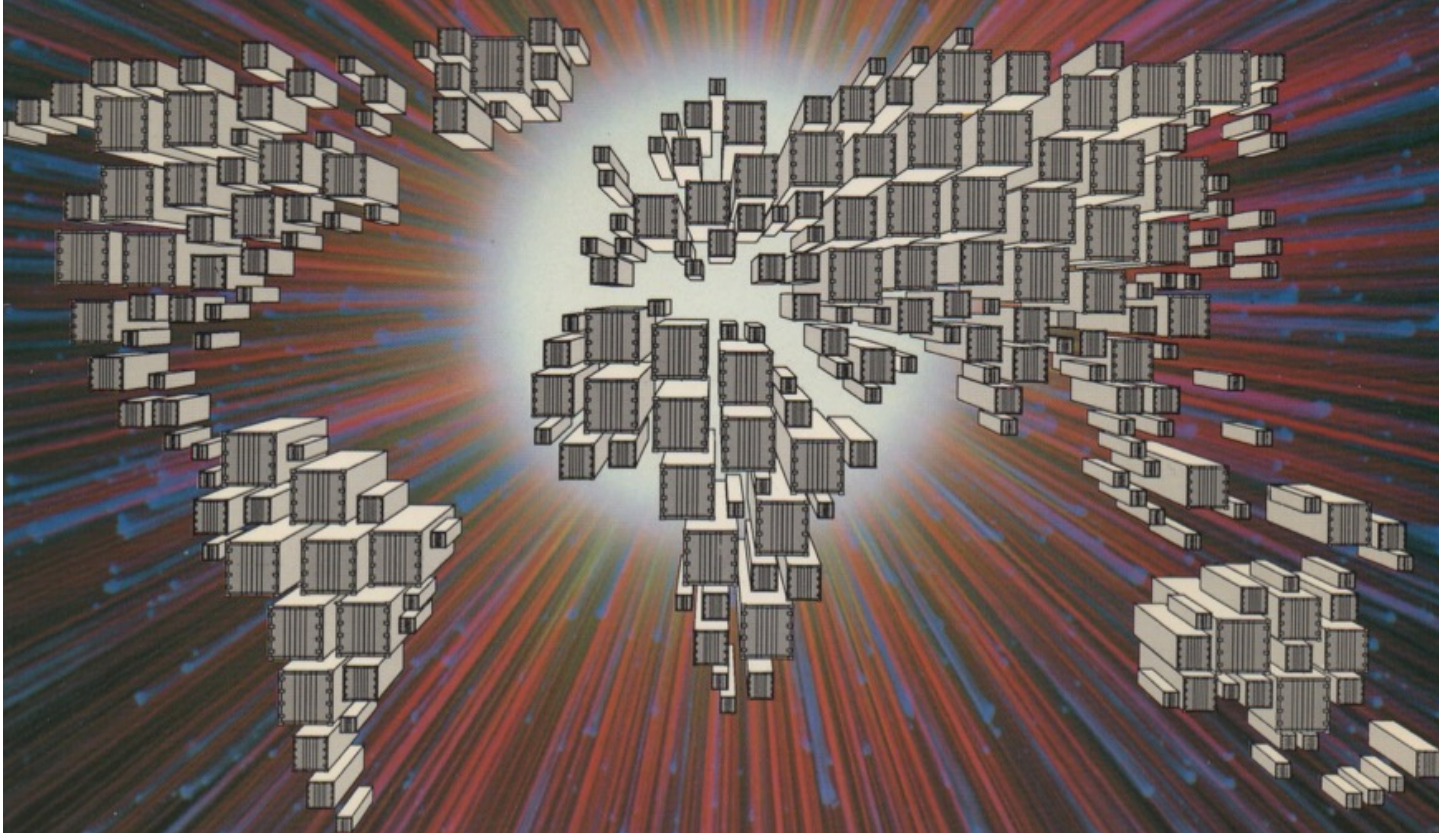


THE WORLD OF ACT



ASSOCIATED CONTAINER TRANSPORTATION



INTRODUCTION



Only a few years ago it was being called a revolution. Now, the movement across the world of food, raw materials and manufactured goods in containers is commonplace. But not when the name Associated Container Transportation Limited (ACT) came on the international trading scene – then the idea itself was still young and challenging and provocative.

