

GACWORLD

JAN
MAR
2013



Delivering your strategy.

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New warehouse
in Texas

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New era in sustainable
packaging solutions

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The global community

PILLARS OF
PERFORMANCE

WELCOME TO THE LIVE PERFORMANCE...

We live in an age where image and reality often clash. The image promises us the earth while the reality quickly brings us crashing down to it. The challenge of our times is to make sure the performance image we promise matches what we deliver. That, in essence, is the aim of GAC's new 5-year Plan launched at the start of 2013.



A new vision

Welcome to Vision Z: Global Performance. The performance we are aiming for is one that brings together all that we are good at and places the whole package at the service of our customers' strategies. Whether you are shipping goods, berthing ships, provisioning an oil platform or simply dropping by for a cup of tea, our aim is to perform at a level that speaks of expertise, long term commitment, high ethical values and a pure enjoyment of the challenge (see page 10).

As we progress through 2013 you will read much more about how we aim to become your strategic partner and not simply your service provider. Will this be an easy task? No, it will take dedication. It will take effort. It will take intelligence, energy and imagination. And that's what we'll be putting into it.

A new message

We have spent the past decade expanding our operations to the point where we can now serve our customers, wherever you go. With that achieved, we are now shifting to a new promise, with a new tagline: "Delivering your strategy." (see page 12)

A new President

Our new strategy sees a new man at the helm. Bengt Ekstrand, known to many customers worldwide through his years in charge of our Middle East region and lately, our Asia Pacific region, took up his new role at Group President in January. Our previous Group President, Lars Säfverström, now joins Björn Englom as Co-Chairman of the GAC Group. The message these changes send is one of continuity, and commitment to our core values combined with a vigorous and enterprising pursuit of innovations that add true value to our customers' businesses (see page 11).

A new drum

Innovations come in many forms but these days they only come in one colour – green. GAC Packaging Solutions has unveiled the future of the 208-litre drum and it is not steel. It's better than steel. It's cheaper than steel. It's the g-drum. And here's the really smart thing: when you've emptied the drum, you pack it down to a fraction of its original size and ship it back to home base along with hundreds of others of its kind. The eco-savings are clear. The dollar savings look the right colour too (see page 9).

A new year

Where did 2012 go? One minute it was January and the next minute it's January again. Our customers have ridden some rough waves over the past 12 months. Economic woes have continued to disrupt markets. Political tensions and civil unrest have continued in the Middle East with little indication of any resolution. But as a new year takes shape, we start with our hopes renewed and with clear goals set.

A new Editor

Finally, I am Gurusurathi Shankar and I have the honour of taking over as Editor of GAC World from the excellent Neil Godfrey. Being your editor is a challenge that I relish and I am intent on following Neil's example in keeping standards high and the focus strong on news and issues relevant to our readers. I wish us all a great year in 2013. May your news be good and your numbers even better.

A handwritten signature in black ink, appearing to read 'G. Shankar'.

G. Shankar
Editor

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GACWORLD

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Please visit the Contacts section of www.gac.com

Back copies of GAC World are available for download at www.gac.com.
Click on 'News' and then on 'GAC World magazine'.

SANDY FAILS TO DAMPEN GAC SPIRIT

When Hurricane Sandy slammed into the US East Coast at the end of October, it brought a record-breaking storm surge that flooded communities, wrecked homes and halted public transport in one of the world's busiest cities. But it could not extinguish the GAC Spirit of support and determination.

New York and New Jersey suffered the worst of the damage. Power failed in large areas and was not restored in some places until days after the storm had passed.

Many places resembled ghost towns.

Once GAC's New York Port Manager Lisa Doherty confirmed that her team were all safe and well, her next priority

was getting on with business – with no electricity. Mobile phones helped but batteries could only last so long and temperatures had plummeted in the tri-state area, so it was important to get power as soon as possible.

Help came from colleagues elsewhere in the States, who responded to CEO Bob Bandos' appeal for help in obtaining and sending generators to New York so the team could carry on. None could be found further north than Tampa in Florida, where GAC Port Manager Robert Huddleston purchased and sent three generators on their way within five hours of receiving the request.

Lisa says: "The support we got – both practical and moral – was heart warming. In my twelve years working here, I have never seen a quicker response to a crisis."

Extending help

GAC's helping hand extended beyond colleagues. When four fishermen were rescued by a vessel operated by key client VShips, it was the GAC USA community that sprang to the pumps to get them repatriated quickly and with minimum fuss.

CEO Bob Bandos says: "This perfect storm brought huge disruption to the area, but it also brought out the best in our people. Their 'can do' attitude and tremendous loyalty to one another is something I am enormously proud of." **GW**



GEMS SHINES BRIGHTER WITH A NEW WAREHOUSE IN TEXAS

GAC Energy and Marine Services LLC (GEMS) has opened its latest warehouse in Laredo, Texas, to meet the growing demands of oil and gas clients with daily imports and exports to and from Mexico.

Laredo is the main inland entry point into Mexico. Each day about 2,000 railcars transport cargo across one rail-bridge and more than 9,000 trucks cross the four bridges that connect the US to Mexico.

Full range

The new GEMS facility offers a full range of oil & gas-specific logistics

solutions including Mexican customs brokerage, US & Mexico transportation management, freight forwarding, warehouse & storage, border crossing, intermodal, LTL & LTL Consolidation, inventory management and case packing carpentry services.

Its 60,000 square feet of warehouse space can accommodate oversized spares including hazardous parts.

The facility also facilitates the flow of freight to and from GAC's oil & gas and drilling customers and an additional 4,600 square feet of office

space houses GEMS' round-the-clock operations team.

Focus

GEMS' President Carlos Arrieta says the facility's focus on the oil & gas sector sets the company apart from other providers in Laredo who primarily handle commercial logistics and supply chain solutions for general freight: "By catering solely to this niche sector, we can deliver the most time efficient and cost effective solutions to clients and prospects looking for land and rail transportation of oil and gas cargo to Mexico.

"Although very few carriers are allowed to enter Mexico, GAC already has in place an approved in-house carrier managing the inland and rail concentration of the business into the country." **GW**

AOG IN ACTION

ANSWERING THE 3AM CALL



Every airline in the world has an AOG (Aircraft on Ground) Desk tasked with sourcing and supplying parts or services for aircraft. This is a vital function, especially when planes are grounded due to a technical failure.

It can cost up to USD 150,000 for every hour that an aircraft is on the ground so airlines are increasingly looking to outsource the AOG function to logistics specialists.

GAC UK's AOG Desk, part of its Special Services Department, recently came to

the rescue when a client needed vital equipment to ensure a chartered plane could take a group of German tourists to and from the United Arab Emirates for their Gulf holiday.

AEROSPACE MANAGER PHIL CLEWS TAKES UP THE TALE:

"It's 1am, and I'm sitting in Dubai Airport's passenger terminal waiting for Jet2.com's Stores Manager Andy Gallagher and Stores Audit Supervisor Andy Kalbasa to come through the Arrivals Gate.

I'm here to help everything go smoothly in the delivery of vital equipment for a chartered plane heading for Ras Al Khaimah.

