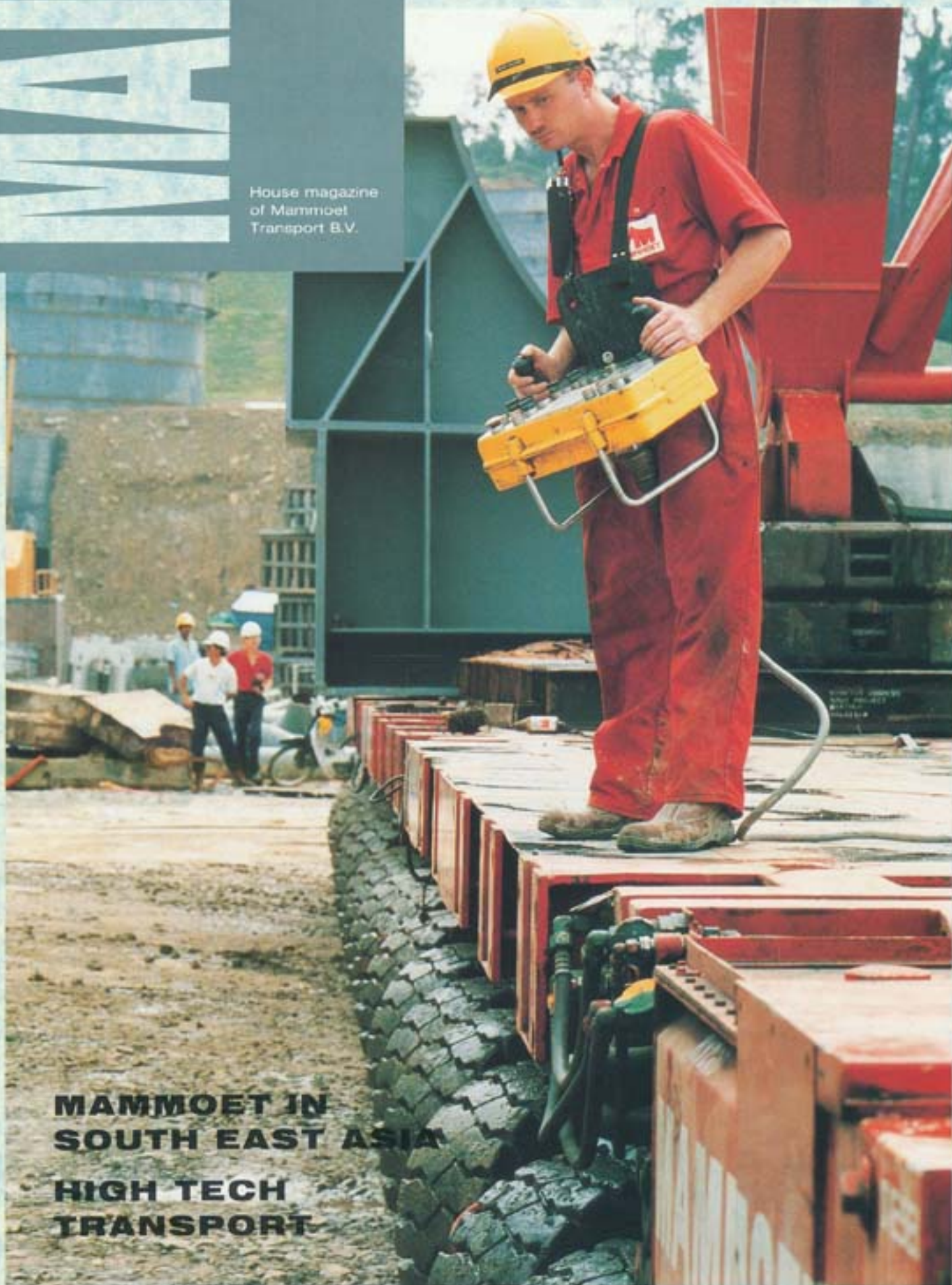


MAMMOET

SUMMER 1992 NUMBER 21

House magazine
of Mammoet
Transport B.V.



**MAMMOET IN
SOUTH EAST ASIA
HIGH TECH
TRANSPORT**

From the editor

Mammoet Mail 21 in its new lay-out gives much attention to Mammoet Transport's activities in South-East Asia.

A main article will cover the Bintulu project, a combined sea/land/lifting project coordinated by Walter Wright Mammoet in Singapore. This project is a clear reflection of the total-transport philosophy of the Mammoet group of companies, whereby the various heavy transport disciplines are kept in one hand.

Interviews with Mammoet employees working in the preparation and completion stages show, that particularly logistics are a strong point within the Mammoet organisation.

In the series Client Interviews we spoke with a long standing friend and supporter of Mammoet, Chiyoda of Yokohama. The first projects for this company were carried out in the Middle East where Alatas Mammoet in Saudi Arabia and Mammoth Gulf in the United Arab Emirates did quite a lot of work and still do, as can be seen in "Mammoet in pictures".

In Europe, Mammoet Stoof in The Netherlands acquired a stronger position in craneage through the purchase of a new 500-tonne telescope crane. Especially for the petrochemical industry it is a necessity to be able to draw from a complete range of hydraulic cranes in order to fulfil the client's wishes.

Thus Mammoet Mail's editor hopes to give you an attractive insight in the multifaced world of Mammoet Transport.



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**Strife for excellence**

Rolf de Ruijter de Wildt, President of Walter Wright Mammoet, tells the story of a continuously growing market and how the company strives for excellence. A good example is the article "High-Tech transport for High-Tech processing" which describes a "factory to foundation"-transport. On page 4 and onwards.

New acquisition

Mammoet Stooft introduced a new 500-tonne telescope crane as an extension of the existing range of lifting facilities. The official inauguration is featured on pages 8 and 9.

**Logistic challenge**

Mammoet Mail visits Bryan Burden and Peter Jubb at the Shell Haven refinery in Corringham (U.K.). They speak about the new Naphta Minus complex and state their opinion of the suitability of Mammoet's Self-Propelled Modular Transporters. See pages 12 and 13.

At the core of Japan's Industry

Chiyoda Corporation is one of Mammoet's long-standing clients. In an interview with Mr Toshio Takata the success formula of the integrated transport concept is explained. The story of a solid relationship based on mutual trust and understanding. See pages 16 and 17.

**Rebuilding the Baltic Exchange**

It will take at least three to five years before the Baltic Exchange in the City of London will be restored in its original state. Ms Lindsay Adams of Mammoet Shipping London tells how the brutal bomb attack came as a total surprise and how she experienced the aftermath. Pages 24 and 25.

Tuning the fleet

Mammoet Shipping sold the m/s "ST. MAGNUS" to obtain a more balanced fleet composition. With the remaining 12 heavy cargo vessels a great variety of cargoes can be shipped as focussed on pages 26 and 27.

**CONTENTS**

- 4** Walter Wright Mammoet's strife for excellence
- 6** High-Tech transport for High-Tech processing
- 8** New telescope crane for Mammoet Stooft
Nieuwe telescoopkraan voor Mammoet Stooft
- 12** Logistic challenge at Shell Haven
- 16** Chiyoda at the core of Japan's industry
- 18** Japan holds the key to the market
- 22** The Road Transportation syndrome
Het syndroom van het Speciaal Wegtransport
- 24** Rebuilding Baltic Exchange takes three to five years



Rolf de Ruijter de Wildt



Neil Birkbeck

WALTER WRIGHT MAMMOET

In the space between the office and the workshop of Walter Wright Mammoet a few pieces of incense burn on a small altar. According to Chinese tradition this serves to pacify the spirits in the house. The old custom immediately gives away the whereabouts of the office: South-East Asia, the world's region of major economic growth.

From being originally a crane-rental and transportation company, Walter Wright Mammoet Singapore has developed into a project orientated transport and heavy lift company, offering added value and a door-to-door concept in an area of major economic growth.



