

# LIGHTHOUSE

## BOOMING LOGISTICS BUSINESS IN INDIA

**WITH STRONG  
DETERMINATION  
EVERYTHING IS  
POSSIBLE**

**LEADING  
WITH A  
VISION**

**ANOTHER  
FEATHER  
IN THE CAP**





# PROJECTS OIL & ENERGY



**Consolidated Shipping Services L.L.C.**

P.O.Box 61334, Jebel Ali, Dubai, UAE

Tel : +971-4-8872333, Fax: +971-4-8872335

Email : [infoprojects@cssdubai.com](mailto:infoprojects@cssdubai.com)





# LIGHTHOUSE

## CHAIRMAN'S MESSAGE



T S Kaladharan

The saying, 'Time and tide waits for no one' has been in use since at least the 1200s. So when an opportunity arises to pause and reflect, on what has gone before, it is an event that should be grasped enthusiastically. It gives us a chance to recognise our successes and also to learn from our mistakes. Taking time, in this way, is one of the basic requisites for leading a rewarding life. Our world is changing so quickly almost in the 'blink of an eye'. Gradual beginnings, with the right direction, may soon gain a

momentum all of their own. This is similar to our growth within CSS.

Our progress was gradual and organic because we utilised the opportunities that came our way. We were steadfast in applying the principles of building on confidence and trust by recognising the value of our customers and, most importantly, our staff. Making headway was not always easy. It called for determination, dedication and a belief in ourselves which has enabled us to grown in size and strength, so we may stand proudly where we are today.

It was Benjamin Disraeli who said "Change is inevitable. Change is Constant". I firmly believe that if you stand still and tread water, others will very quickly overtake you. So it is with some excitement that I greet the event of CSS introducing two new Chief Operating Officers to our company. I heartily congratulate them and I enthusiastically look forward to this change bringing innovative contributions and progressive interactions with us all.

Whatever has been achieved, so far, has only been possible because of the amazing spirit shown by our staff and the enormous support they have given to our management. May this spirit continue and cascade on to new initiatives as well as permeating throughout all levels of CSS.

As a company the reputation earned by CSS, over the years, was due to the hard work of our staff and the confidence of the management which were equally reciprocated. By building on this ethos we will be assured of growth and success which emulates our past history of amazing achievements.

**Never forget, from little acorns big oaks grow and CSS is still destined to grow even bigger.**



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For enquiries and suggestions:

**communications@cssgroupsite.com**

Download Lighthouse online at **www.cssgroupsite.com**

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# LEADING with a VISION

With the recent promotion of **Ajay Krishnan** to Chief Operating Officer of Freight Forwarding, CSS Group, Lighthouse editorial team sat down to gain insight into his past, what he is looking forward to pushing with his new responsibilities and more.

*By Minaal Pervaiz*



**Ajay Krishnan**  
Chief Operating officer

## If you were to describe yourself in under two minutes, how would you do so?

Logical, tough, but fair. Hospitality background, came into shipping and logistics quite by accident. It has been twenty years since then.

## How did you get into it by accident?

[...] A friend of mine gave me an opportunity saying do you want to try this [As a] hospitality major, I think I was a little ahead of my time. When she came up with the opportunity to join APL, shipping was new to me. It was supposed to be a temporary situation but it just [stuck].

## Has your background with hospitality helped you?

Absolutely - coming from a hospitality background, it levels the playing field. You're not in a silo, it opens up horizons and gives you full access into the

service industry. Shipping was the first option that appealed to me, excited me. It gave me the opportunity to meet multiple, diverse types of individuals; not one trader is the same as the other.

## Tell us how you joined the CSS Group?

I used to handle the CSS Group account while I was in APL. We helped grow the business with a lot of innovative ideas, which actually got me known in the company.

Freight Forwarding was a grey area for me - although we say it's all shipping and logistics, it is very different. You have to engineer services - you have to find a way. Here, [you deal] with freight, land transport, LCL, warehousing, 3PL, relocation. If you want to continue in the logistics industry, the future is in being a third-party agent. The role of the middle man, as we call it, is increasing a lot.

[I was given] a blank slate - the

CSS Group had quality Forwarding but we didn't really have a Forwarding division, per say, with the focus that we have today. We have our own network now, our own agents. I was welcomed very warmly because I had some good relationships in place already.

## What do you think it takes an employee to get ahead in the CSS Group?

Focus, an ability to understand the objectives of the company and keep your own objectives aside for the time being. There will be an opportunity for both of them to merge at some point, as this happened to me.

## What is your renewed focus now for your division?

Growth. Nothing else but growth. You have to take the profile of the company to the next level. We do not want to be known as only a consolidator, a key vendor for a customer. We want a [visibly] balanced profile, saying we cover all products effectively.

## What is your personal philosophy on working with Freight Forwarding at this point?

I am enjoying it! No two days are the same and that's the best part about it right. Every day presents a new opportunity. I am a very aggressive individual but balance it off so that I do not come in as overwhelming. So I will continue to try to do that through a balanced approach, excite the sales guys enough to get them to go out and do it. I do not do business because I

have to - I do it because I want to. That has been my philosophy throughout. You want to take the best out of the personal objectives, take the company objectives and try to get them to meet.

[...] your aggression and arrogance needs to be measured and in balance. It cannot be too much of one. If people need to understand what you are thinking then you need to talk to them a lot more.

### What do you enjoy the most about working here?

The flexibility, the diversity, the energy. It's all about engineering or re-engineering the process. We do not say no, we find a way. That has been a philosophy of the group for a very long time and that is extremely exciting to be a part of.

### With the current state of affairs in the industry, what predictions can you make using your knowledge, thus far?

I think the industry is in a state of flux right now. Things change beyond your

control. Right now, 2018 looks good. I am not going to predict anything. We're going to ride the wave, going to put in control measures so that we do not fall off the edge of the wave. While it seems steady and stable, it is not. It looks more like the calm before the storm. We have some pretty focused plans in place where we are going to grow our business organically.

### There are certain ways people handle failure and success - how would you handle failure for certain objectives, or a division?

Failure for me is more internal; it's not external. Even in success, I beat myself up for failing a lot because you have certain expectations, objectives in anything that you initiate personally, or professionally. I do not have a philosophy or a thought process when it comes to external failures - it is always internal.

### How would you motivate yourself?

If you do what I do, if you work with

the people I work with, live with the people I live with, and if you are friends with the ones I am friends with, you are motivated all the time. It's only about the energy, but it is the ability to think forward. One of the reasons I grew in both my jobs is because I do not think about today. I have a habit of thinking a year, two years, three years from now. If I have an environment that is challenging, it is more than enough to motivate myself. I need to go home feeling mentally exhausted. I need to go home and say, you know what, that was a good day.

### Other than set targets for the rest of the year, is there anything else you have planned with the particular portfolio you are now in charge of?

Targets are one thing, and how to achieve them is the other. It is not enough having a number, it's the process and how we want to achieve that output matters more.

## ABU DHABI SHIP BUILDING SEES SECOND HIGHEST EVER PROFITS



Abu Dhabi Ship Building (ADSB) has managed to break through the AED 100-million barrier with its second-highest profits in history for the year ended December 31st. During 2017, ADSB re-branded its market position, and continued to build on the momentum from all operational segments, according to a statement from Khaled Al Mazrouei, CEO, ADSB. In his statement, Al Mazrouei called attention to the

improved financial position of the company, including increased gross profit (from AED 256.1 million in 2016 to AED 277.1 million in 2017), and increased net profit (from AED 61.3 million in 2016 to AED 104.8 million in 2017). These results were mainly driven by the increased scope of the awarded Marine Support Services contract, which covers a period of three years (until January 2020), and cost efficiencies within

existing Ship Build projects. Furthermore, efforts to expand into oil and gas fields significantly accelerated in 2017. In terms of operations, the company implemented changes to drive a more effective and efficient organization. This included operational changes in the Ship Build (Naval Ship Building and Small Boats Construction), and Services (Marine Support Services, Naval/Commercial MRO, and Oil & Gas) sectors.



# WITH STRONG DETERMINATION EVERYTHING IS POSSIBLE



**Chandra Kala**  
Chief Operating officer

With the recent promotion of **Chandra Kala** to COO of NVOCC, CSS Group the Lighthouse editorial team sat down to gain insight into her past, what she would want the Group's partner and agent networks to know and more.

*By Minaal Pervaiz*

cannot learn it in one year - there is more to it. So I started with handling customers - their doubts and enquiries. You learnt something new every day!

## In your opinion - for a CSS employee to get ahead within this company - what do you think it takes?

CSS is one company that has always given opportunities. You will see staff here that have been with us for a very long time. They grew from, say, the warehouse or the Reception. We always give them the opportunity to grow as long as they prove themselves, are hardworking and loyal. We do not let [our employees] stay stagnant for a long time.

## How do you encourage loyalty among your employees? What does the company end up aligning itself with to create that environment?

I think the term 'loyalty' from an employee's aspect has changed over the years. I think it is any company's responsibility to protect their employees, and I think we do that at the CSS Group. Loyalty defers in that way but since we have a lot of employees that stay with us for a long time [10 to 15 years], I am assuming we are doing our job!

## With your recent promotion to COO of NVOCC at the CSS Group, what does this mean for the portfolio that you will now be managing?

[Previously], I was more focused on ensuring operations went smoothly. Now, Ajay [COO, Freight Forwarding]

## How would you sum yourself up in under two minutes?

I'm a workaholic. I like to get involved from the bottom [up]. If I am doing [a task], I would rather do it from A to Z - I don't like handing it over to anyone which [could be] both a bad and good quality of mine [laughs]. I like things to be perfect. Even for a tiny thing like a report [not being the way I want].

## Tell us about your work background - take us through your entire journey.

Once I [graduated] from college with a BBA in Business Administration, I decided I wanted to do an internship abroad so I went to Singapore [and joined] Shipco Singapore for a year. It was an internship where I had to go to each department [like] import/export, agent development - a three month training in each aspect. I went on to complete my MSc in Logistics after I joined the CSS Group.

