

LIGHTHOUSE

**THERE IS
SOMETHING
MORE IN NVOCC
BUSINESS**

**AN INFORMAL
GET TOGETHER**

**IFS SPAIN VISITS
CSS GROUP
RECENTLY IN THE
MIDDLE EAST**



PROJECTS OIL & ENERGY



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LIGHTHOUSE

CHAIRMAN'S MESSAGE



T S Kaladharan

Companies are made-up of management and staff that are invariably a unique combination of brains and personalities. Being able to bring all their talents together, in order to achieve success, is a paramount challenge. Consequently, it has always been a debatable issue as to which is more important, personal or company growth. However, I feel it is a topic that needs serious analysis. Nimble companies adapt to new situations and marketing

conditions, whereas rigid companies eventually crack under the strain.

Growth is a word which motivates ambitious people, especially those who have already experienced the phenomena of company fortunes growing and falling. It's unfortunate that self-centered persons never really take time to study the reasons for such ebbing and flowing events.

Correspondingly a company needs to find the time to recognise staff's talents and promote their aspirations for personal growth. Such considerations lead to teams being assigned a manager or leader. Every holder of such positions must develop an ability to study team members' aspirations and respond to them, both individually and collectively. In order for a company to grow successfully change is very important. Realistically meaningful changes are only possible when employees acclaim growth. This motivates them to take on new challenges, expand their capabilities, cultivate new behaviours and entertain innovation.

With these thoughts uppermost, my message for this edition of Lighthouse is specifically directed to the managers and leaders within the CSS Group. You have a responsibility to your company whilst, at the same time, ensuring that this responsibility cascades down to each of your team members. A healthy body relies on all its organs functioning properly. This makes everyone, regardless of their role, an important part of CSS. Our greatest asset is our staff and, as a responsible company focused on developing advancement; we must never forget that appreciating individual aspirations are a solid basis on which to build growth.



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STRENGTHENING RELATIONSHIPS

■ IFS SPAIN VISITS CSS GROUP RECENTLY IN THE MIDDLE EAST

CSS Group recently received Ms. Lilia Garcia, Foreign Sales Manager of IFS Spain at the Regional Headquarters of CSS Group in Dubai. Her visit was as part of a strategic sales campaign initiative to CSS Offices in the Middle East. Along with the subjects of mutual interests and business development, the current market scenario -too- was brought in to the discussion table by both companies. It was mutually agreed to work more closely to enhance business in 2019 through the trade lanes which are already open.

“It was our pleasure to host Ms. Lilia in our Dubai office and show our facilities to her. We would be extremely delighted to work closely to further develop our customer-focused business initiatives and personal relationships with IFS Spain” commented Chandrakala (CK) COO, NVOCC, CSS Group, during the occasion.

During her Middle East tour, Ms. Lilia visited the CSS Group Offices in Sharjah and Bahrain as well. CSS team members from the respective



regions conducted joint sales visits with IFS representative, so that the Middle East customers could directly interact with the Spanish agent. CSS sales staff had an interactive session with Ms. Lilia and discussed many matters which needed close attention.

“In IFS, we believe that the close and continued contact with our partners is the way to improve our common service to the freight forwarders and to understand their needs” mentioned Lilia to Lighthouse.

IFS Spain started in 1985 in Valencia as NVOCC with a firm commitment to provide quality services to industry professionals on the principle of strict neutrality. Since then they expanded in Spain (Barcelona, Madrid, Zaragoza, Bilbao, Sevilla and Alicante) and then opened borders to Portugal, the USA, Mexico, Morocco, Algeria, Tunisia and France.

Consolidated Shipping Group, established in the year 1995 in Dubai, UAE is one of the fastest growing NVOCCs. Being a prominent name in the field of freight forwarding in the Middle East and the Indian Subcontinent, CSS Group has to its credit an enviable list of Global Network Partners.



THERE IS SOMETHING MORE IN NVOCC BUSINESS

■ CHRIS WILSON, PRESIDENT, CARO TRANS, SHARES HIS VIEWS WITH LIGHTHOUSE

Being a renowned and reliable name in the NVOCC business Caro Trans over the years has earned a respectable position both in business and in the minds of their clients. Lighthouse team had a brief chat with Mr. Chris Wilson, the President of Caro Trans, wherein he spoke about the current trends, the future and prospects of NVOCC business.

Chris was optimistic about the current trends and what it leads to the future growth when he shared his views on the business outlay and forecast of the NVOCC business. "The NVOCC business is increasingly competitive and we must continue to deploy technology in the most innovative and efficient means possible. Our clients demand accurate and timely information delivered instantly across the supply chain. However, it is dedicated and passionate Team members delivering exceptional service to our clients that

will become our greatest differentiator."

CSS Group enjoys an in-depth relationship with Caro Trans. They both have been working together for many years and has remained trusted partners supporting each other in their respective regions. Chris continued, "Caro Trans is with CSS Group for 7 years now and we are quite keen to continue developing our services throughout the Middle East. Our goal is to become the number one NVOCC between USA and Middle East."



Focused approach and time bound strategies will define the future prospects of the NVOCC business. Customer centric approaches and personalization has great role to play in developing a meaningful business

model. "We need larger customers and we need to explain to the largest LCL clients how an NVOCC - a true LCL consolidator can add significant value to their supply chain," said Chris.

Various new IT solutions are being implemented by NVOCC companies to increase efficiency, reliability, and security of operations by reducing operational costs. But one must understand that, the NVOCC industry is still slow to develop and deploy interesting technology. As a result, our industry is ripe for a thoughtful and passionate disrupter, Chris added.

While saying goodbye, Lighthouse requested a message from Chris for the CSS family: "Thank you for always supporting our efforts to grow our business. It has been a very strong partnership and we look forward to expanding our business and growing our services throughout the Middle East. Thank you and Wish you a much prospective 2019!" Commented Chris.

NETWORKING OPPORTUNITY DURING BREAKBULK

■ HÖEGH HOSTED DINNER PROVIDES NETWORKING OPPORTUNITY FOR THE PARTICIPANTS

Breakbulk Middle East provided opportunities to interact on several platforms, for the participants. The event was well attended by CSS delegates and participated at the networking dinners. One such was organized by Höegh. Head of Country (UAE), Finn Roden from Höegh invited for a presentation of their Breakbulk cargo handling initiatives, followed by a Customer Appreciation Dinner at the "Bliss 6" Restaurant-The Conrad Hotel Dubai on the 11th of February.