Singapore, the centre

Walter Wright commenced operations in Singapore in 1969. Since its inception, the company has expanded throughout Asia and is the largest crane rental company in South East Asia, with expertise in the specialised fields of heavy lift contracting and movement engineering. Its network of offices for the region now includes Kuala Lumpur, Labuan and Kota Kinabalu in Malaysia, Bangkok (Thailand), Jakarta (Indonesia), Dhaka (Bangladesh), Hong Kong and Brunei.

Singapore functions as a central depot and commercial centre for the company which was acquired by Mammoet in two stages in 1986 and 1987. "All projects are planned from here. Singapore is an ideal spot. It has a free port and it is extremely convenient to move our equipment in and out. That is very important when one has to be highly flexible in operations", says Neil Birkbeck, Vice-President of Walter Wright Mammoet. "Nevertheless," adds Birkbeck, "every subsidiary has its own equipment and cranes for the spot market."

General Manager of the Hong Kong office of Walter Wright Mammoet, Leen van der Wiel, adds: "As subsidiary we mainly oper-

ate on the spot market. Our equipment is used for instance for the construction of new fly-overs in Hong Kong. Besides we are also involved in larger projects such as the assembly of a power station or a refinery. However, the equipment we require for such jobs is much heavier and larger and is supplied from the central depot in Singapore.

Added value

With a staff over 200, Walter Wright Mammoet considers itself a project oriented company. "Initially, we asked ourselves if we could make money solely with the rental of cranes in the existing markets in for instance Malaysia, Hong Kong and Singapore. The answer was negative", says President Rolf H.C. de Ruijter de Wildt. This explains the choice to offer specialised service. De Ruijter de Wildt was transferred to Walter Wright Mammoet in Singapore in 1986 from Dubai. "We really depend on the niche market, where one can add value to one's product. This means that lifting and transport engineering is important. When offering this added value, the product must be properly sold and executed as expertly as possible. That strife for excellence, as we call it in Singapore, is our ultimate aim."

The company is also active in trading. WWM is agent for a number of large manufacturers of cranes, trucks and other indus-



trial equipment. Furthermore, additional services are performed such as crane testing, module weighing and load indication. Meanwhile the company has made itself known in the international project market. De Ruijter de Wildt: "We have tuned in to the market with added value. Most of our customers, more than half of which are Japanese, turn over the complete project and transport engineering to us. That im-

MOET'S STRIFE FOR EXCELLENCE

plies that our engineering department makes a study and executes the order according to their calculations. We take over the client's care. The offices in Hong Kong and Singapore are both equipped with Computer Aided Design (CAD) and make calculations of load reactions that might occur during transport and lifting operations.



Jos Vogelzang, Project Engineer: "The most important aspect in this company is the preparation of the work. As soon as we receive an enquiry from a client, we investigate how the project must be technically undertaken, what equipment must be used, how many people are necessary, etc. In the end the client receives the bid document in which we explain how we would execute the project and against what price."

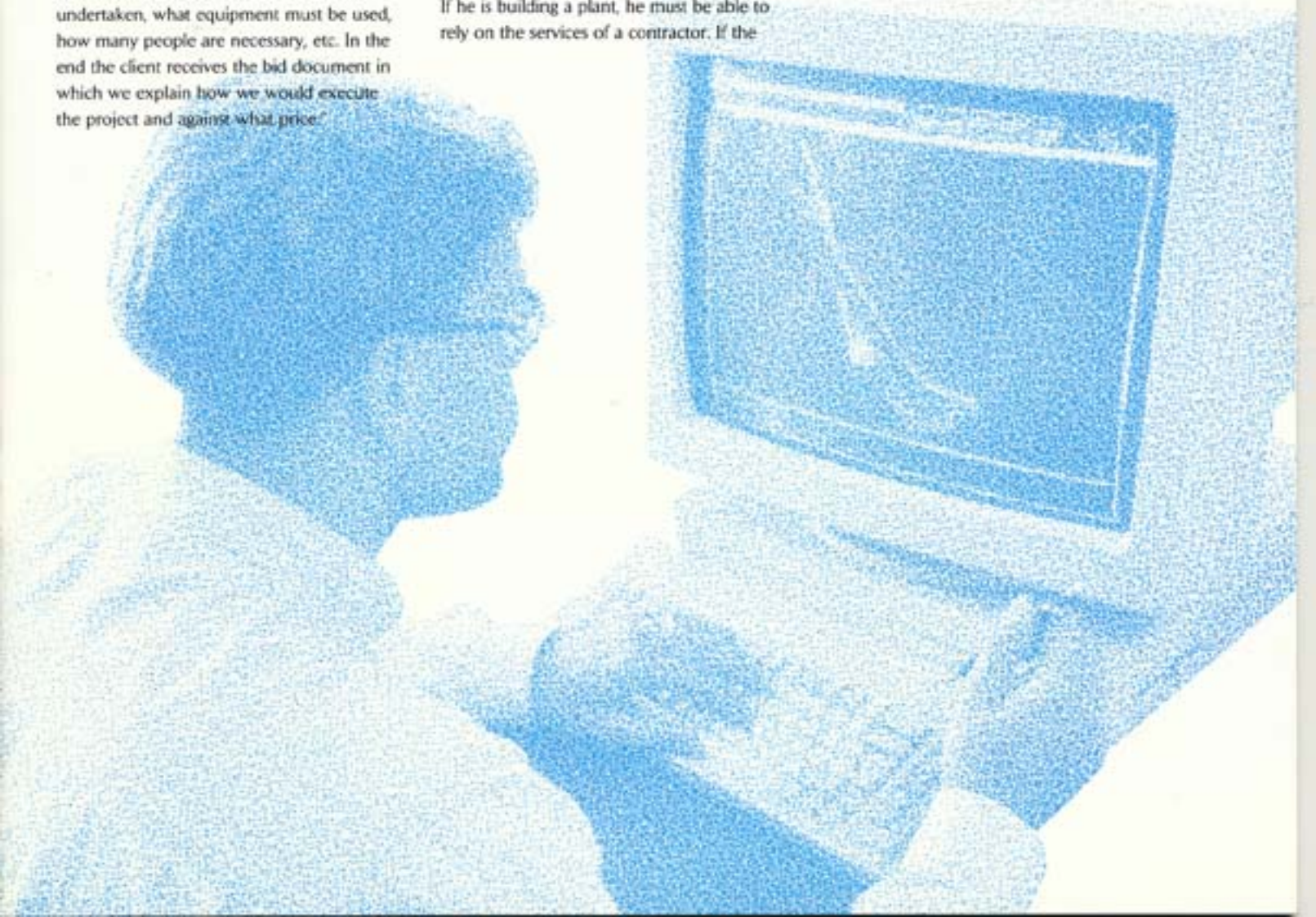
Door-to-door concept

With specialized crane work, Walter Wright Mammoet tries to fit in as much as possible with the total transportation concept Mammoet Transport offers her clients. James Giang, Transport Manager, says: "We carried out several major jobs where Mammoet Shipping delivered cargo at the port and we received it on a barge, moved the barge to the site and erected the vessels at the plant. This door-to-door concept is catching on. It is much easier for the client, for whom it is an advantage to leave all the logistics to Walter Wright Mammoet. He only has to communicate with one party and we, being one and the same company, do not embark on conflicts of interest in the operations, which can happen with different parties working together on one project."

