

J. M. BAXI GROUP

TIDINGS

ISSUE XVI

JANUARY - MARCH 2017



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*Revolutionizing
Cash To Master Delivery*

09

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J M BAXI GROUP

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From the Quarter Deck

Dear Friends and Colleagues, First of all, wishing each of you and your families a happy, prosperous and a safe 2017. What a 2016 the world has had. Surprises and upsets galore. The Brexit, followed by election of Mr. Donald Trump as the 45th President of the US and in India the bold and far reaching decision of demonetization of the Rs. 500 and Rs. 1000 currency notes with the purpose of tackling the scourge of counterfeit currency, to tackle the cancer of “black money” and to try and take India into a digitized age. On the container shipping side 2016 saw the collapse of Hanjin a top 10 container carrier of the world, the consolidation of NOL/APL within CMA-CGM and the absorption of UASC into Hapag Lloyd. Moreover recently Maersk Line has acquired Hamburg Sud and rumors floating around of structural changes for Zim Lines and some more. And of course the creation of “J-Line” i.e. the merger of the container arms of the 3 Japanese giants NYK, Mitsui OSK Lines and K-Line along similar lines of COSCO – China Shipping amalgamation of 2016. The year of 2016 also witnessed the drastic weakening of the gas carriers market both LNG and LPG. The dry bulk segment has also been witnessing a very lackluster performance during 2016. Moreover all classes in the Offshore, Oil, and Exploration vessels are at historical lows and witnessing lesser level of utilization.

As is said often that what goes down also comes up. Perhaps the upward cycle should see a beginning. Firstly, it gave all of us absolute delight to see our “Vir Varenia” loaded full on her voyage from Hazira to Tanjung Setapa in Malaysia on behalf of our India’s “powerhouse” company L&T for transporting heavy OD packages for their project. Congratulations to each and everyone of BOXCO, the officers and crew, the shipyard (Nantong Tongmao Shipbuilding Co., LTD.), Zebec Marine for our ship. We indeed believe that “Vir Varenia” will be a critical, important and profitable component of our BOXCO story. Our Haldia International Container Terminal clocked 15,250 TEUs in November and

15,259 TEUs in December 2016. VICT clocked 26,828 teus in November and 28,000 teus in December 2016. DICT clocked 55,980 teus in 2016 with a continued month on month upward growth. Kandla International Container Terminal (KICT) is operational and ready for business. Well done team J M BAXI GROUP. Continuing with terminals, Paradip PICT construction work is in full swing and we hope to commission the project by end of the year 2017. We know it’s a tough target but the team wants to make it happen. The teams who have made this implementation happen are Corporate Strategy, Project Implementation, Corporate Finance, and Corporate HR and Admin.

As I had mentioned that there were 2 targets I had set myself up with to be achieved in our centenary year:

1. To meet and greet every employee of each and every branch office/ location of ours. It has indeed been a wonderful experience doing this. Many of my colleagues accompanied me on these visits and each of them were received with warmth and enthusiasm. Thank you to each and every one of you.
2. To meet and greet 100 customers. Once again this has been a great experience although I must admit that we have extended the time to meet 100 customers upto end of February. But till now it has been a very rewarding experience with many customers even sharing their recollection of our relationship not only over years but over generations. Indeed, how grateful we remain to our “JMB” legacy.

During the personal interaction with all our colleagues and employees over the year, it became increasingly clear that the main CORE PILLARS of our group were, are and shall remain:

- HONESTY
- INTELLIGENCE AND INNOVATION
- PERSEVERANCE
- HUMILITY



We exist because of our customers and principals. These are the core pillars that have been the foundation of our group of companies for 100 years. These will see us further onto our exciting journey ahead.