From then to now has been a fascinating story of responding to the challenge; of trial and error; of success and setback; of new thinking and new methods for handling the world's trade.

Trade is not only pounds and pence. It is food to eat, clothes to wear, drugs to heal, wheels to turn – the very stuff of life itself.

It is for trade that ACT was created by five famous British shipping organisations. They decided that, while continuing with their separate interests built up over many years, there were new trading opportunities they could best develop together.

These five who came together in the 1960s to set up ACT were: Ben Line (The Ben Line Steamers Ltd., Managers Wm. Thomson & Co.); Blue Star Line Ltd.; The Cunard Steam-Ship Co. Ltd. (Port Line, a subsidiary company); Ellerman Lines Ltd. and Harrison Line (The Charente Steam-Ship Co. Ltd., Managers Thos. & Jas. Harrison Ltd.).

These five Lines were once again demonstrating that adventurous spirit which has characterised their pioneering achievements in shipping over hundreds of years.

Significant financial investment was required for new purpose-built ships, containers by the tens of thousands, inland depots, rail and road transport and equipment, port facilities, sophisticated computer systems to handle documentation and accounting and, above all, expert and experienced personnel.

At the beginning the concept was so new that it had to be explained to shippers and importers. But it soon became clear to all that containerisation offered true door-to-door service, provided fast, reliable and secure transport and at reduced handling costs.

This booklet has been produced to show why the organisation has grown as it has, what it does and how it does it.

Here is a sketch of how a large, complex organisation came into being and how all who work within it together make up THE WORLD OF ACT.

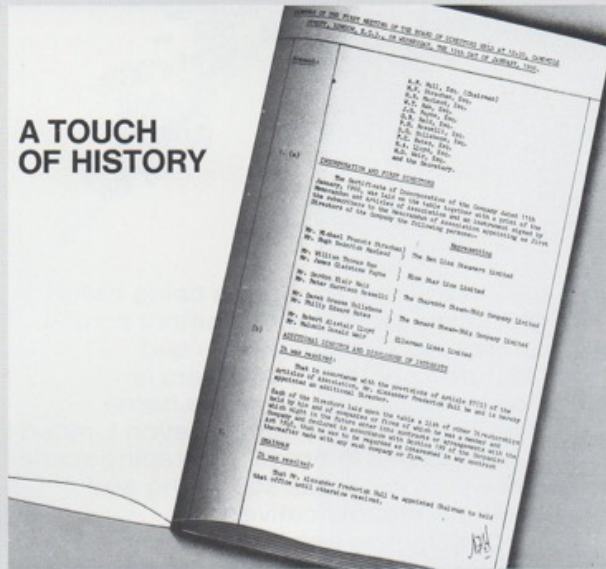


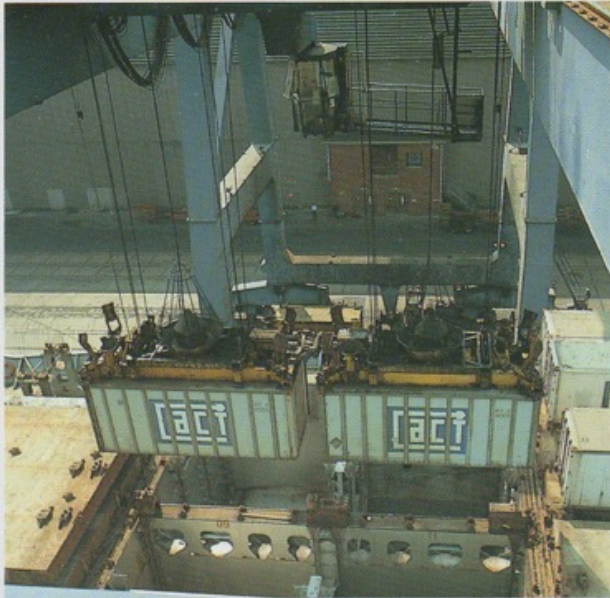
THE EARLY DAYS



The first meeting of the Board of Directors of Associated Container Transportation Ltd. (ACT) took place in January 1966 and this was the culmination of the research, negotiations and studies carried out by the five shipping companies to consider the possibility of forming an organisation which would be mutually beneficial, which would allow for the exchange of information and for discussion and evaluation of matters of interest regarding container shipping on trade routes in which they were involved or might become involved.