## What did you end up learning

## there that you then brought back here?

Basics of logistics - at least I had some knowledge by the time I joined [the CSS Group]! I started with the Key Information Desk - that's the Customer Service Desk that handles all customer calls. On the side, I would help the Marketing team. Then after a year, I was shifted to the Project, Oil & Energy division where I focused on Yacht & Marine logistics. Again, a year passed and I was told to overlook Operations as the Assistant Operations Manager - I was completely involved with Operations after that point.

## How did you first get involved in the Shipping industry?

Even though some don't end up joining their family businesses, I think I knew I was already going to join the CSS Group from an early age. It was [no surprise] - it was not a confusing decision for me to make. I was told to work myself up and I appreciate that because I wanted to know more aspects of logistics. You

and I will directly be responsible for making the CSS Group meet its overall targets and goals. We have two networks - Freight Forwarding and the NVOCC. I will make the decisions when it comes to NVOCC that includes mostly the LCL consolidation business. Again, I will do what is best for the CSS Group.

### **How do you plan on getting your agents and customers excited about these new developments?**

The type of service provided is essential - I telling my team that without service, customers do not come back to us. Even if you make mistakes, learn from them and do not repeat them.

### **Is there a certain approach that you have for yourself in order to make sure there is continuous success in this division?**

My approach is to always discuss my ideas and/or goals with the team;

where I want to go. I can set a goal for myself - that is not a problem - but I will not be able to consider further obstacles that I may have missed without discussing it with my colleagues; senior or junior.

### **How have you made yourself approachable?**

The team I manage goes up to 45 members; I started from their level - they know me for a very long time! We - the CSS Group - have an open door policy. Any staff member is allowed to come to any senior management's office. I allow them to come any time. There is no point in you sitting in your cabin [office], waiting for them to approach you. Take your laptop, sit on their table. Just sit with them.

### **With the current state of affairs with regards to NVOCC and the industry at large, are there any positive or negative predictions you could make for the next year?**

There are logistics companies

that are coming in every day, but disappearing at the same rate too. They do not understand the importance of logistics - the basic concepts. I would like to see mutual cooperation amongst other companies in the same field.

### **How you would handle failure?**

If you know failure is coming, stay cool. Especially at my level, I cannot freak out or else everyone behind us will fall! We have to be confident even if there is impending failure!

### **What motivates you?**

My team and colleagues.

### **What would you want your partner and agent networks to know with regards to this new announcement?**

I would like to work in a mutual manner where we grow together, rather than it being just a one-sided relationship.

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# HEAVY LIFT MARITIME AND TRANSPORT SEMINAR BREMEN - MAY 29, 2018

## ■ GLOBAL PROJECT LOGISTICS NETWORK ANNOUNCES THE HEAVY LIFT MARITIME AND TRANSPORT SEMINAR.

After the huge success in the past they are now offering again their renowned "Heavy Lift Maritime and Transport Seminar" on May 29, 2018 at the Dorint Park Hotel in Bremen, just ahead of Breakbulk Europe in Bremen.

### ***Below are a few highlights in short:***

**This technical seminar includes calculations,**

**equipment and safety instructions. The main aim is to provide project forwarders that are already on the job with additional technical know-how on heavy lifting in the offshore sector.**

The full day seminar is conducted by our Dutch expert who has more than 22 years of experience in handling project cargo. A certificate and a detailed

manual will be also handed out to all participants.

**Covered are the following topics:** Heavy Lift Shipping, Lashing and Securing Sea Freight, Roll-on / Roll-off Operations, Offshore Lifting, Load out/ Load in, Lifting Equipment, etc.

**Special price:** Euro 550-per person (subject to a minimum of 20 attendees).

Don't miss this opportunity to learn more about Heavy Lift Shipping and expand your technical abilities for your project cargo business!

Please confirm now your participation by return email to undersigned as space is limited and given away on a first-come, first-served basis.

(As announced and informed by GPLN)

# ANOTHER FEATHER IN THE CAP

■ CSS COMPLETES PROJECTS MOVE BEFORE THE TIME COMMITTED



An extraordinary feeling was evident on the faces of the Projects team of CSS, when they received the letter of appreciation from the client, for successfully completing a major project movement for the HSS Consortium Al- Zour refinery project, before the time committed. Of course, that was not the first instance though.

Ahmed Fuad and his team had spent 87 harsh days with utmost perseverance for moving 70,000 tonnes of coated pipes, of both 10 and 30 inches, and 4 cable drums of 85 tonnes each. "It was particularly pleasing for me and my team to see

Our team brought in another accolade by successfully displaying exemplary skills and exceeding the client satisfaction. Each project gives us a chance to add a new lesson to our experience. This project was an example of how dedication and commitment can add value to the jobs undertaken

the customer benefitting from joining hands with CSS Group. It was a testing time again for my team yet a great example of the level of service CSS is able to deliver for our clients when it comes to challenging projects" mentioned **Ahmed Fuad, Senior Business Development Manager, Projects Oil & Energy division, CSS Group.**

The movement of the

cargo started from the storage area to a private boat jetty. The scope of the work included, loading, transportation and offloading on to the barges. The cargo was then fastened on to the barges which demanded high level of technical skills. Altogether there were 16 barges on duty for carrying the cargo to the destination in Kuwait. The usual pre-

move surveys, and technical testing were done by the survey team of the Projects department. The expected time of projects completion was 100 days which was committed before the move to the client, however, CSS could successfully cross the finishing line in 87 days.

"Our team brought in another accolade by successfully displaying exemplary skills and exceeding the client satisfaction. Each project gives us a chance to add a new lesson to our experience. This project was an example of how dedication and commitment can add value to the jobs undertaken." Commented **Raj George, Senior Vice President, Projects Oil & Energy division, CSS Group.**



# BOOMING LOGISTICS BUSINESS IN INDIA

## ■ DESPITE INFRASTRUCTURAL DEFICIENCIES CSS PERFORMS WELL IN NORTH INDIA

CONSOLE SHIPPING SERVICES INDIA PVT. LTD. HAS SEEN A STEADY GROWTH IN THE YEAR 2017. LIGHTHOUSE SPOKE TO THE CSS TEAM IN DELHI, THE CAPITAL CITY OF THE COUNTRY TO KNOW MORE ABOUT THEIR GROWTH PLANS, CHALLENGES AND OPPORTUNITIES.

The logistics industry is evolving rapidly in India. This is as a result of the combined forces from the infrastructure, technology and innovative approaches from the service providers. India has been widely acclaimed as an investor friendly country as well. But the economic growth has slightly reduced its pace in the post GST scenario.

The lack of liquidity in the market has badly affected the situation. As per **Rajesh Arora, Vice President, CSS North India**, the outstanding collection has become a nightmare due to the lack of liquid funds. The GST return which has to come from the government has not been materialised yet. The exporters are holding orders as they have to part with 28% as GST and that too for more than 6 months.

Lack of infrastructure is



another major stumbling block on the path of development. Emphasis should be laid on building world-class road networks, integrated rail corridors, modern cargo facilities at airports. Logistics parks should be set up and accorded a status equivalent to Special Economic Zones.

“The warehousing facilities, for instance is too insufficient in this part of the country. Delhi market depends mainly on three terminals the IGI Airport, Inland Container Depot, Tughlakabad & Container Freight station, Patparganj. All three terminals

are over booked and not at all properly equipped to cater the entire Delhi & NCR business” Commented Rajesh.

It is estimated that the industry will continue to grow at a robust rate of 10-15 per cent annually. Hence more attention needs to be given for the overall growth and development. Lack of transport integration is another challenge in the region. Delhi CFS has a minimum stopping time of a month for rail movement from Ports. Due to lack of proper service and infrastructure problem 30% of ICD cargo

went to SEA ports severely affecting EXIM trade.

Even though problems were numerous, CSS Delhi performed well in the last quarter and the new office in Ludhiana is doing extremely good. CSS India management hopefully wait to hear the government intervention in improving the ailing infrastructure which will bring a greater impact on the growing logistics industry. It is indeed necessary to realise that training facilities too should be improved so as to mould a competent down the line to take the business to greater heights, Rajesh mentions.

Emphasis on research and development is potent because it encourages the use of indigenous technology, which can make the industry cost-effective and can also bring about improvement in services.

## IATA FOR CSS INDIA

### ■ CONSOLE SHIPPING SERVICES INDIA PVT. LTD HAS BEEN RECOGNISED WITH IATA CERTIFICATION.



Governed by the Cargo agency conference, IATA cargo agency programme affords benefits to both airlines and agents. It provides agency with industry recognition

of their financial and professional competence while airlines gain access to a global distribution network of approved agents to sell their products. As an IATA agent they get

access to Cargo account settlement system(CASS) at no cost as well. CSS India today operates from 11 offices offering a wide range of services in the shipping and logistics industry.

# PROMISING DAYS AHEAD-CSS KSA

With the recent addition of **Faisal R** as the Co-Director of CSS Kingdom of Saudi Arabia, the Lighthouse editorial team sat down to gain insight into his past experience, opinions and more.

*By Minaal Pervaiz*



**Faisal R**  
Co-Director

contact to everything shipping related and became more interested when I began to consider my further studies.

## **Tell us how you joined the CSS KSA branch. Why did you want this job?**

I joined CSS KSA because of my interest and experience with [the CSS Group]. I knew that with the knowledge I acquired whilst pursuing my career, plus the experience I have accumulated throughout the years, it would be my next best step.

## **With your recent addition as a Co-Director (working alongside Britto Satheesh) of CSS KSA, what does this mean for the portfolio you will be managing?**

We will be taking CSS KSA further, representing a big challenge that I am looking forward to.

## **How would you handle failure?**

I can best describe how I see failure through the words from Thomas A Edison: "I have not failed. I have found 10,000 ways it will not work." These words

have followed me since my upbringing and are something that best describe our way of working in the logistics world.

## **What do you enjoy most about working at CSS KSA?**

I am excited - it is a good opportunity to work with people from all over the world and share ideas to constantly bring innovation within the company.

## **What do you think the current state of affairs are in the industry and possible predictions?**

The current state of affairs is positive because of the 2020 and 2030 vision. Also, business will be improving because of all these new projects across Saudi Arabia right now.

## **What motivates YOU?**

An ambition to grow and make an impact in the industry. Legacy and the passing of knowledge are factors of motivation in my everyday life, and are my driving forces to always want to become bigger and better at what I do.

