



CSL's GHG Reduction Team



CSL International Pool Celebrates 20 Years



The Role of CSL Ships in WWI



CSLers in the Community

CSL ATLAS CREW REACHES HISTORIC SAFETY MILESTONE

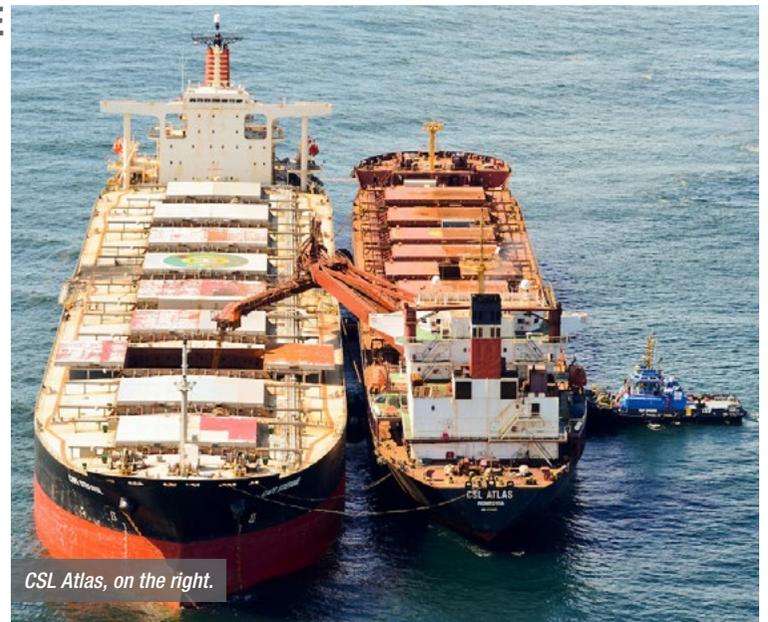
Seafarers on **CSL Atlas** have achieved a remarkable safety milestone by completing 3,000 days – over eight years – without a lost time incident (LTI), a CSL record. The last time a LTI took place on **CSL Atlas**, which means a crew member taking time off work due to injury, was on April 24, 2006.

“This exceptional achievement was made possible by the solid safety culture and team spirit that exists onboard **CSL Atlas** and at shore in the office,” said Master **Maksym Shamenko**. “Because of the harsh and remote environment in which we operate, safety is paramount in all our activities. The crew is highly skilled, alert and motivated, and committed to maintaining the highest standards of safety at all times.”

Manned by a crew of 33 seafarers, **CSL Atlas** operates as a transhipper in Africa, steaming about seven miles between load and discharge points. Since her previous achievement of 2,000 days without a LTI, the vessel has been proudly flying a gold SafePartners flag and will soon display a framed certificate for her latest feat. The ship has also received a \$3,000 contribution to her onboard welfare fund, to be spent at the crew’s discretion.

“We celebrate the commitment of the crew members who have served on **CSL Atlas** over the years,” said **Rod Jones**, President and CEO of the CSL Group. “Theirs is an inspiring success story that serves as an example for our seafarers throughout the world.”

Other CSL ships that have recently reached significant safety milestones include **CSL Trailblazer** and **Pioneer**, both with three consecutive years without a LTI. In honour of their outstanding safety performance, **CSL Atlas**, **CSL Trailblazer** and **Pioneer** were also awarded the Jones F. Devlin Award, issued by the Chamber of Shipping of America. The annual award recognizes the skill and dedication of the men and women who are responsible for safe vessel operations. ↴



Pioneer



CSL Trailblazer

CSL ANNOUNCES CHANGES TO SENIOR LEADERSHIP TEAM



Louis Martel

CSL President and CEO, **Rod Jones** is pleased to announce two important appointments that will serve to strengthen CSL’s core competencies and position the company for the future.

Effective January 1, 2015, **Louis Martel**, currently President of Canada Steamship Lines, will assume the position of President, CSL International. In this role, Mr. Martel will be responsible for the leadership of CSL’s international

divisions, namely CSL Americas, CSL Europe, CSL Asia, CSL Australia and CSL Transhipment. He will continue to be based in Montreal.

Mr. Martel will also retain his Group-wide responsibilities as head of the following programs: Safety and SafePartners, Environmental Technologies and Innovation, Sustainability and Regulatory Compliance, Global Ship Management, and Global Technical Services.

During his tenure as President of Canada Steamship Lines, Mr. Martel has been instrumental in fostering a CSL culture based on safety, trust, respect and collaboration. With his proven record of operational leadership, strategic development and team building, Mr. Martel brings the experience and expertise required to lead CSL’s international operations in an exciting new phase of growth and development.

Mr. Martel joined CSL as Naval Architect in 1997, and transferred to CSL Americas as Director, Technical Operations in 2003. He was promoted to Vice-President, Technical Operations in 2006, and President of Canada Steamship Lines in 2012.



Allister Paterson

Building on the solid foundation and momentum established by Louis Martel in Canada, **Allister Paterson** will be joining CSL as President of Canada Steamship Lines effective January 2015.

Mr. Paterson has over 20 years’ experience in the transportation industry, most recently as Senior Vice President of Finnair’s Commercial Division. Prior to joining Finnair, he was President and CEO of Seaway Marine Transport.

Mr. Paterson began his career at Pacific Western Airlines (predecessor of Canadian Airlines) before joining Air New Zealand in senior roles, including Acting CEO, in 1998. Prior to joining Seaway Marine Transport, he was President and CEO of Air Canada Vacations. ↴

NAVIGATING A WORLD OF RISK

From the days when wooden ships sailed into uncharted seas, shipping has always been an extremely risky endeavour. The recent sightings of Columbus' ship, the Santa Maria, off the coast of Haiti, and Franklin's ship in the Arctic are certainly testimony to the dangers that can arise unexpectedly. Thankfully, the risks are less fatal now, but shipping is still a challenging business.

I have the great privilege of talking to CSLers all over the world every week, and am constantly reminded of the breadth of this organization and how much our business is affected by world events. Almost every time I pick up a magazine or read the newspaper, I find an article that will likely impact this company. Housing starts in the USA, iron ore consumption in China, North Sea oil exploration, the Aussie dollar exchange rate – all of these current events can have major impacts on our customers, their demand for our services, and eventually, our business.

Other world events can impact our seafarers. The devastating hurricane in the Philippines last year, the current unrest in the Ukraine and the outbreak of the Ebola virus in West Africa have all caused great concern for our international crews. The record low temperatures that dominated the headlines in Canada last winter created the worst winter operating conditions for CSL ships and crews in over 30 years.

Of course news headlines are not just filled with disaster stories and tales of economic turmoil. The world is full of possibility, and it is our job to bring our unique skills and capabilities to bear in order to seize these opportunities while managing increasingly complex risks.

CSLers do this every day. This year we are rising to the challenge by helping Canada export its record grain harvest. We are responding to the long-awaited upturn in demand for construction materials in the United States. We are aggressively implementing new energy efficiency technologies and practices throughout the CSL world, and we are continually looking for ways to reduce costs in order to make our industrial shipping service as cost-effective as possible for our customers.

The only way to successfully navigate a world of increasing risk is to ensure we proactively identify these risks and develop plans to mitigate them. This is the essence of the SafePartners philosophy that is being implemented throughout CSL's fleets. Before a transfer belt is changed out, crew members hold a 'Toolbox Talk' meeting to make sure everyone knows the plan, all the risks have been identified and all concerns are addressed in advance.



Before CSL undertakes a new transshipment contract, we do the same thing. In both cases, we continually pause during implementation to make sure our assessment is correct and that no new risks have cropped up.

Our project risk matrix is built on the same concept as our SafePartners program. Basically it involves systematically analyzing all of the risks that a project might face and designing strategies and procedures to mitigate those risks. This philosophy not only helps to keep CSLers and our customers safe, it also permeates our business and contributes to the safety of our company as we continue to operate in an increasingly complex and challenging world. ↕

Rod Jones

President and CEO, The CSL Group

Мореплавание по миру, полному рисков

Мореплавание всегда было рискованным родом деятельности, начиная еще со времен, когда деревянные суда начали покорять неисследованные моря. Конкретным доказательством того, что опасность может возникнуть неожиданно, является недавнее обнаружение у берегов Гаити останков корабля Христофора Колумба «Санта Мария». К счастью, сегодняшние риски имеют менее пагубные последствия, однако мореплавание до сих пор остается очень смелым и сложным занятием.

У меня есть замечательная возможность общаться с мореплавателями компании CSL со всего мира, и они постоянно мне напоминают о широком размахе нашей организации, а также насколько сильно на нашу деятельность влияют глобальные события. Практически каждый раз, когда я покупаю журнал или газету, я натываюсь на статью, которая вполне вероятно скажется на нашей компании. Число новых жилищных строителств в США, уровень потребления железной руды в Китае, добыча нефти в Северном море, курс австралийского доллара – все эти текущие события могут сильно повлиять на наших клиентов, их потребность в наших услугах и в конечном итоге на наш бизнес.

Иные происшествия в мире могут затронуть наших мореплавателей. Разрушительный ураган на Филиппинах в прошлом году, последние массовые волнения в Украине и вспышка эпидемии вируса Эбола причинили чрезвычайное беспокойство нашим международным судовым экипажам. Рекордно низкие температуры, сообщения о которых не сходили со страниц газет прошлой зимой в Канаде, создали самые плохие рабочие условия для судов CSL и их команд за последние 30 лет.

