

MAGAZINE  
**CMA CGM** GROUP



years  
of passion





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In 2013, our Group is celebrating its 35<sup>th</sup> anniversary, an event that I am pleased to share with all of you. These 35 years have been an outstanding adventure that has led us to where we are today the world's third largest shipping company, present on every continent and a pivotal player in the world of international trade. We owe this success to a few proven methods. We set ourselves ambitious objectives and remained committed to meeting them; we maintained our family structure; we hired and continue to hire the best people; we invested in the resources we needed and currently operate a modern efficient fleet. This success has been a collective endeavour, for which I would like to thank not only all of our employees, but also our customers, without whose support we would not be here today.

2013, our 35<sup>th</sup> year in business, has also been a highly eventful year for the Group. We consolidated our financial results and welcomed France's strategic wealth fund, FSI, onboard. We also took delivery of the world's second and third largest containerships, the CMA CGM ALEXANDER VON HUMBOLDT and our flagship, the CMA CGM JULES VERNE, which we inaugurated last June at a ceremony attended by the President of France, François Hollande. This was a valued recognition for our Group.

But 2013 is not over yet and we are continuing to build our future with as much passion, enthusiasm and determination as ever. We have just signed an operational agreement with the world's two largest shipping companies, which will enable us to offer our customers premium quality service on the world's most efficient vessels. We are pursuing our capital expenditure programme with the order of six new 16,000-TEU ships, which will join the three already in service and the ten 9,200-TEU vessels already ordered. This autumn, we are going to offer our customers a new e-business platform that will enable them to manage all of their bookings online and allow us to enhance this customer contact that makes us different from other shipping companies.

These 35 years have been just the first step in CMA CGM's wonderful adventure, the symbol of our determination, and we will continue to advance with the same passion far into the future.

**“ We are continuing to build our future, with as much passion, enthusiasm and determination as ever. ”**

AROUND  
THE WORLD**P3 NETWORK, AN AMBITIOUS PROJECT TO SERVE OUR CLIENTS BETTER**

Last June, CMA CGM, Maersk Line and MSC Mediterranean Shipping Company SA, have announced an agreement to establish a long-term operational alliance on East-West trades. Called the P3 Network, this project aims at improving and optimizing operations and service offerings.

Operating a capacity of 2.6 million TEU (initially 255 vessels on 29 loops), the P3 Network will concern the three major trade lanes: Asia-Europe, Trans-Pacific and Trans-Atlantic.

This decision, which is the most ambitious in liner shipping for years, will provide customers with more stable, frequent and flexible services. Each of the lines will indeed offer more weekly sailings in their combined Network than they do individually. As an example, the P3 Network plans to offer 8 weekly sailings between Asia and Northern Europe. In addition the P3 Network will offer more direct ports of call. The improved P3 Network is also expected to reduce the disruptions for customers caused by cancelled sailings.

While the P3 Network vessels will be operated independently by a joint vessel operating center, the three companies will continue to have fully independent sales, marketing and customer service functions.

The P3 Network will offer CMA CGM Customers thoroughly improved services while keeping the CMA CGM customer personalized relationship, the CMA CGM quality of service, the CMA CGM terms and conditions and the same contact person.

Operations should start in the 2<sup>nd</sup> quarter of 2014, but the starting date will be subject to obtaining the approval of relevant competition and other regulatory authorities.

**CMA CGM GROUP TO LAUNCH ITS NEW WEBSITE AND E-BUSINESS PLATFORM**

The CMA CGM Group launch this Fall its new website including its new e-Business platform. Designed to optimize interactions between CMA CGM, its subsidiaries and their customers, the new e-Business platform will offer innovative solutions that meet our users most demanding requirements.

Amongst newly available innovations, CMA CGM Group customers will have access to:

Personalized space in which each customer will be able to define his own reporting format and store all his legal, administrative or financial documents required for the management of his shipping business. In a few clicks, he will be able to perform multiple transactions such as asking for and receiving a quote, booking his cargo and sending shipping instructions, etc.

The ability to keep track of his cargo in real time as well as permanent access to all pertaining information. In addition, a personalized "alert" system will allow customers to be kept informed of latest operations.

Dedicated teams will be available worldwide 24/7 to provide answers to all kind of questions and to assist customers in the discovery of these new functionalities and beyond, to manage their operations.

This new e-Business platform will be available in English, Chinese, Spanish, Portuguese and French for CMA as well as for ANL, CNC, DELMAS and USL.

This new CMA CGM Group e-Business platform is part of the new Group website both being launched simultaneously.

# Sailing ahead with passion since 1978



In 2013, CMA CGM is celebrating its 35<sup>th</sup> Anniversary, 35 years of successful growth continuously driven by passion, the passion of one man, Jacques R. Saadé, for the company he built, his passion for the people who contributed to its success, his passion for world trade in which CMA CGM played such a significant part, his passion for the vessels which were built and which growing number and size illustrate the success of the original idea and the drive behind it.