The Global Head of Breakbulk Sales - Stian Omli from Head office in Oslo started off with the opening

speech. CSS Group was represented by Midhun George, General Manager, Abu Dhabi and Angeli Sudheer, Manager Pricing & Customer Service, CSS Dubai.

"It was a well-organized gathering by Team Hoeg opening up the opportunity to interact with the industry partners and meet some old friends from the Industry. Such gatherings help to personalize and strengthen your relationship with your partners." Commented Angeli.

Leif Höegh & Co is an international shipping company, founded in 1927 by Norwegian Leif Höegh (1896-



1974). Since 2006 the company has been structured as two separate entities, Höegh Autoliners and Höegh LNG, with Leif Höegh & Co acting as a common holding company.

AN INFORMAL GET TOGETHER

■ CSS GROUP ATTENDS THE DINNER HOSTED BY MAERSK & SAFMARINE



MAERSK

Safmarine



CSS Group represented by their COO, NVOCC Chandrakala and Deputy General manager, Sales & Marketing Rosh Manoli, attended an informal dinner hosted jointly by the Maersk and Safmarine. The dinner was organized during the Breakbulk Middle East 2019 conference at the Mint leaf of London, Emirates Financial Tower on the 11th February.

CSS Group enjoys a great working relationship with both Maersk and Safmarine over the years. "It gives a positive vibe when you share your time with long term friends from within the professional community. Thanks to Maersk and Safmarine for a delightful dinner networking opportunity" mentioned Chandrakala about the event.

Christopher Cook, Managing Director UAE, Oman & Qatar, Manoj Panicker Special Cargo Manager, Revenue Management A.P. Moller-Maersk India from Maersk and Pankaj Kumar Regional Manager ME & Africa



from Safmarine posed for a photo with CSS Group representatives. "Such get togethers provide invaluable opportunity to share ideas and discuss many industry related topics. Great

evening and thanks to the hosts" commented Rosh. Breakbulk Middle East 2019 was held on 11th & 12th February at the Dubai trade Centre.

CSS - EMPLOYEES OF THE MONTH

JANUARY 2019

NOUFAL SHIRIYA- CSS Kingston, awarded by Thomas Mathew, Branch Manager- CSS Kingston Logistics, Sharjah.



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SAUDI ARABIA POISED TO BE FIRST GCC COUNTRY WITH A HYPERLOOP RAIL SYSTEM



Saudi Arabia will become the first country in the region with a functioning Hyperloop system, says Colin Rhys, VP, Arabian Gulf, Virgin Hyperloop One.

Saudi Arabia's wide-ranging and ambitious Vision 2030 project, and the country's efforts to diversify its economy and revamp logistics infrastructure will see it become the first country in the region with a functioning Hyperloop system, says Colin Rhys,

VP, Arabian Gulf, Virgin Hyperloop One.

"Hyperloop One's presence in the Kingdom will provide a significant GDP uplift," he said. "Saudi Arabia is poised to become the world's first national customer of Hyperloop One's breakthrough technology and be the first country to develop a national Hyperloop network."

"Hyperloop One is consistent with the bold transformative ambitions of Vision 2030 and can act as a high-tech catalyser

through its requirements for software, artificial intelligence and computer-based operating systems," he added.

Rhys was speaking ahead of the opening of The Big 5 Saudi 2019, taking place in Jeddah from 10-13 March 2019.

The leading construction event in the Kingdom announced a 48% increase in the number of free and CPD-certified workshops on offer this year, all dedicated to "Educating and empowering construction professionals to achieve Saudi Vision 2030".

Railways have been a key focus of Saudi Arabia's Vision 2030 initiative. Earlier this month it was announced that Etihad Rail in the UAE would develop a connection between Port Khalifa in Abu Dhabi and the Saudi rail network, while in October last year the Haramain high-speed railway was launched.

The Virgin Hyperloop system is a vacuum-sealed tunnel in which a passenger or cargo pod will travel via magnetic levitation at speeds of up to 1,200-kilometres.

While a Virgin Hyperloop system has been ruled out for the UAE, with primary investor DP World instead focusing on building a system in India, other operators, such as Hyperloop Transportation Technologies, are looking at building a system between Dubai and Abu Dhabi.

CBIC SETS UP WORKING GROUPS TO FACILITATE AND BOOST EXPORTS

NEW DELHI: The Central Board of Indirect Taxes and Customs (CBIC) has set up three working groups to suggest ways to facilitate exports, especially through e-commerce, and improve compliance. The CBIC has constituted three working groups to study and recommend measures to facilitate trade, promote exports. The working groups will focus on export promotion and facilitation with emphasis on boosting exports through e-commerce, addressing the



trade facilitation barriers faced in India's export market and improving the quality of logistics services for exporters.

It will focus on enhancing compliance, plugging

loopholes to improve customs revenue collections and curb Integrated Goods and Service Tax refund frauds, CBIC

said. The groups will also work towards improving the legislative structure of customs tariff and update it to suit the emerging and future needs of the economy

and industry, it added.

The groups will consult stakeholders, including Export Promotion Councils, and submit report within two months.

CBIC Chairman Pranab Kumar Das said the recommendations of the groups would further enhance the Ease of Doing Business and export competitiveness. "CBIC will be using advanced data analytics tools for augmenting revenue and curbing frauds," Das said.

TASTE OF INDIA

Rahat Talreja

Vice President - CSS Central India



In this series, I would like to bring out the real taste of India like Vedic maths, Hemachandra numbers etc which are fascinating concepts and also explain many complex realities of the universe in simple terms. Today we start with Vedic maths.

Vedic Maths

Any number multiplied by 11:

32 times 11 :

Split 3 and 2

3 2

Add 3 and 2 = 5 and put it in between

Answer is 352.

Similarly,

45 times 11 = 495

75 times 11 = 7125 → 1 gets carried over and it becomes 825

Base method (can be used for any numbers close to bases of 10,100,1000 etc)

99 times 97

100 is the base

99 is less than 100 by how much = 01

97 is less than 100 by how much = 03

Now cross subtract : 99 less 3 = 96

Or

97 less 1 = 96

Each way the answer is same so 96 is the first part.

And now multiply the difference 01 times 03 = 03.

So 9603 is the answer.

Do it with 98 times 97 , answer is 9506.

996 times 997

Now take 1000 as the base

996 is less than 1000 by how much = 004

997 is less than 1000 by how much = 003

Now cross subtract : 996 less 003 = 993

Or

997 less 004 = 993

Each way the answer is same so 993 is the first part.

and now multiply the difference 004 times 003 = 012.