Friends, we, the J M BAXI GROUP have entered our 101st year. Whilst we are beginning the year amidst a great amount of uncertainty there are also several opportunities which are exciting in India and for our group of companies. Firstly, with digitalization getting a major push by the government of India our group “DIGISQUAD” are introducing a path breaking product which has been developed completely in-house. It is a product which manages the “TOTAL LOGISTICS REQUIREMENT” of our customers, “REAL TIME”!!! From factory to warehouse to transport to CFS to terminal to shipping line and vice-a-versa. We would like to believe that within our industry in India this is a “FIRST OF ITS KIND”. We feel gratified that we have been able to be an integral part of the 2 stated plans of the GOI, digitalization and ease of doing business. Let’s each and every one of us work towards implementing this path breaking product which can well be the FACEBOOK or AMAZON or FLIPKART of our industry.

Let us begin 2017 with a deep sense of commitment, conviction and confidence that worst of times are behind us and let us serve our customers, principals and partners for mutual progress and success.

The very best wishes for 2017 ■

Krishna B. Kotak
Chairman - J M BAXI GROUP



Agency & Services

Revolutionizing Cash To Master Delivery

Free up cash lines and enable effective fund allocation across your entire fleet with DIABOS Pay-Master

INTRODUCTION

Cash to Master spend is an inevitable day to day task in any ship management company.

The term 'cash to master' reiterates that shipping companies are forced to make payments required for a number of costs on almost every voyage in 'cash' via a third party which in most cases is the port agent.

Given the current focus on cash flow and saving every port dollar spend, the DIABOS Pay-Master solution not

only solves all pain points associated with Cash to Master delivery but also frees up cash lines to enable efficient and effective fund allocation across an entire fleet.

THE PROPOSED DIABOS PAY-MASTER SOLUTION

'DIABOS have been working in partnership with Tramonex and ICS Payments to deliver a cash to master solution that solves all the pain points experienced when managing the cash to master process.

Through the use of an online platform,

vessel owners / operators will be able to instruct INSTANT cash transfers to masters anywhere in the world, who will then make payments using MasterCard. The solution also supports Payroll / Contractor payments using Mastercard cards assigned to crew. This facilitates transfer of bulk monthly salary payments and crew bonus payments via crew cards. Throughout the whole process, cash will be fully visible to the program administrator, who will also have the ability to move cash around each vessel ensuring cash is in the required place and in the required time.'

THE PROBLEM: IDENTIFIED CASH TO MASTER PAIN POINTS

CASH TO MASTER PAIN POINTS

No visibility of funds once wired



Local banks can hold up making funds available



Excess cash on vessel contribute to insurance premiums



Funds to be wired between 1-3 days before requirement



Cash Delivery costs upto 10% of cash value



Restrictions in currency in USD or EUR and amounts that can be sent



Agency & Services

THE TRADITIONAL CASH TO MASTER TRANSFER JOURNEY V/S THE ELECTRONIC CASH TRANSFER JOURNEY WITH DIABOS Pay-Master

Traditional Cash To Master

Bank Transfer
(1-2 Days*)

Cash Warehousing
(1-3 Days)

Cash Transportation
(Same Day)

Electronic Cash Transfer Model

Bank Transfer
(Lead time to Value in
Wallet-Allow 2 days
for pre-funding*)

Electronic Payment
(Instant)

**Card Purchase /
Cash Transportation**

Funds are transferred
to trust accounts to be
used for routing via
the electronic
payment model

'At all time funds remain physically
within the trust accounts. From a
centralized location, funds can be
dispersed all around the world instantly
and securely. Due to using the Online
Platform, the fund disbursement is fully
visible at all times.'

The electronic payment model
gives instant cash mobilisation.

1. Purchases are done using the
Mastercard® Card with Chip/
PIN security

2. Cash Extraction can occur
at any ATM that accepts
Mastercard®

Movement of funds between
available currencies can be
managed in order to reduce
cost of transaction

Funds only need to be carried for
the "Last Mile" / "Just in Time"
of the journey driving Cash to Master
efficiency and minimising risk.

*Subject to currency and funding by cut off time

THE CONCLUSION

Using electronic payment models to cover as much of the cash transfer journey as possible can add significant benefits to cash transfer programs. This applies to any industry dealing in global fund transfers on an everyday basis.

