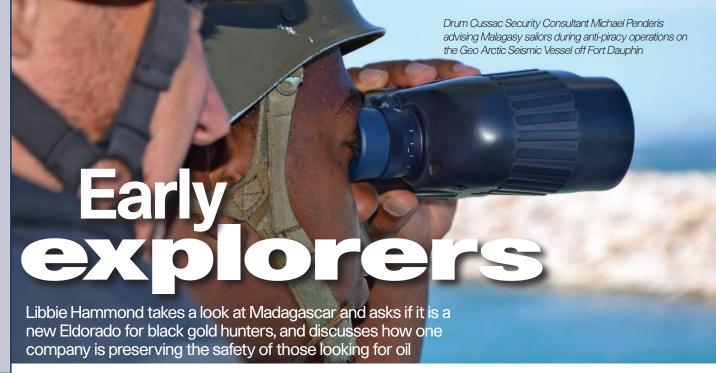
Table Three - Minimum water density and protected area for decks with free height between 6.5 m and 9.0 m.

Type of system	Minimum water discharge density (mm/min)	Minimum coverage area (m²)
Wet pipe system	20	280m²
Dry pipe or pre-action system	20	365m²
Deluge system	15	2 x 20m x B ¹

1) B = Full breadth of the protected space.

indirectly applies considerably less demanding requirements on system efficacy than do the detailed requirements given in MSC:1/Circ. 1430. In the longer term, it may be necessary to update the requirements in this documentation as well.

SP Technical Research Institute of Sweden is a leading international research institute which works closely with its customers to create value, delivering high-quality input in all parts of the innovation chain, and thus playing an important part in assisting the competitiveness of industry and its evolution towards sustainable development and society. For further information, visit: www.sp.se



Madagascar has long been known as an African El Dorado for botanists and zoologists, but in recent years it has increasingly held the same appeal for those searching for other treasures. The black gold hunters are hoping to find new frontiers of undiscovered petroleum resources.

Four just-completed seismic, gravity and magnetic surveys off the north, south and west coast of Madagascar (two by the Norwegian geophysical company, TGS-NOPEC (TGS) operating in a joint venture with BGP, a subsidiary of China National Petroleum Corporation (CNPC), and two by TGS alone) are set to take the industry, and the Madagascan government, one step closer to knowing when and how they can begin to tap more of the vast natural resources the island state is believed to harbour.

The M/V Geo Arctic and M/V BGP Challenger have been gathering the much-needed information for the past few months as part of a multi-client survey, supported by industry funding. It will take most of the rest of 2014 to process all the seismic data, which the two vessels have generated, but the international companies, and Madagascar's Office of National Mines and Strategic Industries (OMNIS), are expectant. The question is not so much if Madagascar will become a major oil producing country, but when.

Tanzania, Mozambique and Kenya are already successfully exploiting their offshore discoveries, in collaboration with international companies. Kenya has just announced its first offshore discovery of oil, and two wells will start drilling in 2015.

French companies have been drilling for oil off Madagascar since the 1930's. After Madagascar gained its independence in 1960, companies including Exxon Mobil, Shell, Amoco and Sterling Energy all placed Madagascar at the centre of their exploration activities. But the political situation was tenuous, and the scanty seismological information far from conducive to large-scale investment. Now, with the recent success of the elections in Madagascar, these two latest surveys come at a time when there is new hope that Madagascar's riches can be properly exploited.

Fifteen companies are now exploring 24 different concessions, onshore and offshore. A representative of Total in Paris recently told Friends of the Earth: "The government of Madagascar is putting pressure on the oil companies to find oil." Madagascar Oil, despite its name and lemur logo, is domiciled in Bermuda with headquarters in Houston, USA. It was granted shared production rights, with highly favourable conditions, ten years ago to explore and exploit two oil sites that have until now been considered as the most promising on Madagascar.

The Bemolanga field could produce as much as ten billion barrels of oil

in opencast exploitation. The Tsimiroro field is said to contain anywhere between three and five billion barrels of oil, with a production capacity of 100,000 barrels a day over 20 years.

But Madagascar Oil is a small company with limited capital, and it has been struggling to extract more than a few hundred barrels a day, or carry out the genuine exploration OMNIS is demanding. The possibility of positive findings of oil and gas by the two most recent surveys by TGS and BGP could herald a huge income boost for one of the poorest countries in Africa. OMNIS is keen to hold a bidding round for southern offshore blocks as soon as possible. The M/V Geo Arctic and M/V Challenger, both single-streamer seismic vessels, between them swept nearly 9000 kilometres offshore Madagascar.

The International Monetary fund (IMF) and the World Bank have also been encouraging Madagascar's government to liberalise the economy to make it as attractive as possible to foreign investors. Madagascar has recently enacted new legislation, which, while not completely transparent regarding the amount of tax it intends to levy on the oil, or the percentage share to be apportioned between the government and the extracting company, is aimed at providing the stability, which has not been available to such investors in the country before.

"It is as favourable a legal framework as possible," explained a spokesman for OMNIS, which has responsibility for national governance of the oil industry, and a brief to oversee all the mining and oil production activities in the country. OMNIS has said the percentage share between government and industry will be subject to a case-by-case negotiation.

Safety and piracy

The most recent seismic surveys have also been a good test of the safety of operating in the waters off Madagascar. While not inside the known High Risk Area (HRA) Madagascar has been a pirate haven for centuries, and there have been numerous attacks on shipping just off the coast in recent years. OMNIS knows any rapid expansion of the oil and gas industry in its waters will likely spur an increase in criminal activity offshore, and it has been keen to show itself ready to combat it.

The government has provided armed Malagasy sailors to protect the survey vessels and for the first time ever, engaged a private company, the UK-based global risk advisor, Drum Cussac, to work alongside them. Drum Cussac had a proven track record in capacity building for foreign forces in Kenya and Tanzania, where it acts as advisors and mentors.

The company's director of offshore, and government and industry affairs, Andrew Nicholson said: "They asked us to work with their navy to guarantee effective security measures for the seismic surveys and it has proved to be a hugely successful undertaking. We have shared our

Malagasy sailor clearing the chamber of his rifle during anti-piracy drills off southern Madagascar



Top right: Malagasy sailor stands at guard during anti-piracy drills. The sailors were training to protect seismic vessels off Madagascar

Right: The Madagascar navy's only anti-piracy patrol vessel at anchor in the base at the northern end of the island nation, in Antsiranana

sea survival and first aid skills and reinforced the escalation of force standard operating procedures also being used by the international vessels involved in piracy operations."

Madagascar's director of defence, General de Brigade Rabeharindranto Samitiana Radona, said: "This was pragmatic training delivered by Drum Cussac which gave our men additional knowledge and skills to conduct anti-piracy operations."

The security presence was welcomed by the Captain of the Geo Arctic, Alexander Shchekin: "It was a comfort to have the armed naval officers on board, with Drum Cussac consultants to hand, feeding us all the latest intelligence in the area."

The captain said that in his career there had been situations where there was a high risk of pirate attack and he had had to rely only on the experience of his crew. "This time, thankfully, we had no security problems," he said.

Drum Cussac's team leader lan Ferguson said that working with the Malagasy Navy had been a pleasure. "They spoke English which made communication easy. We trained together every day. They were very professional. We were not there just to protect the vessels against pirates at sea. We also had to keep other vessels away from the seismic streamers and the Malagasy sailors could converse with the fishermen easily which was very useful."

While OMNIS is hoping for some much needed international investment in Madagascar, the Malagasy Navy sees the possible influx of foreign companies as a spur for its own capabilities.

Commmandant of the Antsiranana Naval Base, Capitaine de Vaisseau, Vaohavy Andriambelonarivo Andasy, said he had no doubt his forces could keep international vessels, rigs and their crews safe despite the ever-present security threat.

"The Malagasy Navy is very professional. All our officers have had extensive training abroad and we can do the job well, as long as we are given the right resources. At the moment we only have six vessels to protect nearly 5000 kilometres of coastline, so putting our officers and sailors on commercial vessels, with Drum Cussac international mentors by their sides, is an ideal solution."

As well as the financial windfall the Madagascan authorities stand to reap, Madagascar is also looking for an answer to its own critical energy problems. At present only five per cent of the rural population has access to electricity and power cuts in the cities are frequent. Effective



Madgascar could serve as a model of development for the rest of Africa as it joins the lucrative club of new energy and resource providers.

As well as oil, the country is also rich in coal, diamonds, sapphires and metal ores like titanium oxide (ilemite), presently being mined by British-Australian giant Rio Tinto, and Chinese counterparts in the far south. It is used to put the white in products like paper, paint and toothpaste.

Like all developing nations, with untapped wealth, attractive to international conglomerates, Madagascar will need to tread gently to marry the needs of its investors with the needs of the environment and its people. More than four million people in Madagascar live on less than one euro a day; the poverty rate in Madagascar mirrors that in Africa as a whole where three out of four people meet the definition. Numerous non-governmental organisations are now working with the authorities and foreign investors to represent the interests of the local people. They are helping to boost crop and charcoal yields. There is also a huge need for vocational training

Madagascar knows it will need to be stringent with companies undertaking the oil and gas exploration to ensure they invest adequate funds in social responsibility projects to benefit the indigenous population.

Drum Cussac is a UK-based global risk management advisor, expert in protecting corporate assets and personnel in complex maritime and offshore environments. Drum Cussac security consultants work shoulder to shoulder with host nation forces, to protect the interests of some of the biggest shipping and marine conglomerates in the world. For further information, visit: www.drum-cussac.com







Technical knowledge

Armada Group has worked with A&P Falmouth for two decades, and is very proud of the close working relationship that has evolved between the two companies

rmada Engineering is based in the far southwest of England and amidst the centre of a busy hub of marine activity. Undoubtedly, the success of the region has allowed Armada Engineering to grow into one of the world's leading yacht and ship hydraulics systems designers, installers and consultants.

The key strength of Armada hydraulics and engineering divisions is its particular ability to apply its technical knowledge. Armada understands marine systems and at the highest level its consultants can project manage new builds and advise on the successful integration of complex systems. Its team of practical design engineers works closely with the consulting team and provides innovative and practical solutions based on accumulated knowledge. Thereafter Armada's team of technicians can be called upon to complete planned maintenance and installation anywhere around the world. Locally in Falmouth, Armada has a number of core customers in ship repair, oil & gas, on-shore drilling, superyachts, and workboats. A&P Falmouth is Armada's largest customer and is significant as it provides a wide scope of both engineering support and parts supply.

Armada has undertaken numerous contracts for A&P Falmouth

from major pipework installations on systems like ringmains and davits to the refurbishment of rams and valves and the supply of quality surveys and accurate hose registers.

Supplies capabilities

Armada's Supplies division is one of the South-West's largest distributors of hydraulic and fluid power products, and also it has a long history of supplying the region with both fasteners, PPE and welding consumables including specialist brands like the high quality, low vibration range of abrasives from Rasta. Whilst Armada as a group can supply A&P effectively from extensive stocks held at Falmouth and depots around the region, it also services a managed consignment stock for A&P which allows the yard the flexibility to draw from a wide range of both basic fluid power products, fasteners and pipeline products without causing any disruption to its 24/7 operations.

Armada could not provide a successful parts supply without a quality supply chain in support of its operations. Some of its valued suppliers include major brands like Manuli Hose and Schwer Fittings who give maximum flexibility to Armada's hydraulic hose supply. Adam Doney, sales manager notes: "We have recently re-hosed a large crane for A&P, which had

> a lot of non-standard stainless fittings and we would have struggled to complete the contract if we did not have suppliers of their quality."

Alan Rowe, director adds: "Our relationship with A&P Falmouth goes back 20 plus years and we started out as a basic supplier of pipeline products hoses and PPE. Today we are privileged to be a preferred hydraulic contractors and we operate consignment stocks. We have achieved this by working closely with their ships managers, engineers and purchasing team. We have worked hard to gain A&P's trust in our service and reliability and as they work 24/7 we too have to ensure our promises are kept and we maintain our ability to react quickly to urgent requirements."



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Developing systems

Through its years of work in the market, Armada recognised that there were opportunities for its own solutions. As a result, the company has researched and developed a central hydraulics ringmain system which effectively negates the need for multiple power packs, releasing space and weight, and reducing both noise and vibration. In support of its hydraulic installation Armada has developed a range for non-welded pipework systems including Eaton Walterscheid's WalformPlus pipework system and Teekay clamps. WalformPlus is ideal for HP systems requiring minimal maintenance whilst Teekay couplings are extensively used by the MOD for many low pressure applications.

As Armada has developed its focus on systems and also moved into Marine Fluid Management it came into contact with DVZ Services from Germany, a market leader in the manufacture of wastewater treatment systems. DVZ was impressed with Armada's technical ability and the synergy the two companies had with their customer bases. In 2012 DVZ Services Germany appointed Armada Engineering as its distributors and service agents for the UK. Its range of products manages marine wastewater; grey and black water treatment, and DVZ systems are extensively used across European shipyards for small workboats to ferries, cruise liners and large commercial vessels.

Group operations

Armada Engineering is part of the larger Armada Engineering Group, which has extensive supply chain capabilities. The Supplies division based in Falmouth and Plymouth has local and regional presence for a number of products including all types of fluid power products, welding consumables, PPE and non-welded systems.

Armada Supplies, fastener and Armada Tube & Steel are all long standing suppliers to A&P Falmouth and whilst the three

companies operate independently they do provide operational support to each other.

Armada supplies operates a consignment stock service for A&P Falmouth as well as a number of other large manufacturers in the southwest. From its base in Plymouth Armada Supplies offers a complete range of marine and industrial fixings, power tools and other workshop consumables.

Armada Tube & Steel is a national steel stockholder specialising in tubular products. The Tube & Steel division has supplied A&P Falmouth for over 25 years and is probably one of its oldest suppliers. The company is a market leader in offering niche processing capabilities including tube lasers, bending and bulk cutting facilities. Its customers have the choice to purchase standard products or to maximise their production capabilities by purchasing semi-finished products to planned schedules. *

To access the full scope of Armada's services go to www.armadamh.co.uk or to access online stocks visit www.armada24.co.uk.





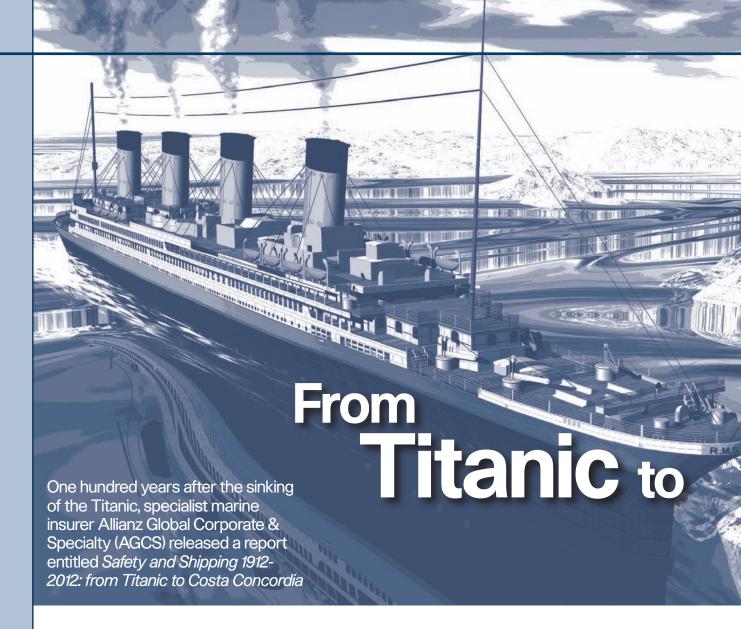
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The report, developed with the Seafarers' International Research Centre (SIRC) of Cardiff University in the UK, not only reviews safety developments and trends over this period - it also looks ahead to emerging shipping risks and future challenges for the marine industry. Key findings include:

- Shipping safety has greatly improved, but challenges remain
- Key challenges include increased ship sizes, 'human element' factors such training and crewing, and new shipping activity in polar waters
- Challenges can be met but only through open dialogue between all parties

Maritime safety has improved greatly since the days of the Titanic, though every subsequent shipping disaster is another call for further safety improvements. Advancements in new technology and regulation have helped the cause tremendously, but as the industry continues to grow, new risks continue to emerge. Future challenges now include factors such as increased ship sizes, 'human element' themes such training, crewing and risk management, and the trend toward arctic shipping with its associated navigational and environmental complications.

Commenting on findings such as these in the report, Dr. Sven Gerhard, AGCS's Global Product Leader Hull & Marine Liabilities, says: "While the seas are safer than ever today, the industry needs to address these new risks proactively. For example, ultra-large ships pose challenges for insurers due to their sheer size and value, while others raise concerns on structural integrity and failure. While scale alone does not make these ships riskier, the increased sizes introduce specific risks that need to be addressed, such as salvage and recovery considerations and emergency handling."

While technologies such as RADAR or Global Positioning Systems have driven improved safety, it has often been major accidents to trigger key changes. Just as the Titanic spurred regulations for ice navigation and life-saving equipment and procedures, the Herald of Free Enterprise in 1987 brought attention to the International Safety Management code, which the International Maritime Organization adopted in 1993.

Today, even ship construction techniques are a far cry from 1912 with technological innovations such as welding, computer-aided design and prefabrication to lead the way. Ships are considered to be 'assembled' most often, rather than 'constructed'. This shift toward prefabrication and the innovation of welding has improved the quality of construction and made a notable contribution to the improvement of vessel safety.

Structure design has not been the only focus of attention as innovations on the bridge have also advanced tremendously. Since the Titanic, modern seafaring systems have taken over, increasing navigational aids on board and safety monitoring devices.

In the Titanic's day, there was little in the way of national regulation specifically for shipping and universally applied international rules were even rarer. However, post-Titanic, it took relatively little time for the shipping industry to acknowledge that to truly operate on a



global scale, international rules and regulations were needed.

Consequently, today's maritime industry is regulated by a myriad of codes, conventions and guidelines that set the boundaries for safe and efficient shipping operations. Undoubtedly, the catalyst for this turnaround was the establishment in 1948 of the International Maritime Organization, a United Nations agency dedicated to shipping. With 169 Member States and three Associate Members, the IMO is unique as the only UN agency to be based in the United Kingdom. In just over half a century, this organisation has been responsible for a plethora of international conventions, supported by hundreds of recommendations governing every sector of shipping.

These codes and conventions cover everything from prevention of accidents and prevention of pollution to standards for ship design, construction, equipment, operation and crewing. The IMO's international Safety of Life at Sea (SOLAS) convention was in fact spawned by the Titanic disaster and is still the most important treaty in existence addressing maritime safety.

Search and rescue

Another convention that has helped boost safety is the Search and Rescue (SAR) convention of 1979, which was the starting point of the Global Maritime Distress and Safety System (GMDSS) regulation. After adoption in 1988, it was subsequently incorporated into SOLAS and came into full force in 1999. The GMDSS system is based upon equipment, which includes Inmarsat maritime satellite systems, radar transponders (SART) located on life rafts, and Emergency Position Indicating Radio Beacons (otherwise known as EPIRBs). In operational terms, GMDSS' enforcement today means that information about a vessel in distress can and will be transmitted (automatically if necessary) anywhere in the world. The main advantages of GMDSS include automated coverage and global reach and there is little doubt that this system has greatly facilitated more effective search and rescue operations, at sea, in the 21st century.

Since the tragic Titanic accident in 1912, maritime safety has improved greatly. Now over 100 years later, the industry is continuing to build on those improvements with a resolve that will likely be further strengthened by incidents such as the Costa Concordia grounding. This commitment to continual progress will undoubtedly lead the industry to celebrate further safety improvements 100 years from now, building on a reduction of incidents in the face of an ever-increasing number of ships servicing world trade.

AGCS marine risks consultants from all around the globe, many of whom have been sailing as officers and captains themselves, took part in research interviews sharing their know-how on shipping risks for the report.

The full report with the title 'Safety and Shipping 1912-2012: from Titanic to Costa Concordia' is available for download:

www.agcs.allianz.com/insights/white-papers-and-case-studies/ safety-and-shipping-report/downloads/

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the very best and most extensive global network of distributors who ensure that vessels sailing into any port can get freshly dated products and are fully compliant with the regulations." DMSS is continually refreshing its product offering and in this instance it has created a MOB unit that is much smaller and more compact, with improved light pods. "The unit now fits right inside the lifebuoy ring, so in addition to being ideal for SOLAS vessels, it can also be used on superyachts, workboats and support vessels for oil rigs," added Justine.

By designing and supplying the entire range of SOLAS products, DMSS strives to ensure vessels can access its full range of marine distress signals wherever they happen to be in the world. This is extremely important both for compliance and most importantly crew safety. "Our high quality, compact bridge systems differentiate us from the competition," concluded Justine. "We are very committed to ensuring our products meet the needs of our customers and are very proud of the fact that at the end of the day, they do save lives."



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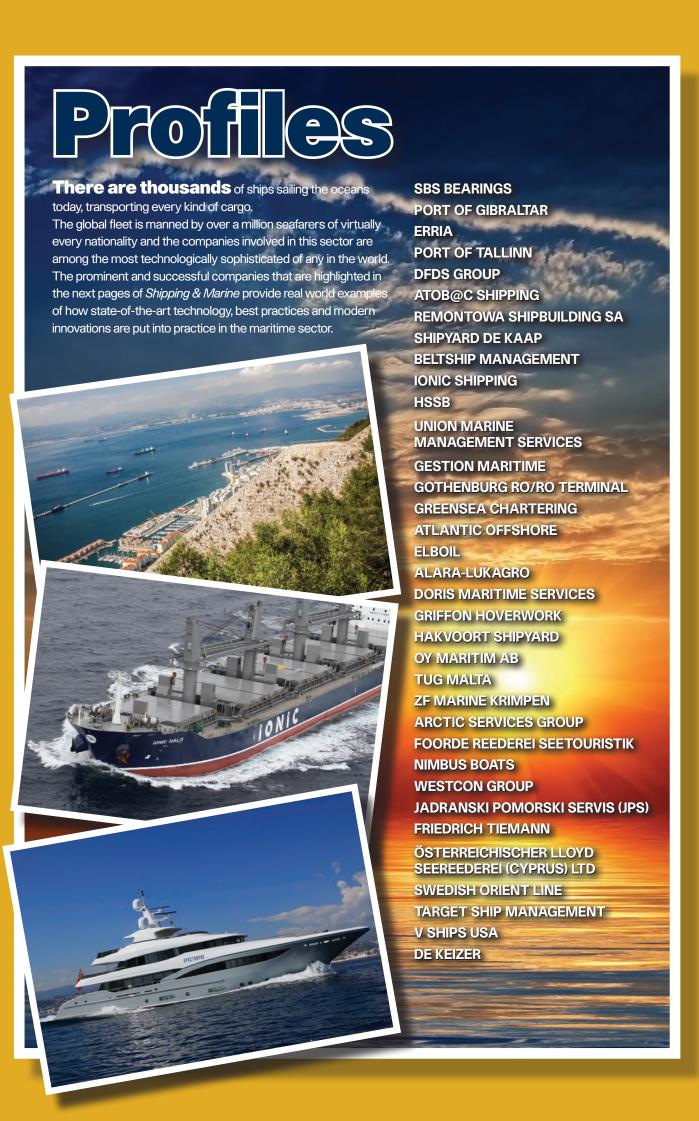
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Flexible service

ounded in 2005 as part of LHG and GLT's strategic expansion into Asia, SBS-Singa Bearings Solutions Pte Ltd (SBS) has developed an excellent reputation as an expert in sliding bearing technology in the South East Asian Region. Dealing exclusively with the distribution and manufacture of pre-finished sliding bearings, sliding bearing components and engineering plastics, SBS also offers superior design and engineering services for bushing applications to support customers with new concepts or machine upgrade requirements.

Focused on delivering high quality specialist services to customers in Singapore, the company caters to original equipment manufacturers (OEMs) and the aftermarket within the marine, offshore, dredging, hydro-power, mining, manufacturing and agriculture industries to name a few. Working alongside its partner company GLT-GleitLagerTechnik GmbH & LHG-GleitlagerKomponenten GmbH & Co.K, the company has a vast range of engineering resources and available stock to ensure fast and efficient global deliveries. "For SBS, customer service is caring for the customer from A-Z. We prefer to develop a personal relationship; hence why we always put emphasis on meetings to introduce ourselves. This commitment is not restricted to customers in Singapore as we regularly visit our business partners in Malaysia, Indonesia, New Zealand and Australia and also go to Europe," says Daniel Hallauer, managing director at SBS.

He continues: "At SBS we always check the requirements of our clients in terms of technical issues, materials, used sizes and so on to ensure 100 per cent satisfaction. As a company with a selection of more than 30 different materials, we also check if the requested material is really the most suitable for our client's application

and if necessary will advise on other options that will improve performance." In addition to these services, the company also uses its in-depth knowledge to offer advice to engineers that design bushings too large, making recommendations that will result in cost efficiency.

Priding itself on the consistent provision of a high quality service, the DIN EN ISO 9001 certified firm has the skills and knowledge to meet the most challenging of demands through a flexible approach and fast response times. "Flexibility is a big advantage for our business partners as everyone is a high priority to us, regardless of whether they inquire for 1000 pieces or just one piece," states Daniel. "Most of our jobs are customised to meet the needs of our clients; with a stock of close to one million parts we can successfully provide solutions to special requirements for nearly all of our materials."

Out of the broad spectrum of materials available to clients, the three products most in demand from SBS are BRO-MAS, LUB-MET and COM-KU/D. BRO-MAS is the firm's series of solid turned bronze sliding bearings; offering nine different alloys to cater for diverse demands, SBS is thus able to customise performance and ensure optimum quality through this DIN 1850/ ISO 4379 range. Meanwhile, the (flexible) LUB-MET bronze series is maintenance-free and uses graphite plugs to act as a solid lubricant; on top of this, the series can be combined with any of the bronze alloys within SBS' product range.

Discussing the COM-KU/D range, Daniel highlights: "This material is a fibre reinforced composite and it has great advantages; for example, it is maintenance-free due to friction modifiers (PTFE & MoS2) within the resins. It has no swell



Profile: SBS Bearings



when used in water, and extreme high load capacities that are similar to a high strength bronze. The material's flexibility allows edge loads and slight misalignments, protecting shaft and equipment from damages. Its insulating properties avoid corrosion, 'seizing' or cold welding of shafts in the bush."

In addition, the company has also witnessed notable demand for its self-lubricating, bronze sliding bearing GAP-MET series, which is produced through a sintering technique that has graphite powder incorporated within its matrix. This maintenance free series also boasts high load capacities and high temperature resistance. "I would also like to highlight our FER-MAN series, which comprises of special surface treated steel materials. The surface is plasma hardened in a vacuum to achieve a surface micro hardness of up to 900 VH! This is a problem solver for any application having short service life due to extreme abrasion wear; an example of this is in the dredging or mining industry, where we are able to improve bushing life by five to eight times," enthuses Daniel.

With a large warehouse in Germany, a huge amount of material stock in Singapore and a flexible manufacturing site that can hold production to focus on urgent deliveries, SBS has a strong reputation for meeting requirements, both on time and on budget. Lead time is viewed as an integral part of the company's service, particularly in the offshore and shipping industries where delays can quickly become costly, as Daniel highlights: "Our standard, even for big bushings, is around three weeks for clients in

Singapore, but if needed we can reduce it to a couple of days for certain materials. Super-fast lead time is needed in the industries we operate in, as is fair, competitive pricing and close working relationships to fully solve problems."

To continue meeting the evolving demands of customers, SBS is soon to obtain an ERP software, which will offer the opportunity to have an interface with major clients and automatically receive alerts when these customers' stock counts are becoming low. "The ERP software will also give us improved traceability for our smaller and mid sized clients for drawing and part numbers," says Daniel.

Moving forward, the strong reputation SBS has acquired over the years is certain to hold it in good stead against challenges such as competitive costs, as Daniel explains: "We regularly get compared to Chinese prices, however these customers often come back after they have encountered a bad experience either in terms of product quality or false promises on lead times. Another challenge is that some clients only simply compare the prices without ever looking into the offered product's features. This opens up the opportunity for 'education'; if we are able to convince potential customers to try our products, they will see the quality and accompanied future savings for themselves and will then become a regular client."

Focused on increasing its customer base in Singapore and neighbouring countries that have relevant burgeoning and booming markets in the South East Asia region, the company has a strategic vision for its ongoing growth and success over the coming years. "SBS has just opened an office in Jakarta, Indonesia, due to the great potential in this country. Following its success, we plan to open branches in Malaysia and Thailand in order to have a stronger and better representation as well as a faster, more personalised service in these countries," concludes Daniel.

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Gibunco Group

The history of the Gibunco Group stretches back 49 years when it was founded by the Bassadone family. Gibunco has grown from being a ship repair and ship agency operation in Gibraltar and now spans the globe with a network of offices in leading international centres of commerce and prime locations. Gibunco was established in 1965 as an underwater engineering and ship repair company. It has since grown into one of Gibraltar's most progressive and diverse commercial organisations The Group's operations now include everything from petroleum supplies, marine engineering, shipping and mechanical engineering to property development.