Neil Birkbeck underlines James Giang's words: "The client is looking for one non-stop operation and we can offer him that. If he is building a plant, he must be able to rely on the services of a contractor. If the

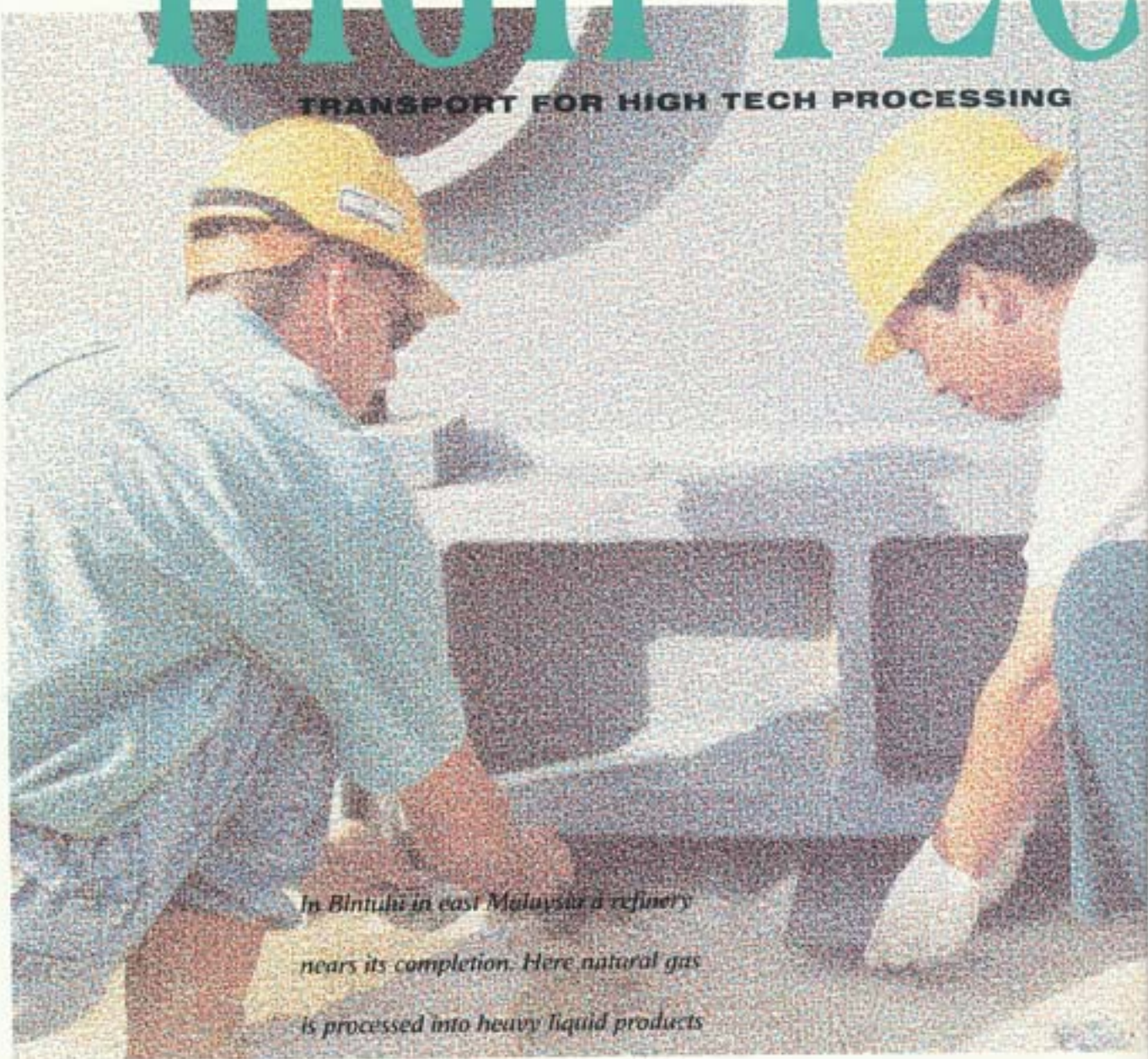
ship or the trailers arrive two days late, that can have a major influence on the tight construction schedule." De Ruijter de Wildt: "What a client really hates is demurrage. That means that someone has not properly done his job. We tell a client, 'we sell door-to-door', therefore, if we are hired to take care of the sea transportation, inland water transport, land transport, lifting and placing onto foundation, we can control the whole chain, which means that we can cover the whole stretch and give guarantees."

De Ruijter de Wildt is optimistic about the future of his company: "We are in a growing market. In these regions live 300 million people that all strive for improvement. The countries in South East Asia all take Singapore as their example. They all found oil and gas and they are all industrializing. A company such as ours thrives on that. I foresee a continuously growing market in the next three to five years."



HIGH TEC

TRANSPORT FOR HIGH TECH PROCESSING



*In Bintulu in east Malaysia a refinery
nears its completion. Here natural gas
is processed into heavy liquid products
as diesel, kerosene and wax according
to a new process. Mammoet Transport
arranged the transportation from facto-
ry to foundation of four reactors that
are the heart of the installation.*

6



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New process

At the moment an SMDS installation is being built at the Bintulu LNG complex; an investment of 2 billion Ringgits. This SMDS installation (Shell Middle Distillate Synthesis) shall turn natural gas to heavy liquids such as diesel oil, kerosine and wax through a new process, which works as follows: The natural gas is burnt with oxygen which produces carbon-monoxide and hydrogen. These gasses are passed over a catalyst, which is the heart of the process and eventually turns the gas in to heavy liquid products. The catalyst was developed by Shell in their labs in Amsterdam.

Mammoet technique

Presently, the last phase of the plant is under construction. Towards the end of last year Mammoet, commissioned by the constructor of the plant, JGC Corporation, took care of the seatriansport of the 4 process columns from Italy to eastern Malaysia. Every reactor contained many thousands of tubes in which the catalyst is contained. The m.s. "Happy Buccancer", the flagship of Mammoet Shipping, loaded the 900 tonne reactors at Belle's in Taranto to deliver them in the port of Bintulu after a seavoyage of nearly 7000 miles. After unloading by ship's own cranes, Mammoet drove the reactors off the quay with the Self Propelled Modular Transporters (SPMTs) and carried them to the refinery. With the Hydra-jack system - a hydraulic lifting system - the heavy reactors were placed on foundation.

The engineering and execution of the transport had been carried out within the Mammoet organisation. Walter Wright Mammoet had coordinated the project from their office in Singapore. Mammoet's technique allowed for the continuation of the plant's construction during transport of the process vessels and their placing on foundation because of the manoeuvrability of the SPMTs and the limited space occupied by the Hydra-jack system.





H.J. Helb and
J.C. Bastiaansen

NIEUWE TELESCOOPKRAAN VOOR MAMMOET STOOFF

In de aanwezigheid van een groot aantal klanten van Mammoet Stooft werd onlangs een 500 tons hydraulische kraan officieel in gebruik genomen tijdens een feestelijke bijeenkomst in het Turfschip te Breda.

Na het uitreken van de certificatieplaat door de heer Ir. A. Ronteltap, voorzitter van de Stichting Certificatie Kraanverhuurbedrijven, kon de eerste hijs worden verricht. Dit gebeurde door de heer Mr. H.J. Helb, lid van de Raad van Bestuur van de Koninklijke Nedlloyd Groep. Bij deze officiële hijs handeling kwam een groot aantal ballonnen vrij, gevolgd door een afrollende tekst: "Mammoet, dan is het in de haak!".

Aansluitend volgde in de grote zaal van het Turfschip onder andere een uiteenzetting door de heer A.G. Klijn, hoofd afdeling kranen, over de achtergronden van de aanschaf van de kraan. Hierin werd gesteld, dat in de geschiedenis van Mammoet Stooft kranen in het algemeen en hydraulische kranen in het bijzonder, een belangrijke plaats hebben ingenomen. De eerste volhydraulische telescoopkraan werd in 1966 aangekocht, een 18 tons Gottwald, ter versterking van het scala masten/opbouwkransen.

Met de huidige stand van de techniek is het mogelijk een telescoopkraan met een hijs capaciteit van 500 ton en een gemiddeld lastmoment van bijna 1500 ton/mtr binnen het toelaatbaar transportprofiel te bouwen. Het succes van de hydraulische telescoopkraan is door de jaren heen gesteund door de voordelen, die worden geboden ten opzichte van opbouwkransen van gelijke capaciteit, zoals de kortere montagetijd, een kleiner transportvolume en een eenvoudig aan te passen mastlengte.