## **How did you first get involved in the Shipping, Liner and Logistics industry?**

I have been involved in the field for quite a long time. I grew up in close

## MIDDLE EAST STUDENTS WIN PRESTIGIOUS AWARDS AT 2017 ICT SKILL COMPETITION FINAL IN CHINA

Thirteen teams of students from across the region won prizes at Huawei's International ICT Skill Competition finals. The winners were selected following a gruelling five months of qualifying rounds that saw participation from 10 countries in the Middle East. Their prizes were awarded at the ICT Talent Cultivation & Award Ceremony in Shenzhen.

Launched in August 2017 and in partnership with 14 government ministries, the Huawei Middle East ICT Skill Competition was hugely successful in its mission to unearth and cultivate the region's finest ICT talent,

bringing together more than 10,285 students from 121 educational institutions. The 13 finalist teams had a unique opportunity to learn from Huawei's leading global ICT on an all-expense paid trip to Huawei's headquarters in China.

The First Prize went to a team from Lebanon, Second Prize went to two teams from Pakistan, while the Third Prize went to three teams from Bahrain, Jordan and Oman. The remaining seven teams won the Excellence Prize to award them for their great participation. Six tutors and five academic institutions received the Excellent Tutor and Excellent Academy Awards.



# ENVIROTAINER NAMED BEST ACTIVE TEMPERATURE-CONTROLLED PACKAGING PROVIDER

Envirotainer, the global market leader in secure cold chain solutions for the pharmaceutical supply chain, was voted the Best Active Temperature-Controlled Packaging Solution Provider at the Asia-Pacific Bioprocessing Excellence Award 2018.

“Being acknowledged for an award that promotes efforts to facilitate sustainable supply chain management is a great honor. Our objective is to continue to lead the industry as an advocate of good distribution practices and continue to do our part in securing the cold chain

in the Asia-Pacific region”, says Suat Toh, Head of Sales Asia-Pacific at Envirotainer.

Suat Toh continues, “Part of our success is that we have more than 20 commercial and operational experts stationed across the region who are actively engaging with our customer and partners. At the same time we also invest heavily to educate and train cold chain stakeholders. Last year alone over 3,000 people in the Asia-Pacific region have been trained on Envirotainer and industry best practices. This, together with the 19 Qualified

Envirotainer Provider (QEP) stations plus our own 11 stations throughout the region, allows us to secure the Pharmaceuticals that are being shipped via air for the benefit of the patients. But as I said, we are not done yet.”

Recognizing Asia-Pacific the growing global pharmaceutical hub, Envirotainer has over the past years been broadening its presence by investing in stronger sales coverage in key APAC markets, opening service stations in multiple countries, and strengthening its partnerships in Asia.

# SUPER EARLY BIRD REGISTRATION FOR FWC-2018 CLOSES ON 31ST MARCH

The Federation of Freight Forwarders’ Associations in India (FFFAI) has decided to extend the registration for FIATA World Congress-2018 (FWC-2018) up to 31st March. FFFAI is hosting the FWC-2018, the mega international logistics event first time taking place in India, from September 26-29, 2018 at Pullmann Novotel Hotel, Aerocity in New Delhi.

With the theme “The Future Starts Here” the Congress will be attended by more than 1200 domestic and international delegates from the

logistics and supply chain industry, from more than 120 countries, export import fraternity, senior bureaucrats from the Govt. of India, academicians, who will participate and deliberate on matters concerning international logistics trade, forge strategic alliances and business relations with Indian partners and also enable to showcase India and its infrastructural capabilities as far as logistics is concerned.

Apart from Business Sessions on various crucial topics pertaining to customs broking, freight forwarding

and logistics industry there will be break-out meetings such as B2B Networking Meetings and an Exhibition Trade Fair will also be organized on the side-lines of this Congress.

The B2B meetings are scheduled one day prior to the congress and one day after the main congress i.e. 25th and 29th September, 2018.

Meanwhile, the online registration for the FIATA World Congress 2018 has commenced and members/delegates can register themselves for the congress on <http://www.fiata2018.org>

## EASY SUDOKU PUZZLES

**Sudoku Puzzle 1**

1	4	2		9				5
7			4				8	9
8		5					2	4
2				4	8			
	3				1	2	6	
	8			7	2	9	4	1
	5		2		6			
	2	8			9	4	1	
	7	9	1		8	5	3	

**Sudoku Puzzle 2**

1				9	4	7		5
5	7	3	1		2			
	4			5	3	1		8
	8	1	5	6	7	3	4	
			8		1			7
	5	6	4		9			2
4	6						9	
	3		9	1			7	6
9				4				

**Sudoku Puzzle 3**

4		7		9	1		2	8
	9	8		4		5		
6				5				
9			8		2	1		
					6	2	4	3
7	2				4	9	8	6
	1	4		6	8			2
5		2				8		
8	7			2	3	6	1	

Solved puzzles in page 21



# موانئ دبي العالمية DP WORLD

## DP WORLD AND SUEZ CANAL AUTHORITY MOVE AHEAD WITH DEVELOPMENT OF INTEGRATED INDUSTRIAL AND RESIDENTIAL ZONE IN EGYPT

An agreement to implement the first phase of development of an integrated industrial and residential zone in Sokhna, Egypt has been signed in Dubai today between global trade enabler DP World, the Suez Canal Authority and the Suez Canal Economic Zone (SCZone).

The framework agreement, which establishes a clear timetable of actions required to execute the first phase of the project spanning 30 square kilometres, was signed by Sultan Ahmed Bin Sulayem, Group Chairman and CEO of DP World and Admiral Mohab Mamish, Chairman of the Suez Canal Authority and the Suez Canal Economic Zone (SCZone).

This follows the signing of a partnership agreement at a ceremony in Sharm el-Sheikh, Egypt on the sidelines

of the World Youth Forum in November last year. The joint venture between SCZone (51%) and DP World (49%) with DP World managing the zone, will result in the development a comprehensive industrial zone in Sokhna spanning 75 square kilometres, as well as increasing the capacity of Sokhna port and linking it to the industrial zone to fuel foreign investment and trade growth.

Both parties aim to sign agreements with companies that wish to establish facilities within the zone by March this year.

Sultan Ahmed Bin Sulayem, Group Chairman and CEO, DP World, said: "We are pleased to move ahead with the development of this promising new project, which has the potential to

substantially increase foreign investment into Egypt's economy. In Dubai and at DP World, we have seen first-hand the power of trade infrastructure like free zones and seamless logistics corridors to drive economic growth – today, our flagship Jebel Ali Port and Free Zone together contribute to over 20% of Dubai GDP. We hope to see Sokhna's new industrial zone drive the same if not greater growth for Egypt. Our focus on long term sustainable change will also ensure that this growth is beneficial for generations to come."

Admiral Mohab Mamish, Chairman, Suez Canal Economic Zone (SCZone) and Suez Canal Authority, said: "Our continued partnership reflects the deep-rooted trade ties between our countries and an ongoing strategy to further the growth of both our people and economies. With DP World, Egypt will harness all available resources and capabilities to ensure the success of this project, which will yield significant benefit for future generations. We will be targeting various industries to join the new industrial zone and look forward to realising this growth in the coming months."

## DP WORLD SIGNS AGREEMENT WITH GOVERNMENT OF JAMMU AND KASHMIR AT WORLD GOVERNMENT SUMMIT

### ■ MR. BIN SULAYEM: INDIA HAS VAST ECONOMIC POTENTIAL - UNLOCKING IT IS KEY FOR TRADE

Dubai, United Arab Emirates, 15 February 2018: The government of Dubai, global trade enabler DP World and the government of Jammu and Kashmir have signed a Memorandum of Understanding (MoU) to explore opportunities to develop trade infrastructure in the Indian state.

The agreement will see discussions take place on a multi-modal logistics park and hub in Jammu, comprising warehouses and specialised storage solutions that will also encourage inter-modal transfer of containers, bulk and break-bulk cargo.

Speaking at the World Government Summit, DP World Group Chairman and CEO Sultan Ahmed Bin Sulayem said:

"Opening up the Indian hinterland through new infrastructure and facilities is one of the ways that the Indian economy will continue to grow and we are delighted to enter into these discussions with representatives of the Jammu and Kashmir government.

"India has vast economic potential and unlocking it will provide new trade opportunities. Efficient logistics is the way forward – to get cargo moving faster, safer and more cost effectively for all stakeholders.

"The country is currently the fastest growing in the world with major strides being made already with the logistics

sector set to reach \$215 billion by 2020, 34 mega multi-modal logistics parks and over 1300 infrastructure projects underway. DP World has already invested \$1.2 billion in the last 20 years supporting 28% of all container trade and we look forward to growing this partnership further in Jammu and Kashmir."

The value of goods exported and imported by DP World's operations in India reached almost \$50 billion in 2016, accounting for 15% of India's total non-oil imports and exports. Bilateral trade between the UAE and India has grown from \$128 million 30 years ago to more than \$53 billion today.



# EARTH AND HUMANS

**Rahat Talreja**

Vice President - CSS Central India



All of us live on planet earth. On observation and extrapolation, I have noticed many similarities between the planet we live on and the body we carry. Let us today see the similarities to try and decipher many challenges we face as a race and find possible solutions to it. Or to put it more correctly, rather than finding solutions, we can understand that things which we define as problems, are not problems in itself so no solutions are required.

Earth is 70% water, 30% land  
Human body is 70% water, 30% mass (representing land)  
- Most of us know this.

## The earth and its ecosystem have mainly 5 elements:

**Water** (the water within)

**Fire** (the various fires within at the different chakras)

**Air** (the air within)

**Earth** (the mass of earth which makes the body)

**Ether** (the blue sky colour or the colour of the human soul)

## The human body is also divided into 4 zones:

- The head - which is the Brahman (learned and realised) or the originator of all action/reaction
- The heart, lungs and stomach region - which is the Vaishya (businessmen) or the day to day executors of all action/reaction
- The arms - which is the Kshatriya (warriors) - which help protect the body
- The legs - which are the Shudras (workers) on which the entire system stands which carry the weight and do all the hard work.

(As per ancient Indian social system, people were divided into four classes, based on the duties they perform)

Now, with this basic premise, we can also go deeper and see that the different continents or countries should represent the various body parts.

