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GACWORLD



Delivering your strategy.

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for Maersk Line

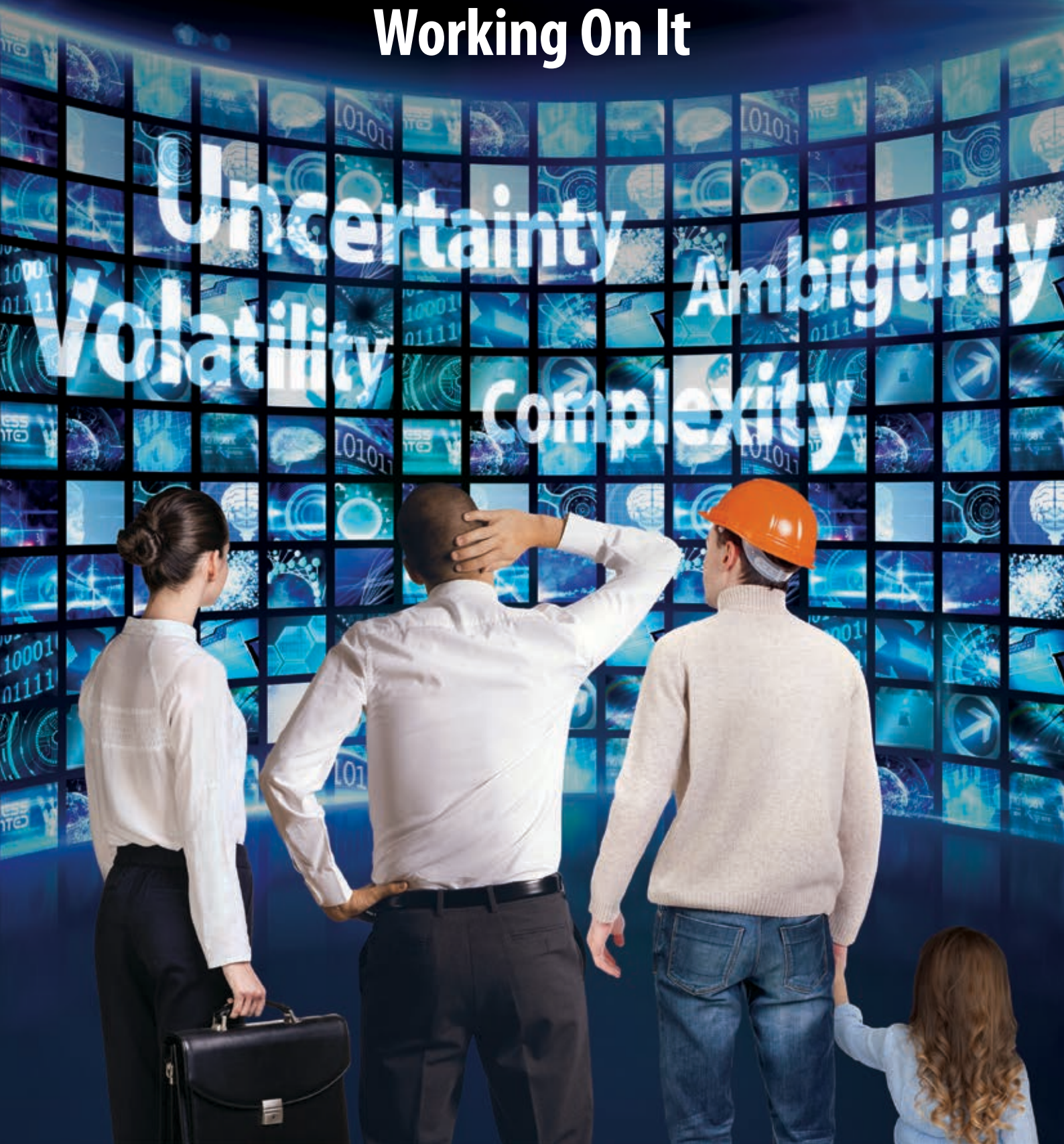
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Of Foxes, Badgers and the Bottom Line...



In a world that is changing as fast as ours, you have to wonder whether it's better to be a fox or a badger. Foxes know a little about lots of things. Badgers know lots about one little thing. But which approach is the right one for this age of Volatility, Uncertainty, Complexity and Ambiguity (VUCA)? Answer: probably neither but maybe both.



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There are no easy answers any more when it comes to business. The old truths are being disrupted by new technologies and lots of guesswork. But what is absolutely certain is you cannot just stand still. In our cover story, GAC Group President, Bengt Ekstrand looks at how we are dealing with VUCA (see page 10). And our Insight column is focused on our Chief Financial Officer Mikael Leijonberg and how he is coping with the challenges of these tricky times (see page 8).

Business Growth

Still there is business to be done if you search for it. GAC has continued to grow during 2016 despite the effects of VUCA. We've opened offices in Brazil, Namibia and the USA. We've invested in new warehouses in Indonesia, Thailand, Bahrain and Dubai. We've bought boats for our offshore Marine Services fleet and for our mooring operations in the UK.

Husbandry Call

Our Husbandry centre in Dubai is now operating 24/7. The demand from customers for our husbandry services has continued to grow and now we are levelling up with improved communications, updates and electronic invoicing. It's not rocket science but it still needs to be done right (see page 3).

