



House magazine
of Mammoet
Transport B.V.



**MAMMOET IN
THE MIDDLE EAST**

**TESTING NEW
SUPER CRANES
IN MANITOWOC**

**INTEGRATED
TRANSPORT FOR
BRITISH GAS**

From the Editor

In this summer edition of Mammoet Mail the major focus lies with the Middle East and the purchase of two new Manitowoc cranes.

The Manitowoc M1200R forms an important crane innovation and Mammoet Transport is very glad to have found a partner in Manitowoc Engineering Inc. who are the "perfect match". In this issue you will find an extensive photo report of the testing of the M1200R. It is hard to believe that the Manitowoc M250 machine is the heart of this giant. This M250 multi-purpose crawler crane has proved its serviceability in the USA for quite some time and when coupled to the M1200 Ringer attachment, this configuration can lift, erect and position upto 1300 metric tons! That's why the M1200R is a really versatile crane concept without all the disadvantages of similar large cranes. But we do not want to get carried away; you will read more about these intelligent cranes furtheron in this issue.

From these cranes to the Middle East: it is no coincidence at all that the prototype crane "Mammoet Erectus 1" is destined for Alatas Mammoet in Saudi Arabia. In the Middle East a lot is going on in the industrial area and in the interviews with Messrs A.H. Alatas, Ian Coates and Ted Trainer of Alatas Mammoet and also Mr Cor Hoppenbrouwers of Mammoth Gulf can be read that Mammoet will be occupied in the next few years.

And while I am writing this "from the editor" a fax message is delivered to my desk about the signing of a contract with the Hibernia Management Development Co. regarding the transport and positioning of the topside modules for the Hibernia Oilfield project. Five modules with a total combined weight of 33.000 metric tons will be transferred from ocean-going vessels and positioned on the assembly pier at Bull Arm, Newfoundland (Canada) by Mammoet's computer controlled self-propelled modular transporters. This transport project has the size of the Red Dog project, which Mammoet carried out in Alaska and it once more underlines the capabilities and possibilities within the Mammoet organisation.

Enjoy your reading and viewing.



COLOPHON

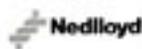
Editing and Production:
Public Relations Department
Mammoet Transport B.V.
Amsterdam

Editors:
Aad van Leeuwen
Cor Radings
Translation:
Immie van Kalken

Lay-out:
Aart Schuddeboom

Printing:
Beursdrukkerij Costra B.V.

Editorial address:
Public Relations Department
Mammoet Transport B.V.
'Het Havengebouw', De Ruyterkade 7
1013 AA Amsterdam (The Netherlands)
Tel. 31 - 20 - 6387171,
Fax. 31 - 20 - 6386949



Mammoet Transport
is a company of the
Royal Nedlloyd Group

MAMMOET INTRO

Mammoet in the Middle East

Right from the start, Mammoet had found their way in the Middle East; many waterdesalination plants, petrochemical installations and refineries were built with the assistance of Mammoet's specialized shipping, transport and crane services. Our people in the Middle East reflect on the reviving construction market while a report of a modular transport to the Petrokemya plant underlines the improving situation.



British Gas

This shipping/transport/lifting operation shows what Mammoet Transport (UK) is really good at: Integrated heavy transport from factory to foundation. But why believe us, when we rather prefer the comment of our clients on this as written on pages 8 to 11.

Load-out Season

Last spring, many offshore structures were loaded-out to their various destinations at sea. Mammoet was very busy in Norway, the U.K. and The Netherlands and in a future Mammoet Mail we shall give a full report on these activities. In this issue, however, we feature a splendid centerfold picture of a load-out at Grootint (Heerema) in Zwijndrecht.



10 Years Mammoet Ferry Transport

The endless circle of Mammoet's ferry trailer service has now been in operation for more than ten years. And how! It started with a small office and 2 men in the U.K. and The Netherlands, who were busy operating a few ferry trailers on both sides of the Northsea. Now this baby "elephant" has grown up and being a specialism on its own Mammoet Ferry Transport fits wonderfully well in the Mammoet organisation of specialized transport and shipping activities.

Mammoet Shipping goes CFSS

The tailor-made Cargo Fixing Support System gives Mammoet Shipping an edge with the competition. In the end this automated planning and calculation system is also beneficial for the client, as the system supports a better and faster response to the operational and commercial management of the heavy lift fleet. If this sounds too much like an advertisement to you, please read the story on page 20 and judge for yourself.



New era with 'Super' Cranes

With the launch of the Manitowoc cranes a new era in lifting, erecting and positioning will begin. The testing programme is completed now and the results were much better than expected! It seems that Manitowoc Engineering succeeded in realizing one of the most versatile crane concepts in the world.

CONTENTS

- 4 Mammoet in the Middle East
- 7 Vreugde over veiligheidspredikaat
- 8 Night monsters on the move
- 12 The Italian job
- 16 Mammoet Ferry Transport: Symbol of flexible service
- 20 Mammoet Shipping's strategic simulations
- 22 Mammoet in Focus
- 24 Mammoet enters a new era with "Super Cranes"
- 27 Mammoet Shipping news

MIDDLE EAST

MAMMOET IN THE

JUBAIL - The economy on the Arabian peninsula is currently experiencing a miniboom. Activities in the oil industry and the petrochemical industry are increasing. Mammoet expects to move into a high workload in the area in the coming period. "The level of inquiries we receive is enormous." A report on Alatas Mammoet Company in Saudi Arabia and Mammoth Gulf in the United Arab Emirates.



4



The east coast of Saudi Arabia is dominated by the oil industry. Fifty years ago, the majority of the local inhabitants' livelihood was fishing and the trade on India. Now, the desert is host to a seemingly endless series of refineries. The names of cities such as Dahrhan, home of the Saudi Arabian American Oil Company (Saudi Aramco), Dammam, Al Khobar and Jubail are synonymous with oil. Over the last few years the Eastern Province of Saudi Arabia, as other parts of the world, has been affected by major events causing economic and political changes. The Gulf crisis resulted in a reduction in demand for petrochemicals, which significantly impacted life and the economy on the Arabian peninsula. However, over the past months the economy has been experiencing a return in confidence.

The industrial city of Jubail on the coast of the Arabian Gulf is one particular region in the Eastern Province where companies are once more heavily investing in new projects. Primary industries have started or announced construction and expansion programmes. Alatas Mammoet Company, specialists in heavy lifting and transportation, with offices in Jeddah and Jubail, was recently involved in the transportation of five furnaces for the expansion of the petrochemical plant of Petrokemya in Jubail. The modules, 24 metres long and wide and 37 metres high, were constructed in France by Heurtey Petrochem Engineering and booked by Mammoth Transport France. The components were loaded by Mammoet Stoof in the port of Antwerp and shipped to Jubail in two journeys. Alatas Mammoet Co. provided the transport of the five furnaces from the port of Jubail to the Petrokemya plant and the installation on the foundation.

Eastern Province Manager Ted Trainer of Alatas Mammoet Company states that the installation of the Heurtey modules is illustrative for the increasing activity in Saudi Arabia. "There will be a lot of construction

going on in the Eastern Province until 1996, but we have also inquiries coming in for Yanbu on the Red Sea coast and for the Empty Quarter." Trainer expects that Alatas Mammoet will move into a higher workload over the next few months. "There is a tremendous market in Saudi Arabia. The level of the inquiries we receive is enormous."

Mr A.H. Alatas, President of Alatas Mammoet Company, declares that his company is quickly adapting to the recurring project market as they did before to other market developments. He rates the flexibility of the Mammoet-team as one of the major strengths. "During the oilboom in the seventies and early eighties there was a lot of work on the project market. Everything was being built at once. At that stage we were involved in the transportation and installation of modules for oil refineries, gas plants and desalination plants. After the golden years the project market disappeared and we had to adapt to a new market situation. Where many of our competitors were deciding what to do, we quickly adjusted from the project market to the day market."