So let's extrapolate and see the characteristics of various countries and see where they fit or what body part they might be

- The USA - which is the unsaid leader of all countries - through its approach, demeanour and actions, makes me think that it is the HEAD.

We also feel that the USA interferes a lot with the other countries - example in Vietnam, Afghanistan etc but doesn't that is what the brain does? If there is a pain in an ankle or finger or intestine, the brain sends its army of WBC's and RBC's to fight the infection and heal it. Just like the US does. Just thinking!

- Many Indians say that whatever you do, it always feels unclean and chaotic here. So I think somewhere that India is the stomach or intestine. It is chaotic but most essential to digest and run the world.
- I think Africa are the legs of the world. Europe represents the heart & lungs region. I am sure some country is also the liver, some the pancreas, think about it.

Also, most organs below the naval and above the naval have



different environments. Below the naval deal with carbon dioxide mainly. Above deal with oxygen. It makes me think that Canada, Europe, America, Australia belong to the zone above the naval. Asia, Africa, Gulf below the naval. And then what country or geographical point is the navel?

So when we start thinking like this, the first debate of who is superior ends because all body parts are important and interdependent on each other. The head must know that it cannot have any position unless it has legs to carry it.

Also, since the moon and other planetary movements affect the oceans and their currents and also seismic activity, it is safe to say that this validates the whole concept of astrology where the planets and moon should also affect the individual human also.

By reverse inference, I would also keenly want to know what is the blood of the planet earth, what represents a human hiccup, what is the spine of the planet etc, readers are welcome to think and share views.

# Managing Your Empire

If you look at the history of great empires including Roman, Tibetan, Spanish, Russian and British, you see that they all grow to a certain size and then start to fall apart. The simplest and easiest reason for this is because the ethos, that originally bound them together, becomes lost across the ever increasing expanse. Those at the edges start to question why they should conform and the rationale for doing so becomes weakened, eventually leading to the collapse of an empire.

The same effect may be seen in any business, company or organisation. If the centre loses connection with the lowest or farthest component then things can rapidly change adversely. **Consequently if things change at the centre it's important to let those furthest away know what is happening, so that they remain inclusively involved and aware.** Even in smaller workplace and social environments if the message and focus, which unites purpose, becomes cloudy then a breeding ground for misunderstandings may quickly start to permeate. In such a situation even an award winning team may, slowly and almost inconspicuously, start to fall apart simply because of the insecurity that is generated.

One report, from the Rotman School of Management in Toronto, recently published that some 41% of employees from all

types of business noted high levels of stress. Whilst this increase is often blamed on our modern lifestyle, it's insecurity which usually plays the trigger role. Generally we all prefer to know and understand what is expected of us, as this helps us achieve the goals that have been set. Probably like the writer of this article, we all gain satisfaction from knowing that we have done a job well and that the boss appreciates us. But until you get to the top, where the buck stops, even the bosses have a boss. Consequently any changes in management structure at whatever level may have effects in areas where no one anticipated them.

Owing to modern demands, emails, texts, tweets news soon travels. Gossip quickly becomes the truth and fake news proliferates. Social media quickly spreads fear of failure and creates a 'company sickness' even though there is no real foundation for it! This is why it has become so important to ensure that everyone is, 'in the loop' when it comes to spreading good news.

So how may you test to see if you are getting good vibes in the workplace?

Well there is one simple way. Ask yourself this question. When emails arrive or your office telephone rings do you think they are bringing you problems or solutions, good news or bad news? If you appreciate your Company's mission, and you enjoy being part of the team, then you will

regard them as opportunities regardless of their nature. If not, you need to find time to chat with your colleagues to see what may be done to reverse any adverse trends. This is important because expectations about one's professional life have changed over recent years. Work, a pursuit others previously did for money and status, is now assumed to provide us with personal fulfilment. The logic goes that, without fulfilment, we will not realise our potential and will therefore feel unsatisfied at work and less productive. Obviously this is a situation that not only ourselves, but also management, wish to avoid.

So the bottom line is that when management changes are not communicated fully or understood properly it may lead to uncertainty. Uncertainty can then give rise to insecurity, which may cause anxiety, which in its turn brings on stress. As a consequence the motivation to provide our best and achieve our full potential is lost. This is a situation which benefits none of us.

Because of the greater focus on social media and its impact on spreading information, there has been a focus on how beneficial interactions and discussions are encouraged. Many companies now have role-play, get-away-days and other types of 'out of the box' ideas, so that staff feel more able to socialise on a friendly basis. Outside the restraints of being in the

workplace, a more relaxed atmosphere often produces worthwhile outcomes. However here is an old chestnut story which, in this context, is worth repeating.

A sales representative, a project assistant and their manager went off to lunch together when they found an antique magic lamp. They decided to rub it and the Genie of the lamp appeared. The Genie said that each of them could have one wish.

**"Me first!"** says the sales representative. "I want to be on my own magnificent house boat being waited on hand and foot, in my own estate, in the Kerala Backwaters without a care in the world." Whoosh – their dream wish comes true.

**"Me next!"** says the project assistant. I want to be as rich as Elon Musk and have my own paradise island, relaxing on the beach, with an endless supply of everything I desire." Whoosh! Their dream wish comes instantly true.

**"OK, it's your turn," says the Genie to the manager. The manager says, "I want those two back in the office after lunch."**

Now if you understand the logic behind this story, and it makes you chuckle, then you're already well on the way to dealing with any opportunities changes may bring within your workplace. Keep an open mind, build on your experiences, listen to others and have a friendly collective approach and you'll never find yourself stuck on the edges of an empire. You'll be part of the driving force for the better.

*Kaleidoscope desk*



# UNDERSTANDING AN ARBITRATION PROCESS, AND ITS SCOPE IN SINGAPORE



**Joy Thattil**

*Maritime Lawyer & Partner @ Callidus  
Corporate & Maritime Consulting ( CCMC)  
Dubai & India  
joy@calliduscmc.com*

Arbitration is an alternative dispute resolution process, in which the parties to a contract, present the arguments and evidence to an independent and neutral third party known as the “arbitrator” who is appointed by mutual consent or a statutory provision. This arbitrator who acts as a judge makes a determination named as an “award” which is legally enforceable and binding on both the parties.

The arbitration process is similar to going to courts, but is distinct in various forms of other non-binding dispute resolutions like mediation and conciliation. Arbitration is the best alternative to court-based litigation and it is more expedient, neutral, efficient, enforceable and confidential. The next question that arises in one’s mind is, “Which laws will be applicable here?” Well, usually the arbitration agreements seldom make any provisions for the governing law of the arbitration agreements. In International arbitration what needs to be perused are a number of factors like, the laws that govern the contract, the arbitration agreement, the arbitration procedure or the legal seat of arbitration and the law of the States where the award will stand enforceable.

The arbitration agreement is a contract in its own right, and is separable from the substantive contract entered into by the parties. This depicts the doctrine of separability which means that the arbitration agreement can be governed by a different law than that of the governing law of the substantive contract. It is always advisable to incorporate a governing law clause in the arbitration agreement to obviate in future, and in case if it’s not specified in the agreement, then the guidelines laid down by the Court of Appeal in the English courts are

referred to. Arbitration is preferred to litigation because the parties can select neutrals of appropriate nationality and choose the applicable law, language, venue and the Seat of arbitration.

## **Seat of Arbitration:**

The seat of arbitration is also known as “the place” of arbitration or “the locale” and plays a significant role in arbitration as it determines the governing procedural law of the arbitration and the enforceability of the award. It is the legal jurisdiction to which the arbitration is tied and will determine the procedure or rules which govern the arbitration and also makes the mandatory national laws of that country applicable. The canonical model for arbitration is based on “lex arbitri” which means ‘the law of arbitration’ and this varies from country to country. It also contains provisions that regulate the internal and external elements like the composition and appointment of the tribunal, requirements for the arbitral procedure and due process, the enforceability of award, the neutral nature, and many more.

The Geneva Protocol on Arbitration Clauses 1923 exemplifies an early perception that the law applicable to the arbitration should be that of the arbitral seat, and the arbitral procedure including the constitution of the arbitral tribunal shall be governed by the will of the parties and the law of the country in whose territory the arbitration takes place. The basic approach of the Model law is that the law applicable to each arbitration (the lex arbitri) will be the law of the place where the arbitration takes place (the lex loci arbitri) and the selection of the “Seat” of arbitration

ordinarily results in the arbitration being conducted in accordance with the jurisdictions legal framework, with such derogations or variation as may be permitted. So if Singapore is selected as the “seat” of arbitration, it mandatorily and automatically adopts the Singapore Arbitration Act or the International Arbitration Act. The place of arbitration is different from the physical venue of arbitration which is the place where the arbitral tribunal carries on the hearing witnesses, experts or the parties. Traditionally the most popular seats of arbitration were London, Paris, New York and Geneva, where the oldest arbitral institutions are based, but the latest surveys shows Singapore growing to be one of the most popular preferences.

The International Arbitration Survey, conducted yearly by the School of International Arbitration since 2006 has depicted improvements and innovations in International Arbitration practices and trends worldwide. It has Ranked Singapore as the fourth most preferred and widely used seat in the 2015 International Arbitration survey, making Singapore a leading venue for international Arbitration. Asia has seen a significant growth in Arbitration due to the global economic evolvments making the two financial centres of Asia, Singapore and Hong Kong major seats in that region.