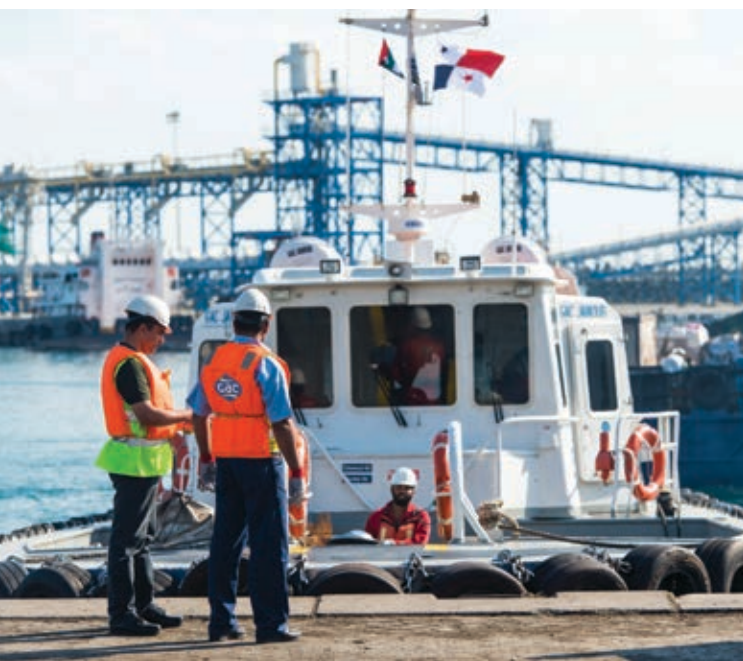
Green Growth

We've managed to get mud on our feet as part of our commitment to the mangrove. Mangroves are vital coastal trees. They bind the soil to prevent erosion, they build up mudbanks that give shelter to shellfish and crustaceans, and they provide probably the best nursery for new generations of fishes. We've done work with mangroves previously in Thailand. Our latest efforts are in Sri Lanka (see page 19).

Wonder World

You cannot but wonder at where the world is heading. There is so much dire news around and yet, with careful sifting, you will see plenty of positive, fresh, green shoots too. As we move into 2017, it may be worthwhile to be a badger and focus on one single thing: the here and now. We cannot fix the past and we cannot do anything in the future. We can only work right here, right now. Whether it's talking to a client, a subordinate, a partner, a child a parent or a lost dog, nothing is going to happen if it doesn't get done in the here and now. So we should focus on our moments to make them as good as they can be. In the end, they're all we've got.

Gurumurthi Shankar
Editor



Husbandry goes 24/7

GAC's Global Husbandry Centre (GHC) in Dubai is now operating 24 hours a day, seven days a week in response to growing demand.

The GHC is a single contact point for global clients, able to coordinate crew handling, local authority communications, dry docking, repairs, lubricant and bunker supplies and clearance and delivery of spares. It has now extended its Monday to Friday round-the-clock shift to include Saturdays and Sundays to meet the needs of GAC's global clients.

"This means that all our clients now have continuous cover, no matter where in the world they are or what time zone they are in," says Ronald Lichtenecker, Managing Director of the GHC.

The service, which is free for all GAC clients, optimises processes through electronic invoicing and also offers streamlined rates. Requests are electronically routed from the Dubai hub to the husbandry contacts in GAC's global network covering more than 40 countries.

Says Ronald: "This is of particular value in cases of emergencies, where our global network puts supplies and assistance within easy reach of vessels anywhere in the world." **GW**



GAC Brazil opens new office in major port complex

Vitória becomes eighth office in GAC's regional expansion

Just weeks after opening its seventh office serving the Açú port complex, GAC Brazil has started operations in its eighth. This time it is in Vitória, where the company is now providing shipping, forwarding and clearance services.

Optimising opportunities

"By opening offices first in Açú, then in Vitória, we are well placed to optimise the strategic opportunities that will make GAC stand out from the competition," says Lars Heisselberg, Group Vice President – Americas.

Vitória – the capital of Espírito Santo state in southeastern Brazil – has one of the country's largest port complexes, covering the ports Tubarão, Praia Mole, Vitória and Vila Velha as well as Portocel, Ubu and Regência. It serves as a distribution hub for a range of products including steel, iron, soluble coffee beans, cocoa, cellulose, bulk liquids, marble and granite. The complex is also home to support bases for Brazil's offshore oil and gas industry.

GAC serves the Brazilian shipping and logistics markets from its headquarters in São Paulo, with branches in Angra dos Reis, Macae, Recife, Rio de Janeiro, Santos, Port Açú, and now Vitória.

The Group also serves the Latin America market through its operation in Trinidad & Tobago. **GW**



HullWiper delivers 100 hull cleans for Maersk Line

GAC EnvironHull's diver-free, eco-friendly technology delivers significant sustainability and efficiency benefits



HullWiper, GAC EnvironHull's diver-free hull cleaning technology, has completed its 100th clean for Maersk Line. The clean was conducted on the *Maersk Ganges* at the Jebel Ali Container Terminal, Dubai.

All hull cleans undertaken for Maersk Line have been conducted either in Singapore or Jebel Ali, where GAC EnvironHull has special permission to operate the HullWiper in port waters. Hullwiper's versatility is evidenced by the size of Maersk vessels that have been cleaned, ranging from 1,500 TEU to 14,000 TEU.