Alatas is confident that his company can benefit from the future developments in the market in Saudi Arabia. "With all these projects coming up we must ensure that we strictly adhere to our quality standards." He considers the worldwide network of Mammoet and the integral logistic concept a main advantage for obtaining contracts for new projects. "The door-to-door concept of Mammoet Transport is an important sales tool for us. Many companies prefer to leave the total transportation in the hands of one single company. We get a lot of feedback from project meetings in the head office in The Netherlands and from the other Mammoet-offices around the world. Apart from the commercial intelligence network, we also benefit from the engineering department of Mammoet in Breda." ■



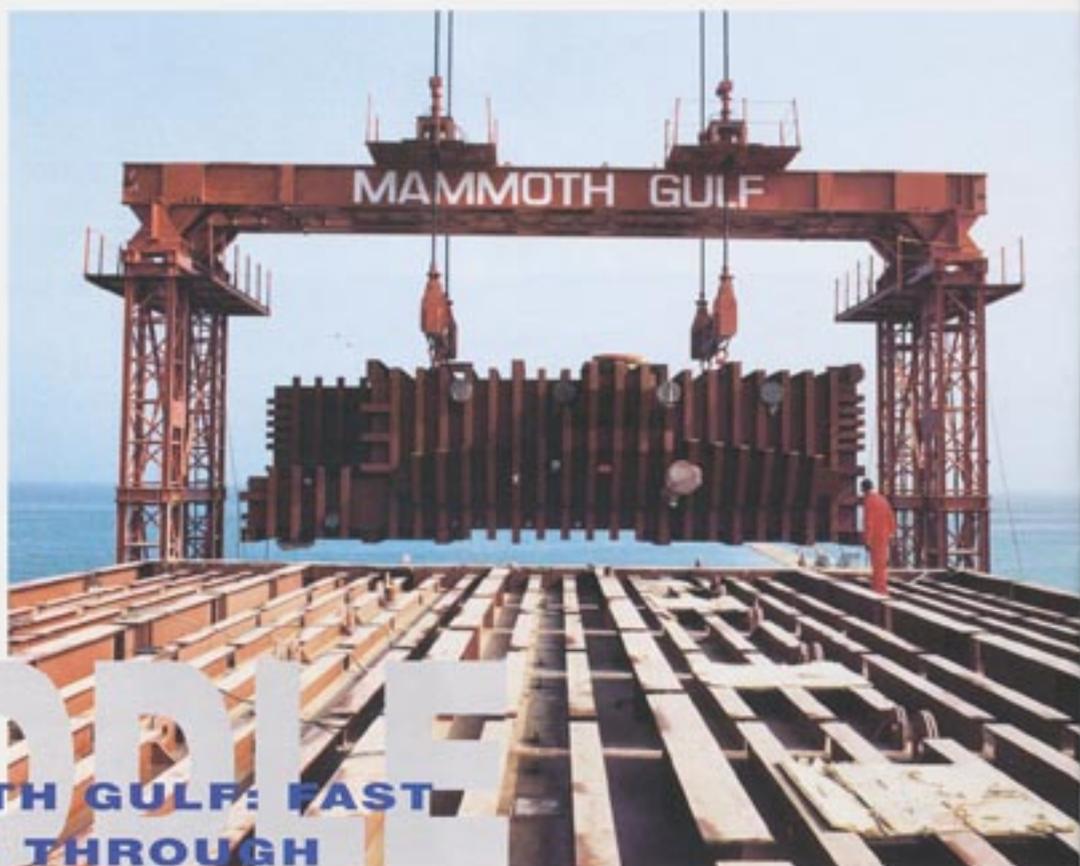
Mr Ted Trainer



Mr A.H. Alatas



Mr Ian Coates

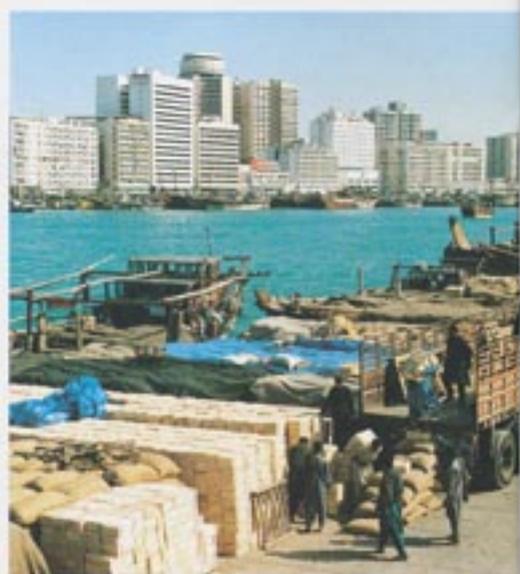


MIDDLE EAST

MAMMOTH GULF: FAST GROWTH THROUGH WORLDWIDE NETWORK

DUBAI - The office and site of Mammoth Gulf Dubai lies half an hour's drive from the centre of the Emirate.

The office had been founded in the middle of the seventies, when Mammoet executed a number of large projects in the area. Branch Manager Cor Hoppenbrouwers still remembers the first projects Mammoet handled in the Gulf area. "When we entered in 1974 on project basis, the boom period had just started. We moved large diesel engines and modules for the oil industry. Not until 1976, after we had finalized a few projects and had found enough scope for new work, did we decide to set up our own branch in Dubai.



With the introduction of the petrochemical industry as a branch of the oil refineries the market increased for Mammoth Gulf. They secured quite a number of large projects in the area after the office had been opened. On project basis the company worked for instance in Qatar and Oman and in Saudi Arabia where they were also involved in the construction of a new port for Dammam at the east-coast of the country. Hoppenbrouwers: "At the end of the seventies a shortage of sweet water occurred and various desalination plants were built, usually linked with power stations. For these projects we transported

and lifted many heavy pieces. Shortly thereafter the industrial expansion started. One of the first large projects in that field was the building of an aluminium smelter in Dubai for which a large number of modules were moved and placed onto foundation.

After completion of many large projects, in the eighties Mammoth Gulf focused more on the spot market. Three years ago the market saw some larger projects again. "Because of the Gulf crisis these projects had initially been stopped, but since then, various newbuilding and extension programmes have been revived."

In Mammoth Gulf's Dubai office work 34 people. The company has a large fleet of hydraulic platform trailers, lowbed trailers and cranes to hand. Hopperbrouwers claims that Mammoth Gulf were able to extend their fleet so fast - it is one of the largest in the Gulf area - because the company is part of a larger organisation. "We have also grown because we are part of a worldwide Mammoet organisation with contacts on various continents and above all we have been able to profit by the technical support of the engineering department of Mammoet Stoof in Breda." ■