A TOUCH OF HISTORY





A decision was made that the first trade to be containerised by the Group was the UK/ Europe to Australia service. Intense activity began almost immediately. Management studies were authorised to see if the proposal was commercially viable; staff were recruited; an Australian company was set up and registered in all the Australian states.

Technical details were discussed to decide on the type of vessel that would be best suited to the trade, how many ships would be needed, what would be the ideal service speed, how many containers in total to be accommodated, how many slots for refrigerated cargo, how frequent a service would be offered, which ports to use.....

Trial shipments of containers and cargoes were tested and research and preparations were carried out for 14 months before a decision was reached in March 1967 to set up the service.



ACT(A)



In August 1967 Blue Star, Ellerman Lines and Port Line joined together to form Associated Container Transportation (Australia) Ltd. – ACT(A) – and orders were placed for the first three container ships for use in the Australia trade.

However, ships were only a part of the total door-to-door through-transport service. A network of inland depots for through-transit, storage and packing and unpacking of less-than-full container loads were set up at Birmingham, Orsett (near Tilbury), Barking, Glasgow, Leeds, Liverpool and Manchester. At the same time agents were appointed across Europe and in Northern Ireland and Eire.

Similar depots were built in Australia at Sydney, Melbourne, Fremantle, Adelaide and Brisbane.

Exporters and importers in the UK, on the Continent and in Australia had already been consulted by ACT(A) to find out their requirements and what they expected from a container service.

“ACT 1” was the first ship and she sailed on her maiden voyage on 22nd March 1969 to introduce the door-to-door concept which was to prove so popular with their customers.

The next steps were to include New Zealand and to expand the Australia/New Zealand service to the East Coast of North America. ACT(A) provided three more ships for this service, known as the Pacific America Container Express (PACE) Line, which was inaugurated with the sailing of the “ACT 3” from Melbourne on 3rd March 1971.

ACT(A) has become the world's leading refrigerated container operator over the years and has accumulated an impressive list of “firsts” in the field.

The Company pioneered refrigeration techniques for shore installations to service container ships and to enable containers to be carried at sea on deck and underdeck, thus ensuring the safe carriage of perishable cargoes. This development was vital to cater for the Northbound cargoes from the Australian/New Zealand meat, dairy and fruit



Perishable cargo carried in refrigerated containers.



Modern technology in ACT(A)'s container ships.

industries plus many other reefer commodities which are required to arrive at their destination in prime condition.

In 1978 ACT(A) became the first container operator in the world to have accepted delivery of 5,000 refrigerated boxes from a single manufacturer. ACT(A) helped to install the first centralised container refrigeration system at Zeebrugge, on the Continent. At ACT(A)'s Northfleet Hope Terminal at Tilbury, the



Unicorn and Holima units can accommodate 1,464 refrigerated containers – the largest such facility in the world.

ACT(A) and its partners planned and built Northfleet Hope specially to handle imports and exports from and to Australia and New Zealand. It was reclaimed from the River Thames in a mammoth operation costing £24 million and covers some 64 acres. The terminal has a capacity of between 170,000 and 190,000 containers per annum.

ACT(A) and its Conference partners faced fierce competition when their success became apparent. However, they continued to secure the large majority of business, with shippers preferring to use the regular, reliable and economic services offered.

But ACT(A) has not rested on its laurels. It continues to be the leader in its field and in recent years it established a service between the West Coast of North America and Australia in addition to its PACE service between the East Coast of North America and Australia and New Zealand.

The Company continues to update its container fleet – both general cargo and reefer – using the latest technology and these containers are thoroughly tested by the Shipowners Refrigerated Cargo Research Association (SRCRA) of Cambridge, with which ACT(A) has long been closely associated.

The Technical Services and Operations Departments of ACT Services ensure that ACT(A)'s new container fleet meets the most exacting requirements of customers and that the Company is able to provide the highest standard of service.

In 1987 ACT(A) completed the re-engining and refurbishment of four of its vessels to make them considerably more efficient and to take them at least until the end of the century. The modernisation programme was carried out at the cost of some £10 million per vessel. Extensive automation was installed and the engine rooms fully equipped with the latest instrumentation.