1978

On September 13, 1978, Jacques R. Saadé creates the CMA

1980

CMA buys its first two vessels: Ville d'Orient and Ville du Levant

1981

Delivered from the other end of the world to your door – the multimodal

1983

The first crossing of the Suez Canal

1986

Asia or “the great jump toward East”

1992

The first CMA office is opened in China

1994

Creation of the French Asia Line Service (FAL)

1998

The first acquisition: ANL (Australia) followed by MacAndrews (UK) in 2002

1999

A giant is born: CMA and CGM merge

2004

Container Terminals – a key asset CMA CGM becomes the world's n°5

**B**ut all great stories start with “once upon a time”!

Once upon a time, during the Civil War in Lebanon, a young entrepreneur decided to leave Beirut for Marseilles to shelter his family. Soon thereafter, in September 1978, he created the “COMPAGNIE MARITIME D’AFFRETEMENT (CMA)”, a shipping company, to trade between the Levant and the Western Mediterranean. Already, Jacques Saadé had the intuition that the concept of unitized cargo in metal shipping container developed by Malcolm McLean in 1956 was the future of dry cargo transportation.

*“In 1978 during the war in Lebanon, I decided to come to France in order to protect my family. I chose Marseilles. We did not know at the time whether it would be for a few weeks or a few months. We have been here now for 35 years. To give you some background, it was while I was doing an internship in the United States as part of my studies that I discovered the container. It was at the start of the Vietnam War and the American army was using the container to transport supplies. From that moment I realised the importance of this mode of transport and its future in maritime trade.*

*So on 13 September 1978, I decided with four others to launch a shipping line dedicated to the transport of containers between Marseilles, Beirut in Lebanon and Lattakia in Syria.”*, tells Jacques R. Saadé.

Also, though operating his company in France, Jacques Saadé positioned it resolutely on the international scene, aware that the prevailing culture in French liner shipping relying on former colonial empire and on protectionism was doomed to come to an end. His intuition proved right for he is today leading the world third biggest container carrier. Jacques Saadé did not have any preconceived inhibitions and knew that the future laid beyond Europe, the future is global and Asia would become the powering engine.

This initial Mediterranean service grew to include the North Continent and CMA acquired its first vessels, the *Ville d'Orient* and the *Ville du Levant*. From the North Continent, Jacques Saadé decided that the Company needed to move further and to connect the North American East Coast with the Levant. The Company which by then reached 65 staff had to expand to new offices.

In 1981 Jacques Saadé also realized very soon that customers expected carriers to provide transportation service beyond sea carriage and to carry the box from the factory to the warehouse or the distribution center. Shipping companies had to move inland and invest in Intermodal services which imply investments in trucking, barging and railing as well as inland depots and dry ports, a decision which was made early by CMA CGM. In Europe, all these activities were developed through several entities which would all be regrouped in 2012 under the name GREENMODAL transport. As a natural next step, the Group also created later on CMA CGM Logistics.

In 1983, CMA decided to “Go East”, crossing the Suez Canal and launching the “Red Sea Express” Service calling at Aqaba, Jeddah and Hodeida to take advantage of the development boom in the Red Sea and the natural next step was to serve the Middle East Gulf markets. Mina Qaboos, in the Sultanate of Oman, became one of CMA's first hubs wherefrom the Indian Sub-Continent was also served.

In 1986, CMA pushed further east, opening its first Far East Europe Service, which was anticipating the fact that China would soon bypass the other “Asian Tigers” and that the future of CMA was in Asia. Facts were to prove Jacques Saadé right for by 1989, China was firmly on the economic liberalization tracks and was soon to become the “factory of the world”.

In 1992, CMA opened its first office in Shanghai and the management of the local organization was entrusted to John Wang, another bold decision when most companies were relying on expatriates to manage their offices overseas. Today, John Wang still leads the China organization which has grown to 64 offices manned by over 1,500 staff. *“Even before mainland China ports were accessible to main liner vessels, Jacques Saadé decided that the strategy of CMA CGM should focus on the Far East with China as its corner stone. You bring together at both ends of the line, teams of highly motivated strong professionals, you give them the right tools, you give them direction and success comes naturally”* says Farid T. Salem, CMA CGM Executive Officer, who was part of the initial group in 1978 and stood beside Jacques R. Saadé to develop the Group for the last 35 years.

As from early 1990, gaining experience in the North-South trades, Jacques R. Saadé promptly realized the importance of reefer markets when CMA CGM carried reefers from Europe to the Middle East Gulf and back from Indian Subcontinent. Massive investments in latest generation state-of-the-art reefer containers were decided and the reefer department became a Business Unit in its own right in the 2000's.