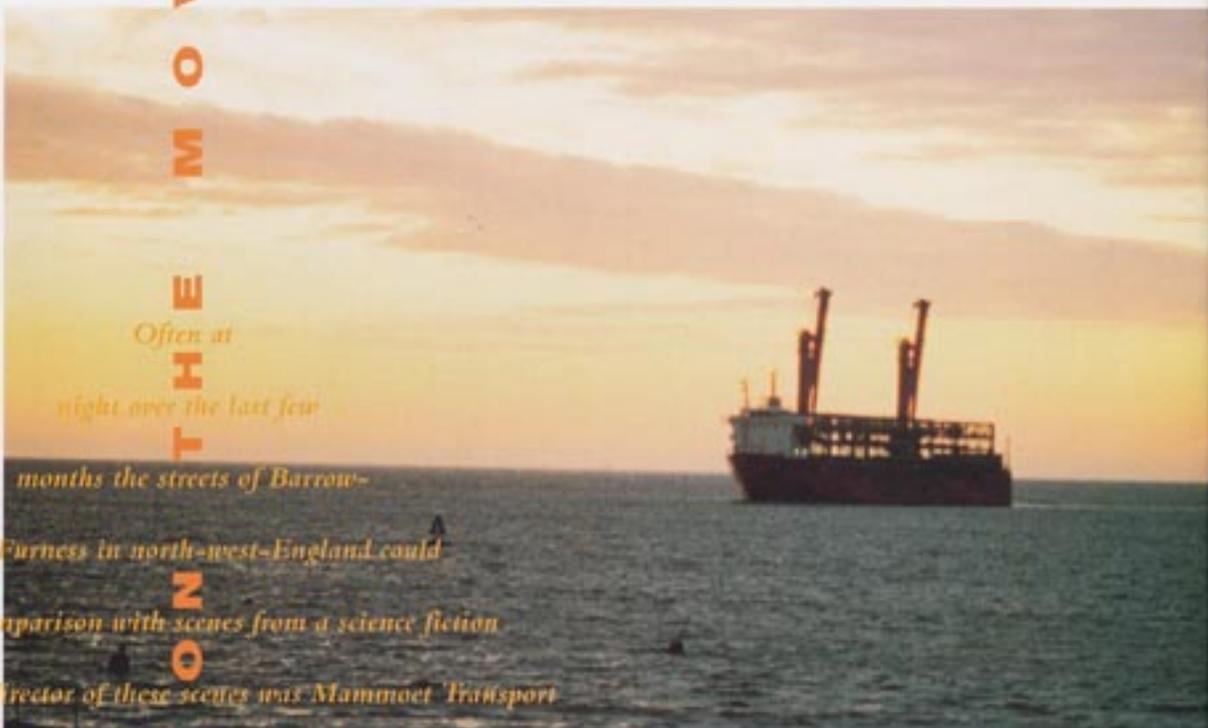


Vreugde over Veiligheidspredikaat

Als een van de eerste kraanbedrijven werkzaam als aannemer in de Petrochemische industrie, heeft Mammoet Stoof het "General Safety Approval" van de Esso raffinaderij verkregen. Het Esso GSA veiligheidspredikaat is het eindresultaat van de zgn. Esso aannemer kwalificatie procedure, waarbij het bedrijf doorgelicht wordt op een aantal vereisten op het gebied van veiligheid, zoals bijv. het veiligheids-en milieubeleid, voorlichting en onderricht van het personeel, keuring van het materieel, risico identificatie, toegepaste regels en voorschriften, enz. Dit onderzoek is uitgevoerd door een organisatieadviesbureau op het gebied van veiligheid, het Loss Control Centre Nederland B.V., onderdeel van Det Norske Veritas.

Een uitgebreide vragenlijst en een nieuw beoordelingssysteem hadden tot gevolg, dat Esso vanaf 1 Januari 1993 hogere eisen is gaan stellen aan aannemers die in de raffinaderij wensen te werken. Een en ander ligt in lijn met het streven van de Petrochemische Industrie om veilig werken te bevorderen, waarbij certificatie van het gebruikte materieel, de juiste (veiligheids) opleiding voor de mensen en een goed ingevoerd veiligheids en milieumanagement het doel is. ■

T
H
E
M
O
V
E



Often at night over the last few months the streets of Barrow-

in-Furness in north-west-England could

bear comparison with scenes from a science fiction

film. The director of these scenes was Mammoet Transport

O
N

(U.K.) Ltd who arranged to transport and install a considerable

number of modules for a new terminal for British Gas just outside Barrow.

S

R

S

T

E

R

S

T

N

8





Before that, the company had already prepared a feasibility study for the transportation of heavy modules from Barrow Docks to the Rampside Gas Terminal, seven miles away. Mammoet's U.K. Director Norman Reed: "we performed surveys of the route and advised what sizes would be feasible. The results of our study were used in the design process of the modular units. Designers extracted



In the past half year, the medium size town on the west coast took some resemblance to the scenery in the film classic "War of the Worlds". Streets that were usually occupied by endless rows of parked cars, were ominously empty, inhabitants came out to hear the muffled drone of steel monsters rising above their houses. From November of last year Mammoet Transport (U.K.) Ltd. carefully directed the alien scenes. Over the assigned period, the company moved a monster cargo through the streets of Barrow three times a week to the Rampside Gas Terminal. A new treatment plant is being built there by British Gas for a major gas-find in Morecambe Bay. Last year, Mammoet acquired the contract for sea and land transportation and positioning the modules onto foundations.

information for maximum length, width and height."

The pre-assembled racks (PARs) and pre-assembled units (PAUs) for the new plant of British Gas had been built in Bordeaux and Sunderland and in the yard of the naval shipbuilder VSEL in Barrow. The PARs were 35 meters long, 9 meters wide and 10 meters high and weighed up to 150 tonnes. Two so-called slug catchers for the refining of gas, measuring 45 by 5 by 5 meters with a weight of 700 tonnes were the largest units. The sea transport of the PAUs and PARs was performed by Mammoet Shipping, who placed the steel frames on the self-propelled modular transporters (SPMTs) of Mammoet U.K. in the port of Barrow. In 11 voyages 50 PAUs and PARs were moved to Barrow-in-Furness by a

NIGHT MONSTERS ON THE MOVE



10





kind of shuttle service, performed by m.s. "Gruz", "Thor Scan" and "Project Arabia". The modules were loaded and unloaded by the vessels' own gear in excellent cooperation with Mammoet's land based project team.

The transports with SPMTs always took place on Tuesday, Thursday and Sunday nights between 7 and 10 p.m. Then the modules moved through the streets of Barrow with the average speed of 3 miles p/h. According to Environmental Planning Officer Jim Gardner of British Gas, the night moves were part of the forward planning of the company to keep the disruption for the population to a minimum. Gardner: "We had been busy for 15 months to prepare the transports of the modules through Barrow. We did our best to involve the people living in the neighbourhood with the project as much as possible. Before the first move was to take place, we gave a presentation for the community and during the project we endeavoured to keep the people as well-informed as possible." Gardner says that the 140 trips with the SPMTs and conventional vehicles through the centre of Barrow were well received. "The transports drew much attention along the route, especially in the beginning. Furthermore, we received excellent cooperation from local police and other public utilities. Every delivery through Barrow took place under police escort who also saw to it that the streets were kept accessible."

"Although we have taken many loads through the streets of Barrow very little disruption can be determined. During a car trip along the route from the dock to the British Gas site, Ron Elliott, Mammoet Transport (U.K.)'s Project Manager draws the attention to the heads of some lampposts that are still facing away from the road. "The route was selected to minimise inconvenience to the local community.

Although some light standards were removed or resited, most items were adapted to cause a minimum of disruption, such as by installing demountable traffic lights and routing signs, including traffic islands that were almost flush with the road surface. Along the whole route not one tree had to be cut down. We only had to prune some of them."

In the meantime, the construction of the Rampside Gas Terminal is fully underway. Towards the end of the next year, hardly three years after the first piles for the foundation were driven into the ground, the new plant is expected to produce 520 million cbf gas per day. Senior Project Engineer Keith Powell and Installation Engineer Ken Cross of British Gas are pleased with the preassembly strategy of the terminal. "The decision to work with PARs and PAUs was taken early in 1991 and was the consequence of the time still available. Because of the modules we succeeded in compressing the programme." On the subject of the execution of the modular transports by Mammoet they agree: "Mammoet did a good job. Both in communication and in planning they did very well. Whenever there was a problem, it was solved quickly. During the first run the load halted for four hours when one of the transporters had broken down in the town centre. That is one of the worst things to happen, but mechanical fault can happen to anybody. We were impressed by the way this problem was solved. Everything had been planned. The engine was removed and replaced by a spare one that had been stored near the port. That solution told us that we had made the right choice." ■



A couple of months before the start of the project, schoolboy Fraser Smith wrote a letter to British Gas and asked: "Please could I ride in one of the big lorries on one of the trips?" Impressed by his initiative, British Gas passed his letter on to Mammoet who called Fraser on his 10th birthday and presented him with a special mini-uniform complete with hard hat, name badge and logo. Fraser wore them when the first self-propelled modular transporter rolled off with all the controls of his cabin locked out. The unit was under total control of Mammoet professionals, surrounded by a police-escort and a bucket brigade consisting of an all-girl team of volunteers from Barrow Town Hall, people from British Gas and from Mammoet Transport. The team collected £5500 among spectators and in pubs for the annual BBC Children in Need appeal.





In the next issues Mammoet Mail will portray offices of the worldwide Mammoet organisation. In this edition we pay attention to Mammoet Mediterranean in Genoa. The team members function as Mammoet's eyes and ears in this south-European country. "Without a doubt the Italian market has great potential."

THE ITALIAN JOB

.....

The portrait starts in the Italian port of Genoa. For centuries the picturesque place was a stronghold for rich merchants who traded with large parts of the world. In the city the majestic buildings remind one of the glorious years. The leading role of the Genoese port in the Mediterranean has meanwhile abated. The port of La Spezia, 100 kilometers to the South, presently functions as the most significant Italian container port and recent strikes have cast back Genoa even more in the competitive battle with other ports in the country. Nevertheless, the birthplace of Christopher Columbus has retained its image as shipping metropolis. The most important shipowners keep their head-office in Genoa.

