

Stolten

THE CORPORATE MAGAZINE OF STOLT-NIELSEN LIMITED | JANUARY 2018



- | STC's new tank depot opens in Italy
- | Hurricane *Harvey*: Stolt-Nielsen weathers the storm





A message from the CEO

At Stolt-Nielsen, we strive to be good corporate citizens in all that we do and are committed to abide by every law and regulation imposed on us in each jurisdiction where we operate. However, at times it feels as if we are spending more time and resources on complying than on generating revenue. You would think that my biggest concerns these days would be the challenging chemical tanker market or the school grades of my children. They do, at times, worry me – but what concerns and frustrates me more is the ever-increasing compliance requirements imposed on the private sector. Because of a few bad apples and, in some instances, regulators not doing their jobs properly, we are now being bombarded with all sorts of compliance regulations which will cost us a lot of money and will, in my opinion, not necessarily make us better corporate citizens.

Even if you are complying, you need to prove that all necessary steps are being taken to identify the areas where you have the highest risk of non-compliance, and that you are taking steps to limit those risks. This you achieve by writing detailed policies, regularly educating employees about these, and confirming that they understand the policies by having each employee sign an annual statement to this effect. In other words, we are encouraged to have our people on the front line be fully responsible for any action they make on behalf of the Company. Then you are required to have an internal audit team that checks the whole process at regular intervals. In many cases, new software must be purchased and external consultants must be hired.

Again, let me be clear; we are committed to meeting every applicable law and regulation wherever we operate. But I should not be prevented from addressing the challenges we currently face as an industry because of this barrage of

compliance requirements. I am all in favour of regulations and compliance requirements that reduce the chances of anyone breaking the law but we must remember that this comes at a significant cost to both companies and society in general. Statistics in this area are sparse but I dare say a very small percentage of companies routinely break the law – yet all are asked to comply with these one-size-fits-all compliance directives.

Logically, one would think that since compliance, and verification, is now obligatory, then perhaps the regulatory units could downsize. On the contrary – the bureaucracy is growing with every new regulation imposed on businesses and it is costing society more and more money, without giving what I would argue is a sufficient return to society.

What worries me is that few are standing up for businesses. Politicians, bureaucrats, lawyers and auditors are having a field day, while businesses that are being hit with these non-revenue generating, tedious, expensive and frustrating rules must find a way to pay for it all. The way this is going, we do not need to fear that one day robots and computers will take over most jobs – as more than enough will be created within compliance! However, we certainly will have a challenge in becoming more productive as a society.

The market reacted, unsurprisingly, slightly negatively to our announced reduction in dividend from our normal semi-annual amount of US\$0.5 per share to \$0.25 for our interim 2017 payment. I received several questions from shareholders and analysts based on how disappointed they were with the decision. Let me repeat my response – the reason for the reduced dividend is because of the strategic decision to buy Jo Tankers. It was a once-in-a-lifetime strategic opportunity we did

not want to miss. Unfortunately, that brought our debt level above 1.5 times our tangible net worth – which, unless reduced, will increase the cost of new debt. It was therefore decided to reduce the dividend to allow our balance sheet to recover. Historically when we have reduced dividends, we have made up for it when the market has recovered.

In recent months we have made several key personnel changes around the group. As of January 1, 2018, Pablo García stepped down from the position of President of Stolt Sea Farm to pursue his passion in art history. Pablo joined Stolt Sea Farm in 1995 as the General Manager of our turbot business and became the President of the whole of Stolt Sea Farm in 2005. His understanding of marine biology, combined with his business sense, helped us grow to become the market leader in land-based, industrial-scale turbot farming. Using this knowhow in turbot, Pablo has also been the key contributor in developing land-based sole farming. Only those who understand the industry will fully appreciate his achievement of balancing what is biologically possible and what is economically realistic. Over the years, Pablo has not only been a close colleague but also a friend. I thank Pablo for his passion, enthusiasm and contribution to the Company and the industry and wish him the best of luck in his pursuits in art history. Knowing him, he will give Professor Robert Langdon a run for his money!

Pablo is succeeded as President of Stolt Sea Farm by Jordi Trias, who joined the Company two years ago as Chief Operating Officer. Jordi has since acquired an impressive understanding of the operational and technical side of the business, while developing and implementing a new sales and marketing

strategy. Together with our leading team in the industry, I believe we are well positioned to grow and prosper.

Here in London we are pleased to welcome Ellie Davison as Head of Corporate Communication. Ellie's focus will be enhancing and managing group communication both internally and externally. Ellie was previously Group Corporate Communications Manager at FTSE 100 specialist chemicals company Johnson Matthey.

We also welcome Jorg Knuttel, who will be based in Rotterdam as Director, Planning & Projects in Tanker Trading. He brings with him 15 years' experience in shipping, having held various positions within the Maersk group, most recently as Managing Director at Safmarine MPV, where he managed the company's independent set-up and later divestment from Maersk.

Also in Rotterdam, we welcome Mark Bertens as Director Pricing, Strategy & Optimisation at Stolt Tank Containers. Mark spent the past 15 years at Maersk, most recently as Global Head of Yield Management, and Head of Yield, Capacity & Equipment Management for North Europe Operations.

Congratulations to all and best wishes for continued success.

I hope all of you and your families enjoyed the Christmas holidays. A special thank you to our seafarers who were away from their loved ones during this time.

As you are reading this, 2018 is now upon us. I wish you all a healthy and happy New Year.

Niels G. Stolt-Nielsen
January 2018

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Stolten

Volume XLII No. 3

Editor Ellie Davison

Cover: Will Kershaw, member of the Stolthaven Rideout Team, looks out on Stolthaven Houston during Hurricane *Harvey*, in a photo by Frank Garza – both are Operations personnel in the terminal's Wastewater Treatment Plant.

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Ellie Davison appointed Head of Corporate Communication

Ellie Davison has joined Stolt-Nielsen as Head of Corporate Communication, bringing with her a wealth of experience in corporate communications, marketing, brand management and media relations. She will be based in London as part of SNL's Business Development & Strategy department.

Ellie's core responsibilities will be to enhance and manage the Company's reputation and ensure the effective and timely dissemination of information, both internally and externally. She will be working with the businesses to support the delivery of their strategies, take over responsibility for the Company's website, *StoltWorld* and *Stolten*, and manage the Company's brand. In addition, she will maintain our relationships with the media and be a member of the Stolt-Nielsen emergency media response team.

Ellie began her career in advertising, previously

holding roles at both Ogilvy and Leo Burnett before making the move to professional services, where she spent more than ten years in the marketing and communications functions of a number of global legal and consultancy firms. Most recently, Ellie worked as Group Corporate Communications Manager at the FTSE 100 specialist chemicals company Johnson Matthey, where she was responsible for the management of the company's corporate communications activities across 30 countries.

Ellie holds a BA (Hons) in Communications and Sociology.

If you have any feedback or suggestions for improving our communications, please get in touch with Ellie at e.davison@stolt.com

<https://www.linkedin.com/company/15715/>

<https://www.stolt-nielsen.com/en/>



London office move

Stolt-Nielsen Limited's London office relocated to Aldwych House (71-91 Aldwych, London WC2B 4HN), in December. Stolt-Nielsen has a long history at this location, which was home to our London office for some 15 years until 2008.

Aldwych House has recently undergone an extensive renovation, enhancing its appeal both to the Company and staff. There was a partial floor available that is a perfect fit for us. The contemporary design and layout of the new space projects an image that is consistent with Stolt-Nielsen's commitment to quality and professionalism, while enhancing the collaborative spirit that is a hallmark of Stolt's culture.

We would welcome your visit when you are in London.

Former Maersk man takes on planning & projects role

Jorg Knuttel, who has joined Stolt-Nielsen as Director, Planning & Projects in Tanker Trading, brings with him 15 years' experience in shipping, having held various positions within the Maersk group in Buenos Aires, London, Rotterdam and Antwerp.

Most recently, Jorg was Managing Director at Safmarine MPV, where he managed the company's independent set-up and later divestment from Maersk. From

2010 to 2012, he was Director Business Development for Safmarine Container Lines and from 2006 to 2010 he worked in London as General Manager Operations in Maersk Line's Global Operations Centre. He holds a master's degree in business administration from the Erasmus University in Rotterdam.

Thomas Johnsrud, Konstantinos Karagiannidis and Nick Jones and his team will all report to Jorg.



Vado

From a problem to an opportunity – STC's newest tank cleaning and maintenance depot opens in the Port of Vado Ligure, in a joint venture with Marenzana SpA.

Number 21 in a unique network



Houston, we have a problem ...

... About four years ago, Stolt Tank Containers (STC) began to see the need for greater resources to handle its growing business in southern Europe. The local third-party depot was struggling to satisfy the demands of STC's expanding customer base.

"At about the same time, Alberto Marenzana approached Laurent [Grandjean, Director, STC Europe]," said Michael W. Kramer, President of STC.

"Alberto's bulk liquid trucking firm – one of the leading providers of multimodal transportation services in Europe – was facing the same problems in the region, so we started to talk about a way to overcome our mutual challenge."