In 1993, CMA sailed “down under”, connecting Europe with Australia. The year after, the “Feeder Associate System” (FAS) was created to manage all feeder operations in the Mediterranean, the Middle East and



2000 Jacques R. Saadé & Farid T. Salem



1980 The Ville d'Orient, first owned vessel of the CMA



1994 Jacques R. Saadé in Hong Kong, on his left Henry Delannoy, and on his right Y H Kim

## 2005

Hope for children:  
CMA CGM creates its own Corporate  
Foundation

## 2006

Becoming an expert of Africa  
CMA CGM buys DELMAS  
CMA CGM becomes World's n°3

## 2007

Acquisition of CNC, Comanav,  
and US Lines

## 2008

CMA CGM is awarded  
"Maritime Company of the Year"

## 2009

The first 13,800-TEU vessel  
is delivered

## 2010

Signing of equity injection from  
YILDIRIM Group

## 2011

A new Head Office:  
the CMA CGM Tower

## 2012

The first 16,000-TEU vessel  
is delivered

## 2013

CMA CGM Group celebrates 35 years  
Signing of equity injection from FSI  
Additional investment of YILDIRIM Group  
The CMA CGM Jules Verne is inaugurated  
in the presence of François Hollande

the Indian Sub-Continent. Time was ripe to take a big step forward with the creation of "French Asia Line" (FAL) which to this date remains, together with its seven siblings, the back bone of the Company.

Two years later in 1996, the French government privatized the Compagnie Générale Maritime (CGM), one of France oldest shipping company. CMA driven by its "Spirit of Imagination", decided to purchase CGM. In 1997 CMA CGM Holding Company was created, leading in 1999 to the merging of CMA and CGM, the new company becoming CMA CGM. Though the absorption of CGM was not an easy feat, it nevertheless gave the Group a new position and Jacques Saadé decided that all conditions were now within reach to join the top of the Major League. At that time, CMA CGM becomes the world's n°12 with 78 vessels and 260,000 TEU per year.

### Taking advantage of opportunities

The Group initiated a dual process of organic growth, upgrading existing services or opening new ones, and external growth purchasing other shipping companies which were mostly niche carriers with a very strong expertise and always enjoying a key position in their respective trades. In 2004, the Group also started to diversify its activities by purchasing Container terminals, a key element to be able to control the logistic chain and deliver the best service to its clients. Being owner of key terminals, the Group could master the whole commercial operations and guarantee a berth as soon as the vessel arrives at a time when trade growth overcame port infrastructure capabilities generating congestion, a situation aggravated by the growth in vessels size. Through its CMA TERMINALS subsidiary, the Group now controls 24 port terminals worldwide and has a further three in completion. Malta Freeport and Tanger-Med illustrates the success of this investment policy through their strategic hub role.

## 35 years of innovative advertising

3 decades of surprising and creative advertising, far from the maritime traditions...  
the trademark of the Group's spirit of imagination

### '90



1991



1994



1997

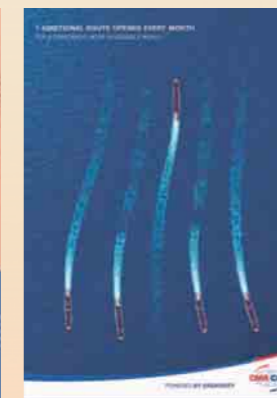


1999

### '00



2000



2004/5



2007



2003

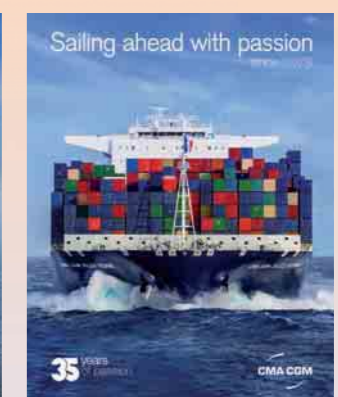


2008

### '10



2011



2013

Among the acquisitions of operators, a special mention could be granted to DELMAS which was acquired by CMA CGM in 2006 from the Bolloré Group, thus gaining a strong foothold in the strategic African trades and a century-old expertise in servicing challenging markets. *"Today, Africa is in the heart of our strategic priorities thanks to its dynamism and growth potential. We have the will to reinforce our existing positions and open new ones wherever we are currently absent and our ambition is to be the number one carrier and logistic provider in Africa. CMA CGM, together with DELMAS, the historical operator on the continent, offers our customers access to one of the most comprehensive global service network and our African organization offers added value solutions to specific issues"* says Rodolphe Saadé, CMA CGM Executive Officer.

Simultaneous to this strategy of taking control of operators with high added value in "niches", Jacques R. Saadé was ensuring that organic growth continued though in a well-planned process, CMA CGM's position in trades it was already participating in, was to be consolidated and profitability optimized, whereas new routes had to be opened in line with the Company's ambition to be a true global operator.