Конечно же, газетные заголовки не только пестрят новостями о катастрофах и экономических кризисах. Мир полон возможностей, и наша задача – ими воспользоваться, применив наши уникальные навыки и способности и не забывая о необходимости контролировать комплексные риски, которые постоянно растут.

Именно это мореплаватели CSL делают каждый день. В этом году мы взяли на себя нелегкую задачу помочь Канаде в экспорте ее рекордно высокого урожая зерна. Также мы отвечаем на давно ожидаемый подъем спроса на строительные материалы в США. Наша компания интенсивно внедряет новые технологии и принципы эффективного использования энергоресурсов в представительствах CSL по всему миру, и мы непрерывно ищем способы сократить расходы, чтобы наши коммерческие морские перевозки были максимально выгодными для наших клиентов.

Успешное мореплавание по миру с растущими рисками возможно только тогда, когда мы будем их заблаговременно идентифицировать и разрабатывать планы по их смягчению. Это основа философии SafePartners, которая применяется во всех флотах CSL. Перед тем как изменить курс перевозок, члены экипажа проводят оперативное совещание (так называемое Toolbox Talk), для того, чтоб каждый ознакомился с планом, все риски были определены и любые вопросы были заранее разрешены.

То же самое делается в CSL, прежде чем заключается новый контракт на перевозку товара. В обоих случаях в процессе выполнения контрактов мы регулярно собираемся, чтоб убедиться в верности нашей оценки существующих и новых рисков.

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Наша матрица рисков создана по тому же принципу, что и программа SafePartners. В основном она включает систематический анализ всех рисков, которые могут возникнуть в ходе выполнения проекта, и разработку стратегий и операций по их управлению и минимизации возможных последствий. Такая философия не только защищает клиентов и мореплавателей CSL, а и укрепляет наш бизнес, способствуя безопасности нашей компании в то время, когда мы продолжаем работать в сложных и динамичных условиях современного мира. ⚡

Род Джонс

Президент и Главный исполнительный директор, The CSL Group

PAGLALAYAG SA ISANG MUNDONG PUNO NG PANGANIB

Pamula pa ng ang mga barkong gawa sa kahoy ay naglayag sa di pa natatahak na karagatan, ang paglalayag noon pa man ay isa ng mapanganib na gawain. Ang pagkakatuklas kamakailan lang sa barko ni Columbus, ang Santa Maria, sa may dalampasigan ng Haiti ay isang patunay sa panganib na maaaring mangyari nang hindi inaasahan. Mabuti na lamang na ang panganib na dulot ng paglalayag sa kasalukuyang panahon ay naibsan na bagamat nananatili ito bilang isang mapaghamong gawain.

Nagkaroon ako ng napakalaking pribilehiyo upang makausap ang mga CSLers sa buong mundo kada linggo, at patuloy akong napapaalalahanan kung gaano kalawak ang samahang ito at kung paanong ang ating negosyo ay naapektuhan ng mga kaganapan sa mundo. Sa bawat oras na magbasa ako ng magazine o pahayagan, nakakakita ako ng artikulo na makakaapekto sa kumpanyang ito. Ang housing starts sa USA, iron ore consumption sa China, oil exploration sa North Sea, Aussie dollar exchange rate – lahat ng mga kasalukuyang kaganapan na ito ay may malaking epekto sa ating mga customer, ang pangangailangan nila sa ating serbisyo, at sa ating negosyo.

Ang iba pang kaganapan sa mundo ay nakakaapekto sa ating mga marino. Ang mapaminsalang unos sa Pilipinas noong isang taon, ang kasalukuyang kaguluhan sa Ukraine, at ang pagsilakbo ng Ebola virus sa West Africa ay nagbigay ng malaking alalahanin sa ating pandaigdigang crew. Ang record low temperature na naging ulo ng mga balita sa Canada noong nakaraang taglamig ay nagdulot ng pinakamalalang winter operating condition sa mga barko at crew ng CSL makalipas ang 30 taon.

Ang mga ulo ng balita ay hindi lamang puno ng kuwento ng sakuna at kaguluhang pang-ekonomiya. Bagkus, ang mundo ay puno rin ng posibilidad, at katungkulan natin na gamitin ang ating mga natatanging galing at kakayahan upang samantalahin ang mga oportunidad habang patuloy na pinaghahandaan ang mga nakaambang panganib.

Ginagawa ito ng CSLers sa araw-araw. Sa taong ito tayo ay mananaig sa hamon na matulungan ang Canada na mai-export ang record grain harvest nito. Ating tutugunan ang matagal na nating hinihintay na pagtaas muli ng demand sa construction materials sa United States. Nagiging agresibo tayo sa pagpapatupad ng makabagong teknolohiya at pamamaraan na pawang energy efficient sa buong CSL world, at patuloy tayong magsasaliksik ng kapamaraan na makakatipid upang ang ating industrial shipping service ay maging cost-effective sa ating mga customer.

Ang tanging paraan tungo sa matagumpay na paglalayag sa isang mundong puno ng panganib ay ang pagiging maagap sa pagkakilala ng mga panganib na ito at bumuo ng plano upang ito ay pagaangin. Ito ang pinakadiwa ng SafePartners philosophy na ipinatutupad sa buong CSL fleets. Bago tayo magpalit ng transfer belt, ang mga crew ay nagkakaroon muna ng isang 'Toolbox Talk' upang makatiyak na ang plano ay alam ng lahat, ang mga panganib ay nakilala na, at ang mga alalahanin ay natugunan na.



Gayundin ang ginagawa ng CSL bago tayo makipagkasundo sa isang transshipment contract. Sa alinmang sitwasyon, tayo ay panandaliang tumitigil sa gitna ng implementation upang makatiyak na ang ating assessment ay tama at walang mga bagong panganib na natuklasan.

Ang ating project risk matrix ay binuo alinsunod sa konsepto ng SafePartners program. Kabilang dito ang sistematikong pag-aaral ng mga panganib na maaaring kaharapin ng proyekto at pagdidisenyo ng istrategya at pamamaraan upang pagaangin ito. Ang pilosopiyang ito ay hindi lamang nakakatulong upang mapanatiling ligtas ang CSLers at ang ating mga customer, nananalaytay ito sa ating negosyo at nag-aambag sa kaligtasan ng ating kumpanya habang patuloy nating tinatahak ang isang nagiging mas masalimuot at mapaghamong mundo. ⚡

Rod Jones

Pangulo at CEO, The CSL Group

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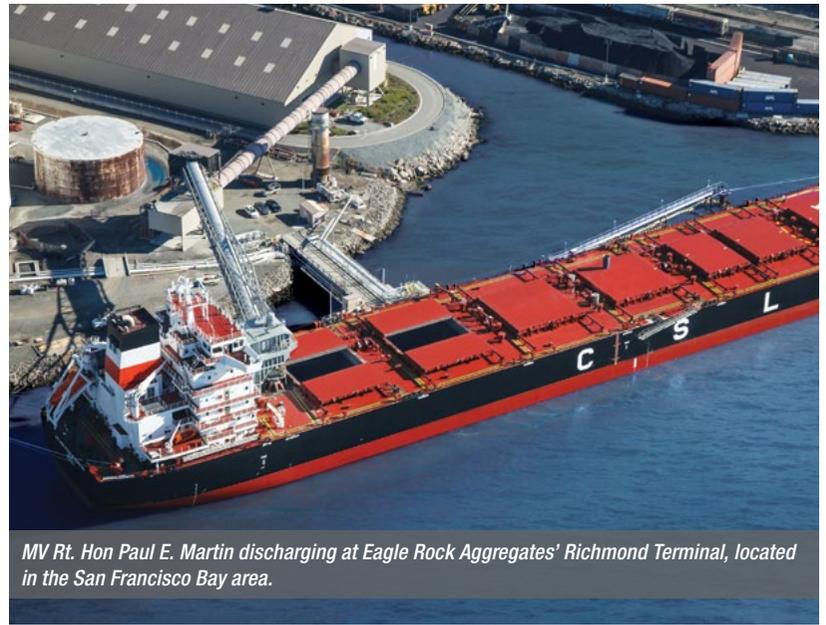
MAXIMUM DUST CONTROL WITH BLIND DISCHARGING

As a result of stringent environmental regulations on the Pacific Coast of North America and the retirement of **CSL Trailblazer**, CSL's gypsum customers are now being served by Trillium-class vessels with much longer discharge booms, allowing them to discharge in "blind conditions." Several other changes, both ship side and shore side, are also underway to ensure an operation that maintains the highest standards of safety and environmental responsibility.

Discharging in 'blind' conditions, where there is no visible monitoring of product transfer into the hopper, achieves maximum dust control to meet dust emission limits. To accomplish a continuous and safe blind discharge, a number of systems and procedures must be activated: systems to monitor product flow and hopper levels must be in place; the connection between the boom and the hopper must be fully enclosed with a dust protector; and both ship- and shore-monitoring systems must be connected via interlocking cable to the ship's emergency stop system.

Customers are now implementing CSL's recommendations while new technology is being installed on vessels, including super-chute technology. Surfactant, water and mist application systems are being refined to prevent dust dispersion.

Improved ship and shore cargo handling systems will help secure both regulatory and public acceptance, thus assuring CSL's future role in the gypsum supply chain. ↴



MV Rt. Hon Paul E. Martin discharging at Eagle Rock Aggregates' Richmond Terminal, located in the San Francisco Bay area.