Two hours later, I'm still waiting. My phone rings. It's Andy telling me they're stuck at Customs as the equipment they're carrying can't enter the UAE without clearance.

Local know-how is now needed so I phone Sandeep Adnani from GAC Dubai's Aerospace Team. It only takes a few

minutes before help is on the way. A call is made to Dubai Customs and an agreement reached that will let the Jet2.com staff proceed to Arrivals, while the equipment is held, pending clearance by GAC.

By 10am, the paperwork is being sorted out and I am at Ras Al Khaimah Airport with the guys from Jet2.com. At midday, a friendly GAC Dubai driver arrives and hands over all the documentation needed to clear the equipment.

Another job done – thanks to the help of colleagues at GAC Dubai.

Now on to the next challenge – such is life on the AOG Desk." **GW**

BRAZILIAN EXPANSION

NEW OFFICE AT SOUTH AMERICA'S LARGEST PORT

GAC continues to strengthen its South American network with the opening of a new office at the Brazilian port of Santos. It is the third office in Brazil, joining Rio de Janeiro and Sao Paulo.

Santos ranks 39th worldwide in terms of container traffic, and can accommodate up to 50 vessels simultaneously.

Faster response, closer ties

GAC's physical presence at Santos enables the company to respond faster to customs' requirements and reduce freight clearance times, while fostering closer relations with the customs and port authorities.

The Santos team handles customs clearance processes and domestic delivery to inland sites near the port, in addition to managing daily shipments from various overseas suppliers which require expedient clearance.

Established in 2006, GAC Brazil offers a one-stop shop for logistics and shipping agency solutions. The Santos office will deliver a suite of services including ocean freight import and export, inland transportation, procurement, marine spares logistics, husbandry, ship agency and crew changes, as well as bunkering, dry cargo handling and customs clearance. **GW**

THIS WORKING LIFE

SIMPLE RULES FOR BETTER COMMUNICATIONS

by **Miriam Mathews**
GAC India

As a new girl in the bustling city of Mumbai, I spent my first week walking in and out of home furnishing and electrical appliance stores to get my apartment in order. The shopping part was easy but what followed was not. I got endless customer support calls, asking me when I wanted the furniture delivered, when the assembly team had to come, when I wanted the demonstration of appliances, and so on. I also had to converse in Hindi, a language I was not too familiar with. By the end of the first week, I thought the ordeal was over, only to find that I now had to deal with 'customer feedback' calls, from monotonous, bored voices asking me to rate my 'shopping, installation and demo experience'.

That's when I realised how much better this world would be if only everyone mastered the art of communication and had a good communication strategy in place.

In this article I am reinforcing some widely known facts, which we tend to forget from time to time – and I will keep it short, because one of the basic rules is to be concise and clear. (Another is to be patient.)

What on earth are you saying?

Communication is about saying what you 'really want to say' in a way that will be understood. If this isn't achieved, the whole system becomes pointless. A simple way to get it right is to put yourself (metaphorically) in the other person's shoes and try to decipher your message from their end. Try to hear what you sound like to the other person and you will understand how effective your communication style is.

Death by email

Emails are here to stay, so we might as well get them right. We sometimes forget the difference between an email and an SMS text message and use abbreviations in our corporate mails (dnt 4get to lemme kno 1ce u've got dat sorted out!). Though convenient and supposedly time-saving, text talk is neither appropriate nor – more importantly – clear to all for formal communication. It is also important to keep a tab on

who you are 'replying' to (the difference between 'Reply' and 'Reply All'). Make sure you are only copying those who actually need to be informed.

Don't let your bad-hair days affect others

We all have bad days and sour moods, but formal communication should never reflect the fact that your car ran out of fuel on the way to office, or that your children were late for school because your alarm didn't ring.

The best example of how to remain pleasant can be seen when you walk into any GAC office and a pleasant

receptionist greets you with a smile so lovely that all your worries seem to vanish. Her morning may have been rough too, but she hides it all behind her smile to present a positive professional face to the world.

Remember to keep your best smile on throughout the day. Not only does it make you feel on top of the world, it is also reflected in your emails, telephone conversations and interactions with your colleagues.

Little things that matter

We all make mistakes in communications but the most important part is to learn from them. Keep it simple, clear and always be honest. Provide positive encouragement wherever you can, or at least ensure that your message does not leave a raised brow or frown. Remember that the person who has contacted you is eager to hear from you, so be courteous enough not to keep them waiting. It's best to be yourself while communicating – provided the 'real you' is not a grumpy grouch!

Thank you for your patience

If you have read this far, then you probably know the importance of patience in communication. The person at the other end of the conversation may want to take their own time, so be patient with them. Give people your time and allow them to clearly express themselves. In

the long run, taking time to get clarity from the start will save time and potential misunderstandings. You can only benefit from 'listening more and talking less' and being patient through and through. **GW**



A GAC FIRST FREE MOBILE DIRECTORY APP FOR IPHONE



GAC has launched a free mobile phone application to give customers and staff instant access to GAC contact details, wherever they are.

The GAC Mobile Directory provides an extensive database of contacts across GAC's global network that can be searched by service category, location or name. Users can also customise their settings and specify their 'favourites' for easy access. The directory can even be accessed offline, ensuring that essential contact details are always available.



Bill Hill, GAC's Executive Group Vice President Commercial, says:

"With over 300 offices worldwide, GAC's global reach is one of our key strengths and we are dedicated to finding new ways to improve user convenience and accessibility. In a time-critical industry, we know how important it is for customers and partners to reach exactly who they need at GAC when on the move. With this free mobile application, GAC is now just a click away."

The free GAC Mobile Directory Application is available for iPhone and can be downloaded at www.gac.com/mobiledirectory/application, with users alerted whenever a new version is available.

The hard copy of GAC's global address directory, which has been in circulation for over three decades, is still available for customers who prefer this handy guide. **GW**

INTERNATIONAL MOVING OPENS IN BANGALORE



GAC International Moving has expanded to Bangalore after entering the Indian market in March 2012. International Moving now has four offices in the country including Mumbai, Cochin and Delhi.

Paul Haegeman, Managing Director of

GAC India, says: "Since launching GAC's personalised moving services in India, we have witnessed consistent demand, which we expect to continue, or even increase, as moving activities into and out of the country heighten."

GAC International Moving has been providing a full portfolio of packing and moving services throughout the Middle East for more than thirty years. The service was extended to India and Sri Lanka in 2012.

For more details about GAC's International Moving Services go to www.moving.gac.com **GW**

SARJAK AGENCY EXPANDS

GAC India has extended its agency agreement with Mumbai-based Sarjak Container Lines Pvt Ltd (Sarjak), to handle its operations in Chennai. This comes twelve months after GAC's appointment to manage Sarjak's operations in Delhi and northern India.

Sarjak specialises in transporting Over Dimensioned Cargo (ODC) in containers using its fleet of hard top, open top, flat rack, super rack and GP containers. Sarjak's big inventory of special equipment enables the company to handle shipments that cannot fit into normal containers. Cargoes handled from the region include transformers, boilers, chiller units, pressure vessels, sugar manufacturing plants, oil well equipment, and various engineering goods.