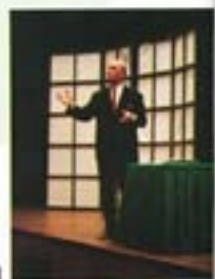
Verder benadrukte de heer Klijn het belang van voldoende informatie van de klant naar Mammoet Stooft als leverancier van

hijsfaciliteiten. Het in een vroeg stadium betrekken van Mammoet bij het oplossen van een transport- of hijsdilemma levert op termijn altijd economisch voordeel op. Door een betere communicatie en daarmee samenhangend een betere logistiek, kan de aanwezigheid van een kraan zo kort mogelijk worden gehouden en tevens leiden tot lagere kosten per geheven last met als bijkomend voordeel minder verstoring van de bouw of het proces bij de klant.

Onderstreept werd ook, dat de aanschaf van deze hydraulische kraan, een van de grootste in Europa, geen doel op zichzelf is. De machine vormt een logische aanvulling op het totale hydraulische kranenpakket, dat hijs capaciteiten omvat van 8 tot 500 ton. Dit maakt, dat Mammoet voor de meest uiteenlopende situaties en omstandigheden de juiste hijsoplossing kan bieden. Een en ander is het gevolg van een mee groeiende engineering afdeling, die gelijke tred heeft gehouden met de groei van het kranenpark.

Tot slot werd de menselijke factor in de vorm van de kraanmachinist als belangrijkste investering naast alle getoonde "hardware" opgevoerd. Van alle activa die Mammoet beheert, is het menselijke kapitaal verreweg het belangrijkste. Zonder de juiste mensen is de mooiste machine onnut en in veel gevallen zelfs een potentieel veiligheidsrisico. Gerichte opleidingen, voor een deel in eigen huis, ervaring en aanpassingsvermogen, zorgen ervoor dat de mens niet door de techniek wordt ingehaald.

Het officiële gedeelte van het programma werd afgesloten met de uitreiking van het Eurocertificaat door de heer Nieuwhart, directeur van Keboma. Op het Eurocertificaat staat aangegeven, dat de hijskraan voldoet aan internationaal erkende normen en/of de voorschriften uit de EG richtlijn. Het was de eerste keer dat een dergelijk certificaat werd uitgereikt.





NEW TELESCOPE CRANE FOR MAMMOET STOOF

In the presence of many of Mammoet Stoof's clients a new 500 tonne hydraulic crane was recently officially taken into service at a festive gathering in the Turfschip in Breda.

After the presentation of the certification plaque by Mr A. Rontelap, chairman of "Stichting Certificatie Kraanverhuurbedrijven", the first lift could be performed. This was carried out by Mr H.J. Helb, member of the Board of Directors of the Royal Nedlloyd Group. During this official lifting a great number of balloons set off, followed by a text rolling into view with the message "With Mammoet it is all right".

Following this ceremony Mr A.G. Klijn of the cranes department, explained in the large hall of the Turfschip the backgrounds of the purchase of the crane. He pointed out that in the history of Mammoet Stoof cranes and especially hydraulic cranes take an important place. The first fully hydraulic telescope crane was bought in 1966, a 18 tonne Gottwald, which was added to the fleet of lattice boom cranes.

With the present techniques it is possible to build a telescopic crane with a lifting capacity of 500 tonnes and an average load time of nearly 1500 ton/mtr within the legally permitted transport profile. The success of the hydraulic telescope crane has been proven through the years by the advantages over lattice boom cranes with the same capacity, such as the lesser installing time, a smaller transport volume and easy to be adapted mast length.

Furthermore, Mr Klijn emphasised the importance for the client to feed Mammoet Stoof as supplier of lifting facilities with sufficient information. Involving Mammoet in

an early stage to find answers for questions about transport or lifting will in time always prove to be economically profitable. Because of improved communication and subsequent better logistics the time that a crane is around can be limited considerably and also lead to lower costs per lifted item. An extra advantage being less disturbance in the building process at the client's site.

It was also underlined that the acquisition of this hydraulic crane, one of the largest in Europe, is not a target in itself. The machine is a logical expansion of the existing hydraulic crane fleet, that circumferents lifting capacities from 8 to 500 tonnes. This makes it possible for Mammoet to handle the most extreme range of situations and circumstances. All this is a result of an engineering department which has kept pace with a growing fleet of cranes.

Last but not least, the human factor was presented through the crane driver as the most important investment apart from all hardware shown. Of all capital goods that Mammoet controls, human resources are by far the most important. Without the right people, even the most beautiful machine is useless and in many cases even represents a potential risk. Focused education (partly in-house), experience and adaptability are the safeguards to prevent man from being overtaken by technique.

The official part of the programme was finished by the handing over of the Eurocertificate by Mr Nieuwhart, Director of Keboma. The Eurocertificate shows that the crane answers to internationally acknowledged rules and regulations from the EG-rules. This was the first time that such a certificate was handed over.



2



3

1. Barry Hughes compares top class sport with commerce
2. Mammoet Stoof Director H.P.J. van den Bovenkamp welcomes the guests in the Turfschip
3. Keboma Director C.H. Nieuwhart hands over the Eurocertificate



Mammoet in Pictures

World exhibition in Spain.

EXPO'92 in Seville is open to the public from 20 April till 12 October 1992. The exposition is located on the isle of Cartuja in the Guadalquivir river. One of the bridges which links the centre of Seville with the island has been constructed with the help of Walter Wright Mammoet's Manitowoc 4600 S4 crane with S3 ringer. The assembled bridge pylon consists of 17 pieces, the heaviest weighing 120 metric tons. The last pieces were lifted with a main boom of 380 ft in combination with a fly jib of 120 ft.



10



Roll out the barrels

Walter Wright Mammoet in Malaysia transported a most unique cargo through the busy streets of Kuala Lumpur. Eight voluminous beer storage tanks were relocated from the Anchor Brewery in Sungai Besi, Kuala Lumpur, to the Guinness Berhad Brewery at Sungai Way in Petaling Jaya as a result of a merger between the said companies. The transport took place between midnight and the early morning hours over a distance of some 32 km by a convoy of low bed trailers, after which erection, lifting and positioning followed.

Desalination plant

In total 14 evaporator blocks and one brine heater with a maximum unit weight of 165 tonnes were transported by Mammoth Gulf from Mina Qaboos, the port of Muscat (Sultanate of Oman) to the construction site at the Al Gubrah Power and Desalination Plant. Installation onto foundation was performed by Mammoth Gulf's gantry system with four 50 tonne hydraulic units with a total lifting capacity of 200 tonnes. The gantry system was placed on two conventional platform trailers with 8 lines each, which could move freely over the foundation using winches at both ends.

The advantages of the Hydralift system are:

- easy mobilisation/demobilisation
- only a small working area, two lanes of 3.5 m wide, is required
- very accurate lifting and positioning
- low ground pressure when using hydraulic platformtrailers.



Factory to foundation

At the end of last year Mammoet Shipping delivered five heavy columns, varying in weight from 157 to 677 tonnes, at the Jubail industrial port (Saudi Arabia) for the plant expansion of a chemical plant. The columns were unloaded by ship's own gear directly onto Alatas Mammoet's platform trailers, whereafter transport followed to the Petrokemya Olefins site.