CSL'S GHG REDUCTION TEAM WORKING TO CURB EMISSIONS WORLDWIDE

Since 2009, CSL's Greenhouse Gas (GHG) Reduction Team has been developing, testing and implementing technologies and solutions to improve the environmental performance of CSL vessels. Under the supervision of **Claude Dumais**, Vice-President, Technical Operations and Environment, and led by CSL Fleet Efficiency Specialist and Chief Engineer **Gaétan Simard**, the small but dynamic team includes Project Engineering Coordinators **Alexandre D'Astous** and **Frédéric Nepveu**, and Chief Engineer **Stéphane Dionne**.

To date, the GHG Reduction Team has implemented over 90 ship projects that have reduced more than 11,000 tonnes of CO₂ emissions annually. Among the innovations developed by the Team:

1. Engine heat is being recovered and harnessed to heat the accommodations and the onboard water system, to process hydrocarbons and to preheat the standby generators.
2. Variable frequency drives are being used to control vessel cooling pumps.

3. Older onboard electric heating systems are being replaced by steam coil heaters on ships where exhaust gas from the main engine is used to produce steam.
4. Obsolete generators are being replaced by more efficient systems to reduce NO_x, fuel consumptions and GHG emissions.

The GHG Reduction Team's success in reducing air emissions on the Canada Steamship Lines fleet has resonated throughout CSL, and the knowledge and lessons learned by the team are now being exported to other divisions. Through tailored training programs developed by Gaétan Simard, best practices and expertise gained in one division are being shared and implemented throughout the global fleet. Seafarers and officers are also being trained on how to optimize the environmental performance of CSL's operations.

"I am very proud of the progress we have made to curb GHG emissions and improve the energy efficiency of our ships," says Gaétan Simard. "With the support of CSL's senior management, the GHG Reduction Team is working not only to enhance CSL's environmental performance, but also to lead the way in advancing a cleaner marine shipping industry." ↴



Gaétan Simard
CSL Fleet Efficiency Specialist
and Chief Engineer



Alexandre D'Astous
Project Engineering Coordinator



Frédéric Nepveu
Project Engineering Coordinator



Stéphane Dionne
Chief Engineer



Waste Heat Recovery System on CSL Laurentien.

SPOTLIGHT ON CSL'S OPERATIONS IN INDONESIA BY JAN GRAMM

Indonesia at a glance

Indonesia, an archipelago of 17,000 islands stretching 5,100 kilometres from east to west, has been known for centuries as an important trade region, rich in spices and minerals. The country's history has been heavily influenced by foreign powers drawn to its natural resources, and after four and a half centuries of Portuguese and Dutch colonialism, Indonesia secured its independence after World War II. Though Indonesia's history has since been turbulent, the country today enjoys a functional democracy and the biggest economy in Southeast Asia.



Indonesia's national motto, "Unity in Diversity," articulates well the diversity that shapes a country where 150 languages are spoken. Despite a large population of 250 million living in densely populated regions, Indonesia has vast areas of wilderness. While the country has abundant natural resources, poverty remains widespread.

Despite lacking basic infrastructure, Indonesia's mining industry has claimed a prominent position in supplying international commodity markets. Today Indonesia stands as the world's top exporter of thermal coal, nickel and refined tin. Grasberg in West Papua, the crown jewel in Freeport-McMorans's mining empire, first proved Indonesia's mining potential as the world's largest gold mine.

Estimated to possess only three per cent of global thermal coal reserves, Indonesia is an unlikely contender as the world's largest exporter of the fossil fuel. Yet in 2013, the country claimed this title when production reached 421 million tonnes.

Indonesia has not always played such an important role in global thermal coal supply. Just ten years prior, in 2004, total Indonesian coal exports stood at about one quarter of what they are today. The rise of Indonesia's position has been largely influenced by the growing demand from India and China.

Despite Indonesia's strong coal exports, transporting coal out of the country continues to be a big challenge. Coal mines are often located in remote areas with limited access to deep water. Many coal export operations have had to use barges and subsequent transshipment at anchorage to ocean-going vessels. ↴

CSL in Indonesia

CSL was one of the early pioneers in developing coal transshipment solutions in Indonesia. **Sea Spider** transhipped her first coal cargo in 2000 and operated permanently in remote Muara Pantai for 10 years consecutively.

CSL Asia's operations in Indonesia are managed by P.T. Lintas Wahana Indonesia (PTLWI), a CSL Group company based in Jakarta. PTLWI currently operates **FOTP Derawan**, a Floating Offshore Transshipment Platform located approximately 20 kilometres off the east coast of Kalimantan, in the Indonesian part of Borneo.

FOTP Derawan tranships export-bound cargo for one of Indonesia's top coal producers, PT Berau Coal. This project, launched in 2009, is designed to tranship up to six million tonnes of coal annually at rates in excess of 1,500 tonnes per hour.

With its successful track record as a proven, reliable partner for customers, CSL is looking to expand its Indonesian operation.

CSL's Indonesia Team



Jan Gramm
General Manager, Indonesia



Shahnawaz Adenwala
Technical and Fleet
Operations Manager



Mega Putriyando
Office Administrator



Akmal Jaya
Operations Manager



Heppy Oktosesarina
Manager of Finance
and Accounting

CSL JOINS THE FIGHT AGAINST CORRUPTION BY JOHN SYPNOWICH



It seems each day you read the news, there is a new story about corruption in government or business. Whether it involves construction contracts in Montreal, high-ranking officials in China or public servants in Australia, we are becoming increasingly aware of the risk of people being tempted to use their position to seek an unfair advantage. Unfortunately, the marine transportation world is no exception. Whether it is because of shipping's international scope or because of

its reliance on government approvals and regulation, there is always a risk that people will look for ways to cut corners or ask for money to look the other way.

Among ship owners, CSL has been fortunate. In the past, we have operated in countries where the risk is low. Our trades are established and our seafarers and employees are ethical and responsible in the work that they do. But we also cannot turn a blind eye – especially as we grow our business and operate in unfamiliar parts of the world.

To help combat the risk of corruption, two years ago CSL adopted an anti-corruption program that sets out clear procedures for employees onboard and ashore to help avoid the risk of corruption. To date, the response from our employees has been outstanding. Over 100 suppliers have been vetted under the program and employees on board and on shore alike are fully committed to adopting the additional protections the program provides. In typical CSL fashion, our employees want to do everything they can to ensure our business continues to run to the highest ethical standards.

In addition, CSL has joined the Maritime Anti-Corruption Network (MACN), an organisation of ship owners dedicated to fighting corruption in the maritime industry. Over 40 shipping companies already belong to MACN, and the membership is quickly growing. Members include some of the largest names in shipping, such as Maersk, Carnival Cruises, and Norden, amongst others. CSL, represented by **John Sypnowich**, Chief Legal and Compliance Officer, sits on the steering committee.

MACN serves several purposes: it provides a forum for developing tools and best practices to fight corruption; it provides a reporting mechanism to allow members to share information on where bribery requests are made; it creates a unified front of ship owners to push back on unscrupulous officials; and it serves as a powerful lobby with government agencies and countries to combat corruption. MACN has also launched collective action programs in high-risk countries, such as Nigeria, to work with the local government to examine the systemic causes of corruption and how to address them.

Bribery and corruption have been around since ships took to water and may never completely go away. As CSL continues to reduce the risk of dishonest behaviour and practices throughout its operations and business, we are proud and excited to be on the leading edge of an international campaign to eliminate corruption in the maritime industry worldwide. ↴



Vessel: **FOTB Spencer Gulf**

Division: CSL Australia



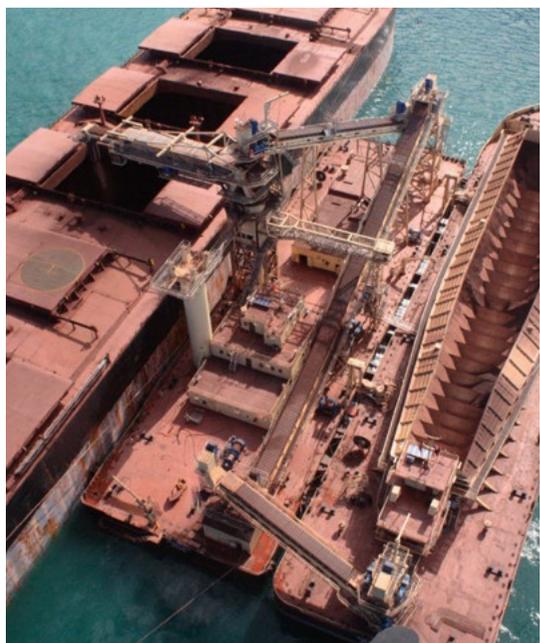
Joseph Buya-Ao
 Deck Operator
Ifugao, Philippines

After completing a Bachelor's Degree in Marine Transportation at the Philippine Merchant Marine Academy, Joseph went on to complete a Bachelor of Accountancy at St. Mary's University in Manila. Joseph began his career in the marine industry in 2008, and joined CSL's **Spencer Gulf** transshipment operation three years later. Though safety is always the first priority, Joseph considers discharging and mooring to be the most important vessel operations. During his spare time, Joseph likes to expand his skills in electronics, welding and electrical work. He is married with one child, and enjoys swimming, basketball and table tennis.



Colin Jordans
 Deck Mechanic, Boiler Maker
Quora, South Australia

Colin has been working onboard **Spencer Gulf** for the last four years, having spent the prior 25 years in Australia's outback working in the mining industry. With his mining background, Colin is highly aware of the importance of safety and environmental responsibility, and ensures the highest standards are maintained. Colin believes that "hard work and good team work make the job easier for everyone." He appreciates the flexibility and work-life balance offered by his role, and finds the CSL environment very supportive. When off work, Colin enjoys spending time with his wife, two children and two-year-old grandson, Bryce. He also enjoys restoring old vehicles.