So 993012 is the answer.

14 times 12

Base is 10

14 is 4 more than 10

12 is 2 more than 10

So cross Add

First part is 16.

Multiply difference 4 times 2 = 8

So 168 is the answer.

Mental squaring

101 square = 101 times 101

By the same method above, answer is 10201.

102 square = 102 times 102

By the same method, answer is 10404

105 square : 11025

106 square : 11236

Vertically and crosswise sutra:

31 times 12

31

X12

Formula:

a) :: → multiply last digit of each row for last number

b) :: → cross multiply 1st digit of 1st line with 2nd digit of second line

cross multiply 2nd digit of 1st line with 1st digit of second line

Add the two for middle number

c) :: → multiply first digit of each row for 1st number



a. 1 times 2 = 2 - last number

b. 3 times 2 = 6 + 1 times 1 = 1 add the two = 7 - middle number

c. 3 times 1 = 3 - first number

Answer is 372

Now 12 times 34

12

X 34

a. 2 times 4 = 8 - last number

b. 1 times 4 = 4 and 2 times 3 = 6.

4+ 6 = 10 so carry over 1 - middle number is 0.

c. 1 times 3 is 3 + carry over 1 = 4 - first number

Answer is 408.

So the few methods with a few examples of Vedic maths should help you become smarter and not depend always on your smart phone.

Keep massaging your brain and relish the taste of India

Coming up soon with Hemachandra numbers in the next series !

ABOUT CREATIVITY AT WORK

The ability to produce through imaginative skill, to make or bring into existence something new.”

Creativity at Work is a rich resource for developing personal creativity and organizational innovation in the workplace.

HOW IT HAPPENS

To create a new solution you need to define a new problem.

The ability of an individual or team to understand a problem in a new way is one of the most important first steps in the successful creation of a new solution.

Understanding how an individual creates or comes up with something new.

Intelligence and creativity have a complex relationship.

Intelligence is correlated with Creativity. It depends on the measure of creativity used.

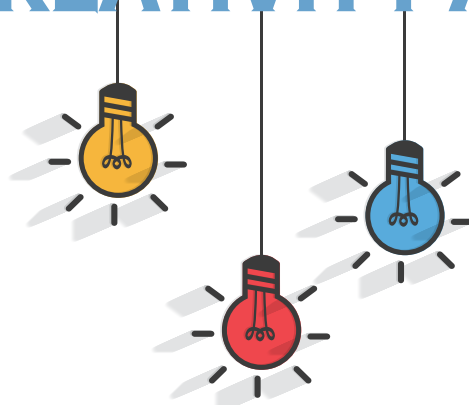
Highly intelligent people can still be uncreative.

CAN CREATIVITY BE LEARNED?

Creativity begins with a:
 Foundation of knowledge
 Learning a discipline
 Mastering a way of thinking
 You can learn to be creative by experimenting, exploring, questioning assumptions.

Five key behaviours that optimize your brain for discovery:

Associating: Drawing connections between questions, problems, or



ideas from unrelated fields.

QUESTIONING

Observing: Scrutinizing the behavior of customers, suppliers, and competitors to identify new ways of doing things.

Networking: Meeting people with different ideas and perspectives.

Experimenting: Constructing interactive experiences and provoking unorthodox responses to see what insights emerge.

OVERCOMING MYTHS ABOUT CREATIVITY

Beliefs that only special, talented people are creative diminish our confidence in our creative abilities.

Researchers examined outstanding performances in the arts, mathematics, and sports, to find out if “the widespread belief that to reach high levels of ability a person must possess an innate potential called talent.”

TO BRING CREATIVITY AT WORKPLACE:

1. Keep asking new Questions

2. Working on you most productive hours
3. Taking risks
4. Try to create something everyday
5. Ask the right questions
6. Bulid a network
7. Practice Openness : It reflects how much you are motivated to consider new ideas, concepts, and experiences. The most creative people are typically very open people.

WAYS TO BRING CREATIVITY AND IMPROVE TALENT (CREATIVE WAYS TO ATTRACT TALENT IN COMPANY):

Let Employees Lead ; Encourage your team to volunteer in leadership roles outside the organization. Encourage employees to look for people who demonstrate strengths in skills that your team needs and reward people internally for identifying and attracting new talent.

Become A Kind Organization : Kindness always works. Kindness works in customer service and it works in relation to attracting and retaining talent. Benefits can be matched,



Nishu Jain
 CSS Delhi

but kindness is unique.

Develop A Mentor-First Mindset :

Ask your leaders to adopt a mentor-first mindset and not just serve as "managers." Managers tend to focus on compliance and conformity; established processes tend to be prioritized over people. Mentors, on the other hand, care deeply about the mission and the humans they hire to accomplish that mission.

Ask For Employee Referrals :

Employee referral programs have always been one of the least utilized but best resources .Provide an incentive to your staff to refer potential employees.

Reach Out To Previous Employees Who Left On Good Terms :

Don't be afraid to contact employees who left on good terms. Figure out why they left (Was it a better opportunity or more money?) and see what it would take for them to rejoin your organization.



DP WORLD INCREASES WATER SUPPLIES TO BERBERA, SOMALILAND

PROJECT ADDS 60 PERCENT MORE WATER TO LOCAL DISTRIBUTION SYSTEM

DP World launched a new water distribution center that increased the water supply in Berbera, Somaliland, by 60%.

Berbera, Somaliland 16 February 2019: Global trade enabler DP World has recently launched a new water distribution center that increased the water supply in Berbera, Somaliland, by 60 percent.

The \$1 million project started in 2018 and includes four water wells, two shallow pools, two water troughs, a concrete reservoir tank and 7.0 km pipeline connected to the main water supply.

The project, powered by a hybrid solar system and a main generator, also included the construction of a mosque near the water distribution center.

It is designed to lessen water shortages in Berbera and to provide clean drinking water to local people and rural communities in the area. The project is part of DP World's strategy for the sustainable development in Somaliland as the increased water capacity will be required due to the growth of Berbera catalyzed by DP World's investment in the port and Special Economic Zone.

Three wells have been handed over to Berbera Municipality with the fourth well and two shallow pools allocated for free drinking water for the local community and their animals.

Since 2017 DP World have improved Berbera Port's performance by 70% and increased the port capacity by 50%. Currently DP World Berbera is developing local talents and has trained over 2700 Somalilanders in 2018 locally and overseas.