To achieve this expansion, CMA mastered the art of "alliances", entering into joint services. This policy of alliances also confirmed the fact that CMA had become in a fairly short period of time a major player in the liner industry whose partnership was in strong demand by longer established operators. Today, CMA CGM has built Alliances with the two major operators, MAERSK and MSC, on key trades such as the Asia Europe Trades, the Asia Mediterranean trade and the Transpacific.

This drive to expand the scope of the company was accompanied by a clear policy of controlling its own destinies in each and every countries of its network. CMA CGM has always attached strong value to its relationship with its customers and direct contact was indispensable to meet their expectations, hence the Group, wherever it was legally possible, had full ownership of its offices now exceeding 650 in 150 countries.

During all these years, Jacques Saadé was true to his vision and made sure that the lines always had the best possible vessels, though he was not shy to aim big in terms of capacity. Indeed, the bigger the vessel, the lower the slot cost, whilst pushing the sales force to go above and beyond their comfort zone to capture

additional business. The success of the CMA CGM 35 year adventure cannot be better illustrated than by the Company's flagship, the 16,000 TEU CMA CGM JULES VERNE and by the Group's Headquarters, the tower designed by Zaha Hadid, Pritzker-prize winner, which hosts the 2,300 employees of the Group working in Marseilles, a long journey since the VILLE D'ORIENT and the single floor of a building.

*"Since 1978, we have been growing with the same passion and the same commitment to our core values of boldness, imagination, courage and integrity. The human touch is at the heart of these values and I would like to thank all the CMA CGM teams who also made the success of our Group with a special thought for Farid T. Salem who is standing beside me since the beginning of this adventure. Today we are investing in the future and the development of our Group, not in short-lived short-term profit. We set ourselves ambitious goals and gave ourselves the necessary means to achieve them. We know how to be responsive and flexible which enables us to seize every opportunity. We try always to be innovative in order to stay one step ahead. Nothing great is achieved without inflated expectations!",* concludes Jacques R. Saadé.



2013 The Group's directors gathered around Jacques R. Saadé

### CMA CGM Jules Verne an outstanding vessel to celebrate the Group's 35<sup>th</sup> anniversary

To celebrate this 35<sup>th</sup> anniversary the CMA CGM Jules Verne, 16,000 TEU vessel, under the French Flag, was re-routed for a special call in Marseilles. On June 4<sup>th</sup>, she was officially inaugurated by the President of the French Republic, Mr François Hollande, and more than 500 guests. The President celebrated the career and the achievements of a man, Mr Jacques R. Saadé and the CMA CGM Group.

This major event for the Group had been preceded several days before by the Christening ceremony of the CMA CGM ALEXANDER VON HUMBOLDT, sistership of the CMA CGM JULES VERNE, in Hamburg. An event that underlined the importance of the port of Hamburg, where the Group handles 1.5 million TEUs each year and operates 22 weekly services, adding that he intends to develop new destinations in Eastern Europe and Russia.



From the left to the right :  
Mr Rodolphe Saadé, Executive Officer,  
Mr Jacques R. Saadé, Chief Executive Officer,  
Mr François Hollande, President of the French Republic.



## INTERVIEW with FARID T. SALEM Executive Officer

### The CMA CGM Group celebrates this year its 35th Anniversary. Having been involved since day one in this adventure, how have you lived through these 35 years?

*These years have gone fast but I lived every moment of them intensely and with a hidden emotion.*

*I want to associate to the success of our Group the men and the women who work in the company, who go beyond their limits oftenly, who secure new business every day, who start new activities, all those who successfully rise to the challenges of our industry. They have my admiration and my gratitude.*

*Leading our Group is a person of exception, Mr. Jacques Saadé the founder, a visionary, a man of innovation, driven by passion, creator of ideas, persistent, a natural leader, and big-hearted personality, a Lord of the Sea. By his side, Rodolphe stands ready, Tanya dedicated with talent, and Jacques Junior always active.*

### What in your view has been a major milestone of these 35 years?

*Not only it is difficult to choose one event in such an eventful history but also, it is not in my nature to look back, I always tend to look forward.*

*Every day brings its new event, and CMA CGM history is built on its daily achievements.*

*Nevertheless, one can recall the success of our external growth with the acquisition of ANL, DELMAS, CNC, MacAndrews and COMANAV, all successful players in their respective fields with CGM remaining our most significant acquisition.*

*All these companies became part of the group together with their staff with neither drama nor issues, to the contrary. In this context, CMA CGM acquired a recognized level of expertise which must be utilized again should a new opportunity arise.*

### What difference have you noticed between shipping in 1978 and how it is today, in 2013?

*Container shipping today is not that different from what it was in 1978. The industry remains open to all but only some happy few will be able to turn a profit; they will need an in-depth knowledge of all shipping activities, and they will need courage, imagination though remaining hands-on as well as the ability to take prompt decisions. Like in 1978, freight rates remain subject to market supply and demand without benefitting any more from the protective umbrella of conferences suppressed since some years now.*