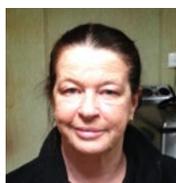
Rolando A-Alejo Jnr
 FOTB Manager – Chief Officer
Whyalla, South Australia

With a Bachelor of Science, Marine Engineering, Rolando has been sailing for almost 18 years. He joined CSL three years ago and has sailed on **Goliath**, **CSL Whyalla** and **CSL Atlantic**. In his role, Rolando enjoys managing people, communicating with the office, and ensuring the operation is run safely at all times. Originally from Manila, Rolando recently moved to Whyalla with his wife and daughter. He hopes to continue his studies and complete an MBA, with the goal of taking on an office-based role one day.



Danito Albis
 Deck Mechanic
Manila, Philippines

Since 1995, Danito has been making his way around the CSL fleet, having sailed onboard **CSL Cabo** and **CSL Thevenard**. He has been onboard **Spencer Gulf** since 2012, and likes that safety is taken very seriously at CSL. Danito believes that "working alone is risky and teamwork improves safety." He takes great pride in his role and encourages "every seafarer to care about the environment." During his leave, Danito enjoys spending time with his wife, two children and four grandchildren. He is an avid fisherman and likes walking his dogs.



Brenda Paynter
 Cook
Port Lincoln, South Australia

Cook Brenda Paynter has been whipping up delicious meals for the crew onboard **Spencer Gulf** for almost seven years. Brenda has 12 years' experience at sea and is AMSA-qualified in Sea Safety. She prides herself in providing healthy and nutritious meals – giving crew members the best possible start to every day. During her time onboard **Spencer Gulf**, she has seen considerable changes to the operation, from transshipping one cape every 15 days, to always being at sea. When on dry land, Brenda enjoys spending time with her son, fancying her hand at home renovations and getting out in the garden.



Noriel Ala-an
 Electrical Engineering Manager
Ilo-Ilo, Philippines

Working for CSL as an Electrical Engineer since 2011, Noriel brings expertise to his role conducting operational maintenance on **Spencer Gulf**. Noriel appreciates the extreme importance placed on safety and the environment at CSL, and the rewarding camaraderie that exists among the team. Married with three children aged one, 11 and 12 years, Noriel loves his sports. He is a keen basketballer, and enjoys swimming and riding his KTM road bike on dirt tracks.



John Padilla
 FOTB Operations Manager
Cavite City, Philippines

John has spent the last three of his 10-year sailing career onboard **Spencer Gulf**. For John, the first priority for everyone onboard the vessel is safety and watching out for each other. In his role as Operations Manager, John's goal is to contribute as much as he can to keeping the FOTB running smoothly, with particular attention on ensuring a clean and green operation with no discharge pollution of any form. During his leave, John returns to the Philippines to be with his wife and daughter, and enjoys travelling, table tennis, basketball and riding bikes.



David Willis
 Deck Operator
Whyalla, South Australia

A motorcycle mechanic by trade, David made the move to the marine industry four and a half years ago when he joined the crew of **Spencer Gulf** as Deck Operator. He says "we wouldn't survive without teamwork", there is "nothing more important than safety." He loves working at sea, finds the work 'enjoyably challenging' and would one day like to move up the line into the role of Central Control Room Operator. David is a fan of drag racing, loves the footy and likes getting out on the road on his two motorcycles. He also enjoys spending time with his two children and two young grandchildren.



Spencer Gulf FOTB in Whyalla.

CSL LAUNCHES CORPORATE SUSTAINABILITY REPORT



CSL's newly released Corporate Sustainability Report broadens the scope of CSL's Environmental Report published since 2008, and covers other priority areas including safety, ethics, employee and community engagement, the workplace, philanthropy, and value for customers.

"We believe we owe our employees, our customers and the communities in which we operate the assurance that our operations are conducted openly, ethically and with the utmost respect for safety and the environment," states CSL Group CEO **Rod Jones**. "As a pledge to our continued improvement, our annual report will mark our progress as we evolve to meet and exceed the expectations of our many stakeholders."

The 2013 report features CSL's progress in achieving its short- and long-term sustainability goals and commitments.

CSL believes in consistently and rigorously upholding the highest standards in every aspect of its business and in every jurisdiction in which it operates. Being a good corporate citizen for CSL means going beyond regulatory compliance to better serve customers and contribute to a healthier world. ↴

View or download the report at cslships.com.
Printed copies are available upon request.



A GLOBAL APPROACH TO MEASURING OUR ENVIRONMENTAL PERFORMANCE

CSL is adopting Green Marine – the definitive program for footprint reduction – as the foundation for a new global approach to environmental performance. Under the Green Marine umbrella, each CSL division will be rated using a common scoring profile to ensure consistency and continuity in measuring successes and growth areas.

By the end of 2014, each division will be guided by an Internal Divisional Environmental Committee (IDEC). While each IDEC will continue to monitor and deal with local footprints and issues, global challenges will be addressed based on a clear, common vision and strategy. The ISO 14001 model, the world's most recognized Environmental Management System, will be adopted in all divisions to ensure a consistent approach throughout CSL.

As a result, more robust systems will be put in place to share information and standardize data measurement and reporting. The development of common best practices will facilitate cross-training worldwide, and will lead to highly effective strategies to protect our environment. ↴

CSL's Green Marine Performance Receives Top Marks

For its 2013 environmental performance, Canada Steamship Lines achieved the outstanding Green Marine score of 4.57 out of 5, obtaining the highest rank in the program's ship owner category. CSL Americas, a first time participant, received a respectable score of 2.12.

Green Marine performance indicators are based on a scale of 1 to 5. Level 1 constitutes regulatory monitoring, while Level 5 indicates leadership and excellence.

"Attaining the top marks from Green marine is the result of the combined efforts of our passionate experts ashore and our proactive and dedicated seafarers, said **Claude Dumais**, Vice-President, Technical Operations and Environment. As we continually work to improve our environmental performance, the success we achieve as a team motivates us to strive further."

Overall Green Marine results for the marine shipping industry showed continued progress. The 2013 global average of participants continued an upward curve and reached 3.1. ↴



SEAFARERS TAKE ON SHIP EFFICIENCY CHALLENGE

Between March and September 2014, seafarers of the Canada Steamship Lines fleet were challenged to come up with energy savings ideas to improve the environmental performance of CSL ships. Launched at the beginning of the 2014 Great Lakes sailing season, the CSL-WWF Ship Efficiency Challenge called on crew members to submit initiatives and ideas to reduce CSL's overall environmental impact in one of the following categories:

1. Procedural changes or new procedures set in place (i.e. new way to recycle onboard waste, purchase food with less packaging, etc);
2. Retrofits and upgrades to current equipment;
3. Investment in new equipment.

Along with the opportunity to be involved in the implementation of their energy efficiency ideas with the full support of CSL's technical team, two participants in the Challenge will be selected to join a WWF expedition in Churchill, Manitoba, to observe polar bears in their natural habitat.

In total, 18 ship efficiency ideas were put forward by Captains, Chiefs and crew members from throughout the Great Lakes fleet. Submissions include a variety of recycling initiatives, the reduction of usage on equipment, and the implementation of hot/cold air exchanges, among many others.

A panel of judges composed of CSL's energy efficiency experts and leaders is currently reviewing submissions and will select the top two ideas based on creativity, feasibility, environmental footprint reduction, and applicability across all vessels. Winners will be announced later this fall.

The Ship Efficiency Challenge was initiated by CSL's Environmental Employee Involvement Committee and is managed by an enthusiastic team composed of **Stephane Legault**, CSL Marketing and Customer Relations Representative, **Milena Ganeva**, Marine Safety & Quality Department, V.Ships, **Pamela Meloni**, CSL Sustainability Coordinator, and **Gaétan Simard**, Fleet Efficiency Specialist.

CSL would like to thank all participants for their submissions, each of which will help effect positive change to reduce our footprint. ↴

- **Sami Sakaa**, Chief Engineer, **Cedarglen**
- **Rémi Jean**, 2nd Engineer, **CSL Assiniboine**
- Captain **Valeriy Plaksin**/Captain **Kevin Crouse**, **CSL Spirit**
- **Patrick Blanchard**, Chief Officer, **Atlantic Erie**
- **Daniel Héroux**, Chief Mechanic, **Atlantic Erie**
- **Jason Church**, Captain, various vessels
- **Mohan Menezes**, Chief Engineer, **Rt. Hon. Paul J. Martin**
- **Ross Harvey**, 2nd Mate, **Spruceglen**
- **Marc-André Houde**, 2nd Engineer, **CSL Spirit** and various vessels
- **Joseph Pero**, Captain, **Frontenac**
- **David Bergeron**, Ordinary Seaman, **CSL Assiniboine**
- **Cindy Munger**, 3rd Officer, **Frontenac**
- **Josh Robertson**, Able-Bodied Seaman, **Frontenac**
- **Andrew Parsons**, 1st Mate, **Spruceglen**
- **Saiful Abdin**, Chief Engineer, **CSL Laurentien**
- **Stephen Zawacki**, Captain, **Pineglen**
- **Rohinton Irani**, Captain, **CSL Assiniboine**

CSL Americas

CSL Americas (formerly known as CSL International) based in Beverly, Mass., is a division of the CSL Group, which transports over 76 million tonnes of dry bulk commodities for customers around the world. A founding member of the CSL International Pool, CSL Americas currently charters nine self-unloaders as part of the Pool.