Suhail Al Banna, Chief Executive Officer and Managing Director of DP World Middle East and Africa, said: "This support for Berbera is part of our commitment to help develop the areas in which we operate, and we are confident this project will have important benefits for many people across the region. We are committed to ensuring everything we do leaves long term benefit for people in Somaliland and we look forward to continuing to work closely with the Somaliland authorities and people to help improve the quality of life through key infrastructure and sustainability projects."

DP World's initiatives in Somaliland include the sponsorship of 11 schools, a maritime education academy, two hospitals, and a clinic. DP World provided 4.5 million liters of water to the drought committee in Berbera in 2017 to support 15,000 families.

موانئ دبي العالمية DP WORLD

DP WORLD ACQUIRES LEADING EUROPEAN TRANSPORTATION AND LOGISTICS PROVIDER

DP World PLC announces the acquisition of the holding company of P&O Ferries and P&O Ferrymasters for a purchase consideration of GBP322 million.

Dubai, UAE, 20 February 2019: DP World PLC announces the acquisition of the holding company of P&O Ferries and P&O Ferrymasters (together P&O Ferries) for a purchase consideration of GBP322mn (USD421mn¹), implying a 2017 Enterprise Value/EBITDA valuation multiple of 6.1x.

P&O Ferries is a pan-European integrated logistics business consisting of a market leading roll-on roll-off (Ro-Ro) ferries operation and a European transportation and logistics solutions provider, P&O Ferrymasters. P&O Ferries operates a fleet of 21 vessels on the Short Sea, North Sea and Irish Sea sectors across 11 ports whilst P&O Ferrymasters provides supply chain solutions in 19 European locations. P&O Ferries handles over 2.5mn freight units per year which accounts for approximately 75% of group revenues. P&O Ferries reported FY2017 revenues of GBP1.1bn (USD1.4bn) and EBITDA of GBP100mn (USD131mn). The acquisition is expected to be earnings accretive from the first full year of consolidation and is expected to meet DP World's return targets. On a proforma basis, DP World's net leverage as of 1H2018 would be 2.96x Net Debt to EBITDA with this acquisition compared to the reported 2.91x.

The transaction is subject to customary completion conditions and is expected to close in the first half of 2019. As the acquisition is considered a related party transaction under the DFSA Market Rules, DP World will comply with the relevant requirements of DFSA Market Rule 3.5.3.

Sultan Ahmed Bin Sulayem, Group Chairman and CEO, DP World, said: "We are pleased to announce the return of P&O Ferries back into the DP World family. P&O Ferries is a strong, recognisable brand and adds a best-in-class integrated logistics provider into our global portfolio. Importantly, P&O Ferries provides efficient European freight connectivity building on last year's acquisition of Unifeeder. This transaction is in line with our strategy to grow in complementary sectors, strengthen our product offering and play a wider role in the global supply chain as a trade enabler.

P&O Ferries has delivered a robust performance in recent years and we aim to drive further value through increasing efficiencies and offering value-added solutions to our customers. Overall the transaction offers compelling value strategically and financially, and we look forward to P&O Ferries contributing to driving shareholder value in the coming years.

DIFC - COMMON LAW IN CIVIL LAW JURISDICTION



The United Arab Emirates is essentially a civil law jurisdiction heavily influenced by French, Roman, Egyptian and Islamic law. Common law principles, such as adopting previous court judgments as legal precedents, are generally not recognized. In 2004, Dubai's ruler at that time established The Dubai International Financial Center (The DIFC) Courts, providing an independent administration of justice in DIFC, attempting to ensure that Dubai would offer to its players the highest international standards of justice administration, and efficiency, flexibility and certainty that is usually provided by the Common Law.

The DIFC is an independent jurisdiction under the UAE Constitution, with its own civil and commercial laws distinct from those of the UAE. DIFC laws and regulations are written in English and default to English law in the event of an ambiguity. The DIFC also has its own courts, with judges taken from leading common law jurisdictions including England, Singapore and Hong Kong.

The DIFC's independent jurisdiction extends to a range of areas including corporate, commercial, civil,

employment, trusts, and securities law matters. Other laws of the UAE or the Emirate of Dubai, such as criminal law and immigration regulations, continue to apply within the DIFC. The DIFC-LCIA Arbitration Centre is an independent Centre of international arbitration that uses rules modeled on the London Court of International Arbitration. The principal governing body of the DIFC is the DIFC Authority. The financial services regulator is the Dubai Financial Services Authority (DFSA), which regulates the conduct of financial services in and from the DIFC. The DFSA is distinct from the UAE's federal Securities and Commodities Authority, whose jurisdiction covers the wider UAE outside the boundaries of the DIFC. Since DIFC is one of Dubai's independent free zones, it offers companies 100% ownership without the need for a local partner and since it is governed by a common-law framework distinct from the UAE legal system, with laws and regulations issued in English. DIFC offers clients a 50-year guarantee of zero taxes on corporate income and profits, complemented by

come to a written agreement to approach the DIFC courts in the case of dispute.

Nowadays majority of the contracts will establish two mandatory clauses that will decide the future of the contracts in case of the dispute, i.e. the governing law and the jurisdiction clause and while the governing law will be of essence to decide the legal framework that will apply to and govern the contract, the jurisdiction clause will determine the place where the case will be heard, giving the parties with an option to choose between arbitration and courts with exclusive and non-exclusive jurisdiction. Being an independent jurisdiction within the UAE, DIFC is empowered to create its own legal and regulatory framework for all civil and commercial matters, which gives it a unique identity and is favored by the outside entities and individuals who are accustomed to and familiar with common law jurisdiction. Hence it would not be unusual to say that DIFC is indeed a landmark initiative exercising Common Law principals in Civil Law Jurisdiction.

Contributed by : Adv. Joy Thattil

Qoovee

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6. Participation in commercial biddings (Access to the request for orders)
7. High-level support of the Qoovee platform from business and different government bodies
8. Direct access to suppliers of products and services for your business
9. Safe transactions. Protection and guarantee of payment
10. Logistics, Shipping worldwide.
11. Participation in the Global Online Expo – Worldwide Online

12. Exhibition, more than 100 participant countries, 100 thousand companies and 21 million visitors
12. Joining the international Qoovee business club. Networking with the owners and top-managers of companies, getting privileges and services for your business.