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here are not many around the around the world who would not have heard of the Port of Gibraltar and with good reason. "The Rock of Gibraltar has been used as a naval fortress guarding one of the world's most important trades routes for centuries," says minster for tourism, public transport and the port Neil Costa. "Today the Rock anchors a major commercial route with over 71,000 vessels transitioning the Strait of Gibraltar every year. As such the Port of Gibraltar has become a vital bunkering port - the largest in the Mediterranean in fact, that also offers a wide range of other shipping services. This has allowed the Port of Gibraltar to become a maritime centre of excellence, presiding over a crossroads of Mediterranean and Atlantic shipping lanes and acting as a hub for vessels of all sizes and types."

As a busy navigational and financial hub the port's responsibilities and challenges are many and varied. However, the main functions carried out by the Port Authority include monitoring and control of all vessel movements for BGTW (British Gibraltar Territorial Waters) in support of port operations and navigational safety, provision and monitoring of port security including provision of security controls within restricted and controlled zones, the licensing of port operations, search and rescue within BGTW. The authority also manages pollution prevention and response, monitoring and control of ship-to-ship and bunkering operations inside of BGTW.

"Bunkering has become the main activity within the Port of





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Restsso Trading

Restsso's great grandfather worked as a ship chandler since before the war and the company has since grown into one of the leading importers and distributors of provisions in Gibraltar. Given its relationships with many leading international brands plus its buying power it can offer a wide range of frozen, chilled, dry foods, drinks and tobacco products at excellent prices. Substantial local warehousing allows it to service commercial vessels of any size with special focus on all private yachts.



Gibraltar and as such, its bunkering companies have continued to go from strength to strength," explains Neil. "During 2011 4.2 million tonnes of bunkers were delivered, compared with just 0.84 million tonnes in 1990. In fact of the 10,350 vessels that called at the port during 2011, just over half (6181) were supplied with bunkers."

In terms of bunkering services, Gibraltar's bunkering companies can supply all grades of marine fuel from 30 centistokes to 380 centistokes and undertake constant quality checks to ensure an optimal product. Bunkers are normally delivered via barge while vessels are at anchor within Gibraltar Bay, however it is also possible for delivery at berth inside of the harbour. The government and local authorities strictly regulate all bunkering operations and safety and environmental concerns are given to priority. During 2012 the bunkering code of practice was completely revised to ensure that its remains as relevant and effective as possible. Furthermore, two bunkering superintendents monitor all operations and the port is also an associate member of Oil Spill Response Ltd (OSRL) of Southampton. Additionally, the Port of Gibraltar offers a host of advantages that compliment its bunkering services including a competitive market, low costs owing to the port's unique EU tax-free status, competitive port dues and close proximity to shipping lanes. Furthermore, the port is continuously monitored by the Government to ensure its continued competitiveness.

Further to its comprehensive bunkering services, the Port of Gibraltar operates a full range of complementary maritime services that ensures that the port can deliver turnkey solutions to all ship owners needs across a host of markets from cargo to cruise liners. These include ship management services and shipping agents, ship registry, ship repair, provisioning services including ship-to-ship (STS) cargo transfer and waste reception and storage facilities. The port is also able to cater to ships transiting the Strait of Gibraltar, but not wishing to come off charter or leave international waters. Several local companies offer off port limit services including receiving stores, spares, provisions and even a change of crew while still offshore, thus

Tarik Shipping

Tarik Shipping are pleased to announce the recent arrival of a new tug Coastal Power intended to assist with the SandyBay beach defense works and replenishment of sand for the bathing season. The Coastal power is a powerful shallow draft tug built in Holland in 1995 and is twin screw, she will be taking over duties performed by the Redwolf workboat that has taken a beating till now with continuous duties all summer and this winter deserving a rest and maintenance.

With this investment we are ready to take on further works planned for the summer and hope to be able to continue serving Gibraltar in its further development and expansion making Gibraltar bigger and better for our community.

Tarik are leading workboat operators in the Gibraltar Strait Area.

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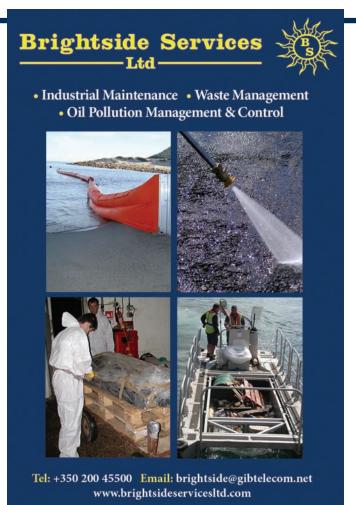
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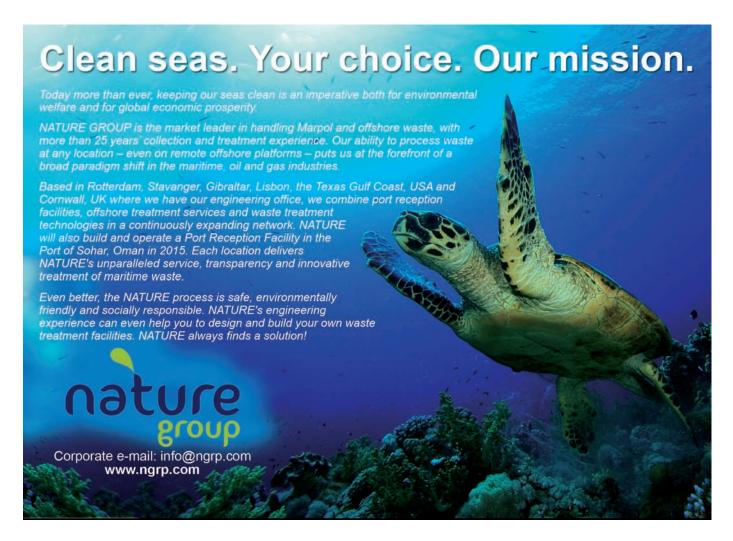
Gibraltar is home to a wealth of shipping expertise and is internationally renowned as a strategically located maritime centre within the EU.

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avoiding the time and expense of putting into the Port.

All of the port's expansive operations are conducted with safety and responsible behavior in mind, as Neil elaborates: "Over the past year the port has appointed a health, safety and environmental advisor in order to promote safety matters in the port. This has already borne fruit with a number of initiatives being undertaken. One of these is the introduction of BSI's entropy system to provide a structure for both health and safety and port marine safety risk assessments and management systems. The Gibraltar Port Authority is a participant in the Green Award Scheme as an incentive provider. The scheme exists to reward responsible ship owners and operators who are able to prove compliance with best environmental practices."

Tourism and cruise ships are an increasingly important







dynamic in the daily life of the Port of Gibraltar, which is hardly surprising considering Gibraltar's impressive natural beauty and continual development. With its prime location at the southern tip of Europe and close proximity between the port and the Gibraltar airport, the Port of Gibraltar is well equipped to transit the 300,000 cruise passengers that pass through the port per annum. Currently plans are in place to increase capacity at the cruise terminal as well as to add to the port's substantial berthing capacity. In terms of long-term development, the Port Authority plans to develop its base in the longer stay tourist segment in increasing the connectivity between airport and Gibraltar. Additionally a floating hotel with 189 rooms will soon open her

doors and another four-star hotel of an internationally recognised brand is at the planning stage. All of these plans are designed to increase longer stay tourism as well day tripper numbers to the Rock of Gibraltar, which will have a positive impact on the whole of the peninsula, as well as the port itself.

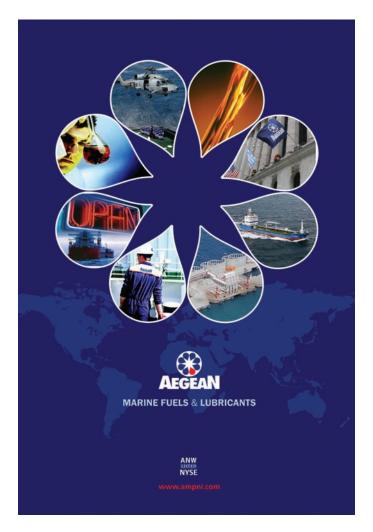
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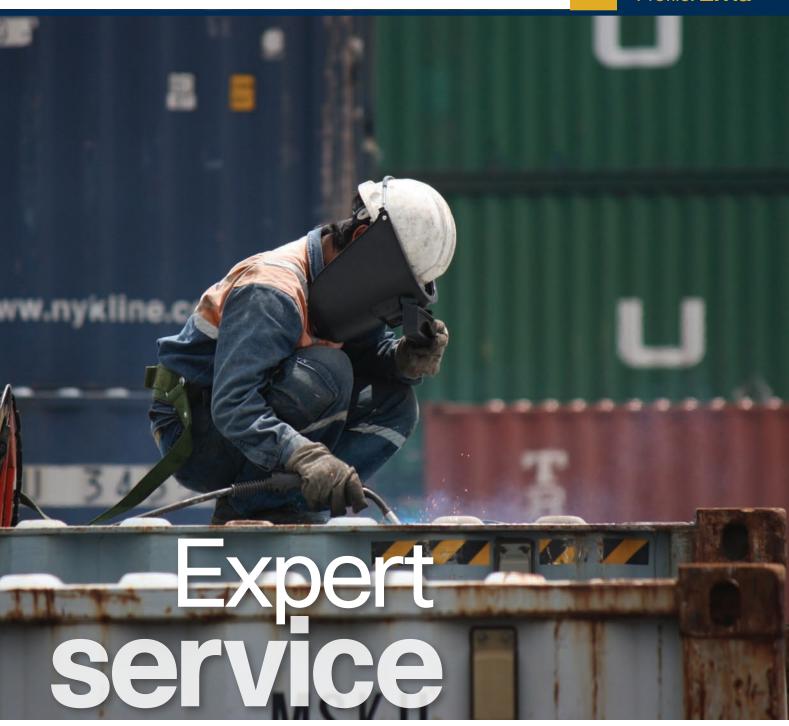


highly reputable, first class service provider. It has earned the trust of clients by offering the highest level of service at the most competitive rates available in the Gibraltar region.

PAS offers a 24-hour service, seven days a week and is consistently striving to improve service to its customers. It has an excellent track record in the fields of bunker surveying, cargo surveying, harbour craft services and most recently, drug and alcohol collections.

PAS' primary focus is to continue to provide the best solutions according to clients' needs, without compromising on quality or control. The company carries out surveys in Gibraltar, Algeciras, Ceuta and Las Palmas.

Port Auxiliary Services works with industry leaders and strives to consistently delivera high standard of service and reliability, complying with industry standards and government regulations. PAS is a members of the IBIA (International Bunker Industry Association), holds a service launch providers license and is ISO 9001:2008. & OHSAS 18001: 2007 compliant.

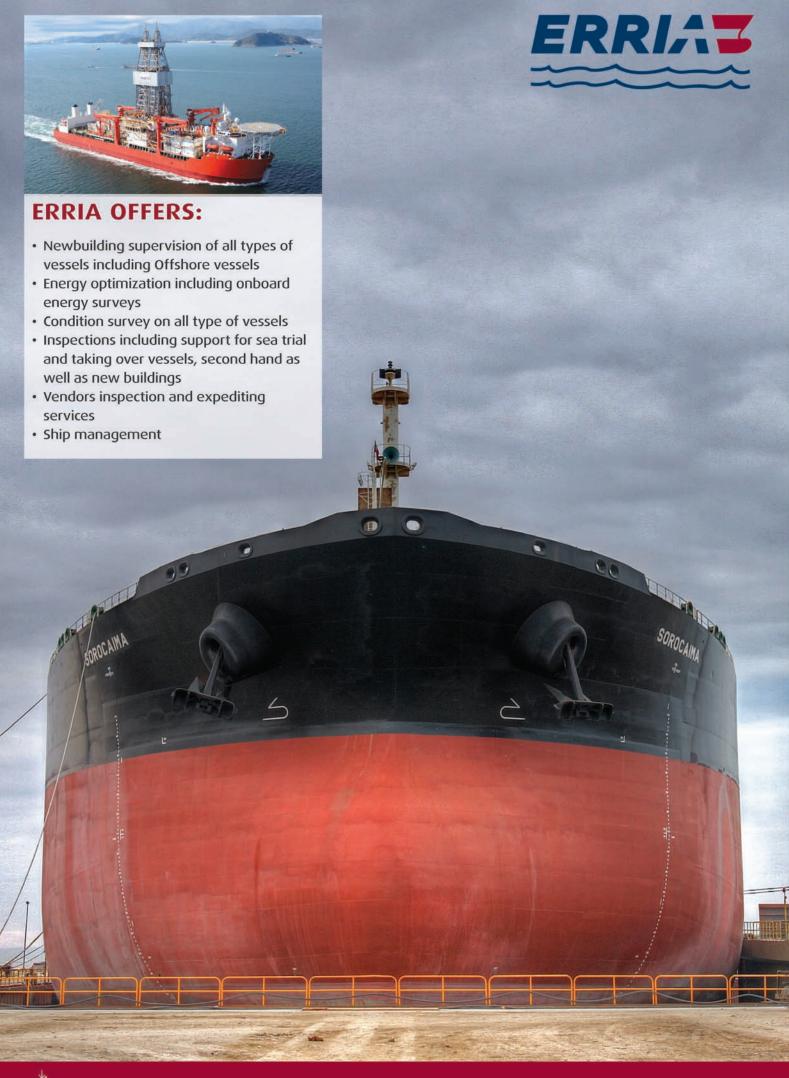


ounded in 1991on the Danish island of Marstal under the name Rederiet Fabricius A/S, the company began activities in 1992 and enjoyed a successful transitional period of growth over the next ten years. Following this, the company reached an important milestone when it became listed on the Dansk AMP stock exchange and thus benefited from the inclusion of prestigious investors within its new wide range of shareholders. This financial strength merged with the company's success in technical management and vessel ownership led to the strategic acquisition of BR Marine A/S, a tank ship and maritime consulting firm, in 2005. Two years later in April 2007 the company changed its logo to Erria and the company name to Erria A/S before introducing the newly named organisation on the OMX Nordic Exchange Copenhagen A/S; a move that gave Erria the considerable advantage of a significant capital increase and financial security for further development.

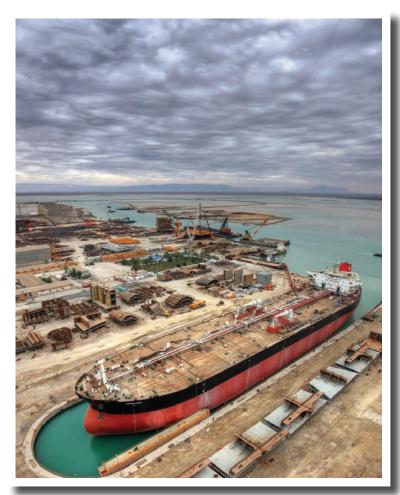
Elaborating further on the history of Erria, CEO Henrik

Anderson begins: "Erria is the Latin name of a small Danish island where we were founded in 1992; I joined the Vietnam based daughter company of Erria in 2000 as CEO until 2005, when I was then given the position of CEO of Erria in Copenhagen. At that time we were expanding rapidly as the ship owners of 27 chemical tankers. However, when the economic crisis hit it nearly ruined us so we made the strategic decision to sell our chemical tankers to Unitankers, a Danish firm, in 2012 and became a 15 per cent owner of that firm. This move helped eradicate our debt and led to Erria's conversion into a more traditional ship management and consulting company in 2013."

Today a one-stop-shop with primary activities in ship management, consulting and container services, Erria has spent the last 12 months enhancing its services and developing its foothold in strategic locations around the world. "We now have 24 ships in technical management and act as supervisors for new-buildings in nine different places. Our customers include the







likes of Kirk Kapital AS, Teekay and Danish and Swedish energy firms such as DONG Energy; these energy firms put the cargo on their vessels and we then manage these ships to a very high standard," highlights Henrik. A specialist in offering superior assistance to companies in all areas of the shipping industry, Erria's main services in the ship management segment include technical management, administration, supply management, dockings, crewing, conversions, payroll service and quality assurance.

With 458 employees based in offices around the world, the dynamic firm makes optimal use of its global reach by using local competencies and resources in the areas that it operates in while also resourcing personnel from abroad, as Henrik states: "Even though we are headquartered in Copenhagen, only around 25 of our 458 employees are Danes; although we are quite a small organisation, we are multinational and operate on an international scale by focusing on flexibility, quality and action to speed up processes and ensure delivery."

Although headquartered in Copenhagen and providing high quality ship management services to energy firms in the North Sea, Erria's aim is to assist South American shipping firms who want to own and operate their own vessels, wholly independent of American firms. "We have deals with the Pyrenees in Venezuela, contracts with Argentinean firms and most recently deals with Mexican companies too," says Henrik. "Using our unique cultural understanding of both Asian and South American business, we want to assist South American firms who may not have the skills,

education and experience to own and operate ships, to ensure their vessels are built to a high quality in China before they are brought back to South America."

With departments in Venezuela, Portugal, Brazil, Iran and China, the company's ship consulting business segment provides customers with support and expertise in areas such as project management, newbuilding supervision, inspections, dockings, plan approval, energy optimisation and general technical consultancy.

Not only focused on South American ship-owners building in Asia, Erria is also interested in working with green field shipyards as well as smaller shipyards that have been in operation for ten to 15 years. Currently offering newbuilding supervision for a chemical tanker in China, two asphalt tankers in Portugal and four Aframax tankers in Iran, the firm's success stems from delivering customer satisfaction through an efficient and flexible service.

Indeed, these strengths utilised in the less competitive ship design and consulting market has led to an impressive turnover year on year since operations began, as well as major contracts and projects with companies such as Kirk Kapital, as Henrik points out: "Erria was awarded a contract with Kirk Kapital in December 2013 to become the company's co-operative partner and advisor; operations have developed extremely well over the last four months and Kirk Kapital is very pleased with our services."

As the owner of five product tankers, with one additional tanker in administration, Kirk Kapital required a new partner and advisor following J Lauritzen's exit from the product tanker market. "Despite the fact we took over the ships and operate as consultant or in-house advisor, the

ships are actually run by a third party manager in Asia, and we see it as a real advantage that we used to be ship managers ourselves. Our experience means we can advise on energy optimisation and save companies a lot of money; as of March 2014 we have saved Kirk Kapital more money on their ships than Erria will be paid in management fees over the next 12 months," enthuses Henrik.

"Due to the expertise and knowledgeable staff we have in Copenhagen we have really found the right balance to optimise the way ship managers operate ships through enhancing the main engine's efficiency, for example. We will use all of our findings to spread these benefits onto other ship owners and ship managers too."

As the shipping and offshore industries face increasingly stringent rules and regulations with regards to energy efficiency and emission control, Erria's commitment to the environment will hold it in good stead over the coming years as it moves further into the offshore market. "Energy efficiency is a real focal area for us, which is why we have been appointed by Suretank, the inventor of a scrubber solution that will be mandatory in SECA areas as of January 1st 2015, to assist in the installation of all of their equipment on all of their ships."

In addition, the company is also keen to provide European ship owners in the offshore market with marine energy optimisation, inspections, audits and reports. In fact, 2013 was a hectic year for inspections, as Erria Consulting conducted more than 100 of these for external clients in that year alone. The company inspected



many different types of vessels such as VLCC, Aframax, Bitumine tankers, ferries, tug boats and so forth.

Furthermore Erria conducted inspections of shipyards on behalf of customers who want to ensure that the yard is able to handle a new building before the customer enters into contract with the yard. The high activity has continued into 2014 and by mid-January Erria had already made several inspections on behalf of new external customers.

"This is a new focal area for us," says Henrik. "Since the start of 2014 we have already gained three projects in the offshore segment and are generating further interest. So far we have two contracts in Brussels, where we will be in charge of procurement of equipment for oil rigs. We won this contract after poor quality equipment was sent to the wrong place and orders were badly executed; 23 of the company's suppliers are in Europe so we will go visit these suppliers and check quality. This is a new business venture that is exciting because we have the ability to offer cheaper equipment that is of a higher quality to what our customers are currently using. There are a lot of opportunities to really deliver optimisation in this market."

Not a company to rest on its laurels, Erria has set strong foundations for future growth with its diverse service offering; the logistics side in Vietnam. In our first year alone we

controlled more than 20,000 containers," enthuses Henrik.

Nevertheless, despite incredible growth and a positive future ahead, Erria faces the challenge of resourcing staff to meet demand for its services around the world, as Henrik concludes: "I see a bright future with the way we have managed to overcome prices and develop a strong presence in South America, an area I am certain that owners will be investing more money into the shipping industry over the coming years. However, ensuring that we employ the right people during our expansion is a huge challenge; we want personnel with the right qualities and right background who we can then offer training and education to. We not only send people to school, but also offer in-house training on our sites so our staff can then use their experience on other sites. There is a lot of work to be done in Erria, not only in South America, but also for South American ship owners in China."

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- Expanding into offshore market



Through the Clates

ort of Tallinn is the biggest port authority in Estonia with high levels of both cargo and passenger traffic coming through. It has developed to remain effective within the competitive environment. In the mid 1990's the Port underwent a complete restructuring process, developing from a service port into a port of landlord type with the last cargo handling operations handed over to private companies in 1999. In Europe, ports are municipally or state owned and today, the Port of Tallinn maintains and develops the infrastructure of the port, leasing territories to terminal operators who invest in superstructure and technology.

"The number of trains running between the Port, Russia and the former Soviet Union Republics has increased over the past 12 months. The container train itself has proven to be a quality service that clients trust. During this time we have also undertaken the construction of several new logistic and warehouse centres. There are three under construction, primarily intended for transit," says Erik Ringmaa, chief commercial officer. The port has invested significant sums, including 200 million euros into the three major projects. "In order to start any cargo operation facility, the

infrastructure must be in place and as the authority we undertake this. The container terminal infrastructure is now in a position for the private operators to start erecting their own terminal, which is under process with the operator already using part of the terminal.

"Under construction at present is a new container terminal's railway loading station, which will increase the capacity of trains on the railway. Service is due to commence on the new section later in 2014. The overall capacity of the containers passing through the enlarged terminal will be approximately 700,000 to 800,000 TEUs annually. The operator will, according to the demand, develop other areas of the terminal. There are currently three oil terminals under an extension process, but planning and permitting has created a slight delay," points out Erik.

In May 2014 the official opening of a new berthing quay will take place, providing a greater amount of space for larger cruise vessels in the region. In 2013 the Port served a record number of passengers, and the new cruise berth is one example of investment into infrastructure, which has been undertaken to meet the demand. "Cruise vessels themselves are also growing dimensionally bigger. By creating new facilities, it creates an easier





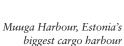
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Rohde Nielsen

Rohde Nielsen worked with the Port of Tallin on a project called Container terminal extension. The company moved onto site in September 2008. The first step for Rohde Nielsen was a 1.5 mio m3 sand delivery for landfill. Four different hopper dredgers were used for that: Thor R, Magni R, Trud R and Gefion R. They excavated sand from a designated area about 20 nautical miles from the port. Travelling back and forth the dredgers steadily placed the hydraulic fill into the partially completed basin area.

After completion of the concrete superstructure the final part of the project was the dredging of about 570,000m3 of material from the seabed in front of the main combiwall, increasing water depth to 14.5m to accommodate the berthing container ships. Dredging works were finished in August 2009 and the project finished its 18-month contract on schedule in January 2010.





nautical approach into the port, and at the same time the regular passenger ferries will benefit from easier access.

"Under project Twin-Port we are investing into land site infrastructure in order to make the movement of the passenger vehicles and cargo vehicles more seamless to and from the city," explains Erik, adding: "We are constructing an automatic checkin system for lorries and passenger vehicles and underway is the activity of enlarging the passenger terminals." There is also a significant amount of commercial expansion activity being undertaken around the port for the attraction of the arriving passengers. With some building activities and many pre-requisites completed, there are many still under development. Drawing, planning, construction tenders and building underground are all activities vital to the foundation of the infrastructure before actual construction, due to begin in 2016.

In the Baltic region there is an expected demand that LNG will grow, initially as a bunkering fuel for vessels when the new sulphur dioxide restrictions are enforced in January 2015. LNG is seen as a prospective alternative fuel to marine diesel with its low sulphur contents, and as such, the countries within the Baltic region have interests in the construction of a bunkering facility. There are also bigger plans that relate to LNG as a source of power generation and re-gasification of LNG before pumping into the national grid, as Erik comments: "It is a long-term consideration that will involve the EU and the European commissions policy, but it is unclear how much sponsorship will surround the project. The design is still very much open but we have taken the approach to start developing the infrastructure stage-by-stage in preparation."

The attraction to the new port areas is enhanced through the reduced transport costs and the positioning within the custom free zone. Despite a large number of projects already under development in the old city and Muuga harbours there is still large availability for warehousing, distribution centres and also production or assembly plants. "In Muuga harbour there are some hinterland areas that have been reclaimed from the sea, but development of these areas depends on demand from cargo shippers. The cargo, be it containers, dry bulk or liquid bulk will serve the import and export interests of Russia and the former Soviet Union.

"The Russian economy is not at its best; the currency is quite weak so import is lower but export is much less affected.

Infrastructure from the port side has already been pre-developed, but every terminal has its own layouts and specifics, so the infrastructure for the terminal can only be built as a tailor made solution," highlights Erik. Looking ahead, all the investments in principle for the next period have been planned. There is a lot of construction over the next three years planned within the old city harbour area. Initial designs for some commercial projects in the port area have been prepared, and although the work is not directly related to port services, the hotels, restaurants, some residential areas, and shops will all serve users of the port in some way.

"The projects partly relate to passenger movement, but the buildings have a commercial function, rendering services for tourists that are arriving and for the local people. It is an attractive area close to the sea with a beautiful view, and the developments will make it more attractive for tourists and the city inhabitants. Over the next three years we will go through the permitting process and hopefully start construction, developing plot-by-plot and area-by-area," concludes Erik. •

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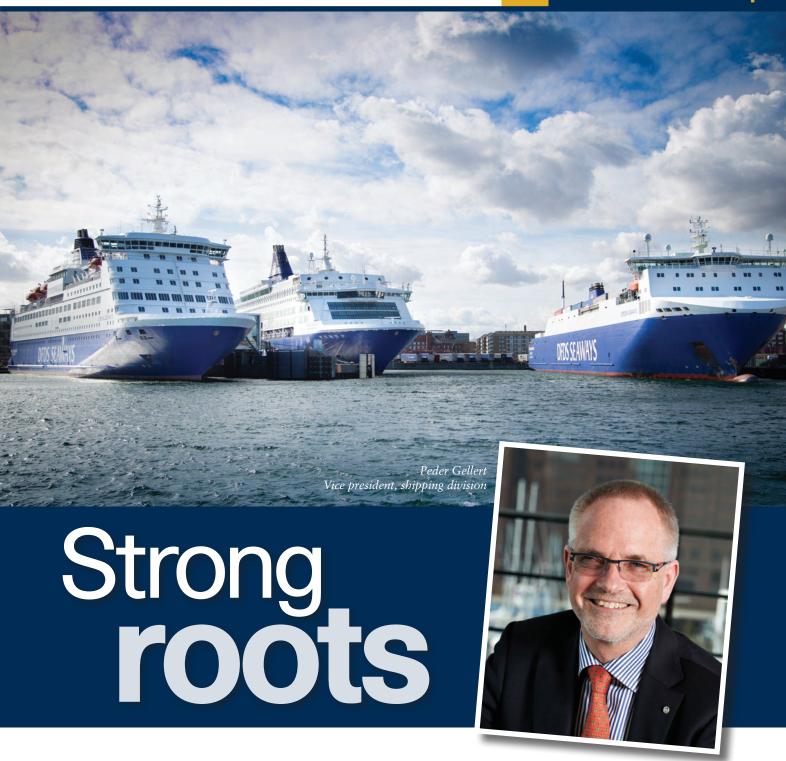
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ounded in 1866 when CF Tietgen merged the three largest steamship firms of the day, DFDS has been a part of Denmark's industrial and maritime history since its inception. Involved in domestic and international trade from the start, DFDS (Det forenede Dampskibs-Selskab) has over almost 150 years experience in transporting both freight and passengers around the North Sea and the Baltic Sea. Developing its network further, the company expanded into the Mediterranean and also established routes in the US and South America as the 19th Century came to a close.

Following a short-lived cruise ferry concept between New York and Miami in 1982 and 1983, a corporate restructure of DFDS took place in mid 1980s; this resulted in routes to the US, South America and Mediterranean being sold and the group enhancing its focus on shipping services within northern Europe through

strategic acquisitions and organic growth. Critical investments for DFDS include Tor Line, the Swedish passenger and freight shipping firm, which the group acquired in the early 1980s; LISCO, the Lithuanian freight and passenger shipping firm, in 2001 and Norwegian freight shipping organisation Lys-Line in 2003.