The office of Mammoet Mediterranean is situated in the Via Fernando Avio, in the shipping quarter in Genoa's West part. From here the Dutchman Co Beuk works the Italian market with a select team of employees. Purpose: to acquire heavy cargoes to be transported by sea and by land. A simple rule which can, however, not always be adhered to very easily. In the office, Beuk acknowledges the present hardship in the market. The abating economical situation, together with the political insecurity, has led to many companies taking a reluctant approach. "This very noticeable", according to Beuk. "Booking cargo demands a larger effort. It is much quieter on the inquiry front and the rates are under pressure. For us the expenses are extremely important."

After the many years of service for Mammoet in Italy, the heavy lift market no longer holds much secrets for Co Beuk. In his office he sketches the division of the industries throughout the country. He speaks of the importance of the energy sector with vessel manufacturer Belleli in Taranto towards the South and about the crane building in Regio Emilia below Milan: "One can argue that today the heavy lift market is spread all over the country. There is a major concentration of industries in the economically stronger North, but much money is pumped into the South as well. Recently, Fiat opened a new plant in the South." Despite the hard times he believes in the potential of the Italian market: "We have a rich project market here. The energy sector is promising too."



Beuk sees himself and his staff in the office in Genoa as the eyes and ears of the Mammoet organisation in Italy. "We must keep our finger on the pulse continuously. That is our main task; to determine what the developments are in the market, what the competition does, what the rate of development is."

Mammoet Mediterranean is active in the market in the areas of both sea and land transportation. Apart from Genoa, the company uses the ports of Porto Marghera, Taranto and Mantova for the heavy transports with Mammoet Shipping. Beuk: "An essential factor for the sea transports are the port costs. We ship many cargoes through smaller Italian ports because the costs are considerably lower there." In the field of land

On april 29th Mr. Co Beuk of Mammoet Genoa was made a Companion of the Order of Orange-Nassau. The insignia of the knighthood were granted by Queen Beatrix of The Netherlands for his long-time and devoted service to one and the same company since 1949.



Mammoet Shipping's m.s. "Enlivener" recently collected two distillation columns of 400 tonnes each, in the port of Taranto, Italy.

Both columns, each 68 meters long and 9,5 meter in diameter, were destined for the 250.000 barrels per day Bandar Abbas refinery in Iran which is presently under construction by the National Iranian Oil Company. Loading and unloading the columns took place with the vessel's own gear in a one-hook lift. After loading the first piece, the vessel was turned 180°, so that the second column could be positioned on the vessel's other side.

The total transport contract was awarded to IRISL, Iran's national line. Several heavy lift shipments from European ports to Bandar Abbas were contracted by IRISL to Mammoet.

transportation, Mammoet Mediterranean maintains an exclusive relationship with an Italian land-based transport company. The two corporations regularly join forces when carrying out heavy transport by road or river. "From time to time we move cargo with barges, for instance over the river Po."

Beuk praises the cooperation with the offices of Mammoet Shipping in Hoofddorp and Mammoet Stooif in Breda. "In this line of work it is extremely important that an organisation backs you up and gives you good assistance. Technically, Mammoet is extremely strong. An important advantage of Mammoet is for instance that as a company we can offer a complete package. The success of Mammoet must

without a doubt be attributed to the possibility of combined transportation."

Later on, while enjoying a lunch on the coast of the Mediterranean sea, Beuk typifies business in the Italian market as 'complicated'. The business contacts take place in a completely different atmosphere here. While in many countries business is done in the office and is concluded there as well, most of the contacts here are made in restaurants or with a glass of wine at home. In itself that is not unique, but concluding a deal is also much more complicated. The game isn't over when the cargo is booked. The negotiations can go on after that. That is often difficult, but it can be done, as long as one sticks to the rules." ■





Load-out Season. For Mammoet's Self Propelled Modular Transporters it has been a very busy season loading out prefabricated offshore modules. In the whole of Europe the SPMTs were quite in demand to get these biggies as soon as possible at their various destinations at sea. A spectacular load-out was executed at the construction yard of Grootint in Zwijndrecht (part of the Heerema Fabrication Group), where the biggest offshore production platform ever built in The Netherlands was transferred onto an ocean going pontoon. Totally 2.208 wheels were needed for this movement and hereafter the nearly 10.000 tonnes weighing colossus was towed to the Alba oilfield in the Northsea.

Company defies retaining market

MAMMOET FERRY TRANSPORT: SYMBOL



Messrs Henk de Man, Krijn Torreman and Sil van Wanrooij

Ten years ago, four people agreed to embark upon a brand new ferry trailer service between the European mainland and the United Kingdom: Henk de Man and Sil van Wanrooij in Holland, Malcolm Bampton and Gordon Hughes in the U.K. The brainchild -Mammoet Ferry Transport- has in the meantime steadily grown into one of the leading company's in the ferry transport business.



On the motorways, the logo of the ferry company on the cover of the trailers is recognisable from afar. Impressively, the logo appears on a white background in the centre of the canvas: a stylised mammoth with tusk and trunk, watching the horizon. The symbol, created for (heavy lift) mother company Mammoet Transport, has been emblazing the trailer fleet since the foundation of the company. In 1993 Mammoet Ferry Transport has been active in trailer transport between the Continent and Great Britain exactly 10 years.

Flexible

The mammoth on the red trailers symbolises as it were the indomitability and power of the 10-year old company that has always kept the internal organisation extremely flexible. A company that, therefore, has gone through a notable expansion and increase of turnover in the last decennium; and a company that claims to be able to face the developments in the present, restraining market through the framework of its organisation. After a successful start in 1983, Mammoet Ferry Transport grew into a well-

known company with 55 staff working in offices in Europoort, Zeebrugge, Moers, Felixstowe, Hull, Deeside and Glasgow. The company uses more than 250 own and rented trailers. Part of the modern fleet of trailers is suitable for the transport of special cargoes. Together with Ferrymasters (P&OCL), Continental Cargo Carriers and MAT they belong to the leading companies in the market.

Key

The difference between the tiny offices in Europoort and Hooton with only 30 rented trailers at the start, to the present organisation with an extensive fleet of red trailers, tells a story that can best be narrated with the help of the key-word 'cooperation'. As most other important players in this market, Mammoet Ferry Transport chose to operate from own offices right from the start. Director Henk de Man: "In ferry transport partners need each other. A set-up with own staff and own offices is therefore the best concept. It is the paramount key to success in our branch." Sil van Wanrooij adds: "everybody can fill a trailer, but having it on the road

OF FLEXIBLE SERVICE



always loaded is something else. Therefore the power of our company is not established by one single office in Europoort, Zeebrugge or Deeside, but emanates from the whole organisation." In the office in Deeside Commercial Director Malcolm Bampton underlines the importance of the vicious transport circle. "The back-up by our own offices is extremely important. This is the factor where some of the competitors fail. If we tell the customer that we will deliver his goods on a Monday, we don't even check it. Our organisation runs like clockwork. Everybody knows exactly what has to be done." After a number of years of expansion of the trailer fleet and the organisation and major increases in turnover Mammoet Ferry Transport checks its steps. The unfavourable economic climate clearly influences the market in which the company operates, especially now that west-bound traffic from Germany to England has abated. Henk de Man: "in the thirty years that I have been active in ferry transportation, I have experienced various highs and lows. At the moment, however, we are in the deepest low I ever encountered."

Van Wanrooij: "We work for rates that were current six to eight years ago." Despite the present hard times Mammoet Ferry expect to close this year with a (modest) profit. De Man: "This will be a difficult year, but owing to our organisation we are able to face the market developments."

Interface

Krijn Torremans, Operational Manager in the office in Europoort, daily notices the signs of the lagging economical situation. "We clearly observe a decline. There is less cargo, the rates are lower. Especially west-bound traffic is hit. At the moment we try to develop more contacts, work the market even more intensively. The main instrument to daily fill the tens of unloaded trailers is the flexible service Mammoet Ferry Transport can guarantee its customers. Operational Director Gordon Hughes of the office in Deeside: "We consider ourselves a problem solver and an important interface between the UK manufacturers and the customer. We offer a quality service and the most important factor in our business is to be honest. In this business a great deal

is done on personal recommendation." Torremans underlines the words of his English colleague. "It is useless to stall the client. If we find at a certain moment that a trailer will arrive at a customer two hours late, we inform him about it. And if we cannot deliver a certain trailer, we say so. Honesty is still the best policy. But if people want to be one hundred percent certain that their goods arrive in time at their destination, they use Mammoet Ferry Transport. That is perhaps our major strength. If we say we can, we do it."