CSL Tacoma sailing past the Golden Gate Bridge.

Vessel	Built	Type	DWT
<i>Rt. Hon. Paul E. Martin</i>	2012	Trillium Panamax	71,405
<i>CSL Tecumseh</i>	2013	Trillium Panamax	71,405
<i>CSL Tacoma</i>	2013	Trillium Panamax	71,405
<i>Atlantic Superior</i>	1982	Handy	36,800
<i>CSL Acadian</i>	1982, 2006 (new forebody)	Panamax	74,517
<i>CSL Argosy</i>	1981, 2006 (new forebody)	Panamax	74,423
<i>CSL Atlas</i>	1990	Panamax	67,634
<i>CSL Metis</i>	1981, 2007 (new forebody)	Panamax	69,305
<i>Sheila Ann</i>	1999	Panamax	70,037

Oldendorff Carriers

Based in Lübeck, Germany, Oldendorff Carriers carries around 300 million tonnes of bulk and unitised cargo throughout the world. A founding member of the CSL International Pool, Oldendorff currently charters six conveyor belt self-unloaders as part of the Pool.

Vessel	Built	Type	DWT
<i>Bernhard Oldendorff</i>	1991	Panamax	77,549
<i>Caroline Oldendorff</i>	1990	Panamax	77,549
<i>Harmen Oldendorff</i>	2005, 2006 (conv. to SUL)	Panamax	66,188
<i>Sophie Oldendorff</i>	2000	Panamax	70,034
<i>Johanna Oldendorff</i>	1998	Panamax Hybrid	67,546
<i>Alice Oldendorff</i>	2000	Handy Hybrid	50,259



Alice Oldendorff discharging at the Brooklyn Navy Yard Pier J.

This year marks the 20th anniversary of the CSL International Pool counts five partners and 24 self-unloaders, and continues to offer flexible and competitive shipping solutions in the Americas

What is the CSL International Pool?

When CSL and Oldendorff set out to create the CSL International Pool in 1994, both owners understood that combining their self-unloader assets would generate better economies of scale for customers by optimizing assets and minimizing ballast legs.

Self-unloaders are specialized ships that are very efficient and competitive in trades that can take full advantage of their fast, clean and self-contained unloading systems. However, because of their higher capital and operating costs, they are not well suited for many traditional bulker trades, which cannot take advantage of these unique capabilities. This means that there is not a wide array of cargoes for self-unloaders to target, and there is a danger of trading them inefficiently if triangulation and backhaul cargoes cannot be found.

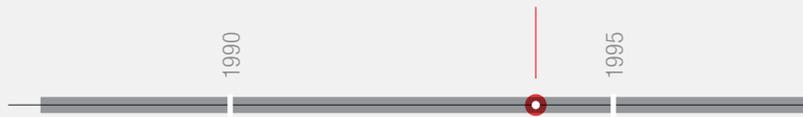
The key to running an efficient fleet of self-unloaders is to have a big fleet of ships and as many cargoes as possible. This minimizes the ballast steaming times and enables the operator to provide reliable, flexible and efficient marine transportation. The Oldendorff /CSL Pool demonstrated these advantages very clearly and soon the Pool began to grow.

As Partners in the CSL International Pool, CSL Americas, Oldendorff Carriers, the Torvald Klaveness Group, Marbulk Shipping, and Algoma Shipping offer customers a wide-range of self-unloading and transshipment solutions depending on the needs of customers.

Operating throughout the American coastal trades, including shipments to and from Canada, and South and Central America, the CSL International Pool manages a fleet of 24 ocean-going self-unloaders, nine of which are wholly-owned by CSL. Industries serviced by the Pool include steel, power generation, salt, construction materials and aggregates.

POOL MILESTONES

1994 The original CSL International Pool is spearheaded by CSL and German shipping operator Egon Oldendorff. At the commencement, CSL sells *CSL Innovator* to Oldendorff, who renames the ship *Christoffer Oldendorff* and operates her as part of the CSL-managed Pool. There are seven vessels in the original Pool.



1999 CSL purchases 50 percent of Marbulk Shipping, which is operating a fleet of self-unloaders in the Americas. These ships join the CSL International Pool. Shortly thereafter, Marbulk Shipping sells one ship to Algoma Shipping, which becomes a Pool Partner in its own right.

**al Pool. Launched in 1994 by CSL and Oldendorff, today the
nues to deliver outstanding customer service and reliable,
S.**

What are the advantages of the Pool?

Along with benefitting from the operational and environmental advantages of using self-unloaders, customers benefit from drawing on Pool vessels in a number of ways.

- The stable and long-term approach supported by the Pool gives customers peace of mind to plan further ahead with increased certainty.
- Pooling assets provides a high degree of flexibility when it comes to scheduling, particularly considering Pool vessels operate along the high traffic coasts of the Americas.
- While customers can draw on the assets of five distinct ship owners, communication and logistics are simplified by dealing with only one entity – the Pool Manager.

How does the Pool work?

Each of the five CSL International Pool Partners charters self-unloading ships to the Pool – or Pool Manager – who is responsible for the daily operation, management and marketing of the vessels. Each Pool Partner is responsible for the technical operation of its own vessels, including drydocking and crewing. All vessels are assigned a Vessel Contribution Unit (VCU) which reflects the earning potential of each ship within the Pool based on trades, speed, consumption and discharge rate. Every month, Pool earnings are distributed to the Pool Partners in proportion to the VCU's for their ships operating in the Pool that month.

The benefit of the VCU-based system for Pool Partners is that they are compensated for the earnings capability that their ship brings to the Pool rather than for the actual performance of their vessels. This allows CSL, as Pool Manager, to optimize the overall operation and management of the vessels to the benefit of the Pool and thereby the customers, without considering which ships are assigned into the better trading patterns. ↕

2002 Klaveness joins the CSL International Pool.

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Balto discharging aggregates at a San Francisco anchorage.

Torvald Klaveness

Based in Oslo, Norway, Torvald Klaveness operates more than 100 vessels that carry some 60 million tonnes of cargo per year. Klaveness joined the CSL International Pool in 2002 and currently has five self-unloaders under charter in the Pool.

Vessel	Built	Type	DWT
MV Barkald	2002	Handy Hybrid	49,463
MV Balder	2002	Handy Hybrid	48,184
MV Baldock	1981, 2006 (new forebody)	Panamax	75,569
MV Balto	2013	Trillium Panamax	71,900
MV Balchen	2013	Trillium Panamax	71,900

Marbulk Shipping

Marbulk is a 50/50 joint venture between CSL and Algoma Shipping. Marbulk has two vessels in the Pool.



Eastern Power performing a transshipment operation in Long Island Sound, CT.

Vessel	Built	Type	DWT
Nelvana	1983	Panamax	74,974
Eastern Power	1989	Panamax Hybrid	68,433

Algoma Shipping

Headquartered in St. Catharines, Ontario, Algoma Shipping Inc. joined the CSL International Pool in 1999. Algoma charters two self-unloaders as part of the Pool.

Vessel	Built	Type	DWT
Honourable Henry Jackman	1981, 2007 (new forebody)	Panamax	75,597
Bahamas Spirit	1995	Handy	44,389



Bahamas Spirit discharging aggregates at Nassau, Bahamas.

UNVEILING OF TWO NEW TRILLIUM CLASS BULKERS

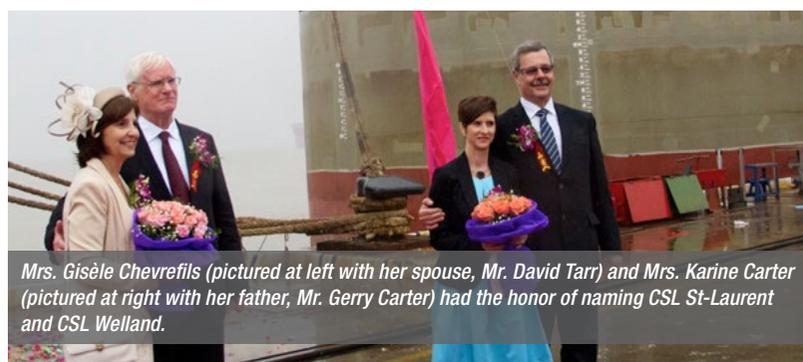
In a naming ceremony held at Yangfan shipyard in Zhoushan, China on April 24, 2014, CSL unveiled the names of its two newbuild Trillium Class bulk carriers.

The first to be revealed was the **CSL St-Laurent**, named in honour of the mighty St. Lawrence Seaway in which CSL vessels have sailed for over 100 years. The second bulker, the **CSL Welland**, was named as a tribute to the Welland Canal, the intricate system of eight locks that enables ships to navigate to and from North America's heartland.

The 36,100-DWT, seaway-size gearless bulkers are part of CSL's ambitious fleet renewal program which oversaw the delivery of four new Trillium Class self-unloading Lakers and three Panamax self-unloaders in 2012-2013.

The two new vessels are scheduled to enter the Canada Steamship Lines fleet later this year and will operate in the Great Lakes-St. Lawrence Seaway system.