The company was awarded "NVOCC of the Year (Special Equipment)" in the 3rd All India Maritime & Logistics Awards (MALA) 2012. Sarjak is increasing its commercial presence in Chennai in order to enhance customer support and satisfy customer demands.

Solid foundation

Captain Sathya Chandrashekar, GAC India's General Manager of Shipping Operations, says there are few carriers specialising in containerised project shipments in the Indian break bulk sector at a time when imports and exports of machinery are on the rise.

"We understand the importance of the timely delivery of such equipment and spare no effort in ensuring that all formalities are cleared within the shortest time possible," he says. "We are confident that we can continue to add value to this mutually beneficial partnership."

Trust

Captain Rumi Engineer, Sarjak's Senior President, says: "Trust is an important component of any partnership and we are happy to have found a partner in whom we can place our trust and confidence. GAC's long track record in managing odd and over-sized shipments and its dedicated service have given us the assurance that our cargoes will be well taken care of and delivered safely on time." **GW**

AFRICAN DEFENCE EXPO ALL PRESENT AND CORRECT

When the Africa Aerospace & Defence Exhibition was held at Waterkloof Airforce Base in Centurion, South Africa, GAC made sure that more than 400 shipments of exhibits were delivered safely.

Staged every two years in South Africa, the event is the region's largest exhibition of military gear covering air, sea and land. This year, 28 countries and 61 foreign delegations were on site, attracting 40,000 trade visitors and more than 95,000 members of the public over five days.

The contract for the import, clearance and delivery of 500,000 kg of cargo for the event was awarded to GAC Laser Specialised Logistics Partnership following an extensive tender process. When the event ended, GAC was again at work returning some shipments to their country of origin and forwarding many more to other events being held around the globe.

Tight schedule

One of the challenges for the GAC team was meeting tight timelines while complying with the requirements of the National Conventional Arms Control Committee (NCACC). This involved inspections and obtaining import permits even for last-minute shipments.

Nico Troostheide, Managing Executive of GAC Laser Specialised Logistics Partnership, says: "Thanks to our hard work and help from the NCACC, we managed to fast-track the process and get the cargo released, delivered and stands set up in just a few days."



Transporting inert missiles for display at the Africa Aerospace & Defence Exhibition at the Waterkloof Airforce Base in Centurion, South Africa

Trust and know-how

Wessie van der Westhuizen of the Government-owned Denel Group, South Africa's largest manufacturer of defence equipment, adds: "Because of the sensitive nature of our cargo, we have to use people who know how to handle it. Fortunately for us and the industry in general, GAC Laser Specialised Logistics has the hands-on experience and industry knowledge that we can trust to get the job done."

"Their professional and personal service goes beyond the call of duty – 24 hour availability, management 'getting their hands dirty' by operating forklifts and taking care of every detail, even down to ensuring the golf carts we used during the exhibition were kept fuelled up! Thanks for a job well done." **GW**

SOUTH AFRICA'S MINERAL WEALTH TAKING IT TO THE WORLD



With total mineral reserves worth about USD 2.5 trillion, it is little wonder that South Africa has the world's fifth biggest mining sector in terms of GDP value.

The country has massive reserves of gold, diamonds, chrome, manganese and coal, to name just a few, and they're in strong demand around the world.

Since August 2011, GAC Laser International Logistics has worked positively with the export minerals sector. In its first year, GAC Laser's Minerals & Bulk team handled about 20,500 MT of minerals and established itself as a reliable end to end service provider to South Africa's chromium and manganese mining sectors.

National Minerals Executive Troye Summerford says the company has the understanding of carrier routings and the transport expertise, coupled with the contacts and negotiating power, to provide mineral exporters with a trouble-free service: "Through our local and global connections, we have forged strong relationships with service providers across the supply chain from mine to final destination to ensure success." **GW**

TRINITY OF SERVICES FOR OFFSHORE DIVE OPS

GAC Nigeria has been appointed to provide a suite of services for a Dynamic Positioning saturation diving vessel, the "Texas".

Joining forces

The "Texas" is operated by Petrolog Cal Dive Nigeria Ltd, a joint venture between Cal Dive and Petrolog. GAC Nigeria's three business departments – GAC Shipping, GAC Logistics and GAC Manning – are delivering a complete package of agency, supply and manning solutions.

Logistics arranged a Temporary Importation Permit for the "Texas". GAC Manning has provided 22 skilled crew members for the vessel. And Shipping is taking care of all agency and supply matters.

African activity

GAC is also working with Petrolog craft involved in offshore operations in other locations, notably a pipe-laying barge that will work in Ghana. Future cooperation is likely too in Angola and Congo. **GW**

INTRODUCING G-DRUM BY GAC PACKAGING SOLUTIONS

A NEW ERA IN SUSTAINABLE PACKAGING SOLUTIONS

GAC has responded to growing demand for ecologically-viable and financially-sound alternatives to traditional steel and plastic drums for the transportation of liquid cargoes with g-drum.

Worldwide, concern is growing about the environmental hazards involved in the disposal of used steel drums conventionally used to transport liquid commodities.

The g-drum – a reusable, collapsible 208 litre (55 US Gallon) storage unit developed and patented by International Liquid Packaging Solutions Pte Ltd (ILPS) – answers such concerns, whilst promising savings of up to 10% in operating costs compared to traditional steel drums.

Its 'bag in a box' design uses a clean product-specific inner liner for every shipment, drastically reducing the risk of contamination of sensitive commodities like foodstuffs or pharmaceuticals. The liner, which can be irradiated as required, also reduces product residue after emptying to less than 0.5%. The g-drum is designed for easy packing and stacking and can be collapsed for storage when not in use.

Leasing programme

Christer Sjödoft, GAC's Group Vice President – Solutions, says: "We are always on the look-out for innovative ways to meet

the challenges GAC's customers around the world face – and the g-drum fits that bill to a tee."