*to be continued...*

# INBOUND

DUBAI

VESSEL	VOY	BAHRAIN	BANGKOK	BARCELONA	BREMEN	BUSAN	CHENNAI	DELHI	GENOA	GUANGZHOU	HONGKONG	KARACHI	KEELUNG	KUWAIT	NHAVA SHEVA	NEW YORK	NINGBO	QINGDAO	ROTTERDAM	SHANGHAI	SINGAPORE	SOUTHAMPTON	XIAMEN	XINGANG	JEBEL ALI	
OEL JUMERAH	0028	2-Mar																							6-Mar	
OEL JUMERAH	0029	9-Mar																								13-Mar
OEL JUMERAH	0030	16-Mar																								20-Mar
OEL JUMERAH	0031	23-Mar																								27-Mar
OEL JUMERAH	0032	30-Mar																								3-Apr
OEL JUMERAH	0033	6-Apr																								10-Apr
OEL JUMERAH	0034	13-Apr																								17-Apr
OEL JUMERAH	0035	20-Apr																								24-Apr
XIN HONG KONG	024W		1-Mar																							21-Mar
COSCO INDONESIA	079W		8-Mar																							28-Mar
CSCCL PUSAN	020W		15-Mar																							4-Apr
COSCO BEIJING	069W		22-Mar																							11-Apr
COSCO EUROPE	069W		29-Mar																							18-Apr
OOCL SINGAPORE	020W		5-Apr																							25-Apr
XIN HONG KONG	025W		12-Apr																							2-May
EMMA MAERSK	809E			6-Mar																						26-Mar
MSC ALEXANDRA	810E			11-Mar																						31-Mar
MAERSK HONAM	811E			19-Mar																						8-Apr
MSC PALOMA	812E			26-Mar																						14-Apr
MSC ROSA M	813E			3-Apr																						23-Apr
MSC DANIELA	814E			8-Apr																						28-Apr
MSC VENICE	815E			15-Apr																						5-May
MAERSK GENOA	1803				6-Mar																					31-Mar
MAERSK SABAT	1805				13-Mar																					7-Apr
DAU	1805				20-Mar																					14-Apr
MAERSK SALTORO	1805				27-Mar																					21-Apr
MAERSK STADELHORN	1805				3-Apr																					28-Apr
MAERSK GUATEMALA	1805				10-Apr																					5-May
MAERSK GIBRALTAR	1805				17-Apr																					12-May
MAERSK GUAYAQUIL	1805				24-Apr																					19-May
APL LE HAVRE	277					6-Mar																				27-Mar
CMA CGM AQUILA	279					13-Mar																				3-Apr
APL DUBLIN	281					20-Mar																				10-Apr
CMA CGM LYRA	283					27-Mar																				17-Apr
APL CHONGQING	285					3-Apr																				24-Apr
APL LE HAVRE	287					10-Apr																				1-May
ALS FIDES	0002W						3-Mar																			18-Mar
MESSINI	064W						9-Mar																			25-Mar
SIMA BRIZO	007W						17-Mar																			1-Apr
XIAMEN	007W						24-Mar																			8-Apr
ALS FIDES	0003W						31-Mar																			15-Apr
MESSINI	066W						7-Apr																			22-Apr
SIMA BRIZO	008W						14-Apr																			29-Apr
EMIRATES ASANTE	O1807						3-Mar																			9-Mar
CENTAURUS	O1808						9-Mar																			16-Mar
NORO	O1809						16-Mar																			23-Mar
BUSAN TRADER	O1810						24-Mar																			30-Mar
CMA CGM THAIET	O1811						2-Apr																			6-Apr
EMIRATES ASANTE	O1812						9-Apr																			13-Apr
CENTAURUS	O1813						16-Apr																			20-Apr
CMA CGM SEMIN	276MEE							6-Mar																		23-Mar
CMA CGM MUSCA	276MEE							13-Mar																		30-Mar
CMA CGM TITAN	280MEE							20-Mar																		6-Apr
OOCL BANGKOK	025E							27-Mar																		13-Apr
CMA CGM LEO	0ME02E1MA							10-Apr																		27-Apr
APL GWANGYANG	0ME04E1MA							17-Apr																		4-May
CMA CGM CASSIOPEIA	0ME06E1MA							24-Apr																		11-May
XIN HONG KONG	024W								2-Mar																	21-Mar
CSCCL PUSAN	020W								9-Mar																	28-Mar
COSCO BEIJING	069W								23-Mar																	11-Apr
COSCO EUROPE	069W								30-Mar																	18-Apr
COSCO INDONESIA	079W								6-Apr																	25-Apr
XIN HONG KONG	025W								13-Apr																	2-May
CSCCL PUSAN	021W								20-Apr																	9-May
CSCCL JUPITER	139									9-Mar																23-Mar
OOCL SEOUL	128									16-Mar																30-Mar
CSCCL NEPTUNE	009									23-Mar																6-Apr
CAPE KORTIA	119									30-Mar																13-Apr
OOCL SINGAPORE	020									6-Apr																20-Apr
COSCO SHIPPING KILIMANJARO	003									13-Apr																27-Apr
CSCCL JUPITER	140									20-Apr																4-May
NAVICOS VERANO	W004													7-Mar												9-Mar
SIMA GENESIS	W025													14-Mar												16-Mar
NAVICOS VERANO	W005													21-Mar												23-Mar
SIMA GENESIS	W026													28-Mar												30-Mar
NAVICOS VERANO	W006													4-Apr												6-Apr
SIMA GENESIS	W027													11-Apr												13-Apr
NAVICOS VERANO	W007													18-Apr												20-Apr

ABOVE MENTIONED ARE TENTATIVE VESSELS AND ARE SUBJECT TO CHANGE.



# INBOUND

DUBAI

VESSEL	VOY	BAHRAIN	BANGKOK	BARCELONA	BREMEN	BUSAN	CHENNAI	DELHI	GENOA	GUANGZHOU	HONGKONG	KARACHI	KEELUNG	KUWAIT	NHAVA SHEVA	NEW YORK	NINGBO	QINGDAO	ROTTERDAM	SHANGHAI	SINGAPORE	SOUTHAMPTON	XIAMEN	XINGANG	JEBEL ALI		
HYUNDAI VICTORY	022W												7-Mar													23-Mar	
HYUNDAI DREAM	023W												14-Mar														30-Mar
HYUNDAI HONOUR	007W												21-Mar														6-Apr
HYUNDAI RESPECT	007W												28-Mar														13-Apr
HYUNDAI DRIVE	021W												4-Apr														20-Apr
HYUNDAI PRIDE	021W												11-Apr														27-Apr
HYUNDAI HOPE	024W												18-Apr														4-May
SAFMARINE KURAMO	1821												5-Mar														6-Mar
SAFMARINE KURAMO	1823												12-Mar														13-Mar
SAFMARINE KURAMO	1825												19-Mar														20-Mar
SAFMARINE KURAMO	1827												26-Mar														27-Mar
SAFMARINE KURAMO	1829												2-Apr														3-Apr
SAFMARINE KURAMO	1831												9-Apr														10-Apr
SAFMARINE KURAMO	1833												16-Apr														17-Apr
OEL TRANSWORLD	0040														4-Mar												11-Mar
OEL EMRATES	1073														11-Mar												18-Mar
OEL TRANSWORLD	0041														18-Mar												25-Mar
OEL EMRATES	1074														25-Mar												1-Apr
OEL TRANSWORLD	0042														1-Apr												8-Apr
OEL EMRATES	1075														8-Apr												15-Apr
OEL TRANSWORLD	0043														15-Apr												22-Apr
MAERSK KINLOSS	1803																3-Mar										31-Mar
NORTHERN MONUMENT	1803																10-Mar										7-Apr
MAERSK CHICAGO	1803																17-Mar										14-Apr
MAERSK PITTSBURGH	1803																24-Mar										21-Apr
MAERSK ATLANTA	1805																31-Mar										28-Apr
NORTHERN MAGNUM	1805																7-Apr										5-May
MAERSK HARTFORD	1805																14-Apr										12-May
YM COSMOS	137W																	03-Mar									21-Mar
APL LE HAIRE	277GEW																	10-Mar									27-Mar
CMA CGM AGUILA	018W																	17-Mar									3-Apr
APL DUBLIN	007W																	24-Mar									10-Apr
CMA CGM LYRA	283GEW																	31-Mar									17-Apr
APL CHONGQING	285GEW																	07-Apr									24-Apr
YM BAMBOO	137W																	14-Apr									2-May
UNAVZAH	005W																	2-Mar									22-Mar
AN SNAN	006W																	9-Mar									29-Mar
AL GIBLA	006W																	16-Mar									5-Apr
AULLA	005W																	23-Mar									12-Apr
BASLE EXPRESS	024W																	30-Mar									19-Apr
UNAVZAH	006W																	6-Apr									26-Apr
AN SNAN	007W																	13-Apr									3-May
MAERSK GUAYAGUIL	1803																		3-Mar								24-Mar
MAERSK GENOA	1803																		10-Mar								31-Mar
MAERSK SARAT	1805																		17-Mar								7-Apr
DALI	1805																		24-Mar								14-Apr
MAERSK SALTORO	1805																		31-Mar								21-Apr
MAERSK STADELHORN	1805																		7-Apr								28-Apr
MAERSK GUATEMALA	1805																		14-Apr								5-May
WAN HAI 613	025W																			8-Mar							28-Mar
KOYA CEMPAKA	034W																			15-Mar							4-Apr
WAN HAI 612	024W																			22-Mar							11-Apr
WAN HAI 611	027W																			29-Mar							18-Apr
WAN HAI 613	026W																			5-Apr							25-Apr
KOYA CEMPAKA	035W																			12-Apr							2-May
HONG KONG EXPRESS	023W																				1-Mar						8-Mar
UNAVZAH	005W																			14-Mar							22-Mar
AN SNAN	006W																			21-Mar							29-Mar
AL GIBLA	006W																			28-Mar							5-Apr
AULLA	005W																			4-Apr							12-Apr
BASLE EXPRESS	024W																			11-Apr							19-Apr
HONG KONG EXPRESS	024W																			18-Apr							26-Apr
MAERSK GENOA	803E																					3-Mar					31-Mar
MAERSK SARAT	805E																						10-Mar				7-Apr
DALI	805E																										14-Apr
MAERSK SALTORO	805E																										21-Apr
AERSK STADELHORN	805E																										28-Apr
MAERSK GUATEMALA	805E																										5-May
MAERSK GIBRALTAR	805E																										12-May
XIN HONG KONG	095																										21-Mar
APL LE HAIRE	277																										28-Mar
APL DUBLIN	281																										4-Apr
COSCO BEIJING	070																										11-Apr
COSCO EUROPE	069																										18-Apr
CMA CGM VELA	305																										26-Apr
CMA CGM AGUILA	279																										3-Apr
APL DUBLIN	281																										10-Apr
CMA CGM LYRA	283																										17-Apr
APL CHONGQING	285																										24-Apr
APL BARCELONA	287																										1-May
APL SALALAH	289																										8-May

ABOVE MENTIONED ARE TENTATIVE VESSELS AND ARE SUBJECT TO CHANGE.