RECONSTRUCTION OF A ROUND-TRIP

The 250 trailers of Mammoet Ferry Transport cross the water of the Northsea more than 20,000 time per year. On their way with chemicals from Mannheim to Sheffield and with satellite dishes from Manchester to Brussels. Or, as in the reconstruction below from Ellesmere Port to Duisburg and back via Breda with shipments for Autover International to Bedford.

That Tuesday afternoon, just before three o'clock, the phone in the office of Mammoet Ferry Transport rings on the desk of Gordon Hughes.

17



Messrs Gordon Hughes and Malcom Bampton

MAMMOET FERRY TRANSPORT SYMBOL OF FLEXIBLE SERVICE



"Mammoet Ferry Transport, good afternoon, Gordon Hughes speaking." On the other side of the line answers Bridgewater Paper Company. The company, part of the American Stone Container Corporation, yearly produces 280,000 tonne paper for the newspaper industry. Nearly a quarter of that is exported to the European mainland. Tomorrow morning at a quarter past ten 22 tonnes must be loaded at Bridgewater Mill in Ellesmere Port with destination Duisburg. Hughes quickly checks a list in front of him. "That will be M-3206." That same afternoon he has arranged the transportation of the trailer. Wednesday at 6 p.m. the cargo will sail with the ferry "Norsun" from North Sea Ferries from Hull to Europoort. Krijn Torremans of Mammoet Ferry Transport in Europoort has meanwhile received instructions for delivery of the trailer in Duisburg.

Bridgewater Paper Company deliver the bulk of their newsprint directly to the pressrooms on the Continent. "To do that," says Distribution Director John Luckhurst, "we require the service of accredited hauliers." Bridgewater use various

hauliers for their transports into Europe. The choice of hauliers depends not only on the rates achieved and the equipment available, but also on how the haulier relates to the company and its products. Luckhurst: "The haulier is our ambassador and a vital link between ourselves and the customer. Therefore, I am urging all our accredited hauliers to achieve BS 5750 as rapidly as possible to complement Bridgewater's current accreditation programme I.Q.S." Luckhurst is very content with Mammoet's performance. "Our requirements are matched by Mammoet. It is a forward looking company which is complementary to our services. They are not just taking orders. They are responding to the words rapidly, flexibly and imaginatively, which are Bridgewater Distribution's key words for a quality service." Luckhurst sees the role of distribution within Bridgewater as being supportive to the market section. "Distribution is now more customer than production orientated. In other words, we reverse the supply chain and look at the customer's requirements first. We consult the customer to establish the best

equipment for his needs. We look at what is required of the equipment and driver and we formulate a distribution policy for every individual customer."

The next day at a quarter to ten, the trailer enters the Bridgewater grounds in Ellesmere Port. As usual, the trailer's condition is checked before loading. The newsprint product has to be handled with extreme care to avoid any damage or distortion which could cause subsequent problems for the customer's presses. Luckhurst explains: "To mitigate any blame attached to the distributors, the most rigorous quality control checks on haulage vehicles are carried out at the mill both prior to and during loading".

On Thursday afternoon M-3206 has most of the trip behind her. On Wednesday the trailer took the M62 from Ellesmere Port to Hull and from King George's Dock's premises it was parked in the hold of m.s. "Norsun". Just over fourteen hours later the 13.6 meter long tilt trailer was unloaded on the quay of North Sea Ferries and linked up for the last leg of the journey to Duisburg. Shortly after the paper rolls cross the Dutch-German border, just before



Mr Pierre Luhulima

eleven o'clock, Krijn Torremans is called by Pierre Luhulima, Traffic Manager of "Autover International in Breda. "Krijn, can we have another trailer late this afternoon to be loaded for Bedford?" "I'll be back with you in ten minutes." Torremans's eyes flash over the list with available trailers in front of him and pick out M-3206. Again the wheels are set in motion and three hours after the trailer has deposited its Bridgewater cargo in Duisburg, it is on its way to the dis-

tribution centre of Autover in Breda. Directly after loading, the trailer is driven to North Sea Ferries to embark on m.s. "Norcape" which will leave for Ipswich at 23.15 hours. Being a division of car glass manufacturer Sekurit Saint-Gobain, Autover International yearly sends out tens of thousands of shipments world wide. Thirty Volvo car windows and two Honda windows to Singapore, six Scania windows and fourteen Peugeot windows to Bedford, the list is endless and complex. Pierre Luhulima: "From here we provide windscreens for the replacement market. The various production centres of Saint-Gobain in Europe and the one in Brazil supply the car windows for the so-called first assembly direct to the car manufacturers. The windows for the replacement market, however, all run through our distribution centre. Here we group orders and send them to the wholesalers."

The company supplies wind screens, side and rear windows of all types of cars, trucks and busses to whole salers and dealers on all continents. The United Kingdom is an important market for Autover International. For the transportation of the boxes with

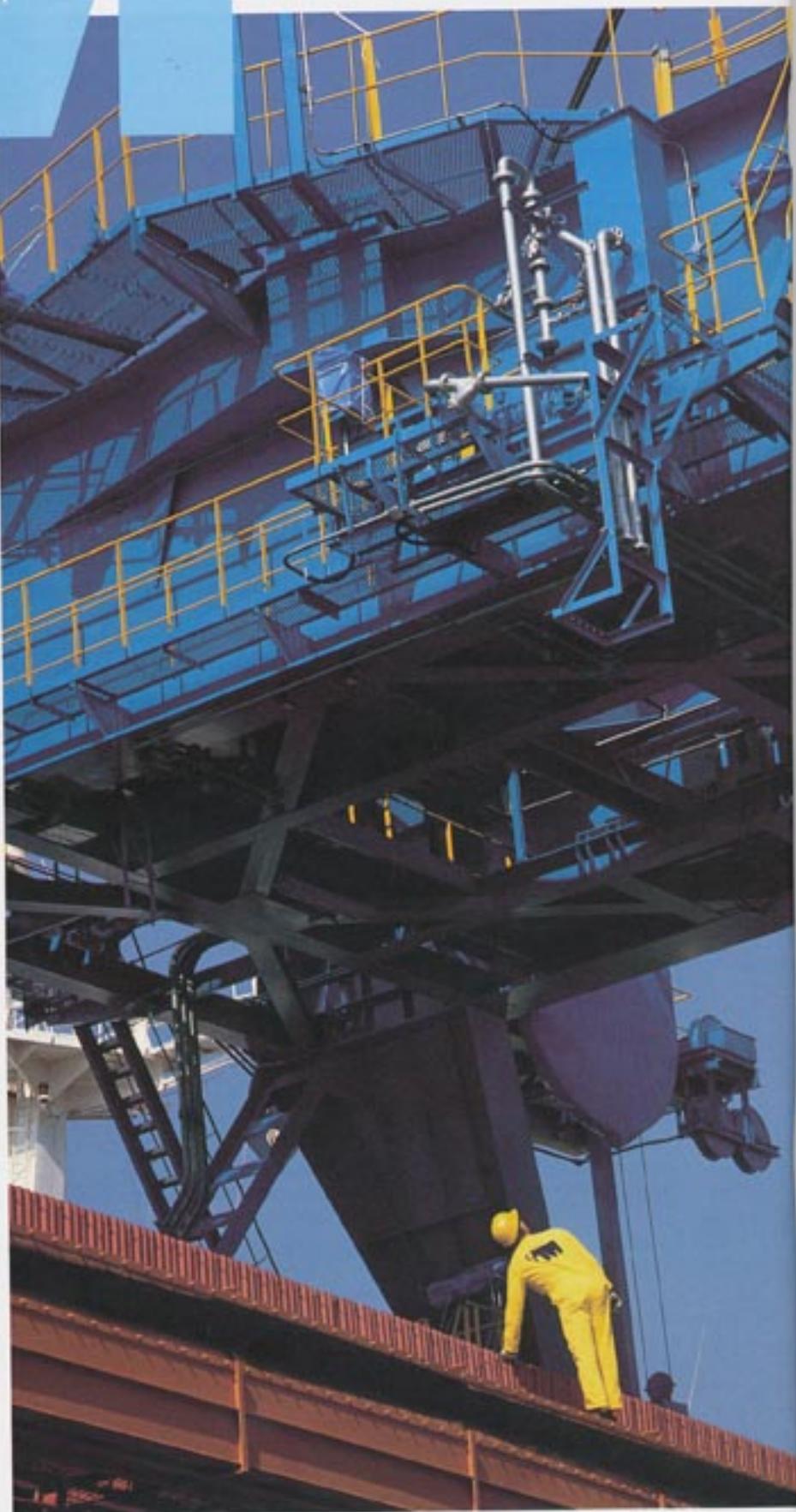
car windows to Great Britain, Luhulima uses two hauliers: Mammoet Ferry Transport and Continental Cargo Carriers. "That is a deliberate choice. In this way we stay in touch with the developments in the transport market. The choice for these particular hauliers is directly connected with our demands for flexibility, good material and service to the customer."