The rest, as they say, is history. In September, Stolt Tank Containers and Marenzana SpA celebrated the opening of their new joint venture tank cleaning and maintenance depot in the Port of Vado Ligure in northwest Italy, about 25 miles west of Genoa.

"We believe we have transformed a problem into an opportunity for us, STC and – more importantly – for our customers," said Alberto Marenzana, Chairman and Founder of Marenzana SpA. "This new depot gives us the opportunity to add significant value to the services provided to our local petrochemical customers. With Stolt-Nielsen, we have immediately found an excellent understanding at all levels, from the management to finance, operational and technical departments, and look forward to a successful relationship."

With Vado, STC's global network now consists of 21 such facilities, said Kramer. "This network is unique and gives us direct control over the handling, cleaning and maintenance of our fleet, allowing us to deliver the quality, safety and reliability – for products, people and the environment – that our customers demand," he said.

This network is unique and gives us direct control over the handling, cleaning and maintenance of our fleet.

Michael W. Kramer

"Along with our partner Marenzana, we can now give customers in the region the peace of mind that comes from knowing their tanks are inspected, maintained and cleaned to the consistent and strict global standards to which STC rigorously adheres."

The new depot is also expected to benefit from increased volumes in the Vado Ligure area, following the planned 2018 opening of a new deepwater container terminal in Vado, a project led by APM Terminals in

partnership with COSCO Shipping Ports and Qingdao Port International Development.

The superbly equipped Vado depot includes two cleaning bays and four cleaning stations for high pressure automated cleaning of both road barrels and tank containers. Integrated cleaning and vapour extraction capabilities ensure zero vapour emissions. There are state-of-the-art wastewater treatment and optimised thermal/electrical energy usage systems. Periodic tank testing services and surveys are offered, along with tank container heating and storage.

Marenzana and Grandjean coordinated the STC project team, which included Global Project Manager Terence Zhang and Project Manager Kean Chong, who came from Singapore to assist on the project, along with Dennis Verduyn, Moerdijk Depot Manager,



Michael W. Kramer.



This new depot gives us the opportunity to add significant value to the services provided to our local petrochemical customers.

Alberto Marenzana



The new depot is expected to benefit from increased volumes following the planned 2018 opening of a new deepwater container terminal in Vado.

who contributed his experience from the recently opened mega-depot in Moerdijk. GB Construction, from the Piemonte region just to the north, won the bid for the job and STC chose partners Groninger for the cleaning system and Aquaa for the wastewater treatment.

There was support for the project from Monica Giuliano, Mayor of Vado, and from local authorities both in Vado Ligure and at the provincial level to secure all the permits required for complete compliance

with environmental regulations. Staffing for the new facility was handled by a team from Marenzana, with Anna Belcastro appointed as Depot Manager.

The depot represents Marenzana SpA's first investment in logistics services beyond transportation and the company hopes to develop the model in support of its business and customers elsewhere.

For STC, the only tank container operator in the world with its own global depot network, expanding the footprint of depot operations is a key and ongoing strategic objective. In 2016, STC's new depots in India, at Mumbai and Kandla, completed their first full year of operations. Earlier in 2017, the Company opened a new joint venture depot in Laem Chabang, Thailand. In Saudi Arabia, two new STC depots, at Jubail and Dammam, are expected to open in 2018, with a third depot planned for Jeddah.



Expanding the footprint of STC's depot operations is a key and ongoing strategic objective.

RIGHT: (l. to r.) Kevin Fallon, Patricia Hamblen Tucker, Brandon O'Brien, Dustin Callaway, Dennis Verduyn and Elean Piga.

FAR RIGHT: (l. to r.) Michael W. Kramer, Laurent Grandjean and Alesandro Pais (Marenzana SpA).

BELOW RIGHT: (l. to r.) Emmanuela Arecco (VTC), Alberto Marenzana (Chairman, Marenzana SpA), Giorgio Manari (Prefetto of Savona), Monica Giuliano (Mayor of Vado Ligure), Michael W. Kramer and Anna Maria Belcastro (VTC).

FACING PAGE TOP: Alberto Marenzana (Chairman, Marenzana SpA).

FACING PAGE CENTRE: (l. to r.) Dino Ferrari (Adibro Group Srl), Enrico Bertossi (Site Manager, Infineum and President of the Industrial Union of Savona) and Philippe Creteur (Executive Vice President, Infineum).

FACING PAGE BOTTOM: (l. to r.) Michael W. Kramer, Monica Giuliano (Mayor of Vado Ligure), Comandante Massimo Gasparini (Capitaneria Port of Savona), Tenente Colonello De Masi (Carabinieri di Savona) and Alberto Marenzana (Chairman, Marenzana SpA).



Pablo García hands over SSF reins to Jordi Trias

Pablo García, President of Stolt Sea Farm since 2005, is standing down from his position at the end of 2017. He will be succeeded as President by Jordi Trias.

Pablo joined Stolt Sea Farm in 1995. A major contributor to the development of industrial scale production of land-based farmed turbot and farming sole using recirculation technology, his passion and enthusiasm for the industry and the Company are reflected in the solid team that he has built.

While he will have more time to pursue his interest in art history, Pablo will continue to be a valuable member of the team as a part-time advisor.

Jordi Trias, who has been with the Company for the past two years as Chief Operating Officer based in Santiago de Compostela, becomes President of SSF from January 1, 2018.

Born in Barcelona, Jordi studied business administration and holds a master's degree in advanced marketing as well as an MBA. He

has lived in Kazakhstan, Russia, Ukraine and Senegal and speaks Spanish, Catalan, English, French and Russian.

Before joining SSF in February 2016, he worked for 15 years at the Spanish group GBfoods, in different positions from marketing to business unit management and always in international markets.

"Stolt Sea Farm has been built on highly skilled and passionate teams, profound technical knowledge and the constant search for improvement and efficiency," he said. "Our goal is to keep and nurture this Company culture while, at the same time, investing greater efforts in our approach to customers and consumers. Diversifying our market presence, expanding our sole production facilities (with fully innovative technologies), reinforcing our focus on sustainability and investigating new species will be the major areas of our work for the coming years."

During his time as COO, Jordi has gained an



Jordi Trias

Pablo García

impressive understanding of the operational and technical side of the business while developing and implementing a new sales and marketing strategy, said Niels G. Stolt-Nielsen.

Thanking Pablo for his contribution to the Company and welcoming Jordi to his new position, he said: "With our land-based sustainable farming and recirculation technology, together with a leading team in the industry, we

SSF continues its drive for expansion

Building on years of intensive research and development, experimentation and testing, Stolt Sea Farm's scientists and engineers have to date built 15 highly specialised and environmentally friendly land-based fish farms capable of successfully and consistently farming large volumes of the highest quality sole and turbot. SSF is continuing its global marketing strategy to enable the Company and its customers to realise the full value of these extraordinary products.

SSF started a new campaign this year using its broodstock to promote turbot in the US. Weighing up to 11 kg these breeders are unique, specimens of this size and quality are never found in the wild and SSF sell only 100 units per year.

A major customer in the US bought 18 of them in September and distributed them to key top-end restaurants around New York City. Chefs loved the initiative and the customer has followed up with a promotional campaign on social media.

Early September brought another important marketing initiative, with SSF attending the Seafood Exhibition in Hong Kong, one of the industry's largest events in Asia. This was a key part of SSF's strategy to look for sales opportunities in new areas. As SSF is not currently selling in the region this was a first step to gain market knowledge and identify business opportunities. SSF introduced its range of turbot and sole to potential importers and distributors, a message reinforced by the opportunity to taste the products.



SSF's booth at the Seafood Exhibition in Hong Kong, integrated into the Spanish pavilion.



Hong Kong Seafood Exhibition: SSF's cooking demonstration attracted many visitors and the turbot was highly rated by all those who tasted it.



Social Media promotion in New York: an Instagram image of a chef displaying a 7 kg turbot.

STC welcomes new Director Pricing, Strategy & Optimisation

Mark Bertens has been appointed Director Pricing, Strategy & Optimisation at Stolt Tank Containers, having joined the Company in September.

Mark was previously with Maersk Line for 15 years in various commercial and operational leadership roles. Most recently, Mark held a dual role in which he was globally responsible for Maersk Line's yield management processes, as well as for the execution of yield management, capacity management and empty equipment flow planning

in Northern Europe. Prior to this, Mark was Managing Director for Maersk Line in Croatia, Sales Manager for The Netherlands and has held a number of trade and pricing positions in Denmark and The Netherlands.

"Yield management, also referred to as revenue management or dynamic pricing, is about understanding customers' needs and their perception of service value, and dynamically and accurately aligning price, tank inventory and channels with each

customer or segment," Mark explains. "Yield management has been successfully implemented in many industries over the past decades and I see tremendous potential in applying yield management within STC to improve profitability and to facilitate growth in the years to come."

Mark holds a BSc in Marketing and Logistics from the University of Eindhoven and an MSc in Business Administration from the Radboud University Nijmegen,



Stolt provides support as 'Soulmate' to unique maritime training project

Stolt-Nielsen Inland Tanker Service has stepped forward to provide financial and practical support for a unique maritime training project in The Netherlands.

Designed to help and encourage young people facing difficulties in their lives, the project centres around the *Mate*, a newly converted barge which was officially launched as a maritime training vessel in May this year.