Reducing carbon footprint

Stephan Martinussen, Maersk Line's Head of Global Vessel Performance Centre, congratulated GAC EnvironHull on the milestone, adding: "We place a high degree of focus to ensure world class bunker efficiency and thereby reduce our fleet's carbon footprint. Hull performance plays a key role in achieving that objective. We continue to partner with GAC EnvironHull as it uses technology that is both eco-friendly and facilitates diver-free hull cleaning of our vessels."

Comparison tool

GAC EnvironHull has launched an online fuel savings calculator to let ship owners and operators compare the financial benefits of HullWiper with traditional methods. **GW**



Try the fuel savings calculator at <http://gacc.environhull.com>

HullWiper in action, cleaning the hull of the Maersk Ganges.

More Awards for HullWiper



Simon Mullet, Chief Financial Officer of award sponsor HPH with Neil Godfrey, GAC UK's Marketing Manager, Shipping Services and TV personality Fiona Bruce who hosted the awards.

The HullWiper awards shelf is getting crowded. GAC Environhull has scooped its fifth and sixth major industry awards.

First up was the HPH Environment Award at the 2016 Lloyd's List Global Awards presented at the National Maritime Museum in Greenwich, UK.

The judges recognised GAC EnvironHull for its unique solution to the challenge of cleaning a ship's hull in an environmentally safe way by ensuring that all fouling removed is captured and taken ashore rather than being left in the sea. Moreover, the HullWiper Remotely Operated Vehicle uses water jets to remove fouling rather than brushes or other abrasives. And no divers are needed.

This award was followed shortly afterwards by recognition at the inaugural Dubai Maritime Innovation Awards for HullWiper's "exemplary role" in enriching the Dubai maritime sector's culture of innovation and excellence.

The Award was presented by His Highness, Sheikh Mansoor bin Mohammed bin Rashid Al Maktoum.

Since its launch in Dubai at the end of 2013, the system has been approved for use at ports in the Middle East, Europe and Asia.

Safe and efficient

"Safety and the integrity of the environment are matters that the global shipping community takes very seriously," says GAC EnvironHull's Managing Director Simon Doran. "This is evidenced by the fact that more and more ship owners are seeking out innovative solutions like HullWiper that marry eco-friendly and safe practices with operational efficiency."

Of the Dubai award, Doran said: "It is especially gratifying to receive such recognition from our industry peers in the place where we first launched our very own 'yellow submarine' nearly three years ago," he says. "This Award is further proof – if proof is needed – that people here really are getting the HullWiper message that 'yellow is the new green'. **GW**

Twin wins

The GAC Group is celebrating a double success after being honoured at both the Maritime Standard Awards (MSA) 2016 and the Seatrade Maritime Awards 2016 for the Middle East, Indian Subcontinent and Africa.

GAC was named the Ship Agent of the Year at the Maritime Standard Awards 2016, recognising it as the agency that has made the biggest contribution to the shipping industry in the Middle East and Indian subcontinent. GAC's achievements were measured across a range of variables including customer service, efficiency, network outreach, new products and services launched, and new business secured.

Second consecutive win

The GAC Group's winning streak continued at the Seatrade Maritime Awards, where it won the Ship Agent Award for the second consecutive year. **GW**



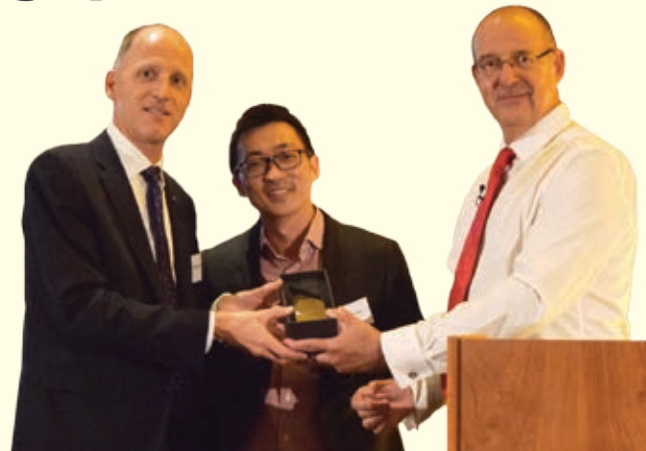
For more about what GAC's hull cleaning experts can do for you and your fleet, go to <http://gac.com/shipping/hull-cleaning-solution>

Shell Award for GAC Singapore kids

Big smiles from GAC Singapore QHSSE Manager Desmond Goh and Managing Director of Global Hub Services Ronald Lichtenecker, as they received the Best Behavioural Safety Initiative gong at the 2016 Shell HSSE Awards from David Taylor, General Manager of Shell Ship Management.

The Award was in recognition of GAC Singapore's "Little HSSE Ambassadors" initiative earlier this year, which encouraged the children of staff to engage actively in the company's health, safety, security and environment culture.

The project beat six other nominations in a vote by more than 100 attendees at Shell HSSE workshops around the world. Check out the video that won the hearts and votes <https://youtu.be/EgxLTNPIMbQ> gw



SIGNED

Sailing partnership inked

GAC Pindar and World Sailing, the international governing body of sport sailing, have signed a memorandum of understanding for a long-term partnership. Under the agreement, GAC Pindar is the exclusive marine logistics and shipping Official Partner of World Sailing until 31 December 2020.