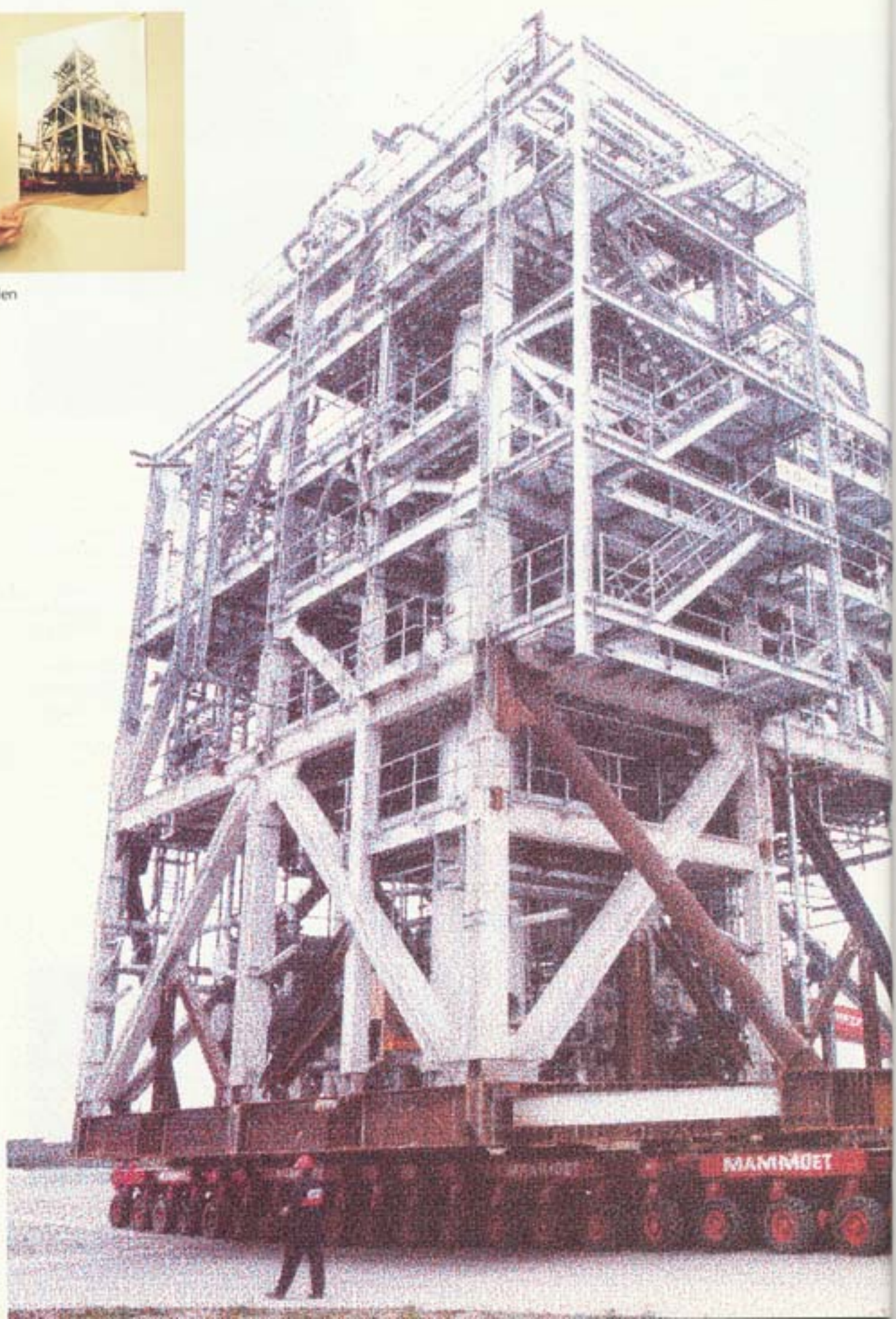
This "factory to foundation" transport was done on behalf of client Mitsui Engineering & Shipbuilding Ltd, Japan, while the shipping contract was concluded with U.A.S.C. and N.S.C.S.A.



LOGISTIC CHALLENGE AT SHELL HAVEN



Bryan Burden



Shell has a worldwide reputation as the organisation that sets the pace in its business. The new Naphta Minus Complex (NMC) at the Shell Haven Refinery in England is an example of Shell's investment in the future. Mammoet contributed to the new success.

When completed, Shell's remarkable NMC plant near the small town of Corringham, south east of London, will enable the oil company to meet the growing market demands for unleaded petrol and other products. The NMC will rationalise the refinery's light hydrocarbon handling into a single string of processes. It enables managers to produce higher quantities with higher quality using the same amount of raw material. As an additional benefit, the whole process will be highly energy efficient and environmentally friendly.

Processing began at Shell Haven in 1916 and the refinery has been developed almost continuously since then. In order to integrate the NMC with existing processes, it had to be built up in an area about the size of a football pitch. This posed several challenges to the logistics involved.

Just 12 months after piling for the NMC plant had started on the Essex marshland, the foundations for the installation were finished and the massive preassembled units, the so called PAUs, could be sited in the second half of last year. During the next few weeks barges, under the supervision of Mammoet Transport U.K., arrived from Sunderland and Rotterdam at a specially constructed jetty, laden with PAUs up to 80 feet high and weighing nearly 500 tonnes.

Bryan Burden, project manager of Shell and in charge of the module movements: "It was one of the most challenging refinery movements I have ever been involved in. We were all very tense when the modules arrived, because so much planning and preparation had gone into this project. We couldn't relax until we had successfully achieved touchdown."

"The logistics of taking delivery of these modules have caused some headaches", says Peter Jubb, Major Projects Senior Civil Engineer of Shell. "This method of constructing the modules at the same time as the foundations saved up to nine months construction time, but it also presented a totally different set of logistics. Instead of handling one critical path in the project at a time, we found we were sometimes looking at seven or eight all at once."

Planning the journey for the modules began months ago when a huge dredger moved in to remove more than 150,000 cubic metres of mud and silt from the Thames to construct an 800-metre channel leading to the jetty. Shore based target lights marked the path, with the dredger locked on by a laser beam. Every time when a delivery barge arrived at the jetty, its sea-cocks were opened and the barge was sunk on to a prepared chalk bed. This manoeuvre steadied the barge for the critical off-loading.

The modules were transferred from the barges onto the Self Propelled Modular Transporters (SPMT) of Mammoet. Peter Jubb: "These are the largest modules ever to have been moved around on this site and we could have built even larger ones had it not been for the condition of the ground here at Shell Haven." The Essex marshland on which the refinery is constructed, caused slight problems for the transportation. The haul road had to be strengthened to take the weight of the modules. "The poor ground demanded more of the drivers. They had to keep moving because they could only stop at two places that could handle more pressure."

Both Burden and Jubb were very pleased with the performance of Mammoet's SPMTs. "We had moved columns before, of course, but always with conventional trailers. This was the first time that we worked with the SPMTs and we were impressed by their ability to plan to the millimetre. The skill of the drivers and the total performance of Mammoet was good. We were pleased not only with the technical performance, but also with the back-up of the Mammoet office."





Mammoet in Pictures

Power lifting operation

A 396,000 lbs transformer was discharged from a railcar using Mammoet Western's 400 ton gantry lifting system. After that, the transformer was transported by lowloader to the foundation, where the lifting system was used again for positioning. This took place at a power substation at Moorpark in California.



Transformers and boilerparts

M.S. "PROJECT ARABIA" unloading boiler parts from Chicago for the Deschambeault Smelter in Port Neuf, Canada. For the same project the vessel had previously delivered transformers from Fuji, Japan. Heavy transport by railcar is an often used transport method in Canada, because parts of the country are less accessible by road. This 273 tonne transformer is part of a shipment of two for which Mammoet Canada handled the connecting transport, partly by rail and partly by road.



Fly by wire

In general, Mammoet has quite some experience in handling capital goods. Mammoet Western topped the bill while lifting an F-22 aircraft with a value of an amazing one billion US dollars. The advanced tactical fighter had to be moved from the Edwards Airbase to the Palmdale testing facility.



Relocation reboilers

Davenport Mammoet transported and installed successfully two so-called dib reboilers at the Enterprise plant in Mont Belview in Texas. The reboilers measuring 77 x 106' were taken from a railcar about 1 mile from the facility and moved to a storage area at the site by using the SPMTs. Lifting from the trailers and positioning onto a specially designed spacing frame was done by a hydraulic gantry system. The actual positioning onto the foundations was done with the SPMTs within one hour.

Client Belmont constructors was very pleased with this method of movement as the site was very congested and alternative methods were very expensive.



House on the move

This unconventional way of moving house was used in the American city of Freeport. Davenport Mammoet maneuvered its Self-Propelled Modular Transporters (SPMTs) under this Coast Guard structure built on piles, lifted it and deposited it 200 metres further along. The former site of the Coast Guard had to move because of expansion of the port.

CHIYODA

AT THE CORE OF JAPAN'S INDUSTRY

Chiyoda Corporation of Japan is one of the world's leading engineering and construction companies. Its credentials include an impressive list of major projects carried out all over the world in various industries. Over the years the logistic services of Mammoet Transport have proven to be fruitful for the vital scheduling of the group's construction activities.