The initiative aims to educate and prepare about 24 young people a year for a job in the maritime industry.

As a 'Soulmate', SNITS has supported the project by contributing €5,000, and making additional non-financial contributions.

"During construction of the *Mate* (the conversion and transformation of the dry cargo barge *Zephyr* into a training barge), our technical manager and superintendents visited the vessel and donated their technical knowledge and recommendations," said Frank Maerckaert. "In addition, we offered paint and other tools which we had in stock and no longer needed."

The project is led by Trivium Lindenhof, a Dutch organisation which helps young people who have not attended regular school, and often have difficult home lives, to prepare for future careers in industries such as automotive, metalworking, hospitality and inland shipping.

In the past, young people were placed on board selected barges of various owners, including SNITS. However, the step from shore to inland shipping without basic knowledge was often too much and it was decided that a foundation level of maritime training and education on board a dedicated training barge would be the ideal solution in preparing the young people for work on a commercial barge.

The Maaskade Group, which owns the charter vessels *Stolt Hamburg*, *Stolt Köln*, *Stolt Emsland* and *Pendrecht*, was a driving force behind this collaborative new venture, which has brought together youth care, government and business. A number of inland shipping companies are

involved, including fleet owners, charterers, suppliers and service companies.

Trivium Lindenhof believes that using the barge will deliver a much higher success rate in training young people.

The youngsters will follow a six-month programme on board, gaining basic knowledge about inland shipping. After that, they will be helped to find employment in inland shipping and gain further training.



Helping to change young people's lives: the training barge *Mate*.

The *Mate's* Captain and First Mate will also be maritime teachers; they both started their careers in inland shipping through a similar programme run by Trivium Lindenhof, showing that this approach provides real opportunities and can deliver new recruits for the inland shipping sector. Captain Sander Kribbe started as Mate and progressed to Master at Kotug Smit.

First Mate David Klijnjan sailed during his programme with the SNITS fleet and was later in permanent service at SNSAG, on board

Stolt Waal in 2008–2012 and *Stolt Merwede* in 2012–2017. SNITS will continue to be involved in this project, to help the young people find an internship or job in the SNITS fleet.

"It's a real positive that this project may offer a supply of future crew for our fleet – we really hope that once students have completed their training, we can offer them a job on board one of our vessels," said Maerckaert. "We will keep in touch with the organisation to monitor developments."

All of this started because Peter Verheij, a teaching assistant at Trivium Lindenhof who had previously worked in the inland shipping industry, noticed that the young people he guided 'clicked' with the world of shipping.

'No-nonsense, straightforward and with their hearts in the right place' is how he describes many inland skippers. Physically demanding work, learning to work in a team, travelling and seeing different places – 'that does something to young people', he said.

"Training in a safe setting such as the *Mate* may help to put young people's lives straight, as well as preparing them for an inland shipping career and providing a very welcome influx of young professionals into the industry."

Stolt Renge joins fleet

Stolt Renge, the fourth and last newbuilding in the J12x project, was delivered to Stolt-Nielsen on September 15 at the Usuki shipyard in Japan.

Named and formally launched in June, the 12,500 dwt state-of-the-art chemical tanker has 18 duplex stainless steel cargo tanks for oil and chemical cargoes.



Captain Francis Arvin Lamzon Losbañes and Chief Engineer Gil Cootauco Talay raise the Stolt-Nielsen flag.



Proud line-up (l. to r.): Matthew Fox, Project Manager; Second Officer Zhengang Han; Third Engineer Shihang Liu; Pumpman Phillip Ronald Buquid Asusano; Shigeo Nakamura, Site Manager; Fourth Engineer Jimmie Asaria Macairan; Ordinary Seaman Mark Philip Monderin De Guzman; Superuser Fyans Michael Ladan Regis; Pumpman Arvin Tolentino Domingo; Junior Third Officer Kechun Zhang; Oiler Apolinario Jr. Tenorio Crisostomo; Chief Officer Jerome Christopher Agon Radaza; Captain Francis Arvin Lamzon Losbañes; Able Seaman Ricardo Jr. Rapada Pascual; Able Seaman Henry Jove Provideo Garbino; Chief Engineer Gil Cootauco Talay; Second Officer June Edgar Caranay Catabay; Second Engineer Jaime Jr. Eugenio Pontanal; Junior Ordinary Seaman Kerwin Ed Baldoza Medallion; Electrical Engineer Emerson Tope Visleno; Fitter Glenn Pesigan Gozos; Superintendent Yuming Jiang; and Arsell Ryan Munoz Ballesteros, Marine Compliance Officer.

SSF welcomes Board of Directors

Stolt-Nielsen's Directors travelled to Galicia, Spain, for their August Board Meeting in Santiago de Compostela, where Stolt Sea Farm has its headquarters.

As part of the agenda, the Board visited SSF's premises in Cervo on the northern coast – one of the Company's biggest turbot farms and where construction of a new sole farm will commence in 2018.

During the visit, the Board toured the hatchery and the on-growing premises, thus covering almost the full cycle of turbot farming, from larvae to commercial size. The Board had the opportunity to see some of the technological inventions created by SSF's Engineering and Hatchery teams including the Stolt Bin, which makes it possible to send post-larvae from Cervo to Hafnir, SSF's farm in Iceland, a 5,000 km trip including transportation by road and air.



ABOVE RIGHT: Guided by SSF President Pablo García, the Board inspect the site where the new sole farm will be built.

RIGHT: The Board gather around to learn about the Stolt Bin, one of SSF's technological inventions.



Riders on the storm

How do you prepare for a hurricane? For Stolt-Nielsen Limited's operations in Houston, the question is far from trivial. Stolt-Nielsen has more than 460 employees in the Houston area. Assets include Stolthaven Houston, a liquid bulk terminal with 118 tanks and more than 570,000 cubic metres of storage. Stolt Tank Containers operates a cleaning and repair depot that is its hub for North and South America.

There is a 90,000 sq ft office building, which houses trading and operations staff for Stolt Tankers. Stolt-Nielsen Rail Services is located here. At the time of the storm, there were 11 ships of the Stolt Tankers fleet in Galveston Bay.

And what a storm.

Hurricane *Harvey* was the costliest tropical cyclone in history, ahead of *Katrina*. *Harvey* caused an estimated US\$200 billion in damage, mainly due to heavy flooding in the Houston area. The storm was the first major hurricane to make landfall in the United States since *Wilma* in 2005. In a four-day period, many areas received more than 40 inches of rain as the system moved slowly across eastern Texas and the adjacent waters of the US Gulf. A peak rainfall accumulation of 64.58 inches – over five feet – was recorded near Beaumont, Texas, roughly 75 miles east of Houston.

The tally far exceeded the previous US rainfall record of 52 inches, which occurred in Hawaii in 1950. Floods inundated hundreds of thousands of homes, displaced more than 30,000 people and prompted more than 17,000 rescues.

While everyone saw the storm coming, few, if any, anticipated the astounding volumes of water that fell from the sky, not to mention the catastrophic flooding. And that, say hurricane veterans of the Gulf Coast, should not come as a surprise. Because as all agreed, every storm is different.

But as the old saying goes: "It's all about the preparation." For this issue, *Stolten* talked to staff from Stolthaven, Stolt Tank Containers and Stolt Tankers to get a sense of actions taken before, during and after the storm.

Fortunately, when the skies finally cleared, SNL's assets survived the storm with little damage, thanks to the remarkable efforts of Stolt-Nielsen personnel, who did what had to be done to make it happen.



NASA/NOAA GOES Project



The road to STC's Houston Depot (just visible on the left) taken by Dan Shelton, Depot Manager, first on-site after the storm.

Stolthaven Houston stands up to Hurricane *Harvey*

It began in earnest on Wednesday.

“On August 23 at 2:00 pm, we brought together our Emergency Response Team and activated our standing Hurricane Plan ahead of *Harvey*’s landfall,” said Daniel Strydom, General Manager, Stolthaven Houston.

With that decision, the Emergency Response Team (ERT), consisting of teams from all areas of the terminal, immediately began working through the highly detailed checklists that comprise Stolthaven Houston’s Hurricane Plan – checklists that make it explicitly clear what must be done, and by whom, in order to prepare for a forthcoming storm.

Armed with the latest forecast, Strydom subsequently made the decision to shut down the terminal at 8:00 am on Friday. Marketing and Customer Service immediately contacted customers to let them know, so that all marine, trucking and rail traffic inbound for loading or discharge would be halted.

“Any time you have an event like *Harvey*, there has to be an order to things to achieve a successful outcome,” said Richey Austin, SHEQ Manager. “Early discussion and awareness are key, so that you have time to make the right preparations and plans. Then it’s all about communication, command and control – making sure that everyone knows their roles and executes their assignments. You have a plan and everyone has to execute against that plan.”

Austin and his SHEQ team monitor all tropical weather with the potential of entering the US Gulf, and *Harvey* was no exception. While the storm had weakened during its journey west across the Caribbean

Thaxton, along with Austin for Wastewater and Captain David Coiley, Operations Manager, was also responsible for selecting the so-called Rideout Team – 20 or so volunteers who remained at the terminal for the duration of the storm to monitor conditions and, if possible, to address any problems.