GAC Pindar will work with World Sailing and Member National Authorities (MNAs) to reduce the cost and environmental impact of logistics involved in shipping equipment to events, in line with the new World Sailing Sustainability strategy. It will also support World Sailing's mission to bring Paralympic Sailing back into the Sports Programme for 2024, with transportation solutions for Paralympic equipment for the 2017 Para World Championship and the 2017 Sailing World Cup Hyeres. **gw**

Team GAC Pindar Principal Andrew Pindar with World Sailing CEO Andy Hunt (right) and Chief Commercial Officer Hugh Chambers (left) © Laura Carrau



Bunkering services in North America

GAC Bunker Fuels partners leading LNG supplier



GAC's bunker trading and brokerage arm has entered a strategic partnership with REV LNG and REV LNG Marine to deliver LNG bunkering services to ship owners and operators trading in North America.

The alliance between GAC Bunker Fuels Ltd (GBFL) and the leading full-service LNG supplier and its marine arm offers a complete LNG supply chain solution in North American ports.

Viable alternative

LNG is a successful alternative to low-sulphur marine gas oil for vessels operating in the current North American Emissions Control Area. It will enable them to reduce emissions well below the mandatory 0.1% limit. By 2020 or 2025, LNG will also provide a solution when the global sulphur cap of 0.5% comes into force. **gw**

Partnership strengthens UK mooring and terminal solutions



GAC UK and Forth Logistics Marine Services (FLMS) have entered a partnership to provide mooring and related terminal services around the UK.

The pairing combines FLMS's years of marine experience with GAC's expertise and reputation for integrity as the leading ship agent in the UK. According to GAC UK MD Herman Jorgensen, the partnership will provide "safe, strong operations with unrivalled 24/7 customer focus".

Trust

"Forging and growing local partnerships is part of the GAC Spirit and one of our key strengths," adds Jorgensen. "We have formed a good working relationship with Forth Logistics over past years, during which time we have developed mutual trust that has made it possible to go to the next level.

"This is an exciting time for us as we enter the relatively new market of integrated terminal services. We're not just adapting to industry change, but leading it."

Unique challenges

Sandy McPhail, FLMS's MD, says: "Ensuring vessels are tied up securely to the jetty is a critical part of the operation and can present unique challenges during strong winds and fast tides. Safety and environmental protection are our key priorities when handling vessels and having tough, state-of-the-art line-handling boats with excellent maneuverability will help maintain the high standards our customers and local authorities demand."

GW

Shell UK mooring contract

GAC UK has secured a contract with Shell UK to provide mooring services at its Braefoot Bay facility. The contract also includes jetty watch services and safety boat cover.

Wynne Raymond, Tanker Manager at GAC UK, says: "GAC has supported Shell with ship agency services for many years. This new contract allows us to strengthen this important relationship while expanding our presence within the offshore marine support services industry." **GW**



Keeping cool in the hot seat

CFO takes the long view



Mikael Leijonberg,
GAC Group Chief
Financial Officer

Mikael Leijonberg speaks with analytical focus and measured certainty, qualities that are desirable in any Chief Financial Officer. This is particularly so in turbulent times like those now challenging GAC and its customers.

"The situation for the GAC Group is neither dire nor hopeless, nor bright and rosy," he says. "And we are not unique in this regard. Global markets are cyclical and currently in a challenging condition. Few companies are presenting totally joyful financials in these times."

Since his appointment as GAC Group CFO in April 2016, Leijonberg has been calmly assessing what's needed to maintain the Group's long record of financial stability. He's introduced a suite of internal reforms to streamline reporting processes and equip his own team and GAC's operating companies with the right tools for the job.

Belief...

Leijonberg maintains that fiscal caution can be compatible with the calculated risks required when investing for long-term growth. As such, the Group's investments in 2016 were focused in expanding markets, mainly in Asia and the Middle East (see cover story).

"Business opportunities are still out there in hard times," he says. "It's a matter of seeing past the problems and revealing the growth options."

"For example, GAC USA Shipping transformed its fortunes by focusing on LNG with great success. Our shipping operation in Indonesia has developed strongly by expanding its services in the cruise sector. GAC Brazil too has turned things around."



Business effort now

Leijonberg says now is not the time to sit back and watch. “Even more effort has to be put into business development,” he says, “you can’t rely on the business you already have. You have to take risks. But it’s just basic common sense to make sure you understand those risks and can tolerate the impact of failure. You always have to ask yourself: ‘What if this fails?’”

Out of Sweden

Born in Ystad at the southern tip of Sweden 51 years ago, Leijonberg joined GAC in Germany in 1994 from the Stockholm office of Arthur Andersen.

In 1996, he moved to the Middle East to join the Group’s largest operation, GAC Dubai. From 2004 to 2010 he was in charge of finance at GAC Dubai. In 2011 he became Managing Director at GAC Bahrain. He returned to the Group’s Corporate HQ in Dubai in 2015 as Deputy CFO and was appointed Group Chief Financial Officer in April 2016.

The long game

He compares financial performance to the weather, with strong climatic forces underlying day-to-day variations which affect particular sectors or companies.

“We have to play the long game,” he says. “We have considerable assets worldwide and we expect them to yield higher returns as markets improve.”

The Group is able to play the long game due to its strong asset base. Its ratio of equity to total assets is currently at a healthy 41%. That means the GAC Group has a lower exposure to creditors. It’s a solid bedrock on which to build and grow.