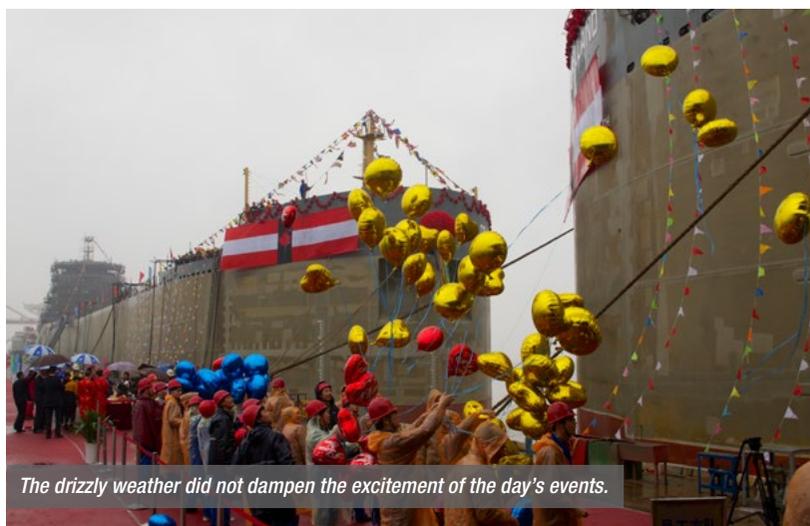
Featuring IMO Tier II compliant main engines and the latest environmental and safety technologies, the state-of-the-art new bulkers will be consistent with the high standards set by the Trillium Class of operational efficiency, reliability and environmental sustainability. ↴



Mrs. Gisèle Chevretils (pictured at left with her spouse, Mr. David Tarr) and Mrs. Karine Carter (pictured at right with her father, Mr. Gerry Carter) had the honor of naming CSL St-Laurent and CSL Welland.



CSL's newbuild team and naming ceremony guests.



The drizzly weather did not dampen the excitement of the day's events.

REMEMBERING THE ROLE OF CSL SHIPS IN WORLD WAR I BY SKIP GILLHAM



It was a century ago that "The War To End All Wars" erupted in Europe. It was not long before Canada was called to assist on the battlefields and on the sea. Ships were needed faster than they could be built, so the call went out to acquire existing tonnage to carry vital supplies, equipment and soldiers.

Back in Canada, the newly-created Canada Steamship Lines was barely a year old and it was asked to contribute ships and manpower to aid the cause of the Allied forces. The company responded to the need, and soon its ships, mostly built for Great Lakes trading, were crossing the Atlantic to lend a hand.

Some of the company's carriers could sail right through the small, existing locks of the Third Welland Canal and the St. Lawrence Seaway. As the war progressed, one CSL ship and some larger American upper lakes freighters were cut in two, bulk-headed and towed to the St. Lawrence in sections. There the parts were rejoined and they entered the fray.

Most of the Great Lakes ships were involved in coastal trading overseas, but some were also called upon for transatlantic service. The casualty rate was high and a number of CSL ships succumbed to attacks on or beneath the surface of the sea or from the air. Most included loss of life.

Casualties

Sixteen former members of the CSL fleet were sunk during the war, with German U-boat torpedoes as the major cause of loss. A pair of ships, **Acadian** and **Doric**, were sunk two days apart in 1917 by the same U-117 in the vicinity of Trevoise Head, Cornwall, England.

A total of eleven CSL carriers succumbed to a naval attack. In addition to the above pair, **Armonia**, **C.A. Jaques**, **D.A. Gordon**, **Dundee**, **Neepawah**, **Scottish Hero**, **Strathcona** and **Tagona** were all torpedoed and sunk while **Midland Queen** went down as a result of enemy gunfire. Three more, **Empress of Fort William**, **Empress of Midland** and **Glenmount** all sank after hitting a mine. In addition, **Donnacona** and **Dunelm** were lost at sea due to stormy weather.

Survivors

Another 12 CSL ships survived the wartime battles with nature and the enemy, but not all returned to company service.

Interestingly, three of the survivors of the First World War, **A.E. McKinstry**, **Mapleton** and **Winona**, resumed Great Lakes trading and then headed back overseas when the Second World War broke out. Both continued sailing through the duration of this war as well. The first ship, which had been renamed **Kindersley**, was scuttled in 1946 with a cargo of excess munitions. **Mapleton** was sold only to be lost by fire in 1950. **Winona** was also sold and headed to the Far East for a new career only to become a storm victim in 1956.

Seven other CSL ships that survived the first war were later lost. **Fordonian**, **J.H. Plummer** and **Renvoyle** were wrecked, while **Rosedale** sank via collision. Three more were casualties of World War II under other names and owners. The former **A.E. Ames** hit a mine, **H.M. Pellatt** was sunk by gunfire, and **Hamiltonian** was torpedoed.

Bermudian, a deep-sea passenger and freight carrier was later sold, while **Kenora** was the only one of the World War I veterans to finish her sailing career on the Great Lakes for CSL, she was sold for scrap in 1959.

Now operating in its second century, CSL can proudly look back on its contribution to win The Great War that began a hundred years ago when the company was in its infancy. ↴

To learn more about the CSL ships that operated during World War I, visit cslships.com/WWI.



Both Kindersley and Winona operated overseas during both World Wars.

PHOTO: ALFRED KING

CREATIVE 'HANG-UP' SOLUTION RECEIVES SAFETY AWARD

An innovative safety device developed by Captains **Ruslan Bykov** and **Andrew Herman**, along with the crew of the floating offshore transfer barge (FOTB) **Spencer Gulf**, was recognized by Arrium Mining at its annual Excellence Awards held in May this year. The device, known as the 'hang-up terminator' eliminates the need for crews to have to enter cargo holds to remove 'hang-ups' (cargo that sticks to the ship structure).

Manual handling is a known hazard in the bulk cargo trade, and shovelling, sweeping or scraping hang-ups must be eliminated where possible. The **FOTB Spencer Gulf** team identified the risk of digging hang-ups down from the transshipping barges and worked towards a solution using the hierarchy of controls.

Captain Ruslan Bykov and the **Spencer Gulf** crew initially engineered a device that would enable hang-up removal from a distance by poking the base of the hang-up with a suspended pole, known as the 'hang-up killer.'

Improving on this initial concept, Captain Andrew Herman and the crew developed a second device that eliminates 80% of the back-breaking work involved in swinging the pole. This enhancement, referred to as the 'hang-up terminator', involves dragging a small anchor through the hang-up using a small winching system.

To celebrate the achievement, Jon Hobbs, Arrium General Manager, Whyalla Port, presented the award onboard the **FOTB Spencer Gulf**. Mr. Hobbs recognized Captains Andrew and Ruslan for their concepts, and acknowledged the crew and the team effort that brought the idea to life. **FOTB Spencer Gulf** Manager **Akhtar Ali** and Operations Manager **Ariel Senires** accepted the award on behalf of the crew.

"There were 200 submissions for the Excellence Awards, 48 of which were nominated for the Awards night", said Mr. Hobbs. "One of those nominations was for CSL's 'hang-up terminator'. We were all very proud when we heard the judges announce that CSL had been awarded the runner-up prize in the category of Safety Excellence." ↴



Presentation of Award on the Spencer Gulf. From left: Ariel Senires, Ahahktar Ali, Jon Hobbs



Crew of the FOTB Spencer Gulf. Back row, from left: DO Raymond Pangan, EE Romeo Escalona, DO Ernan Federigan, EEM Noriel Ala-an, DO Marvic Glanza, DM Danilo Alvis, DM Mark Blanco, DO Alfonso Caranguian, Ck Daniel Renneberg, AOM Romeo Cedro, DM Colin Jordan, DO Brad Newman
Front row, from left: Suzanne Mckell, Ariel Senires, Ahahktar Ali, Jon Hobbs, Lee Winterborn, Gary Sterret, Domingo Suarez



Arrium Excellence Awards Ceremony. From left: Wendy Armour, Lee Winterborn, Ruslan Bykov, Brad Newman

SEAFARERS TRAINED IN CONFINED SPACE SEARCH AND RESCUE

The day-to-day operation and maintenance of a ship often requires crew members to conduct work activities in confined spaces where safety procedures and vigilance must be intensified. Enclosed or partially enclosed spaces such as ballast, fuel and freshwater tanks, cargo holds and other cramped spaces can present a number of risks to crew members including poor air quality, safety hazards, and visibility problems.

In line with regulatory requirements and to ensure seafarers are well equipped to recognize and protect themselves from potentially harmful situations, Canada Steamship Lines has engaged with industrial confined space specialists, On-Site Rescue, to conduct intensive confined space search-and-rescue training onboard vessels. The training, intended for any crew member that may enter, work in, or monitor a confined space, combines classroom instruction with a full range of practical, hands-on demonstrations and exercises based on real-case scenarios.

Along with learning how to identify and mitigate the different hazards found in confined spaces, the training teaches participants how to correctly use personal protective equipment, monitor air quality, safely enter and work in confined spaces, and participate in the rescue and recovery of victims trapped in these spaces. Training typically takes place over three days according to the ship's operational schedule. ↴

"This hands-on training is very effective and tends to stay in people's long-term memory."

Captain **Jim Perkins**, *MV RT. Hon. Paul J. Martin*

"Crew members were very excited during and after the training and a boost of confidence has been easily noticed throughout the vessel. Everyone now feels more comfortable with using our rescue equipment."