*However, our environment has changed:*

*From a "regional" start, we are now "global". We have successfully implemented the netting of various liner*

*services connecting all continents with the assistance of performing IT systems and a finely tuned operation management.*

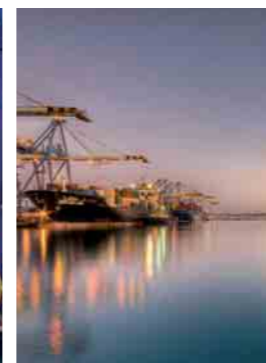
*To our initial liner operations, we have added land based activities generating welcomed additional revenues such as port terminals, dry ports, intermodal, logistics, all services completing and improving service to customers.*

*Last but not least, we have very early pioneered the implementation of measures and technologies aimed at protecting the environment, our responsibility towards our children and grandchildren.*

### In your views, what have been the major challenges?

*Better than looking back, let us project ourselves in the future. It is my opinion that as a priority, we should develop our activities in South America, in Africa and in the Indian Sub-Continent. We can and we must set ambitious market share targets in those parts of the world which still enjoy significant growth. This implies that we deploy new vessels which we will operate in services which we need to control in order to secure our longevity.*

*We must also continue developing our land-based activities such as port terminals, dry ports, intermodal, container depots and logistics in these three areas, all improving service to customers and contributing positively to our bottom line.*





# safety + security:

## WHEN HUMAN LIVES ARE AT STAKE

It is one o'clock in the morning in Marseilles, one of the Group's vessels sends a mayday call. A fire started onboard in the middle of North Atlantic. The duty officer in the Fleet Navigation and Support Center located on the 12<sup>th</sup> floor of Marseilles Head Quarters immediately forward the message to all concerned. Less than 45 minutes later, everyone has joined the crisis room and is ready to handle the event, starting with securing the vessel's crew which is always the priority number one.

Fortunately, this catastrophe scenario is a simulation, one of the many exercises organized yearly by the Safety, Security and Environment department to maintain its teams readiness to cope with all types of incidents and accidents, fire, sanitary crisis, serious wounds, pirates, stowaways, etc., to test the procedures and amend them if required. Scenarios are not only built around incidents at sea but also ashore.

At CMA CGM, safety and security are an absolute priority whether at sea, on board our vessels or ashore, on terminals, in container yards, repair shops, warehouses, offices, etc. Safety and security implies that all risks affecting our activities be they internal, i.e. related to sailing our vessels, carrying cargo, working conditions or external such as political unrest or piracy be identified and all measures to eradicate or minimize them be taken. In response, the Group has set ambitious targets such as "Zero Fatalities" and its track record has been acknowledged by compulsory certification renewal.

ISM, ISPS, SOLAS, C-TPAT, AEO, etc. Those acronyms are mostly unknown by a large majority of people but they are the guarantee of safety and security.

*"The Safety of the CMA CGM Staff is our priority. We have clearly set a "zero fatalities" objective, a difficult but realistic challenge for a Group like ours which operates over 410 vessels, runs 24 terminals and employs over 18.000 staff in more than 150 countries and relies on so many sub-contractors. We have achieved this objective in 2012 and*

*we have naturally set it for 2013. It will be a difficult process on the long run and we need every man and woman in this group to play its part and share experience. Experience creates improvement"* says Dominique Balmitgere who heads the Safety, Security & Environment Department.

To improve its safety and security standards every year, the CMA CGM Group SSE Department has set some very stringent Key Performance Indicators (all quantifiable and measurable) on such fields as Port State control, Injuries, Security, Internal and External Audits or Emergency events. Yearly objectives are assigned for each category, all showing an improvement over previous year performances and their progress are monitored with corrective actions taken whenever required.

### Safety and security at sea, the main challenge

Preventing accident, collision and pollution risks on board our vessels requires permanent attention. *"Regardless of hierarchy or seniority, failing to follow a procedure, forgetting a core principle or neglecting a minor detail can cause an accident at any time"* says Ludovic Gerard, Executive Vice President CMA Ships. Remember, it takes 3 nautical miles to stop a 10,000 TEU vessel sailing at 14 knots. CMA CGM experts who are in charge of safety and security are involved in analyzing these risks, in ensuring that working procedures are being adhered to in line with the latest rules and conventions.



## A support ashore

The “experts” are also responsible for the operational coordination should they be confronted with a major crisis involving a vessel. Each and every vessel is audited at least once a year. When the vessels are sailing through areas particularly prone to risks, the Deck officers have access to latest technologies such as navigation assistance tools as well as the support of the **“Fleet Navigation Center”** in Marseilles Head Office which provides in real time all information relating to navigation, weather forecasts or geography. The “Fleet Navigation Center” also keeps track of all the group’s vessels sailing through piracy risk zones. *“We can say that we are the ears and the eyes of all our vessels wherever in the world. Thanks to our global vision we can be proactive and better assist the vessels whatever the circumstances thus minimizing risks and improving performances. CMA CGM Fleet Center is unique and is a fantastic tool”* says Capt. Viorel ANDREI, CMA CGM Captain temporarily seconded ashore.