“We conducted a complete inspection of the terminal to identify all objects that might be affected by high winds,” said Thaxton. “We made sure everything was tied down, bundled or moved inside the warehouse. We also double checked all of our utilities were in good shape. We made sure that we had all the necessary supplies on hand, including air mattresses, pillows and blankets for the Rideout Team.”

When choosing his people for the Rideout Team, Thaxton applied his 23 years of experience in petrochemical plants.

“I looked for individuals with certain craft skills – an I&E (Instrumentation & Electrical) person, good

One big monstrous sheet of water constantly falling. And the sound of it – going on for hours and hours.

Having that amount of water falling for so long and so heavy, it almost puts you in a trance. It was something that I’ve never seen in my life.

Daniel Strydom, General Manager of Stolthaven Houston.



Sea, it strengthened to a tropical storm after crossing the Yucatan Peninsula and entering the US Gulf. At that point, Austin began to engage the leadership team in Houston, with face-to-face meetings and daily updates.

“As the forecast became clearer, so did the actions that needed to be taken,” said Austin. “And that’s when Kenny’s group got involved.”

As Engineering & Maintenance Manager for Stolthaven Houston, it was up to Kenny Thaxton and his team to ensure that the site was physically secure.

mechanics and, especially, good troubleshooters and problem solvers. And I looked for good team players, because if you’re going to have a bunch of guys all together under one roof in a stressful situation for a week or so, everyone’s got to get along.”

For areas prone to flooding in the past, Thaxton’s team deployed eight diesel-powered, trailer-mounted pumps, mainly to prevent the electric motors in the pumps – in the manifolds and those serving the tank farms – from being submerged and damaged due to flooding.

With the stage now set, Ward Tassin, Operations Superintendent, and the Rideout Team took up their positions at the terminal – all others left.

For Tassin, a Louisiana native who spent 12 years at Stolthaven New Orleans before transferring to Houston in 2014, it was a familiar experience. “This was my third major storm with Stolthaven. I was on the New Orleans Rideout Team for *Katrina* in August 2005, and then *Isaac* in August 2012.”

When *Harvey* finally hit, it hit with a vengeance.

“All these storms are unique,” said Thaxton. “*Harvey* came ashore in Corpus Christi as a Category 4 hurricane but it was the rainfall, not the wind, that got Houston. The rainfall here was historic. We got anywhere from 45 to upwards of 56 inches of rain. No one in the US had ever seen anything like this. Houston’s annual rainfall is about 50 inches – we got that in about three days.”

He added: “Having that amount of water falling for so long and so heavy, it almost puts you in a trance. It was something that I’ve never seen in my life. The other hurricanes were all about high winds, storm surge and massive destruction, but this one just pounded us with water. One big monstrous sheet of water constantly falling. And the sound of it – going on for hours and



(l. to r.) Richey Austin, SHEQ Manager; Kenny Thaxton, Engineering & Maintenance Manager and Captain David Coiley, Operations Manager.

hours. It just roared like a train constantly coming through.”

Keeping ahead of the rising levels of water was not an easy task.

“We were constantly moving the portable pumps around the terminal to keep the manifolds and pumps in the tank farms dry,” said Tassin. “At first we tried working in shifts, but the water was coming down so hard we couldn’t do it. It was just non-stop around the clock.”

In the middle of it all, the roof of the warehouse next to the terminal’s main building developed a severe leak, and water began to flow from the warehouse into the main building where the Rideout Team was staying.

“Fortunately, we had some really good innovative thinkers on the team,” said Tassin. “We were able to set up a makeshift deflector to collect the water in a small pool, and from there we pumped it out of the warehouse – which saved the main building from significant damage.”

A second crisis cropped up after water seeped into the control panel of the DAF (Dissolved Air Filtration) unit for the wastewater treatment plant, causing the plant to shut down. This constituted a serious risk, because all the water being pumped by the Rideout Team had to be processed by the treatment plant, in accordance with environmental regulations. It became a race against time to get the plant back online before the terminal’s wastewater storage capacity was exceeded.

“The DAF unit’s CPU was basically fried, so they had to get a new processor, install it and reprogramme it in order to get the plant back up and running,” said Austin. “It took about 20 hours, but they did it.”

And just in time, as the wastewater had surpassed 90% of capacity.

Throughout the storm, the ERT held daily calls. Austin, who was at home about nine miles from the terminal, provided situational updates based on his periodic calls with Tassin on site.

“Ward had control of the site and communicated to me the status of things at the terminal. I was the point for communication with the management team saying, here’s what’s going on, here’s how we are dealing with it and here’s what we need to do in the next 24 hours – so it was all documented and everyone was up to speed. In situations like this you get into a rhythm, so that you’re right in the middle and on top of the event.”

The updates from the Rideout Team were critical to efforts to keep customers informed.

“The guys on site validated our product inventories and verified that we had no leaks, which was valuable information from both an environmental compliance standpoint and for customers,” said Austin.

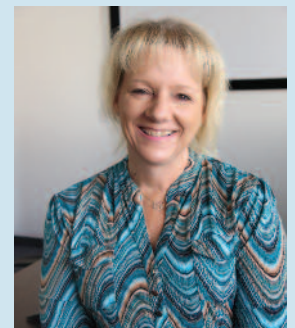
It became a race against time to get the wastewater treatment plant back online before the terminal’s wastewater storage capacity was exceeded.

The job of keeping customers informed was largely handled by Laura Kluge, Manager of Customer Service, and her team.

“We maintain an emergency customer contact list and daily notifications were sent out, letting customers know that their products were safe and that there was no flooding at the terminal,” said Kluge. “And the feedback from customers was very positive – they were very happy that we stayed in touch as we did.”

Kluge, who has been with Stolthaven for 20-plus years, has seen storm preparedness steadily improve over the years.

“Things are always changing and improving and we are constantly updating our emergency plans, because



Laura Kluge, Manager of Customer Service.



Dan Carr, Assistant General Counsel – SNL Legal.

The updates from the Rideout Team were critical to efforts to keep customers informed.

The Rideout Team (l. to r.): Front row, John Anderson, James Westberry, Sergio Vieyra, Matthew Palmer, Robert Duarte, James Ford Jr., William Kershaw, Jacob Clowers and Richard Casta. Back row, Jack Eubank, Juan Flores, Randy Jones, Ward Tassin, David Haskin Godfrey, Rodrigo Saucedo and Frank Garza.



Matt Dale, Senior Sales and Marketing Manager.



Crystal Conerly, Accounting Manager.

We were ready for service before the Coast Guard had even opened the ship channel to full traffic.

with each storm you learn new things,” said Kluge. She applauded the efforts of her team, all of whom worked remotely from their homes during the storm.

But the customer outreach didn't end there.

Despite being on vacation in Quebec, Canada, during the storm, Senior Sales and Marketing Manager Matt Dale similarly held daily updates with his customer contacts, many of whom were more senior to those receiving the daily calls from Customer Service.

“Basically, we were just making them aware of what was going on with calls and emails,” said Dale. He was scheduled to return to Houston on the Monday following the storm but ended up being delayed until Saturday.

“Daniel [Strydom] contacted the most senior people among our customers, so every level of seniority was covered and they were all very appreciative,” added Dale.

Dan Carr, Assistant General Counsel – SNL Legal, was also a constant presence in the ERT meetings.

“Dan was in every meeting from the start to make sure that everything in the Hurricane Plan was properly documented and signed off,” said Strydom. “While we focused on operations and customer service, Dan brought his legal role with the Company from prior hurricane events, including *Katrina* and *Isaac*, and that helped us immensely – and protected the Company, too.”

Amid the pressure of the situation, it took an accountant to bring some welcome and much appreciated relief to the Rideout Team. Accounting Manager Crystal Conerly lives with her family about three miles from the terminal and told Tassin to let her know if there was anything she could do for the team.

“I ended up taking her up on the offer, because we had some guys who didn't pack enough clothes, not realising how long we might be stuck at the terminal. And when you're dressed in wet, dirty clothes, it makes the work that much harder. She came down, took all the clothes, washed and dried them, and brought them back nice and clean, along with a big pan of brownies that she and her daughter Lyndsey made.”

Austin added: “I had people coming up to me, telling me about that little thing of just washing their clothes,

all soggy and dirty, and then to make brownies – the guys were just head over heels about that.”

The storm finally abated on Tuesday.

Among the things that could not be protected were the sump pumps at the sea dock, which were fully submerged in the storm surge. “We simply replaced the motors with spares after the storm and everything was fine,” said Austin.

A third-party hydrographic survey of the terminal's docks was required by the US Coast Guard before the terminal could resume operations, but that was quickly accomplished.

“We started calling our maintenance people back in on Wednesday,” said Thaxton. “On Thursday, everyone was back and by Friday we were ready to go – which was pretty impressive. In fact, we were ready for service before the Coast Guard had even opened the ship channel to full traffic.”

While Stolthaven Houston weathered the storm, other nearby production and storage facilities were not so fortunate, with some still not back in service weeks after the storm.

“What made the difference for us was our ability to manage the situation we had,” said Austin. “Steve Walker summed it up best when he said, ‘Anyone can have a plan, the difference is in the execution of that plan.’ We also benefited a bit from the weather itself, because with this storm, a mile one way or the other could have meant ten inches more or less of rain.”