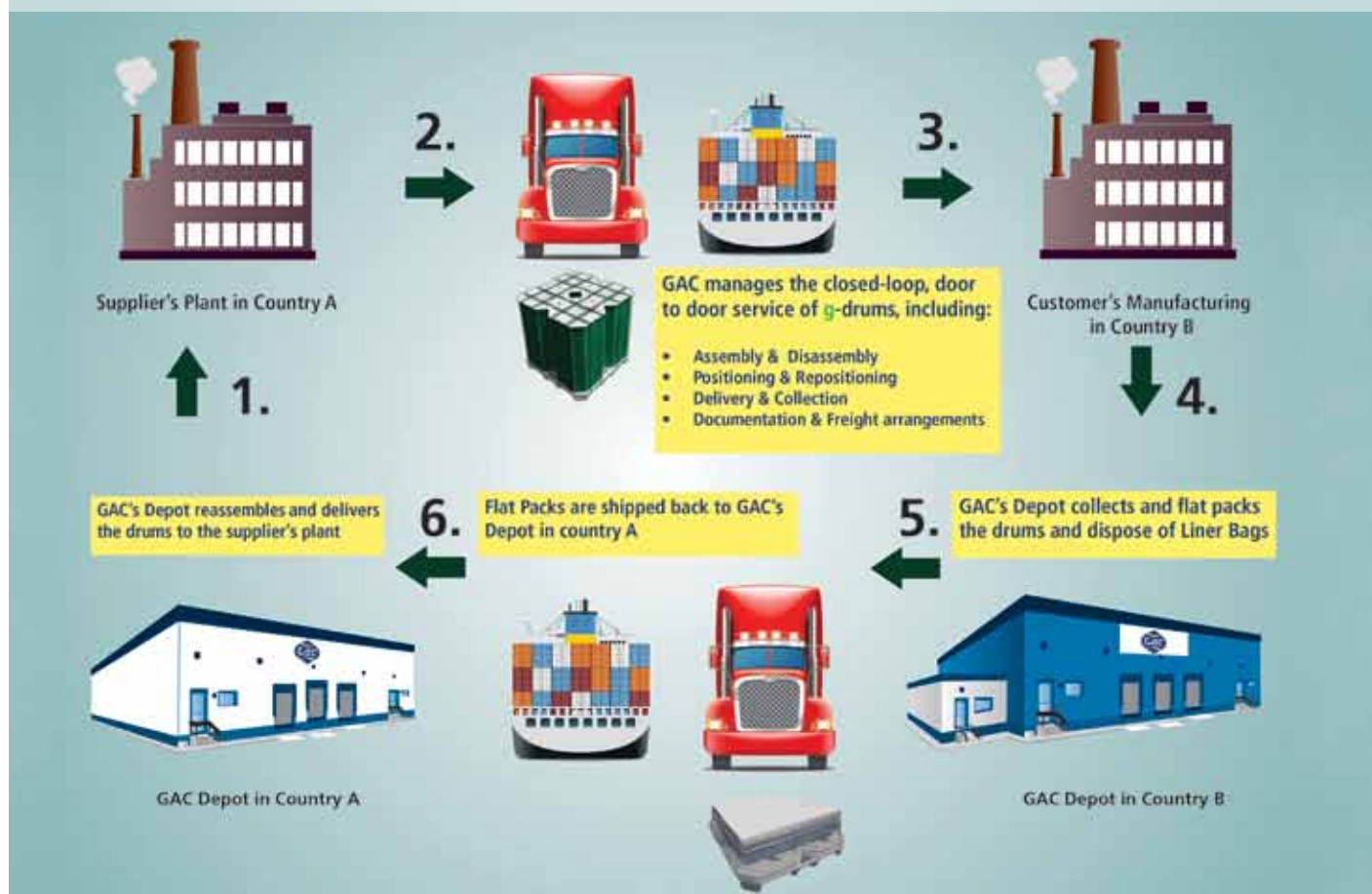
GAC Packing Solutions clients can lease g-drum through its door-to-door closed-loop supply chain, based on a term contract. GAC takes care of every link in the supply chain – delivering the drums to suppliers for loading, collecting them once loaded, shipping to the end-user, collecting the empty drums and returning them to the suppliers' loading points.

Throughout the chain, shipments are monitored using track & trace technology and GAC Packaging Solutions takes care of all the relevant documentation.

Good sense

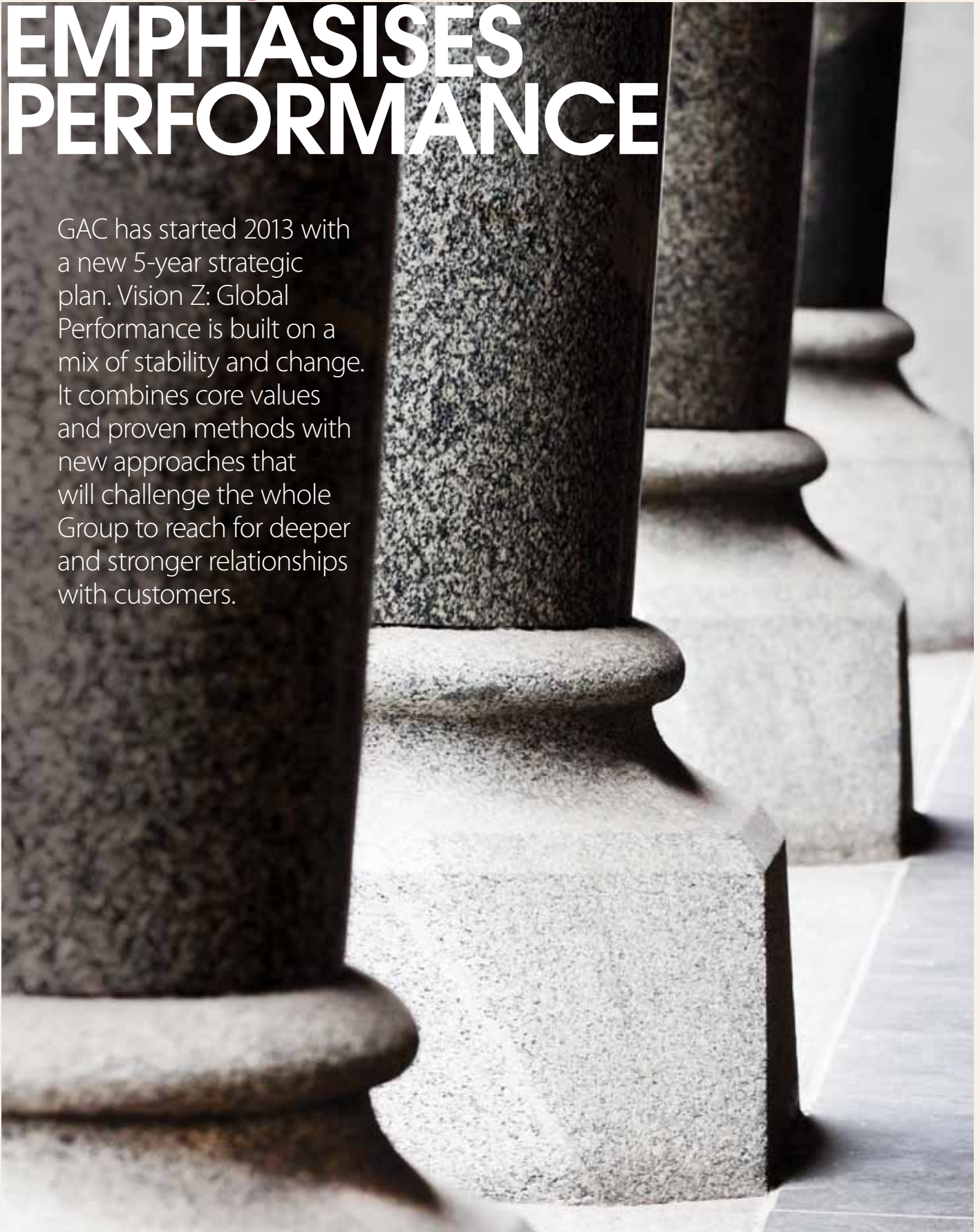
Johan Andersson, Acting Managing Director, says: "Quite simply, the GAC Packing Solutions g-drum leasing programme makes good sense – both ecologically and economically."