To deal with piracy, particularly in the Indian Ocean and in West Africa, the group relies on all legal, technical and human means to prevent and counter attacks. These measures which partly stem from the “Good Practice Code” drawn by the working group formed by CMA CGM, MAERSK and MSC, have demonstrated their efficiency.

Since the emergence of Piracy in the Indian Ocean off the Somali Coast, the vessels operated by the Group have experienced 29 attacks by pirates during the 2008-2012 period. The last event involved the CMA CGM AFRICA FOUR on May 4<sup>th</sup> 2013 on her way to Onne, Nigeria. She escaped the attack and the crew followed to the letter the procedure set-up by the SSE Department. As one can see, the “Piracy Risk” has spread from the Indian Ocean to West Africa, essentially the Gulf of Guinea as far west as Ivory Coast, as well as to some parts of the Central America Coast and the South China Sea.

CMA CGM has geared all its vessels sailing through risk zones with passive protections such as dedicated security procedures (CSO Letters) – Speed no less than 14 knots, increased in case of attacks, evasive steerage, etc., highly durable Kevlar vests and helmets on board all vessels within Indian Ocean and Gulf of Guinea, Razor Wires all around vessels calling East and West Africa and on Main Liners (stern of the vessel), exercises and continuous contacts with Navy Forces in the area...

But all the safety and security measures do not only concern the staff members or the vessels. The safety and security of the goods which our customers have entrusted to the group is also a key issue.



## Cargo related safety and security

CMA CGM has set up an organization that is in charge of controlling and weighing the risks attached to the carriage of these goods. To this effect, CMA CGM has identified 3 main categories to control potential risks generated by the carrying of said cargo and prevent accidents.

**Goods classified as “hazardous” by international regulation (IMDG Code) or national regulations (49CFR for the USA):** all goods carried either under a CMA CGM BL or other operators’ BL when the latters are loading on board a CMA CGM vessel are controlled by one of our 5 “hazardous desks” (Marseilles, Le Havre, Hong Kong, Melbourne and Norfolk).

**Goods classified as “potentially dangerous”:** in-house experts challenge the validity of IMDG Code exemptions granted to some goods, recommend solutions for the carrying of chemicals in Reefer containers, act as advisors to Lines and sales people prior to accepting and loading heavy weight cargo.

**Goods subject to “preliminary control” or subject to rules and regulations preventing or restricting their carriage:** a “compliance desk” makes sure that cargo does not fall under international or national organizations (UN, EU, OFAC, etc.) embargoes. The same restrictions apply to the carrying of scrap, of psychotomimetic substances or protected species (fauna and flora).

The most stringent procedure will never protect you from false declaration on the nature and the dangerousness of cargo. However, port of loading agent vigilance and knowledge of his market coupled with Line’s operation management experience and the mining up-dated data bases should minimize these risks.

The same applies to weight declaration when too often shippers under-declare the actual weight of the containers which may have dire consequences on port workers safety during loading and unloading operations, as well as on seafarers once containers have been loaded on board.

The CMA CGM Group has also produced decision making tools for Lines, offices and sales people to help them manage risks attached to the carrying of goods (Information notices, procedures, good practices, on-line glossary, etc.).

*“The Group is clearly involved in the continuous improvement of the “Safety of the Supply Chain” as testified by being granted the C-TPAT (Customs Trade Partnership Against Terrorism) US Certification or by the European AEO (Authorized Economic Operator) Certification. Also the CMA CGM Group is a founding member of the Cargo Incident notification System (CINS) which has set up fast channels of communication between the main Liner Operators on matters pertaining to safety and security of cargo with the aim to improve methods of investigation and, in turn, recommend steps to foster a highest level of safety when transporting goods in containers”* says Dominique Balmittgere.

### Health and safety at Work: “Safety Starts with Me” campaign

Since 2009, CMA CGM Group has set up a team of “Captain Safety Advisors” whose tasks are to proceed with measuring safety on board our vessels and ingrain a “Safety Culture” on board both on day to day operations and during emergency situations. Strong focus is put on training and “Safety Videotel” is available on board and ad-hoc training sessions have been developed to prevent injuries caused by manual handling of heavy cargo, engine equipment, etc. There is also a “Near Miss” procedure involving crews whereby all “near miss” are systematically reported, analyzed and exploited to prevent future incidents. One should never become complacent to the danger.