For the transport of the windows Autover has designed special crates that can be used two or three times. "We have invested heavily in packaging material. Once empty, the crates can be folded up and Mammoet regularly collects empty packaging when they deliver a shipment." Luhulima has been working with Mammoet Ferry Transport for almost five years now, to his full satisfaction. "Mammoet's service is very good. For us appointing the right carrier is very important. We supply our customers with high-standard goods. The service of the haulier is our business card to the client."

That Friday morning, Gordon Hughes in Deeside answers the phone: "Mammoet Ferry Transport, good morning, Gordon Hughes speaking, Hi! A trailer to load in Birmingham this afternoon! Hold on a second". Hughes draws the attention of his colleague Malcom Bampton. "At what time will M-3206 be empty in Bedford?" ■

MAMMOET SHIPPING'S STRATEGIC

Mammoet Shipping use a newly developed Cargo Fixing Support System (CFSS) to their full satisfaction. This automised planning and calculation system offers the opportunity to work out various transport scenarios for new enquiries within the actual sailing schedule of the heavy lift fleet. The complexity and laboriousness of new inquiries and heavy time pressure could previously lead to decisions that occasionally turned out to be not ideal for both client and company.



SIMULATIONS

Today as every day, intensive telephone communication takes place in the Pricing & Sales department in the headoffice of Mammoet Shipping in Hoofddorp. "A cargo of 2000 tonnes break bulk with m.s. "Happy Buccaneer" from Antwerp to Hong Kong, to be loaded next Monday? I will let you know as soon as possible." Rob op ten Noort puts down the receiver and bends his eyes to the computer screen standing in front of him on the oblong table. "Happy Buccaneer, Antwerp", he mumbles. Within a few seconds he has retrieved the sailing schedule of the flag ship of the Mammoet Shipping fleet with a few finger movements on the computer's keyboard. The schedule shows Op ten Noort that m.s. "Happy Buccaneer" will leave Rotterdam on Friday afternoon to set sail via Livorno, Suez and Singapore for Yokohama.

After a sip of his coffee Op ten Noort subsequently enters the information of the extra cargo from Antwerp into the actual sailing schedule. By deviating to Antwerp and Hong Kong arrival in the other already scheduled ports will be delayed. The sophisticated automatic planning system in the computer starts calculating for Rob op ten Noort if the "Happy Buccaneer" can really accept the extra cargo. Will the vessel still be in time in the various ports for loading and discharging? Will cargo remain on board too long through the deviation? Can the Antwerp cargo be combined with the other cargoes?

Since the beginning of last year Mammoet Shipping works with this decision support system for the input and planning of cargoes. It has given the company a competitive edge in the important general cargo market. CFSS, developed by automation company Nedlloyd Computer Services, helps Mammoet Shipping optimizing the capacity utilisation of the vessels and of the fleet as a whole. The support system chiefly aims for the general cargo market. Although Mammoet Shipping directs her activities mainly towards the difficult heavy lift market, the general cargo makes up for an important and indispensable segment.

The clients' wishes

Contrary to the difficult heavy lift segment, for which the orders are often supplied more than a year prior to sailing, general cargo is always offered on very short term.

CFSS offers the possibility to quickly check on various practicabilities in the actual sailing schedule for the new cargo that is on offer. The existing sailing schedule forms the basis of the system in which all actual and fixed future voyages for all vessels in the Mammoet Shipping fleet have been planned. The difficult heavy lift roughly dictates the sailing schedule's structure. General cargoes are planned within that structure. Rob op ten Noort: "When we put general cargo on the already planned voyages, we can check very quickly with CFSS whether or not these commitments will run us into trouble in the future. It mustn't be that by taking on extra cargo we run out of the schedule and into trouble three months later."

According to Herman Dekkers Mammoet can adhere to the clients' wishes with the help of CFSS. "With the support system we have more time to compare notes with the client on the basis of realistic data. Through the quality of the calculations we can define to the client why we took a certain decision and we can perform in line with the expectations." Dekkers puts forward that with CFSS not only the planning of the actual operations has improved, but also that the simulations of the system can help with the preparation of strategic decisions. "The daily routine within our company is gradually changing character. Support of decisions has improved at all levels. The strategic, practical and operational decision making has changed considerably through correct and easily accessible information." ■



MAMMOET *in focus*



1



3



2

22

2 Dismantling flarestack

At the Belgian Refinery Corporation in Antwerp a flarestack was dismantled with Mammoet's hydraulic cranes. The 500 tonne Liebherr crane was built up with a special superlift construction with fly-jib.

3 Ringer lift in Indonesia

At Gresik on the isle of Java (Indonesia) an Ammonia and Urea plant is under construction. In a joint operation with the mechanical constructor PT. Kelsri, Walter Wright Mammoet (Singapore) Pte. Ltd is handling the barge transport from the anchorage, roll-off operation, inland transportation over 6 km to the site and installation onto foundation.

1 Nearly 100 metres on the move

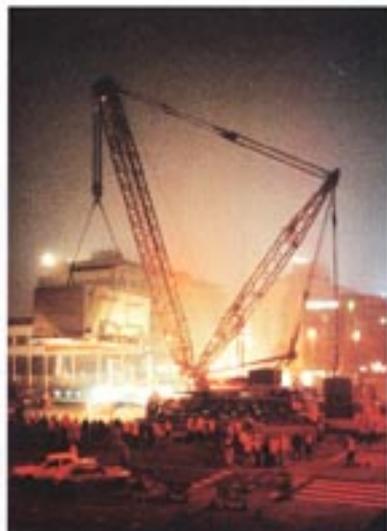
For the N.E.M. in Leiden a nearly 100m long column was shipped from the factory to the site at Europoort.



4

4 Houses on the move

To avoid demolition, three houses, which stood in the way of the newbuilding of a sawmill, were moved on SPMTs to a new location 72m furtheron. After cutting the bloc of houses from their foundation, the SPMTs were moved underneath and by raising the trailerbed by means of the hydraulic system, the 600 metric tonnes weight was taken over. The tenants were delighted to see that a short while after leaving their houses, they could just walk back into them again since the whole interior, furniture, chinaware and all, had remained in place during the move.



5

5 Lifting by night

With a 400 tonne lattice boom crane a transformer house was lifted and moved to a new location. This operation was performed in the night to avoid any delay in the daily flow of business traffic in the city of Rotterdam.



7

6 Site move in Belgium

For Granges Graver at Willebroek a site move of a 290 tonne combustor regenerator was executed so that the column could be tested before final despatch to Portugal. The transport job included jacking work and a load-out onto a pontoon.

7 Transformers for Nigeria

Mammoet Transport N.V. (België) executed the road transportation of 60 loads of outsized units from France to the port of Antwerp. The heaviest transformer weighed 47 tonnes. The final destination was Nigeria.

8 Transport of 23 columns

For the FINA refinery in Antwerp 23 columns were transported partly by road and partly by inland waterways. The columns were manufactured at Coek in Geel and Lodewijckx in Meerhout. These transports are part of a larger job at the refinery, which includes transport and lifting.

9 Steam generators for Doel

Three steam generators of 315 tonnes each were transported by barge from C.M.I. in Seraign to the Doel power plant in Antwerp. The roll-off operation took place during low tide so that the barge was firmly grounded. With a 20-axle trailer-configuration the generators were moved for temporary stowage at the power plant for Tractebel.



6



8



9

MAMMOET ENTERS A NEW ERA WITH "SUPER CRANES"



Mammoet Transport has purchased two Manitowoc M1200R "Ringer" cranes for operations in South East Asia and in the Middle East. These machines will be operated by Walter Wright Mammoet (Singapore) and Alatas Mammoet Co Ltd (Saudi Arabia).





These innovative machines combine tremendous versatility with superlative performance, and herald a new era in the evolution of Mammoet's heavy installation capabilities. They represent a major advance, in providing alternative erection possibilities for our clients.