For more information about GAC Packaging Solutions and the g-drum, visit www.gac.com/solutions/packaging or contact Johan Andersson at g-drum@gac.com **GW**



NEW 5-YEAR PLAN EMPHASISES PERFORMANCE

GAC has started 2013 with a new 5-year strategic plan. Vision Z: Global Performance is built on a mix of stability and change. It combines core values and proven methods with new approaches that will challenge the whole Group to reach for deeper and stronger relationships with customers.



Foundations

"The strategy is all about using our strengths to raise performance levels so that we become our customers' strategic partners, rather than simply their service providers," says GAC Group President Bengt Ekstrand. "We have a strong set of core values built up over more than 50 years. We value honesty, ethics and compliance. We believe in nurturing long-term relationships with customers, suppliers and our own people.

"We have a strong asset base, physical and human, to help us achieve our goals. And we have a robust regional

structure that provides autonomy for development while sharing our core values and operating principles."

Values

The plan has GAC's Spirit and Values at its core. GAC's traditional focus on quality, honesty and straight dealing continues to resonate with customers worldwide. Indeed, the Group's formal commitment to correct ethical and compliance practices is seen as a standard-setter in many market sectors. Compliance policies are now an essential part of every GAC staff member's training via a

mandatory course at the GAC Corporate Academy. The policies developed by the Group cover:

- Code of Ethics
- Anti-Corruption and Bribery
- Sanctions
- Anti-Money Laundering
- Whistleblowing
- Health, Safety, Security and Environment

A NEW GROUP PRESIDENT AND OTHER CHANGES

Bengt Ekstrand has taken over from Lars Säfverström as GAC Group President effective from 1 January 2013.

Ekstrand started with GAC in 1992 in Bahrain and held company management positions in the Middle East region before becoming Regional Director of the Middle East and later Group Vice President for Asia Pacific region.

"Bengt brings substantial experience in GAC's core businesses plus an intimate understanding of GAC's values to the position of Group President," says GAC's Co-Chairman and Principal Trustee, Björn Engblom. "He has been part of the GAC team for 20 years and has shown in that time that he has the vision and the determination to take GAC forward."

Engblom paid tribute to Lars Säfverström for his successful management of the GAC Group's worldwide expansion.

"Lars has not only overseen substantial growth in GAC but at the same time has ensured that we have maintained our ethical standards and values.

"Further, I am pleased to announce that Lars has agreed to join me as Co-Chair of GAC so that we will continue to benefit from his skills and experience."

Other moves

The appointment of a new Group President has led to other senior management changes.

Andrew Leach takes on the role of Group Vice President, Indian Subcontinent while continuing in his role as Group Vice President, Legal.

Lars Bergström has been appointed Group Vice President, Middle East.

The previous holder of this position, Dan Hjalmarsson, has been appointed Group Vice President for Asia Pacific region.

Lars Heisselberg remains Group Vice President, Americas. Erland Ebbersten continues in his role as Group Vice President, Africa, Russia & Central Asia and Ivo Verheyen

remains as Group Vice President, Europe.

"Our senior team possesses a wealth of business and management experience," says Engblom. "With our strengthened regional structure in place, we expect to see robust growth and development across all six regions in coming years.

"Our five-year strategic plan Vision Z: Global Performance is the blueprint for how we will conduct our business in coming years and I look forward to sharing this with our customers as we go forward." **GW**



Lars Säfverström (left) and Bengt Ekstrand (right)



MAKING A BOLD STATEMENT

GAC's commitment to working with its clients to move their businesses forward is underlined by a new slogan being rolled out in 2013.

'Delivering your strategy' is a result of months of work and thorough examination of what message GAC wants to send the world.

It replaces 'Wherever you go' which over the past decade has seen the Group grow as a truly global organisation with considerable operational strength, and places customers squarely at the heart of everything GAC does, highlighting how it can help them achieve their goals.

"GAC is much more than a service provider, it is a strategic partner for all its customers," says Group Corporate Communications Director, Esther Oon-Bybjerg.

"We are now focusing on performance, based on the four pillars of GAC's corporate strategy – our values, long-term approach, assets and regional structure.

"The new brand pledge highlights what we are good at, and how those strengths can be harnessed to help our customers deliver their own strategies. We are in business to help your business."

An integrated branding campaign highlighting GAC's new slogan and strategic focus will be introduced in more than 40 countries around the world over the coming months. **GW**



Delivering your strategy.

Continued development

Vision Z: Global Performance emphasises the continued development of staff and management skills. It recognises that higher performance levels are only possible if managers and staff are properly equipped and guided firstly to see clearly what improvements are needed and secondly to be able to achieve them. It is a core goal of the coming years to ensure GAC managers and staff are well endowed with skills, attitude and know-how.

Other important assets include vessels, warehouses, vehicles, and offices and we need to optimise their utilisation in the service of our customers. Their optimisation depends on having good people who can use them well and this fact will be constantly reinforced throughout the GAC Group.

Another important GAC asset these days is its global reach. The ability of the Group to deliver services to the far corners of the earth gives customers greater certainty and assurance that their business is being looked after from start to finish.

Long term focus

Since its early days, GAC has sought to build long term relationships with its customers. Some existing relationships are entering their sixth decade. Vision Z: Global Performance builds on this long-held approach. The challenge for the next five years is to foster this approach in all new and existing business relationships so that opportunities for GAC and its customers to expand together are recognised and taken up. Over several decades, GAC managers have learned that long term thinking benefits both their customers and their own fortunes. As mutual understanding, trust and respect deepen so too do the opportunities to share wider business horizons.

Regional structure

GAC has six regions: The Middle East, The Indian Subcontinent, Asia-Pacific, Africa, Russia & Central Asia, Europe and The Americas. Levels of development vary widely across the six regions as do cultural, social and political frameworks. By putting greater emphasis on the development

of the regions, GAC is aiming to tighten the focus on customers' needs and how they vary from region to region. This will allow greater flexibility in the tailoring of services. It recognises that in the world today there is no 'one size fits all' solution.

New message

'Wherever you go' has been the GAC Group's tagline message for the past ten years. With the new strategic plan comes a new message to tell customers where we are going next. What's the new tagline? See our story above.

Strength

"GAC has navigated the difficult times of the Global Financial Crisis with a steady hand," says Ekstrand. "We remain financially strong and we have the people needed to deliver what our customers want. I firmly believe that we will continue to navigate the challenges and changes that arise in our markets with energy, intelligence and a clear focus – and I look forward to sharing that journey with our customers." **GW**

GAC ALGERIA

It's just over a decade since the end of the civil conflict that took the lives of more than 160,000 Algerians. No longer scarred by conflict, the country – Africa's largest – is now a major emerging economy, fueled by oil and gas exports.

It ranks 14th in proven oil reserves and tenth in natural gas reserves. The national oil company, Sonatrach, is Africa's largest company and fossil fuels generate about 95% of Algeria's export earnings. Those earnings are invested in infrastructure development and play a key role in maintaining one of lowest inflation rates in the region.

Top agency

GAC Algeria was established in 2008 with its headquarters in Algiers and offices in Bejaia, Djendjen, Skikda and Annaba, Mostaganem, Oran, Arzew/Bethioua and Ghazaouet.