Passenger accommodation was also introduced, with each ship able to carry up to 11 passengers.

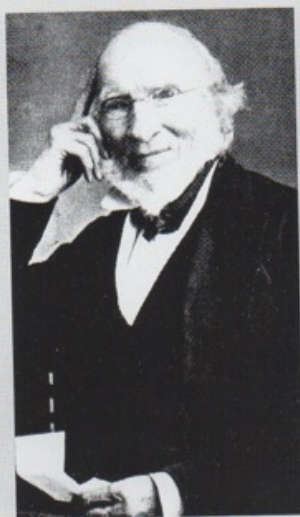
In 1989 ACT(A) purchased from the New Zealand government The Shipping Corporation of New Zealand Limited (SCNZ), to expand further its services to New Zealand exporters and importers.

ACT(A) continues to make considerable investments in Australia and New Zealand in depots and terminals in co-operation with ACTA Pty. Limited in Australia and The New Zealand Line Limited. ACT(A)'s interests in North America are covered by ACT PACE offices in major cities. The Company is committed to continually up-dating equipment in these countries as well as in the UK.

ACT(A), together with ACT Services and other members of the ACT Group, is involved in Electronic Data Interchange (EDI) and has supported the development of EDI in shipping. ACT(A) is a founder member of the EDI Association, promoting the "paperless" concept among its customers.

Sophisticated communications systems already link the Company's UK operations with Australia/New Zealand and North America and these are considered essential in maintaining ACT(A)'s position as a leader in these trades.

BEN LINE



Alexander and William Thomson.

Ben Line can trace its origins back to 1825, when the brothers Alexander and William Thomson went into partnership in Leith, Scotland. Their first vessel, the wooden sailing barque "Carrara", carried marble from Leghorn in Italy for builders in Glasgow and Edinburgh. This was the first of 25 sailing vessels and the Company, trading as Wm. Thomson and Co, extended its interests from Italy to Canada, Australia and in 1859 to Singapore, China and Japan.

It was in the trade between Europe and the Far East that Ben Line was to make its mark, becoming known as a closely-knit family concern, that combined tightness of control

with an independence and flexibility of action.

By 1970 a fleet of 33 fast, modern cargo liners was operating seven services each month between Europe, Jeddah and the Far East, backed by a strong network of Ben Line



BENALDER at Singapore - 1960.

offices and agents providing a personal service with strong attention to customers' requirements.

Ben Line Containers Ltd was formed at this time in conjunction with Ellerman Lines and in association with ACT. Container services between Europe and the Far East were introduced in 1972. The Company was a founder member of TRIO, a consortium of British, German and Japanese shipping lines, to whose fleet Ben Line contributed three 3,032 TEU containerships.

After operating for 18 years, the member lines of TRIO decided to disband the arrangement and it was announced early in 1990 that from March 1991 Ben Line would, in

conjunction with others, provide a new superior container service in the Europe/Far Eastern trade.

Ben Line today is a far cry from the original partnership set up by William and Alexander Thomson over 160 years ago, but what has not changed is the Company's concern for quality of service and high operating standards, with a continuing commitment to the provision of a fully intermodal transportation service with roots planted firmly in Europe and the Far East.