These new machines are presently being tested at the works of the "Manitowoc Engineering Co" in Wisconsin, USA and employ Manitowoc's latest M250 crawler crane in combination with a 60 foot diameter "Ringer" attachment and specially designed booms and counterweights. The "Super Cranes" have nominal capacities of 750 tons and provide an important extension to Mammoet's heavy lift capabilities.

As Rolf de Ruijter de Wildt (President of Walter Wright Mammoet, Singapore) points out: "This latest and largest member of Manitowoc's range of heavy cranes offers significant advantages to clients, and the decision to purchase the M1200R was not only based on its present capabilities but also on its potential for the future. This recent innovation in crane technology enables us to meet the needs of

future petrochemical projects. New petrochemical plants are, without exception, being constructed using larger and heavier component parts, which would normally have to be installed using a dual crane lift. Naturally, clients are not happy carrying out dual crane lifts due the inherent risks involved. The extra capacity of our new M1200R now makes it possible to carry out these lifts using a single crane, whereas previously a tandem lift would have had to be employed.

Mr. A.H. Alatas of Alatas Mammoet states: "We have maintained close contacts with our clients and have taken heed of their requirements with regard to the construction of petrochemical and refining plants. We feel that we now have cranes which will not only fulfil their present requirements but which will allow our clients greater potential flexibility in the future due to their versatility, low ground bearing pressures and ultimate capacities".

Mr. I.C. Coates (General Manager of Alatas Mammoet) adds: "I would reinforce the comments made by both Messrs. Rolf de Ruijter de Wildt and Abdulilah Alatas regarding the ability to increase the future



MAMMOET ENTERS A NEW ERA WITH "SUPER CRANES"

potential of these machines. Even at this early stage in the M1200R programme, Manitowoc's engineers have offered a revised counter-weight option, which gives remarkable increases in lifting capacity over the operating range. Also, the M250 crawler crane can be fitted with the full range of Manitowoc heavy lift attachments, such as X-Spander, Max-Spander and X-Tender, which make this latest Manitowoc a truly versatile crane".

Mr. Neil Birkbeck (Vice President of Walter Wright Mammoet) recently visited Japan, and had discussions with clients regarding the new cranes. He reports: "I have visited several clients in Japan, and all were extremely enthusiastic and demonstrated a keen interest in the new M1200R. Its operational possibilities and mobility make it ideally suited for their forthcoming projects".

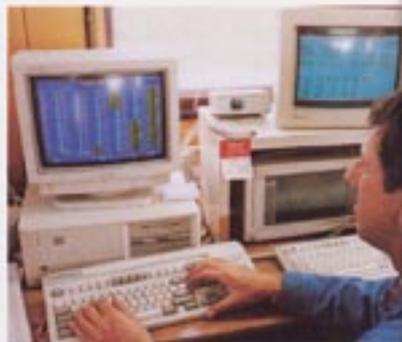
The M1200R incorporates many of the features found in the new M250 crawler crane. Every component has been carefully designed and engineered to ensure ease of transportation and minimum assembly time. All structural components combine high strength with minimum weight, thus enabling large sections of the crane to be transported whilst still complying with international shipping weights and dimensional standards. The basic M250 can be shipped in four major components,

is fully "self erecting", and can be assembled by 3 persons and be operational in less than 2 hours.

The new M1200R also incorporates an improved "Ringer" support system, which greatly reduces ground loadings during lifting operations.

De Ruijter de Wildt adds: "Despite its size and weight, it is possible to relocate the crane, along with its "Ringer" attachment. It is a misconception that such mobility can only be achieved with mobile or crawler cranes".

The new "Super Cranes" will be delivered in August of this year. An "Open Day" is to be held to demonstrate their remarkable new concept in crane technology to interested clients. ■



Profile of Roadsea Services

After appointing Roadsea Services Ltd of Tehran as a Mammoet Shipping agent, Mammoet was able to introduce their heavy lift services to the Iranian market. Firstly a contract was concluded for the sea transport of equipment for several power plant projects, execution of which is now nearly completed. A second contract was the carriage of several locomotives from Canada to Bandar Imam Khomeini, which contract is partly executed. A total of approx. 20.000 frt of various project and general cargoes has been booked so far by Roadsea Services; the majority of this quantity has already been carried to Bandar Abbas. Bandar Abbas and Bandar Imam Khomeini are the main Iranian ports in the Arabian Gulf, which ports handle around 85% of the Iranian import and export.

Roadsea Services Ltd is located at:
No. 2, 6th Alley,
Bisotun St., Dr. Fatemi Square
Tehran 14316, (Iran)
tel: +98-21-653139/655290
tlx: 222699, fax: +98-21-659820
Contactpersons
Mr. A. Ijad, and Mr. S. Yekta

Repeat bombing of Mammoet Shipping London

For the second time in just over a year an IRA bomb blasted the offices in the City of London to a heap of debris and broken glass. And also this time the Mammoet Shipping London office was hit. Fortunately, although damage was considerable, nobody was injured and Mammoet staff were able to return to their office within a week. The new office of Mammoet London, which they have occupied since September 1992 is in the heart of the exclusion zone which has been enforced since the bombing last April.

Russian-Dutch cooperation

Mammoet Shipping B.V. and the Russian landtransport company Orgproekttrans have signed an exclusive cooperation agreement to be able to offer door-to-door transportation services for heavy lifts and projects cargoes to and from the territory of the former USSR. Mammoet Stof supports the agreement and will assist whenever extra-specialized equipment or engineering is necessary.



Public Transportation

M.S. "Envoyager" is pictured here in Auckland, New Zealand, unloading 39 railway coaches which were shipped from Fremantle in Australia. The railway coaches had a weight of about 50 tonnes each and were unloaded by ship's own gear.



Full load for M.S. "Titan Scan"

Successive port calls in Karlskrona (Sweden), Invergordon and Nigg bay (UK) and finally Rotterdam (The Netherlands) resulted in a full shipload with various offshore equipment, a Single Point Mooring Buoy and a ship's hull on deck and a full cargo under deck. Destinations were Singapore and Dampier in Australia.



Coal unloader for Bristol

M.S. "Gruz transported a 350t coal unloader from the port of Immingham to the port of Bristol, where the machine will be used for the new bulk terminal "Royal Portbury". The unloader was positioned sideways on the heavy lift vessel with the 48.5 m long boom sticking out 17 m over one side and 12 m over the other in which position the vessel had to pass the Bristol locks to reach the new terminal site.

Mammoet Shipping's agency network

ASIA

Mammoet Shipping
c/o Nedlloyd Lines Korea Co. Ltd
New Marine Center Building
6th floor, 51 Sokong-Dong
Chung-ku, Seoul (Korea)
C.P.O. Box 4092, Seoul (Korea)
tel: 82-2-7778681/9, tlx: 23711
fax: 82-2-7560280

Taiwan Swire Limited
18 Chang An East Road Sec. 1
Taipei, (Taiwan R.O.C.)
tel: 886-2-5636011, tlx: 21622
fax: 886-2-5620731

AUSTRALIA

Nedlloyd Swire Pty Ltd
444 Queen Street
Brisbane (Australia)
P.O. Box 2450, Brisbane 4001
(Australia)
tel: 61-7-8321551, tlx: 40241
fax: 61-7-8323674

WLB Shipping Pty. Ltd
11-17 Cliff Street
Fremantle (Australia)
P.O. Box 497, Fremantle 6160
(Australia)
tel: 61-9-4300400, tlx: 92205
fax: 61-9-4300423

Sydney Chartering Ltd
Level 4, 15 Blue Street
North Sydney, NSW 2060
(Australia)
tel: 61-2-9231477, tlx: 170418
fax: 61-2-9575758

NEW ZEALAND

WM Scollay & Co. Limited
Level 7, BNZ Centre
1 Willis Street, Wellington
(New Zealand)
tel: 64-4-722961
fax: 64-4-722966, tlx: 3461

INDIA

Arcadia Shipping Pvt Ltd
222, Tulsiani Chambers, 2nd fl.
Nariman Point, Bombay 400021
(India)
tel: 91-22-2872665, tlx: 113059

IRAN

Roadsea Services Ltd
No. 2, 6th Alley,
Bisotun St., Dr. Fatemi Square
Tehran 14316, (Iran)
tel: 98-21-659820/654698
tlx: 222699, fax: 98-21-659820
(after office hours)

EUROPE
Mammoet Transport B.V.