T. Takata and Y. Komori

Founded in 1948, Chiyoda has played a major role in the development of Japan's petroleum, petrochemical and other process industries. Besides domestic projects, the company has been participating in all phases of project execution for individual process units and complete turnkey plants throughout the world since 1966. Chiyoda's services include all phases of project implementation. They range from feasibility studies to design, engineering, procurement, fabrication, construction, start-up assist-



ance, maintenance and all aspects of training. Chiyoda permanently employs over 2,500 people including an engineering staff of nearly 2,000. Its position at the very core of Japan's industrial and economic structure allows the group to draw from the country's vast resources of ingenuity and expertise.

In crude distillation units alone, installations constructed by Chiyoda amount today to a total treating capacity of more than three million barrels per day.

Chiyoda's recent expansion into gas processing and terminal facilities as well as fertilizer complexes heralds a new series of accomplishments. Chiyoda's credentials include an impressive list of major projects carried out all over the world. To date, the number of projects the company has completed totals over 500, in more than 100 countries across five continents.

Logistics unmistakably form an important part in the activities of Chiyoda es-

pecially where modular construction is used. The effort and time that goes into the planning and strategy when, where and how the modules have to be built is extremely important for this type of construction. Toshio Takata is General Manager of the Project Service Department of Chiyoda, the office that is responsible for the ocean transport and the transport to the site of modules and cargo. In his Yokohama office Mr Takata says: "First we have to investigate whether there is a suitable base of loading and a suitable way of transport for the modules. Then the size of the modules is discussed. Finally we set up the planning for the modularization."

Takata explains that Chiyoda works with an integrated approach to project execution. "Schedule control is very important in our business. We never take any risk. Our integrated approach ensures on-budget, on-schedule project completion on the one hand, while on the other it warrants contracted performance requirements to be fulfilled."

He adds that Mammoet is a candidate in the bidding for transportation of heavy lift cargo from the factory to the foundation. "Quality and credibility are key-factors for us in choosing a contractor. If the transportation or the erection fails, it will have serious effects on the construction. Mammoet never failed. They provide an excellent and professional service. It cannot be said that they are offering cheap rates, but then, good service has a price. More important is that we understand each other. Whenever there are difficulties we can solve the problems to meet the requirements. It is almost like a marriage."

Japan

HOLDS THE KEY TO THE





Y. Komori

Although the largest part of the projects are carried out outside the country, Japan is an important market for contractors in the processing industry. One of the main instruments for Mammoet Transport to maintain good contacts in Japan is the local organisation in Tokyo.

On our way to our appointment with Captain Komori of Mammoet Transport, who recently moved to a new office, the 'Shinkansen', the Japanese bullet train, hurtles through the seemingly endless urban sprawl between Kobe and Tokyo. Shortly after the train has left the station of Kobe for the three hour, 500 kilometre journey to the Japanese metropole, the door of the wagon opens. A charming young tea-lady enters and pushes her trolley with drinks and snacks along the aisle. Reaching the door to the next compartment, she turns and elegantly bows to the travellers before disappearing into the next compartment. It is one of the many examples of the overall sense of quality found throughout Japan. The Japanese mentality borders on perfectionism and is reflected in the high standard of their services and products.

In his office in the buzzing city of Tokyo, Captain Komori greets us cheerfully. Having started his career with Royal Inter Ocean Line and later on moving to the Royal Nedlloyd Group in Kobe, Komori joined Mammoet Transport in Japan at the very start in

1975. "At first parent company Nedlloyd accepted the port agency for Mammoet here in Japan. In a later stage Mammoet asked itself why it should not book cargo in Japan. I was sent to Tokyo to investigate the plant business. In fact that was the start of Mammoet Transport in Japan."

The decision to start with a local organisation was a good one. Komori was successful in selling not only ocean transport but also inland transportation to engineering companies and companies in the heavy industry. "The number of clients expanded", tells Komori. "Offering combined services has always been one of our strong points. Clients were provided with the possibility of one-company management."

During his countless visits to potential clients Komori introduced Mammoet's Managing Director Jan Ijziker, who up to this day maintains very important contacts in Japan. "I consider his trips to Japan of great value. Here everything is based on personal relationships. Business contacts are initiated on the work floor and only after a long time one meets the senior management. You have to follow the Japanese way. Ijziker did so and is on good terms with various companies."

Although Komori agrees with our impression about the standard of quality of Japanese products, he states that the hardware in Japan is relatively expensive. "The equipment produced in Japan for plants abroad is becoming less." However, he adds that Japan holds the grip on the market. "It is still the place for both contractors and suppliers of material, because contract wise they control the market. The technical knowledge and the financial background keep Japan very strong."



Mammoet in Pictures



Yacht in the sky

For the transfer of a Frisian yacht, a 200 tonne telescope crane was used in the Government city of The Netherlands, The Hague. The yacht was lowered into a pond on the occasion of the inauguration of the new House of Parliament the next day.

20



Big beam on the move

At the end of last year, Mammoet Stroof transported in The Netherlands a crane girder from Utrecht to Veldhoven. Not the weight of 56 tonnes but the awesome length of 51 metres made this transport by public road exceptional. The girder is part of a 100 tonne weighing overhead crane, for the unfitting and re-assembling of which Mammoet Stroof used two hydraulic cranes.



Jacket on wheels

At the Heerema Construction yard in Flushing in the southern part of The Netherlands several offshore constructions were transferred by Self-Propelled Modular Transporters onto a sea-going barge.

The offshore jacket on the picture was the heaviest piece with a weight of 1180 tonnes.



Offshore/ onshore

For sister company Neddrill, Mammoet Transport recently off-loaded a 1200 tonne drilling tower by means of a combined skidding/SPMT operation.

The Russian drilling platform "Kolskaya" will be converted for Neddrill into a hotel-accommodation platform, after which it will be moved to the Norwegian Ekofisk field.



"Prosper"ous project

For a major plant overhaul at a petrochemical plant in The Netherlands Mammoet Stooft at the peak of the project employed 25 cranes of different types and sizes. Intensive cooperation with client Shell Chemie Nederland of Moerdijk was essential for proper execution of the project.



Scraper reclaimer erected

With four telescope cranes Mammoet Stooft erected a scraper reclaimer at the premises of OBA in the western part of Amsterdam

The scraper reclaimer will feed a 1600 meter conveyor belt which is the link between the coal storage and a power plant.