The current cash to master scenario is not only expensive and time consuming but severely hinders cash flow due to trapped cash. In an effort to bring efficiency to this process, the proposed DIABOS Pay-Master solution speeds up delivery of cash and provides visibility of funds; all to be gained with reduced costs ■

CREATE GREAT USER EXPERIENCES AND UNLEASH NEW BUSINESS POTENTIAL USING DIABOS Pay-Master



Agency & Services

Future Of Indian Ports And Sagarmala – Way Forward

Since independence, nine major ports (Kandla, JNPT, M'goa, Mangalore, Kochi, Tuticorin, Ennore, Vizag, Paradip) and a satellite port at Haldia have been built in addition to the old ports of Mumbai, Kolkata, and Chennai; some minor ports like Porbandar, Bhavnagar and Kakinada have also been doing brisk business for some captive industries and agricultural commodities respectively.

Notwithstanding the above, India's ports have been largely constrained for capacity over the years. The port sector started attracting attention from 2002 – 03 when the teething troubles of India's liberalization process had got more or less stabilized and exports were starting to boom on the back of export of Iron Ore and other minerals like Bauxite and Granite in bulk to China primarily. A new evolution in the port sector started with the emergence of non – major private ports at various places in the last two decades and growth in their share of throughput. The comparative growth rate of throughput of Major and Non – Major ports would be evident from table below.

Table - 1 (Figures in MMTPA)

FY	Major Ports		Non - Major Ports		Total Throughput/YOY Growth
	Throughput	Share	Throughput	Share	
2011 - 12	570	64.4%	315	35.6%	885
2012 - 13	560	61.3%	353	38.7%	913(+3%)
2013 - 14	546	58.4%	388	41.6%	934 (+2.3%)
2014 - 15	556	57.1%	417	42.9%	972 (+4%)
2015 - 16	581	55.2%	471	44.8%	1053 (+8%)

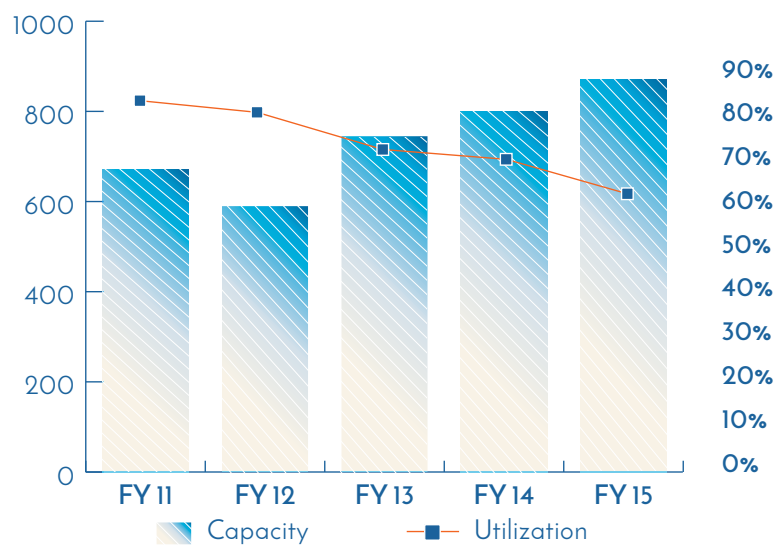
Source - IPA/MOS sites

Table - 2 (Port Capacity and Utilization)

YEARS	CAPACITY	UTILIZATION
FY 11	670.10	83%
FY 12	689.80	80%
FY 13	744.90	72%
FY 14	800.52	70%
FY 15	871.52	65%

Source: IBEF Site

Capacity and Utilisation at Major Ports (MMT)



It is obvious from the above that throughput in non – major ports have grown at a considerably higher rate than the major ports during the last five FYs although the overall throughput growth of port sector in India has been relatively poor.

It is relevant at this stage also to take a look at Port Capacity and Utilization of major ports in India to understand the current situation.

Evidently, utilization of other major ports is still very high if we exclude

Agency & Services

the declining volumes at the older ports of Kolkata, Chennai and Mumbai.