# OUTBOUND

DUBAI

VESSEL	VOY	JEBEL ALI	ABU DHABI	ALEXANDRIA	AOABA	BAHRAIN	CHENNAI	COCHIN	COLOMBO	DAMMAM	DAR ES SALAM	DELHI	FELIXSTOWE	HAMBURG	JEDDAH	KARACHI	KUWAIT	MALE	MOMBASA	SOHAR	NEW YORK	NHAVA SHEVA	RIYADH	ROTTERDAM	UMM QASR	SINGAPORE		
EXPRESS EUPHRATES	O146	3-Mar	04-Mar																									
NORTHERN DEDICATION	1809E	06-Mar	07-Mar																									
EXPRESS EUPHRATES	O147	10-Mar	11-Mar																									
NORTHERN DEDICATION	1810E	13-Mar	14-Mar																									
EXPRESS EUPHRATES	O148	17-Mar	18-Mar																									
NORTHERN DEDICATION	1811E	20-Mar	21-Mar																									
EXPRESS EUPHRATES	O149	24-Mar	25-Mar																									
NORTHERN DEDICATION	1812E	27-Mar	28-Mar																									
EXPRESS EUPHRATES	O150	31-Mar	01-Apr																									
NORTHERN DEDICATION	1813E	4-Apr	05-Apr																									
EXPRESS EUPHRATES	O151	7-Apr	08-Apr																									
MAERSK KALMAR	1804	05-Mar		21-Mar																								
MAERSK KITHIRA	1804	12-Mar		28-Mar																								
MAERSK KLAIPEDA	1804	19-Mar		4-Apr																								
MAERSK KIMI	1806	26-Mar		11-Apr																								
MAERSK KYRENIA	1806	02-Apr		18-Apr																								
MAERSK KARACHI	1806	09-Apr		25-Apr																								
RIO NEGRO	1808	16-Apr		2-May																								
LISBON	1802	6-Mar			25-Mar																							
CHICAGO	1804	13-Mar			01-Apr																							
MAERSK YAMUNA	1806	27-Mar			15-Apr																							
MAERSK TEMA	1806	3-Apr			22-Apr																							
CSL SANTA MARIA	1804	10-Apr			29-Apr																							
MAERSK INDUS	1806	17-Apr			06-May																							
MAERSK EUPHRATES	1804	24-Apr			13-May																							
ASIATIC CLOUD	O014	02-Mar				03-Mar																						
OEL JUMEIRAH	O029	07-Mar				08-Mar																						
ASIATIC CLOUD	O015	09-Mar				10-Mar																						
OEL JUMEIRAH	O030	14-Mar				15-Mar																						
ASIATIC CLOUD	O016	16-Mar				17-Mar																						
OEL JUMEIRAH	O031	21-Mar				22-Mar																						
ASIATIC CLOUD	O017	23-Mar				24-Mar																						
OEL JUMEIRAH	O032	28-Mar				29-Mar																						
ASIATIC CLOUD	O018	30-Mar				31-Mar																						
OEL JUMEIRAH	O033	04-Apr				05-Apr																						
ASIATIC CLOUD	O019	07-Apr				08-Apr																						
OEL JUMEIRAH	O034	11-Apr				12-Apr																						
ASIATIC CLOUD	O020	14-Apr				15-Apr																						
SIMA BRIZO	006E	05-Mar					16-Mar																					
XIAMEN	006E	12-Mar					23-Mar																					
NAVICO VERDE	008E	19-Mar					30-Mar																					
MESSINI	064E	26-Mar					06-Apr																					
SIMA BRIZO	007E	02-Apr					13-Apr																					
XIAMEN	007E	09-Apr					20-Apr																					
NAVICO VERDE	009E	16-Apr					27-Apr																					
SIMA BRIZO	006E	5-Mar					11-Mar																					
XIAMEN	006E	12-Mar					18-Mar																					
NAVICO VERDE	008E	19-Mar					25-Mar																					
MESSINI	064E	26-Mar					1-Apr																					
SIMA BRIZO	007E	2-Apr					8-Apr																					
XIAMEN	007E	9-Apr					15-Apr																					
NAVICO VERDE	009E	16-Mar					22-Apr																					
SIMA BRIZO	006E	5-Mar					13-Mar																					
XIAMEN	006E	12-Mar					20-Mar																					
NAVICO VERDE	008E	19-Mar					27-Mar																					
MESSINI	064E	26-Mar					03-Apr																					
SIMA BRIZO	007E	2-Apr					10-Apr																					
XIAMEN	007E	9-Apr					17-Apr																					
NAVICO VERDE	009E	16-Apr					24-Apr																					
BASLE EXPRESS	E023	4-Mar								6-Mar																		
XIN YAN TAI	182E	7-Mar								9-Mar																		
HONG KONG EXPRESS	E023	11-Mar								13-Mar																		
MAYSSAN	1805E	14-Mar								16-Mar																		
ALULA	E004	18-Mar								20-Mar																		
AMOLJANA	1806E	21-Mar								23-Mar																		
UNAYZAH	E005	26-Mar								28-Mar																		
COSCO SINGAPORE	120E	28-Mar								30-Mar																		
AIN SNAN	E006	1-Apr								3-Apr																		
UASC YAS	1808E	4-Apr								6-Apr																		
AL QIBLA	E006	8-Apr								10-Apr																		
SAFMARINE NGAMI	1805	01-Mar									13-Mar																	
JACK LONDON	1805	08-Mar									20-Mar																	
NICOLINE MAERSK	1805	15-Mar									27-Mar																	
SAFMARINE NYASSA	1805	22-Mar									03-Apr																	
CAPE MAYOR	1806	29-Mar									10-Apr																	
SAFMARINE NGAMI	1807	05-Apr									17-Apr																	
NICOLINE MAERSK	1807	19-Apr									01-May																	

ABOVE MENTIONED ARE TENTATIVE VESSELS AND ARE SUBJECT TO CHANGE. ALSO DIRECT SERVICES TO CHENNAI, DOHA, RIYADH AND SHARJAH



# OUTBOUND

DUBAI

VESSEL	VOY	JEBEL ALI	ABU DHABI	ALEXANDRIA	QAABA	BAHRAIN	CHENNAI	COCHIN	COLOMBO	DAMMAM	DAR ES SALAM	DELHI	FELIXSTOWE	HAMBURG	JEDDAH	KARACHI	KUWAIT	MALE	MOMBASA	SOPAR	NEW YORK	NHAVA SHEVA	RIYADH	ROTTERDAM	UMM QASR	SINGAPORE	
NORTHERN PRACTICE	O63	04-Mar										11-Mar															
NORTHERN PRELUDE	O60	11-Mar										18-Mar															
NORTHERN PRACTICE	O54	18-Mar										25-Mar															
NORTHERN PRELUDE	O61	25-Mar										01-Apr															
NORTHERN PRACTICE	O55	01-Apr										08-Apr															
NORTHERN PRELUDE	O62	08-Apr										15-Apr															
NORTHERN PRACTICE	O56	15-Apr										22-Apr															
MAERSK STADELHORN	1804	4-Mar											30-Mar														
MAERSK GUATEMALA	1804	11-Mar											6-Apr														
MAERSK GIBRALTAR	1804	18-Mar											13-Apr														
MAERSK GUAYAGUIL	1804	25-Mar											20-Apr														
MAERSK GENOA	1804	1-Apr											27-Apr														
MAERSK SARAT	1806	8-Apr											4-May														
DALI	1806	15-Apr											11-May														
MAERSK STADELHORN	1804	4-Mar												07-Apr													
MAERSK GUATEMALA	1804	11-Mar												24-Apr													
MAERSK GIBRALTAR	1804	18-Mar												21-Apr													
MAERSK GUAYAGUIL	1804	25-Mar												28-Apr													
MAERSK GENOA	1804	1-Apr												05-May													
MAERSK SARAT	1806	8-Apr												12-May													
DALI	1806	15-Apr												19-May													
CMA CGM BERLIOZ	2838W	5-Mar												11-Mar													
XIN YAN TAI	183W	12-Mar												18-Mar													
MEYSSAN	1811W	19-Mar												25-Mar													
AMOLIANA	1812W	26-Mar												1-Apr													
COSCO SINGAPORE	1211W	2-Apr												8-Apr													
UASC YAS	1814W	9-Apr												15-Apr													
CMA CGM BERLIOZ	2958W	16-Apr												22-Apr													
NAVICOS VERANO	E004	02-Mar														05-Mar											
SIMA GENESIS	E025	09-Mar														12-Mar											
NAVICOS VERANO	E005	16-Mar														19-Mar											
SIMA GENESIS	E026	23-Mar														26-Mar											
NAVICOS VERANO	E006	30-Mar														02-Apr											
SIMA GENESIS	E027	6-Apr														09-Apr											
NAVICOS VERANO	E007	13-Apr														16-Apr											
NORDIC WISMAR	O27	2-Mar															5-Mar										
EXPRESS EUPHRATES	O147	5-Mar															8-Mar										
NORDIC WISMAR	O28	9-Mar															12-Mar										
X-PRESS EUPHRATES	O148	12-Mar															15-Mar										
NORDIC WISMAR	O29	16-Mar															19-Mar										
X-PRESS EUPHRATES	O149	19-Mar															22-Mar										
NORDIC WISMAR	O30	23-Mar															26-Mar										
X-PRESS EUPHRATES	O150	26-Mar															29-Mar										
NORDIC WISMAR	O31	30-Mar															2-Apr										
X-PRESS EUPHRATES	O151	2-Apr															5-Apr										
NORDIC WISMAR	O32	6-Apr															9-Apr										
X-PRESS EUPHRATES	O152	9-Apr															12-Apr										
NAVICOS VERDE	0008E	5-Mar															21-Mar										
SIMA BRIZO	007E	12-Mar															28-Mar										
NAVICOS VERDE	0009E	19-Mar															4-Apr										
SIMA BRIZO	008E	26-Mar															11-Apr										
NAVICOS VERDE	0010E	02-Apr															18-Apr										
SIMA BRIZO	009E	09-Mar															25-Apr										
SAFMARINE NGAMI	1805	01-Mar																12-Mar									
JACK LONDON	1805	08-Mar																19-Mar									
NICOLINE MAERSK	1805	15-Mar																26-Mar									
SAFMARINE NYASSA	1805	22-Mar																2-Apr									
CAPE MAYOR	1806	29-Mar																9-Apr									
SAFMARINE NGAMI	1807	05-Apr																16-Apr									
MAERSK SEMBawang	1806	14-Apr																23-Apr									
HEBE	810E	2-Mar																			05-Mar						
NORTHERN DISCOVERY	1809E	6-Mar																			13-Mar						
HEBE	811E	9-Mar																			12-Mar						
NORDSPRING	1810E	13-Mar																			20-Mar						
HEBE	812E	16-Mar																			19-Mar						
ETE N	1811E	20-Mar																			27-Mar						
HEBE	813E	23-Mar																			26-Mar						
NORTHERN DEDICATION	1812E	27-Mar																			03-Apr						
HEBE	814E	30-Mar																			02-Apr						
NORTHERN DISCOVERY	1813E	3-Apr																			10-Apr						
HEBE	815E	6-Apr																			09-Apr						
NORDSPRING	1814E	10-Apr																			17-Apr						
HEBE	816E	13-Apr																			16-Apr						