Further investments were made in 2004 when the company acquired six ro-ro newbuilds from Flensburg Shipyard; a strategic move that increased the group's freight capacity and sparked organic growth. Not a group to rest on its laurels, DFDS continued enhancing its operations with the appointment of new management and a new growth strategy in 2007. Following a period of consolidation DFDS pushed forward to fulfil its strategic goals by signing its most historically important contract with AP Moller-Maersk, which involved the acquisition of its shipping and logistics firm Norfolkline in the final quarter of

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2009. Once completed in July 2010, the development cemented DFDS's place as the leading integrated shipping and logistics organisation in northern Europe, with a bustling network of 26 routes and 43 ships operating in the Baltic Sea, North Sea and the English Channel. Moreover, the group's logistic division provides transportation services to most of Europe.

Today the NASDAO OMX listed DFDS operates under a business structure of two divisions and two corporate service functions. It has a shipping division under the title DFDS Seaways that operates the group's route network over five business areas; the first of which is the North Sea, which takes a 41 per cent share of the shipping division's revenue and uses 19 ro-ro vessels and one ro-pax to serve nine routes including Gothenburg to Tilbury and Rotterdam to Immingham. With a 22 per cent share, the Passenger business segment operates one ro-pax and four passenger ships to locations such as Copenhagen to Oslo and Amsterdam to Newcastle, while the Baltic business segment takes an 18 per cent share and operates two ro-ro and seven ro-pax vessels on routes such as Klaipeda to Karlshamn. Taking 17 per cent of the shipping division's revenue, Channel, provides route services such as Dover to Dunkirk via its three short sea ferries and five ro-pax

DeRossi

"Working for DFDS, mostly providing refurbishment services and interior outfitting in different public areas of DFDS's vessels, feels more like working with DFDS' friendly but competent yet demanding staff. As to DeRossi, we think, we both share and build from common values despite the fact that DFDS is a large Scandinavian ship owner and operator while DeRossi is a small humble player in the industry. One of the key elements, perhaps the most critical one, in building up an industrious and mutually beneficial long term relationship is a personalised approach. Everybody talks about it but we all know it seldom happens in real life. DFDS has proved different from many and such positive leverage has helped DeRossi's to deliver and contribute," said Michael Lauridsen, Head Project Manager, DeRossi

vessels. Finally, France & Mediterranean takes a one per cent share with its Marseille to Tunis line, for which one ro-ro vessel is in

The company also has a logistics division that is in charge of DFDS's logistics activities over three business divisions, BU Continent, BU Nordic and BU UK and Ireland. Meanwhile, the group's two corporate service functions include People & Ships, which involves the provision of HR services for the group on top of crewing and ship maintenance in addition to Finance services, which includes IT, procurement, financial and legal services for DFDS.

In control of the DFDS route network, shipping division DFDS Seaways integrates freight and passenger services through different activities such as freight route ro-ro services, freight route lo-lo services, passenger and freight routes and ro-pax services through the utilisation of ships with a balanced freight and passenger capacity as well as passenger and freight routes for cruise ferry services. With more than 550 weekly departures, the group's network covers 20 countries and over 42 destinations, with customers benefiting from high quality onboard accommodation standards and leisure activities.

Furthermore, the division is also involved in handling cargo and passengers at port terminals, transport and logistic services and sales. Offering a fast and simple gate-to-gate solution, customers of DFDS need only one account number and one contact number for all bookings, while its simple IT system ensures booking procedures are fast and efficient. Access to cargo from the terminals has been enhanced to ensure drivers maximise their time, while all units arriving and departing through its gates are digitally photographed or manually checked to ensure all units

Profile: **DFDS Group**

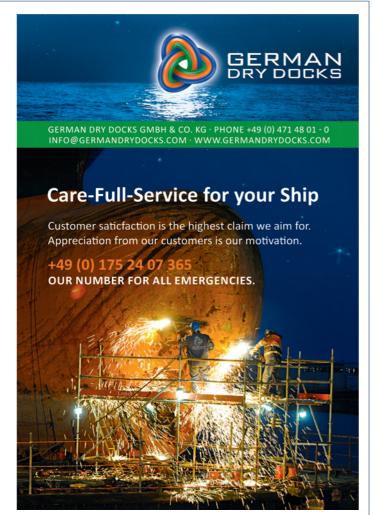
Dieppe-Seaways leaving Calais

are returned in the same condition they are received. Terminal facility services include 24 hour operations, maintenance facilities, access to rail facilities at most terminals, transhipment/cross-docking facilities and secure terminal parking with CCTV surveillance.

Committed to developing a European shipping and logistics network, the group focuses on enhancing customer satisfaction

through offering integrated value-added solutions and reliability through its own independent logistic and shipping operations. Routes from the UK include Newcastle to Amsterdam, Harwich to Esbjerg (Denmark), Dover to Dunkirk and Calais, Newhaven to Dieppe and Portsmouth to Le Havre. With one of the largest ferry route networks in Europe, the group has additional routes from Kiel and Karlshamin to Klaipeda, Kapellskar to Paldiski and Oslo to Copenhagen that enable passengers to travel to less accessible locations.

In addition to its ferry routes, the group combines comfort, entertainment and adventure on its mini cruises; ideal for families, couples and groups, DFDS Seaways provides two nights onboard its suitably equipped ferries to ensure passengers return home from European countries such as France, Sweden and Poland feeling relaxed and refreshed. Keen to continue improving its





services, the group has diversified its portfolio with a range of lively entertainment ideas on board, such as themed mini cruises that include Halloween parties and school discos. It also launched its sixth annual wildlife-spotting season alongside marine conservation charity, ORCA, which will travel on the Newcastle to Amsterdam route. Merging excitement with education, the two-night mini cruise allows passengers to learn about the wildlife that lives in the North Sea; activities include wine and whale seminars and will run from April to September.

Pursuing its vision to deliver high performance and superior reliability, DFDS has accumulated a 6000 strong team of dedicated and knowledgeable personnel who are wholly capable of meeting a customers needs, whatever their cargo or passenger requirements. Keen to develop long-term relationships with clients, the group focuses on reliability, a high frequency network and efficient communication through fast response times. Aware that success will ensure further growth and network expansion, DFDS strives to continue boosting turnover to drive staff investment, network developments and environmental initiatives as well as the provision of a strong monetary return to its shareholders. Indeed, the group's financial aims include achieving approximately ten per cent return on invested capital, to pay out approximately 30 per cent of profit for the year post tax, with a focus on future investments and a solid capital structure. Finally, the group aims for a minimum 40 per cent equity ratio.

To meet these targets, the group remains acutely aware of market conditions and makes changes to its services where it deems necessary; the most recent example of this being its closure of the Harwich-Esbjerg ferry route. Challenged by a loss of passengers and freight switching to road transportation, the route can not cope with the additional costs caused by the new environmental regulations coming into effect from January 1st 2015. Despite this loss to the group's services DFDS will continue to grow through reducing costs and increasing flexibility, strengths that have cemented the group's success story since 1866 and will hold it in good stead over the coming years.

DFDS Group

www.dfdsgroup.com



German Dry Docks

For many years DFDS and German Dry Docks have been close-partnered. In 2009 the vessels "Tor Fresia", "Tor Ficaria" and "Tor Begonia" were extended by 30 metres, which were exciting projects for both sides. Since then DFDS has been a most welcome customer returning to our yard in Bremerhaven for various repairs and dockings.

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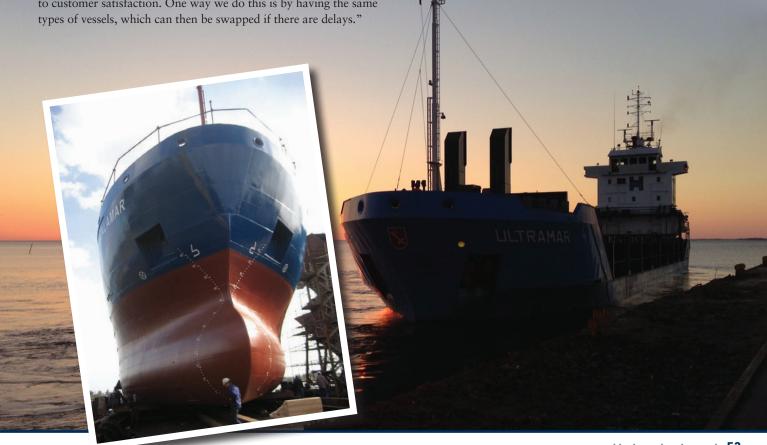
stablished in 2000, privately owned ship operator and logistic firm AtoB@C Shipping AB currently owns and operates a fleet of 28 modern multi-purpose vessels to meet the needs of clients in the Scandinavian and European market. Trading in the Baltic Sea, Continent, North Spain, Portugal and the Mediterranean Sea, AtoB@C Shipping's fleet consists of a number of sister vessels, which ensures it can offer flexibility if last minute changes happen in a ships schedule.

"I started the organisation in 1998 and was an employee for two years before I made a bet to the buyer of the company that I establish AtoB@C Shipping without any money at all. My income was commission only at first, but then I progressed into time charters; the company hasn't had a minus year since it was established and was even generating profit during the economic crisis in 2008," says Anders Nilsson, managing director of AtoB@C Shipping.

He continues: "Our growth stems from flexibility; when the economic market became challenging we adjusted very quickly and cut the company in half then grew it again. We are conservative with our cash flow, which is why companies in the shipping industry view us as a good partner. We also focus on enhancing our versatility to ensure we deliver on time; this is our main advantage in a competitive market with tight deadlines as it leads to customer satisfaction. One way we do this is by having the same types of vessels, which can then be swapped if there are delays."

With a focus on continuous improvement in providing versatile and punctual services, the company has developed an excellent reputation for managing vessels as they transport items such as general cargo, steel and forestry products. "We currently have 45 different customers; in Finland and Sweden the big industries are paper and steel," says Anders. "Our main trading area is the Baltic Sea, Continent, North Spain, Portugal and the West Mediterranean Sea." With crewing and technical management of its vessels handled by associates in Holland and Germany, the company has established close, successful relationships with a number of returning customers that require either a contractual partner or management services for a single voyage. These well established charterers include NorSea Group AS, SSAB, Yara, L'Hoist, Duferco, Outokumpu and Ruuki.

Today a strong logistic partner with an innovative, dedicated team of young personnel, AtoB@C Shipping mainly uses vessels in the range of 4000 – 9000 tonnes to meet demands in the Baltic, as Anders highlights: "The 4000 tonners are the best choice for cost efficiency and punctuality because they have a one-day turnaround





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in Baltic ports. This is the limit for these ports, 5000 tonne vessels and above have a turnaround of two days." Operating in a sulphur emission control area, the company has prepared for the environmental regulations coming into effect in 2015 by adding two new builds to its 12 strong 4000 tonne fleet. "We began building these vessels in the final quarter of 2012," says Anders. "The Mv Calamar and Mv Delamar are consuming approximately 20 per cent when compared to previous vessels and we are looking into establishing a new build programme with a focus on gas oil or low sulphur. We are cautiously working out costs for an LNG vessel, but there are risks to be addressed."

Keen to continue its ongoing success of AtoB@C Shipping through service expansion, growth and profit, the company strengthened its chartering services in August 2013 by entering an agreement with Rederi AB TransAtlantic, whereby all commercial activities within Transatlantic's short sea bulk division are



outsourced to AtoB@C Shipping. Effectively creating a leading player in the Baltic short sea bulk market, this game changing contract will enable AtoB@C Shipping to further enhance its scope and competencies to more than the two companies ever had separately. Furthermore, the mutually beneficial agreement allows Transatlantic to intensify activities in the ro-ro and container segments of its business.

"This agreement with Transatlantic doubled our fleet, so we are now consolidating to ensure we have the most suitable fleet to optimise our services. Some of our vessels are on time charters, so we may try to change the size of these and look closely at consumption levels in preparation for SECA regulations coming into effect next year. We will aim to remove our high consumption vessels," says Anders.

Looking ahead, AtoB@C Shipping will remain conservative in its long and short term investment plans to ensure continued profit and success in the shipping industry, as Anders concludes: "Our plan is to increase the size of our vessels and expand into the Eastern part of the Mediterranean if we see opportunity for growth; however, we are very conservative and don't want to grow without profit to take market share. There will also be changes in our fleet and the potential for investment in new builds over the coming years."

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emontowa Shipbuilding S.A. was established in June 1945 with interests that covered the construction and repairs of wagons, tramways and small ships. Early in the 1950's the shipyard ceased in the manufacture of wagons and began specialising in construction of fishing vessels, as well as small cargo and scientific research vessels. In 1955 the shipyard began to build navy ships and technical vessels and in the last decades of the 20th century, extended into the building of car-passenger ferries, tugboats, offshore support and larger cargo vessels.

Currently, Remontowa Shipbuilding S.A. belongs to Capital Group Remontowa Holding S.A. Membership in the group provides an opportunity to offer comprehensive technical solutions, which greatly increases competitiveness of the shipyard in the rapidly changing worldwide shipbuilding market. As the company continues to advance, it has just begun its conquest of a new market as Jan Paszkowski, director of commerce details: "We are presently building LNG-powered platform supply vessels for worldwide operation, complying with standard offshore oil industry requirements for such vessels. With the highest possible safety for personnel and best protection of the environment being main factors in the build, we are also constructing a cable laying vessel for one of the biggest Norwegian offshore fleet owners."

The company has a lot of experience in the construction of vessels of different types, and this has been one of the keys aspects of its modern day success. Each project is approached with an individual attitude, closely considering the clients' demands as well as generating innovative solutions that ensure its leadership position in the European market. "All our staff work towards a common goal; the success of the business depends on the experience, high qualification and wide knowledge of management





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and engineering staff as well as engagement and determination in overcoming everyday problems," says Jan.

Working in close partnership with its sister companies within the group allows the business to take up and realise the most demanding challenges. Despite the strong competition in the global shipbuilding market, Remontowa builds in the region of ten modern vessels of various types each year and provides employment to more than 1500 people. The recognition and reliability of vessels built is confirmed by many of its customers returning with new orders.

With several large ongoing contracts, the company is presently completing the construction of a series of eight platform supply vessels for one of the leaders in the US marine industry. "The vessels are designed for servicing the offshore industry and support the proper functioning of drilling platforms. They are equipped with diesel-electric power systems allowing most cost efficient exploitation, reduction of fuel consumption and lower emission of NOx and SOx to the atmosphere," explains Jan.

The vessels fulfill the general demands of the offshore industry, facilitating the carriage of over dimensioned cargo, containers, bulk, liquids as well as dangerous goods. The vessels are equipped with the dynamic positioning system DP2, fire fighting system FF1 and facilities for collecting of oil spills. Designed for operations worldwide, they are able to work in every weather condition with parameters that situate the vessels amongst the biggest and most technically sophisticated in the class.

In the autumn of 2013 Remontowa signed a contract with a Danish owner for the construction of five special cargo ice-classed container ships, as Jan explains: "We will build one 606 TEU vessel for international services deployed in Atlantic route as a feeder ship for Greenland and will be used for special tasks in Arctic and Antarctica research bases supply. Two 108 TEU ships are being constructed and will be engaged in supply work to North Greenland and two 36 TEU ships for the carrier's coastal routes will feature some passenger capacity. This contract alone fills our order book until 2015."

In a separate contract the company is constructing a modern, double-ended, car-passenger ferry with gas-electric propulsion for a Danish shipowner. The contract was drawn in accordance with generally accepted pro-environmental policy to meet high ecological requirements. The gas power propulsion used for this vessel will significantly reduce nitrogen and CO, emissions to the atmosphere. At 100 metres in length and 19 metres width it is one



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Profile: Remontowa Shipbuilding SA

of the biggest gas powered ferries to be built by Remontowa. "She is designed for year-round service for local, car-passenger traffic between islands and the mainland. The ferry will be able to take on board 160 cars and 600 passengers and will be delivered to the owner this year," explains Jan. The project further highlights the company's ability to build advanced and sophisticated vessels of different types. "We believe that people are one of our most valuable assets and developing our staff to the business needs and personal aspirations is one of our main aims.

"In such a way we are trying to find out the most promising area of development for our employees and the company. Across the shipyard we have training and development initiatives that include induction training, on the job training, departmental and periodic meetings and internal and external formal training courses," he continues. As an example of skill development Jan explains that a key group of workers, such as welders working mostly on the first stage of shipbuilding approach their work as permanent training: "Before they start work in the yard they have to pass examination under the supervision of a classification society, which confirms their skills level. Throughout their career they participate in a lot of training, which improves their professional qualification of new methods and welding position."

Both users and owners appreciate the quality of the vessels built by Remontowa, and most vessels have gained recognition across the world, receiving prestigious awards. Four years ago in 2010, the company completed a series of four LNG powered ferries for



Liebherr

Remote working and living environments in cold and polar regions present a tough challenge for man and machine. Environmental ambient temperatures of down to -50°C demand a special stability from components and their materials. Liebherr Maritime Cranes offer functional solutions even for the most difficult and harsh climatic conditions. The cranes can, partly with the use of additional equipment such as the Arctic Package, ensure reliable and low maintenance crane operation under extreme environmental temperatures. Long and successful co-operation with partners such as Royal Arctic Line have provided Liebherr with important experience in low temperatures conditions and confirms the effective operation of its cranes in low temperatures.

a Norwegian owner. A distinctive feature of these ships was the unique, gas-electric propulsion system consisting of two main generating sets that are powered by LNG, one main generating set powered by DO and two azimuth thrusters. The ferries met very restrictive ecological rules, with the first one from the series, Moldefjord, winning a Green Ship Technology Award.

The growing reputation of Remontowa in the ferry market was confirmed two years later by the delivery of four state-of-the-art 'green' ferries built to order for one of the biggest Norwegian





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owners. Presently, all four ferries operate in difficult weather conditions beyond the polar circle, serving the local communities, tourists and the industry. Operating in such conditions defines very high demands to the vessels and, in recognition, the first ferry from this series, Landegode received the Shippax Award from Shippax CFI.

"At the end of 2013 another series of two double-ended car-passenger ferries, built for one of the biggest Norwegian communication operators left our shipyard. They were the biggest of all previous gas driven ferries built by Remontowa, and in contrast to ferries that used diesel or gas power, these were the world's first vessels driven only by LNG and emergency CNG gas. The solution enabled the reduction of harmful emissions into the atmosphere, which was a particular advantage in the case of vessels serving the local connection," says Jan.

Today, a very important trend in the worldwide shipping industry is ecology and Remontowa was one of the first companies in Europe to build LNG powered vessels. The construction of gas-powered vessels that meet restrictive, ecological rules has become one the shipyard's main specialisations. Last year the company signed a contract for building a specialist vessel intended for supplying oil drilling and oil mining rigs. Remontowa has for many years been a well-recognised supplier of ships supporting the oil mining industry, however, in this contract the supply vessel to be built is the first to use LNG propulsion. "It will use a combination of our experience in building ships with LNG propulsion and experience in the offshore sector. We are convinced that the successful completion of such innovative projects will result in subsequent orders from clients of this highly demanding market.

"Belonging to the Capital Group Remontowa Holding gives us an opportunity to offer highly technically advanced products from design to fully equipped ships. In the coming years, we aim to increase the number of customers, as well as type of constructed vessels in our portfolio, each built to the highest quality and reliability, meeting the owners' demands," concludes Jan.

Remontowa Shipbuilding SA www.remontowa.pl

- Builder of LNG supply vess



Fire Fighting Systems

Fire Fighting Systems AS is a Norwegian company offering complete systems for off-ship fire fighting based on a complete range of in-house designed and made water cannons, pumps and auxiliaries. The reference list contained more than 3000 vessels by spring 2014. The co-operation with Remontowa Shipbuilding has developed over many years thanks to quality performance with a lean and green profile.



Arich history

omprised of four companies - two construction yards, a maintenance yard and a company wholly dedicated to green technology development, Shipyard De Kaap can boast 75 years of experience as a shipbuilding and vessel maintenance group. Originally acquired by Wietse van Der Werf in March 1939, the shipyard was taken over by Thecla Bodewes, daughter of one of the previous Bodewes Shipyard owners, on January 1st 2003. Committed to innovation within Shipyard De Kaap, Thecla believes vessels must operate with optimal safety, be as environmentally friendly as possible and should recoup

additional investment in five years. These values are followed through thanks to the group's focus on using modern, sustainable technology as well as its dedication to creating cost effective, high quality and attractive innovations.

Based in Meppel, the Netherlands, the four divisions under the Bodewes Group umbrella work closely together, integrating strengths to provide customers with the best possible vessel services during new build, repair and extension projects. Keen to remain one step ahead of competitors, the group has aggressively invested to become a high-tech yard that works alongside research institutes to develop and implement new technology. For example the shipyard created a new drive system that ensures ships can reach high speeds even in shallow waters. Another major innovation for the group is the first Dutch hydrogen fuelled boat that the shipyard built for shipping company Lovers in Amsterdam. Extremely environmentally friendly, the massively successful passenger ship causes no emissions of pollutants, no fine dust and makes no engine noise. Designed in collaboration with Marine Service Noord and Alewijnse, the vessel is proof that Shipyard De Kaap has the knowledge, network and capabilities in place to meet the needs of a more stringently regulated and environmentally aware shipping industry.

Previously featured in *Shipping and Marine* magazine in February 2013, commercial engineer Jelmer Koopman discusses the group's developments over the last 15 months: "Over the

past period, Shipyard De Kaap has received more and more international orders. The ratio now is 80 per cent international vs 20 per cent national. Whatever the challenge, we'll find the solution. And with each custom made solution, the yard gains extra knowledge and experience." Take for example the Pushers, where the yard has already built 12 and is still working to continue this series for customers all over the world where its expertise is needed.

An innovative future

Having taken the strategic step to focus on specialist and/or niche tenders in a turbulent market, the group has enjoyed a positive 2013 with a number of green technology projects for the offshore industry, as Jelmer continues: "The recovery of the world shipbuilding sector really took off in 2013, which Netherlands Maritime Technology recently published in their Annual report 2013. At the end of the year the Dutch order book stood at 143 ships with a total tonnage of 720,000 CGT. This was a marked increase compared to 2012."

Shipyard De Kaap took advantage of these positive developments in 2013 and was able to win an increased amount of diverse orders compared to the previous years. Not only did it receive new orders for inland and sea going vessels, but also for special and innovative offshore constructions. Highlighting the benefits of sharing knowledge and innovative ideas in an





environmentally aware industry, Jelmer says: "Through intensive co-operation with shipping companies, Dutch maritime companies are frontrunners in the development and construction of green vessels and systems. This sets them apart from the competition, and gives better access to financing for similar projects."

Currently constructing diesel-electric hybrid engines for seismological research in the offshore industry, the group works closely with other Dutch shipyards and ship owners to further optimise hulls and thus reduce emissions; a move that will place Dutch shipyards in the spotlight when it comes to the building of green efficient vessels. "Shipyard De Kaap is at the forefront with regard to the increasingly stringent requirements from clients and regulating bodies that are demanding high quality. We meet and surpass the expectations that are placed on us by through principals and social opinion," states Jelmer.

In a slowly recovering market Shipyard De Kaap benefits from the knowledge of yard director Thecla, who won the businesswoman of the year award in 2011 for creating the successful and fast growth of the Bodewes Shipvard and Shipvard De Kaap. "In the male-dominated world of shipbuilding she leads a financially healthy family business. These facts were taken into account in the election for the businesswoman of the year award, also known as 'the Prix Veuve Clicquot'," explains Jelmer. "As a result of this award she is increasingly invited to participate in debates when it comes to the economic contribution of SMEs and the difficult access to finance for SMEs. She is actively involved in showing in different ways, what the maritime sector has to offer to young people who have to choose a technical study program. Because Thecla meets all kinds of people through this approach, she is perfectly able to connect lines and emerging commercial opportunities are created by themselves." As global demand for fuel efficient and sustainably built ships continues to grow, Shipyard De Kaap has set the foundations to take on more contracts and in turn expand its own capabilities and innovative strengths, as Jelmer concludes: "By thinking 'out of the box' combined with craftsmanship, passion, creativity and innovation we are capable to deliver a high quality at competitive price, just in time."

Shipyard de Kaap

www.scheepswerfdekaap.nl





Built the first Dutch hydrogen fuelled boat

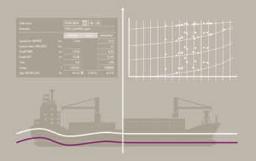




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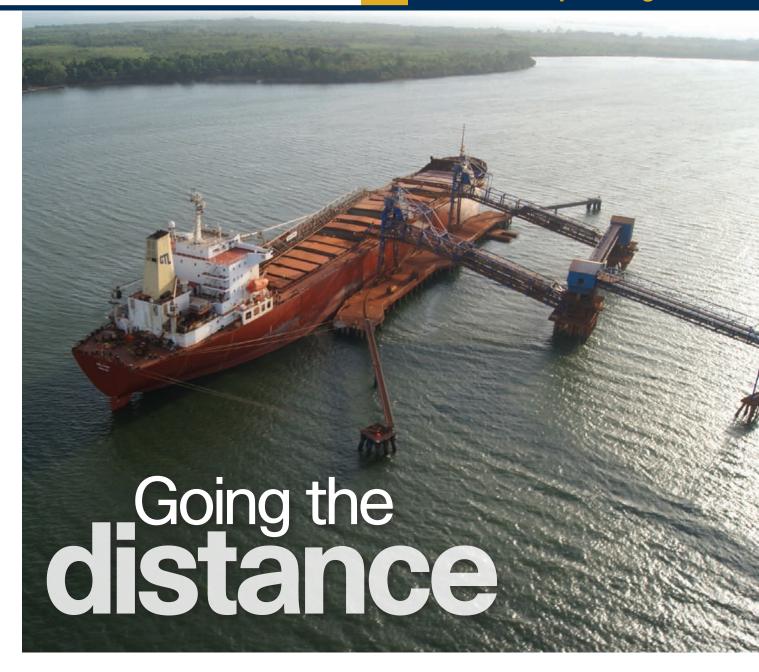
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ith links stretching back to the turn of the century, Beltship Management Limited is a joint venture company that has been providing full ship management services since 1992. The partners in the joint venture are Globe Shipmanagement Ltd, a privately held company, and United States Gypsum Corp (USG), listed on the US stock exchange and an operator of vessels for more than 100 years. The structure of the business encourages attention to detail, providing a personalised service whilst its joint venture partner USG provides financial stability and peace of mind to its clients.

As a technical management firm it specialises in self-discharging dry bulk carriers. The company's initial interests focused on

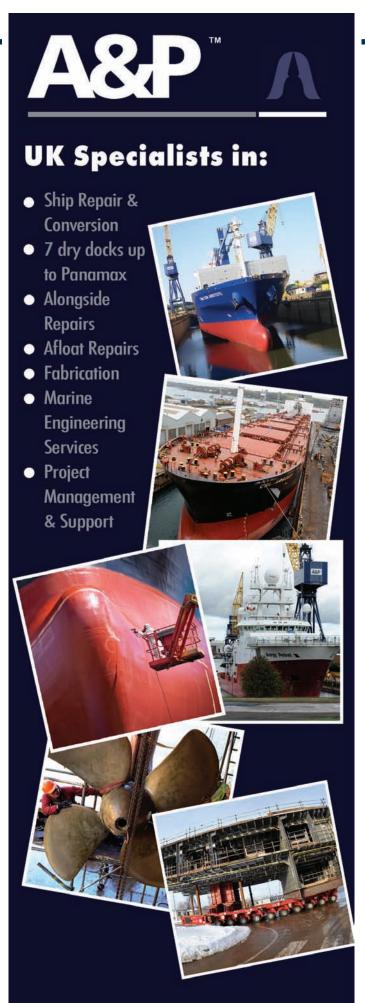
Tekomar Performance Management

As the Beltship vessels operate in a very remote location, high emphasis has to be placed on trouble free operation of the vessels' engines. Tekomar as a specialist in engine performance evaluation, remotely and online collects all relevant engine performance data. The information is processed through the well known Tekomar Performance Evaluation Software, by means of which Tekomar specialists can early detect upcoming risks for the safe plant operation. Next to this reliability aspect, the software can also optimise the engines operational costs. In the course of this co-operation with Beltship, this has been done very successfully.

the undertaking of technical management of USG's fleet whilst Globe Shipmanagement Ltd was responsible for the ships' crew management tasks. In a direction change in 2008, Beltship Management opened its doors to third party clients and expanded the scope of its activities. Grounded in tradition but constantly evolving, its goal is to offer a superior service by proposing solutions to fit its clients' needs.

In the period since the business was last featured in Shipping and Marine magazine, Beltship Management has grown its business with two major clients as John McMillan, technical director explains: "Our client, Vale, has shown their trust in our management by providing two more vessels the Ore Timbopeba and the Ore Itabira. We are now in a position where we operate six vessels for the world's largest iron ore producer. With another client, African Minerals, our contract to tranship iron ore has been expanded from 12 million tons per annum to 20 million tons per annum." To fulfil this expanded contract Beltship Management has delivered to Sierra Leone a further two selfunloading bulk carriers, the Nelvana and the Argosy.