'Het Havengebouw', De Ruyterkade 7
1013 AA Amsterdam (Holland)
Tel.+31-20-6387171, Fax:+31-20-6386949

Mammoet Shipping B.V.

'Gebouw Beukenhaghe', Neptunusstraat 27
2132 JA Hoofddorp (Holland)
P.O. Box 3082, 2130 KB Hoofddorp (Holland)
Tel.+31-2503-77100, Tlx 41125
Fax:+31-2503-27054

Mammoet Stoof B.V.

Veilingkade 15, 4815 HC Breda (Holland)
P.O. Box 3469, 4800 DL Breda (Holland)
Tel.+31-76-794444, Fax:+31-76-712164

Mammoet Stoof B.V.

P.O.Box 1114, 4530 GC Terneuzen (Holland)
Tel.+31-1150-12488, Fax:+31-1150-30724

Mammoet Stoof B.V.

Moezelweg 230
3198 LS Europoort RT (Holland)
Tel.+31-1819-63033, Tlx 29732
Fax:+31-1819-62017

Mammoet Stoof B.V.

Industriestraat 12, 6135 KH Sittard (Holland)
Tel.+31-46-525100, Fax:+31-46-526040

Mammoet Ferry Transport B.V.

Moezelweg 230
3198 LS Europoort RT (Holland)
Tel.+31-1819-62244, Tlx 29732
Fax:+31-1819-62017

Mammoet Ferry Transport BVBA

Koggestraat 3, 8380 Zeebrugge (Belgium)
Tel.+32-50-546003, Tlx 82317
Fax:+32-50-546179

Mammoet Ferry Transport GmbH

Homburgerstrasse 107
4130 Moers (Germany)
Tel.+49-2841-91770, Tlx 8121188
Fax:+49-2841-920410

Mammoet Ferry Transport Ltd

North Side Alexandra Dock
Hull HU9 1TA (U.K.)
Tel.+44-482-224834, Tlx 597018
Fax:+44-482-24301

Mammoet Ferry Transport Ltd

New Tech. Square, Deeside Industrial Park
Deeside, Clwyd, CH5 2NT (U.K.)
Tel.+44-244-280700, Tlx 61197
Fax:+44-244-280148

Mammoet Ferry Transport Ltd

Nedlloyd House, Parker Avenue
Felixstowe, Suffolk IP11 BHF (U.K.)
Tel.+44-394-673202, Tlx 988781
Fax:+44-394-673207

Mammoet Ferry Transport Ltd

Unit 3, New Albion Industrial Estate
Halley Street, Glasgow G13 4DT (U.K.)
Tel.+44-41-9514404, Tlx 776637
Fax:+44-41-9514301

Mammoet Transport N.V. (België)

Vosseschijnstraat 23, Kaai 112
2030 Antwerp (Belgium)
Tel.+32-3-5416610, Fax:+32-3-5416664

Mammoet Transport Norge A/S

Markevei 2a, 5012 Bergen (Norway)
Tel.+47-5-322380, Fax:+47-5-231676

Mammouth Transport France S.à.r.l.

3, rue du Maréchal De Lattre De Tassigny
78150 - Le Chesnay (France)
Tel.+33-1-39633737, Fax:+33-1-39558149

Mammoet Transport (U.K.) Ltd

Tees Offshore Base
Dockside Road, Middlesbrough
Cleveland TS6 6UZ (U.K.)
Tel.+44-642-440400, Fax:+44-642-440494

Mammoet Shipping B.V.

3rd floor, 8, Crosby Square
London EC3A 6AQ (U.K.)
Tel.+44-71-6281967, Tlx 893444
Fax:+44-71-6281972

Mammoet Starman Shipping GmbH

Langenstrasse 52/54, P.O.Box 101469
2800-Bremen 1 (Germany)
Tel.+49-421-18577, Fax:+49-421-1763200

Mammoet Mediterranean

Via F. Avio 2/8,
16151 Genoa - Sampierdarena (Italy)
Tel.+39-10-6450623, Fax:+39-10-6450652

USA
Mammoet Transport U.S.A. Inc.

400 N. Sam Houston Pkwy. East, Suite 315
Houston, TX 77060-3534 (U.S.A.)
Tel.+1-713-9312175, Tlx 6868684
Fax:+1-713-4489309

Mammoet Western Inc.

1419 Potrero Avenue
South El Monte, CA 91733-3014 (U.S.A.)
Tel.+1-818-4425542, Fax:+1-818-4420841

Davenport Mammoet Heavy Transport Inc.

20525 Farm Road 521
Rosharon, TX 77583 (U.S.A.)
Tel.+1-713-3692200, Fax:+1-713-3692178

CANADA
Mammoet Canada Limited

404, 22nd Avenue, P.O. Box 118
Nisku, AB T0C 2G0 (Canada)
Tel.+1-403-9553955, Fax:+1-403-9553794

Calgary Sales, Tel.+1-403-2529776

Mammoet Canada Limited

20 Dundas Street West, Suite 931
Atrium on the Bay
Toronto, Ontario, M5G 2C2 (Canada)
Tel.+416-5915706, Tlx 06-967507
Fax:+416-5917254

SOUTH AMERICA
Mamut de Colombia S.A.

Carrera 7, 32-33, Piso 24,
Of. 2401, Apartado Aéreo 10029
Bogota, D.E. (Colombia)
Tel.+57-1-2324425, Tlx 45734
Fax:+57-1-2859736

Mamut de Colombia S.A.

Apartado Aéreo 3110
Barranquilla (Colombia)
Tel.+57-58-422647, Tlx 31177
Fax:+57-58-423568

MIDDLE EAST
Alatas Mammoet Co. Ltd

P.O. Box 4, Jeddah 21411
(Saudi Arabia)
Tel.+966-2-6449644, Tlx 601009
Fax:+966-2-6445974

Alatas Mammoet Co. Ltd

P.O. Box 737, Al Jubail 31951
(Saudi Arabia)
Tel.+966-3-3418133, Tlx 832068
Fax:+966-3-3415728

Mammoth Gulf

P.O. Box 2297, Dubai (U.A.E.)
Tel.+971-4-331252, Fax:+971-4-331366

Navigation Mammoth Gulf

P.O. Box 153, Doha (Qatar)
Tel.+974-468666, Tlx 4206
Fax:+974-468777

Pecon Transport Division

P.O. Box 3262, Abu Dhabi (U.A.E.)
Tel.+971-2-331140, Tlx 22278
Fax:+971-2-327730

ASIA
Mammoet Transport B.V.

Branch office Japan
AS Nanbuzaka 4th fl, 2-22-21 Akasaka
Minato-ku, Tokyo 107 (Japan)
Tel.+81-3-55630274, Fax:+81-3-55639641

Walter Wright Mammoet (S) Pte. Ltd

19 Tuas Crescent, Jurong
Singapore 2263
Tel.+65-8611638, Tlx 24626
Fax:+65-8612718

Walter Wright Mammoet (HK) Ltd

Guangdong Textile Centre, Room 402, 4/F
22-26 Minden Avenue, Kowloon
G.P.O. Box 9398, Hong Kong
Tel.+852-7221622, Tlx 42614
Fax:+852-3661155

Walter Wright Mammoet (Thailand) Ltd

12/555 Kulab Building 10th floor
Suite A-1, Bang Na-Trad Rd.
K.M. 5.5, Bang Kaew, Bangkok
Samut Prakarn 10540 (Thailand)
Tel.+66-2-3161291, Fax:+66-2-3161290

Walter Wright Mammoet (M) Sdn Bhd

1st floor Kodak Building
Lot 1A, Jalan Kemajuan/13-1
46200 Petaling Jaya,
Selangor Darul Ehsan (Malaysia)
Tel.+60-3-7554905, Tlx 36233
Fax:+60-3-7550787

Syarikat Walter Wright (B) Sdn Bhd

1st fl., unit 1, Block A
Abdul Razak Complex, Jalan Gadong
Bandar Seri Begawan
Negara Brunei Darussalam
Tel.+673-2-444326-7, Tlx 2447
Fax:+673-2-420070

Vermerk Limited

MacKinnon House, 719 Chatterwari Road
G.P.O. Box 850, Chittagong (Bangladesh)
Tel.+880-31-225372
Fax:+880-31-225372