ABOVE MENTIONED ARE TENTATIVE VESSELS AND ARE SUBJECT TO CHANGE. ALSO DIRECT SERVICES TO CHENNAI, DOHA, RIYADH AND SHARJAH

continued...page 20

VESSEL	VOY	JEBEL ALI	ABU DHABI	ALEXANDRIA	AQABA	BAHRAIN	CHENNAI	COCHIN	COLOMBO	DAMMAM	DAR ES SALAM	DELHI	DOHA	FELKASTOWE	HAMBURG	JEDDAH	KARACHI	KUWAIT	MOMBASA	SOHAR	NEW YORK	NHAVA SHEVA	RIYADH	ROTTERDAM	UMM QASR	SINGAPORE	
ROBIN HUNTER	081MTW	02-Mar																			27-Mar						
CMA CGM SAN PEDRO	083MTW	09-Mar																				03-Apr					
NAGOYA TOWER	085MTW	16-Mar																				10-Apr					
THORSTAR	087MTW	23-Mar																				17-Apr					
FRISA AMSTERDAM	089MTW	30-Mar																				24-Apr					
AS CYPRIA	091MTW	06-Apr																				01-May					
ROBIN HUNTER	093MTW	13-Apr																				08-May					
NORTHERN GENERAL	O59	1-Mar																					10-Mar				
NORTHERN PRACTICE	O53	8-Mar																					17-Mar				
NORTHERN GENERAL	O60	15-Mar																					24-Mar				
NORTHERN PRACTICE	O54	22-Mar																					31-Mar				
NORTHERN GENERAL	O61	29-Mar																					7-Apr				
NORTHERN PRACTICE	O55	05-Apr																					14-Apr				
NORTHERN GENERAL	O62	12-Apr																					21-Apr				
COSCO EUROPE	O19E	8-Mar																						14-Mar			
NAVOS VERANO	N005	10-Mar																						16-Mar			
EXPRESS ATHENS	O07E	15-Mar																						22-Mar			
SIMA GENESIS	N026	17-Mar																						23-Mar			
XIN HONG KONG	O24E	22-Mar																						28-Mar			
NAVOS VERANO	N006	24-Mar																						30-Mar			
CSCCL PUSAN	O20E	29-Mar																						4-Apr			
SIMA GENESIS	N027	31-Mar																						6-Apr			
COSCO INDONESIA	O79E	5-Apr																						11-Apr			
NAVOS VERANO	N007	7-Apr																						13-Apr			
MAERSK STADELHORN	1804	4-Mar																						6-Apr			
MAERSK GUALEMALA	1804	11-Mar																						13-Apr			
MAERSK GIBRALTAR	1804	18-Mar																						20-Apr			
MAERSK GUAYAGUIL	1804	25-Mar																						27-Apr			
MAERSK GENOA	1804	01-Apr																						4-May			
MAERSK SARAT	1806	08-Apr																						11-May			
DAU	1806	15-Apr																						18-May			
IRENES RELIANCE	O06N	06-Mar																							8-Mar		
IRENES RELIANCE	O06N	13-Mar																							15-Mar		
IRENES RELIANCE	O07N	20-Mar																							22-Mar		
IRENES RELIANCE	O08N	27-Mar																							29-Mar		
IRENES RELIANCE	O09N	03-Apr																							5-Apr		
IRENES RELIANCE	O10N	10-Apr																							12-Apr		
IRENES RELIANCE	O11N	17-Apr																							19-Apr		
CMA CGM LYRA	269	01-Mar																								13-Mar	
BASLE EXPRESS	O23E	03-Mar																								19-Mar	
APL CHONGQING	271	08-Mar																								20-Mar	
HYUNDAI PRIDE	O20E	10-Mar																								26-Mar	
XIN HONG KONG	O95	22-Mar																								5-Apr	
HYUNDAI VICTORY	O22E	24-Mar																								9-Apr	
APL LE HAVRE	277	29-Mar																								10-Apr	
HYUNDAI DREAM	O23E	31-Mar																								16-Apr	
CMA CGM	279	05-Apr																								17-Apr	
HYUNDAI HONOUR	O07E	07-Apr																								23-Apr	
APL DUBLIN	281	12-Apr																								24-Apr	



## QUOTABLE QUOTES

*Start by doing what's necessary; then do what's possible; and suddenly you are doing the impossible.*

- Francis of Assisi

*Don't judge each day by the harvest you reap but by the seeds that you plant.*

- Robert Louis Stevenson

*A diplomat is a man who always remembers a woman's birthday but never remembers her age.*

- Robert Frost

*Your time is limited, so don't waste it living someone else's life. Don't be trapped by dogma - which is living with the results of other people's thinking.*

*Don't let the noise of others' opinions drown out your own inner voice.*

*And most important, have the courage to follow your heart and intuition.*

- Steve Jobs



# EITHAD CARGO TRANSPORTS 51 SHOW JUMPING HORSES ABOARD 777



transported the elite horses across the globe for the world's most prestigious show jumping event.

Fifty one horses were accompanied by eight professional grooms and a veterinarian as they made the round-trip journey from Liège Airport to Hong Kong International Airport.

Among the precious cargo were the Hong Kong Longines Grand Prix winner Aquila HDC, Paris Longines Grand Prix winner Cornet D'Amour, as well as other champions including Pegase du Murier, Silver Deux de Virton HDC and Garfield.

Justin Carr, Etihad Cargo vice president, said: "Longines Masters is the top show jumping event in the world and we are very proud to have been entrusted to bring these prized animals to this competition."

"Our equine customers are very important to us and our focus on safe, comfortable and reliable services made us a preferred partner for these specialist services. Last year alone, Etihad Cargo's SkyStables shipped more than 2,500 horses around the world," he added.

The Longines Masters horses were transported on a Boeing 777 freighter equipped with a specially designed ventilation structure and temperature control system, two vital components when transporting horses.

Etihad Cargo has shipped a consignment of show jumping horses from Belgium to Hong Kong for the annual Hong Kong Longines Masters.

It is the second year in a row that the freight division of Etihad Airways has



## Talking Dog

A salesman dropped in to see a business customer. Not a soul was in the office except a big dog emptying wastebaskets. The salesman stared at the animal, wondering if his imagination could be playing tricks on him.

The dog looked up and said, "Don't be surprised. This is just part of my job."

"Incredible!" exclaimed the man. "I can't believe it! Does your boss know what a prize he has in you? An animal that can talk!"

"Please don't!" said the dog. "If he finds out I can talk, he'll make me answer the phone, too!"

## EASY SUDOKU PUZZLE SOLUTION

Sudoku Puzzle 1 Solution

1	4	2	8	9	3	6	7	5
7	6	3	4	2	5	1	8	9
8	9	5	6	1	7	3	2	4
2	1	7	9	6	4	8	5	3
9	3	4	5	8	1	2	6	7
5	8	6	3	7	2	9	4	1
4	5	1	2	3	6	7	9	8
3	2	8	7	5	9	4	1	6
6	7	9	1	4	8	5	3	2

Sudoku Puzzle 2 Solution

1	2	8	6	9	4	7	3	5
5	7	3	1	8	2	9	6	4
6	4	9	7	5	3	1	2	8
2	8	1	5	6	7	3	4	9
3	9	4	8	2	1	6	5	7
7	5	6	4	3	9	8	1	2
4	6	5	3	7	8	2	9	1
8	3	2	9	1	5	4	7	6
9	1	7	2	4	6	5	8	3

Sudoku Puzzle 3 Solution

4	5	7	6	9	1	3	2	8
2	9	8	3	4	7	5	6	1
6	3	1	2	8	5	4	7	9
9	4	6	8	3	2	1	5	7
1	8	5	9	7	6	2	4	3
7	2	3	1	5	4	9	8	6
3	1	4	5	6	8	7	9	2
5	6	2	7	1	9	8	3	4
8	7	9	4	2	3	6	1	5

<b>T S Kaladharan</b>	Chairman
<b>Anil Kumar</b>	Director - Finance & Admin
<b>Raj George</b>	Senior V P - Projects, Oil & Energy
<b>Ahmed Al Rais</b>	Senior V P - Airfreight
<b>Arjun Bose</b>	Director - CSS Abu Dhabi, Qatar, Oman, Sharjah

<b>Ajay Krishnan</b>	COO - Freight forwarding
<b>Chandrakala (CK)</b>	COO - NVOCC
<b>Dr. Britto Satheesh</b>	Director - CSS Saudi Arabia
<b>Sreenath V</b>	V P - Operations & Projects
<b>Siby C Kurian</b>	V P - Sales & Marketing

**INDIA**

<b>Rajesh Arora</b>	Vice President - North India
<b>Rahat Talreja</b>	Vice President- Central India
<b>Sudharshan</b>	Vice President - South India

**MIDDLE EAST**
[www.cssgroupsite.com](http://www.cssgroupsite.com)
**Consolidated Shipping Service L.L.C.**

P.O.Box 61334, Jebel Ali (Opposite LOB-8)

**Regional Head Quarters**

Dubai, Tel : +971 4 8831303, Fax : +971 4 8831312

Email : [info@cssdubai.com](mailto:info@cssdubai.com)