It is worthy to note last accomplishments of the platform; Qoovee.com now is the first official e-trade platform in Dubai where Dubai's companies will trade with the world. Qoovee will contribute to the foreign trade of Dubai Emirate with other markets. Official cooperation with the Government of Dubai began on February 19. The agreement was signed at the Dubai World Trade Center. The government of Dubai will actively attract the business of the Emirate to the Qoovee.com platform to enhance entering the international markets, as well as support the promotion of the platform in world markets. In turn, Qoovee will actively develop trade with the Emirate and attract international trade players to do business with Dubai companies. This cooperation will allow establishing close trade relations on the platform of Qoovee.com not only with Dubai business but with the entire Middle East market.

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Doctor



A man walked into a Doctor's office. "What do you have?" the receptionist asked.

"Shingles," he replied.

She told him to sit down. Soon a nurse called him and asked, "What do you have?"

"Shingles," he replied.

She took his blood pressure, weight, and complete medical history. Then she took him to a room and told him to remove all of his clothes. After a few minutes the Doctor came in and asked, "What do you have?"

"Shingles," the man told him.

The Doctor looked him up and down and said, "Where?"

"Out on the truck. Where do you want me to unload them?"

RELEASE OF THE CARGO WITHOUT THE PRESENTATION OF ORIGINAL BILL OF LADING



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Risk Factors Involved in Non-Presentation of OBL

It is quite evident by now that there is risk associated with delivery of cargo with the Letter of Indemnity and not the original Bill of Lading. The below listed are some of the basic risks that are involved in the same:

1. Mis-delivery of Cargo:

It is well understood a bill of lading, amongst other functions, acts as a “key” to the warehouse which, when available at the discharge port, is presented to the Master in order to release the cargo to the “bearer” of the bill of lading. Where such a “key” is not available at the discharge port, it must be remembered that an LOI will not absolve the carrier from liability if the cargo is delivered to the wrong party.

2. Insurance Cover:

It is well understood that liabilities arising as a consequence of mis-delivery are not covered under all P&I Club rules unless the Directors of the club in question otherwise agree. The LOI is designed to try to alleviate such risk, so far as it can, but it must be understood that an LOI effectively substitutes an Owner’s P&I cover for mis-delivery claims and there are certain insurance policies that do not cover the claims arising out of non- presentation on BL.

3. Creditworthiness of the Party:

This is one of the most important factors while delivering cargo with letter of indemnity. In some cases, the party that presents the letter of indemnity may not be related or connected to the cargo or the shipment in actual. In other cases, the parties may represent themselves as the agent of the cargo interest, but they could be deceitful and later the

carrier may be held liable by the actual cargo interest. In some cases, the consignee may have failed to pay the shipper the value for the cargo which could also lead to non- receipt of the Bill of lading. So, the carrier/ shipping line must always ensure to check the creditworthiness of the party claiming the cargo with the letter of indemnity.

Reasons for non-presentation of BL:

- Consignee has not received the Bills of Lading from the shipper in spite of cargo on board.
- Consignee has only received an electronic copy or the telex message.
- Consignee has not paid the buyer yet for the cargo bought and has existing dues.
- Consignee or agents have misplaced the documents or the Bill of Lading.
- The party representing the consignee or the cargo interest may be fraudulent and not acting in good faith.

Conclusion:

The practice of delivery of cargo without presentation of original bills of lading is very familiar, and is here to stay as long as shipping exists. Delivery of cargo without presentation of an original bill of lading, although not recommended, is a reality of international trade and if the parties act cautiously then no one would suffer a loss in the business. It is therefore important to remember the risks involved in such operations and to act cautiously in order to minimise risks to shipowning interests.



MOODMUSIC

Multitude types of sound - office chatter, crowds cheering, car horns blaring, babies crying, dogs barking, birds singing and waves breaking on the shore, all affect us in different ways. Often we fail to recognise their impact as we relegate them to the backdrop hubbub of what we are doing. However all these sounds influence us, and the way we feel within our environment, especially when we are unable to control them.

Sounds have long been thought to influence human emotions and the significance of music has raised considerable interest amongst researchers. Understanding music-induced emotions, and its capability of influencing our moods, has gained greater importance. Music has been a part of our inheritance over many years. Classical music has an unbroken living tradition which goes back over a thousand years. Music played an important role in William Shakespeare's plays. In 'Twelfth Night', written in 1602, Duke Orinso considers his infatuation with music might cure his obsession with love. He compares how eating too much food quells one's appetite by musing; 'If music be the food of love, play on'.

Whilst Shakespeare recognised music as feeding the emotions, scientific study of this phenomena have been rare until relatively recently. There is now significant interest amongst the science and medical professions. Businesses that also need to make a connection with their customers, in order to make their product attractive, now focus on the impact music makes.

So how and why does music affect us?

The initial impact is the beat. This fundamental driving component actually causes our hearts to start to beat in synch with the rhythm. This happens as the music starts to encroach into our personal environment. With background music it is an almost stealth-like. If we are immersing ourselves in the sounds the effect is more immediate. A slow beat causes our heart to slow and, depending on the 'key' of the song, it may either convey love or sadness. The 'key' is just as important as the beat

because the choice of 'key' influences the feel a tune. A 'major key' tune will usually feel cheerful and convey an upbeat message to our brains but a 'minor key' will cause sadness. Equally a fast moving tune, depending on the key, can make us feel excited and full of joy or frightened.

Why does this happen?

When we listen to music our brains produce the chemicals serotonin and dopamine. It's their combination that influences our emotions. This is why music may make us feel sad, hyped-up, tranquil or angry. Indeed the wide-ranging scope of music may end up blending our emotions in many ways.

Once we realise this connection we can choose the music to reflect our mood.

Indeed it seems that we have a habit of choosing the music based on the moods we are already feeling. We do this deliberately for specific or special occasions. Religious and political gatherings, weddings and funerals, anniversaries and parties, all immediately bring our own favourite music to mind. However if we want to change a negative current mood, choosing music that is more upbeat will lift us out of depression. It therefore becomes important not to choose music which encourages our depression. This link also explains why those dancing at raves become higher and higher. The participants are continually lifted upwards, as the beats and rhythms are constantly boosted.

Music communicates through beat and melody. It is therefore a universal means of communication. This is why we can travel the world and find enjoyment experiencing the musical feeling of another culture. A country's culture influences their basic formation of music. The most obvious example of this is a comparison Western pop music and Indian Bollywood style tunes. The only really recent cross-over tune was from the film 'Slumdog Millionaire' with 'Jai Ho' (You Are My Destiny). However the Internet is causing the different styles of music to become integrated. Even the ethics



Influencing your mood - 'Lahari Ee Lahari' - 'Deliriously Happy'
Shaan Rahman, Aloysha Peter, Aju Varghese

that move composers and musicians are becoming similar as these quotes show:-

'One good thing about music is when it hits you, you feel no pain' - Bob Marley

'I love appreciating all kinds of music' - Taylor Swift

'Music is about transporting people, speaking a language which languages fail to express' - A. R. Rahman.