But at the proverbial end of the day, it's much more about the people than the water or the wind.

“For me, it's about the quality of our culture and the people here – people who not only care about this place and what they do from a professional standpoint, but who also care for each other,” said Austin. “We were fortunate that we managed through it at the terminal. But there were a lot of people who had their homes flooded, lost all their belongings, 30 years of family history – gone. Just because of an event that was not fathomable for anyone.

“I saw a lot of our employees saying: ‘Hey, we're in this together. What can we do to help each other? Yes, I'm taking care of my family but you're my family, too, so let's figure out what we can do.’ That's the culture here.”

Investment pays off: STC Houston Depot

In August 2015, work began on a US\$6 million project at Stolt Tank Containers' Houston Depot, with the goal of both increasing the useable space of the facility and enhancing drainage.

The depot had experienced flooding of the workshops and the office building in the past. In addition, the volume of tanks being handled was growing and there was a need to capitalise on undeveloped ground. A decision was made to lay down 40,000 square metres of concrete. The drainage issues were also addressed, including the replacement of more than 200 metres of 1.5 metre diameter storm drains. The work took more than a year and was completed in December 2016.

As Hurricane *Harvey* bore down on the depot, the question on everyone's mind was the same: how would the depot weather the storm?

For Depot Manager Dan Shelton and his team, preparing the facility for Hurricane *Harvey* was straightforward: make sure any hazardous waste was removed and/or secured and labelled; secure any tanks and drums that might float if flooding was heavy; and raise any sensitive equipment and tools, such as welders, well off the floors of the work sheds. And, finally, verify and update both employee and customer contact information, so that communication could be maintained throughout the storm.

James Devore, Safety Manager, headed these efforts.

"I've developed an extensive checklist over the years, based on lessons learned from *Katrina, Ike, Isaac* and other storms I've lived through," said Devore. "For example, we don't have our own wastewater treatment facility at the depot. So all our wastewater must be picked up, whether it's in tanks or drums, and removed by a third party in advance of the storm. That process



Dan Shelton, Depot Manager.

is handled by Felicia Paxton, our Environmental Superintendent."

"We also secure any items that could float off and make sure our fuel holding tanks and trucks are full, because fuel can be hard to come by after a storm," added Devore.

Storm planning begins ahead of the hurricane season each year in May, to review actions and strategies. Meetings begin if a storm materialises that could be a threat, ratcheting up to daily planning and update sessions if Houston is in its path.

"We start working through the checklist and assigning jobs, and meet daily to make sure everything is being done," said Devore. "Once we're sure we've done everything we can, the depot is shut down and evacuated, which also gives our employees a chance to focus on looking out for their families and homes."

On Friday August 25, the depot was evacuated and closed – and the wait began.

Some of our people were out helping to respond to the disaster, even while their own homes were flooding.

STC Houston Depot: A US\$6 million project to enhance drainage and increase the useable space of the facility was completed in 2016. The tinted area shows the extent of the project.





I've developed an extensive checklist over the years, based on lessons learned from Katrina, Ike, Isaac and other storms I've lived through.

"This was the first real test of the infrastructure improvements since they were completed," said Shelton. "We weren't too concerned about wind or storm surge with this storm; we expected this to be a rain event. What we didn't know was that the rain would start that afternoon and fall torrentially and non-stop for the next five days."

The main concern was flooding of the first floor of the depot's office building, which had occurred in the past and required a costly clean-up effort. Having tanks partially submerged in standing water was also a potential problem but less of a concern. As Shelton witnessed the tremendous impact of the torrential rainfall from his home over the weekend, he began to worry.

"On the morning of Monday, August 28, I decided to attempt a journey to the depot to check on things," said Shelton. "I was still optimistic but I was also prepared for the worst. The trip from my home normally takes about 30 minutes. That day it took nearly two hours. Fortunately, all was well. The office and workshops were dry, the tanks were all in place and there were no signs of any significant damage."

Shelton left the depot buoyed by what he had seen. Unfortunately, neither the rain nor the flooding was over.

In fact, in many parts of Houston, the flooding was just beginning. It became impossible for Shelton to get back to the depot for another three days.

"So I had to go through the ordeal of not knowing what to expect all over again," he said, but just as the experience was repeated, so was the result. "The infrastructure improvements had paid off."

It wasn't just infrastructure that made the difference.

"James Devore did a fantastic job of getting us to the right level of preparedness," said Shelton. "And the rest of the team was simply outstanding, in terms of maintaining contact with employees and customers and getting everything back up and running. And it was tough, because about 15 of our people, out of a total of 80, had some serious personal losses due to the storm."

He added: "The fact that the depot had come through with minimal impact was one less thing for everyone to worry about. Some of our people faced real devastation and needed time to gather what remained of their possessions and find new accommodation. Some were anxious to return to work just to have some sense of normalcy. At the same time, many of our employees took time to help their neighbours, co-workers and loved ones. No matter the situation, knowing that the facility could start right back up was a tremendous relief for all."

Michael W. Kramer, President of STC, added: "It was great to see that the investment in drainage and concrete paid off, but more importantly that the safety planning ahead of the storm allowed the depot and its staff to be operational again in just a few days. Then there was the teamwork from our guys, which was outstanding, both during and after the ordeal. Some of our people were out helping to respond to the disaster, even while their own homes were flooding. And many jumped into action after the fact to help co-workers with their rebuilding efforts. It shows how great teams and great people can work together. I am very proud of everyone in the organisation in this regard."

Stolt Tankers navigates through Hurricane *Harvey*

It's comforting to listen to Keith Dean, Director of Global Operations, run through Stolt Tankers' preparations for the arrival of *Harvey*. High drama it is not.

"We basically slipped into our standard operating procedures for the event," said Dean. "While storms like these may seem extraordinary, they are not unique experiences along the Gulf Coast. There's a well-trodden path we follow and it works quietly and efficiently, both at port level, which is managed by the US Coast Guard, and at the Company level."

Whenever a hurricane is expected to come near Houston, the Coast Guard moves quickly to close the port. The offshore pilot station is evacuated and the emphasis shifts to manoeuvring a few last ships into port and, preferably, getting as many ships as possible out of port, all as quickly as possible.

"At Stolt Tankers, it is always safety first, and the safest place for a ship in a hurricane is out at sea," said Dean.

While that statement may seem at odds with the old

saying 'any port in a storm', there is good reason for it.

"Ships tend to have not too many problems – until they hit something, such as land," said Dean. "In a storm, it's best to get clear of the land – it's generally safer."

Ships in port may also be subject to 'things that go bump in the night': barges breaking free, windblown debris, storm surge that lifts ships above the dock, and so on. That is precisely why the Coast Guard takes the same view as Stolt-Nielsen – get as many ships as possible out of the port ahead of the storm.

As *Harvey* approached, Stolt Tankers had 11 ships within Galveston Bay, which includes the ports of Texas City and Houston.

"At a certain point, the Coast Guard issues a notice that entries to the port are to be suspended, effective at such and such a time, and they will only be taking ships out," said Dean. "As soon as that happens, when a ship of ours finishes on a berth, we schedule it to leave."

All the Stolt-Nielsen ships subsequently shifted to the

anchorage, where they monitored the strength and path of the storm, with the option to sail offshore if necessary. *Harvey* could have easily headed toward Houston, but ended up going ashore at Corpus Christi, about 190 miles to the southwest, so everyone stayed put.

While the wind failed to materialise, Dean recalled the downpours: “One night my wife and I sat up – and I’m not sure I have the words to describe it. The thunder and lightning were constant, and I mean constant. There would be one flash followed by another and another. And the thunder – our dogs were going crazy. In my entire life, at sea and for the ten years I lived in New Orleans, I’ve never seen thunder and lightning like that. It was spectacular.”

Indeed, the deluge associated with *Harvey* presented a different set of challenges. Huge volumes of runoff flowed into the reservoirs, streams, drainage ditches and, ultimately, the Houston Ship Channel, along with large volumes of silt.

“At one point, only ships with drafts of less than 37 ft were permitted beyond the Baytown Bridge, and the limit dropped to 35 ft further up the channel at the I-610 bridge,” said Dean, adding that Stolt Tankers’ deepsea ships can reach a draft of 40 ft when fully loaded.

Silt was not the only impediment. With ships stacked up waiting to re-enter the port, the Coast Guard prioritised traffic: cruise liners, gas carriers and container ships went in first, followed by ships carrying cargo considered vital to the port and local area, such as diesel. General cargo ships, which include chemical tankers, came last. But for the 11 Stolt ships, getting back into port was the easy part.

“Because of the unforeseeable circumstances of the storm, production at many of our customers’ chemical plants was disrupted and they declared *force majeure*, meaning that they could cancel earlier contractual cargo nominations,” said Dean. “So, the carefully planned rotations for our ships were thrown into complete disarray. We ended up with many, many days

Production at many of our customers’ chemical plants was disrupted ... so the carefully planned rotations for our ships were thrown into complete disarray.

of delays, as the Tanker Trading team tried to identify new cargoes, or cargoes that others had missed that we could possibly take. That said, the commercial team, including the Ship Operators and Port Operations team, the brokers and voyage coordinators, they all literally jumped through hoops to get the ships moving. It was really an off-the-charts performance.”