**CFS – Container Freight Station**

Dubai, Tel : +971 4 8872333, Fax : +971 4 8872335

Email : [cfsoperations@cssdubai.com](mailto:cfsoperations@cssdubai.com)

**SCM – Supply Chain Management**

Dubai, Tel : +971 4 8831303, Fax : +971 4 8831312

Email : [info@fmclogistics.net](mailto:info@fmclogistics.net)

**Dubai International Airport Cargo Gateway (Dubai Cargo Village)**

P.O. Box 27802, Dubai, UAE, Tel: +971 4 2826176, Fax: +971 4 2826179

Email: [info@cssdubai.com](mailto:info@cssdubai.com)

**Consolidated Shipping Services L.L.C. Abu Dhabi**

P.O. Box 32454, Abu Dhabi, UAE, Tel: +971 2 6431717, Fax: +971 2 6431919

Email: [info@cssabudhabi.com](mailto:info@cssabudhabi.com)

**Consolidated Shipping Services W.L.L. Bahrain**

P.O. Box 2209, Manama, Bahrain, Tel: +973 17540106, Fax: +973 17540107

Email: [info@csibahrain.com](mailto:info@csibahrain.com)

**CSS Homeward Bound**

P.O. Box 27802, Warehouse No. 801-WH11, Al Quoz Industrial first, Dubai,

Tel: +971 4 3217388, Fax: +971 4 2223445

Email : [info@csshomeward.com](mailto:info@csshomeward.com)

**Console Shipping Services W.L.L. Qatar**

P.O.BOX 55537, Al Matar Centre, Old Airport Road, Doha, Qatar

TEL : +974 4 4111318, FAX: +974 4 4111319

Email : [info@cssqatar.com](mailto:info@cssqatar.com)

**Comprehensive Consolidated Trade and Shipping L.L.C. Oman**

P.O Box 815, 117, First Floor, Building A, Hatat Complex,

Wadi Adai, Muscat, Sultanate of Oman

Email: [info@cssmuscat.com](mailto:info@cssmuscat.com)

**CSS Kingston Logistics FZC Sharjah**

P.O.Box 513258, SAIF Zone, Sharjah, UAE, Tel: +971 6 5575111,

Fax: +971 6 5575222

Email : [info@csskingston.com](mailto:info@csskingston.com)

**Consolidated Shipping Services L.L.C. Saudi Arabia****Dammam Head Office**

1st Floor, Al Sunaid Bldg., King Khalid St., Thubaishi, P.O. Box 9580,

Dammam 31423

Kingdom of Saudi Arabia, Tel: +966-13-8333636, Fax: +966-13-8320533

Email : [info@csssaudi.com](mailto:info@csssaudi.com)

**Riyadh Branch**

2ND Floor, Al Selouly Bldg., Jareer St., Malaz, PO Box 14051, Riyadh 11422

Kingdom of Saudi Arabia, Tel: +966-11-2063111, Fax: +966-11-2921260

Email : [info@csssaudi.com](mailto:info@csssaudi.com)

**Jeddah Branch**

Suite 20, Hael Commercial Center, Hael St., PO Box 52143 Jeddah 21563

Kingdom of Saudi Arabia, Tel: +966-12-6427330, Fax: +966-12-6437220

Email : [info@csssaudi.com](mailto:info@csssaudi.com)

**INDIA****Console Shipping Services India Pvt. Ltd. – Bangalore**

Suite 305, III Floor, Sophia's Choice, No.7, St. Mark's Road, Bangalore - 560001

Tel: +91 80 22133011, Fax: +91 80 421110133

Email: [mailblr@cssindiagroup.com](mailto:mailblr@cssindiagroup.com)

**Console Shipping Services India Pvt. Ltd. – Chennai**

Door No. 151, New Corporation Door No. 132, First Floor

"Gee Gee Emerald" Commercial Complex, Valluvarkottam High Road

Nungambakkam, Chennai 600 034,

Tel : 044 28171511/ 28174512/ 28173481/ 28170515

Email: [mailchennai@cssindiagroup.com](mailto:mailchennai@cssindiagroup.com)

**Console Shipping Services India Pvt. Ltd. – Cochin**

Ground Floor, CCHAA Building, Indira Gandhi Road, W / Island, Cochin – 682009,

Telefax: +91 484 2667693 / 2667698

Email: [mailcochin@cssindiagroup.com](mailto:mailcochin@cssindiagroup.com)

**Console Shipping Services India Pvt. Ltd. – Coimbatore**

No.110, Rajpriya Avenue, #41-A&B, Avinashi Road,

Civil Aerodrome Post, Coimbatore- 641014 / INDIA, Tel : +91 422 4394142

Email: [ctrj@cssindiagroup.com](mailto:ctrj@cssindiagroup.com)

**Console Shipping Services India Pvt. Ltd. – Delhi**

A 35, Upper Ground Floor, FIEE Complex, Ma Anandmayee Marg

Block A, Okhla Phase II, Okhla Industrial Area, New Delhi, Delhi 110020

Tel: +91 11 40589900, Fax: +91 11 40589988

Email: [maildelhi@cssindiagroup.com](mailto:maildelhi@cssindiagroup.com)

**Console Shipping Services India Pvt. Ltd. - Kolkata**

Srishti, 3rd floor, flat 3B, 12, Ho-Chi-Minh Sarani, Kolkata - 700071

Mobile : +91 9830295152, Tel : 03346014171, Fax : 03346014171

Email: [mailkolkata@cssindiagroup.com](mailto:mailkolkata@cssindiagroup.com)

**Console Shipping Services India Pvt. Ltd. - Ludhiana**

Room No. 102, venus House, Street no. 09, Jeevan Nagar

Focal Point, Ludhiana-141010

Mob: +91 8284052138, Tel: +91 1615080138

Email: [meena@cssindiagroup.com](mailto:meena@cssindiagroup.com)

**Console Shipping Services India Pvt. Ltd. – Mumbai**

Suite # 102, First Floor, Sai Samarth Building, Deonar, Mumbai - 400088

Tel: +91 22 42212800, Fax: +91 22 42212899

Email: [mailmumbai@cssindiagroup.com](mailto:mailmumbai@cssindiagroup.com)

**Console Shipping Services India Pvt. Ltd. – Tirupur**

NO:7/5,Ganga Nagar, 2nd Street, "MY CAPS" Building 3rd Floor

Behind Hotel Angel, Tirupur-641 602.

Tel: +91 421 2236025/2236302, Fax:+91 421 4332347

Email: [mailtirupur@cssindiagroup.com](mailto:mailtirupur@cssindiagroup.com)

**Console Shipping Services India Pvt. Ltd. – Tuticorin**

No. 5A/179G, Caldwell Colony, 2nd Street [ West ], Tuticorin - 628008

Tel/ Fax : 0461 2377088, Mobile. +91 8220009788

Email: [mailtuti@cssindiagroup.com](mailto:mailtuti@cssindiagroup.com)



## ASSOCIATES

### Consolidated Shipping Services W.L.L. – Kuwait

Suhair Commercial Centre, Opp. Sharq Fire Station, 1st Floor  
Al-Hilali Street, P.O. Box 12075, Shamiya 71651, Kuwait.  
Tel +965 2249 3957, +965 22493960  
Fax +965 2249 3956

Abdulrahman Amin  
Dean Landers

Gr. General Manager  
General Manager

abdulrahmanamin@csskuwait.com  
dean@csskuwait.com

### Hindustan Shipping & Clearing House

Ground Floor, CCHAA Building, Indira Gandhi Road, W/ Island,  
Cochin - 682009 Telefax: + 91 484 - 2667693/ 98

Latha Ashokan

Branch Manager

latha@cssindiagroup.com

### CSS Pakistan Private Limited

#### Corporate Head Office (Karachi)

Suite # 1201-1202, 12th Floor, Emerald Tower  
Plot G-19, Block # 5, Main Clifton Road, Opposite 2 Talwar  
Karachi-74000, Pakistan  
Tel: +92-21-35157921-3, Mob: +92-345-2007530  
Fax: +92-21-35157934, Email: [info.khi@css-pk.com](mailto:info.khi@css-pk.com)

Muhammad Asghar Malik

asghar@css-pk.com

#### Lahore Branch

Office # D-1001, 10th Floor, City Tower, 6-K Main  
Boulevard Gulberg-II, Lahore - Pakistan  
Tel: +92-42-35788788, Mob: +92 345-2007526  
Fax: +92-42-35788979, Email: [info.lhe@css-pk.com](mailto:info.lhe@css-pk.com)

Mudassar Bashir

mudassar.bashir@css-pk.com

#### Sialkot Branch

Suite B4, 1st Floor, Jawed Centre  
Main Defense Road, Silakot, Pakistan  
Tel: +92-52-3250744, Fax: +92-52-3258049  
Email: [info.skt@css-pk.com](mailto:info.skt@css-pk.com)

Muhammad Nasir

m.nasir@css-pk.com

#### Islamabad Branch

Suite# 12, VIP Square, 1-8 Markaz, Islamabad, Pakistan  
Tel: +92-51-4861147 - 8, Mob: +92-345 2009954  
Fax: +92-51-4861149, Email: [info.isb@css-pk.com](mailto:info.isb@css-pk.com)

Arshad Mehood

a.mehmood@css-pk.com

#### Multan Branch

Suite # 1, 3rd Floor, Trust Plaza  
LMQ Road, Multan, Pakistan  
Tel: +92-61-34785027, Mobile No: +92-345-2007530  
Fax: +92-61-34785028, Email: [info.mux@css-pk.com](mailto:info.mux@css-pk.com)

Muhammad Asghar Malik

asghar@css-pk.com

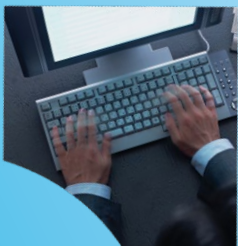
#### Faisalabad Branch

Suite P-47, Chenab Market, Madina Town  
Faisalabad, Pakistan  
Tel: +92-41-8549890, Fax: +92-41-8723381  
Email: [info.fsd@css-pk.com](mailto:info.fsd@css-pk.com)

Muhammad Naeem

m.naeem@css-pk.com

For a detailed contact list, please email [marketing@cssdubai.com](mailto:marketing@cssdubai.com)



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