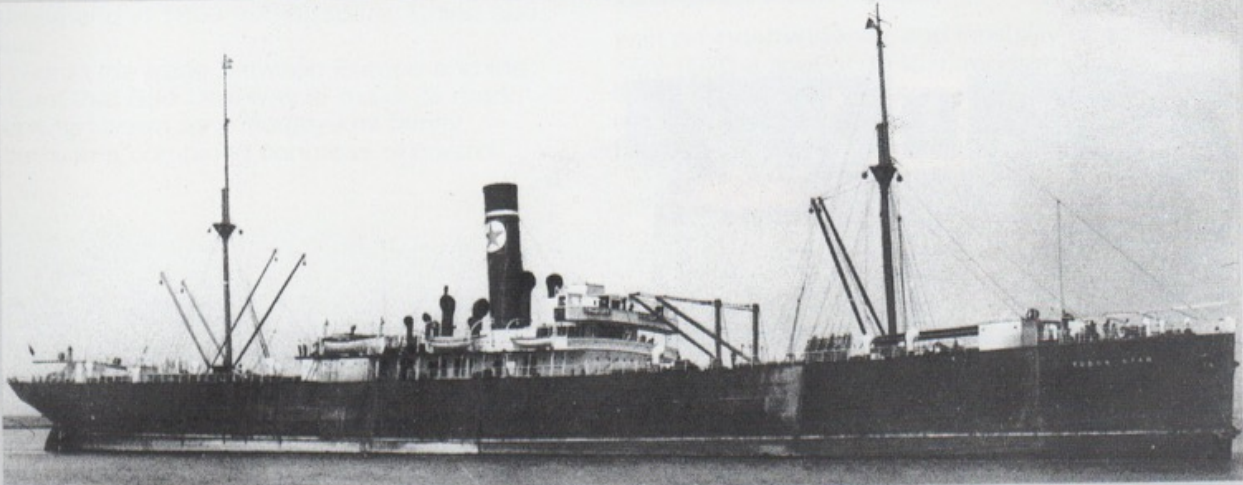
BLUE STAR LINE



Blue Star Line Ltd. has been in the forefront of British liner shipping since the formation of the Company in 1909, specialising in the carriage of refrigerated cargoes. It still remains one of the largest privately owned UK shipping lines with offices worldwide.



Sir Edmund Vestey.



TUDOR STAR – 1912.



NEW ZEALAND STAR – 1935.



SCOTTISH STAR – 1985.

Blue Star opened services to New Zealand in 1931 and to Australia in 1934, and put their expertise in refrigeration to good use.

Not only was Blue Star one of the founding members of ACT, but it played a major part in forming ACT(A) in the Australia and New Zealand trades, which are known so well to Blue Star.

While continuing to participate fully in ACT(A), Blue Star is also actively involved in refrigerated and container services to the East coast of South America, the Middle East, the Indian sub-continent, South-East Asia, Japan, Korea, the USA and Canada.



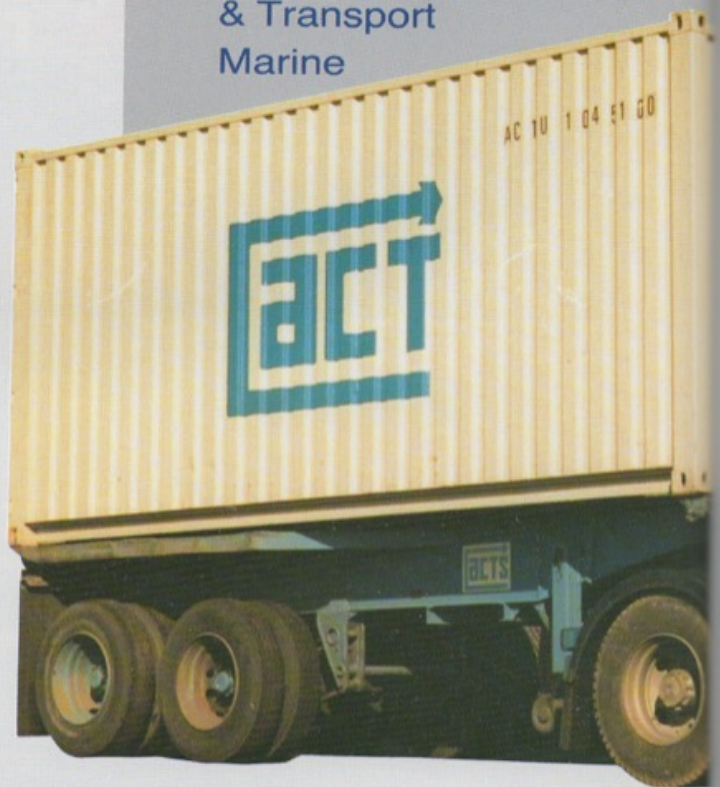
AUCKLAND STAR – 1986.



NEW ZEALAND STAR – 1979.



A C
Shipping Documentation
Equipment Control
& Transport
Marine



G R O U P



SERVICES

Computer Services
Cargo Handling
Engineering
Agency



THE CUNARD STEAM-SHIP CO.