Tax changes

The OECD member states are introducing new tax rules to deal with Base Erosion and Profit Shifting (BEPS). The impact on GAC will be felt mainly in transfer pricing documentation and setting up reports for tax authorities at both company and Group level. It’s boring stuff as long as you get it right.

“The consequences of getting it wrong are not worth contemplating,” says Leijonberg.

Coming out of the back room

Leijonberg is no back room accountant. He sees a company’s financials as critical to its commercial success. He believes that financial managers should be business-orientated and work closely with company managers to help achieve that success. They can offer a different perspective and insight, even on matters outside the traditional realm of finance. Their presence at the negotiating table sends a strong message about commitment to sound fiscal policy and practice.

“You do not need advanced finance skills to be a successful company manager. They should be appointed for their skills in leadership, change management, business acumen, commercial development, negotiation, etc,” he says. “They should know how to build a strong team with diverse skills, especially at times when they have to find ways to do more with less. They must have a sound understanding of accounting and finance, but they don’t need to be a financial expert.

“A strong finance manager is thus a core asset in any company. More should involve themselves in the business side.”

On Leijonberg’s watch, more will. **GW**



Uncertainty Volatility

Confronting VUCA

by GAC Group President Bengt Ekstrand



Volatility, uncertainty, complexity and ambiguity (VUCA) are the hallmarks of the times we are working in. The fallout of VUCA is being felt in all markets and all parts of the world. A slowdown in manufacturing in one place causes a slowdown in raw materials production somewhere else.

Shipping and logistics services fluctuate as markets rise and fall rapidly and often with little warning. The oil price plunge of 2015 was not predicted. Uber, Airbnb and Alibaba came out of nowhere. Unpredictable events such as these challenge our business plans and threaten our preference for comfort and predictability in the markets where we operate.

Attitude and Action

Confronting VUCA in GAC and indeed, in many other companies, comes down to how you think and what you do. GAC recently held a Management Information Meeting in Dubai to share our thoughts on both these areas.

In GAC we are challenging ourselves to recognise the spirit of the times and get into the groove of it. We're proposing to answer volatility with velocity, uncertainty with unorthodoxy, complexity with collaboration and ambiguity with awareness.

We see the need to move faster and smarter in our analysis and decision-making. It's a harsh truth that in the current climate, standing still amounts to going backwards.

We see that mainstream business models need to be opened up to unorthodox alternatives. Customers no longer accept 'one size fits all' solutions and we must therefore be willing to step outside the sandbox and redefine what we think of as 'normal'.

Ambiguity Complexity

Similarly, complexity in the market place requires companies to work together more. In shipping we're seeing new alliances forming on a regular basis. Logistics customers are looking for longer term relationships with suppliers to drive lower transaction costs. Collaboration is seen as an effective means of dealing with jittery markets.

Finally, under the banner of awareness, GAC companies are continuing to support the local communities in which they operate. Many thousands of dollars and many hundreds of volunteer hours have been put in by GAC people around the world. We've painted orphanages in Brazil, planted mangroves in Thailand and Sri Lanka, funded education in China, recycled waste in Dubai, to name a few. These efforts are about more than just feeling nice. They are about recognising that GAC is embedded in the lives of people in local communities and rising to the challenge of doing practical and visible things that provide certainty in uncertain times.

Velocity, unorthodoxy, collaboration and awareness are about an organisation's culture. They show the world which way our heads are pointed. Actions, on the other hand, are about doing things that show our determination to ride out the present challenges and look to the future.

Investment

During 2016, GAC invested more the USD 65 million in new assets. We are building new warehouses in Dubai, Indonesia, Thailand and Bahrain, and new offices in those locations and many others. We've ordered new tugs and line-handling vessels. At a time when it's too easy to focus solely on the short-term tremors in the market, I believe we are sending a clear signal to our customers and our own people that there is still a long-term view to be had and there is still plenty to be getting on with to secure future growth.

Less than perfect

GAC has embarked on a new 5-year strategic plan called Delta 21. We know that the details in that plan are less than perfect. We know that some of our intended actions won't work. We just don't yet know which ones will falter. But it's a truth of this age that we must accept that all plans and projections must be subject to review and revision as we go along. However, I'm confident that with the right mix of velocity, unorthodoxy, collaboration and awareness, and a clear-eyed focus on the longer term, we will continue to deliver what's needed by our customers and partners. **GW**

Airbnb

Alibaba

Uber

"Uber, the world's largest taxi company, owns no vehicles. Facebook, the world's most popular media owner, creates no content. Alibaba, the most valuable retailer, has no inventory. And Airbnb, the world's largest accommodation provider, owns no real estate.

Something interesting is happening."

TOM GOODWIN, QUOTED IN NEW YORK TIMES

- THE AGE OF PLATFORMS

business practices

economy

Facebook

Volatility

"The dramatic rise of smart machines and autonomous devices is driving radical shifts in business practices and individual behaviours. Enterprises and individuals face the urgent need to define and develop harmonious relationships between people and machines."

GARTNER GROUP REPORT - THE FUTURE IS A DIGITAL THING

radical shifts

"Whether it's the global economy, the geopolitical landscape, the environment, or technological breakthroughs, we are in the midst of several transitions occurring simultaneously, and what is more, on an epic scale, all reinforcing each other in a web of complex interactions."