The CMA CGM Group has also launched other initiatives, aimed at improving Safety and Security such as Officers Seminars, joint exercises with Marseilles Fire Brigade, with local Authorities, latest being the tugging of CMA CGM MARCO POLO, etc. “Port Cards” which provide all operational information on a given port have also been created and distributed to all vessels and are being permanently updated by the master of the vessels calling the port, same applies to “Bridge Management” procedures.

### Towards a formalized Safety policy in the CMA CGM Group

In 2012, the CMA CGM Group has gone ashore, beyond the limits of vessels to implement its Safety and Security Policy. All its Terminals are now under the jurisdiction of the “Safety & Security & Environment” Management. A policy aimed specifically for Terminals has been defined as well as “best practices”.

Another specific program has been implemented to be applied to all intermodal activities particularly during the transport activities, whenever hazardous cargo is involved, ensuring compliance with existing Rules and Regulations, organizing Safety Committees, staff training, e-learning, etc.

When we get involved with “Supply Chain”, we sometimes rely upon third party providers, our business partners, and it is part of our responsibility vis a vis both our staff and our customers to ensure that our commercial relationships are formed with Business Partners that share our values on Safety and Security at every level of the supply chain and that have been granted the same certification as we have...

2012 has also seen growing personal risks for our staff in some countries where political unrest bordering to civil war in some of them, led the Group to implement a “Travelsafe” policy drawn with relevant authorities and in cooperation with other French companies active in these countries. This “Travelsafe” policy is implemented whenever one of our staff travels to a “risk” prone country.

As one can see, Safety and Security are not abstract concepts but a reality for the CMA CGM Group. The Group is fully conscious of the importance of Safety and Security for its staff, for its vessels, for the cargo on board and has made it an absolute priority.

Hence, the SSE Dept. works daily to improve processes, to train staff both ashore and at sea and to inform our customers and partners, for “Safety starts with me”!



# Thinking Outside the box

CMA CGM YOUR SPECIALIST  
IN **XXL** CARGO

**What happens if your cargo does not fit into a standard container? Here at CMA CGM, nothing is impossible and we have been providing realistic solutions to oversize logistics problems for 35 years. With our experience of shipping all types of cargo, we offer the technical expertise, secure handling and knowledge to help you move your cargo safely and efficiently.**

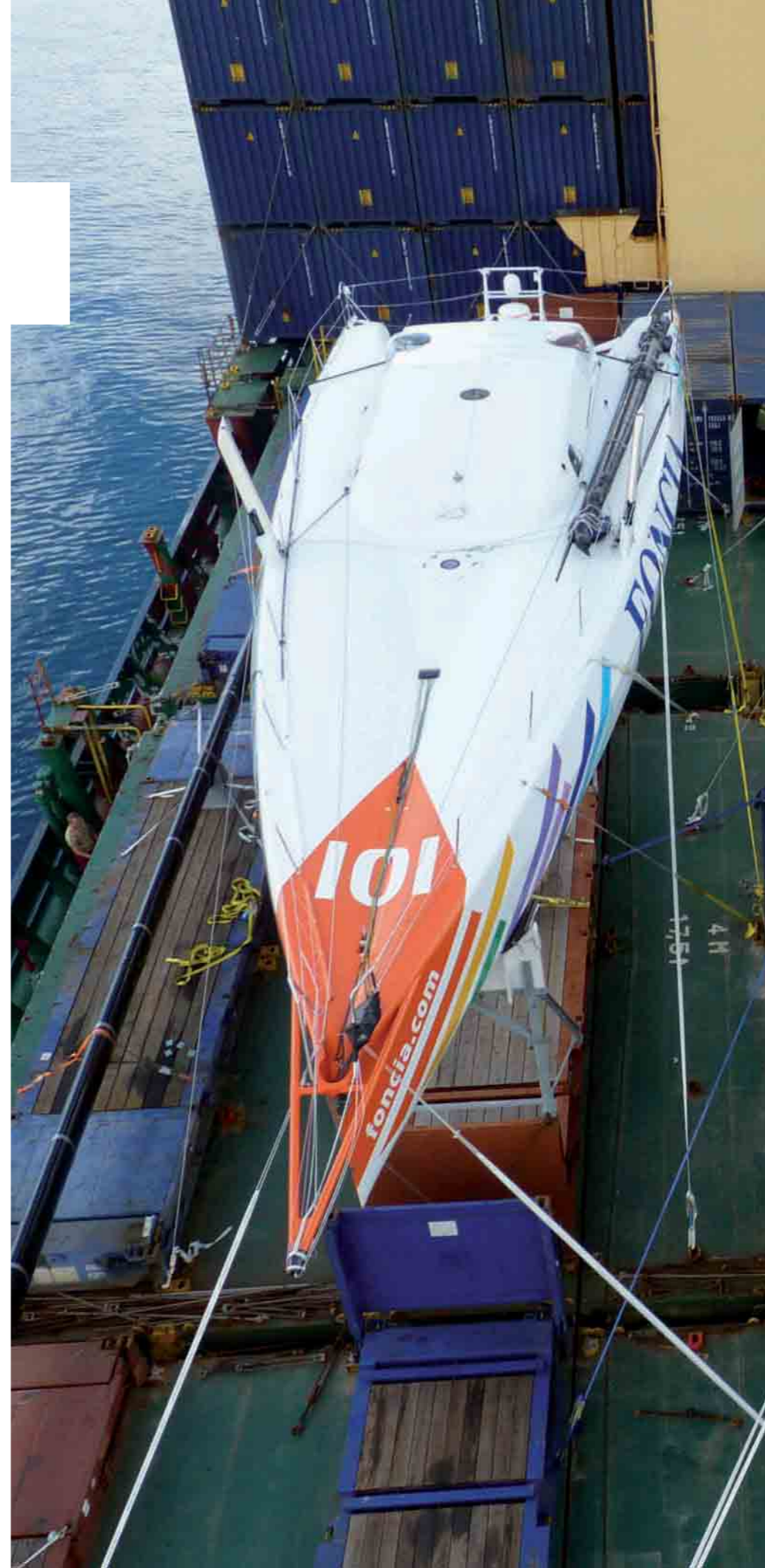
At CMA CGM, we ship all types of XXL cargo from delicate shipments such as trains, cars and yachts to large and heavy equipments such as turbines, engines and factory components. Our specific technical and commercial expertise enables us to load up to 500 tons of heavy lift and oversized cargo onto our modern containerships. And with more than 150 liner services, most of them fixed-day weekly, operated by over 400 vessels CMA CGM can ensure regular and quick global deliveries within its clients' project deadlines. We have asked Ugo Vincent, CMA CGM XXL Asian specialist based in Shanghai and Loic Pelen, CMA CGM Project Cargo Desk Manager, to tell us more about this activity.