This panamax sized self-unloading vessels will operate on a continuous loop year round and have been upgraded to



WWW.AP-GROUP.CO.UK



discharge in excess of 3000MT over the full discharge allowing the business to maintain this rigorous schedule. Beltship is currently designing new vessels for phase II of this project and a new target transhipment still to be defined but expected to be in excess of

25 million tons per year. Forming an aspect of the contracts, Beltship installed Inmarsat's Fleetbroadband unlimited service in all six Vale vessels and also on the four vessels in Sierra Leone. The service provides the crew with free internet access and the ability to remain in touch with family and friends at home 24/7, which has greatly improved the crew's morale.

Beltship Management maintains quality assurance accreditation for its activities ashore, at its offices and on its vessels. The overall aim of the business is to provide safe, efficient and high quality management services to its clients. In addition to compliance with all relevant legislation, and as continued commitment to the care of the environment and the prevention of pollution, Beltship Management has adopted the international quality standard ISO 9001, and the Environmental Management System ISO 14001. Adherence to these codes enhances effective application of the quality system, including processes for continual improvement and assurance of conformity for its clients.

"The quality system is continuously evolving for effective application to company operations, for improving safety on board and ashore, and to minimise environmental impact wherever possible. To assist with this, we have recently invested in an all-inone software solution, DNV Synergi Life, for managing all QSHE

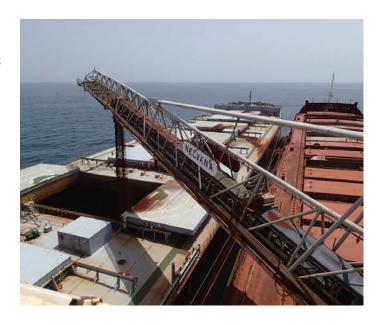
A&P Group

The A&P Group is delighted to be a preferred supplier to Beltship Management with the docking and refit of CSL Argosy in November 2013 at A&P Falmouth. The self-discharging cargo ship underwent Class survey work, steelwork, pipework, hull preparation and painting and modifications of discharge boom/mooring arrangements for ship-to-ship cargo transfer.

As a result of this good relationship developed with Beltship and their involvement with the All as One Orphanage in Sierra Leone, A&P Falmouth has pledged all its 2014 charitable efforts to the same cause. This started with the ship leaving Falmouth with a shipment of toys collected locally whilst the ship was in dry dock. incidents, risk analyses and audits and inspections. The software uses systematic workflow to ensure corrective and preventative actions are reviewed and applied effectually, as well as monitoring trends to avoid reoccurrences and highlighting any opportunities for improvement," explains John.

"As a company we offer transparent technical management with clear and concise information on budgets and technological requirements and maintaining of certifications. Through encouraging close co-operation and openness into all parts of our operation we have been successful in building and maintaining a competitive edge in the market," says John. The business has a proven track record in transhipment operation in particular, which has provided evidence in its ability to successfully provide a turnkey solution in difficult environments such as the existing operation in Sierra Leone. "We are prepared to invest in our infrastructure to provide the client with the information they require such as our major investment in Synergi which provides Vale with in-depth analysis of near misses and incidents and allows us together to better improve the safe running of the fleet," he adds.

Beltship Management has a new concept design on the table for the next stage of its development in the transhipment market. Detailing the design John says: "The vessel is a shallow draft, DP positioning vessel with a diesel electric driven azimuth propulsion



DB Schenker

DB SCHENKERmarineparts is a seamless, integrated logistics solution designed to cater for the special needs of the maritime Industry. We are co-ordinating the supply of ships spares to Beltship's fleet at sea and also when they are dry-docking. GYPSUM CENTENNIAL, GYPSUM INTEGRITY, NELVANA, and ARGOSY are operating in Sierra Leone. We organise the deliveries to the vessels from suppliers all over the world.





system. The cargo discharge system is rated at 10,000 metric tons per hour and the vessel has a feeder system in the cargo holds, which replaces the conventional gate system thereby allowing discharge of any type of bulk cargo such as iron ores, bauxite, and gypsum. The cargo discharge system features only

Fendercare Marine

Fendercare Marine is one of the world's leading providers of marine products and services. Since 2011, it has been proudly supplying comprehensive marine services to Beltship Management including fenders, mooring masters, deck equipment, marine consultancy and tug mooring systems. In addition to hubs in West Africa, Singapore, UAE, UK, Brazil, India and Australia, it has established over 50 bases worldwide to support its position as the leading provider of third-party STS transfer services to the hydrocarbon and bulk transportation markets.

incline belts negating the need for lift belts, which can restrict discharge capacity and cargo type."

In a separate contract, the business joined Shipserv to facilitate the procurement processes. Shipserv enables automatic interaction between the planned maintenance and purchasing system and the suppliers. Requests for quotes and purchase orders are automatically sent and received which saves valuable time and enables implementation of KPI's for the purchasing process.

As the business looks towards the next half of 2014, John explains that a major focus for the company is to further consolidate its services to its clients by providing better and more efficient operation of the vessels. Considering the long-term vision for the business he concludes: "Beltship Management is focusing on a number of contracts within the niche transhipment business, our goal is to build on our existing contracts and make the business one of the major transhipment operators worldwide. As one of the largest players already by volume transhipped and having already carried out more than 600 ship-to-ship operations in just over two years we would like to take this expertise and expand upon it."

Beltship Management Ltd

www.beltship.com

- Provides technical management
- Invests heavily in infrastructure
- Developing design for transhipment market







onic Shipping (Mgt) Inc was founded during the beginning of 2013 with a vision of establishing a ship management company with a difference. The company's mission statement is to always remain committed to service excellence and to provide value added maritime transportation solutions to all of its charterers and carriers.

Today Ionic Shipping has grown to manage a fleet of seven vessels including the latest addition to the fleet, the newbuilding Kamsarmax bulk carrier Ionic Kleos. The Ionic Kleos was built at the Tsuneishi's Tadotsu shipyard in Japan and will complement the company's existing fleet of three sister Handysize vessels (34,000 dwt) from the Korean Dae Sun shipyard and a further three sister Supramax vessels (56,000 dwt) that were built by Mitsui in Japan. All of the vessels incorporated in the Ionic fleet are of the highest quality and the arrival of the Ionic Kleos represents an important milestone for the company as managing director Spyros Vlassopoulos elaborates: "With the delivery of the Ionic Kleos we are entering the Kamsarmax segment of the dry bulk market which underlines the organic growth for our company. Tsuneishi's Tadotsu shipyard is well recognised for

this series of 82,000 dwt Kamsarmax vessels as well as being acknowledged by our end users." The vessel was delivered on March seventh and at the time of writing was in Vancouver loading her first cargo.

The Ionic team of professionals is based in Glyfada, Athens from where it provides a comprehensive package of services encompassing technical management, operations and supply management, commercial management, crewing, insurance, financial management and new build projects. The three directors of the company have a total of 80 years experience in the shipping industry alone and they have worked to build a full and professional service team of both shore-based and seafaring employees. "Without a question of doubt, there is a lot of competition in the market, however, as many of us here come from a tanker background we are using tanker management practice in managing our fleet of bulk carriers," Mr. Vlassopoulos says. "This is something that we believe is recognised and seen by

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Viswa Lab is committed to serving fuel users

Viswa Lab has been in existence since 1991. In the course of these years, Viswa Lab has established itself as a 'problem solving lab'. Major shipping companies who use fuel testing services of competitors send all their problem fuels to Viswa Lab for detailed investigation. Viswa Lab's simple philosophy is to make a difference in its relationships with its customers and bring value to the relationship through excellence in service and integrity in all its dealings.

Viswa Lab Houston have successfully been accredited with ISO 17025, the highest level of accreditation that any lab in this field can achieve.

Viswa Lab is committed to serve only fuel users. There is therefore no conflict of interest, something that all other labs cannot claim.

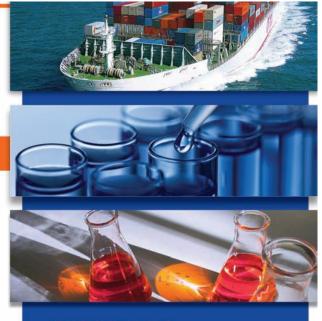
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FIR (Friction Increase Ratio) theory by CMP. The FIR (per cent) indicates the increase ratio of friction resistance of a paint film surface compared to friction resistance of a smooth surface like mirror. The smaller the FIR (per cent) value is, the smaller the friction resistance becomes that result in lower fuel consumption. Measurement of FIR per cent can be made by either the scientific (double cylinder apparatus) or the replicate method, calculating paint roughness and wavelength values.

BMS Bunkers

BMS Bunkers is the first trading house that actually created a fully functional bunkering tool, based on the real needs of the professionals working in the industry. The innovation behind the this app, is that is does a lot more that just informing you. It is a fully interactive application that allows you to send marine fuel enquiries anytime, anywhere you are, to any trader worldwide. In addition, you get real-time news updates and oil prices, while staying up-to-date with the latest fuel specs. Finally, you can get product availability information for most of the ports in the globe. When it comes to sending an enquiry or getting a price, time really matters. BMS has been developing and constantly testing the app for over one year, to ensure that it has created a tool which simplifies the procedure of sending an enquiry, saving valuable time for the user. Use your iPhone's phonebook, the history of your enquiries or contacts to make quoting easier and up to 80 per cent faster, regardless if you have internet connection or not.

is able to fully meet the requirements of its customers, Ionic focuses as closely on its crew and officer pool as it does on its fleet of bulk carriers. "We are keen to ensure that we have a full compliment of well qualified officers and crew. Fortunately, we are closely linked with a manning agency in the Phillipines that we work with and have our own pool of seafarers and officers. We make sure that there is a set agenda, training and rotation of crew and more importantly, continuity throughout the fleet and crew. We also run a cadet programme to ensure that the continuity is there for years to come." Ionic held its first Officers and Crew conference in Manila during March 2014 with over 30 seamen from its pool in attendance to discuss the various issues surrounding the business. The conference was a success and the second is already planned for 2015.

As the company prepares to move into the future it will focus



our end users because this is one of the crucial points that we are doing to differentiate us from our competitors.

"The quality of the way the ships are run in addition to the tonnage itself is something that we are very proud of. Moreover, there are several extras that we have on the ships that are useful to our clients, such as CO, in the cargo tanks, A60 steel bulkheads, fuel efficiency devices and super low friction paints. We want to define ourselves as a quality ship manager," he continues. "We try to ensure that the ships that we run are of the relevant specification and whenever we get the opportunity to offer our opinions regarding new builds we recommend to owners the equipment that we would think it beneficial to include. This is to make the vessels as 'bullet proof' as possible and preferable for our clients because we know what our head charters require."

The Ionic fleet of bulk carriers are all currently deployed on fixed-term charters. The company's client list currently includes well-know companies such as Messrs. Louis Dreyfus Commodities, Cargill, Bunge and Vitol and to ensure that it

on maintaining the smooth and organic growth it has enjoyed since it was established and will remain focused on delivering first-class services to its clients. At the end of 2013, the United States Coast Guard (USCG) advised Ionic that two of its vessels had been awarded approval within the Qualship21 programme, which identifies high-quality vessels and rewards them for commitment to safety and quality. The USCG established the programme in 2001 to provide incentives and facilitate quality shipping. "As a company we are very conservative and we want to ensure that our name continues to be recognised for quality ship management. By working with our current end users, I think we are on a good path," Mr. Vlassopoulos concludes. •

Ionic Shipping www.ionicship.com





Winds of change

ocated on the west coast of Denmark, Hvide Sande Skibs & Baadebyggeri (HSSB) has been offering easy access to its high quality production facilities and experienced, customer focused staff for more than 60 years. With long-term knowledge in designing, planning and managing new builds, repair and services for aluminium, fibreglass, steel and wood, the shipyard's 100 competent, qualified and skilled personnel are wholly capable to meet and surpass the changeable demands of the shipping industry.

Today divided into two main departments, new builds, and service and repair, HSSB utilises its expertise, flexibility and knowledge to build vessels at lengths from ten to 50 metres. Viewed as a partner to trust, it has successfully delivered crew transfer vessels, ferries & passenger vessels, workboats, fishing vessels, houseboats and tall boats for its satisfied clients. "We

delivered a 28 metre research vessel for a Danish University in April 2014 and have seen some interesting opportunities with Norwegian workboats over recent years for the new build market," says director of HSSB Carl Erik Kristensen. Furthermore, following upgrades within the shipyard, HSSB also offers services such as surface treatments, repairs on hull, hydraulics, engines, electricals and the fender system in its heated facilities.

Previously featured in *Shipping and Marine* magazine in June 2013, HSSB has continued with its strategic aim to enhance its presence in the offshore wind industry, as Carl elaborates: "We have developed our service capabilities and are working on the pit-stop concept, which involves planning pit-stops for crew transfer vessels in the offshore wind sector. So far we have attracted vessels from the UK, Holland, Belgium, Norway,

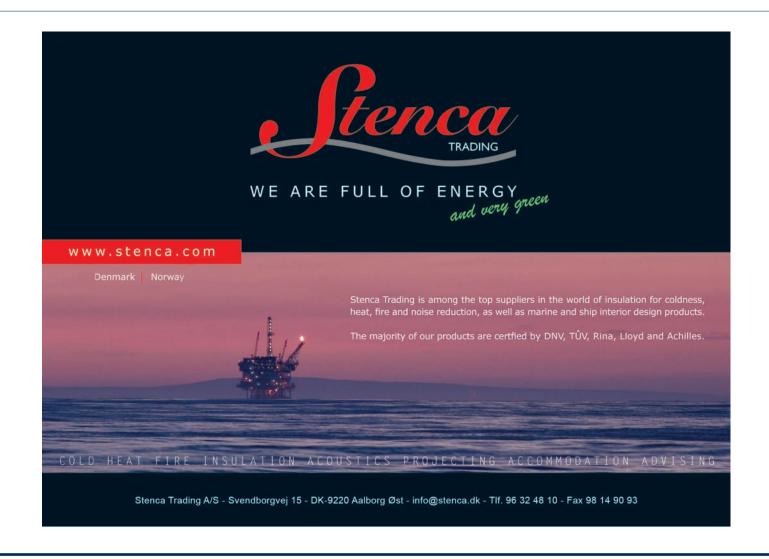
Germany and Sweden to our shipyard; we have also developed our mobile service, where our personnel team up with workers to repair and upgrade vessels."

Established to meet the challenges faced by clients in the offshore industry, the company's pit-stop services minimise the high costs and penalties caused by vessels being out of service. Under this service the company goes out to visit a boat where it is operating and spends a day with the vessel's superintendent to compile a dock list and take any necessary measurements. This customer-orientated way of working enables HSSB to then prepare all materials and labour in advance at the shipyard so all work can then be completed in as little as 24 to 48 hours. Available 24 hours a day, 365 days a year, HSSB's 100 employees of welders, mechanical engineers, project leaders, electricians, carpenters and painters are fully prepared to assist customers at the shipyard. "Owners and operators of crew vessels in the offshore wind industry have been interested in the concept, which is due to their relatively high day rates and the fact they get only a few days a year for service and repair work to take place. Because clients need their vessels to get back into operation as quickly as possible, they can easily afford to pay for night shifts, over time and any other costs to speed up the process," explains Carl.

In addition, the company's mobile service and repair personnel



can visit the client's quay location or even at sea to carry out services, some of which can be delivered at night to eliminate any delay to a vessel's operations. Indeed, it is this availability and flexibility that has given HSSB a competitive edge in a market that has witness over-capacity. "We understand our customers' needs and work around the clock to get things up and running





again ASAP," confirms Carl. However, the company is keen to not only have satisfied customers, and offers benefits to its dedicated team of personnel to ensure morale remains high. "We have negotiated agreements with our workers to ensure we can work around the clock in any location, while also providing advantages such as time off in lieu," he adds.

To further enhance its presence in the offshore wind industry, HSSB set up RG Seasight Fenders in 2011 alongside partner RG

Rom Gummi AS. Focused on providing the optimum solution, RG Seasight Fenders offers maximum safety, cost efficiency and versatility for customers requiring a standard fender type or a tailor made system. "Our daughter company produces and develops bumper fenders for the front of vessels; it is a new company but has seen strong growth over the last three years and we anticipate further growth in the future," says Carl. "We have also started producing platform cranes for the wind sector, with





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Move Forward with Confidence

Profile: Hvide Sande Skibs & Baadebyggeri





73 manufactured for the Northwind project in Belgium in 2013. At the moment we are producing cranes for Humber Gateway and see opportunities for our services to develop a foothold offshore."

With high quality, modern facilities and a broad range of available services, HSSB has managed to protect itself during the financial crisis and set itself up for future growth in the offshore market. "Looking ahead, we want to retain our level of service and flexibility for customers, while also expanding our client base in areas such as Norway and the UK. While other areas of business have suffered during the economic crisis, the offshore wind market has grown and will continue to be a core focus for us in the future. However, there have been positive trends in other sectors we operate in since the crisis and we hope to win some tenders in Europe as these markets continue to grow," concludes Carl.

Hvide Sande Skibs & Baadebyggeri www.hssb.dk

- Over 60 years experience
- New pit-stop service







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- LFV's clients counts almost all the Danish shipyards, have delivered solutions from the smallest tug / surveillance ships, live stock carriers, navy ships to the largest container ships.
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stablished in 2012, a time of economic turbulence for the shipping industry, Union Marine Management Service Pvt Ltd (UMMS) took the strategic decision to bring a unique service to a competitive market, as founder and managing director Vinay Gupta begins: "There are of course many ship management firms out there, so we decided to create a unique philosophy where we view ourselves as 'man managers' rather than ship managers. The crew onboard are the real ship managers; we provide them with support and empower them to manage the ships well. This is what we have been doing since operations began in April 2012 when we took over our first ship and it has been the reason for our growth. Over two years we have taken on 21 ships, which is not only due to our mission strategy, but also stems from our dedication to developing close, positive, long-term relationships with customers and crew alike."

With previous experience of working for large ship management firms, Vinay was keen for UMMS to bring back dignity, pride and glory to the ship management business through the delivery of clean, safe ships with happy personnel that operate with impeccable ethical standards. "Our vision is to run clean, safe and happy ships," affirms Vinay. "We believe a happy

ship is a safe ship; this view in itself sets us apart from the ship management industry. One way to do this is to remain a medium sized company that can focus on the customers that we have."

Complementing UMMS' vision and mission for honesty, trust, integrity and diligence, as well as the running of clean, safe and happy ships is DNV GL's own purpose, vision and values; this mutual interest resulted in a partnership that has been in operation since UMMS' inception in 2012. Discussing this positive and successful relationship, business development director of DNV GL Tony Linden highlights: "DNV GL is the world's leading classification society and a recognised advisor for the maritime industry. We enhance safety, quality, energy efficiency and environmental performance of the global shipping industry – across all vessel types."

He continues: "Since the beginning, a mutual trust and understanding has been established, which has seen the business between our respective companies grow ever since. Today we handle DOC, SMC/ ISSC/ MLC audits for UMMS and have eight of their managed vessels under DNV GL class. Working together with UMMS, we help them to maintain a safe and efficient fleet and in turn achieve their goals of zero incidents and zero spills.

Profile: Union Marine Management Services

In future we hope to see more DNV GL classed vessels under their management and certification of their Quality Management System to ISO 9001 under DNV GL accreditation.

"We look forward to continuing as a key partner to UMMS and participating in their growth story, through the provision of quality classification, advisory and certification services."

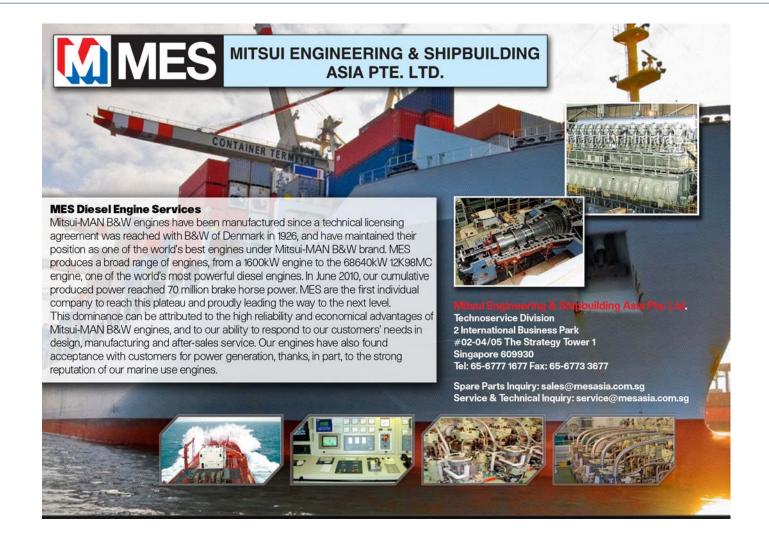
Striving to bring customer satisfaction through quality assured ship management services, the company adheres to statutory and classification rules and regulations that ensure the ships transporting cargo are operated with efficiency and full regard to safe practices. This way of working not only ensures the protection of owners' assets, but also ensures a commitment to safe, cost-efficient and socially efficient services. Dedicated to providing a close and honourable approach in all business agreements and contracts, the company has earned the trust of leading shipyard Tsuneishi Group and will maintain and operate the group's existing fleet and new builds.

Aware that innovative thinking and continuous improvement leads to success in a competitive and turbulent industry, UMMS set up a training centre in the Philippines in 2013. With a vision towards future and understanding the need to switch over to paperless navigation, it was decided to install ECDIS on its ships and train its staff for safe operation much before the regulatory compliance kicks-in. With this in mind, UMMS collaborated with Chartworld, a leading ECDIS manufacturer to develop in-house trainers and training facility in Manila. This process

evolved into a strategic partnership with Chartworld whereby they have now endorsed UMMS training centre in Manila as their only authorised Type Approved training facility for their ECDIS equipment in Philippines.

Established in a time of economic struggle, the company has grown its fleet of 18 bulk carriers and three car carriers through cautious investments and attention to detail. "A major challenge is to provide ship management services at a cost value," states Vinay. "To do this we have a large outfit running from India where we have transferred our Quality, Operations and IT department. Further, going ahead with our man-management to the next level and utilising them to provide high quality service to the ship owner, we realised that the need is to capitalise and tap into their core competencies. We have therefore, taken away the routine clerical follow ups from our key personnel and passed this responsibility to a non-technical team in India. This is a concept of the future and opens a new door to BPO in the Ship Management industry. The corporate social responsibility has not been ignored during our growth right from inception and addition of such people only adds strength to our vision of human touch in shipping."

Boasting rapid growth since its inception, the company has its 22nd ship arriving in June 2013, with an additional two to three vessels due by the end of this year. However, despite this impressive accumulation, Vinay remains cautiously optimistic. "As a ship management company our main business relies on



Profile: Union Marine Management Services



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ship owners, so when the shipping industry is positive, we too do well and flourish. Because we have grown so quickly over the last two years we have concentrated on further consolidation of our systems and procedures over the last few months. Now that this time is over, we are ready to progress with further contracts and agreements with ship owners. We are already in discussions with a number of owners and are only approaching like-minded





owners and are willing to support us as we provide a unique and valuable service. Our legacy is by no means great; two years is such a short period of time, but with the support of ship owners and a strong team behind us, we will have a very strong and successful company in future," he concludes.

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estion Maritime SAM is a ship management company, which was created in 1976. For almost four decades it has been managing dry cargo bulk carrier deep-sea vessels and now offers a comprehensive range of high quality shipping services and tonnages for worldwide seaborne transportation of cargoes, such as iron ore, coal and grains as well as bauxite, fertilizers and steel products.

Featured in *Shipping & Marine* magazine in September 2013, Gestion Maritime has spent the ensuing eight months focusing on its launch into the liquid bulk sector, as CEO Danilo Fumarola highlighted: "Within this scheme we will take two new build medium range (MRs) tankers under our direct management, and

these are expected to be delivered in 2015. We are all very excited to handle the diversified business of both dry bulk and liquid, and we are upgrading our management system to a level where our clients will be able to consider investments in many shipping sectors (if not all).

"The new MRs tankers will be the most competitive and cutting edge technology available in the market, and they have already been fixed for four years to top market European operators (one optional year is also included in the deal). These two vessels will hopefully be our first flight into a new sector, which will see us more and more involved."

He added: "The management of these tankers has required a decisive upgrade of the whole team with new entries coming from

Profile: Gestion Maritime



the tanker market. Also the management system has undergone a deep review in order to fully match our clients' expectations, which are quite demanding."

Although adding a liquid bulk capability to its services is a priority, the dry bulk sector remains Gestion's core business, as Danilo explained: "Our last deal came after the tankers transaction, when we looked after the purchase of a Kamsarmax, built in 2009 in Japan at Oshima. This itself gives a clear idea of our on-going commitment to the dry sector. The latest acquisition is also meeting all our best expectations as the vessel secured a healthy charter rate from delivery and for a year. We retrofitted a series of fuel saving devices/equipment, which have given the vessel very competitive slow steaming speed/cons ratios. Needless

to say, charterers are demanding more speed/cons ratios in order to optimise their voyages and maximise their margins in all different circumstances. We comply with their requirements."

Clients that utilise Gestion's services also benefit from the company's one-stop-shop management concept. "This has turned out to be quite important since the latest regulations and international conventions are demanding systems that are more and more integrated," said Danilo. "A holistic approach to ship management is unavoidable today and our code of best management practices are now interchangeable and can be flexibly deployed on different type of vessels. Our solutions will be capable of delivering extra quality and significant added value."

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He added: "We try to go beyond the normal concept of managing vessels and focusing on volumes to generate profits. So instead we work to make our clients' vessels different from those of their peers. We want to make it possible for our customers to be able to employ their vessels more easily at a premium, as well as work on the competitiveness of their ships so they can create strategies on asset differentiation rather than discounting prices."

Danilo referred to slow steaming and indeed, fuel efficiency and environmental considerations are major areas of attention for all of the ship management industry. Since last featuring in Shipping & Marine Gestion Maritime has successfully obtained ISO 50001 certification for energy management on board, and as Danilo explained this confirms the company's dedication to reduce bunker consumption. "More generally we are extensively engaged in upgrading the green footprint of all the vessels under our management," he added. "We have been actively working on reduction of CO,, NOx and SOx emissions and more is yet to come. Our website, currently under renovation, already identifies our vessels' green footprint and the new version will cover this issue in more detail, together with the indication of our new certification.

"As a project, we are also working to get ISO 30001 certification to set the standards for vessel dismantling. These standards are designed to think about demolition in a different way. We want be at the vanguard of future demand for ship recycling rather than simply ship scrapping and, above all, strongly demand better standards for labour engaged in demolition processes."

Another environmental issue close to the heart of ship owners is the convention on water ballast treatment. "This will be an industry change driver; especially for the older segment of the fleet," said Danilo. "However, it's still too early to understand what will happen. There is still significant reluctance between ship owners to take definite decisions in a contest where a lot of pieces are still missing from the big picture."

He continued: "On the dry bulk sector, we are of the view that there is plenty of modern tonnage, which can easily be retrofitted and is perfectly capable of competing with the so called super-eco designs; particularly as long as the industry will slow steam the fleet as a consequence of high bunker prices and moderate freight rates."

As the shipping industry faces a future filled with change and development, Danilo agreed that it's essential to have a forward-thinking strategy in place: "Frankly, it's difficult now to have a clear idea of what will happen in the near future, but what we know is that each single shipping company must sooner or later double check its own strategy and make it squared with the capital markets and with what their presence means in the game of the global competition. We know that shipping is changing and any

company needs to address these changes properly if it does not want to be overwhelmed by events. At the same time we do not think that the traditional business model of the independent and family driven ship owners will disappear. Maybe it will be back in fashion one day, but for sure it will need substantial servicing."

He concluded: "2014 for us will be a year whereby we will reap the benefits of our work in the last six years. At the same time, we will try developing more business and to understand how we could open our company to a changing world; by preserving our DNA and adapting it to modern times."

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ne of the leading ro/ro terminals in Europe, Gothenburg Ro/Ro Terminal is situated in the port of Gothenburg at the mouth of the longest river in Sweden, the Göta Älv. A ro/ro hub specialised in carand ro/ro handling, Gothenburg Ro/Ro Terminal is an important part of the Swedish import and export chain.

As recently as April 2014, the terminal changed its name from Älvsborg RORO to Gothenburg Ro/Ro Terminal, and this is supported by a new logo and a new visual identity. Customer relations manager Mikael Karlsson explained the reasoning behind this: "The location is arguably the most important competitive tool a freight terminal has. The Gothenburg Ro/Ro Terminal is ideally situated to be a gateway between the strong Swedish industries and our customers throughout Europe, and with our new name, we want to signal much more clearly where we are located and which markets we are connecting our customers to.