The company is one of the top tanker agencies in the country. It also provides a wide range of ship agency and bulk handling services to all other types of vessels bringing goods into the country. Those goods include cars, foodstuffs, timber and industrial equipment for infrastructure projects.

Problem-solving

The GAC team of eleven, headed by General Manager Captain Abdelbaki Bouyahiaoui, represents a wealth of local shipping and logistics experience - a must in a country with a public monopoly on stevedoring services and other port

operations, strict regulations and a complex bureaucracy that can vary from port to port.

The value of that local know-how is proved regularly when GAC's intervention cuts delays and reduces the time that ships have to stay at the roads or alongside.

For the third year running, GAC Algeria has been handling timber imports from Scandinavia for Dalara Shipping Ltd, providing services both at port and helping to organise a complex trucking operation to deliver the shipments to their final destination. GAC Algeria also serves as a representative to NVOCC carriers, receiving shipments from Asia, Europe and America.

Practical, flexible, change-conscious

Capt. Bouyahiaoui says the key to GAC's success in Algeria is its practical, flexible and change-conscious approach to serving its principals.

"Every day we face the challenge of providing the high standard of services expected of a GAC company in a sometimes difficult environment" he says. "We meet that challenge by employing skilled professionals with the background to deal with any problem." **GW**



HSSE CORNER: SPREADING THE WORD



GAC Singapore, now a certified BizSafe Level 3 workplace, has launched a programme for its local contractors to promote the best Health, Safety, Security and Environmental (HSSE) practices. To date, more than 30 people have undergone the customised courses.

The training uses local case studies and shares GAC's stringent HSSE practices that are required when delivering services to customers.

HSSE manager Desmond Goh says: "As an employer, it is our responsibility to ensure that our employees, contractors and service providers all understand the importance and applications of HSSE. We will continue our efforts to raise awareness through training and periodic promotional activities." **GW**

GAC PINDAR NOW WORKING WITH ROYAL HONG KONG YACHT CLUB

GAC Pindar is now the official shipping and logistics services provider to the Royal Hong Kong Yacht Club through to December 2015.

Over the next couple of years, the Club will host several international regattas including the World Sailing Championships for the Flying Fifteens and Etchells classes in 2013 and 2015. Under the agreement, GAC Pindar will manage the movement of yachts for those competing in events at the Club as well as the leisure craft of its members. GAC Pindar will also play a significant role in several other major regattas, including the Rolex China Sea Race.

GAC Pindar will work closely with and draw on the local expertise and resources of GAC Hong Kong to meet the needs of the Yacht Club. Alwyn Mendonca, GAC Hong Kong's Managing Director, says: "This appointment is a perfect way to demonstrate our capabilities in serving the complex marine sport and leisure sector. We've been working hard to develop tailor-made services to respond to the demands of the yachting world and meet the specific needs of individual customers." **GW**



EASY RIDER HARLEY DAVIDSON CHINA APPOINTS GAC

When the Harley Owners Group held their fourth China rally in Dali, Yunnan Province, they needed a partner to handle the delivery of nine classic motorcycles. Enter GAC Automotive Logistics.

First, the GAC team worked out a total logistics plan to get the heavyweight bikes safely to Dali. Upon acceptance, the bikes were loaded onto a GAC truck and set off from Shanghai on a 2,500km journey deep into south-west China.

Christina Wang, Marketing and Communication Director of Harley-Davidson China, says: "GAC provided the professional logistic service for the 4th H-DC National H.O.G. Rally, and it's a great start between Harley-Davidson China and GAC."

The classic bike specialist is just one of the many strong clients with whom GAC Automotive Logistics has worked since it was set up in 2003. The team is now bidding to meet all Harley Davidson China's logistics needs for 2013. **GW**



THE GLOBAL COMMUNITY

GREEN SCARF CEREMONY MARKS NEW TERM AT GAC HOPE SCHOOL

Seven-year-old Li Jiaxin presents GAC China's Managing Director Claus Schensema with his green scarf, to mark his status as an honorary student at the GAC Hope School's opening day of classes. Claus and other GAC staff attended as part of their continuing support for the school. As well as providing financial support, staff act as 'big brothers and sisters' to the pupils at the school which provides a high standard of primary education for the children of migrant workers.

Claus says: "Being with the kids makes us feel young again. We're once again happy to share this important milestone with first and second graders, and to contribute to their formative years. I'm confident that, with a proper education, they will grow up to be leaders in their own fields."



STRENGTHENED STEEL

GAC has renewed its sponsorship of Sheffield United Football Club ("the Blades").

The company first formed its link with the Blades in 2009, later becoming the Club's official logistics partner and sponsoring the South Stand of its Bramall Lane stadium.

GAC's Group Sales Director, Gurumurthi Shankar, says the extended deal reflects the importance the company invests in long-term relationships with business partners, customers, suppliers and staff.

The Blades' Commercial Director, Steve Coakley, adds: "We are passionate about working with forward-thinking organisations that share our commitment to providing a quality service for our customers. Obviously that service is intrinsically linked to how the team performs and we are all looking forward to a successful season both on and off the pitch."



DELIVERY PUTS PHILIPPINES PUPILS ONLINE

Pupils at a school in a remote part of the southern Philippines are now enjoying the educational benefits of the computer age for the first time – thanks to the Warsash Maritime Academy in the UK, and GAC.

The 17 computers and educational software were donated by the Academy to Bunrey Elementary School. GAC Philippines took care of all the import formalities and paperwork before delivering them free of charge.



Q&A WITH DAN HJALMARSSON

What impact have the Arab Spring uprisings had on Gulf States and GAC business?

Bahrain suffered direct economic losses as a result of disturbances there, while UAE, Qatar, Kuwait and Saudi Arabia benefited from high oil prices and increased production levels. Several countries in the region also increased social spending in order to stave off the effects of the Arab Spring. Finally, Jordan has seen higher volumes of transit business as a direct result of the troubles in Syria.

GAC has been in the Gulf area for more than 50 years. What are the big picture changes that have affected GAC over the decades?

As an organisation, GAC constantly adapts and develops to follow market trends and address its customers' changing needs. We started off as a pure shipping agency and then developed into a fully-fledged shipping, logistics, marine and solutions provider with all that that entails. It's quite an achievement.

You have worked in both Saudi Arabia and Dubai. What's the difference between the two?

Though the countries share many cultural similarities, there are quite a few differences. Saudi Arabia has a thriving manufacturing industry in various sectors outside of oil & gas, while Dubai is highly dependent on tourism and trade. Also, the number of locals working in Saudi companies is much higher than in Dubai-based companies.

What are the main business challenges in the Middle East?

There's a new business climate throughout the region. In contrast to the rapid growth of past decades, instability and an uncertain political environment now undermine development prospects in many countries. Commercially too, factors once taken for granted are fluctuating wildly, and the region is experiencing the consequences of changing oil prices and trade links with Europe. This negative trend, however, may be off-set by business with emerging markets like Iraq.