Richard Bertrand, Business Director, Stolt Tankers, picked up the story.

“In the immediate wake of the storm, many of our customers couldn’t get a handle on the status of their facilities. You had terminals and production areas that filled up with water and just shut down, because the pumps were submerged and people couldn’t get on site for days because all the roads were flooded.”

The first step for Bertrand’s team was to restore communication with customers, even though many of them were hard pressed to know where they stood. Declaring *force majeure* was a first step; restoring supply chains was a far more complex challenge. The



Keith Dean, Director of Global Operations.



Richard Bertrand, Business Director, Stolt Tankers.

congestion resulting from the Port of Houston having been shut down for several days only made things worse.

“It was an enormous scramble for us every day because there were constant changes that had to be made for every ship, every unit and every cargo,” said Bertrand. “We had to manage this constantly changing puzzle of ships, berths, product and delays. There were draft restrictions because of silting in the port, so the normal rotations of ships could not be carried out. And, of course, there were numerous cargo cancellations.”

Fortunately, engagements with customers tended to be more cooperative than adversarial.

“To a large extent our customers wanted to work with us, because they had their own obligations to meet and the best way to do that was by working together,” said Bertrand.

The production capabilities at some of the largest suppliers and the refiners were severely compromised and some customers approached Stolt Tankers for help.

“One of the biggest names in the industry came in, put all their cards on the table and said, ‘Look, we just don’t have the product to ship. So we had to figure out how to work with this customer. We were able to get through a lot of issues without things becoming overly contentious. We worked out some equitable arrangements, which reflects our long-term view of the relationships we have with our customers.’”

In the end, said Bertrand, it was all about teamwork and never forgetting about our customers. However, the struggle was a long one, as evidenced by *Stolt Bobcat*, which was still awaiting cargo at the end of October.

“Chartering, Operations, Port Ops – the teams worked really well together. There were so many things that were accomplished by individuals, from those fixing more spot cargo because we had a lot of space to fill, to people taking action to avoid being cancelled by paying close attention to charter party clauses. We knew exactly where we stood every step of the way,” said Bertrand.

“Good teamwork, attention to detail and doing a good job of managing the strong customer relationships

There’s a well-trodden path we follow and it works quietly and efficiently, both at port level and at the Company level.

Proud moment for SOTY runners-up

The officers and crew of *Stolt Island* and *Stolt Glory* were proud to be presented with their runners-up awards in Stolt Tankers' 2016 Ship of the Year (SOTY) competition.

Stolt Island took second place and received a US\$2,000 prize and an award certificate at a ceremony held on the bridge at Odffjell Bayport terminal in Houston on September 12. Clearly aiming for first place honours in the 2017 SOTY competition, the previous day *Stolt Island* passed the Ship Inspection Report Programme (SIRE) with zero observations.

Stolt Glory placed joint third with *Stolt Ajisai* – whose award presentation was featured in the August issue of *Stolten* – and received a \$1,000 prize and an award certificate at a presentation held in September.



Second Place *Stolt Island* (l. to r.): Front row, Electrical Engineer Maksym Shevchuk; Chief Officer Denis Egorov; Messman Adrian Malaluan; Fitter Ricardo Abella; Bosun Tito Butad and Oiler Igor Garrovillas. Back row, Third Engineer Dmitrii Rostalnoi; Second Engineer Alexander Serov; Viacheslav Slavin, Fleet Manager; Able Seaman Arthur Becera; Fourth Engineer Roman Chermnykh; Cook Ronaldo Regala; Chief Engineer Ildar Yafasov; Messman Dominic Taran; Oiler Richard Ebuenga; Deck Officer Trainee Emils Stanis; Second Officer Maxim Sazonov; Pumpman Anthony Cortez; Wiper Andre Tamonan and Second Officer Denis Mikhailenko.



Joint third *Stolt Glory* (l. to r.): Chief Officer Dmitrii Polianskii; Electrical Engineer Sergii Morozov; Oystein K. Olsen, Marine Compliance Officer; Chief Engineer Vladimirs Cursins; Ship Operator Fabio Garbulha; Captain Mareks Jerumans; Superintendent Damir Krokhar and Second Engineer Vladislavs Olehs.



Moment of Glory (l. to r.): Front row, Able Seaman Virgilio L. Recitas, Wiper Cris Anthony E. Perez and Motorman Richard G. Fungo. Second row, Electrical Engineer Sergii Morozov, Chief Officer Dmitrii Polianskii, Bosun Junniel P. Cutad, Fitter Dennis L. Inabangan, Chief Engineer Vladimirs Cursins, Captain Mareks Jerumans, Coater Resty B. Bartolome, Pumpman Pedro Jr. R. Domingo, Oiler Emmanuel Jr. V. Paguio and Ordinary Seaman Carlo J. Cortez. Third row, Third Engineer Oleksiy Dudnyk, Fourth Engineer Valdemar Stanievic, Second Engineer Vladislavs Olehs, Second Officer Petro Sedavnykh, Third Officer Raivis Krastins, Third Officer Vitalii Ieraksin, Able Seaman Senen Jr. B. Omega, Oiler Dennis A. Habana, Coater Jeffrey N. Abello and Chief Cook Joy F. Cruz.

Picture perfect

As those at sea know only too well, some quayside views are more romantic than others. So ... a beautiful day on the Isle of Man, the historic ruins of Peel Castle and *Stolt Kittiwake* alongside – what more could any photographer want?

Peel castle was built in the 11th century by the Vikings, under the rule of King Magnus Barefoot. Its most famous resident today is apparently the so-called 'Moddey Dhoo' or Black Dog ghost.



Stolt Kittiwake berthed next to Peel Castle on the Isle of Man.

Welcome aboard *Stolt Flamenco*

Representatives of MEGlobal were welcomed on board *Stolt Flamenco* on September 29 and enjoyed lunch with the Captain and crew.

The ship visit followed a tour of the Stolthaven Houston terminal and came the day after a meeting between Stolt-Nielsen, MEGlobal and brokers SSY at MEGlobal's office in Sugar Land, Texas.

***Stolt Flamenco* visit (l. to r.): Paul Murray, SSY; Lonneke Tang; Ada Arce, SSY; Catrina Thomas, MEGlobal Americas; Captain John L. Tangco, Bader Al-Shammari, Equate Petrochemical Company; Jim Byrne and Claudio Diaz, MEGlobal Americas.**



Outstanding performance awards for Stolthaven interns

Congratulations to students Suzaidie Bin Sulaiman and Aw Jin Hao, of ITE (Institute of Technical Education) College East in Nitec Chemical Process Technology (CPT), who achieved the Director's List Award and Stolthaven Book Prize Award in recognition of their outstanding performance during their internship with Stolthaven Singapore.

Stolthaven Singapore has been collaborating with ITE since 2014 to develop a pool of well-trained process operatives for the Chemical, Oil and Gas logistics industry through providing internships, sponsorship and employment opportunities.

The awards recognise students who have made an exemplary contribution to the Stolthaven Singapore department to which they are attached as interns. The two students received their awards for Academic Excellence and Outstanding Performance.

The Stolthaven Singapore Book Prize Awards 2017 were presented on September 15 by Muhammad Sharif, Operations Team Leader, and Kalpana D/O Vevagananandam, HR Manager.



Outstanding performance: Suzaidie Bin Sulaiman and Aw Jin Hao received their awards in recognition of an exemplary contribution during their internship programme at Stolthaven Singapore.

Stolt Excellence Award for MEL graduate

Maritime Economics & Logistics master's graduate Fernando Marcon has been presented with the Stolt-Nielsen Student Excellence Award for his outstanding achievement.

He received his award from Tom Monssen, Business Director TT SNIES, during the graduation ceremony at the Erasmus University in Rotterdam in September.

The graduation ceremony was an international occasion, with over 18 different nationalities present. Professor Bert de Groot conferred the master's title on the Maritime Economics & Logistics class of 2017, the 17th class to graduate from the MEL programme. Graduates are able to stay connected through the MEL alumni network, which has members in more than 70 countries, and many alumni attended the graduation ceremony.



Student excellence: Fernando Marcon with Tom Monssen.



Tom Monssen speaking at the MEL Graduation Ceremony.

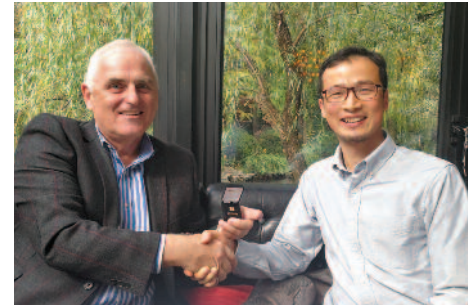
Stolt Around the World

CHINA

10-Year Award

Congratulations to Vivian Wang and Ronnie Pan who received their 10-Year Awards at celebratory lunches held in Shanghai.

Vivian Wang (centre) received her award from Peggy Zhang and Minwei Qu.



Keith Dean presented Ronnie Pan (right) with his 10-Year Award.

Poetry publication

Congratulations to Stolt-Nielsen China's 'resident poet' Jon Zhou, who is celebrating the publication of his second book.