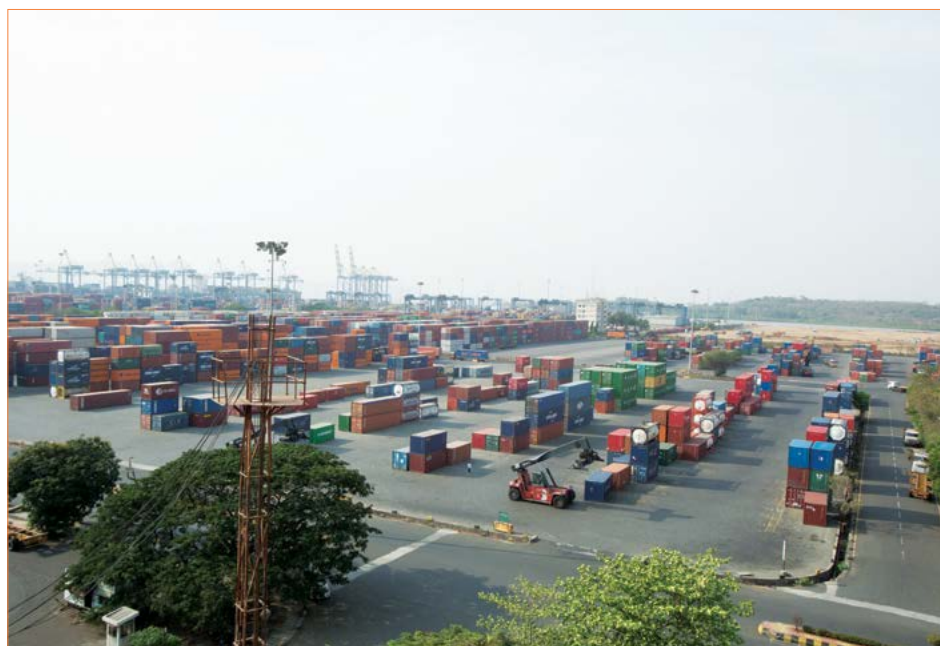
Port Centric Development Sagarmala

With a coastline of over 7500 KM and more than 160 major and non – major ports located in proximity of international shipping routes, India has had for some a legitimate aspiration to become an important country for shipping in the world and in Asia particularly. Pursuant to this aspiration, the GOI declared in 2014 an ambitious plan called Sagarmala with the stated objective of overall development of infrastructure and facilities for business, transport and logistics with a port centric bias; with an estimated investment of INR 4,000 billion, the plan is slated to progress in phases and all related sectors over the next two decades till 2035.

The vision of Sagarmala is to reduce logistics cost for both domestic and EXIM cargo with minimal infrastructure investment. India, where the logistics cost (19 percent of GDP) is among the highest in the world is expected to undergo complete transformation under the Sagarmala Programme, by unlocking the full potential of India's coastline and waterways.

It is acknowledged in principle that success of the plan would always be correlated with global economic growth and international seaborne trade. However, the ambitious size of the Sagarmala vision is clear from the stated desire for enhancing India's cargo traffic handling capacity to 3000 MMTA by 2025. There are also expectations that implementation of Sagarmala would boost India's merchandise exports to USD 110 billion and generate 10 million new jobs by 2025.

Essentially, the Sagarmala Plan is designed leveraging the country's coastline and inland waterways to drive industrial development. First



conceptualized in 2003 as a parallel exercise to the Golden Quadrilateral in the road sector, the Sagarmala Plan (or Project) addresses four broad areas.

1. Port Modernization

Increase port infrastructure, add up to six new ports and enhance capacity particularly for moving raw materials and finished products using coastal shipping and inland waterways which is 60-80 percent cheaper than road/ rail transport. The plan aims to increase movement of coal through coastal route from 27 MMTA in FY 2016 to 129 MMTA by 2025. We shall return to this later in greater detail.