Our priority is to preserve and rebuild existing business relationships, create new ones, and continue to develop innovative products and services to better serve our customers, against the backdrop of the ongoing unrest.

How do international sanctions against Iran affect business?

If there was political stability in Iran and no sanctions, GAC and many other companies would certainly have business in and with Iran. The old Iran trade – whether in oil & gas or consumables – is now being handled by other countries.

In some Middle East countries, business has become untenable. What impact is this having?

GAC no longer operates in Iran since sanctions have come into force. Further, in Yemen, the political situation has not improved and GAC's business there has come to a near stand-still. A decision has therefore been taken to keep the company in a dormant state until further notice.

EVENT HORIZONS >

LAGOS LAUNCH: PARTY MARKS NEW LINER AGENCY DEAL

Representatives from GAC and Hapag-Lloyd recently gathered at the Radisson Blu Hotel, on Victoria Island, Lagos, to celebrate the start of the partnership between the two companies in West Africa.

Along with OMA in Ghana, Togo and Benin, GAC acts as liner agent for Hapag-Lloyd, clearing import containers

and building up container exports for the line. Those present for the launch included GAC Nigeria's Managing Director Neale Proctor and General Manager Liner Services Richard Mallen, as well as Jörg P. Erdmann, Holger Schwesig and Thorben Nibbe from Hapag-Lloyd, and Steen Möch-Petersen of OMA Ghana. **GW**

TALES FROM THE TRACK

Formula One racing legend Martin Brundle shared some of his experiences of the international racing circuit with about 100 guests at GAC Singapore's recent Client Appreciation Night, staged ahead of the city state's 2012 Grand Prix.

Now a respected commentator on British TV, he is father to fellow racing driver Alex Brundle, who has been sponsored by GAC since 2008. Earlier this year, the father and son team competed in the Le Mans 24 hour race. **GW**

On the other hand, Iraq is opening up for business. How do you see that market developing?

Nearly 50% of all infrastructure investments made in the region are directly related to oil & gas. In Iraq, there are plans for massive infrastructure expansion, not least in the energy sector, and the country represents a huge market for us. With this in mind, the establishment of a GAC Iraq office is at the top of our agenda.

However, though the future holds the promise of new business, it is not without challenges. Despite the recent deals signed by global oil conglomerates, doing business in Iraq is not for the faint-hearted as political instability, corruption and bureaucracy represent very real obstacles for long-term stability, which must be addressed before we can see a real return on investment.

If you were a kitchen gadget, which one would you be and why?

Kitchen Aid Food mixer – well-built, multiple features, reliable...

Do you think the region is likely to change significantly over the next 20 years? If so, how?

Many Middle East Area countries are looking at various projects which aim to reduce their dependency on oil and gas, but I don't think we'll see any significant political or commercial changes in the region over the next two decades.

How is GAC dealing with the increasing demand to employ more local people and fewer expat staff in Gulf countries?

Apprenticeship programmes are being implemented as a priority, starting with countries like Bahrain, Oman and Saudi Arabia, where there are localisation targets to be met.

What will happen to the region's economies when oil finally runs out?

With the current consumption trend it is expected that the world's oil resources will last another 40 years or so. While some countries in the region are heavily dependent on oil exports, others like the UAE are pursuing sustainable economic models where over 60% of the country's income will come from commerce and tourism. Other countries in the region are likely to follow that example.

There has been some criticism and negative portrayals of the treatment of immigrant labour that has helped build the region's cities. Has such attention provoked any improvement?

Such labour issues are now receiving much less attention from Human Rights groups than in the past. This may be as a result of several countries adopting the conventions of the International Labour Organisation which, in some instances, has brought about an improvement in living and working conditions, as well as labour protection. **GW**

Born: 26 August 1958 in Fröunda, Sweden.

Before GAC: After finishing senior high school in 1977, went to sea for a total of 11 years, including naval studies at University. Between 1989 and 1995, worked in various managerial positions for the Port of Gothenburg, then as Managing Director for ASG Transport (today DHL/Danzas) before being recruited by GAC.

Joined GAC: In November 1997, as the General Manager for GAC Saudi Arabia's Western Province. Moved to Dammam in 2000 to take over as Managing Director for GAC Saudi Arabia. In 2004, transferred to GAC Dubai as Managing Director. Appointed Group Vice President for the Middle East region in January 2009.

HIGH ENERGY AT ONS 2012

When the global energy community gathered in Stavanger for the ONS (Offshore Northern Seas) 2012 exhibition, GAC delegates from Norway, the Netherlands, UK, USA and UAE were there to showcase GAC Energy and Marine Services' integrated solutions.

For nearly four decades, ONS has been held every two years at the Norwegian port, acting as a magnet for professionals working in the sector. This year, the central theme was "Confronting energy paradoxes" and the event attracted nearly 60,000 visitors from more than 100 nations.

Ismayil Manzil, Simon Morris, Steve Gibson, David den Broeder, Stig Pedersen and Herman Jorgensen were on hand to



explain how GAC serves the upstream sector around the world with everything from base management to project

chartering, import & clearance, crew changes and marine support. **GW**

GAC PROTECTIVE SOLUTIONS

A MULTI-LAYERED APPROACH TO NON-LETHAL SEA DEFENCE

GAC Protective Solutions (GPS) has published a new position paper arguing for a more systematic approach to sea defence based on multi-layered, non-lethal risk mitigation measures, rather than automatically relying on armed guards for vessel protection.

The paper entitled 'Sea Crime: Replacing The Fear' promotes an alternative approach to sea defence, taking the focus away from armed guards on vessels and adopting a Maritime Risk Management Onion (see diagram below). This sets out a multi-

layered approach to sea defence, based around the principles of Intelligence, Detection, Communications, Defend & Deter, Control and the Safe Haven.

Rick Filon, GPS's Director of Maritime Security, says: "The number of successful attacks on vessels crossing the Indian Ocean has fallen from one out of every 4,000 vessels to around one in 13,000. Whilst there is no room for complacency, ship owners and operators should certainly take the opportunity to undertake a rational assessment of all the security options available to them.

"History informs us that the best security solution lies in a robust system, rather than a single device. That is why we believe that a security system comprising several layers of non-lethal threat mitigation measures, as set out in the Maritime Risk Management Onion, is the right solution."

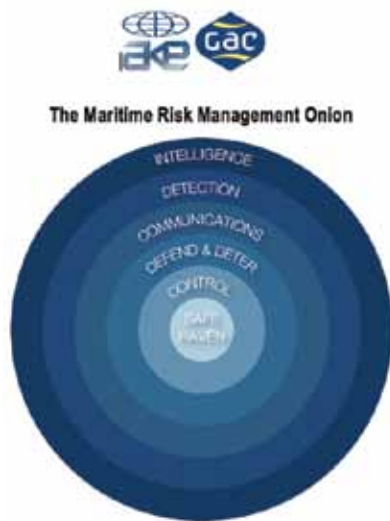
Vision

Christer Sjödooff, Group Vice President, GAC Solutions, adds: "This paper sets

out GAC's vision of sea defence. A comprehensive maritime security system, built upon training, intelligence and non-lethal security measures, is a worthwhile long-term investment for ship owners and operators. It remains the most cost-effective means of deterring sea crime and protecting your crew, cargoes and vessels. It also reduces seafarers' fears of sea crime and provides them with the confidence to sail anywhere in the world, without relying on armed guards."