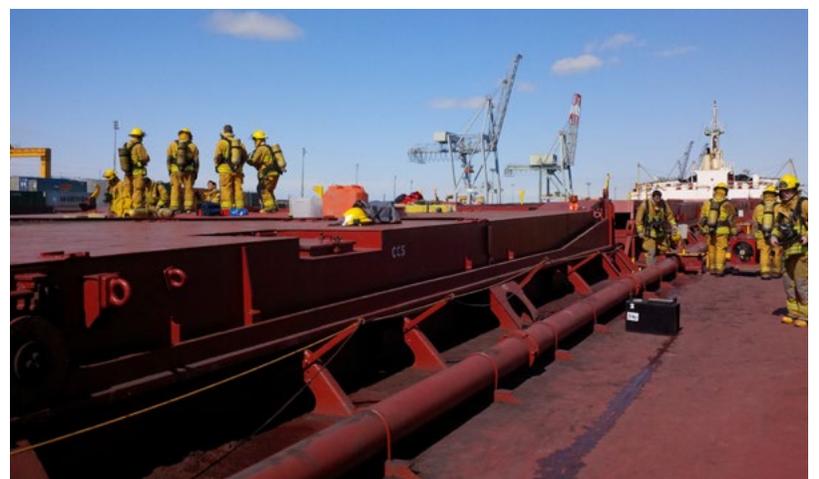
Robert Rose 3rd Officer, *Atlantic Huron*



Confined space rescue training on the MV Rt. Hon. Paul J. Martin.



STUDENTS CONDUCT FIRE DRILL ONBOARD SPRUCEGLEN



In April this year, students in the Firefighting and Security program of Montmorency College in Laval, Québec, conducted a drill onboard **Spruceglen**. ↴

Best Ball for the OBM

A team of young CSL golf enthusiasts participated in the 11th Annual Ken Reed Golf Tournament in support of the Old Brewery Mission (OBM) on August 4 2014, at the Beaconsfield Golf Club in the suburbs of Montreal. Participants in the best ball tournament helped raise a total of \$223,000 for the OBM, which is celebrating its 125th anniversary this year. ↴



(Left to right) Louis-Philippe Landry, Jeremy Whitworth, Richard Currie, Stephanie Gilbert, Stephanie Legault.

Taking a bite out of hunger

Beverly office CSLers have been actively volunteering at the Open Door food pantry in Gloucester, Mass., an organization devoted to alleviating hunger in the local community and advocating on behalf of those in need. In March this year, **Henrik Friis, Mubarak Hasan, Sean Heusser, Carol Guy** and **Andrew Lennox** helped prepare and serve dinner to over 50 guests. More recently in July, **Tom Noble, Mubarak Hasan, Andrew Lennox, Emma Roberts, Moira Quinlan, Rebecca Varnes** and **Maria Yeliseyeva** helped Open Door with a range of activities including setting up a vegetable market, working in the garden, sorting food, baking muffins and preparing wholesome snacks. ↴



Boneless chicken breast with fresh broccoli followed by blueberry pound cake with fresh blueberries and whipped cream.



Fresh garden vegetables ready for the market.

Back-to-School Bonanza

The Beverly Bootstraps Back-to-School Bonanza seeks to help children from low-income families start the school year right by providing them with the supplies they need to succeed at school. In July, CSL donated \$1,500 toward school supplies to fill 100 backpacks, and members of the CSL Americas Donations Committee volunteered to fill them. Last year, more than 700 children received filled backpacks. Beverly Bootstraps, located in Beverly, Mass., provides critical resources to families and individuals to help them become self-sufficient. ↴



Cycling for Cancer Research

In honour of **Alain Laroque**, Fleet Superintendent, V.Ships Canada, who lost his battle with cancer in July 2013, Canada Steamship Lines and V.Ships Canada joined forces and raised \$78,778.67 to the benefit of the Segal Cancer Centre at the Jewish General Hospital in Montreal. The VCSL Team composed of 24 CSL and V.Ships employees were among 1,468 motivated cyclists who rode from Montreal to Québec City from July 5 to 7 in the 2014 Enbridge Ride to Conquer Cancer event. The VCSL Cycling Team's fundraising drive was the ninth most profitable in over 100 participating teams. ↴



The VCSL Team

Bingo Social Supports School Building Project

As part of CSL's *Keep on Steamin* campaign, maritime services provider Abojeb organized a bingo fundraiser at which a total of 110,100 P was raised to support WISTA's School Building Project in Cogon, Guiuan in the Philippines, which was completely damaged by Typhoon Haiyan. Ms. Arleen V. Asuncion, Abojeb Senior Vice-President for Crewing, commended CSL for coming up with the innovative program to mark its 100th anniversary.

"Instead of the usual fanfare that comes with big milestones, CSL chose to do something very relevant through the *Keep on Steamin* project. We take our hats off to CSL for being so creative in engaging with partners like Abojeb to make sure funds are raised for noteworthy causes." ↴



Lac-Mégantic Recovery

During the night of July 6, 2013, the town of Lac-Mégantic, Québec was devastated by explosions and fire caused by a derailed train carrying crude oil. Forty-two people died and more than 30 buildings were destroyed. To support the recovery and reconstruction effort, CSL donated to the Canadian Red Cross, which continues to work in the community one year later. Assistance includes supporting grieving families who lost a loved one, workers who lost their jobs, and business owners who have lost their main source of income. ↕



Rod Jones accepting a certificate of recognition from Chantal Meesen, Assistant Director of Philanthropy, Red Cross.

CSL Americas 5K Run

On June 6, 2014, **Chris Williams** and **Andy Lennox** of CSL Americas and **Jason Gaudenzi** of V.Ships took part in the Salem Sound Coastwatch '5K Run for the Beach.' Over 250 runners participated in the annual road race with ocean views and rolling hills. Proceeds from the event are used to support water quality and salt marsh monitoring, training volunteers to identify sources of beach pollution, and teaching school children how to be stewards of the coastal environment. ↕



(Left to right) Chris Williams, Andrew Lennox and Jason Gaudenzi.

The Undefeated CSL Boomers

The CSL Boomers faced off against Fednav in a charity hockey game earlier this year, taking the victory in an exciting 6-4 match and winning \$4,000 for the Old Brewery Mission. The 14-player team has been hitting the ice every second week, training for the next big game, this time against Quebec Stevedoring. ↕



(Back row, left to right: Vito DeLuca, Dan McCarthy, Prमित Patel, Jeremy Whitworth, Frédéric Nepveu, Jim McRae, Louis Martel, David Martin
Front row, left to right: Henry Foo, Bruce Partridge, Stephane Legault, Laurence Hora

Stepping Up during Active April

During the month of April, Montreal-based CSL employees walked, jogged and biked to work as part of "Active April," an initiative to raise funds for conservation by staying physically active. For every kilometre of activity, CSL donated \$3 to WWF, and an additional dollar for every flight of stairs climbed. Over 30 employees participated in the challenge, raising a total of \$8,257. CSL's top performer was **Mario DiLembo**, who walked an impressive 481 km and climbed 216 flights of stairs, raising \$1,659.

John Synowich came in second with 298 km walked and 592 stairs climbed, raising a total of \$1,486.



CSL's iron man, Mario DiLembo, Manager, Accounting.

Wrapping up "Active April" was the 24th Annual Canada Life CN Tower Climb for WWF on May 1, where Canada Steamship Lines President **Louis Martel**, along with John Synowich and **Jean David Côté** raced to the top of the Western Hemisphere's tallest free-standing structure, standing at 553.33 metres high (1,815.4 feet). ↕



(Left to right) John Synowich, Jean David Côté and Louis Martel looking enthusiastic about climbing 1,776 steps to the top of the CN tower.

Dragonboat Crew Strives for Gold

CSL is proud to support the worldclass Mahjongg Men Elite Crew as it competes this September in the 9th Club Crews World Championships in Ravenna, Italy. The competition brings together the top dragonboat athletes in the world, representing over 30 countries.

The Mahjongg paddlers, which include CSL's **Pramit Patel**, are the 2013 Overall Canadian National Champions and are aiming to become the world's highest performing team. Each paddler trains year-round, and is driven by dedication, determination and solid teamwork. ↕



The Mahjongg Men Elite Crew

PEOPLE UPDATE



NEW HIRES

CSL GROUP

Louis-Philippe Landry was hired as Taxation Analyst on March 3, 2014

Lise Castonguay was hired as Pension and Benefits Coordinator on March 31, 2014

Philippe Desmarais was hired as Senior IT Infrastructure Specialist on April 28, 2014

Andra Petrucianu was hired as Risk Management Coordinator on July 1, 2014

Alexandra Fortin was hired as Payroll and HR Information Administrator on September 3, 2014

CANADA STEAMSHIP LINES

Rémy Boulianne was hired as Director, Technical Operations on February 3, 2014

Michael Rassi was hired as Accounting Analyst on February 17, 2014

Caroline Denis was hired as Manager, environment, on June 16, 2014

Stéphanie Gilbert was hired as Marketing Analyst on June 16, 2014

Étienne Séguin-Bertrand was hired as Senior Ship Operator on August 18, 2014

CSL AMERICAS

Sally Treantos was hired as Receptionist/Administrative Assistant on March 10, 2014

Renae Warnock was hired as Marketing/Office Coordinator, West Coast, on March 25, 2014

Maria Yeliseyeva was hired as Associate Accountant on April 1, 2014

CSL AUSTRALIA

Ian Douglas was hired as Senior Financial Accountant on February 5, 2014

Richard Irvine was hired as Safety Manager on March 17, 2014

Kingsley Han was hired as Assistant Accountant on July 7, 2014

Bruna Romano was hired as Accounts Officer on August 4, 2014

Claudia Mauri was hired as Financial Analyst on August 27, 2014

William (Bill) Bisset was hired as Managing Director, CSL Australia on September 15, 2014

CSL ASIA/PT LINTAS WAHANA INDONESIA

Heppy Oktosesarina was hired as Manager of Finance and Accounting on August 15, 2014