Furthermore, it aims to enhance steel and cement production by 40 MMTA each by 2025 by creating coastal capacity and thus reduce logistic cost by INR 1000 per MT making domestic manufacturing more competitive.

2. Port Connectivity Improvement

Improve port connectivity through rail corridors, freight-friendly expressways and inland waterways.

GOI has identified 26 rail-road connectivity projects at an

estimated cost of INR 29.5 billion.

3. Port Led Industrial Development

Create 14 CEZs and SEZs with manufacturing clusters to enable port-led industrialization. The proposed Coastal Economic Zones are planned for development at Kutch, Suryapur and Saurashtra in Gujarat, North and South Konkan in Maharashtra, Dakshin Kanada in Karnataka, Malabar in Kerala, Mannar, VCIC South and Poompuhar in Tamil Nadu, VCIC North and VCIC central in Andhra Pradesh, Kalinga in Odisha and Gaud in West Bengal.

Six discrete manufacturing sectors – food processing, automotive, electronics, apparel, leather products, footwear and furniture would be set up. Separate industrial clusters are also proposed in the CEZs to be built in the coastal states of the country.

4. Coastal Community Development

Develop skills of fishermen and other coastal and island communities. GOI is tying up with different state governments and e – learning companies for this purpose ■

(Continued in Issue XVII)

In Conversation

CHABAHAR Port Project

Q: Could you share some thoughts on the strategic intent behind the formation of IPGPL and the business roadmap ahead?

Ans: The negotiations that formed the backdrop to the formation of IPGPL started over a decade ago but the impetus was revived around 2014. Subsequently, India Ports Global Pvt. Ltd. was formed on the initiative of the Ministry of Shipping in January 2015 with Jawaharlal Nehru Port Trust (JNPT) and Kandla Port Trust (KPT) as promoters, to execute the Chabahar port project. A MOU was signed between the two Governments for the purpose on 6 May 2015 at Tehran. Thereafter, five rounds of discussions culminated in the signing of the historic agreement in the presence of the Hon Prime Minister of India and His Excellency Dr Hassan Rouhani, President of the Islamic Republic of Iran, on 23 May 2016 for equipping and operating the strategic Chabahar port.

Q: How would you describe the importance of the agreement over Chabahar port?

Ans: The Chabahar Port Agreement has become a big symbol of cooperation between Iran and India. The proposed port has great potential to emerge as a key shipping hub in the region. India will now gain an alternative access to Afghanistan, which is only 900 km away from Chabahar. The port is easily accessible from the Indian ports of Kandla and Mumbai, which will facilitate access of Indian goods to Afghanistan and give an edge to its trade. In the long run, Chabahar will rationalise transport costs and also the transit time to Central Asian countries. Overall, the development of Chabahar port will also have a multiplier effect on the economies of all three nations – India, Iran and Afghanistan. It will, indeed, herald a new era of regional economic integration. India's presence in



Mr Arun Kumar Gupta is the managing director of Indian Ports Global Pvt. Ltd. (IPGPL), a company set up by the Government of India to make strategic investments in the development of ports overseas. Mr Gupta has played a significant role in the just concluded Chabahar Port Agreement with Iran and is overseeing IPGPL's plans to extend its horizons further in Bangladesh, Myanmar and Mozambique. Mr Gupta has four decades of experience in the shipping and maritime domain.

Chabahar will also meet India's objective to check China's presence in Gwadar port in Pakistan's Balochistan province.

Q: As the principal implementing agency, how do you visualise the project roll-out and targeted outcomes?

Ans: Under the bilateral agreement, India is to equip and operate two terminals in Chabahar port. For this phase, I will have a capital investment of USD 85.21 million for the purchase of cargo-handling equipment and a loan equivalent to USD 150 million for developing the port. In return, India gets to operate the terminals for a ten-year lease period. The terminals will have a waterfront of about 1,240 metres and 70 hectares of backup area. The container terminal, with a draft of 16 metres, and the multipurpose terminal, with a draft of 14 metres, are expected to commence operations around the middle of

2018. The ownership of equipment will be transferred to the Iranian side on completion of a ten-year period or the agreement could be mutually renewed for a further fixed tenure.