KLAUS SCHWAB, FOUNDER/EXEC CHAIRMAN, WORLD ECONOMIC FORUM AND FOUNDER OF THE SCHWAB FOUNDATION FOR SOCIAL ENTREPRENEURSHIP

People x machines

technological breakthroughs

rise of smart machines

Complexity

capitalist market

"While the capitalist market is based on self-interest and driven by material gain, the social Commons is motivated by collaborative interests and driven by a deep desire to connect with others and share. If the former defends property rights, caveat emptor, and the search for autonomy, the latter promotes open-source innovation, transparency, and the search for community."

JEREMY RIFKIN - ECONOMICS ADVISOR TO EU COMMISSION, THE EU PARLIAMENT AND GERMAN CHANCELLOR ANGELA MERKEL

inequality

technological breakthroughs

innovation

Uncertainty

"Trade takes place in a broader socio-economic and political context that must embrace a broader and deeper context than gains from importing and exporting. Among the most pressing concerns facing societies across the world today are the imperative of development, the scourge of unemployment and the divisiveness of inequality. If these concerns are neglected or set aside in the drive for prosperity at the national level, they risk provoking a legitimacy crisis that will undermine the organisational fabric of economies as we know them."

WORLD TRADE ORGANISATION - THE FUTURE OF TRADE

radical shifts

economy

development

Ambiguity

business practices

Boat delivered for humanitarian rescue



A Rigid Inflatable Boat (RIB) which previously served in the Volvo Ocean Race is now working the waters around the Greek island of Samos. It is part of the Hellenic Rescue Team's search & rescue effort in Greek waters.

The charity was named joint winner of the 2016 United Nations High Commissioner for Refugees Nansen Refugee Award. The Award recognised the round-the-clock work by charity volunteers to cope with the tide of people fleeing conflicts and attempting to reach Greece from Turkey.

Rule One initiative

The 9-metre RIB 'Albatross' had supported the women's sailing team SCA in the Volvo Ocean Race 2014-2015 and was donated under the Rule One initiative launched by Atlant Ocean Racing, in co-operation with SCA and the Swedish Sea Rescue Society.

GAC Sweden coordinated its transportation, along with other aid cargo, in a 40' container from Gothenburg. The arrival of the 'Albatross' follows GAC's delivery in October 2015 of two rescue boats on a temporary mission from the Swedish Sea Rescue Society.

Contribution

"The GAC team we worked with showed great willingness to help and play an active role in finding solutions to support us in this urgent and important initiative to save lives," says Richard Brisius of Atlant Ocean Racing. "They were always professional, straight and transparent in all dealings."

"GAC managed to find a cost-effective solution meeting our limited budget while still delivering the quickest and safest freight method from Gothenburg to Samos and combined this with a wonderful willingness from several GAC companies to financially support the initiative." **GW**

Cementing business in Egypt

It was a big load and a big challenge.

GAC Egypt had to move two massive cement mills 260km to the site of a new factory.

The 172-ton load could only move at 5-10km per hour on the roads between Adabia and Beni Suef where South Valley Cement is setting up its new plant. The journey took six days.

Before the journey started, GAC Egypt's team had conducted a study to select the best port to receive the mills from China and then did a two-week road survey to find the safest, most efficient route. **GW**



Rapid response delivers USD 5 million shipment to Drydock

The solution was needed in a hurry. TUFF Offshore required transportation and import clearance of a Steam Generator and Parts for an FPSO conversion at Dubai Drydocks.

The 650 freight ton shipment, worth about USD 5 million, had to go from Kobe in Japan to Dubai. No big deal until the initial contractor was unable to meet their promise and GAC was asked to step in.

Fast thinking, careful planning and intense follow-up by GAC Dubai's Projects & Special Services team throughout the operation, had the shipment delivered on time and in good shape. As a result, all TUFF Offshore shipments have since been entrusted to GAC Dubai, says Manager - Projects & Energy Sudesh Chaturvedi.

TUFF Offshore's Project Manager A. Bharathi Raja adds: "Our supply chain deadlines were all met, thanks to GAC's commitment and excellent service delivery." **GW**

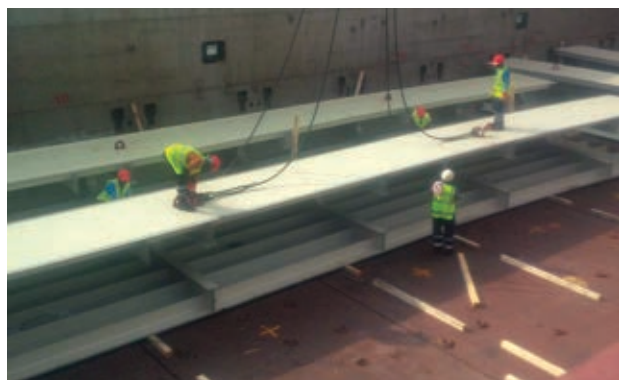


Delivering the goods for Dubai's new bridges

Work is progressing on the pedestrian bridges over the new 3.2km Dubai Canal.

GAC Dubai's Projects & Special Services Team was charged by Multilogistics Verona, Italy (Simone Guardiano) with the task of transporting 48 packages of bridge panels and parts worth about 2.3 million Euros to the construction site. In all, the packages totaled about 6000 freight tons.

The Dubai Canal officially opened in November. **GW**



48

packages of
bridge panels

2.3

million Euros worth
of construction parts



That's the Spirit

Wave Spirit, one of GAC UK's new purpose-built workboats, cuts through the waters during sea trials before joining the company's Terminal Services fleet at Braefoot Bay in Scotland.