PROMOTIONS/TRANSFERS/CHANGES

CSL GROUP

Natalie Heyeur joined the Human Resources team as Administrative Assistant on March 18, 2014

John Sypnowich was appointed Chief Legal and Compliance Officer on April 1, 2014

CSL AMERICAS

Erica Sanchez was promoted Staff Accountant on February 3, 2014

Daniel Cesari was promoted Senior Director, Technical Operations and Global Ship Management on February 17, 2014

Jeff Barnes was transferred to CSL Americas as Vice-President and Managing Director on March 1, 2014

Mubarak Hasan was promoted Director, Finance on September 1, 2014

Henrik Friis was promoted Vice-President, Commercial and Pool Management on September 15, 2014

CSL AUSTRALIA

Emily Pointon was promoted Senior Manager, Customer Relations on August 14, 2014

Eoin Bosley was promoted Charterer and Scheduler on July 1, 2014

K'trie Coster returned to CSL Australia as Manager, Customer Service on September 1, 2014



Troy Ritchie returned to CSL Australia as Director, Finance on September 1, 2014

Michael Beck was promoted Vice-President, Commercial on September 15, 2014

CSL EUROPE

Jakob Hansen was transferred to CSL Europe as Vice-President and Managing Director on March 1, 2014, maintaining his role as Managing Director of CSL Asia and CSL Transhipment



Davinder Gill was promoted Senior Accountant on April 1, 2014

CANADA STEAMSHIP LINES

Catherine Lapointe was promoted Director, Transportation Services on April 1, 2014

Blake Fisher was appointed Director, Marketing and Customer Service on April 1, 2014

Bao Ngan Ngo was promoted Business Systems Analyst/Developer on June 1, 2014

Maryse Lefebvre was appointed Business Systems Analyst/Developer on June 1, 2014

Jeremy Whitworth was promoted Contract Administrator on July 1, 2014

Pramit Patel will be joining the Transportation Services Department as Ship Operator on October 6, 2014

BIRTHS

Marco Mooijekind and Julie Daigneault welcomed the birth of their daughter, born on March 17, 2014



Chantal Picard and Maxime Chevalier are proud to announce the birth of their son Philippe, born on June 7, 2014

WEDDINGS

Natalie Sykora, Vice-President, Global Technical Services, CSL Group, and Johanne Kenworthy were married on March 8, 2014

Maria Yeliseyeva, Associate Accountant for CSL Americas, married Sergey Kudryashov on April 22, 2014

Niki Poulakis, Marine Voyage Analyst, Canada Steamship Lines and Vito DeLuca were married on June 18, 2014

Rissalath Adebo, Business Process and Accounting Analyst, CSL Group, and Ulysse Gnimadi were married on June 22, 2014.

MILESTONES

CANADA STEAMSHIP LINES

Bob McRae celebrated 40 years on January 3, 2014

Henry Foo celebrated 15 years on January 4, 2014

Dan McCarthy celebrate 15 years on March 29, 2014

Pramit Patel celebrated 15 years on April 26, 2014

Carole Brighten celebrated 15 years on May 17, 2014

CSL AMERICAS

Tom Noble celebrated five years on April 1, 2014

CSL AUSTRALIA

Brian Lu celebrated five years on April 1, 2014

Michael Beck celebrated 15 years on May 5, 2014

RETIREMENTS

CANADA STEAMSHIP LINES

Nancy Kilgallen retired on February 1, 2014, after 40 years

Darlene Harvey retired on May 1, 2014, after 38 years

Mike Bedford retired on September 1, 2014, after 35 years

CSL AMERICAS

Isabelle Leinster retired March 1, 2014 after 14 years

SERVICE AWARDS



Captain Kent Powell (right) and CSL CEO Rod Jones (left) recognized Chief Cook Chris Paquette's 25 years of service by presenting him with a commemorative gold watch onboard Whitefish Bay.



Blake Fisher, Director, Marketing and Customer Service presented Wayne Poirier, Watchkeeping Ordinary Seaman, with a gold watch celebrating 25 years of service.



In recognition of his 25 years of service, Ewart Allamby, Mechanical Assistant, was presented with a gold watch by Bruce Partridge, Director, Marketing and Customer Service, at the Stoney Creek office.



Onboard the Birchglen, Norman McKay, 2nd Mate, was presented with a gold watch for 25 years of service by Dan McCarthy, Vice President, Marketing and Customer Service.



For his 15 years of service, AB Gustave Michaud was presented with a commemorative clock by Captain Ryan McLean onboard Mapleglen.



Captain Mark Dillon presented Denis Gagné with his 10-year service award onboard Spruceglen.



A 25-year service award was presented to William Penney, MA, by Captain Duane Dempsey (right) and Chief Engineer Éric Nadon (left) onboard Salarium.



OS Leslie Durnford was presented with his 25-year commemorative watch by Dan McCarthy, in the company of Captain Duane Dempsey (right) and Chief Engineer Éric Nadon (left) onboard Salarium.

IN CONVERSATION WITH... MATHIEU LUPIEN, CHIEF FINANCIAL OFFICER

Mathieu Lupien joined CSL Group as Chief Financial Officer in January 2014. Educated at the University of Ottawa, Mathieu is a Chartered Professional Accountant who worked several years at Coopers & Lybrand before moving to Nortel Networks. Prior to joining CSL, Mathieu was CFO at LG-Ericsson in Korea. Mathieu now leads CSL's Finance and IT teams.

You come to CSL from the telecommunications industry. What are the striking similarities and differences between telecommunications and marine transportation?

The similarity that strikes me is the passion that inspires people in both industries to continually innovate and push the limits of technology to improve the world around us. Although it does not seem intuitive at first, both industries seek to solve a transportation need. In the telecom world, we leverage new technology to move bits and bytes as fast and as cost-efficiently as possible. In marine transportation, we do the same thing but on a much larger physical scale. Over the past decade, technological advances have revolutionized both industries. Just consider the iPhone and the Trillium Class, both of which didn't exist 10 years ago.

With regard to differences between both industries, the biggest one that comes to mind is that in telecommunications, the product lifecycle is generally very short. Products evolve so rapidly that within three years they can become obsolete. In shipping, business decisions are made on assets that will typically outlive the professional lives of decision-makers, going anywhere from 15 to 30 years. Given the long life of CSL's assets, we need to ensure we have the appropriate discipline to evaluate new opportunities as they come up.

You worked as CFO of LG-Ericsson in Seoul, South Korea for four years and have extensive international experience. What did you learn from those experiences?

You quickly realize that no matter the country, culture or language, people respond fundamentally in the same way. If you treat them with respect, take the time to listen, and genuinely help them reach and surpass their potential, they will move mountains. I was particularly struck by the resilience of my Korean counterparts. Their ability and determination to focus on the end goal and deliver beyond expectations was remarkable.

How important is cultural understanding and communication in a global business environment?

It is critical to have a basic awareness of the cultural differences and particularities of people with whom we do business and interact. Paying attention to these details and adapting to different customs and practices demonstrates respect for the individual, the culture, and for the business relationship. Cultural awareness also helps to avoid inappropriate behaviours that could inadvertently be considered offensive and lead to misunderstandings.

You have been with CSL for nine months now. What is distinctive about the company and its people?

The passion that CSLers have for their company is incredible. Coming in from the outside, it is impressive to see that this same passion is shared throughout the world, both in the offices and on the ships. You can really see that CSL employees are genuinely looking out for the best interests of the company.

What are your three main priorities this year at CSL?

Very briefly, my focus this year is to:

- Lead best-in-class finance and information technology teams, and build up our financial planning and analysis capabilities.
- Foster a cost-awareness culture based on smart spending in all facets of the business.
- Meet as many employees, customers and critical suppliers as possible to gain a better understanding of the marine industry, and the value that we are able to generate together.

When you're not working, what do you like to do?

I love to spend time with my wife and three daughters. I'm an avid photographer, and love to cycle whenever I can. ↴



SAFETY FIRST AT CREW CONFERENCES

Safety was at the top of the agenda at the individual crew conferences held this year across the CSL Group. By all accounts, seafarers in all divisions are focusing on workplace safety more than ever before. Here is an overview of the various conferences.



CSL Europe Crew Conference, Manila, Philippines

CSL Europe held its sixth Crew Conference this past June in Manila, Philippines, marking the one-year anniversary of the division's SafePartners program launched in June 2013. Forty-three officers and crew attended and all underwent SafePartners training with a focus on risk assessment. The conference included officer training using integrated wheelhouse/engine room simulators, general operational updates, and presentations on fleet performance, crew development and technical issues. ↕



CSL-V.Ships Winter Conference, Montreal, Canada

The Canada Steamship Lines-V.Ships Canada annual Winter Conference held in Montreal this past February featured a SafePartners theme and included guest speakers offering insight into personal and vessel safety, as well as breakout training sessions for participants. A highlight of the weeklong event was the gala dinner at which individual and group awards were presented to crews for safety leadership and overall fleet performance. Crew members celebrating career milestones were also recognized for their years of service.

CSL Crew Conference, Istanbul, Turkey

Ukrainian crew in the CSL fleet attended a productive conference in Istanbul, Turkey, at which they addressed a range of safety challenges. Crew conferences are an important part of the SafePartners program. These events provide seafarers with the opportunity to share ideas, examine safety proactively across the fleet, and come up with solutions to the issues that challenge them on a daily basis. CSL Australia is hosting its annual seafarer's conference in Sydney in September 2014. ↕