Music development and its ability to impact on moods relies on new talent so it was interesting to find this quote:-

'I bridge the gap between music and life and now my heartbeat swings as sweet as a melody' - Aloysha Peter.

Now in his twenties, his quote shows empathy with other musicians.

Experiences in our own lives invariably influence our future and Aloysha's first musical adventures started when singing in a Trivandrum church choir - Kerala. His latest song, which he composed, arranged and produced, is called: 'Lahari Ee Lahari' - appropriate English translation - 'Deliriously Happy'. It features Aju Varghese, a popular actor and comedian and Shann Rahman a music composer and singer. Both are well known for their work in Malayalam cinema. Its enthusiastic fun beat and melody has an infectious feeling which demonstrates how music can uplift our moods. Sometimes just being told about a piece of music may alter our mood. If you hear an artiste's name it may conjure-up a tune in your mind and suddenly your mood is altered. So choose your music to create, enhance or change your mood because hopefully it may make you deliriously happy. The choice is yours.

Kaleidoscope desk

INBOUND

DUBAI

VESSEL	ALEXANDRIA	BAHRAIN	BANGKOK	BARCELONA	BREMEN	BUSAN	CHENNAI	CONSTANTA	DELHI	GENOA	GUANGZHOU	HONGKONG	ISTANBUL	KEELUNG	KOPER	NEW YORK	NHAVA SHEVA	NINGBO	QINGDAO	ROTTERDAM	SHANGHAI	SINGAPORE	SOUTHAMPTON	XIAMEN	XINGANG	JEBEL ALI	
WADI ALRAYAN	2-Mar																									16-Mar	
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OEL JUMERAH		6-Mar																									8-Mar
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OEL JUMERAH		17-Apr																									19-Apr
COSCO OCEANA			7-Mar																								28-Mar
CSCI AURUM			14-Mar																								4-Apr
XIN LOS ANGELES			21-Mar																								11-Apr
TO BE ADVISED (OOCL)			28-Mar																								18-Apr
COSCO TAICANG			4-Apr																								25-Apr
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MSC HAMBURG				3-Mar																							25-Mar
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MSC DELA				17-Mar																							8-Apr
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MSC RAVENNA				31-Mar																							22-Apr
MSC ROSA				7-Apr																							29-Apr
MSC BARI				14-Apr																							5-Jun
MAERSK SALIORO					1-Mar																						23-Mar
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HYUNDAI VICTORY					7-Mar																						31-Mar
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AKINADA BRIDGE					8-Mar																						26-Mar
AMOUJANI					15-Mar																						2-Apr
COSCO SINGAPORE					22-Mar																						9-Apr

ABOVE MENTIONED ARE TENTATIVE VESSELS AND ARE SUBJECT TO CHANGE. WE OFFER USA IMPORTS FROM CHARLESTON, HOUSTON, LOS ANGELES & NORFOLK
WE ALSO OFFER IMPORTS FROM SHENZHEN, TIANJIN, KUWAIT & KARACHI

INBOUND

DUBAI

VESSEL	ALEXANDRIA	BAHRAIN	BANGKOK	BARCELONA	BREMEN	BUSAN	CHENNAI	CONSTANTA	DELHI	GENOA	GUANGZHOU	HONGKONG	ISTANBUL	KEELUNG	KOPER	NEW YORK	NHAVA SHEVA	NINGBO	QINGDAO	ROTTERDAM	SHANGHAI	SINGAPORE	SOUTHAMPTON	XIAMEN	XINGANG	JEBEL ALI		
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APL SALALAH																											13-Apr	10-May

ABOVE MENTIONED ARE TENTATIVE VESSELS AND ARE SUBJECT TO CHANGE. WE OFFER USA IMPORTS FROM CHARLESTON, HOUSTON, LOS ANGELES & NORFOLK
WE ALSO OFFER IMPORTS FROM SHENZHEN, TIANJIN, KUWAIT & KARACHI

OUTBOUND

DUBAI

VESSEL	JEBEL ALI	ABU DHABI	ALEXANDRIA	ACABA	BAHRAIN	BARCELONA	BEIRUT	CHENNAI	COCHIN	COLOMBO	DAMMAMI	DAR ESSALAMI	DELHI	FELIXSTOWE	HAMBURG	JEDDAH	KARACHI	KUWAIT	MOMBASA	NEWYORK	INHAVA SHEVA	PORT LOUIS	RIYADH	ROTTERDAM	SHARJAH	SINGAPORE	SCHAR	UMM QASR	
OEL JUMEIRAH	2-Mar	3-Mar																											
MS TIGER	9-Mar	10-Mar																											
OEL JUMEIRAH	16-Mar	17-Mar																											
MS TIGER	23-Mar	24-Mar																											
OEL JUMEIRAH	30-Mar	31-Mar																											
MS TIGER	6-Apr	7-Apr																											
OEL JUMEIRAH	13-Apr	14-Apr																											
MS TIGER	20-Apr	21-Apr																											
MAERSK KYRENIA	4-Mar		20-Mar																										
MAERSK KIMII	11-Mar		27-Mar																										
SANTA CRUZ	18-Mar		3-Apr																										
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GH CHINOOK	7-Mar			24-Mar																									
UNI FLORIDA	14-Mar			31-Mar																									
MARIA SCHULTE	21-Mar			7-Apr																									
NORTHERN DEPENDANT	28-Mar			14-Apr																									
GH CHINOOK	4-Apr			21-Apr																									
UNI FLORIDA	11-Apr			28-Apr																									
MARIA SCHULTE	18-Apr			5-May																									
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OEL JUMEIRAH	13-Apr				15-Apr																								
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SEROJA ENAM	8-Mar					30-Mar																							
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VARADA	4-Mar							15-Mar																					
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EVER DELIGHT	25-Mar							5-Apr																					
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MOGRAL	17-Mar									27-Mar																			
EVER DELIGHT	24-Mar									3-Apr																			
VARADA	31-Mar									10-Apr																			
ALS CLMIA	7-Apr									17-Apr																			
MOGRAL	14-Apr									24-Apr																			
TO BE ADVISED (COSCO)	7-Mar										10-Mar																		
CSCCL ZEEBRUGGE	14-Mar										17-Mar																		
COSCO AFRICA	21-Mar										24-Mar																		
COSCO OCEANIA	28-Mar										31-Mar																		
CSCCL AUTUMN	4-Apr										7-Apr																		
XIN LOS ANGELES	11-Apr										14-Apr																		
VIL DARDANELLES	1-Mar											11-Mar																	
RHL CALLIDIAS	8-Mar											18-Mar																	
LOUISE	15-Mar											25-Mar																	
JOGELA	22-Mar											1-Apr																	
BERMUDA	29-Mar											8-Apr																	
VIL DARDANELLES	5-Apr											15-Apr																	
RHL CALLIDIAS	12-Apr											22-Apr																	