**Loic Pelen**  
Project Cargo Desk Manager  
CMA CGM Head Office



**Ugo Vincent**  
XXL Asian specialist  
CMA CGM Shanghai



## Tell us about your largest project to date

Recently, we were requested to ship a rock dumping unit from Rotterdam to Singapore for Dutch engineering giant Boskalis. Weighing in at 450 tons and measuring 32m x 12m x 22m the piece was loaded on the CMA CGM La Perouse, a 13,800 TEU vessel deployed on our Asia-Europe FAL service. Using cutting edge equipment adapted to XXL cargo, the unit was lifted onto deck using a 1,500 tonne capacity floating crane from a barge, and then lashed to a 16 strong bed of 40ft flatrack containers tied down with 120 chains. For the shipper it was necessary to have a reliable and fixed time frame of sailing and arrival at port of discharge in order to meet tight production time frames. Following that consignment CMA CGM was awarded Project/Heavy-lift Forwarder of the Year 2012 by the Global Freight Awards.

## How would you qualify the CMA CGM Advantage?

One of our key assets is that CMA CGM always handles the entire project itself and does not outsource the project needs. Carrying heavy lift and oversize cargo requires highly specific technical and commercial expertise. CMA CGM dedicated teams can tailor-make solutions using our extensive worldwide network of ports, agencies and offices as well as our long standing relationships with terminal operators and suppliers.

In order to ensure our customers the best quality service, CMA CGM has created 5-dedicated teams of experts who manage breakbulk cargo all over the world as well as dedicated oil and gas desks to focus on specific traffics. Located in Marseilles (Head Office), Shanghai, Dubai and the USA, each team works with freight forwarders and shippers providing flexible, tailored made solutions and personalized customer service at all stages. The CMA CGM teams of experts are trained in the proper securing techniques. Strapping, banding, chains & binders, blocking & bracing and nylon lashing are available to ensure the cargo is secure for transport. With each element carefully controlled on site by qualified independent surveyors and CMA CGM operations managers, CMA CGM is very attentive to cargo Safety on board. Our ship planners are able to prepare the best stowage plan, allowing the highest productivity to load and discharge thousands of containers, and to handle several breakbulk pieces at the same time, a skill greatly appreciated by Line Managers. We make appropriate technical studies to determine the safest way to ship XXL cargo and follow each shipment individually with complete operational coordination.

## How do you value your activity within the Group?

Over the last few years, continuous efforts of our XXL Teams worldwide have consolidated CMA CGM position as a leader in Project Cargo transport on container vessel. We provide the best services to more and more industrials and customers, by always improving methods, discovering, proposing new possibilities and opportunities.

In 2012, the CMA CGM Group carried 700 break-bulk projects and more than 60,000 TEU of OOG showing that CMA CGM offers a valuable alternative to conventional carriers, providing customers with a proactive and innovative service combining quality and high performance. With the reliability of a global container line CMA CGM offers advantages such as regularity of weekly sailings, fixed dates of departure and fixed transit times, genuine value-added service.

# Sailing ahead with passion

since 1978



**35** years  
of passion