Q: Could you elaborate on the trade dynamics once Chabahar port starts up?

Ans: The port of Chabahar is a deep-draft seaport in south-eastern Iran in the Gulf of Oman, not very far from Gwadar port in the restive Baloch province. Chabahar is the only Iranian port with direct access to the ocean. The port will allow India to bypass Pakistan in transporting goods to Afghanistan using a sea-land route. At present, Pakistan does not allow India to transport cargo through its territory to Afghanistan. Chabahar will also give momentum to the International North-South Transport Corridor, of which both India and Iran are initial signatories along with Russia. Iran is the key gateway in this project. It entails ship, rail and road routes for moving freight between India, Russia, Iran, Europe and Central Asia. The objective of the corridor is to increase trade connectivity between major cities such as Mumbai, Moscow, Tehran, Baku and Astrakhan.

Q: Could you tell us about other joint initiatives by IPGPL for strengthening the maritime infrastructure?

Ans: Recently, IPGPL has entered into an MOU with the Inland Waterways Authority of India (IWA) to assist them in a project to facilitate connectivity to Mizoram through the Kaladan River. The Kaladan Multimodal Transit Transport Project (KMTTP) in Myanmar, which was conceptualised and is administered by the Ministry of External Affairs (MEA), will facilitate connectivity between the mainland and north-eastern India through maritime shipping and the inland waterways and roads of Myanmar ■



Logistics

VIR VARENYA Completes Her Maiden Voyage Successfully



Larsen & Toubro was looking for a self-propelled ro-ro carrier to deliver a super heavy cargo from Hazira to Tanjung Setapa for its RAPID refinery project.

Boxco understood its requirements and designed a customised solution using our own self-propelled modular trailers (SPMTs) and ro-ro vessel. The bidding was tough with various international companies competing for the prestigious job. However, none of the companies could offer what we could, i.e. the use of our own SPMTs and ro-ro vessel. After intense bidding, we bagged the job due to our unique offering and continuous focus on value addition.

We carried out detailed planning and simulation of the entire operation multiple times on the drawing board to arrive at an optimum schedule. We mobilised our vessel from Singapore and got it to Hazira well in advance to complete various



vessel related formalities before it embarked upon its Indian voyage. The vessel arrived at the L&T jetty in Hazira on 13 November 2016. All the cargo, including two pieces each weighing 900 MT, were kept ready by our onshore team for the roll-on. The roll-on and lashing operation was completed two days prior to the scheduled date and the ship sailed out on 17 November 2016, despite the challenges of Hazira's huge tidal variance and strong currents.

During the voyage, the vessel

encountered deep long swells when transiting the Indian Ocean. Because of the north-east monsoon on the east coast of India, the vessel's course was adjusted continually so that the rolling of the vessel would be kept to a minimum for the safety of the super heavy cargo on board.

After steaming for 14 days, the vessel reached safely at her destination in Malaysia on 1 December 2016 at 13:30 hrs. As Setapa is a private berth of Petronas, the safety standards and requirements are very stringent and cargo operations can only be conducted in daylight between 07:30 and 18:30 hrs. The Boxco team ensured that the complete cargo operation was completed in 18 working hours, which itself is an achievement. All the load-out calculations were also carried out in house by our engineering team. The vessel sailed from Tanjung Setapa on 4 December 2016, going back to get the second load ■



Logistics

BOXCO Providing End-To-End Solutions For Water-Soluble Fertilisers

In India, the introduction of high-yielding crop varieties, intensive cropping buoyed by the Green Revolution in the 1960s and 1970s, which aimed to increase crop production, coupled with growing foreign and domestic consumer expectations for quality fruits and vegetables led to the heavy depletion of soil nutrients.

The heavy withdrawal of essential plant nutrients through bumper harvests has caused soil nutrient fatigue. The deficiencies in micronutrients became a serious obstacle in achieving optimum yields, which required better nutrition management, thereby increasing the demand for specialty fertilisers.