ABOVE MENTIONED ARE TENTATIVE VESSELS AND ARE SUBJECT TO CHANGE. ALSO HAVE DIRECT SERVICES TO ISTANBUL

OUTBOUND

DUBAI

VESSEL	JEBEL ALI	ABU DHABI	ALEXANDRIA	AQABA	BAHRAIN	BARCELONA	BERUT	CHENNAI	COCHIN	COLOMBO	DAMMAM	DAR ES SALAM	DELHI	FELIXSTOWE	HAMBURG	JEDDAH	KARACHI	KUWAIT	MOMBASA	NEW YORK	NHAVA SHEVA	PORT LOUIS	RIYADH	ROTTERDAM	SHARJAH	SINGAPORE	SOHAR	UMM QASR
LOUISE	19-Apr											29-Mar																
NAGOYA TOWER	4-Mar												24-Mar															
OEL TRANSWORLD	11-Mar												31-Mar															
NAGOYA TOWER	18-Mar												7-Apr															
OEL TRANSWORLD	25-Mar												14-Apr															
NAGOYA TOWER	1-Apr												21-Apr															
OEL TRANSWORLD	8-Apr												28-Apr															
NAGOYA TOWER	15-Apr												5-May															
MAERSK GENOA	3-Mar													29-Mar														
MAERSK SARAT	10-Mar													5-Apr														
DAUJ	17-Mar													12-Apr														
MAERSK SALTORO	24-Mar													19-Mar														
CAP SAN JUAN	31-Mar													26-Apr														
MAERSK GUATEMALA	7-Apr													3-May														
MAERSK GIBRALTAR	14-Apr													10-May														
MAERSK GENOA	3-Mar														2-Apr													
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DAUJ	17-Mar														16-Apr													
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CAP SAN JUAN	31-Mar														30-Apr													
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GH CHINOOK	7-Mar															16-Mar												
UNI FLORIDA	14-Mar															23-Mar												
MARIA SCHULTE	21-Mar															30-Mar												
NORTHERN DEPENDANT	28-Mar															6-Apr												
GH CHINOOK	4-Apr															13-Apr												
UNI FLORIDA	11-Apr															20-Apr												
MARIA SCHULTE	18-Apr															27-Apr												
BARBARA	6-Mar																9-Mar											
BELUING BRIDGE	13-Mar																16-Mar											
BARBARA	20-Mar																23-Mar											
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BARBARA	3-Apr																6-Apr											
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SAGITTARIUS	4-Mar																	7-Mar										
ATHENA	8-Mar																	11-Mar										
SAGITTARIUS	11-Mar																	14-Mar										
ATHENA	15-Mar																	18-Mar										
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ATHENA	22-Mar																	25-Mar										
SAGITTARIUS	25-Mar																	28-Mar										
ATHENA	29-Mar																	1-Apr										
SAGITTARIUS	1-Apr																	4-Apr										
ATHENA	5-Apr																	8-Apr										
SAGITTARIUS	8-Apr																	11-Apr										
ATHENA	12-Apr																	15-Apr										
VIL DARDANELLES	1-Mar																		9-Mar									
RHL CALLIDIAS	8-Mar																		16-Mar									
LOUISE	15-Mar																		23-Mar									
JOGELA	22-Mar																		30-Mar									
BERMUDA	29-Mar																		6-Apr									
VIL DARDANELLES	5-Apr																		13-Apr									
RHL CALLIDIAS	12-Apr																		20-Apr									
KMARIN AGUA	7-Mar																			2-Apr								
CMA CGM JAWAICA	14-Mar																			9-Apr								
HAMMONIA VIRGINIA	21-Mar																			16-Apr								
SEASPAN LINGUE	28-Mar																			23-Apr								
MAERSK INDUS	4-Apr																			30-Apr								
SEASPAN LEBU	11-Apr																			7-May								
RHONE MAERSK	18-Apr																			14-May								
ALS FIDES	4-Mar																					11-Mar						
OELTRANSWORLD	11-Mar																					18-Mar						
ALS FIDES	18-Mar																					25-Mar						
OEL TRANSWORLD	25-Mar																					1-Apr						
ALS FIDES	1-Apr																					8-Apr						
OEL TRANSWORLD	8-Apr																					15-Apr						
ALS FIDES	15-Apr																					22-Apr						
HELENE S	3-Mar																						2-Apr					
AS CYPRIA	10-Mar																						9-Apr					
BSL LIMASSOL	17-Mar																						16-Apr					
TRENES RYTHM	24-Mar																						23-Apr					
MIAMI TRADER	31-Mar																						30-Apr					
NORO	7-Apr																						7-May					
HELENE S	14-Apr																						14-May					
BOTANY BAY	2-Mar																							9-Mar				