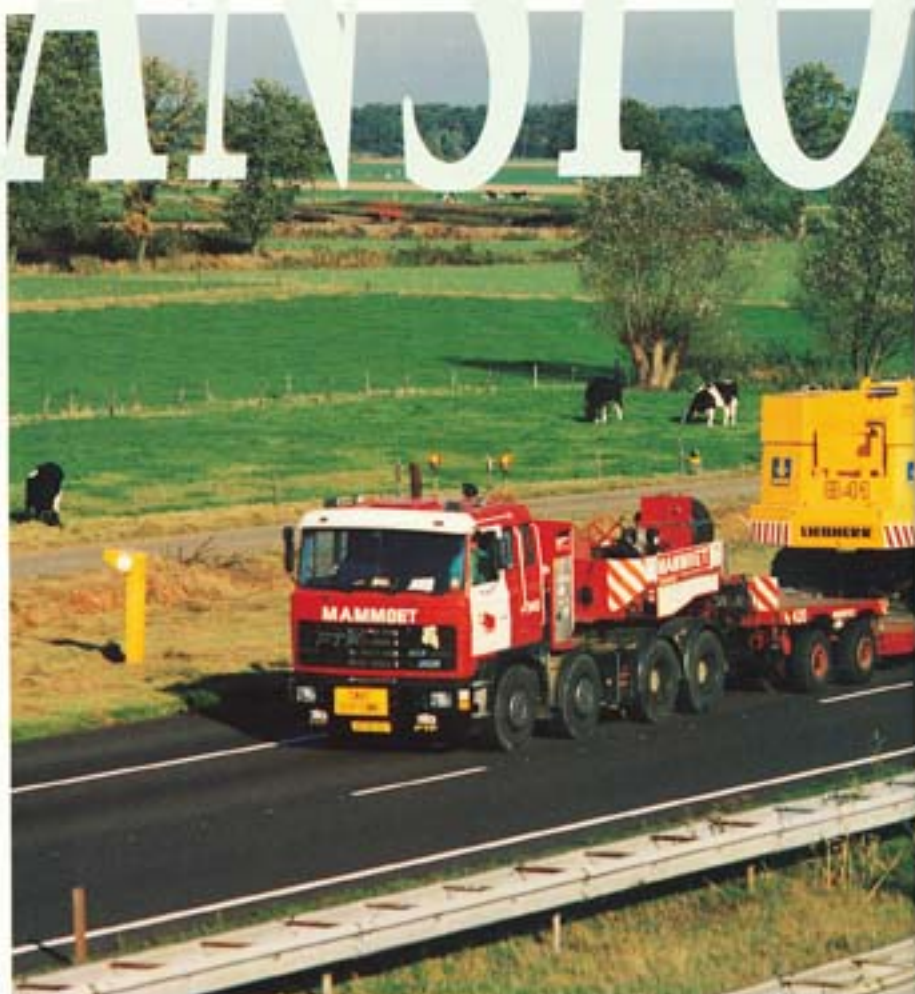
HET SYNDROOM VAN HET SPECIAAL WEGTRANSPORT

Mammoet Stoof beschikt over uitgebreid wagenpark van trekkers en trailers voor het vervoer van speciale lading. De centrale planning van het wegtransport gebeurt in Antwerpen. "We vervoeren alles wat buiten profiel is. Het hoeft niet per definitie zwaar te zijn, maar het mag natuurlijk wel."

Aan het eind van het gesprek benadrukt Giel Koevoets het nog eens met een lichte stemverheffing: "Het hoeft niet groot te zijn; we zijn net zo geïnteresseerd in een ketel van 3 ton als in een grote, zware transformator van 80 ton. We zijn geïnteresseerd in alles wat buiten de bak steekt. Mensen zijn soms verrast als we vertellen dat we ook dergelijke minder zware lasten willen en kunnen vervoeren. 'Jullie doen toch alleen maar grote en zware lading?', klinkt het dan. Mammoet Stoof directeur Hans van den Bovenkamp noemde het onlangs in een interview in Mammoet Mail terecht het 'Mammoet syndroom'. Het is eigenlijk zo eenvoudig: we vervoeren alles wat buiten profiel is. Het hoeft niet per sé groot en zwaar te zijn."

Koevoets leidt in het kantoor van Mammoet Transport België aan de Vossesdijstraat in Antwerpen het speciaal wegtransport. Samen met Lea Carpentier en François Bertin coördineert hij de inzet van het materieel dat bestaat uit een groot aantal trekkers en trailers. De opleggers variëren van diverse types platte trailers tot uitschuijtrailers en van (semi) diepladers tot dollies voor extra lang transport. Voor heel bijzondere ladingen kunnen de trailers worden aangepast in de eigen werkplaatsen.

De keuze van Antwerpen als centraal punt voor de planning en de inzet van het trekker- en trailerpark heeft volgens Koevoets te maken met de grotere mogelijkheden die er op het gebied van speciaal wegtransport in België liggen. "Het is fantastisch hoeveel er in België over de weg kan. In Nederland zijn er veel meer restricties op het terrein van afmetingen en gewichten.



Dat heeft te maken met de aanwezigheid van zoveel water in het land. Niet alle bruggen zijn op de zwaarste lasten berekend. Het vervoer van speciale lading zal veel eerder over de waterwegen plaatsvinden."

Koevoets zegt dat bij de doorvoer van groot en zwaar materieel uit bijvoorbeeld Italië, Duitsland of Wallonië de haven van Antwerpen veelal de voorkeur geniet boven die van Rotterdam. "Als het echt groot en zwaar is, gaat het via Antwerpen. Het is een flexibele haven waar het geen enkel probleem is om zware stukken op zaterdag of zondag aan te leveren."

Op de centrale desk worden de aanvragen behandeld die in Antwerpen zelf of bij de

vestigingen van Mammoet Stoof in Nederland binnenkomen. Er wordt gekeken naar de uitvoerbaarheid, een calculatie gemaakt en vervolgens een offerte aan de klant aangeboden. Koevoets: "Wij beschikken hier over kennis van de markt en de mogelijkheden die er in de diverse Europese landen bestaan in het speciale wegtransport. In alle landen heersen verschillende assenlasten en moeten speciale ontheffingen worden aangevraagd. Een ander belangrijk punt is het inschatten van de begeleidingskosten. In Italië kunnen die soms oplopen tot het viervoudige van wat we in Duitsland moeten betalen."

Vakbekwame mensen in de vestigingen van Mammoet Stoof in Breda, Europoort, Sittard, Terneuzen en Antwerpen verzor-

PORT



THE ROAD TRANSPORTATION SYNDROME

Mammoet Stoof has a wide range of trucks and trailers available for the transportation of special cargoes. The central planning of road transportation takes place in Antwerp. "We move everything that is out of proportion. It needn't be heavy, but it may."

Towards the end of the meeting, Giel Koevoets once more emphasises with a slightly raised voice: "It needn't be big; we are just as interested in a boiler of 3 tonnes as in a large and heavy transformer of 80 tonnes. We are interested in everything that sticks over the sides. Sometimes, people are surprised when we tell them that we are also interested in moving less heavy loads. 'Don't you take on only large and heavy cargoes?', they say. In a recent interview Mammoet Stoof's Managing Director Hans van den Bovenkamp called it the 'Mammoet-syndrome' and rightfully so. In fact it is very simple: we move everything that is out of proportion. It does not have to be large and heavy."

Koevoets is in charge of special road transportation. Together with Lea Carpentier and François Bertin he coordinates the scheduling of the fleet of a large number of trucks and trailers. The trailers include various types of flat bed and extendible low-bed trailers as well as (semi) flatbeds and dollies for extra long transportation. For very special cargoes the trailers can be adapted in own workshops.

According to Koevoets the choice of Antwerp as pivot point for planning and assignment of the truck and trailer fleet has to do with the broader possibilities in Belgium in the field of special road transportation. "It is fantastic what can be done by road in Belgium. The Netherlands have much more restrictions where weights and sizes are concerned because of the many waterways in the country. Not all bridges are built to support the heaviest loads. Transport of

special cargo will sooner be realized by water.

Koevoets explains that for cargo in transit from for instance Italy, Germany or the Walloon provinces the port of Antwerp is preferred over Rotterdam. "If it is really big and heavy, the cargo will go via Antwerp. It is a flexible port where it is no problem whatsoever to deliver heavy pieces on Saturday or Sunday."

At the central desk the enquiries are dealt with that are received in the Antwerp office or the offices of Mammoet Stoof in The Netherlands. The transport feasibility is checked, a calculation is made and then an offer is sent to the client.

Koevoets says: "we know about the market and the possibilities in the various European countries in special transportation. All countries maintain different axle loads and special permits must be asked for. Another important issue is the pre-calculation of the costs of accompaniment. In Italy these can amount to four times what we pay in Germany." Skilful people in the offices of Mammoet Stoof in Breda, Europoort, Sittard, Terneuzen and Antwerp finally take care of a precise realization of the transport order, which includes the permits, loading and unloading facilities and the possible transshipment onto vessel or barge.

What does Koevoets think about the near future of the branch? "At the moment, the market is rising. That increase is mainly caused by the large projects under development for instance in Germany. Much heavy machinery comes from that area. What will be important for us in the near future, and remain important, is the utilisation rate of our equipment. In the past we were more focused on using the trucks and trailers to support projects of Mammoet Stoof. The big difference is now that we will also employ the equipment for third parties."

gen tenslotte een nauwkeurige afhandeling van de transportopdracht, inclusief de vergunningen, laad- en losfaciliteiten en de eventuele overslag op schip of ponton.