Specialty or micronutrient fertilisers are specially manufactured to plug this gap and are required for high-quality cash crops, high-yielding crop varieties, drip irrigation and intensive crop production. These micronutrient water-soluble fertilisers provide myriads of advantages that give them an edge over regular organic/inorganic fertilisers:

- ◆ Value for money
- ◆ High efficiency
- ◆ Optimum water usage
- ◆ Ease of application
- ◆ Less wastage
- ◆ Less labour intensive

Boxco Logistics caters to the diverse logistics requirements of the growing micro fertiliser market. Our flagship, located in the vicinity of JNPT Port in Mumbai, is a fully mechanised water-soluble fertiliser handling facility. It has a total covered warehouse

storage space of approximately 150,000 sq ft, which houses all different types of micro fertilisers from several esteemed fertiliser clients.

At the warehouse, we undertake the entire spectrum of operations of handling, storing, re-conversion, re-packing, stitching and printing of pouches and bags of water-soluble fertilisers for distribution to various markets all over India.



Bagged Fertiliser

The cargo arrives in containers in bulk at the yard, where they are unloaded and the empty containers are returned. The fertilisers are then stored and subsequently packed in sizes that range from as little as 100 gm and 200gm pouches all the way up to 50 kg bags. Packing is done by specially designed packing machines capable of handling and packing 250 MT of cargo in a single shift.

The machines also offer customised batch printing on the bags as per the requirements of different clients. Packing of bags from 5 kg to 50 kg is by mechanised bagging units and output varies as per the requirements of the clients and their despatch instructions.

The entire setup of cargo operations

at our warehouse not only makes operations faster and more efficient but also results in fewer handling losses, provides uniform packing and uniform appearance of the finished packages and results in a faster turn around and evacuation of cargo, which in turn results in an increase in the volumes of cargo that can be handled at our warehouse.

We oversee and execute operations that are exceedingly complex. The daily cargo operations cover 14 or 15 different and distinctive varieties and types of water-soluble fertilisers that need to be packed into 9 or 10 different pouch and bag sizes, and subsequently despatched to wholesale and retail markets all over India.

Boxco Logistics is setting up a countrywide logistics network to service the rapidly growing micro fertiliser and water-soluble markets by creating cargo management centres at strategic points across the country, namely at Kandla, JNPT, New Mangalore, Chennai, Vizag and Sonapat. In close collaboration with several fertiliser companies, this network of depots will be fed by the strategic stocking centres, thereby providing a fully integrated supply chain solution to all our fertiliser clients ■



Fertiliser Field



Logistics

BOXCO Selected By BHEL For Shipping Critical ODC Packages For The NTPC NORTH KARANPURA Project



BHEL is engaged in the design, engineering, manufacturing, construction, testing, commissioning and servicing of a wide range of products and services for core sectors of the economy, viz. power, transmission, railways, renewable energy, oil, gas, water and defence.

BHEL caters to various requirements of power producers in India. NTPC is one of the major customers of BHEL and a leading power producer in India. For NTPC's North Karanpura Projects, BHEL recently floated a tender for the import of an STG package for a 2x 660MW power plant. The order of the STG package was placed with Siemens AG of Germany. The scope of the project as per the RFQ included ocean freighting of the cargo from Rotterdam Port, project import registration under the UMPP scheme, custom clearance and

optional port handling.

After rigorous procedures as per the guidelines applicable for a government PSU, tenders were invited through the e-procurement process. After an intense reverse bidding process, the award was finally placed with M/s Boxco Logistics India Pvt Ltd (BLIPL).

The scope of work consisted of (i) ocean freighting, (ii) project import registration and customs clearance and (iii) trucking and handling of the project cargo. The cargo contained approximately 2053 Frt/1306 MT basis FOB Rotterdam arriving at Haldia Port and approximately 863 Frt/182 MT basis CIF for Haldia Port. The cargo required a heavy lift vessel for a generator stator of 326 MT and two pieces of equipment weighing approximately 180 MT and 126 MT. Also about five of the packages

weighed between 50 MT and 100 MT.