Cunard can trace its beginnings, through its three main constituents – Brocklebank, Port Line and Cunard itself – back to the end of the 18th century when Daniel Brocklebank built his first ships in Whitehaven in 1770.

Cunard had been carrying cargo on its passenger ships since the inaugural voyage of the “Britannia” in 1840, ten years after the formation of the Cunard Steam-Ship Company by Sir Samuel Cunard. All the Line’s great passenger vessels carried cargo.

But it was not until the company’s acquisition of Port Line in the early part of this century that dedicated cargo operations began to take on an identity of their own. The “QE 2”, launched in 1969, was the first Cunard vessel designed without a freight facility.

Following the acquisition of the Cunard Steam-Ship Co. by the Trafalgar House Group in 1971, the Company’s involvement in cargo transportation generally, and particularly in containerised cargo, was expanded considerably, mainly with consortia partners.



Sir Samuel Cunard.



BRITANNIA – 1840.



ANDANIA – 1960.

ELLERMAN LINES

Ellerman Lines was formed in 1901 by Sir John Ellerman from the merging of a number of established Lines. Originally its operations included both passenger and freight services and its "City" ships became known throughout the world.

After World War II, Ellerman concentrated mainly on the carriage of cargo, eventually phasing out passenger operations. In the late 1960s Ellerman was one of the first British shipping companies to identify the trend towards containerisation.

In 1973 the operations of the separate Ellerman shipping companies were joined together into one shipping division and named Ellerman City Liners.

In 1974 Ellerman together with Harrison Line formed Ellerman Harrison Container Line (EHCL) to operate a container service between the UK/Northern Europe and Southern Africa.

The service was launched in mid-1977 with EHCL contributing the "City of Durban" to the Conference capacity and sailings were every seven days.



Sir John Ellerman.



CITY OF YORK - 1904.



CITY OF MANCHESTER - 1950.

CUNARD ELLERMAN



The creation of Cunard Ellerman came about when Ellerman Lines were acquired by the Trafalgar House Group in 1987 and merged with Cunard Cargo, already owned by Trafalgar since 1971.

This bringing together of two of the best known names in British shipping created a major force in containerised transportation worldwide, enabling Cunard Ellerman to take on major global players on equal terms.



EHCL

Ellerman Harrison Container Line (EHCL) commenced trading in 1977 as a member of the Southern Africa Europe Container Service (SAECS) consortium. EHCL contributed the purpose-built, third generation container ship "City of Durban", to this trade.

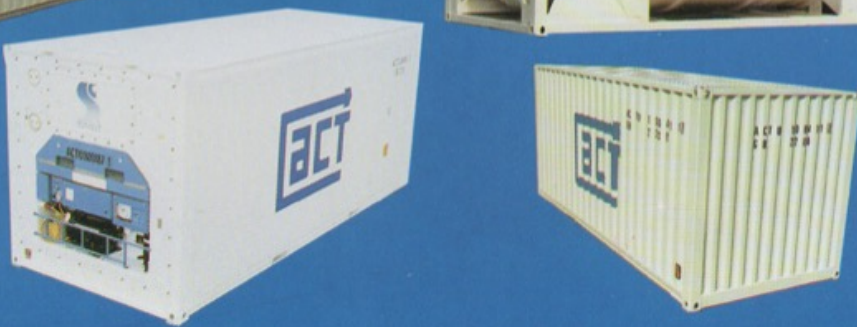
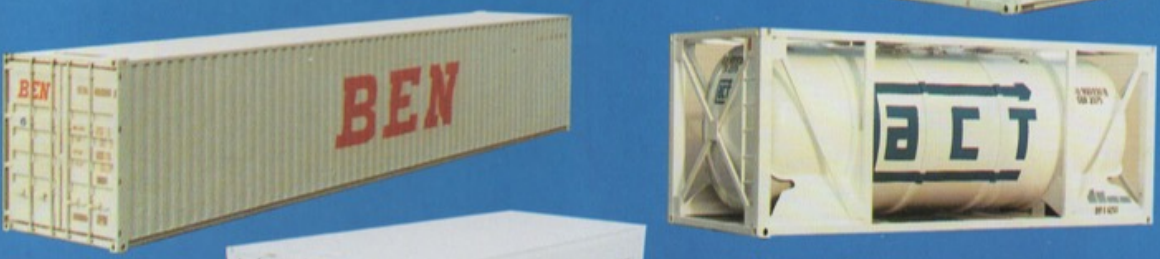
EHCL provides two main services between the UK and the North-West Continent and Southern Africa. The primary service consists of regular sailings of fully cellular container ships providing door-to-door services for destinations throughout Southern Africa using the ports of Cape Town, Port Elizabeth and Durban.