ABOVE MENTIONED ARE TENTATIVE VESSELS AND ARE SUBJECT TO CHANGE. ALSO HAVE DIRECT SERVICES TO ISTANBUL

continued...page 20

VESSEL	JEBELALI	ABU DHABI	ALEXANDRIA	AQABA	BAHRAIN	BARCELONA	BEIRUT	CHENNAI	COCHIN	COLOMBO	DAMMAM	DARES SALAMI	DELHI	FELIXSTOWE	HAMBURG	JEDDAH	KARACHI	KUWAIT	MOMBASA	NEW YORK	NHAVA SHEVA	PORT LOUIS	RYADH	ROTTERDAM	SHARJAH	SINGAPORE	SOHAR	UMM QASR	
UMM SALAL	8-Mar																						15-Mar						
IRENES RELIANCE	9-Mar																							16-Mar					
CSCJ JUPITER	15-Mar																							22-Mar					
BOTANY BAY	16-Mar																							23-Mar					
JAYMA	22-Mar																							29-Mar					
IRENES RELIANCE	23-Mar																							30-Mar					
CSCJ NEPTUNE	29-Mar																							5-Apr					
BOTANY BAY	30-Mar																							6-Apr					
UNVAZH	5-Apr																							12-Apr					
IRENES RELIANCE	6-Apr																							13-Apr					
OOCL EGYPT	12-Apr																							19-Apr					
SEASPAR VANGTZE	4-Mar																								1-Apr				
XIN HONG KONG	11-Mar																								8-Apr				
ATHENIAN	18-Mar																								15-Apr				
CMA CGM MUMBAI	25-Mar																								21-Apr				
EXPRESS ATHENS	1-Apr																								29-Apr				
APL CHONGQING	8-Apr																								6-May				
APL LE HAVRE	15-Apr																								13-May				
DIYALA	1-Mar																									2-Mar			
MS TIGER	8-Mar																									9-Mar			
DIYALA	15-Mar																									16-Mar			
MS TIGER	22-Mar																									23-Mar			
DIYALA	29-Mar																									30-Mar			
MS TIGER	5-Mar																									6-Mar			
DIYALA	12-Mar																									13-Mar			
TO BE ADVISED (HMM)	5-Mar																										23-Mar		
UMM SALAL	10-Mar																									29-Mar			
HYUNDAI DRIVE	12-Mar																									30-Mar			
CSCJ JUPITER	17-Mar																									5-Apr			
HYUNDAI PRIDE	19-Mar																									6-Mar			
JAYMA	24-Mar																									12-Apr			
HMM PROMISE	26-Mar																									13-Apr			
CSCJ NEPTUNE	31-Mar																									19-Apr			
HYUNDAI VICTORY	2-Apr																									20-Apr			
UNVAZH	7-Apr																									26-Apr			
HYUNDAI DREAM	9-Apr																									27-Apr			
OOCL EGYPT	14-Apr																									3-May			
HEBE	4-Mar																										7-Mar		
NORTHERN DISCOVERY	9-Mar																										12-Mar		
HEBE	11-Mar																										14-Mar		
NORDSPRING	16-Mar																										19-Mar		
HEBE	18-Mar																										21-Mar		
NORTHERN DEXTERITY	23-Mar																										26-Mar		
HEBE	25-Mar																										28-Mar		
NORTHERN DEDICATION	30-Mar																										2-Apr		
HEBE	1-Apr																									4-Apr			
NORTHERN DISCOVERY	6-Apr																									9-Apr			
HEBE	8-Apr																									11-Apr			
NORDSPRING	13-Apr																										16-Apr		
DAPHNE	5-Mar																										7-Mar		
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DAPHNE	9-Apr																									11-Apr			
DAPHNE	16-Apr																									18-Apr			
DAPHNE	23-Apr																									25-Apr			



QUOTABLE QUOTES

Fun is one of the most important - and underrated - ingredients in any successful venture. If you're not having fun, then it's probably time to call it quits and try something else.

- Richard Branson

It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you'll do things differently.

- Warren Buffet

No one undertakes research in physics with the intention of winning a prize. It is the joy of discovering something no one knew before.

- Stefan Hawking

My favorite things in life don't cost any money. It's really clear that the most precious resource we all have is time.

- Steve Jobs

DUBAI SCIENCE PARK AIMS TO LOCALISE THE PHARMA SUPPLY CHAIN



Pharmaceutical manufacturers are increasingly using the UAE as a hub for manufacturing and exporting their products to the region, creating new opportunities for pharma logistics players

In Dubai Science Park, the emirate's primary hub for the pharmaceutical manufacturing sector, there are now 19 factories producing 1,500 different types of medication and medical instruments and equipment.

"There are a further 17 factories in the pipeline and by 2021 we will have 36 pharmaceutical factories. When you look at the size of our population, just 10-million, relative to the pharma production capacity of the country, it puts us in the number one spot for the MENA region," says Dr Amin Hussain Al Amiri, Assistant Undersecretary of Public Health Policy & Licensing at the Ministry of Health and Prevention, who reels off statistics like an auctioneer at Sotheby's.

"Around 95% of the global pharmaceutical companies have a base in the UAE, which gives them logistics access to 43 countries worldwide," he adds. "They have invested AED 3.6-billion, and of that 20% is dedicated to R&D, which is what the UAE government has been emphasising."

Because of this, the UAE is one of the leading countries worldwide for pharma production and logistics. Its

home to 47 scientific offices, which Al Amiri says proves the regulations and legislation of the country is attractive to these companies. "We are the fourth-fastest country in the world for the speed at which we approve and register domestically produced drugs, new medicines are registered in just two months," he adds.

These developments present huge opportunities for the logistics sector, according to Richard Bell, managing director, RHS Logistics. "In the coming years, Dubai will attract huge investments in the pharmaceutical industry. Around 90% of pharmaceutical imports into Dubai are generic pharma products," he says. "This constitutes a considerable percentage that pharma companies will want to exploit to shorten their supply chain."

These companies will of course need a reliable logistics partner to store and distribute the product for them, which is why Dubai Science Park is looking to make itself a one-stop-shop for the industry. "Dubai Science Park believes in creating the entire value chain for companies, by that I mean starting with innovation and R&D, to manufacturing and production, to testing in laboratories, marketing and promotion and finally logistics and distribution," says Marwan Abdulaziz, managing director, Dubai Science Park.

MERCEDES-BENZ CARS PARTNERS WITH ICERTIS



One of the world's leading automotive manufacturers has entered into a strategic partnership to implement blockchain into its supply chain to create greater transparency.

Mercedes-Benz Cars has announced that it has entered into a partnership with Icertis, a leading provider of enterprise contract management solutions, to implement a blockchain solution for consistent documentation of contracts in the supply chain.

The partnership is part of Daimler's supply chain visibility initiative, which requires direct suppliers to "vigorously pass on and control standards and contractual obligations with regard to working conditions, human rights, environmental protection, safety, business ethics and compliance within the supply chain."

Through a blockchain prototype, suppliers and sub-suppliers' contractual obligations are mapped throughout the entire supply chain and if any of them were to deviate from these obligations the blockchain solution highlights this. Together with Icertis, Mercedes-Benz is currently testing the initiative in a pilot project.

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Arjun Bose Director - CSS Abu Dhabi, Qatar, Oman, Sharjah & Sri Lanka

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Sreenath V V P - Operations & Projects
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Latha Ashokan

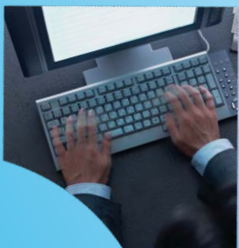
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