GAC Protective Solutions is a partnership between GAC and maritime intelligence agency AKE.

A copy of the position paper can be downloaded from GAC's website at: <http://www.gac.com/gac/service.aspx?id=56405> **GW**



QUALITY ASSURED

ISO 9001:2008 CERTIFICATION IN TURKMENISTAN

Det Norske Veritas has awarded GAC Marine SA Turkmenistan with ISO 9001:2008 certification for its shipping, logistics and marine services. The Quality Management System was designed for full integration with the company's certified Safety Management System developed in accordance with the ISM Code. **GW**

INTEGRATED MANAGEMENT SYSTEMS IN BAHRAIN

GAC Bahrain has become the only shipping and logistics services company in the country to receive Integrated Management System (IMS) certification, covering ISO 9001:2008 (quality management), ISO 14001:2004 (environmental management) and OHSAS 18001:2007 (occupational health and safety). **GW**

GAC CORPORATE ACADEMY SILVER AT THE CHIEF LEARNING OFFICER AWARDS



The GAC Corporate Academy (GCA) has received a Silver Award in the Global Learning Category at the 2012 Chief Learning Officer (CLO) Awards in Colorado.

The CLO Awards recognise the efforts of industry leaders who have demonstrated excellence in the design and delivery of employee training and development.

GAC was selected for its accolade from more than 200 learning and solution providers nominated by their peers in 15 categories. Its Silver Award acknowledges the work of the GCA Liaison Officer (GLO) network, which 'enables the enablers' to greatly improve GAC's effectiveness as a learning organisation.

Norm Kamikow, President and Editor-in-Chief of Chief Learning Officer magazine, says that like all the finalists GAC champions innovation and ways to transform it into value for the Group and its staff around the world.

Other accolades

The Corporate Academy was also singled out as Highly Commended in the Training category of the Lloyd's List 2012 Global Awards, and won the International Bulk Journal's People Development Award in late 2011. **GW**

APPOINTMENTS

GAC INDIA



Amit Sinha
Key Account Manager - Oil & Gas Services
Previously
Worked in Operations with Dolphin Offshore



Shashidhara Anchan
Assistant Manager – Disbursement & Credit Control Oil & Gas support services
Previously
Worked for Great Offshore rig operators

GAC DUBAI



Göran Eriksson
General Manager, Shipping Services
Previously
Fleet Manager & Head of Ship Management, Rederi AB Transatlantic, Sweden



Hisham Al-Saqaf
Business Manager, P&I
Previously
General Manager of GAC Yemen

GAC AFRICA, CENTRAL ASIA & RUSSIA REGION



Gerrit van der Merwe
Regional Business Controller
Previously
General Manager, Finance with GAC Nigeria



Wanzenburg van Wyk
Regional IT Manager for Africa, Russia & Central Asia
Previously
Systems Engineer at GAC Shipping South Africa

GAC UK



Neil Godfrey
Deputy Managing Director
Previously
Group Sales Director, Shipping

GAC ENVIRONHULL, DUBAI



Simon Doran
General Manager
Previously
General Manager, UMC INTERNATIONAL PLC Middle East Div., Dubai

GAC INTERNATIONAL MOVING, MUMBAI



Geeta Raman
Regional Administration Coordinator
Previously
Executive PA to Country Manager with United Parcel Service (UAE) LLC in Dubai, UAE.

GAC HEADQUARTERS, JEBEL ALI



Bengt Ekstrand
GAC Group President
Previously
Group Vice President for Asia Pacific region



Eric Barnard
Group Shipping Sales Director
Previously
General Manager, Shipping for GAC South Africa

GAC ASIA PACIFIC REGION



Dan Hjalmarsson
Group Vice President for Asia Pacific region
Previously
Group Vice President, Middle East region

GAC MIDDLE EAST REGION



Lars Bergström
Group Vice President, Middle East region
Previously
Group Vice President, Indian Sub-Continent region



Vincent D'Souza
Regional Freight Sales Manager – Middle East
Previously
Regional Key Account Manager – Middle East

GAC INDIAN SUB-CONTINENT REGION



Andrew Leach
Group Vice President, Indian Sub-Continent region (and Group Vice President, Legal)
Previously
Group Vice President, Legal

GAC SOUTH AFRICA



Herman Venter
General Manager, Shipping
Previously
General Manager, Shipping non-liner with GAC Nigeria

GAC KUWAIT



Markus Johannsson
Manager, Finance & Business Support
Previously
Manager, Finance & Administration

GAC SMHI WEATHER SOLUTIONS, SINGAPORE



Capt. Gaurav Kumar Singh
Sales Manager
Previously
Master Mariner with MSC (Mediterranean Shipping Company, Geneva)

GAC SINGAPORE



Desmond Loh
Head, Ship Spares Logistics
Previously
Customer Service Manager, Warehouse Operations



Juliet Barco
Project Account Manager, Oil & Gas – Projects
Previously
Customer Service Manager, Oil & Gas – Projects

GAC DENMARK



Peter Schau
Business Manager – Shipping Services
Previously
Senior Operations Manager with Eitzen Chemical

GAC NIGERIA



Charl Ackerman
General Manager, Shipping non-liner
Previously
Branch Manager, King and Sons, South Africa



Andree Steenkamp
General Manager, Finance
Previously
External Finance Consultant

GAC GREECE



Kostas Kakaris
Drybulk Development Manager & Marketing Manager responsible for Switzerland
Previously
Drybulk Development Manager

GAC SWEDEN



Per Thörnblom
Managing Director and Group Project Logistics Manager
Previously
Managing Director

GAC TURKMENISTAN



Michael Johnson
Finance Manager
Previously
Operational Finance Manager, Almarai, Saudi Arabia

Looking for contact details?

Contact details for many GAC staff are listed in our website www.gac.com

Just type in the surname of the person you are looking for in the Name Search field in the "Contacts" section of the site.

BIG BOYS TOYS 2013

LOGISTICS CONTRACT AWARDED FOR DUBAI LUXURY GOODS EXPO

GAC Dubai is once more the official freight forwarder and site handling agent for the Big Boys Toys Exhibition to be held in Dubai this coming February. This follows GAC's successful handling of the show in 2012.

Ultimate playground

Seen as the Middle East's premier luxury lifestyle exhibition, Big Boys Toys showcases innovative gadgets, high-octane products (some making their debut in the region), the biggest brands, exciting features and interactive product demos, under one roof. Devotees call it 'The Ultimate Playground'.

In 2012, the GAC Dubai team handled the shipments of 18 overseas exhibitors covering import documentation, customs clearance and delivery to the venue. When the show finished, the team arranged for the return of unsold product to point of origin or arranged storage and transportation within the UAE.

Raha Moradi, Director – Exhibitions Division for the organiser Artaj, says: "The experience we had working with GAC in 2012 made the decision very easy in partnering up with them again for the next edition. We look forward to developing this relationship and partnership further." **GW**