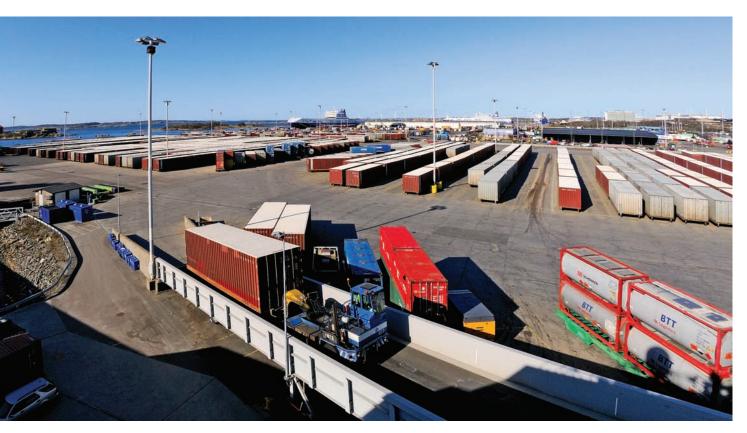
"We are confident that our new name will enable us to improve our marketing of the terminal towards potential new customers and markets, and we hope that the industry and our customers will find the improved visibility of the terminal beneficial."

New customers will find that the infrastructure to and from the

port of Gothenburg is well developed, which enables the smooth transportation of goods. The Terminal has direct railway tracks, which carry goods such as steel, Stora Enso Cargo Units (SECUs) and trailers. The Terminal also offers reloading of cargo such as steel, RDF, timber and paper, that roll in by train directly into the weather protected Paper Logistic Centre.

Björn Wånge, the new managing director at the Terminal, who took the role in April 2014, gave some further details about the business: "Gothenburg Ro/Ro Terminal provides customers with reliable and cost efficient services for loading and unloading ro/ ro vessels," he began. "We have a long history of partnership with industrial customers and tailor made logistics solutions - our main customers are DFDS, CLdN and Stora Enso.

"Any cargo that can roll on or off a ship is handled at the terminal and we are used to creating solutions for all sorts of special cargo. Commercial cars, trailers, goods on cassettes, machines, containers and project cargo pass through one of the terminal's seven ro/ro berths to either Great Britain, Belgium or Finland. We also provide solutions for unloading and reloading cargo on different carriers and all other services needed to create efficient logistics solutions for all possible cargo flows.



"The terminal is open around the clock, every day of the year and we have a highly trained and very motivated team of 300 employees providing stevedoring and other services. Furthermore, we have a good environmental performance (ISO 9001 and 14001 certified), we are able to handle complex solutions and we are proud to be an important part of the Swedish industry's logistics flow."

He added: "Since May 2012 the Terminal has been owned by DFDS and C.RO Ports, and since then it has been investing to become an even better terminal with its new and experienced

owners. With increased focus on service and competitiveness, the objective is to become an international top class ro/ro terminal. To reach this, Gothenburg Ro/Ro Terminal is now going through substantial investment changes in the terminal area, IT systems, infrastructure and equipment fleet. We are investing in new machinery, which is more environmentally friendly and fuel-efficient. Moreover, we are investing in our fully covered PLC warehouse. This will increase our capacity to roughly 300,000 tons."

The new IT system allows better communication between



customers and the terminal, and also improves productivity. "The platform is transparent and gives us better control over cargo and bookings," said Björn.

Another important area for Björn and his team is security, not just in the form of a good working environment but also preparedness against external contingencies and threats, and adherence to legislation. "Here at Gothenburg Ro/Ro Terminal we handle goods for major sums of money and we do our utmost to protect our customers' property," he explained. "We adhere to the ISPS code as well as being Authorised Economic Operator (AEO) certified. AEO is an EU-wide certification programme that seeks to create enhanced global security and efficient, uniform customs handling within the EU."

After the name change and the new logo, and Björn stepping in as the new MD, 2014 has already seen a lot of exciting changes at the Terminal. What else will Gothenburg Ro/Ro Terminal be focusing on throughout 2014? "Customers, customers, customers!" said Björn. "We are working with Customers Focus Initiative and Customer Focus Plan (CFI and CFP) to improve our knowledge about our customers and make sure we identify their needs. We want to achieve a win-win situation. We are also

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involved in Terminal Competent Centre (TCC) where we exchange competence, knowledge and best practise with other Terminals in Europe."

In April it was also decided that the terminal's workers would have more influence and responsibility for the planning of work and daily operations. Björn said: "I know that the workforce has a lot of potential and knowledge and it would be stupid not to utilise that. The new way of working started the 1st of April and according to our customers, workforce and management we are doing better than anticipated. The first 12 weeks featured a support person, who can step in to help, educate and give tips, but the workforce has really embraced the challenge and I am very proud of that. I cannot wait until we reach our full potential."

Going forward, Björn has further ambitious plans for the future. "Gothenburg Ro/Ro Terminal will be the most flexible and efficient ro/ro terminal in Europe," he asserted. "We will achieve this through hard work from everyone employed by the company, smart solutions, a streamlined organisation and investments in our facility, but most importantly - customer focus."

Gothenburg Ro/RoTerminal www.gothenburg-roro.com

- Facility employs approx. 300 staff
- Important part of Sweden's logistics flow
- Name changed in April 2014





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In January 2012, Green Reefers ASA, Bergen (Norway) and the Seatrade Group of Companies brought together smaller, more flexible, refrigerated cargo vessels in the GreenSea Pool to benefit from joint operations. The transport of frozen commodities requires special attention of crews and strong guidance from the shipmanagement companies within the Group. GreenSea's commercial operations and the Seatrade management companies, work closely together. Supported by direct communication lines and a hands-on mentality, GreenSea and Seatrade aim at the best vessel performance and overall improvement of operational efficiency.

Gofish



stablished in the final quarter of 2011 by the Seatrade Group NV and Green Reefers ASA group of companies, the GreenSea pool of 42 specialised reefer ships' commercial operations is managed by GreenSea Chartering; as the exclusive general agent of GreenSea Group NV (pool-manager), the division is responsible for all commercial, operational and financial aspects of the business. Using experienced, dedicated crews, the company carries all types of frozen fish products, fruit, meat, poultry, juice and vegetables, either in cartons or palletised, for its broad range of customers.

As the provider of dedicated shipping services in a strong market, the company is committed to developing a positive, long-term relationship with its customers as well as a sustainable fleet. "Our ships are a valuable tool once equipped with experienced crew, loading packages (forklifts, cages, cargo nets) and fenders to carry out transhipments at high seas," says managing director Hans Mol. "Perhaps more importantly, by being close to our customers we can understand their business which in combination with the size of our fleet allows us to anticipate to the clients needs with little notice time."

with little notice time."

He continues: "Within the market for the carriage of perishable goods by sea we focus on certain areas where our ships add value, the majority of our business is related to the fishing industry; carriage of pelagic fish species, tuna and squid. Depending on the need of the customers this can be in the shape of a contract of affreightment, time

5CH 54

charters, parcel services and spot voyage charters. We also operate a liner service between Port Canaveral and Flushing, carrying Florida fresh fruit and frozen juice exports to Europe and have a number of seasonal fruit contracts very much suited to our size of ships. We carry dry cargoes to avoid empty ballast legs, but lately not too much, which has to do with the strengthening of our market."

With approximately 60 per cent of the company business operating within the fishing industry, GreenSea Chartering focuses on flexibility and daily communication with its clients to ensure efficient loading times, fast transhipment from the fishing grounds and customer satisfaction. "We have developed close relations with our customers, we know where they catch, when and how much, we know where they sell and we know their buyers. To complement these close relationships we have equipped our vessels with a flag that enables us to operate in all fishing grounds and we have obtained licenses to receive fish from fishing vessels at open sea in line with governing rules and regulations," highlights Hans. Not only adhering to stringent environmental standards, the company is passionate about the oceans and the rich resources within them; believing in sustainable use of fishery

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Profile: GreenSea Chartering



ships can be located anywhere from the fishing ground of Morocco, Mauritania, Namibia, Angola, North Atlantic waters (Iceland, Norway, Shetlands, Faroes), Chile, Peru, Falklands "We take the cargo direct from our customers facility and direct from their fishing vessels world-wide either in port or at sea. Fishing can be poor or very strong and anything in between, which is why our fleet is strategically scheduled all over the globe," affirms Hans.

Facing the challenge of delivering perishable goods to/from remote areas plus competition from container lines, the company has taken ownership of the logistics chain to ensure optimum efficiency and product quality, as Hans highlights: "This ownership goes beyond just the sea transit from port-a to port-b; depending on the need of the customer we will take care of the trucking, the loading, the discharge, storage and any other requirements. This sounds easy but don't forget we are dealing with perishable goods; we need to respect the cold chain whilst not having cold store facilities direct on the quay like in many African ports."

Of course, this is not the only challenge to taking control of the logistics chain; the company also takes full responsibility for the





logistics chain; the company also takes full responsibility for the amount of cargo on board and has developed procedures to ensure the same amount of cargo is delivered, as Hans highlights: "We work with closely with selected agents and we have recently started to use portable camera's positioned on each hold to register exactly what is being loaded or discharged. Not only do we avoid disputes we also discourage stevedores or other unwelcome persons to pilfer cargo; we know fish is a commodity with a high value."

Boasting a well-maintained fleet of 42 reefer ships with an average age of 20 years, the future looks positive for GreenSea Chartering as it takes advantage of being well positioned in the market, with a strong network and loyal customer base that is willing to pay premium prices for high quality services. "Increased focus on sustainable fishing and combatting illegal fishing will result in more strict rules and regulations for loading fish direct from fishing vessels to reefer ships. And although this could be a complicating issue for our competitors, we don't see it that way, we see it as an opportunity to distinguish ourselves," concludes Hans.

GreenSea Chartering

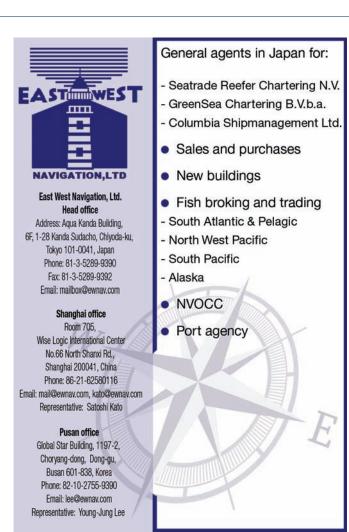
- www.greensea.be
- Manage a fleet of 42 reefer vessels
- Large involvement in fishing industry

Full compliance with environmental regulations



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North American General Agents, Inc. (NAGA) represents GreenSea Chartering in the capacity as USA general agents. NAGA works closely with GreenSea staff to facilitate existing and developing business opportunities throughout the Americas. NAGA's understanding of the world's reefer trades is truly one-of-akind. Since 1998, NAGA has provided its client base with a unique mix of knowledge and expertise in cargo operations and planning, logistics management, port agency, vessel accounting, commercial representation and liner administration. Serving client needs across North America, Central America and the Caribbean, NAGA is ready to provide representation as vessel husbandry, owner's protective and full liner agents.







New horizons

he origins of what is today known as Atlantic Offshore began as a company called Sartor Offshore AS. In 2008 the organisation acquired the operations of both Sartor Shipping and Ocean Mainport and created a new entity founded on the principles of responsibility, involvement and integrity - and named the new business Atlantic Offshore Group.

"When we started we wanted to set up a new company culture because Atlantic Offshore was formed of several other companies with their own procedures, emergency response procedures and cultures," explained CEO Roy Wareberg, when discussing the dedication to quality that has been an essential part of Atlantic from the outset. "We sat down with more than 100 people involved in the company and set out the foundations of a new management system, which was implemented in 2010."

Today Atlantic Offshore operates a fleet of 24 vessels off Ireland, the Mediterranean, Southern Atlantic and in the North Sea. Its fleet of vessels include rescue, environmental, supply and tanker assistance as well as platform supply vessels (PSV) and its activities are undertaken from its main office at the Coast Centre Base

near Bergen, Norway as well as from a fully managed office in Aberdeen, Scotland. From these bases Atlantic Offshore operates long-term contracts with some of the biggest names in the marine, offshore and oil and gas industries, including Total, Shell, BG, Wintershall and Statoil.

The strategy of Atlantic Offshore since its inception has been to focus on establishing long-term relationships with clients and maintaining a modern, well-managed fleet. Indeed, the Group has invested approximately £300 million in its fleet modernisation programme over the last three years. In February 2014, the UK operation commissioned a £6 million vessel, the Ocean Tay, which is the second of two high-specification ERRVs ordered by the company in the past six months. In addition the company has two ERRV/TAVs under construction for delivery in 2014 & 2015.

The most recent vessel to be added to the company's renewal programme is the Ocean Osprey, which was constructed by Zamakona Yards in Passia, Spain. The Ocean Osprey is of the Havyard 820 design, which was conceived in close collaboration between Atlantic & Havyard.

Valued at 25 million euros, the Ocean Osprey has a length of 66.80 metres and a beam of 16 metres. It is powered by two MAN main engines with a power of 1930 kW each generating a Bollard Pull in excess of 67 tonnes. In addition the vessel - as a UK Class A ERRV - is equipped with two MP1000 Daughter Craft & one MP Weedo FRC. When these are combined with other specialised equipment (including a hospital) it allows the vessel to recover well in excess of 300 persons in an emergency. The Ocean Osprey's



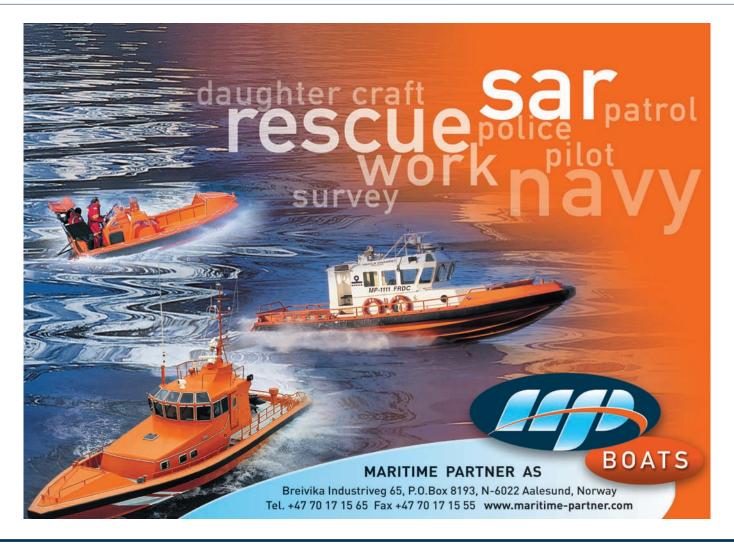
main mission will be to provide immediate attention to emergency situations on oilrigs and the vessel has been specially designed to meet the harsh conditions of the North Sea.

Commenting on the delivery of the Ocean Osprey Roy noted: "Oil producers place great emphasis on modern ships that meet the most stringent requirements and regulations. Additionally, the new ships contain features beyond the emergency response they perform, such as towing, loading and storage capacity. Atlantic

Offshore has long-term contracts with several major players and estimate that there may be several newbuildings associated with new contracts. We operate in a market with significant activity and new vessels are a natural consequence of new contracts."

The Ocean Osprey is currently signed to a five-year contract with Shell, which was signed in 2012 and incorporates a further optional five years on completion. "We have had several contracts with Shell and our history with the company is long, dating back as far as 15 to 20 years. The fact that this is still ongoing is something of which we are very proud," Roy added.

Based on its philosophy of providing only the very best support vessels, Atlantic Offshore aims to continue to expand its capabilities within both the Norwegian and British sector of the North Sea and





to be able to provide cross-border solutions reflecting the needs of its clients for both ERRVs and PSVs.

During the rest of 2014 and beyond the company will focus on completing its process of renewal and seeking new customers as Roy noted: "We will focus on implementing new vessels, which are more advanced and have to be introduced with safety as a priority. By August 2014 we then hope to focus on renewing vessels and finding new opportunities to bid on tenders."

He concluded: "We have a modern fleet that meets the most stringent requirements. This helps us position ourselves, nationally and internationally. We are very satisfied with our solid order back log valued at three billion kroner and we have established a predictable portfolio of contracts, however, we intend to follow the same strategy as we've had in the recent years, and we will follow the larger customers into the areas in which they are operating. This could be the Mediterranean, Black Sea, Southern Atlantic - wherever there are opportunities we will look into it."

Atlantic Offshore

www.atlantic-offshore.no

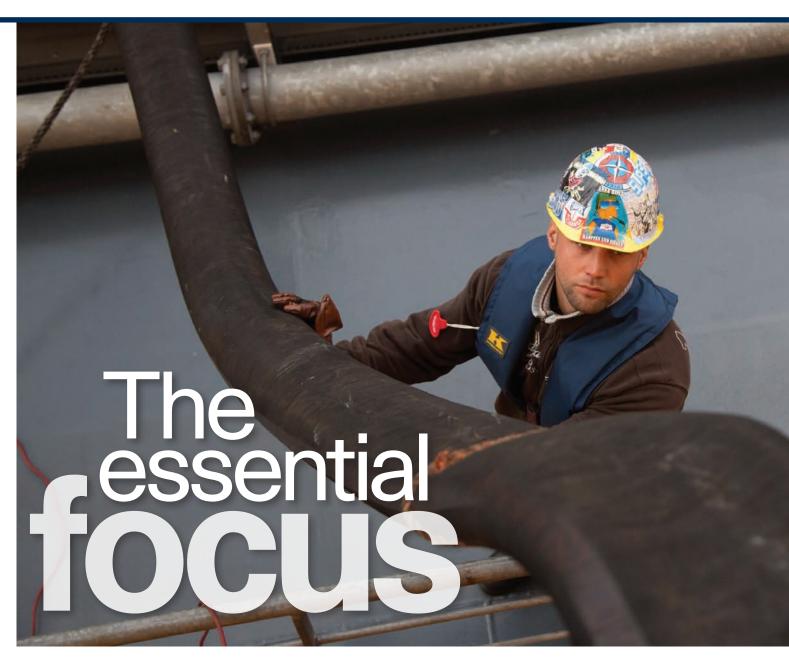
- 24 vessels in fleet
- Large renewal investment underway
- New vessel added 'Ocean Osprey'



Norwegian Electric Systems

Norwegian Electric Systems (NES) designs and manufactures diesel electric & hybrid electric systems for the maritime sector. NES has developed front running electrical propulsion systems and products which are world leading when it comes to environmental friendliness, by reducing fuel consumption, Nox, CO_2 emissions and keeping maintenance costs to an absolute minimum. These days NES has released its new product QUEST (Quadro Energy Storage System). By using its know-how and the latest battery technology it has developed a state-of-the-art propulsion energy storage system. Amongst NES' deliveries are the diesel electric systems for three of Atlantic Offshore's HD820 field support vessels.





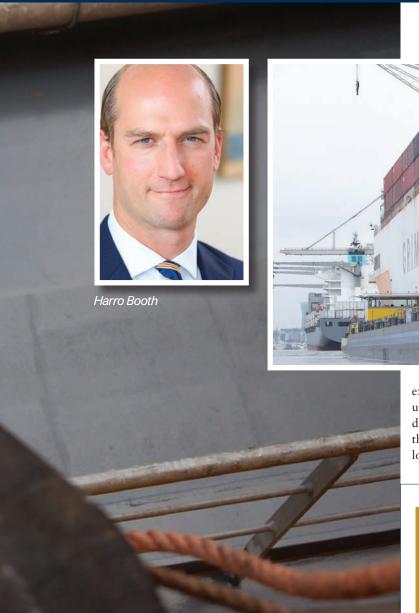
very company has customers, but only a few have partners. With bunker trading, broking, cargo and LNG expertise its key area, ElbOil ultimately understands the value in the ability to deal with social situations leading to the conclusion of business deals. "For us 2013 was a quiet but positive year with a volume of more than 300,000 tonnes and a turnover of approximately \$160 million, which for a three-year old company is quite remarkable," begins Harro Booth, managing director.

"Throughout the first quarter of 2014 we have remained very positive, seeing more than 30 per cent growth compared to 2013. Our clients have been enjoying the full service solutions we offer combined with flexibility and the personal touch," he adds. In May 2014 ElbOil is set to open up a new office in Switzerland, which will head its cargo activities, with Harro pointing out: "We have a team that is well experienced in the cargo sector, and we are really looking forward to the move."

The new office will focus on the downstream market, further enhancing the complete package provided. With the sulphur emission regulations ever closer to the horizon, Harro explains how the move will offer opportunities for blending scenarios: "There is no fuel available with such a low sulphur content so we are looking into the solutions that blending facilitates. With

contacts in the Arabian Gulf and the CIS countries in the gas markets we believe we can create benefit for customers and this is the idea behind developing synergies between the bunkering and trading departments."





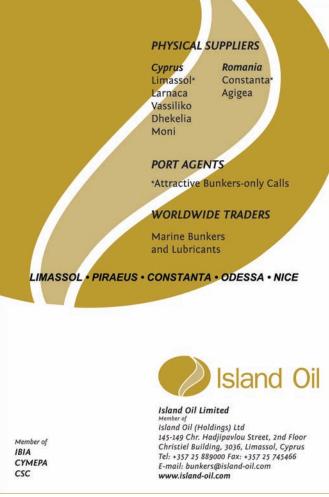
expertise backed by consumer business bunkers has equipped us with the knowledge to advise our clients with confidence. We don't believe there will be any significant issues but prices for the fuel will rise significantly and only time will tell what the long-term effect of this will be.

Blankenrode

Developing the business within the shipping industry has not been without challenges as Harro highlights: "The crisis remains a significant factor in the market, but being in the sixth year of the economic low many appear to have become used to the conditions, however, this does not mean you can lay back. One of the greatest challenges we still face is securing credit, and to do so, all parties involved have to be completely open in regards to financial matters.

"Competition is also high with many larger companies consolidating their interests." This group of financially dominant businesses hold a strong position, however, businesses such as ElbOil, which operate on a smaller scale, are able to offer flexibility, generating more competitive prices through a differing cost structure. "Diversification of our business will create synergies across the group and reduce risk, generally strengthening our management approach. Supported in our relationships with insurance companies and a secure banking position we are well prepared for the challenges that the coming year will hold," Harro says. Over the last three years ElbOil's clients have remained solid, and the business looks to continue these relationships.

"We are preparing our clients to avoid a last minute rush and be ready for the changes in emission regulations. Our cargo





"We are prepared for emission regulation change. We already specialise in LNG and in time will utilise vessels that are taking LNG as bunker. We truly believe that the regulations will create focus on blending products because the low sulphur fuel does

not exist. We expect that some minor gas oil products will come onto the market and we will be able to trade in some of these products," says Harro.

Noticing a pattern where countries such as Germany are looking towards LNG as an alternative fuel in its domestic market, ElbOil is continuing on LNG projects. "This supports our projects with respect to the bunker, not only from a greener viewpoint but also from the perspective of increasing independence. We are very focused on this and working towards LNG as an alternative fuel. In the future, our focus will ultimately extend from the infrastructure of LNG to the trading itself."

Throughout 2014 the business focus will be developing its main business interests and establishing synergies between all. Developing an integrated business strategy it looks to maintain the relationships it has formed between its partners and customers. "We will also be promoting our service to new clients, reaching greater limits and looking towards increasing our portfolio.

"As a privately owned company we do not need to grow too heavily or too fast. We operate carefully taking the risk into consideration, because strategy is long term, not just for one year. We are not interested in turnover but interested in profit and looking ahead to five years we envisage a scenario where all departments complement one another, which is our main focus.

"We are still looking into opportunities in the market such as opening up a new office locally where it makes sense to be closer to our clients. We do have an expansion strategy for growth, but not too much. By 2020 there is the potential for new environmental regulations and at this point we expect LNG to be much more of a topic than it is now," concludes Harro.



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specialises in worldwide trading for crude oil, fuel oil, middle distillates and bunker oil.

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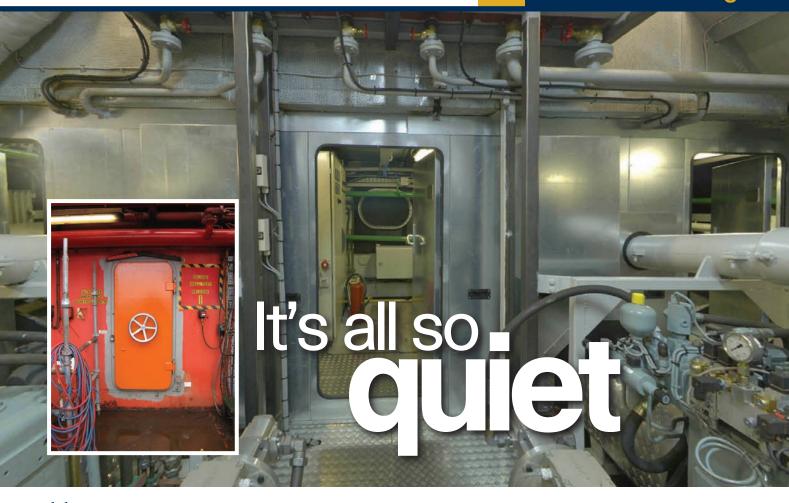
Elboil

www.elboil.de

- Bunker trading, broking and cargo
- Personal business approach
- Expertise in LNG



Profile: Alara-Lukagro



e started in 1964, trading for several years as the production company Lukagro, before acquiring the engineering firm Alara in 2005. From that point forward we have been providing noise control solutions for several markets," says Marion Noordzij, marketing co-ordinator. Alara is an acronym for 'as low as reasonably achievable', and signifies the ultimate goal in relation to noise reduction. "As one unit we have been able to offer all aspects of design and engineering through to production and installation. We provide noise control solutions for the ship and marine industry but also in the offshore industry, utility construction and power generation markets," she adds.

Account manager Daniël van Drunen who is heavily involved in marine and offshore highlights: "We supply enclosures for the generators that take care of the power onboard ships, mega yachts and other vessels in situations when the propulsion engine is not running. Owners and users require special attention to the reduction in noise from generators, promoting a quiet environment. We are active across maritime industries such as the Navy, mega yachts, commercial shipping, both inland to coastal, but also cruise liners and passenger vessels."

The most significant advancement for the business was the joining of Alara and Lukagro, combining abilities to offer complete turnkey solutions. "Until we acquired Alara, we were a production business, working from drawings produced by the customer. Through the acquisition we were able to add the possibility to design the solutions and guarantee the noise reduction to the customers. We became much more interesting to the market as we developed into a one-stop-shop for our customers," says Daniël.

In a project with Stena Drilling, an offshore semisubmersible rig that operates in extreme weather conditions, Alara-Lukagro entered discussions with the client regarding the replacement of

Alara-Lukagro has already supplied many noise control solutions to the shipping and marine industry, for example:

- Several sound insulating control cabins in engine rooms of dredgers for IHC Merwede
- Sound absorbing wall in engine room of inland ship for Koedood Dieselservice
- Sound insulating enclosures for generators and sound insulating doors for luxury yachts for De Vries Scheepsbouw BV
- Silencers in engine rooms for Damen Shipyards
- Sound insulating enclosures for inland ship for Groeneveldt Marine Services BV

76 weather tight doors. Through consultation it was decided that replacing the doors with new was not of commercial interest due to time and cost. As a solution, most of the doors were removed and brought to the facilities in the Netherlands to be blasted, painted, and fitted with new hinges, locking mechanisms and seals before re-installing them onboard. A few doors were replaced with new doors, which were also designed, produced and installed by Alara-Lukagro." Daniël comments: "The customer appreciated and benefitted from the time and cost savings. The result really highlights our ability to not only supply new goods but also in the renovation and upgrading existing products utilising our huge capacity with painting and blasting facilities."

Alara-Lukagro recognises the importance of listening to the customers to fully understand what is required from the products. "Our research and development department is constantly developing products for noise control. Within our business we have a lot of experience, which supports our ability to offer custom made and non-standard solutions. We are constantly looking to expand and extend our knowledge," says Marion. At present, the company employs a mixture of staff, some with over 30 years

TIO BV Industrial Silencers



Technische Industriële Onderneming (TIO) is a leading manufacturer of silencers and exhaust accessories for small, medium and large diesel and natural gas engines as well as in- and outlet silencers for any situation where 'gasses flow'.

We provide solutions that meet the need of our worldwide customers, efficiently, reliably and cost- effectively.

- More than a decade cooperation between Alara-Lukagro and TIO in total noise solutions.
- Sharing of company values as technical excellence, short communication lines, solution driven, a flat organisation structure with a focus on people and a high level of flexibility.
- Where Alara-Lukagro supplies noise control solutions like sound insulating
 enclosures, sound insulating doors, acoustic ventilation systems and
 louvers, TIO complements with heavy industrial exhaust silencers, chimney
 silencers and all related items for diesel and gas engines, blowers,
 compressors, fans, etc. to offer every client a high end total noise solution.
- TIO has the broadest experience in the marine and offshore business with some international major players in the market as loyal TIO customers.



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At the end of the shift, you can rely on us.





experience as well as recent graduates. Knowledge is continuously passed between employees and is supported by organised lectures covering industry topics.

As the maritime industry tightens its belt around emission control, interests equally grow in the control of noise pollution. "The maritime market is quite conservative with regards to changing the basic ship design, which has lasted for 25 years. The result is that we must deal with existing spaces to develop solutions. The engine room is often below the living quarters, and is in a very tight space producing a lot of vibration and noise. Ship owners are reluctant to reduce the capacity for cargo so our R&D is focused on creating innovative noise control solutions within small dimensions. One of the main challenges for the business is reducing noise whilst focusing on other regulations such as fire protection.