Once the trials are done, she will be certified and handed over to GAC UK and Forth Logistics Marine Services (FLMS) to join the craft already providing mooring and related terminal services. Another work boat, the *Wave Dancer*, is expected to be delivered in late January 2017. **GW**

Port pit stop

One of ten high performance race cars heading for Argentina after the end of the World RallyCross European Championship prepares to board.

GAC Rotterdam took care of all ten, as well as their spares and associated equipment, in their final pit stop in Europe before the Atlantic crossing. That meant making sure all the customs documentation was in order, unloading them upon arrival by truck from Estering in Germany (where their last race was held) and loading them onto the waiting vessel. They arrived ten days ahead of their first South American race of the season.

Many thanks to GAC Rotterdam's Peter van Daalen for capturing this shot of the loading operation. **GW**



A tender tender get a wrap



TNL GAC Pindar came up with a novel way of protecting a new yacht tender for its long sea and land journey from New Zealand to Germany. They shrink-wrapped it!

As delicate loads go, it was a big one. The tender weighed almost 10 tonnes and was 12m long. To avoid damage, direct contact with the boat had to be minimised during its 220km road trip from the factory in Auckland to the Port of Tauranga, and during its onward journey to the other side of the world.

At the builder's yard it was placed into its cradle and shrink-wrapped using a polymer plastic film that shrinks tightly over whatever it is covering when heat is applied.

Richard Thorpe, TNL GAC Pindar's Australasian Manager, greeted the boat in Tauranga and checked her condition with a marine surveyor. At dawn the next day, it was placed below deck with centimetres to spare fore and aft for the 41-day sea voyage to Rotterdam. After arriving at the Dutch port, the tender was offloaded and completed the final leg of its journey by road. **GW**

Scottish windfarm expands

GAC UK has been appointed to support the construction and installation of 84 new turbines for a windfarm off the coast of north-east Scotland. This will increase the farm's generating capacity almost six-fold.

The turbines will stand on jacket foundations at depths ranging from 35 to 56 metres in an area covering 120 km² in the Outer Moray Firth, 14km from the Caithness coastline.

Construction support

Seaway Heavy Lifting (SHL) is handling the design, supply and installation of the foundations, jacket substructures and inter-array cables. In turn, SHL has appointed GAC UK to provide a range of support services for the project, which is expected to run from April 2017. Those services will include:

- ship agency and handling of vessels delivering materials and equipment for the construction work, from a storage hub at Cromarty Firth
- support for other vessels that will be involved in the project, such as CTVs, multi-cats and barges
- handling crew changes out of Aberdeen using a helicopter service, with Invergordon as a back-up
- arranging local towage services
- providing office and staff accommodation for SHL personnel working on the project

Michiel Goedkoop, Operations Director at SHL, says that the long-standing relationship with GAC has shown that its people can serve SHL operations in the UK and worldwide: "Their understanding of SHL and the quality and efficiency that our operations require, the time-critical nature of the support services our sector demands, and their proven dependability, were all key in the decision to award the contract to GAC."

Commitment to renewables

GAC has been serving the renewable energy sector in the UK since its beginnings and was instrumental in the development of Walney 1 and 2, West of Duddon Sands, London Array, Gwynt-Y-Mor, Humber Gateway, Westernmost Rough, Burbo Bank and Dudgeon windfarms. **GW**



Nicole claims another victory on the greens

GAC-sponsored pro golfer Nicole Broch Larsen beat her closest rival Ally McDonald to win the Symetra Tour Championship Presented by IOA in Longwood, Florida recently. Her victory jumps her from 69th to 20th place on the final Volvik Race for the Card money list, and enables her to bypass the Second Stage of the LPGA Qualifying Tournament.

GW

Photo credit: Symetra Tour



A swing round the greens for charity



More than GBP 1400 was raised for children's charities when GAC staff and customers took up their clubs for the annual GAC UK golf day held at Newburgh On Ythan Golf Club in Aberdeen.

The sun was shining as the 50 golfers competed for the team prize and temperatures even hit a balmy 20 degrees. The good weather brought out the best in the players as they got into the swing alongside GAC-sponsored professional golfer Amy Boulden. **GW**



Manpower for mangroves



Staff from GAC Sri Lanka celebrated World Maritime Day by working with local people to rehabilitate a mangrove ecosystem in the north of the country.

The company started a campaign last year in Galle, down south, to raise local awareness of the importance of protecting the marine environment. The campaign has now reached out to the degraded mangrove ecosystem in Upparu, near Trincomalee.

GAC Sri Lanka's General Manager Navin Perera, who is also Chairman of the project, gave the opening speech at an awareness seminar for 300 pupils and teachers from the Vivekananda College, Sinhala Central College and the Muslim College of Trincomalee. Next came some hands-on action involving 100 schoolchildren, local residents, police officers, GAC Sri Lanka staff and the members of Green World Trust, who cleared the area of garbage and planted new saplings on the degraded site.

GAC Marine Services has made a three-to-five year commitment to the project, funding and executing the work with technical support from the Green World Trust and local government agencies. **GW**

Appointments



Martin Wallgren



Suresh Ahluwalia



C Krishnakumar



Christian Bergqvist



Paul Fardy



Claus Schensema



Markus Johansson



Tatyana Shorokhova



Rajesh Moorjani

GAC Corporate Headquarters

Martin Wallgren – Chief Information Officer.
Previously: CIO for the Stena Group, Sweden.