Wat denkt Koevoets van de nabije toekomst in de bedrijfstak? "De markt is op het ogenblik aan het stijgen. Die stijging wordt vooral veroorzaakt door de grote projecten in onder andere Duitsland. Daar komt veel zware machinerie vandaan. Wat voor ons in de komende periode belangrijk is en ook in de toekomst zal blijven, is de bezettingsgraad van ons materieel. In het verleden waren we sterker gericht op het inzetten van de trekkers en trailers ter ondersteuning van projecten van Mammoet Stoof. Het grote verschil is nu dat we dit materieel ook gaan inzetten voor derden."

BALTIC EXCHANGE

REBUILDING TAKES THREE TO FIVE YEARS.



It will take at least three to five years before the Baltic Exchange in the City of London will be re-opened. The Baltic, a major institution in the world of trading and shipping, suffered from an IRA bombing, killing three people and leaving 91 injured. The building was severely damaged.

24



Lindsay Adams, the Manager of Mammoet Shipping B.V. in London, left the area of St. Mary Axe in the City on the evening of 10th April only 40 minutes before the Baltic Exchange had been struck by an IRA bomb. "At first we only thought the bomb had blown out all the glass, but the building turned out to be completely devastated." For her the bomb attack came as a total surprise. "Although we are used to living with the constant bomb alerts at the Main Line and Underground Stations, which frequently disrupted City commuting, I had never expected a thing like this to happen."

As a result of the bombing the offices of Mammoet Shipping at the back of the building were badly damaged, forcing Mammoet to move to another address. Lindsay Adams: "We found a temporary office by Monday morning and were

back in operation again by Tuesday. Business is continuing. Our only problem is that we have not been able to collect all our files from the office, because the building is still considered unsafe. We were only given 20 minutes on the Thursday after the bombing to collect our main files." For the next three months traditional trading on the floor of the Baltic has now been relocated to Lloyd's building.

The Baltic Exchange is the oldest shipping market with most of the world's bulk cargoes being negotiated at some stage by its member Brokers. Through the earnings of its members the Baltic is high on the list of Britain's invisible export earners. At the Exchange the vital role in matching cargo and ship is played by Brokers. Representing the shipowners or the merchants, their history traces back to the 18th century coffee house "Virginia and Baltic", named after one of the new states





over the Atlantic and after the Baltic Sea where an enormous trade in timber and tallow existed at that time. Ship's captains and merchants used to meet at the coffee house to trade their business. When the ship's captain embarked on a voyage he would leave authority with somebody at the "Virginia and Baltic" to find further cargoes for his ship. Long before the days of cables and telephones, merchants in various parts of the world would then write letters to these "brokers" who became experts in finding suitable cargoes for a particular vessel. As business grew, the coffee house became too small and the Exchange first moved to a place called the "South Sea House" in the City and then to the Royal Exchange. At the end of the last century a number of prominent brokers came together and decided they ought to have their own exchange. They bought ground in St. Mary Axe and in 1903 the Baltic opened her doors.



Approximately 600 U.K. registered companies of a wide variety of international ownership are Members of the Exchange. The 2,000 brokers at the Exchange are employed by the Members, being independent companies or companies belonging to shipowners or to mercantile interests. The Baltic itself is a limited company with a Board of fifteen directors who are mostly elected by the shareholding Member Companies. Revenues come



from subscriptions and the renting of property in St. Mary Axe.

The freight market, which is the main activity of membership of the Baltic, is based on supply and demand. The negotiations for the chartering of a ship can be conducted verbally. The brokers are bound by word of mouth. "Our word, our bond" is the motto at the Baltic.

Mammoet Shipping has been a member of the Baltic Exchange since 1984. "We as Mammoet attend the 'floor', distributing circulars advertising say three of our vessels for which we require bulk cargoes to complete a voyage," says Lindsay Adams. "These vessels may be 'spot', which means they are open in a certain area almost immediately. By talking to the brokers they are able to advise what sort of cargoes they have and ascertain where our vessels are."

It is not expected that the role of the Baltic will in the end decline through advanced technology of communications. "Shipbroking is a very specialized business. Each deal has its own feature. Each ship and each cargo is individual. Computers are fine for say the liner trades but shipbroking is not concluded by a standard contract. Computers play an important role in the communications between offices, but they are not the natural medium for the process of negotiation. It is much easier settling things with people if you have them face to face", concludes Adams.

Until further notice Mammoet Shipping B.V. in London can be reached at the following address:

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Mammoet in Pictures

M.s. "PROJECT ARABIA" was one of the vessels shipping cargo for Uhde's Saferco project from Europe to Saskatchewan in Canada. Mammoet Canada was responsible for all onward transportation from port to building site.

Mammoet Shipping tunes the fleet

Since the m.v. "ST. MAGNUS" was considered to be out of character with the rest of the fleet under management with Mammoet Shipping, the owner, Mammoet-Hansa-Linie, recently sold this vessel to the American company Van Ommeren Shipping Inc. The vessel will be delivered towards the middle of this year and brought under U.S. flag.

With the main focus on cargoes that Mammoet Shipping calls difficult heavy lifts (over 200 tonnes), they also cater for bulk cargoes and smaller quantities. The present 12 vessels now form a well-equipped up-to-date fleet with handling capacities up to 1100 tonnes, suited to serve the needs of the heavy lift and project cargo market.

New agency for Mammoet Shipping

Mammoet Shipping's agency network was extended with an agent for New Zealand where Messrs Wm Scollay of Auckland will be the answering point for all Mammoet shipping business in that area. Their full style is mentioned in the list of agents on page 27.



In December last year the m.s. "PROJECT ARABIA" loaded in Italy equipment destined to be used by the North Sea Gas Industry. The shipping contract undertaken by Mammoet Shipping in London was made by project freight forwarder Rowco International Plc on behalf of Hamilton Oil Company Limited, London, operators of the Ravenspurn North Development in the southern part of the North Sea. The cargo comprised 4 heavy lifts and auxiliary equipment, representing the main gas turbine compressor package for the Ravenspurn platform. THC fabricators are constructing the gas compression deck at Hartlepool for installation offshore in 1993, with Mammoet Transport in Middlesbrough executing the load-out onto a barge.



Two harbour tugboats, "BJÖRN" and "LARS", were shipped from Japan to Sweden. M.s. "HAPPY BUCCANEER" is pictured here leaving the port of Rotterdam, where she delivered the bridge section for a coal unloader for EMO.



Mammoet London booked a 193 tonne Paper Cylinder for shipment on m.s. "HAPPY BUCCANEER" from Liverpool to Sulina, Romania, through Henry Abram & Sons, Glasgow on behalf of Beloit Walmsley. The cargo was under time pressure as it had to arrive in Romania quickly. It is the largest Toilet Roll Manufacturing Machine ever made.



M.s. "SUNRISE" left the port of Amsterdam with a full load of 40 juice containers destined for Toyohashi in Japan. The silos' sizes ranged from a diameter of 4 m and 7.8 m high to a diameter of 9 m and 15 m high and had been manufactured by Holvrieka Nirota in Sneek, The Netherlands.



For Aarhus Maskinfabrik m.s. "SUNRISE" rolled on 2 coalunloaders in Aarhus and sailed them to Esbjerg. The 1000 tonne unloaders were shipped with separated bridge-sections which were positioned in the port of destination. When completely assembled the unloaders measured 106 x 25 x 53 m.



M.s. "PROJECT AMERICAS" collected two coldboxes in the U.K. The one with a length of 36 metres, weighing 182 tonnes was loaded in the port of Tilbury for client BOC Cryoplants. The other, 43 metres long and 88 tonnes, was loaded for Airproducts in Ellesmere Port. Both boxes are destined for Kobe in Japan. Previous to the call on the U.K., the vessel had loaded a pressure vessel of 260 tonnes in Houston for Badger with destination Singapore. The full underdeck cargo consists of the power generating equipment to light the golf-course of the Sultan of Brunei. Onward carriage will be performed by Walter Wright Mammoet.

Mammoet Shipping's agency network

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