Entitled 'Those Metaphors' and published by Changjiang Literature & Art Publishing House, the book contains more than 250 poems Jon has written over the past ten years. An English version of the book is planned by the publisher.

Jon Zhou shows off his masterpiece.



FRANCE

Rallying together

STC employees enjoyed a 4L rally ride full of challenges in the Normandy countryside this summer.

RIGHT: The rock'n'roll team (l. to r.): Claire Anquetil, Angélique Barbier and Virginie Lanoiselez.

FAR RIGHT: Fans of Le Havre soccer team (l. to r.): Delphine Boyenval, Corinne Boivin, Simon Genit and Malick Diallo.



Retirement party

STC France held a retirement party for Christian Ronxin.

After a career of 40 years in the transportation and logistics industry, including 20 years with STC, Christian plans to spend his retirement travelling, biking and enjoying time with friends and family.

The team at STC France wish Christian Ronxin a wonderful retirement.



Le Havre welcome for Solvay visitors

The Solvay team visited STC's Le Havre office and was treated to a tour of the city taking in some of the events organised to celebrate Le Havre's 500th anniversary.



Elisabeth Durand-Bredel (right) and Sophie Storck, EMEA Raw Material Distribution Buyer & Overseas Buyer for Solvay (left), pictured with one of the sailors at the city's 500-year celebrations.

Marking 25 years

Congratulations to Patrick Leroux, from the maintenance team at SSF's sole farm in Anglet, on receiving his 25-Year Award.

(l. to r.) Jordi Trias, Grégoire Custaud, Oscar Iglesias, Fabien Dupuy, Nimit Degrande, Arnaud Vergnas, Patrick Leroux, Damien Orreteguy, Pierre Abadie, Florian Raguenes, Xavier Bruere, Alexandre de la Mardrière, Roberto Canosa and Manuel Louro.



New hands

LONDON

To Florita Balaskantha and her husband, Jerard, a boy, Hayden Leonel John, on September 16, 2017.



ROTTERDAM

To Anastasios Kopanas and his wife, Roula Sotiria, a boy, Alex, on October 15, 2017.



To Lee Chau Meng and his wife, Puah Shoo Yee, a boy, Lee Din Herng, on September 9, 2017.



To Chief Officer Pham Danh Triet, *Stolt Pondo*, and his wife, Nguyen Thi Ngan, a boy, Pham Binh Nguyen, on August 27, 2017.



MANILA

To Genelyn Balancar and her husband, Ronald Balagot, a girl, Dally Evolette B. Balagot, on August 26, 2017.



To Annemiek Teekens and her husband, Donie, a boy, Aydin, on May 14, 2017.



ON BOARD

To Third Officer Cao Feng Long, *Stolt Distributor*, and his wife, Song Qiu Hong, a boy, Cao Zi Qin, on August 23, 2017.



To Third Engineer Oleksandr Taran, *Stolt Seagull*, and his wife, Irina, a girl, Leya, on August 18, 2017.



To Marie Loralyn Nidea and her husband, James Concepcion, a girl, Zia Jamielyn Concepcion, on August 28, 2017.



SINGAPORE

To Muhammad Adnan and his wife, Nur Fazelah, a girl, Maiera Binte Muhammad, on October 19, 2017.



To Chief Engineer Maxim Puzko, *Stolt Ocelot*, and his wife, Anna, twin girls, Lilia and Maria, on May 15, 2017.



GERMANY

10-Year Awards

Congratulations to Martina Butzbach, Sabine Ployhar and Susanne Junge who have all received their 10-Year Awards.



Gisela Suerdieck presents Martina Butzbach (right) with her 10-Year Award.



Sabine Ployhar (left) with Gisela Suerdieck.



Susanne Junge (right) received her 10-Year Award from Souzaana Spanier on October 15.

Summer outing

A 'Road Bowling' event was chosen for the STC Hamburg summer outing on June 16. Road Bowling, a traditional sport in the Altes Land region, involves pushing a bowl through orchards.

Enjoying good weather, staff spent a fantastic afternoon in beautiful surroundings next to the River Elbe. After the action, they enjoyed cold drinks and a delicious barbecue buffet.

Road bowling participants (l. to r.): Crouching, Marlon Gebert and Florian Schreiber. Standing, first row, Tobias Sedelmaier, Hendrik Sellhorn, Robert Blendow, Anke Ravens, Sybille Madetzki, Susanne Junge, Danijel Ursic, Dennis Schot, Lineth Lemmel, Gisela Suerdieck, Nicole Obst, Souzaana Spanier, Tatiana Plum and Mandy Woite. Standing, second row, Bastian Niestedt, Arlette Wehnert, Marc Steitz, Frauke Morthorst, Bernd Peper, Jan Kunigk and Jacqueline Pippert. The photo was taken by Kerstin Lange.



New employees

HOUSTON

Richard Targett
Technical Superintendent, SNSO Ship Management Americas

LONDON

Ricky Viridi
Infrastructure Support Specialist, BT Service Delivery

ROTTERDAM

Victoria Fay
Ship Broker, TT STJS-CT

Arjan Kreuze
Manager, MCO Program

Mengyan 'Tina' Ma
Voyage Coordinator, TT STJS-PT

Trupti Rane
Business Application Consultant, TT Business Applications

Carlos Sanchez
SSHEQ Officer, SNSO

SINGAPORE

Gurpreet Jolly
Marine & Safety Superintendent, SNSO SSHEQ

Matthew Fox
Technical Superintendent SNSO Ship Management Asia

Position changes

LE HAVRE

Vladia Mouton from Operations Coordinator to Operations Supervisor, STC

ROTTERDAM

Iris Wischhoff from Senior Operations Coordinator to Operations Supervisor, STC

NETHERLANDS

No obstacle too great for Stolt-Nielsen

An intrepid team from Stolt-Nielsen joined the Rotterdam Harbour Run in October. The harbour run is an obstacle race (33 obstacles) covering 10 kilometres in the Port of Rotterdam. The team took 2 hours 47 minutes and were ranked 4,102 out of 4,783 teams.

Reporting back, they said: "We did it the Stolt-Nielsen way: start together, look out for each other and finish together safely."

The team were Jose Milhazes, Rodiana Oancea, Ho Liang Oie, Ekaterina Petrova and Celine Traub, with Michell Van der Tak as bootcamp coach.



Harbour Run team (l. to r.): Ho Liang Oie, Celine Traub, Jose Milhazes, Michell Van der Tak, Ekaterina Petrova and Rodiana Oancea.

On the ball

The third annual Stolt-Nielsen Golf Tournament was held in Rotterdam on September 20. Competitors played nine holes at the Golfbaan Delfland.

The tournament is the closing event of the Stolt-Nielsen golf season, in which keen Stolt golfers play nine holes after work on Wednesdays through the summer months.

The season brings together a good mix of people from across the Company, including Tankers, Terminals, Containers, Finance and IT. This year there were even overseas attendees from Houston.

In general, there is a pool of about 30 players – some more active than others. New faces are always welcome.

Tournament first place honours went to Malte Willer, with Tom Monssen coming second and Francesco Morici in third place. The award for the longest drive went to Rob van der Tuijn.



(l. to r.) Tom Monssen, Niels Boereboom, Raymond Hartmans, Jana Busch, Malte Willer, Francesco Morici, Austin Dooley and Rob van der Tuijn.



(l. to r.): Francesco Morici, Tom Monssen and Austin Dooley.



Austin Dooley focusing on a hole in one.

Works of art

The Global HR management team unleashed their inner artists at a Red Beetle painting workshop.

The Paintbar Event, which took place at the Restaurant Stroom in Rotterdam, provided a very creative evening break during the Global HR management team meeting.

The HR management team display their artwork. Front row, Jean Toh, Annemieke Vos and Clint Knight. Back row, Donna Price, Monique van Pul, Anne van Dassen Müller, Vivienne Franse and Tor Inge Horpestad.



10-Year Award

Congratulations to Julien Notenboom who was presented with his 10-Year Award by Rob Scharff.



Julien Notenboom (left) with Rob Scharff.

Service Award Ceremony

The Rotterdam office held a Service Award Ceremony on September 21 in the garden of the Swedish Church, just around the corner from the office.

10-Year Awards (l. to r.): Joost Mast, Robert van Dijk, Peter Voskamp, Vincent Gerritse, Daan Muizer, Vivienne Franse, Francesco Morici, Bart Splinter, Esther Muiselaar-Kooistra, Greg Albers, Loes Mol, Ester Imbimbo, Loek Dejong, Berend Vree and Dmytro Tsvyk.



Kurt retires

After almost 34 years of service with Hamburger Lloyd AG (1983 to 1997) and Stolt-Nielsen Inland Tanker Service (1997 to 2017), Safety and Quality Manager Kurt Poettmann retired earlier this year. He was a well-known character in the industry and is much appreciated by all. Colleagues wished Kurt well for his retirement at a dinner held earlier this year.



Farewell: Kurt Poettmann and his partner, Yutta, at the retirement dinner.

Dilbert



SAUDI ARABIA

Operational Audit visit

In August, Operational Audit made their first visit to the offices of STC Saudi Arabia in Dammam. Full marks for effort go to Sergi Ocaña, Senior Auditor based in Rotterdam, who got fitted out with full local business attire, which he wore on the last day of the audit.