A back-up service consisting of specialised ro-ro ships offers services for both containers and non-containerised cargo and serves ports in South-West Africa, South Africa and Mozambique.



EHCL utilises ACT Services in the UK and a network of agents on the North-West Continent. The long established agency company Ellerman & Bucknall Pty. Ltd. provides agency services for EHCL in Southern Africa.





HARRISON LINE

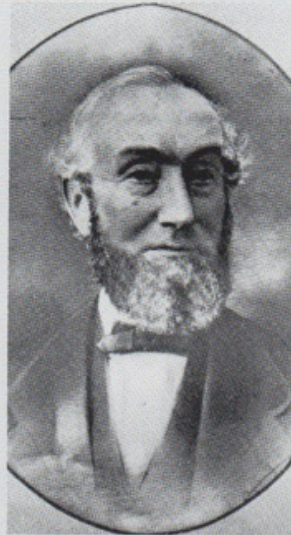


The partnership of Thomas and James Harrison was formed in Liverpool in July 1853 to act as owners of a fleet of wooden sailing vessels engaged in the Continental and deep sea trades. The partnership bought their first iron ship in 1857.

Today Harrison Line, together with their consortium partners, operate a fleet of fast, modern and efficient container vessels to the Caribbean, Latin America and East Africa.

In 1973 Harrison Line jointly formed the Caribbean Overseas Lines (CAROL) consortium with Continental partners to serve the UK/North Continent-Caribbean and Central American trade. The service became fully operational in 1976 with Harrisons supplying two wholly-owned vessels to the fleet of six and marketing their own share of the trade, providing their own containers and being responsible for road haulage and equipment.

In 1974 Harrison Line joined forces with Ellerman to form the Ellerman Harrison Container Line and in 1977 EHCL



Thomas and James Harrison.

contributed the purpose-built third-generation container ship "City of Durban" to the new Southern Africa Europe Container Service.

Harrison Line serves the trades to Venezuela and Colombia with container/breakbulk vessels in association with the national lines of these two countries. The Company's Mexican service has also been fully containerised.

In 1981, Harrison Line, together with Ellerman and other members of the East Africa Conference, formed the BEACON consortium



Harrison Line Container on the main street of Mombasa.

to operate container ships between the UK and the Red Sea and East African ports and also Mauritius.

With over 150 years of ship owning and operating behind them, Harrison Line combines its long experience with modern technology and up-to-date equipment and is well-known for its expertise and dedication to service.



PHILOSOPHER – 1857.



HERDSMAN – 1947.



ACT SERVICES



Associated Container Transportation Services (ACT Services) was formed by the five member Lines of ACT to provide services in documentation, accounting, data processing, port operations and inland transport and to carry out research and long-term planning.

The Company's activities cover a broad spectrum and are essential to the smooth running of the UK and European operations of the ACT Lines for whom they act.

The Technical Services Department is made up of a specialist group of engineers and other experts who look after the international purchase, construction and maintenance of trailers, refrigeration equipment and more than 50,000 containers.

This expert team carries out research and lays down specifications for the design of all types of containers, terminal refrigeration systems, on-board lashing systems and other technical matters.

The Operations Department co-ordinates the commercial, cargo handling and transport activities throughout the UK, Republic of Ireland and Continental regions. It is responsible for the centralised control of dangerous cargo and a team of experts deals with booking requests from all over Europe. They are responsible for ensuring that any hazardous cargo is properly classified in accordance with international regulations. They then have to determine that suitable space is available on a particular ship and that the cargo can be stowed and carried in safety and without infringement of port regulations.



Head Office.



ACT Services' regional offices have the responsibility of obtaining transport for moving containers by road within their region, the packing or unpacking of part loads, marshalling full containers at Containerbases and bulk movements of export and import containers by rail and road to and from the port terminals where ACT Services' personnel are involved with the control of the loading and unloading of ships in co-operation with the port authorities.