Suresh Ahluwalia – Group Cost Optimisation Manager.

Previously: Finance Manager for GAC Qatar.

GAC India

C Krishnakumar – General Manager, Logistics Services at Chennai office.
Previously: Served more than 23 years in a variety of hands-on shipping and logistics roles.

GAC Marine, Fujairah

Christian Bergqvist – Technical Manager.
Previously: Chief Officer with Wisby Tankers AB.

GAC North America – Logistics

Paul Fardy – Managing Director.
Previously: Group Management Systems Director at GAC HQ in Dubai.

Claus Schensema – Director – General Freight.
Previously: Managing Director – North America.

GAC Qatar

Markus Johansson – Finance Manager.
Previously: General Manager, GAC Marine Logistics, Dubai.

GAC Russia

Tatyana Shorokhova – Company Manager.
Previously: General Manager at KOG Transport LLC.

GAC Sharjah & GAC Ras Al Khaimah

Rajesh Moorjani – Company Manager for both companies.
Previously: Company Manager for GAC Ras Al Khaimah.

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Print run

20,000

Information quoted in this publication has been obtained from several sources. Whilst every care has been taken to ensure that details are correct, GAC cannot provide guarantees thereof.

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GAC World is printed on environmentally-friendly manufactured paper.

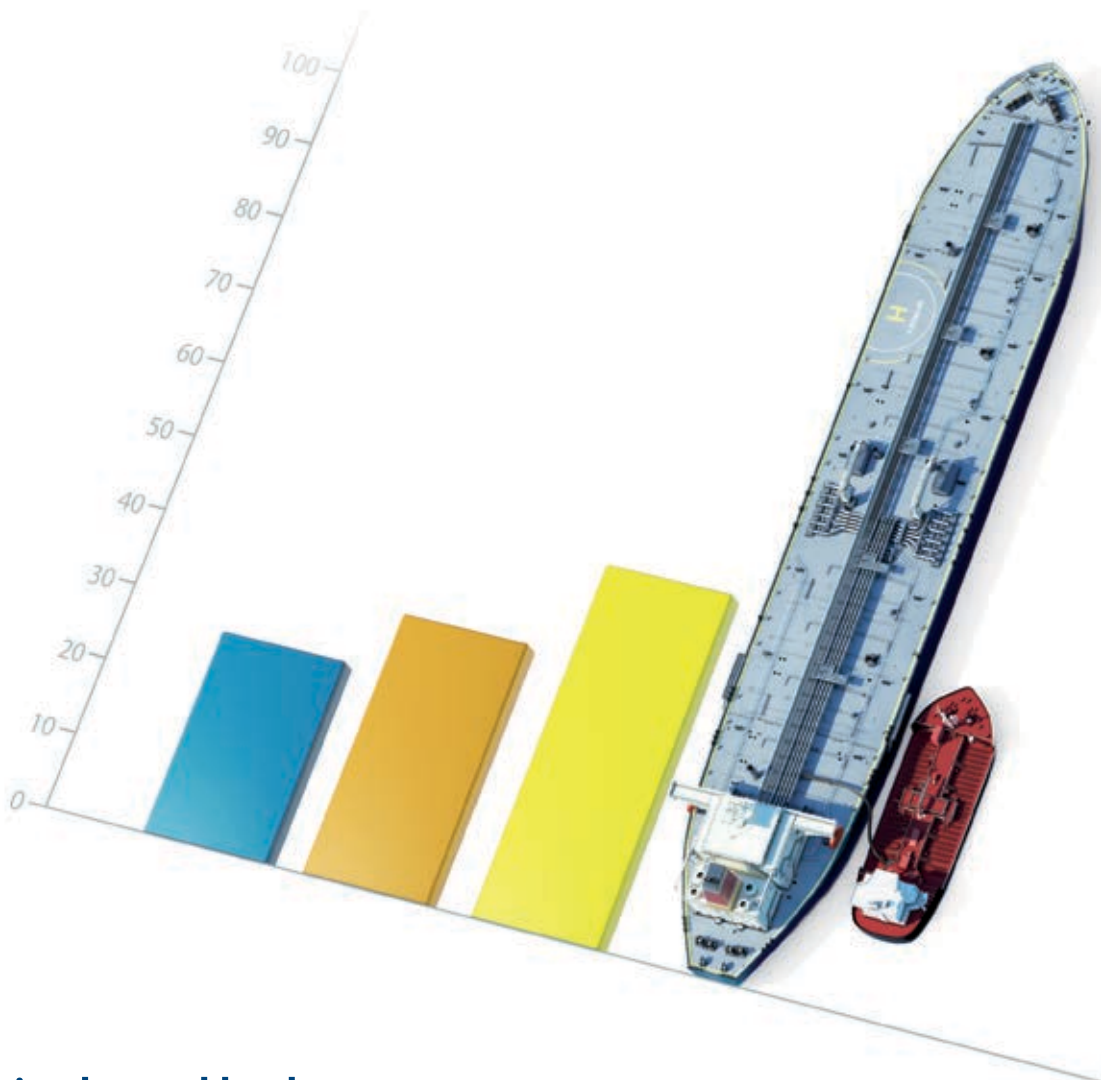
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