(l. to r.) Meshari Ali Al-Hassar, Denver Jude Concesso, Philip Thomas, Sergi Ocaña, Murtaza Bhatri, Zainab Aseedah and Basim Saeed Al-Qahtani.



UNITED ARAB EMIRATES

Escape act

The Dubai office took part in a teambuilding event at Escape Reality Dubai on September 13. Teams of four had to work together to solve a series of puzzles and challenges, in Dubai's largest escape room experience.



Teamwork (l. to r.): First row, Sandeep Rajani, Mary Rose Samonte, Amrit Tirkey, Dana Schiop, Ivy Benito, Leah Roca, Ann Ramo and Emil Ruidero. Second row, Tanguy Bouvij, Laura Burger, Krishnan Sankaran, Myrko Anthonio, Ajay Kundani, Melroy Nazareth, Ian Harvey and Kavita Sabnis.



The winning team, Nosferatu (l. to r.): Sandeep Rajani, Emil Ruidero, Leah Roca and Melroy Nazareth.

UNITED KINGDOM

Celebrating 25 years with Stolt-Nielsen

Congratulations to Jens F. Grüner-Hegge who received his 25-Year Award at a celebratory lunch held at The Delaunay in London on November 1.

(l. to r.) Susan Snowden, Jens F. Grüner-Hegge, Tracy Dugan, Jan Chr. Engelhardtson and Julian Villar.



UNITED STATES

STC volunteers take leadership lessons from stint at foodbank

In October, the STC Technical Services Department (TSD) held its annual meeting in Houston, bringing together TSD regional managers from around the world to plan and strategise for the year ahead.

This year's meeting included a special theme expressed in an anonymous quote presented by TSD Director Dustin Callaway: "If serving is below you, leadership is beyond you." Highlighting the value of managers who unselfishly serve their direct reports and peers, thus earning high levels of loyalty and performance in return.

To put the theme into action, following the day's meeting, the group visited the Houston Foodbank to work in the warehouse for three hours. The Houston Foodbank relies on volunteers to sort, pack and distribute food donated by the food industry and the local community to 800,000 people in financial hardship a year.

"We felt that it was important to give back to the Houston community that had been so devastated by Hurricane *Harvey*," said Dustin.

As well as giving back to the community, it was clear that the participants also gained much from the experience. "I left with a sense of accomplishment and pride in our team. So much so, I will be volunteering again in the future," said Mick Smith.

"This was a total surprise and it was three hours that I will remember for a very long time." Leon Nell added, "It reminded me that to give back so little could mean so much. What an inspiring night for the team."



TSD Annual Meeting attendees (l. to r.): Josh Van Horn, Mick Smith, Darrell Lee, Krishnan Sankaran, Yves Grenier, Leon Nell, Dennis Verduyn, Dustin Callaway, John Barbier, Dan Shelton and Paul Dunn.

Dustin Callaway concluded: "While our meetings were certainly successful, those three hours spent at the foodbank will always be remembered and the concept of servant leadership will be increasingly applied by the global TSD team."

Dressing for Halloween

Houston employees celebrated Halloween in style this year, including a visit from four terrifying Vikings!

Congratulations to Logan White and Cody Blain, who came first in the group competition, and to Bob Balsam, the winner of the individual competition.

RIGHT: Viking visitors: Mark Martecchini, Mike Kramer, Niels G. Stolt-Nielsen and Daniel Strydom.

BELOW: 'Top Gun' group competition winners: Logan White and Cody Blain.

BELOW CENTRE: JFK and Marilyn, Hugh Hefner and bunnies (l. to r.): Gilbert Mata, Kathy Locke, Shelby Smith, Thomas Nava and Briana Villarreal.

BELOW RIGHT: Dinosaur quartet (l. to r.): Alyssa Bulanek, Carolina Ruiz, Shelbi Winans and Crystal Ontiveros.



ABOVE: Harlem Globetrotters (l. to r.): Crouching, Bob Millan and Dustin Callaway. Standing, Kevin Fallon, Bill Sikma, Donna York and Josh Van Horn.

ABOVE CENTRE: Spice Girls (l. to r.): Nicole Miller, Kimberly Harris, Patricia Hamblen Tucker, April Robertson and Sydney Rodriguez.

ABOVE RIGHT: 'Waynes World' Chris Stickney and Ross Arcuri with costume judges from Netco, Kelli Woody and Linn Troclair.

RIGHT: Winner of the individual competition, Bob Balsam as Mrs Doubtfire.

FAR RIGHT: Michael Jackson's 'Thriller': John Palkovics.



Service awards presented in Riga

Victor Arnedo and Captain Clive Laverack received their 25-Year Awards on September 30, at the Awards Dinner of the Senior Officers Conference in Riga. Nine officers were presented with their 10-Year Awards.



25-Year Awards (l. to r.): Igor Segeda, Ajay Furtado, Electrical Engineer Victor Arnedo, Captain Clive Laverack and Paolo Enoizi.



10-Year Awards (l. to r.): Chief Engineer Oleg Rummyantsev, Larisa Rummyantseva, Ajay Furtado, Igor Segeda, Chief Officer Jurjen Gozens, Paolo Enoizi, Second Engineer Ivan Stont, Vera Belecka, Second Engineer Andrejs Beleckis, Electrician Velimir Projic, Second Engineer Artjoms Golikovs, Jelena Golikova, Diana Straume, Second Officer Rinalds Straume, Chief Officer Dmitrijs Hluktovs and Alona Hluktova.

Chief Engineer Neil Simons, 1968–2017



It is with great sadness that we report the death of Chief Engineer Neil Simons at the age of 49.

For 28 years, Neil dedicated his life to Stolt Tankers, sailing on a wide variety of Stolt vessels. He assisted with many projects on board and ashore, the most recent being the C38 newbuildings.

Neil joined the Company in June 1989 as Second Engineer, starting his career in SNIES onboard *Stolt Maplewood* and then moving to *Stolt Oakwood*. Later he moved to deepsea vessels, joining the *Stolt Heron* in 1994. He also sailed on *Stolt Aquamarine*, *Stolt Integrity*, *Stolt Span*, *Stolt Perseverance* and *Stolt Pride*. He was promoted to Chief Engineer in 2000.

Neil loved his work and life at sea and was an excellent mentor. He will be greatly missed. Our deepest sympathy goes to his family, friends and colleagues.

Marking 100 voyages

Bought in 2015, *Stolt Seagull* marked 100 voyages with SNIES recently. To celebrate the occasion SNIES Operations and Chartering divisions presented Captain Eduard Postin with a cake when *Stolt Seagull* visited Terneuzen in the Netherlands on November 1.



Celebrating 100 voyages: Captain Eduard Postin.

SEA STAFF PROMOTIONS

June 30, 2017
Pavo Radelic, *Chief Officer*
J.R. Pangan, *Chief Officer*

July 1, 2017
Evgenii Manin, *Chief Officer*
Andrii Rotaru, *Chief Engineer*

July 3, 2017
Sjoerd Spoolder, *Chief Engineer*

July 9, 2017
Jaymon Solo, *Second Engineer*

July 12, 2017
Evgenii Studennikov, *Chief Engineer*

July 14, 2017
Christian Stensones, *Captain*

July 15, 2017
Zeljko Berket, *Captain*

August 1, 2017
Ian Fantilaga, *Chief Officer*

August 3, 2017
Ruslans Grechuhins, *Chief Officer*

August 4, 2017
Nikolay Gudymenko, *Chief Officer*
Quan Luc Nguyen, *Second Engineer*

August 5, 2017
Olegs Novahs, *Chief Engineer*

August 8, 2017
Sergejs Markovs, *Captain*
Alexander Krivoruchenko, *Second Engineer*

August 16, 2017
Alexander Ismailov, *Chief Officer*

August 22, 2017
Janeks Eltamms, *Captain*

August 24, 2017
Ivo Rubenis, *Captain*

August 29, 2017
Raul Arcenal, *Second Engineer*

August 30, 2017
Kaushikkumar Tandel, *Chief Officer*

September 8, 2017
Van Nhu Nguyen, *Chief Officer*

September 10, 2017
Sergiy Syrovatkin, *Chief Engineer*

September 11, 2017
Didzis Silonenko, *Chief Officer*

September 15, 2017
Vladimirs Pirhs, *Chief Engineer*

September 17, 2017
Sergei Korostelev, *Chief Officer*

September 20, 2017
Grigory Kosterov, *Second Engineer*

September 22, 2017
Andrejs Moskirjovs, *Captain*
Dmitry Pasichnik, *Chief Officer*

September 25, 2017
John Frederick Caballero, *Chief Officer*

October 7, 2017
Klementy Ruev, *Chief Officer*

October 10, 2017
Konstantin Chuprinskii, *Captain*
Santosh Rai, *Captain*



Andrii Rotaru



Sjoerd Spoolder



Evgenii Studennikov



Christian Stensones



Zeljko Berket



Olegs Novahs



Sergejs Markovs



Janeks Eltamms



Ivo Rubenis



Sergiy Syrovatkin



Vladimirs Pirhs



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