In the recording and processing of consignment data, use is made of electronic data interchange (EDI) systems between ACT Services and exporters and importers; the Company's information services experts are in the forefront of EDI development.

The data processing and communications systems are also the responsibility of the Information Services Department. Computer links are maintained between the UK, European and overseas offices of the ACT Group Lines, their agents and, in many cases, their customers. The computers process the information received and produce the documentation or electronic messages required – Bills of Lading, Waybills, freight



invoices, manifests, ledger accounts, revenue reports and management data.

Cargo details are transmitted to overseas destinations as well as to UK and Continental offices. Ships' manifest data on cargo and containers is sent all over the world to await the arrival of the ships, ensuring that port authorities, customs officials and consignees all receive advance notice of cargo in transit.



The Port of Tilbury near London.

ACT SERVICES

The Finance Department is responsible for the collection of payment from customers and paying suppliers for the numerous goods and services bought. Other important functions of this department include the providing of financial and management information and reports on a regular basis, both in the UK and abroad, for ACT Group operating Lines.

Another service offered is the maintenance, repair and storage of containers, refrigeration equipment and trailers through Container Repairs Limited (CRL), which commenced operating in 1979. In addition it carries out modifications to semi-trailers and conversions to containers. It operates throughout the UK on a completely separate, although complementary basis to ACT Services.

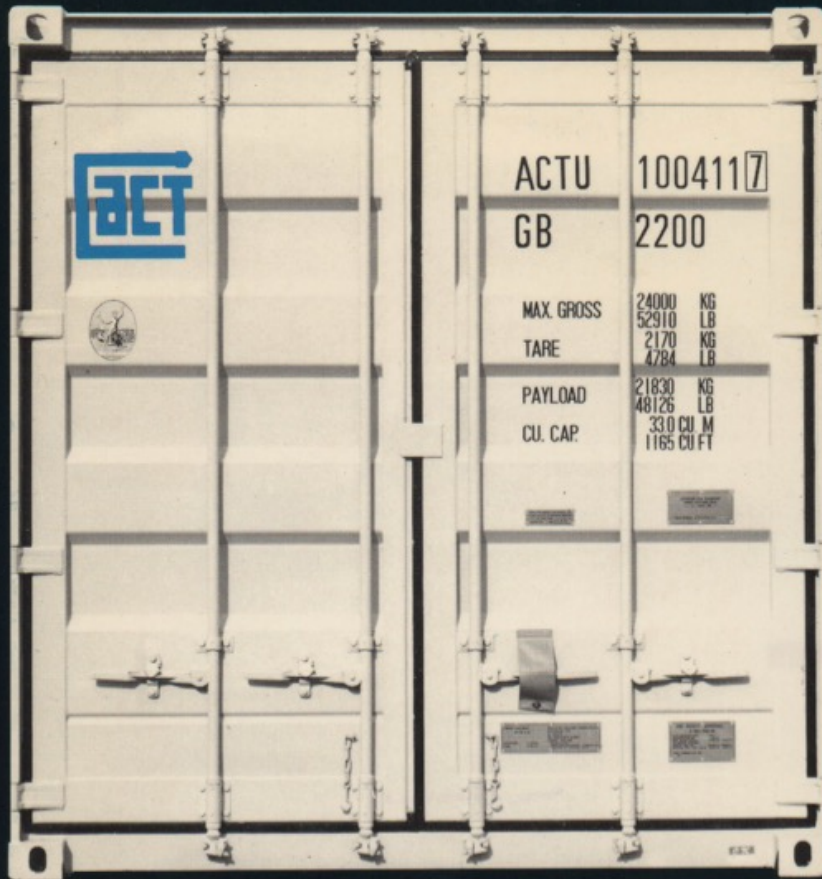
In addition the leasing company, Arrow Containers Ltd., can lease out containers and trailers (including special types) on a short or long term basis and can also supply mobile generators and refrigeration units.



Cargo is our business.



Engineering repairs and servicing.



Associated Container Transportation Limited
Richmond House, Terminus Terrace, Southampton SO9 1GG, England
Telephone: 0703 634433