"Market requirements regarding delivery are becoming increasingly more demanding. Decision-making and engineering can occupy a lot of time but by having all our facilities on one site we can deliver on very short terms, saving money and time. This has really led to our success in the current climate.

"Certain aspects of the industry have shown signs of constant growth such as mega yachts and the Navy. Commercial and inland shipping has remained at an extremely low level for the last six years with significantly less new build projects. However, some upgrade projects are surfacing targeting re-powering through the development of more economic and interesting engines resulting in lower fuel consumption and lower emissions. Our current focus is very much on business development and as a result we are facing an increase of sales approximately 33 per cent. Feedback from our customers highlights appreciation of our one-stop-shop formula with just one responsible contact from the earliest stages of design through to sales aftercare," says Daniël.

Producing noise control solutions that help improve conditions for maritime workers, the company is often working in environments where space is limited and regulations are very tight. Every solution requires creativity and innovation in order to succeed. "Our solutions naturally incorporate innovation," says Marion, announcing that the business has been nominated for the UK Oil and Gas Industry Safety Awards, signifying a very



Heinen & Hopman

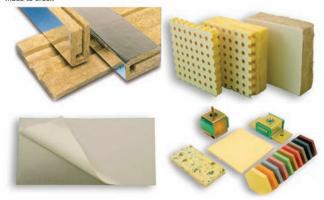
Like Alara Lukagro, Heinen & Hopman is a renowned name in the offshore sector. Both companies are a 100 per cent family owned and run, share a complete dedication to reliability and quality and like Alara Lukagro's products, Heinen & Hopman's premium HVAC products can withstand the harshest Marine &

Knowing how much its personnel appreciate the safety and comfort offered by Heinen & Hopman's heating, airco and cooling solutions. Alara Lukagro has been partnering with these Dutch specialists for over ten vears. Nothing but the best will do.



Caldic Isolatietechniek is one of the leading Dutch companies specialising in thermal and acoustic insulation materials for ship and yachtbuilding. We are the only MED, Module D certified total supplier in the Netherlands. Acoustic insulation includes everything that has to do with noise control, sound reduction and damping vibration. Thermal insulation encompasses the wide field of insulation against heat and cold and combating other phenomena associated with it, such as condensation.

Caldic Isolatietechniek measures, calculates and proposes solutions and we know the requirements for certification and which materials should be used to meet them. We have a well-equipped production facility in which insulation materials can be cut and sawn to a wide variety of volumes and measurements, punched, clad, laminated, edged or otherwise



Caldic Isolatietechniek BV 3350 AA Papendrecht Netherlands

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important step in raising awareness of the importance of noise control within the industry.

Occupational health is not always related to noise with HSE focusing on safety such as access to fire fighting and personal protective equipment. However it is vital to remember that noise control on vessels and rigs is also very important, as Daniël points out: "We want to convince the markets that noise on board ships or oil rigs not only relates to occupational health such as hearing loss, but also by wearing sound protection operatives are unable to hear dangers or warnings. Reducing noise improves safety and communication."

As the business moves forward its outlook remains very positive as Daniël concludes: "We are expecting growth of 25 per cent as we increase focus on maritime and oil and gas markets. The markets relating to noise reduction will grow around ten to 15 per cent as a result of IMO regulations and demand from customers to have higher standards on board the ships with regards to HSE. Our strategic vision is to make people more aware of what noise can do and the problems it can cause in terms of occupational health but also stress related problems. Users of vessels may be aboard for several weeks requiring quiet areas to sleep in. We have a solution that can address these problems in a very cost effective way."

Alara-Lukagro

www.alara-lukagro.com

- Experts in noise control solutions
- Specialist delivery of turnkey projects
- Nominated for UK Oil and Gas Safety Awards





Profile: Doris Maritime Services



and operational aspects of ship management and ownership. Heading a team of highly qualified, dedicated and experienced professionals the company is engaged in the technical, commercial and financial management of ships.

"Over the last year we have developed several projects following the realisation of equity in the US. We were also able to purchase three newbuilding bunkers that were left over from unfulfilled contracts," explains Nicolas. With one 57,000 tonne dead weight bulker, the other two vessels have a 32,000 tonnes load capacity. "We began trading with each vessel relatively quickly, before signing for a further six newbuildings at 64,000 tonne dead weight. These are very nice economical vessels," he adds. The company is now managing 19 ships, of which nine are pure crewing and ten are full management.

As the market begins to steady following the global economic crisis, Nicolas explains: "There is strong recovery in the drybulk sector. It really began to pick up in September 2013 and we were quite fortunate to purchase these newbuildings at a competitive rate. Through the investment we were able to make a 50 per cent return for our clients. Although we are a ship management

company we have an entrepreneurial approach, proactively proposing projects. Clients recognise this way of thinking and are attracted to these ideas," reveals Nicolas.

DORIS provides all its products and services on an intimate and personal level with crewing a speciality, working with offices and agents in Amsterdam, Manila, Malta, Mumbai and Odessa. With more than 750 qualified seafarers on its roster it currently employs 630 staff. Technical management is undertaken from its Geneva base and supported by professionals located in Malta and Amsterdam. Taking the role of a management company, its strength comes from its efficient size and the office in Geneva is able to observe the market, propose new ideas and secure investors. The vessels, comprising of container ships, bulk carriers and cement factory ships trade internationally, as Nicolas details: "Our bulk carriers are mainly tramping on time charter agreements and follow the market with most of the container ships in the Far East and Western Europe. We have a global network of agents that are able to assist with commercial operations, crew changes and local authorities worldwide."

As the bulk carrier market appears to be on the rise, there is

some speculation that the future is still unclear explains Nicolas: "The Chinese government has the intent to close many of the 3000 existing shipyards and as a consequence several are trying to secure orders. It is quite possible that many of these contracts will never see the light of day. The Chinese order books are overstated, however I do think the bulk carrier market will continue to remain buoyant for at least a couple of years. The container ship market in contrast remains extremely depressed. While our interests are currently high in the bulk carrier market, having recently acquired a further nine carriers under our management, we will review the container ship market because it will inevitably recover."

Looking towards the future, DORIS remains vigilant. "It is difficult to say exactly what the focus will be in the long term. When the market peaks we will encourage our clients to sell, but ultimately the cycle will bring us back into container shipping.

Kronos Holidays

Doris Maritime is a valued partner of Kronos Holidays. Both companies are enjoying a long-standing co-operation. The personal and up-close relationships between the two companies have become a useful link of smooth co-operation.

The understanding of the special requirements and the usually time-critical and complex nature of the marine industry is a top priority for Kronos Holidays. By recognising the needs and idiosyncrasies of Doris Maritime, Kronos Holidays suggests the most appropriate solutions thus avoiding unnecessary charges

The focus of Doris Maritime to provide excellence in service, customer satisfaction and industry expertise fully fits the vision of Kronos Holidays.

There has been a lot of equity in the US in the last 18 months, a lot more than in Western Europe and a significant increase in the amount of loans in China. However, most importantly there is still an acute shortage of good and qualified crew. Personnel know they are in demand and tend to move around, but worldwide there is a shortage of well qualified crew, particularly officers with capability and leadership qualities. We have had crew that have been with us for more than 20 years, which demonstrates the value we place on them.

"From our offices in the Philippines, the Sub-Continent and Eastern Europe we train our crew to the levels we demand. We rehire them all the time and they get a rejoining bonus, insurances and a variety of benefits but internal promotion is an element particularly attractive to them. Today, crew members do their own schooling to reach the basic levels to achieve officer rating. At this point, we provide the financing for further ancillary tickets. Our goal is to be a good employer and attract good quality top officers to support us at the forefront in servicing the market," Nicolas concludes.

Doris Maritime Services

www.doris.ch

- Over 30 years trading experience
- Owned and managed fleet





Owner managed and based on proud traditions, Kronos Holidays SA was established in 1976, having almost 40 years experience in the market. It is one of Greece's leading travel companies, with a specialisation on Seaman Travel worldwide.

Its dedicated travel team is committed to provide the highest level of customer service, along with the best possible routings and Special Seaman fares.

Via its affiliate offices worldwide it can offer solutions for all of your travel needs.

The company's services are available 24 hrs a day, 7 days a week, 365 days a year.

> Kronos looks forward to offering you its services.

> > **KRONOS HOLIDAYS SA**

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Email: kronosholidays@kronosholidays.com url: www.kronosholidays.com



Specialist vehicles

riffon Hoverwork, as it is recognised today, was established in 2008 with the acquisition of Griffon Hovercraft and Hoverwork by the Bland Group, which later merged the two entities into a single business during 2009. The merger united close to half a century of hovercraft design, manufacture and operational experience and today the company continues to deliver market-leading craft to appreciative clients all over the world.

Although an interesting mode of transport, capable of capturing the imagination of the general public and maritime operators alike, hovercraft technology is often thought of as a highly niche and specialised solution. Hovercraft provide a vital service in meeting the challenges of some of the planet's most challenging terrain as, Griffon Hoverwork's managing director

Adrian Went explains: "In its original guise during the 1960s and 1970s there was an impression that this amazing British invention of hovercraft would be the solution to all of the world's transport problems, but we are obviously not in that mindset today. At Griffon Hoverwork we consider it a specialist marine vehicle that can access the inaccessible. If a client is dealing with huge intertidal range and needs to access the shoreline, then a hovercraft will get them there. Hovercraft can traverse marshes, rapids, ice-covered water, logs and other debris. They can be used to get people to shore dry shod unlike in a conventional landing craft. In coastal operations where there are sand bars that change location with the weather and there is a chance that the information regarding their location is not up-to-date, a hovercraft will get round that situation much more easily."



Griffon Hoverwork retains its base in Southampton, from which it has delivered bespoke variations of its portfolio of small, medium and larger hovercraft designs to clients across the globe. Although the company as it stands was founded in 2008, its roots can be traced back to the very beginnings of British hovercraft design. One significant advantage for Griffon Hoverwork is that through the inclusion of Hoverwork in its makeup, the company retains access to the original design portfolio of British Hovercraft Corporation (BHC). In striking a balance between the design breakthroughs of the BHC and the innovative steps taken by its expert research and development team, Griffon Hoverwork is able to remain at the forefront of hovercraft design. As Adrian observes: "When the two companies were brought

Eberspächer

Eberspächer (UK) Ltd is pleased to have provided climate control solutions to Griffon Hoverworks for several high profile projects. The variety of operational requirements of Griffon craft presents a unique set of design and implementation challenges with each proposition. With Griffon's products being deployed worldwide, environmental and climatic conditions have needed careful consideration to achieve optimum performance and reliability.

Eberspächer is proud to have been working with the British Armed Forces for over 30 years, providing solutions for front line vehicles and mobile communications shelters alike. It has also been involved with specialist vehicle, electric vehicle and enclosure cooling projects, giving it the opportunity to exercise its 'from concept to production' capabilities to their fullest extent.

Its diesel fuelled heater range and Hydronic M are ideal for space and engine coolant heating and offer outputs from 2kW to 35kW. Whether applied to military, marine or transport programmes, these products have proved invaluable to its customers over the years.

Eberspächer prides itself on its robust and reliable, high quality products and oits technical and design services, whilst offering unparalleled local and remote after sales technical and practical support.



Indian coast guard



together we were able to retain much of the knowledge base and this includes people who were involved in the original days of hovercraft. This is important because although there is a written theory of hovercraft design, there is also a huge amount of empirical understanding that needs to be added to the design to always produce hovercraft that will work. We have applied that understanding in all of our work so that if for example, we say a hovercraft will do 50 knots then it will probably do 53 knots at trial. Whereas our competitors will say the craft can do 50 knots but it will only achieve 35 knots at trial.

"Although hovercraft technology relies on a relatively simple principle, actually getting it to do what is actually specified is a little more challenging. We are lucky to have an vertically integrated capability here that designs everything from scratch and therefore we are very successful in delivering exactly what the customer is asking for."

The client base of customers and the industries they serve are spread across an impressive spectrum of markets and locations. While its main client base is centred on the defence and security markets including Coast Guards, Border Forces, Army and Navy counter insurgency forces, Griffon Hoverwork has also delivered craft designed for air crash rescue operations and for service in the oil and gas industry. Furthermore, it supplies its sister company, Hovertravel, with larger hovercraft deployed as transport craft in the ferry industry off the Isle of Wight.

To serve a global market that extends from South America through to the northern American continent, Canada through to Europe, Asia and even the Arctic region, Griffon Hoverwork ensures that it has a fully competent network of agents.

"When we select a local agent, it is absolutely essential that they understand our network and as such we provide them with

Canadian coast guard



formal training so they understand the way we work, our ethics and the legal framework that is in place," Adrian says. "Then we provide them with effective support to help them to get out and use their relationships to develop the market for hovercraft. Once things develop we have a small sales team that is on hand to support our agents at trade shows and help to secure sales. It's a traditional, agent layered sales approach across different countries at different levels that we have developed into a very effective operation."

As 2014 wears on Griffon Hoverwork will continue to ensure that it delivers world-class transport solutions in challenging environments to an ever-growing list of satisfied customers, both old and new. The company has a number of clients who have returned after ten to 20 years of reliable service from their craft, including the Indian Coast Guard, the Swedish Coast Guard and the UK Ministry of Defence. Like its forbearers in the early days of hovercraft development, Griffon Hoverwork is set to deliver innovative designs to its clients worldwide, not matter how challenging the environment may be.



Colombian navy

Griffon Hoverwork

www.griffonhoverwork.com

- An expansive global network of agents
- Innovative design and research and development
- A broad and robust client base

Thunderbolts

Thunderbolts have traded from their Southampton location for over 23 years providing high quality products and service matching their customer's requirements. Thunderbolts provide a next day service throughout the UK and have an active export department. A full range of 'Stock Management Systems' bespoke to meet the requirements and expectations of each account is available. Added value includes regular product, application and stock level reviews ensuring complete customer satisfaction at all times. Thunderbolts are pleased to be a Griffon Hoverwork supply partner.

MOTON

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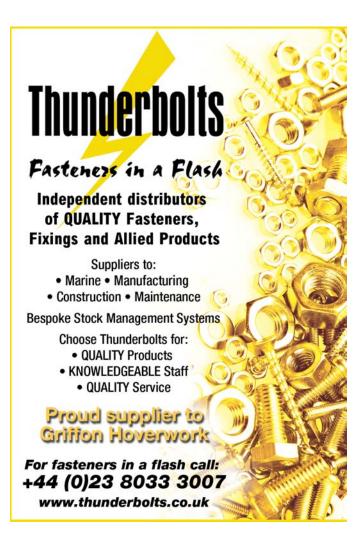
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> Motion Hydraulic Ltd is proud to partner Griffon Hoverwork





A breath of fresh air.. HEINEN & HOPMAN





he history of the company dates back to near a century ago when in 1919 in Monnickenham, North Holland entrepreneur Albert Klzn Hakvoort invested in a local shipyard. Monnickendam, owes its name to the monks who built a dam there in the 12th century. Operating as a prominent port from the 1600s, the shipyard launched its first vessel in 1780. With the foundations laid, Hakvoort's new business was born. From here the business has built on a wealth of shipbuilding experience, traditional values of craftsmanship, the latest technologies and the finest equipment and fittings. These are the ingredients that make a Hakvoort yacht so special, ensuring the business has grown and thrived in the maritime market.

Hakvoort Shipvard starting out building fishing boats, moving into the yacht building niche as the demand for pleasure sailing grew. The yard has remained in family hands throughout the decades, passing down from father to son several times. Moreover, entire families of craftsmen have also worked at Hakvoort for generations, helping create an atmosphere of personal involvement in company and community alike. Having mastered the entire building process in steel, aluminium and wood, Hakvoort Shipyard is able to guarantee best in class quality. Passing down skills and expertise from generation to generation has been at the heart of all its activities at the yard. Placing luxury and comfort to the fore, Hakvoort builds motoryachts and sailing yachts up to 65 metres in

Heinen & Hopman

Heinen & Hopman is a world leader in air-conditioning, mechanical ventilation, central heating and refrigeration. The company is renowned for being an innovator in the design, engineering and installation of customised solutions offering a worldwide, 24/7 service via a network of subsidiaries and sales centres. Heinen & Hopman has been working with the Hakvoort Shipyard since 1985. This long-standing partnership has consistently challenged Heinen & Hopman to meet the exceptionally high standards of all Hakvoort super yachts. A quarter of a century on, the company remains committed to ensuring that the impressive Hakvoort fleet continues to benefit from the best possible interior environment

length and also has purpose-built facilities for major refits.

The inherent quality of yachts such as Lady Duvera and Lady Marina has helped make Hakvoort one of the world's leading yards. For many satisfied owners, however, the personal approach encountered when building their yacht as been of equal importance to the expertise with which the projects were undertaken. Located on the shores of the IJsselmeer Lake eight miles north of Amsterdam, the business is just 15 miles away from Schiphol International Airport. The facilities include two enclosed and temperature-controlled docking and construction halls and also a metal workshop, a dedicated office complex and a large quayside operation. Around 90 highly experienced staff works at Hakvoort, supporting the building of vessels from design conception to launch.

As the reputation continues to grow worldwide, so has the aesthetic and technical quality of its yachts. The development is a natural result from the spirited teamwork with clients, designers, and naval architects, and from close co-operation with classification societies and the MCA in meeting and exceeding structural and safety requirements. The company's dedication is the recognised by the International Super Yacht Society, ShowBoats International and Boat International. "We are happy to announce that the quality of Hakvoort yachts as been recognised again. My Apostrophe, our latest delivery was one of the finalists for Best Power 24-40 metre prize at the ISS Design and Leadership Awards and we are honoured that the same vessel was selected as a finalist for multiple other categories of the Show Boats Design Awards and won the category of Exterior Design and Styling," says Albert Hakvoort Jr, managing director. My Apostrophe is also selected as a finalist for the World Super Yacht Awards by Boat International, the winners of which will be announced in May 2014.

When the business was last featured in Shipping and Marine magazine in 2013, the build of the YN248 was progressing ahead

Profile: Hakvoort Shipyard



director Klaas Hakvoort points out: "At this moment 70 per cent of pipe work and isolating is finished. The steel construction of the lift and winding staircase covering four decks in total has been secured. Completion of this job is on the upper deck will be done in the next few weeks. On the lower deck sections housing the crew, laundry, crew mess and crew cabins have been installed. The guest cabins on the main deck have been sprayed and our joinery team is currently undertaking the installation.

"At our joinery shop in Purmerend the mock up section of the owner's stateroom is in full progress, due for spraying soon and then shipped to Monnickendam to be installed. Further, our subcontractor Heinen & Hopman is busy through all parts of the yacht with the AC systems and De Keizer Marine is proceeding with the cabling of all electric systems." The 61 metre superyacht will feature a carefully considered balance of indoor and outdoor spaces. One of the most striking features will be the positioning of the four guest suites and VIP stateroom on the main deck, ensuring that all guests have superb views.

In January 2013 the business won the order for the largest superyacht ever to be built at Hakvoord's shipyard. Designed at 63.3 metres in length the streamliner style superyacht is due to be completed in the spring of 2017. With work on the construction well under way, the YN249 vessel is on track. In March 2014, the keel laying ceremony was held. The hull is currently under construction and the project management team is busy with the time schedule so all disciplines can follow up smoothly and purchase all systems for all parts of the yachts. A fresh and bold approach to the modern classic look reflects a style called streamlining, which was very popular in the 1930s and 40s.

As a family run shipyard with knowledge passed from generation to generation and personal involvement by the managing directors from sales to production and final delivery, Hakvoort is in a strong position. "We ensure close personal involvement in project management and on going processes on the work floor during the whole building period and clear agreements and terms of high quality for delivered works with subcontractors. With most of the hired subcontractors we have built long-standing relationships over many years," says Klaas. Expectations for both sides are clear, which enables Hakvoort to build a high quality superyacht using a range of specialised and unique skills for various disciplines.

Looking ahead, Albert concludes: "The economic crisis is really drawing to a conclusion and we have started to receive more enquiries for the quoting of new build projects. We are involved in various ongoing negotiations, and supported by projects YN248 and YN249 we are confident as we move into the future."



Hakvoort Shipvard www.hakvoort.com

- Recognised for high quality
- A century of industry experience





Deliveringexcellence

he history of Oy Maritim Ab extends back over 100 years to 1912 when the company was originally founded as Finska Yachtförmedlingsbyrån, before the company relocated in 1918 and took the name Oy Maritim Ab. Today the company is based in Lauttasaari, Helsinki and has grown from a business specialising in the sale and delivery of boats and marine accessories to a leading wholesale supplier of marine accessories.

"We have a very broad assortment of boating equipment that we keep in our inventory," says managing director Kim Tigerstedt. "We have a vast product range that we keep in stock and have 250 suppliers from all over the world that provide us with high quality boating equipment. We supply to all of the Finnish boat builders and around 450 retailers within Finland and the Baltic States, Poland and Russia."

Although Oy Maritim Ab is a successful and trusted wholesale supplier to Eastern Europe's maritime industries, it also sells directly to private customers. The company maintains its own 1100 square metre showroom for marine and boat equipment, which allows it to sell directly to the consumer in conjunction to its wider wholesale business. The benefit of this is that Oy Maritim Ab enjoys a broad customer base and is able to accurately gauge the needs of its clients at shipbuilding, commercial and consumer levels. As such, Oy Maritim Ab stocks

more than 10,000 items that allow it to offer a turnkey portfolio of products that extends from external safety equipment to internal accessories including tables and chairs. Its products include heaters, painting materials, locks and handles, oven and grills, winches, ropes and cables, life jackets and survival equipment, electronic and navigation devices, deck fittings, water and refrigeration systems, batteries and electrical accessories as well as general care and maintenance products.





Wema System

Wema System has been present in Finland for more than 20 years, and from 2007 Oy Maritim Ab took over the distribution of Wema products. This co-operation has been very successful, and Wema sensors are today being installed by most of Finland's boat builders, and you will find Wema sensors and gauges in every corner of the country. Finland has still a strong boat building industry, and Wema System will continue to grow the business with Oy Maritim Ab in the years to come.

As well as maintaining an extensive product portfolio, Oy Maritim Ab also ensures that it is able to process orders quickly and efficiently forwarding first-class service to its clients. Recently Oy Maritim Ab invested in a new warehouse automisation system from Kardex to optimise its warehouse process. The advantages of automated warehouse systems such as that which was recently employed by Oy Maritim Ab are many. For example, automated systems reduce time spend walking and searching by personnel, which increases pick time and leads to an overall increase in throughput. Further to this automated processes allow for greater accuracy and quality control while maintaining rapid delivery times. "We have invested this significant amount of money to ensure fast delivery times," explains Kim. "It has given us a great advantage in relation to carrying stock and saving time on collecting orders. We now ship goods on the same day as long as orders are made before 12 o'clock. It was a big investment but all the trends in our daily operations show that it was worthwhile. By making these changes we also now finally have a terminal area in our warehouse."

In conjunction to upgrading its warehouse system, Oy Maritim Ab has expanded its online presence and to allow customers to order from the company directly via its web page. "We are able to respond very quickly to the needs of our customers," say Kim. "It is now possible for our clients to place an order over the internet, these orders go straight to our warehouse and this makes the whole process much faster. We really are more efficient than ever before." As well as allowing customers to shop conveniently, the Oy Maritim Ab website includes useful resources and information regarding yacht insurances, navigation, boating magazines, yacht clubs and fuel distribution. This makes Oy Maritim Ab a one-stop solution for customers looking to shop, plan a voyage or simply learn the latest maritime news. It also allows customers to locate retailers, download product manuals, view interactive catalogues and shop by product code for increased shopping efficiency. The home page conveniently highlights new products to visitors, with prices clearly visible and easy access to further information if required. All of Oy Maritim Ab's online presence is designed to make purchasing as possible for its customers. "We do see some competition over the internet from shops all over the world," Kim continues. "However, this is only a small challenge as consumers realise that there can be questions over warranty when ordering from abroad over the internet."

This commitment to service and ensuring that every customer order, be it large or small is treated with the highest priority has allowed Oy Maritim Ab to remain strong despite the wake of the 2008 economic downturn. With a broad customer base,



unstable world and consumers are still holding back, although we do see some light at the end of the tunnel and this year has started very positively for us. We are very dependent on the weather here and we have been very lucky this spring in that perspective and we are really looking forward to a good season this year. Of course part of this will be to remain as efficient and effective as possible and to give our customers the best service they can get."



Oy Maritim Ab www.maritim.fi

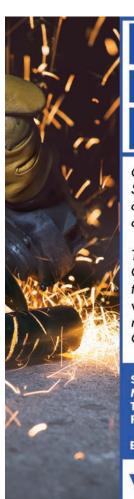


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ommencing operations as a state owned towage operating firm on 1st January 1980, Tug Malta Limited (TML) has been a trusted provider of harbour towage services in Maltese ports and harbours since its inception. Over the years it has enhanced the capabilities of both its vessels and personnel to ensure 24/7 high quality tug assistance to ships entering, leaving or shifting in the Maltese harbours.

Fully owned by the Rimorchiatori Riuniti Group since 2008, the company has further developed its services and modernised its fleet, as CEO Mario Mizzi discusses: "In 2007 the Rimorchiatori Riuniti Group emerged as the successful proponent to acquire the Maltese Government's stake in Tug Malta Ltd following a competitive bidding process that had attracted interest from several other household names in the industry. By January 2008 Rimorchiatori Malta Limited bought the remaining shares in Tug Malta from the private shareholders. Since privatisation our fleet was modernised, changes in work practices were brought about, new manning levels were endorsed and we ventured into new activities and initiatives."

Currently operating in four market segments, harbour towage, offshore activity, environmental response and other activities, TML strives to deliver an efficient, reliable and safe service to all of companies in need of its services. Despite the diversification of services, it is of course the provision of harbour towage that remains the company's bread and butter, as Mario highlights: "Our tugs service coverage is the Grand Harbour and the commercial Port of Marsaxlokk. The latter harbour provides the

lion's share of the company's revenue stream as it accounts to 87 per cent of the aggregate ships and tug movements in our Islands."

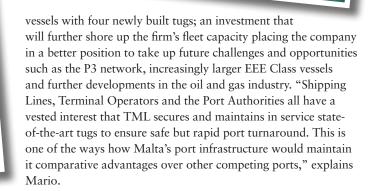
With the Maltese harbour tug sector making the transition from a localised port service industry to a highly flexible, globalised industry, the company undertook major investments to meet the needs of newly arrived shipping lines such as CMA-CGM, Maersk Shipping Line, Hapag Lloyd and Hamburg Sud. "A substantial part of tug assistance shifting to Marsaxlokk harbour as Freeport gained importance as one of the principal cargo transhipment hubs in the Mediterranean," explains Mario. "This phase in growth at our ports meant the arrival of mega vessels laden with containers or with petroleum products. Such developments dictated that TML undertakes hefty investment in new and more powerful tugs and





training of its people particularly to boost the experience profile of its crew. This strategy helped to strengthen further the port expertise considerably built up over a span of 33 years."

Providing around the clock service, the company maintains a fleet of eight tugs to cover harbour towage services, four of which have been replaced over the last eight years. Following approval from the Maltese Transport Authorities, TML intends to progressively replace the remaining four





Discussing current operations within the dominating harbour towage business segment, Mario continues: "TML has three manned tugs on a continuous 24/7 basis; meanwhile additional manpower is mobilised as work exigencies dictate in order to ensure an efficient service and the provision of prompt and effective response in case of emergency. Therefore the remaining tugs are 'on call' on a continuous basis also. Two of these tugs are in addition to the minimum number of tugs required to maintain in terms of its licence and are meant to cater for peak capacity, when tugs are undergoing periodic surveys and periodic routine maintenance." Two of the manned tugs are stationed at the Port of Marsaxlokk, with the remaining tug based 24/7 at the Grand Harbour, which boasts returning clients such as Grimaldi Lines, Neptune Line, Messina and Wallenius Line.

Despite a core focus on harbour towage, the company has spent the last five years developing a presence in the offshore industry, assisting drifting cargo vessels and engaging in salvage assistance in the Central Mediterranean. So far a number of jobs have been successfully completed within this business segment and TML anticipates an increase in demand over the coming years, as Mario highlights: "We will strive to expand our offshore towage and other offshore support services particularly in the oil & gas industry and diversify in non-core (yet related) activities in the provision of technical marine services. However movements in oil tankers for bunkering and transhipment purposes experienced or are going through a lull at the moment. This is possible due to good weather as well as less volatile oil prices on the market."

Indeed, remaining aware of market developments is a critical strength for the highly reputable and dynamic firm. An example of this being the launch of its technical services support department, which provides third party related services. Through honing in-house technical capabilities over the years, the company's technical service centre is renowned for its experience in up-keeping its own fleet and, more recently, providing marine technical service support to third party vessels also.

"Tug Malta has recently launched a technical response team capable of providing yachts, ships and other vessels with breakdown support services as well as any afloat maintenance, repairs and refit interventions," says Mario. "The composition

of the response team is the product of a resourceful and highly motivated group possessing the required craftsmanship and skills to support the industry." Already boasting a number of successfully completed projects, the technical department also benefits from co-operation with local and foreign partners including Damen Shipyards.

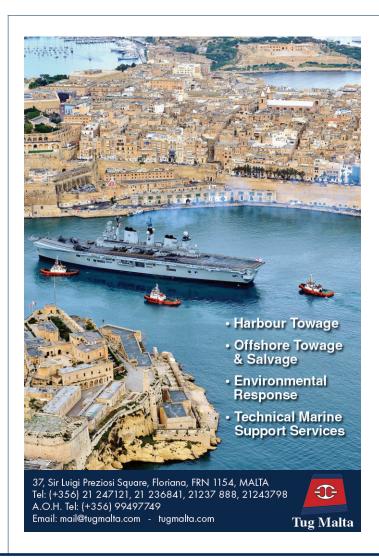
With the aim of consolidating itself as a long-term partner of the Maltese ports while safeguarding the high quality performance of its services and activities in the future, TML is keen to take advantage of growth opportunities while also strengthening its four business segments, as Mario concludes: "TML intends to pursue its current strategy of developing new geographical markets, new service niches as well as diversify into activities to exploit economies of scope and synergies. In keeping with this strategy, within the company's market development radar is North Africa. With new and on-going oil and gas activities and other initiatives taking place in the maritime sector, TML believes that these should offer enough opportunities thereby opening a window for growth."

Tug Malta

www.tugmalta.com

- Towage, salvage and offshore support specialists
- Wholly owned by the Rimorchiatori Riuniti Group





Power house

F Marine Krimpen BV is a leading manufacturer and supplier of marine thrusters and thruster control systems, which are developed to maximise a ship's manoeuvrability in demanding conditions. The company predominantly serves clients in the commercial shipping sector, although its systems are suitable for a wide range of applications, from pleasure cruising craft through to defense and naval vessels.

The company can trace its roots back to 1973, when it was initially formed as Holland Roer Propeller (HRP). Today it is part of the larger parent business ZF, having been acquired in 2009 and fully integrated into the ZF organisation by 2010. Since this time ZF Marine Krimpen has been focused largely on applying its skills and customer-driven approach to every aspect of its activity in order to further grow in terms of both strength and reputation.

At the same time it has used its integration into the ZF Group to improve its operations, implementing the ZF production system to bring higher levels of standardisation and operational efficiency. ZF itself is a leading name in global industry. Formed in 1915 for the development and production of transmissions for airships and vehicles, today ZF has 122 production companies in 26 countries, employs 72,643 individuals, and in 2013 achieved a sales figure of 16.8 billion euros placing it among the top ten companies on the ranking list of the largest automotive suppliers worldwide. Alongside the already mentioned automotive and marine sectors, ZF companies provide solutions for industries including construction vehicles, agricultural machinery, wind power, lift trucks, rail vehicles, test systems, aviation, and special driveline technology.

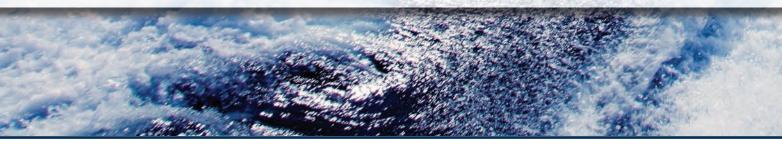
ZF Marine Krimpen itself is primarily responsible for the production and development of the aforementioned thrusters and thruster systems, and this product range includes azimuth thrusters and transverse tunnel thrusters up to more than 2MW.

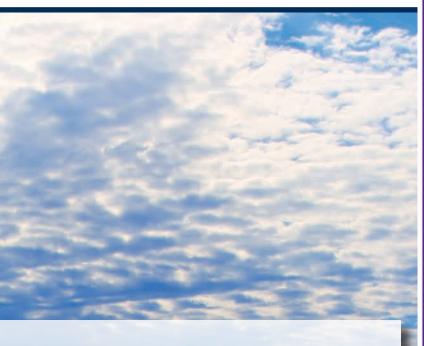
In the field of azimuth thrusters ZF Marine Krimpen produces a range of solutions such as well-mounted, retractable, deck-mounted and shallow draught thrusters. These can be fitted with twin propellers, rotating in counter directions, which can provide an increase of thrust in all operational ranges. The company's tunnel thrusters can also be supplied with controllable pitch propellers.

All of these units can be supplied with electric, diesel and hydraulic drive systems, while the steering controls are advanced and can be interfaced with GPS systems as well as a range of dynamic positioning systems.

Commercial vessels represent ZF Marine Krimpen's largest market sector, and as ZF marine transmissions are rated up to 14,000 kW and available in many configurations, the company can provide all kinds of vessels with a complete line of heavyduty transmissions. To withstand the rigours of commercial shipping the gearbox housings in these products are highly resistant to torsional stresses and are generously sized so that they may safely transmit the thrust loads to the ship's foundation. In order to match modern medium-speed diesel engines ZF provides a wide range of ratios, and for commercial, ocean-going vessels the company offers heavy-duty transmissions with various PTOs and PTIs.

Alongside this, the business offers high-performance transmissions for large motor yachts, naval, customs and coastguard vessels, as well as fast ferries – all of which require transmissions to be compact as well as high-performance. These particular products are manufactured with high-tensile aluminium alloy gear housings and can be rigged with special optional equipment like monitoring systems. This helps them to meet the latest and most demanding environmental and technical specifications, and to ensure maximum safety, availability and reliability. Reliability is actually a key aspect of ZF's service offering, with the company using the highest quality standards,





intelligent design concepts and ease of maintenance to provide minimum downtime and lifecycle costs.

For its thruster systems ZF has developed a complete remote control system that is a standard item in its scope of supply. This development is based on years of experience in the marine industry, and has interfaces that can be made to dynamic positioning, autopilot, single joystick systems and VCR units. As standard the ZF remote control system contains wheelhouse panel, electronic control unit in the machining room and steering hydraulics.

Known for these types of developments, the company has addressed growing market needs by designing a series of hybrid-ready transmissions for numerous marine industries and for applications such as ferries, offshore supply vessels and luxury yachts. Thanks to their power take-in (PTI) configuration and the use of standard components, the hybrid propulsion solutions are highly efficient, flexible and ideal for custom installations.

A key factor that underpins ZF Marine Krimpen's work is its dedication to providing the highest standards of quality and service. This means that the business works hard to provide a flexible service that takes care of individual customers, looks after its workforce and supplies the best possible product for an application. With these strong motivating factors behind it, combined with the strong network and experience of the ZF group, there is little doubt that the future looks bright for ZF Marine Krimpen.

ZF Marine Krimpen

www.zf.com/marine



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rctic Service Group Ltd was established in 2013 with the aim to provide the mining and oil industry, as well as Greenland customers, with sales of goods and services, rentals, transportation and freight forwarding. In a remote northern region of Greenland, the business achieves this through utilising local skills, as well as offering training and education.

From the outset, the business has ensured the use of local businesses and people, particularly in co-operation with foreign companies. "The company started with the purpose of serving the oil industry. Drilling contractors were scheduled to begin test drilling in 2013 but this has been delayed until 2015 so it was necessary for us to explore other business areas. As a community we have a lot of experience in the fishing industry so we have naturally followed that direction," says Gerth Jacobsen, managing director.

Although the focus for the business has been adapted, the plan remains the same, as Gerth explains: "Our aim has not changed. Whilst servicing the oil industry the secondary goal was to serve local customers within the same provisions, such as food supply. In every aspect of our service we would provide for industry but also the local market." One of the main challenges for the business is

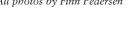
being in such a remote location, but from the challenge also comes its strength, as he adds: "It is challenging, but we succeed. We have to cover almost every kind of service in the community to build up capital to invest in the new kind of business. We offer varied services such as servicing equipment, from the smallest boats to the biggest trawlers. Whatever equipment they require, we can supply, service, repair or produce.

"We are so remote that no one else is here doing this. The remoteness is our benefit, and it is a big challenge for anyone else who would try to come here." Throughout his business career, Gerth has successfully established many contacts, which have been vital to the success of this business. "Of course, it is not just our contacts, but also the service that we offer. We meet the exact needs of our clients, whatever they may be. If they require us to supply an exact number of products, we do just that, we are very flexible with our offering," he continues.

The company supplies products ranging from environmentally friendly grease to soap, and with contacts throughout the world, the Group purchases an array of raw materials from which it is able to produce many pieces of equipment itself. "We have felt the positive about starting in new business areas, particularly within the fishing industry, which is still growing," says Gerth. However,



All photos by Finn Pedersen



but with recognised additional quotas we will be able to generate money to invest in factories to produce and sell this catch. We already have buyers in Europe; we just need permission from the government. Due to our remote location it is essential for us to earn money from additional quotas. Being so far away from the capital city banks are less willing to make risky investments, so whatever investment we require, we make," says Gerth.

With very strong interests in the skill level of the work force, the business continues to support the community, as Gerth concludes: "We began the training ourselves, with our own contacts, but have developed it to a stage where the government has made contact with us and is interested in how we are developing. So our focus for this year remains in the fishing industry and generating jobs for the local community within this sector. The oil companies are still working towards their goal of 2015 to begin test drilling and we are in a position to begin when they are ready."

Arctic Service Group www.arcticservicegroup.gl

- Manufacturer of fishing equipment



this market is not invincible and the price relating to its catch was affected by the influx of shore-borne shrimps in Asian waters. "The government recognised the reduction in value and imposed heavier fishing quotas on stock from Greenland's waters. The action drove up the price, particularly with the cold sea shrimps from our area, which are regarded as much higher quality," he points out.

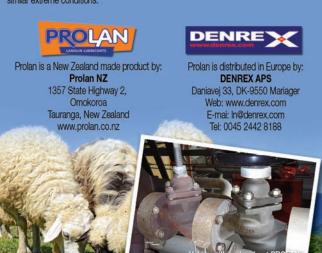
In the beginning of 2014 the Greenland government began to press the fishing industry to search for other species of fish beyond shrimp and halibut, such as cod, herring and mackerel. In the 1980's there was in the region of 55 small trawlers fishing the waters of Greenland, and as vessels have modernised and become larger, this figure has reduced to now just eight large trawlers. "This has resulted in the number of people working within the industry dramatically reducing over a 30 year period. The drive behind the government pushing for a greater variety of fish is also to generate more jobs within the fishing industry.

"We are very interested in establishing small-scale fishing factories within the communities in the northern part of Greenland. We obtain a significant amount of side catch, particularly cod, and since there is no quota it is generally used as dog food. From a business perspective we see this as waste,

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A unique Service

ounded in Flensburg as a short route ferry operator in 1866, Forde Reederei Seetouristik GmbH (FRS Group) has since diversified and expanded its services in line with market opportunities to become the leading international ferry specialist in Europe. Today comprised of 13 subsidiaries that are operating in Europe, the Middle East and North Africa, FRS has developed from its roots as a regional steamboat passenger ferry operator into a widely successful organisation with a fleet of more than 40 vessels and a broad portfolio of services in the maritime, offshore, bus and ferry business sectors.

Highlighting some of the major milestones of FRS, which transports more than 5.6 million passengers and 1.3 million vehicles annually, business development director Jan Philip Eckmann begins: "FRS was previously two separate companies, the first being Forde Reederei and the second being Seetouristik, which merged in 1991 to found FRS Group and acquire Weiße Flotte GmbH the same year. Today Weiße Flotte is operating over 17 vessels of various sizes, including water taxis and car ferries, for inner water transportation." Complementing its inner water transportation service, the group's subsidiary Reederei Hiddensee provides scheduled services and day trips to Hiddensee, an island based in the Baltic Sea. Using passenger ferries, water taxis and car ferries, FRS provides transportation to 3.3 million passengers and 920,000 cars annually in this business segment.

Originally a ferry service provider with a duty free license, the group was forced to diversify its markets when regulations came into effect in 2000, as Jan elaborates further: "At our peak time we had 34 day vessels and were transporting 30,000 people per day, and this was just for shopping at sea! However when this service stopped in 2000 we began a ferry connection with activities in Spain and Morocco. Starting with one vessel on this service we are now one of the leading operators between Spain and Morocco with 1.7 million passengers and 450,000 cars travelling with us every year; we operate our fleet of three HSC and two RoPax ferry

in the strait of Gibraltar and have Morroccan crew members on board all vessels." The cargo service is provided by vessels RoPax Ferry MV 'Tanger Express', which began operations in December 2011, and the MV 'Kattegat', which began operations in 2014.

As a market leader for passenger and car crossings to and from Tangier, FRS offers a broad range of organised land excursions in and around the Moroccan town's coast. Keen to maintain its reputation for high quality standards, the group has a local training centre for international and local staff to learn and follow the stringent implemented safety management systems that FRS has in place.

Following the success of its Mediterranean Sea – Strait of Gibraltar services, the group progressed into the Middle East in 2008 with the operation and management of a maximum of five high-speed crafts for the Sultanate of Oman. Today operating three routes and up to ten ports, the group is the primary contractor to the government of the Sultanate of Oman and established a new route, Shannah to Maseriah, in 2014. "We have a long term contract in Oman to provide services, crewing operations and education that will enable the Omani people to operate the ferries for themselves," says Jan. "In the future we anticipate a ferry connection from Oman to Iraq; this is a complex area but the new Iranian government is open to trading with Oman when the sanctions will be cancelled so it will be an interesting development for us."

With a keen eye for finding market opportunities, the group broke new ground when it added four different solar and electronic propulsion vessels to its fleet in 2014. Together with the yard Formstaal FRS developed the new type of solar passenger ferry. Providing four different transportation routes for passengers on the river Spree and lakes around Berlin, the German classified and registered vessels operate 365 days a year and will operate solely on solar energy, as Jan highlights: "We operate the vessels only via solar energy and an accumulator; no diesel is used and



Profile: Forde Reederei Seetouristik





German coast as part of our partnership with Windcat Workboats; with more wind farms being developed we are looking to gain more contracts in this industry."

Forde Reederei Seetouristik GmbH www.frs.de/en/home.html

- Europe's leading international ferry specialist
- Comprised of 13 subsidiaries



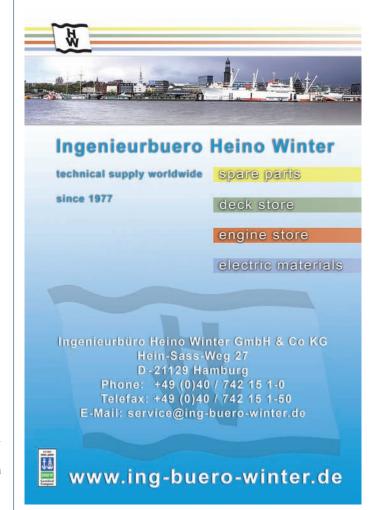
when they are running it is possible to recharge batteries by the solar panels."

The group has also diversified its services by providing terminal and port facility management in Albania since 2013. Operating 365 days a year, services at the terminal include the loading and unloading of RoRo units, check in services, passenger hospitality and heavy cargo handling. "We began managing the ferry terminal in Albania in 2013. We are training Albanian locals in areas such as quality, health and safety to get them on the right track for when they potentially join the EU," explains Jan.

Furthermore, the group has also progressed into the offshore business by transporting personnel and materials via specialised crew transfer vessels (CTVs) while also providing consultation services for logistic solutions and services at sea. Working with partner Windcat Workboats, the group began operating CTVs between Rostock/Warnemunde to Windpark Baltic One in October 2012, Sassnitz to Windpark Baltic Two and Havneby to Windpark Butendiek in May 2014.

For guaranteeing the high reliability of the FRS lines within the range of the Fast Ferries and CTVs, FRS is using service and spare parts supplied by SDT. SDT stocks necessary customised spare parts for drive lines and generators concerning MTU, Volvo and ZF constructions. SDT will provide qualified service teams rapidly if required.

With a broad portfolio of services in booming geographical markets, the future looks bright for FRS as it looks to expand its presence in areas it has already developed a strong foothold, as Jan concludes: "Spain is a major focus for us; we are looking forward to increase our business there, while also developing our services in Oman and finding new business opportunities outside of Germany and Europe. So far we have three workboats operating on the





imbus Boats AB has established itself as a leading boat builder for vessels designed for sport and cruising throughout Scandinavia and Europe. The company has survived volatile market conditions to endure as a defining name in the construction of leisure boats and yachts. The company was established during 1968 when Volvo Penta was looking for a new type of vessel for its newly developed engine. The result was the birth of the Nimbus 26 and the company that would go on to define world-class leisure craft design for over 40 years.

Since the company was last featured in Shipping and Marine magazine in November 2013, it has continued to innovate in the design of leisure craft of the highest quality after surviving a challenging period in the company's history. Prior to 2012 a private company owned the business, however negative market conditions led to the bankruptcy of the Nimbus Boats in June 2012. Currently the Swedish holding company R12 AB is the majority shareholder of the Nimbus Group, which is comprised of the Nimbus Boats and Paragon Yachts brand names. Fortunately Nimbus had no outstanding debts with its clients and the newly developed Coupe 335 and 365 models finished late in the company's life, which allowed the business to make a triumphant return. Since it was re-launched the Nimbus brand has retained all of the prestige associated with its name and courted keen interest in its new range of vessels. Commenting on the re-launch of the company during 2013 Jonas Gothberg says: "The Coupe model segment was launched at the last boat show we participated in and the interest in Nimbus and our brands has been very high since. We have been a new firm for a year now and we are already showing black figures, which is fantastic for a shipping firm in the current economy."

The Coupe range of craft was first unveiled at the Nimbus Boats Open House in Långedrag between 22 and 24 August, 2008. The new generation of Nimbus Coupes is based on the successful 'sidewalk' concept, which is a deck layout that maximises the available space on the side of the vessel resulting in simple deck communications and accommodating greater cockpit and cabin space. The first boat in the Coupe range was the Coupe 365, which incorporates modern style and several innovative design features. These include glued windows, with a large curved window at the front of the boat and a flush-mounted sliding door located on the starboard side. The design also features a large opening glass roof allowing for warm bright interiors and impressive views of the surrounding environment.

So well received was the release of the Coupe range of vessels, that the Coupe 365 won the European Power Boat of the Year award at the Düsseldorf Boat Show in January 2012. The award is presented and adjudicated by seven of Europe's leading boating magazines and some of the regions most experienced test drivers. The Nimbus 365 Coupe took first place in the 35-45 foot class of the competition despite impressive offerings from the British Princess V39 and Sealine SC 42, the Polish Galeon 420 and the Bavaria Sport 43 HT of Germany. "We are thrilled and proud to have won the finest award in the pleasure boat business. This shows we are in the forefront of new thinking, smart functions and good design," says Magnus Andersson, commercial director, Nimbus Boats. "Our Coupe boats have attracted a lot of attention throughout Europe and in countries in which we have not been active previously."

Following in the wake of this impressive achievement, Nimbus Boats has continued to release new boats that reach new heights in size and style. The Nimbus 405 Coupe was unveiled at the

Profile: Nimbus Boats



leisure craft designer and builder. The accolades that its vessels have earned are representative of the thought and time that goes into every boat that the company produces and having wholly refit its shipyard during 2013 the company it better positioned to produce world-class boats than ever before.

Nimbus Boast AS www.nimbus.se

Nova 21

- Launching its largest vessel



Düsseldorf Boat Show 2014 and arrived as the flagship of the Nimbus range. It is the largest boat that Nimbus offers at present and like the rest of the Nimbus Coupe series the 405 is designed to be the perfect boat for customers who enjoys social activities, comfortable living, easy handling and excellent long distance cruising properties. The design features all of the distinctive touches of the wider Coupe series as well as a re-modelled helm with an instrument panel fitted with two Simrad 12 inch touch plotters and smart storage. The arrangement of the helm champions exemplary visibility with uncluttered surfaces, matte finish and anti-reflecting materials. When it comes to comfort the 405 Coupe boasts three two-berth cabins, one master cabin with ensuite bathroom and two further cabins sharing a shower. Light flows in through the master cabin's large skylight providing a relaxing feeling of space.

The Nimbus portfolio of leisure craft also includes the Nova series of boats that encompasses quick and efficient transport properties and excellent seaworthiness. The Nova range offers open design, easy-maintenance and a 'walk-around' layout for excellent functionality. Nimbus recently unveiled its latest boat, the Nimbus 21 Nova at the 2014 Göteborg Boat Show. Again the boat encompasses all of the trademark features of its sister vessels within the range, but with the added advantage that is fitted with Suzuki outboard engines with a range between 150 to 300 horsepower. The Nova 21 is based on the same stepped, airlubricated hull as the Nova 230 R and is entirely vacuum injected with Divinycells and also features a wholly-glued inner liner. The result is a well-built and rigid boat that feels safe and solid at sea.

With a rich history and an exciting fleet of craft that is designed to maximise both performance and comfort, Nimbus Design will continue to work to further enhance its reputation as a leading





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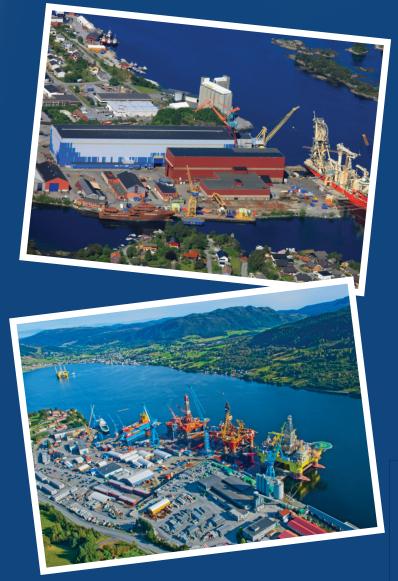
Tith a history dating back as far as 1963, the Westcon Group of companies has grown to establish itself as a leading and trusted partner in the fields of shipbuilding, vessel repair, power and atomisation, and lifting services as well as several other areas. At present the group employs around 1100 personnel and regularly achieves turnovers in the region of two billion to three billion, reaching 4.4 billion NOK during 2011 as a top year for example.

At the core of the business is Weston Yard, which has a history that can be traced back to the very beginnings of the Westcon Group. Westcon Yard is a leading practitioner in the field of shipbuilding and repair as well as the maintenance and repair of semi-submersible rigs. Throughout the history of the company, the Weston Group has regularly invested in the facilities at Westcon Yard, allowing the business to steadily grow and take on increasingly large projects in both shipping and rig repair. Its first dock was acquired in 1983, which opened up the yard to vessels as large as 80 metres in length. Then in 1997 a second dock allowing for vessels of up to 150 metres was added to the yard's available facilities. The repair and maintenance of semi-submersible oil rigs commenced at the yard during 1994 and the company has since serviced as many as 80 individual rigs, in various capacities.

As of 2012 the Westcon Group maintains a total of four shipyards following the acquisition of the yard and design

company formally belonging to STX in Florø. The investment will allow Westcon to increase its capacity and explore new opportunities. "The Florø yard is one of the biggest docks in Norway with a length of 200 metre and a beam of 40 metre and has the dock covered by a 140 metre hall where it is possible to place an offshore vessel and carry out maintenance work indoors," explains Georg Matre, head of ship repairs. "This means we can do more work with larger vessels and also that we can work indoors and escape weather problems. We can work 365 days a year without having to account for weather, which gives us great capacity. There is also very good crane capacity here, meaning that we can lift pieces up to 440 tonnes in weight. The yard in Florø was earlier used in the construction of chemical tankers and juice carriers and although we are currently focused on ship repair, dry-docking and offshore we will look to begin new builds, possibly next year focusing on advanced offshore vessels." As well as shipbuilding the yard has a long tradition of ship classification and maintenance, which have been added into the Westcon portfolio. Westcon will also build a pier specially designed to accommodate oilrigs of the semisubmersible type.

Following the acquisition and subsequent integration of the STX facilities in Florø, the full portfolio of Westcon Group companies is made up of Westcon Yard, Westcon Løfteteknikk, Westcon Power and Automation, Westcon Yard Florø, Westcon Design Poland



and Westcon Offshore and Subsea as well as Westcon Turbo, which delivers spare and replacement parts and Westcon 3D, an engineering division based in Haugesund, Norway.

Through its comprehensive group of operating companies, Westcon has provided services to leading names throughout the oil and gas and shipping industries including Archer RIS, Subsea 7 and Technip Norge AS. Recently the Westcon Løfteteknikk company won a prestigious, long-term contract with Statoil as a supplier of a training programme for employees within crane and lifting operations. The contract started in mid-April 2014 and will last for three years with an option for an additional two years. "This is truly a prestigious contract for us. On behalf of our employees I am very proud that we as a total concept provider won in competition with specialised training providers. Today we are celebrating," says Karl Johan Jentoft, CEO of Westcon Løfteteknikk. Westcon Løfteteknikk defines itself as an enterprise of competence within the field of cranes and lifting operations. It offers solutions in the sale and leasing of cranes and lifting equipment, components as well as engineering and training services. It is based in Haugesund and like the other companies operating within the Westcon Group it has a rich history that it can date back to 1993.

During the rest of 2014 Westcon will focus on increasing its work with oil rigs, focusing on companies operating within the

North Sea. This will entail further investment and development in its dock yard facilities over the coming months as well as the establishment of teams who will be able to travel out to the rig themselves as Georg elaborates: "Of course we would like to increase our customer base and build on our existing customer relationships. Westcon will also look to focus on fishing vessel owners as well as offshore operators so that we offer an extensive portfolio of services. An interesting development will be to establish travelling squads of personnel to deliver assistance to vessels and rigs operating in the North Sea directly and are under transit from jobs, helping owners to save valuable time and costs. We have increased our staff slightly to prepare for this, in particular on the engineering side of the business. At present we are doing a lot of engineering work and are looking to increase our services in helping clients plan repairs and upgrades."

The Westcon Group also has a ship owning division that currently operates five seismic vessels worldwide for and chartered out to seismic companies as well as oil companies.

Westcon Group

www.westcon.no

- Family owned and run
- Oil rig and vessel repair
- Major clients in the North Sea







adranski Pomorski Servis (JPS) has been providing services to the marine industry in Croatia's biggest and busiest port, Rijeka, since 1956. After the company became a private enterprise in 1989 a range of new service lines were added to its core business of coastal and harbour towing. Today, with a rich history of more than 50 years, JPS plays an important role in safe navigation in the northern part of the Adriatic Sea. Providing towing services, marine salvage, floating crane and environment protection services, the business operates 11 tugboats contracting in the Port of Rijeka, on a crude oil terminal in Omišalj, and in the Port of Zadar.

"As a demonstration of our commitment to the industry, and to delivering the best service possible to our customers, we have become a member of two industry bodies: the International Salvage Union and the European Tugowners Association. These prominent and respectable associations with strict emission criteria not only represent the sector in the European Commission but also provide professional and expert accreditation services," says Ante Maras, managing director. In the last three years JPS has increased its international activities, mainly on the Mediterranean, but also worldwide with two tugboats, David Prvi and Champion operating in Venezuela.

Working with shipping companies arriving at the ports, the business also works with companies requiring coastal towing services in the Adriatic Sea and the whole Mediterranean. Internationally, its interests in Venezuela are with the oil company PDVsa. "Our highly modern fleet, well educated crew and rich experience in the towing, shipping and salvage industry positions us as the market leader in Croatia and Adriatic Sea. We are very proud that in the company's history we have never had any serious ecological or other incidents. Our high professional standards, along with our reliability, makes us the first choice for our customers," highlights Ante.

Reviewing the market he adds: "We expect to see an increase in containership transport in the Port of Rijeka, and consequential increase of our towing activities. We also expect building of a thermoelectrane in Plomin, which will result in a further increase of transhipment. The towing fleet has been highly modernised in the last few years. Our newbuild tugboats David Prvi, Mak, Lukas and Champion are the most sophisticated tugboats in this geographic area." Tugboats are built for port and coastal towage, for towage of tankers calling at the oil terminal, tanker convoying, fire fighting protection and survey of polluted sea. Two of the newbuilds are equipped with the most modern fire fighting and

Profile: Jadranski Pomorski Servis (JPS)



ecologic equipment for clearance of incidents during oil pollution, they are highly automated and fitted with the most modern navigation equipment.

In May 2013, JPS hosted the 50th Annual Conference of the European Tug owners Association (ETA) in Opatija, Croatia. The Jubilee Conference gathered over 100 delegates, representing a membership of 82 companies from 21 European countries. Holding an enviable position in the industry, in December 2014 the company will be celebrating its 25th anniversary. Commenting, Ante explains: "We are preparing a monograph about the company's history, organising internal celebrations for our employees and business partners, but also organising a public concert for the whole local community." It demonstrates the role JPS plays as an inseparable and very important part of Rijeka's economic and social life.

"Along with our core towing business in the Port of Rijeka, we are providing towing activities along the whole Adriatic Sea, and the Mediterranean. We played an active role in the recent salvage action of the cruise ship Costa Concordia. Our pontoon crane and barge are not continuously employed in the Port of Rijeka, so we strive to hire them on special employments," explains Ante. The global recession had an impact on JPS with the decline in

shipping activity. Under pressure to reduce costs the business is also faced with a future that will see tugboat towing jobs decline further. Modern ship design enables vessels to enter ports and dock without towing assistance and recent increases in container volumes has not led to a proportional increase in shipping traffic. "In a market place that has seen many of our competitors go under in recent years, we are proud to have survived and come through so well. We are now more than ever operating in a market place where only the strongest survive," he adds.

JPS is confident that it can remain successful despite the ongoing challenges it faces. Through being flexible, agile and willing to diversify, the business is looking into new global markets that are less crowded and offer new opportunities. The business strategy to secure exemplary service levels ensures that existing contracts are maintained while opportunities in new markets are developed. Looking forward, Ante comments on the company's vision: "Along with developing our core business, and modernising our tugboat fleet, we are preparing for the building of an LNG terminal on the nearby island of Krk. Furthermore, there are prospects of stepping out of the harbour services, namely to the anchor handling tug services during the future oil exploitation actions in the Adriatic Sea."

Jadranski Pomorski Servis (JPS) www.jps.hr

- Towing services for port in Rijeka
- Flexible and agile business







stevedoring company. Over the next 70 years it gradually began developing into a multi-functional company, and in 1972 established a container depot and repair centre at both of its two locations in Bremerhaven and Bremen. As the business continued its organic growth it began offering container freight station services, such as warehousing for stuffing and stripping of containers as well as consolidation and packing of automotive parts.

Additionally in 1972 the business founded its daughter company Seepack, specialising in the manufacture of seaworthy packing. Complementing its export interests, the company has its own packing facilities with gantry cranes with a lifting capacity of up to 40 tonnes inside of the warehouses. Seepack offers packing services that safeguard the reliable arrival of goods to the destination without damage or loss. The sophisticated process takes into account all the stresses during transportation, loading and storage and is supported by modern IT systems throughout the individual steps. The Friedrich Tiemann group of companies has adapted to changed market-requirements throughout these years and today is counted as one of the most efficient port-contractors at The Ports of Bremen and Bremerhaven.

"All our operations are carried out with the assistance of our own electronic data interchange (EDI) systems. Nowadays it is not something that can be done manually. The EDI is completely our own system. We have different ways of connecting to our customers, online and within time frames, but always according to the customers' requirements. It is a very versatile system," says managing director Dieter Kanning. As a service partner for businesses within the automotive industry, it works with manufacturers of trailers, container chassis and heavy-duty low bed trailers. From its location in Bremerhaven it can carry out

work including warranty repairs. In

one of its largest partnerships, Friedrich Tiemann works with the Swedish truck company Scania.

"In total we have 240 employees and all our operations are conducted using our own staff. We provide our own ongoing training and education programmes, which is undertaken utilising outside centres but also in-house. All our operations are ISO certified, and our facility in Bremen is ISPS certified. For all container operations the business is certified for maintenance and repair by 'Germanischer Lloyd' and all companies within the group are AEO certified," points out Dieter. The facility in Bremen occupies 65,000 square metres with a capacity of 14,000 square metres of warehouses. Bremerhaven has a capacity of 170,000 square metres, with a current warehouse space of 14,000 square metres, which is set to increase by another 5000 before the end 2014. At its facilities, the business operates a range of handling equipment, with lifting capacities up to 45 tons and special attachments, suited to the various operations it undertakes.

The company's main customers through its container depot are shipping lines, with the German machinery industry making heavy use of its export services. Although today its stevedoring services are not as time consuming as in previous decades, it does still regularly dispatch conventional project cargo, including lashing and securing. Additionally to the ongoing contracts, the company provides customised container solutions to individual clients upon

"Although we undertake several different operations, each is linked to one another. Customers gain an advantage from the facilities being closely co-ordinated and the location saves in

transport costs across the various elements. We are also very proud of our very short reaction times, but what really attracts our customers is the quality of our service, which is supported by our education programmes. We are handling and are responsible for very high value cargo. It is our task to load and secure the container so that the products arrive at their destination in the same condition, so quality plays a significant part," explains Dieter.

Facilities at both locations are situated directly behind the container terminal, which vastly reduces the distance to transfer the products into the marine terminal. Congestion in German ports, as in many others, remains an issue. However, customers of Friedrich Tiemann are able to take advantage of placing the cargo at its locations as intermediate storage before loading is carried out. When the shipment is ready to go, the cargo is then taken to the terminal saving any charge for storage and congestion charges that would otherwise have been applicable.

"The new warehouse which we are building in Bremerhaven is the first major step this year we are taking as our business continues to grow. We have very active interests in wind energy, and from this location we are pursuing a lot of work with a large manufacturer, shipping all spare and maintenance parts for the wind turbines, which have been installed in the North Sea, the Irish Sea and the Baltic. We started operating in the wind industry over three years ago and we are now starting to see signs of real growth. There have been several causes of delays over the past year, but as the industry picks up speed our warehouses which were only half full over six months ago, are increasingly becoming closer to reaching maximum capacity," says Dieter.

As a privately owned and run company, all its expansion activities are undertaken only when it is certain that the level of activity can be sustained. It holds the value of its employees very highly and recognises the importance of retaining good personnel. "We have a responsibility over our personnel and we want to have employees that are satisfied with their job and their payment. The result is loyalty; we even have third generation employees within the company. The main object of the business is quality and quality can only be achieved with the right employees. Looking back to the financial crisis that started in 2008, it had a huge impact and influence within our business. However, despite the reduction in workload we made it through without any reduction in staff. Our employees have recognised that and again this has promoted lovalty.

"We look ahead to the future and not just at short term benefits. All the contracts we have with customers are long standing, some have lasted more than 25 years. A value we all hold within the business is the need to keep our customers satisfied. Whether the customer is big or small, we treat every customer the same, remaining in close contact," concludes Dieter.

Friedrich Tiemann

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Captain Eberhard Koch



fleet fleet

he history of Österreichischer Lloyd (ÖL) began with the motto 'Steaming ahead' in 1836. By the turn of the 20th century ÖL was one of the biggest shipping companies in the world, however it ceased trading upon the fall of the Austro-Hungarian Empire in 1918, remaining dormant until its rebirth as a shipowning company in 1951. A shipmanagement subsidiary was established in 1991, for both in-house and third party vessels trading from Limassol in Cyprus with offices located close to the port. In 2008, the business undertook a major transformation, withdrawing as a third party manager and evolved to concentrate purely on ownership signifying the start of Österreichischer Lloyd Seereederei (Cyprus) Ltd.

With a proven expertise and comprehensive range of services, the owned fleet expanded through the delivery of newly constructed MPV newbuildings between 2008 and 2010. Each vessel is deployed under long-term time charter agreements or pool-arrangements, supported by existing relationships with worldwide principals, charterers, bankers, suppliers and associates. The operation of owned vessels has ensured an increase in market power in terms of supply and flexibility.

"We have a strong and solid fleet of seven multipurpose vessels with a young average age of just over five and a half years. At present, we are seeking long-term strategic partnerships to further strengthen our business by encapsulating today's market opportunities driven by the low ship evaluations for new and second hand vessels," says Captain Koch. With experience in all types of seagoing transport, the business has predominately

focused and specialised in the MPP segment. "Container ships are an integral part of the transport chain linked closely to shore side transport. Our MPP's are 618 TEU containers equipped with two x 40 ton Macgregor cranes. Five sister vessels are under pool-arranged time charters and the remainder of the fleet is under straight time charter to first class operators," he adds. Employment in a commercial pool eliminates short-term market fluctuations whilst at the same time secures regular income increasing market power. The business is in a position to accommodate the management of up to an additional six vessels.

Keeping focused on the development of personnel, practical and theoretical skills training is regularly provided. Within the





Profile: Österreichischer Lloyd Seereederei (Cyprus) Ltd

business exists a multitude of skills, knowledge and experience, which is updated through a continuous learning process. "Our efficient and conscientious teams both onboard and ashore are one of our most valuable assets. Being highly trained, they are fully conversant with technological maritime market developments, which subsequently results in considerable savings passed on to all our clients," says Capt. Koch.

The management consists of commercial, technical, financial and administrative expertise. Covering concept and projection, investor reporting and management updating, equity acquisition, contract management, stringent finance and cost control management performance is under one roof. Capt. Koch points out: "It demonstrates our willingness to further consider potential third party services and we are very proud of our main assets. Onboard personnel are exclusively employed through MED Crew, consisting of a pool of approximately 250 seafarers who have up to 25 years of loyalty and dedication having undertaken extensive orientation training additional to the continuous onboard training."

As members of the Cyprus Shipping Chamber (CSC), the business is able to offer the younger generation opportunities within the industry through association with several maritime institutions, which are dedicated to education and continuous training within the industry. Investing in trained and competent crew onboard is also vital to the company's performance and efficiency. All personnel undertake appropriately related theoretical and practical courses.

"Like all shipowners there have been challenging, trying and stressful times. However, with strong negotiation skill sets and transparency throughout the company we have been collectively able to overcome these. One of our beliefs through the business is that the combination of the right structure and the right focus will attribute to the right result. The size of ÖL within the global shipping industry will play a more significant role in the future. By strengthening our business across all aspects we can be in a position to take advantage of such opportunities," Capt. Koch says. Through investment in market orientated and specialised shipping segments ÖL aims to counter balance market trends, taking advantage of industry specific conditions that optimise growth in terms of tonnage, welcoming new additions to the fleet.

"The economic climate is generally now less cloudy and prospects worldwide, particularly including Europe, have become increasingly more favourable. In fact, 2013 unfortunately saw a reduction in the introduction of new tonnage. Shipowner's placed too many new tonnage orders to secure the last low newbuilding prices on top of the over supply. Simultaneously, second-hand values are increasing and cash buyers from the Far East to Greece are in a position to purchase vessels. The market has also seen an additional encouraging aspect through the heightened activity of scrapping.

"Nevertheless, it is clear that whilst the market is indicative of an uplift, it will take a little while longer for the unprecedented growth in tonnage to be absorbed and for a healthy return on investment to materialise. As shipowners, we cannot avoid this tough situation although we can avoid adding more tonnage to the already existing over supply. As managers of the vessels, we strive to maintain the continued financial strength by retaining the vessels in very good and safe shape remaining OPEX stable. Shipowners are left to contend with the ever-increasing liabilities imposed upon them under the International Convention," explains Capt. Koch.

Asia will almost certainly have to look to its own economic strength in the years ahead. In shipping terms, that is likely to lead to a sharp rise in Intra-Asian trades. A report published last year by United Overseas Bank of Singapore indicated that the global economy would increase by 73 per cent between 2010 and 2020 with Asian trade flows among the key drivers.

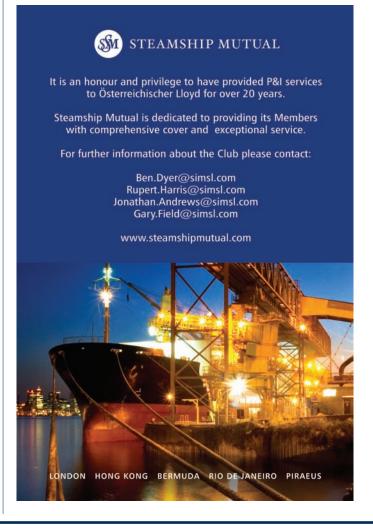
"This year's trade within Asia, particularly to and from China and the Association of South East Asian nations region and between Asian countries themselves is expected to register strong growth and this should allow rates to harden further. Another factor that has accounted for the lift in charter rates for smaller ships has been that the past two years has seen the most aged and fuel inefficient units scrapped with some tightness in supply arising as a consequence," Capt. Koch concludes.

Österreichischer Lloyd Seereederei (Cyprus) Ltd

www.oelsm.com

- Strong and solid multi-purpose fleet
- Seeking continuous growth
- Focused on development of personnel







wedish Orient Line AB (SOL) is a ship owner, operator and manager, specialising in complete transport solutions for project and contract cargo, with more than 50 per cent of its business being trade on the Mediterranean.

Ragnar Johansson was appointed as managing director of the company in January 2014. He previously worked for Swedish Orient Line for the last five years in a position as MD for two of the Group's subsidiaries, SOL North Europe Service AB and SOL Continent Line AB and is therefore ideally positioned to give a breakdown of how the company operates. "The company was founded in 1911, with the purpose of operating vessels between the Nordic countries and Eastern Mediterranean," he began. "As it was then, today our biggest business segment is the transportation of forest products from Sweden/Finland to Egypt and Israel, and the Swedish and Finnish forest industry (direct or indirect) remains one of our major customers. The others are the main European freight forwarders such as LKW Walter, Schenker, DHL and DSV, as well as the military administrations from a number of western countries, whose trust helps to cement our reputation for quality and reliability."

SOL is 100 per cent owned by Imperial Shipping Ltd based in London, and Ragnar credits the entrepreneurial owners, Laurence Coleman and Michael Kjellberg, as one of its competitive strengths. "Their legacy forms our way of working," he said. "We are fast moving, customer oriented and devoted to doing business." He added another important benefit of being owned by a UK company: "It gives us the right of flying the UK flag, and this represents European quality and a vast competence within the maritime administration."

Ragnar continued with some details on some of SOL's subsidiaries: "Our daughter company TransProCon's main business is project, contract cargo and chartering. TransProCon is

also one of the biggest suppliers of Ro-Ro capacity to the military forces in Europe, US and Canada.

"SOL Continent Line is the brand name for our short sea liner service between Hanko in Finland to Rostock in Germany. We operate two Ro-Ro vessels with four weekly departures in both directions.

"Finally, SOL North Europe Service has an assignment to operate Stora Enso's system traffic, on a management basis, which handles approximately three million tonnes/year. I am very proud of this last management contract, as Stora Enso is the biggest forest industry company in the world. The fact that it has chosen us as the outsourcing partner for its North European traffic system recognises our quality."



To maintain a leading position in the market requires a modern fleet and SOL recently invested in three new vessels. Ragnar explained that these came about after the acquisition of a new route: "When we obtained the route Hanko-Rostock from Scandlines, we also inherited three vessels," he said. "These were two Ro-Ro sister ships, Aurora and Merchant, plus a ropax vessel, Urd. Urd was sold to Stena Line 2013.

"Aurora, now renamed as Vikingland, is operating on our Hanko-Rostock service together with Vasaland, a sister vessel that we already had in our fleet. Merchant is currently trading on the spot market."

He highlighted that the investment in these new vessels strengthened the company's service offering: "With the vessels came a liner service," added Ragnar. "The route Hanko-Rostock is the shortest route between Finland and Germany and that fact will become more important when the SECA-regulations come into force in 2015.

"We are able to decrease speed in order to save fuel but still maintain two weekly roundtrips. From the SECA perspective it will be better to have two good and cheap vessels on a short route, than expensive vessels on a long route, and that possibility is really strengthening our service offering."



Another development from SOL is the addition of the northwest Africa region to the break bulk traffic from the Baltic Sea. "We were already a major player for the Baltic-Eastern Med break bulk traffic, and we saw it as a natural extension to widen the market in the Med and include countries like Algeria, Morocco, Tunisia and Libya," explained Ragnar.

The changing SECA rules that he mentioned are going to pose a challenge to the entire industry, but he sees them also as an opportunity for SOL: "The transport map will to some extent be re-drawn," he said. "It remains to be seen who will end up on the winners side, but in general I like to focus more on opportunities than challenges."

He added: "As with many other shipping companies, I would say that we are in a phase of consolidation. Since Lehman Brothers, the shipping markets have not really recovered. We can now see a flickering light at the end of the tunnel and believe that there is a brighter future coming for the segments we are operating in. As an entrepreneurial company we are always interested and willing to look at any business opportunity that we might come across."

As the new MD of SOL, Ragnar has a strategy in place to steer

the company towards further development, but his current focus is on strengthening the current business: "We are strong in the break bulk segment from the Baltic to the Med, but nevertheless, the lowest hanging fruits are often hidden in your present set up, so I will be looking at consolidation and focusing on increased efficiency in the company and in our business processes," he stated. "I would also like to develop the management model we have with Stora Enso. We have already proven ourselves as a competent and reliable partner to a huge manufacturing company, and I think there are many others that could benefit from our shipping and logistic skills."

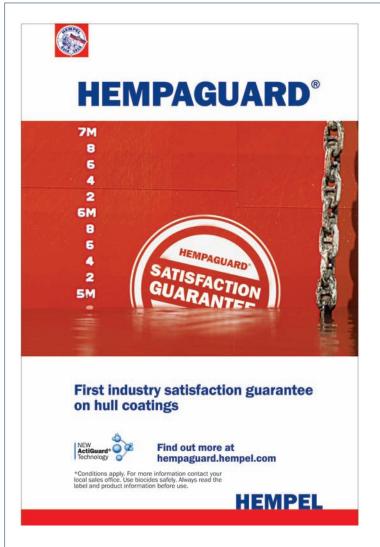
He also has a longer-term vision, as he concluded: "Basically this is to strengthen our position in the segments we are in, both the historical ones and where we are today. We might very well find some new business opportunities ahead but that remains to be seen. At the moment operational excellence is the way forward as the market begins to grow again."

Swedish Orient Line AB

www.sollines.se

- New MD appointed in Jan 2014
- Fleet of nine ships
- Proud of relationship with Stora Enso





riginally the provider of in-house ship management for Mercator Lines, Singapore headquartered Target Ship Management (TSM) has become a wholly independent firm following a management buyout in 2013. Despite the separation from Mercator Lines, the two firms still retain a positive and prosperous relationship, with TSM still managing the original Mercator fleet of 17 dry bulk and tanker vessels. Taking charge of the company in April 2012,

Mr Subbarao elaborates on the development of TSM since its formation nearly three years ago: "Target Ship management PTE LTD (TSM) was established in December 2010 as an in-house ship management arm of the Mercator Group. It commenced its operation in January 2011 with management of Bulk Carriers. In April 2012, there was a change in the top management wherein I joined the organisation as president."

He continues: "In 2013 there was a management buyout



wherein I (along with my partners) took over the management of the company.

"All the marine assets of Mercator Group would eventually come into the fold of TSM. Since 2013 we have grown as a ship manager, from managing 13 ships to 17 at present. Also the type of vessels (profile) has changed with tankers coming into the fleet." To coincide with the management buyout, the firm established its own Marine HR crewing agency in India under the name Target Ship Management India Pvt. Ltd (TSMI). "Presently TSMI not only services TSM, but also manages the man-power requirements of the dredgers under Mercator Group," adds Mr. Subbarao.

Another major development for TSM is the boost in its reputation following a series of detentions and alleged Marpol violation prior to Mr. Subbarao's takeover. "It is in the public domain that TSM's reputation was previously very poor, however we have overcome these difficulties with substantial success. For example, the alleged Marpol violation case was used positively to implement the Environmental Compliance Program across the fleet. We have overcome these challenges with tremendous conviction, purposeful effort, team work and a positive attitude of never to give up."

Today as provider of a complete spectrum of technical ship management services, TSM combines traditional marine skills with state-of-the-art technology to ensure world-class operations. "What we bring to the table is transparency, honesty and integrity. We don't believe in commissions / credit notes to the ship manager and transfer all of these credit notes back to the owner. What we retain is after the full knowledge of the owners," highlights Mr Subbarao.

Furthermore, TSM benefits from competent and experienced personnel who are dedicated to safe ship management. Adhering to a management approach that focuses on close interactions between shore and seafaring staff, the company aims to attract and train high quality people that will not only contribute to the ongoing success of TSM, but will also grow as individuals. To cement this strategic plan, the firm conducts on-board training programmes for crew-members to increase skill levels and boost safety procedure awareness in an open environment with an honest feedback system. With an organisational structure in place that hinges on open communication and mutual respect, the non-hierarchal firm is keen to ensure working relationships are collaborative and supportive.

Looking to become 'the company to work for' TSM strives for ongoing growth in regards to the knowledge and performance of its personnel and offers the opportunity to work in a diverse and challenging environment, which thus enables staff to play an instrumental role in the development of a leading shipping firm. Not only that, this focus on staff improvement also complements TSM's vision to create an organisation renowned for its ownership mentality, innovation and cost effective delivery of services. "We have moved into training in a big way with our recent tie up with HIMT, a training institute in India wherein a four year course for engineers, a three year course for deck officers and a six month course for ratings has been established. This is to create our own talent pool going forward," says Mr Subbarao.





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With ships operating on a global scale, TSM is keen to provide a superior performance that will boost the profit of customers; to do so, it regularly enhances the preventative maintenance programmes in place and has equipped all 17 vessels with a computerised planned maintenance system that guarantees the standardisation of maintenance, purchase and inventory management. Moreover, TSM has implemented innovative initiatives such as the administrative officer programme, which fast tracks inventory management systems on board vessels as well as the implementation of a computerised planned maintenance system.

With offices in Singapore (TSM) and India (TSMI), the company is looking to further establish a technical management branch in India over the next three months and has long-term plans to open a branch office in Dubai to cater for the growing tanker market. "Over the next six months, plans are to have the complete management of the tankers of the Mercator Group, inclusive of Aframax / MR tankers, Dredgers and the FSO / FPSOs and subsequently - within this FY, owners other than within the Mercator Group. TSM is also venturing into the O&M contracts with offshore rigs – though this is still in the nascent stage," concludes Mr. Subbarao.



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Formidable formation

Ships originally operated from a New York office, which opened in 1994 before subsequent moves to Florida and to Fort Lauderdale where the business is today positioned. The strategic relocation left behind the rising property costs and commercial rates of downtown Miami and settled the business in the heart of the marine community. Within the immediate area of the new premises is the busy cargo and passenger Terminals of Port Everglades together with the core of Classification Societies with organisations such as Lloyds Register, BV and ABS who are located not too far away.

"Our new location also makes us attractive for future employees as within a 30 minute radius there are several communities with good housing and schools, so potential employees have many options and choice in terms of life style. From our location we provide a full suite of marine and technical management services including, marine travel, crewing, purchasing and vessel accounts amongst other services," says Neil McNeil, Managing Director, V.Ships USA. V.Ships Ship Management services encompasses a global network of 18 ship management offices supported by the

Divisional Team based in Glasgow. In total, 600 staff delivers ship management services to a diverse fleet of cargo-carrying vessels including chemical and LPG/LNG tankers, bulk carriers and containerships as well as many specialised vessel types.

Through working with other offices within the group, the business is also able to provide insurance solutions for ship owners. The insurance department, V.Scope Risk Management Ltd based in London, forms part of the fully integrated service on offer. V.Ships is in a position to utilise services from all companies within the group, which ensures it can provide an efficient service to its clients. However, one thing that makes the company unique is its people, as Neil comments: "We try to ensure that the ship owner and manager are in the same time zone. Our main clients within this office are based in New York, Miami, Mexico and Peru, so communication is very simple, and we have developed close relationships with our customers; it is the key to successful account management."





In what has been a troubling few years worldwide, Neil explains how the business has been able to benefit from these close relationships: "The fallout from the financial crisis didn't really affect our office until the summer of 2009. In 2008, we had in excess of 30 ships and during the period 2009 to 2010 we lost

30 per cent of this fleet. For some owners it became un-economical to run some of these vessels and eventually they were either sold for further trading or for scrap.

"Since 2011 there has been a gradual and slow improvement and we are now operating a similar number of vessels to that of 2008. It has been hard work; we have had to work quite closely with the owners to make sure we get through the economic downturn together. There was little spending, costs were scrutinised and overheads limited as we focused on the sustainability of the fleets." Working under the motto, 'one team, one goal', its staff operate as a single unit, dedicated to delivering the performance that is required.

"In addition to the strength of our shore staff, the ships crews' that we employ are of great value. The seafarers work continuously in cycles with the same owners and vessels. This continuity encourages the development of relations between owners and masters. Matters are frequently

discussed between the senior officers and the owner, this has built up relationships with a mutual level of respect and is a great asset. We have annual crewing conferences and seminars in the Ukraine, Mumbai and Manila as it is from these centres that we recruit most of our seafarers.

The new office opening in November 2013



"We are quite confident that we can attract, recruit and retain personnel that would be necessary for that expansion," says Neil. In fact, the retention rate of staff within the company is very high with just two employees leaving the business in nearly six years. With a confident standing in the market place V.Ships is looking towards future development calling upon the capability from its Fort Lauderdale office to take on additional tonnage.

Throughout the rest of 2014 the focus of V.Ships is the expansion of the current fleet together with the development of the offshore business, particularly in the Gulf of Mexico, that is both in Mexico and the US as Neil explains: "We are concentrating on marketing and utilising our offshore expertise. Other offices within the business are already involved in offshore contracts, but positioned in the US we have not had that opportunity yet to develop in this area, however that is something that will happen in the future.

"Looking further ahead it is our aim to continue organic growth. We believe we have been successful in our ability to increase our vessel numbers back to the pre-2008 levels, and to continue growing at this rate is our aim. As a business, last year our plan was to maintain a steady fleet throughout the period with things settling down, but the market has really started to move, and it holds an exciting future for us. We have strength and capacity to accommodate more ships and we are ready for the continued growth in our market position."







perating since 1965, De Keizer has developed a formidable reputation as an ambitious family run business with many years of experience in delivering pioneering, high quality solutions for maritime installations and vessels. The company has a clear mission, which is to make unlimited technical opportunities a reality for superyachts. It clients include Feadship (Royal van Lent Shipyard and Koninklijke De Vries Makkum) Hakvoort Shipyard, Holland Jachtbouw, Balk Shipyard, Marina Barcelona 92 and many others. Its portfolio consists of motor yachts and sailing yachts of greater than 35 metres the KNRM Fleet and canal boats. Finally, De Keizer is a member of the Holland Yachting Group (HYG), which allows the company share the increased focus in the Dutch shipbuilding industry while promoting Dutch craftsmanship throughout the world under the slogan 'Think Yachts, Think Holland.'

Ever since it was established, De Keizer has delivered a core range of products and services - the installation of custom electrical systems in superyachts and ships and the design, production and installation of sophisticated computerised security systems and complex monitoring and control systems within the maritime sector. Furthermore, the company is able to complement this core of expertise with extensive experience in entertainment and control systems.

Today the business is guided by the third generation of the De Keizer family and operates offices throughout Europe, having

recently addressed increased demand in the Mediterranean region by extending its service department in Barcelona, beginning to use a service department in Palma de Mallorca and it also has a sales department in Cannes.

The business currently employs around 190 personnel and to ensure the demands associated with new and future growth are met, De Keizer has expanded considerably. In The Netherlands it has opened a new office in Makkum (Friesland). Furthermore, a new building with a showroom and training facilities has been added to the head office. The showroom provides clear insight into its services, while the training facilities are being used for ongoing investments into the development of personnel to ensure they stay ahead of the market with regards to knowledge and the latest technologies.

In fact, training and development of employees is a continuous process at De Keizer; development of knowledge is embedded in daily practice. The world-class products the company delivers need constant improvement and the employees' marine electrical knowledge can be characterised as a strategic competitive advantage that consists of 50 years of experience, technical knowhow, commitment and teambuilding.

This team of highly trained and dedicated staff work diligently to deliver the very best in electronic solutions to the world's superyachts. One of the innovations that has been created for this market is called DekaSis, which was developed in-house by De Keizer as a decentralised AMC (alarm, monitoring and

control) system based upon its years of experience in automating electrotechnical systems. Dekasis is a custom built, user-friendly interface that enhances onboard safety comfort. It has an automatic back-up system that allows clients to operate systems from various locations via DVI Touch Screens.

De Keizer developed the decentralised system to save cables and thus weight, and increase flexibility during and after construction. Creating redundancy was also a key issue. The PCs, PLCs and network are all redundant, which means that the underlying system automatically takes over in case of failure in one system.

The research and development (R&D) department at De Keizer works constantly to produce clever products such as this – another such example is the Dekasmartgrid, an intelligent solution that consists of technology and software to optimise the use of power onboard. Superyachts use generators that rarely work to their best in a conventional setup. The DekaSmartGrid ensures that they are used more efficiently and that any surplus power generated is stored in batteries for use later. This results in lower fuel consumption, while the generators will not suffer from the build-up of soot – enhancing the performance and lifespan of the generators. The DekaSmartGrid therefore ensures that a yacht generates power efficiently, which reduces operational costs and benefits the environment. Additionally, batteries are easier to install than bigger generators due to the system.

The company also developed an optical KVM (Keyboard, Video, Mouse) Switch in close co-operation with IHSE. The design of the

KVM switch is a combination of years of nautical experience from De Keizer and IHSE's knowledge of video switching technologies. It provides access to computers from multiple locations onboard a yacht, allowing users to monitor and check the radar, CCTV and AMCS as well as use the navigation system. The fibre optical systems ensure that De Keizer can guarantee perfect picture quality and high speed. Unlike analogue signals via copper cables, which are sensitive to interference, the fibre optical systems allow the transfer of digital video and USB signals over distances of up to ten kilometres without loss or distortion.

With close to five decades of experience in delivering world-class systems to some of the world's most prestigious luxury yachts, De Keizer has developed an enviable reputation as a trusted partner in leading electronic solutions. This is something that has consistently been reflected in the company's ability to grow and develop new technologies and if current trends are to be believed, De Keizer is primed to remain a key player in bespoke electrical display technologies for many years to come. •

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