During the project, due care was taken right from project registration, custom formalities, port handling activities and coordination with other parties like BHEL's authorised transporters. It is worth mentioning that BLIPL ensured the documentation was perfect and reported on progress every day.

In every successful project, the client's team are equal partners. Hence, note the contribution and support of the BHEL team, headed by Mr A K Vajpayee, which comprised Ms Julie Srivastava, Ms Kalavathy K, Mr Saket, Mr Pankaj G and all concerned. Equally important and worth praising is the contribution of the BHEL Haridwar team, who smoothly coordinated the transportation operations ■



Infrastructure

A Journey Towards Excellence

From its very inception, the primary focus of Haldia International Container Terminal has been to achieve the highest possible customer satisfaction through enhanced productivity. This was not an easy task. There were various challenges, chief among them being the legacy problems concerning people, equipment, technology and operations. The tackling of these issues at HICT is a perfect example of how determination, dedication and commitment will bring forth the desired results.

People

Then

One of the most difficult challenges faced by the HICT was to change the work culture. It was not easy to transform a workforce that was used to a very restrictive working style. Discipline was lacking. Motivation was lacking. Even basic amenities for workers were lacking.

Now

On taking over charge, HICT embarked on a massive transition programme covering all facets of employee management. The focus was to create a safe working environment, provide better training and multi-skilling and better facilities to instil a sense of pride and identity among the workers. This was achieved in a short time with the willing cooperation of the unions and the workers, which is reflected in high productivity, reduced break periods and flexible deployment of the workforce. Zero working days lost has become the norm and loss of productivity an exception. The local community is a key component of the business ecosystem. At HICT, 89%



of the employees at the worker level have been hired from the local talent pool.

Equipment

Then

Before the equipment was taken over, its condition was poor, with no proper regular maintenance. No planned maintenance schedules existed. No comprehensive painting had been done in the RMQCs ever since the commissioning of the cranes, which was in 2006. Vital repairs to trolley wheels, replacement of rails, re-commissioning of the TLS systems, servicing of motors and safety systems etc. had not been undertaken.

Now

HICT has undertaken comprehensive upgrades and refurbishment of the equipment, in a short time, by engaging the best engineers and spares. The following steps were taken to maintain the equipment:

- An efficient planned maintenance system has led to the increased availability of equipment and reduced downtime.
- Efficient engines, refurbished cranes, better yard management and rationalisation of equipment has led to reduced diesel consumption and yard optimisation.
- ITVs designed with a bob cart for faster positioning of containers have improved productivity.

Technology

Then

The concept of a workstation was absent and most shockingly – there was no IT infrastructure or communication tools in place. The container yard and vessels were planned manually and it goes without saying that the state of affairs was most unproductive. Integration between yard operations and quayside operations was missing.



Infrastructure

Container tracking and vessel loading means were outdated.

Now

HICT invested in a modern terminal operating system (MACH) developed by Tata Consultancy Services for vessel planning, yard planning and gate operations. Operators were trained rigorously in TOS. Efficient spares management is done with MAXIMO software.

Operations

Then

The operations were disjointed with different agencies handling different aspects. Quay operations and yard operations were undertaken by different agencies. All and sundry had free access to the terminal area. There was no single point of accountability. The trade was made to move from pillar to post. The cost of the service was very high, mistakes were inevitable and delays frequent.

Now

HICT management embarked on process improvements to scale up productivity. A highly motivated team handles operations efficiently, backed by knowledge, skill and computerised systems. Safety and quality are given paramount importance. Standard operating procedures are in place. Some of the salient features are:



- The terminal is fenced, gate lanes have been established and the traffic flow streamlined, leading to safe and efficient gate movement.
- There is intra-terminal movement for horizontal transport of containers from the yard to the jetty and vice versa using ITVs.
- The yards are well marked, and there is system-based stacking and easy identification of container locations.
- New energy meters have been installed on the RMQC equipment for better monitoring of electricity consumption.
- Use of personal protective equipment is compulsory.

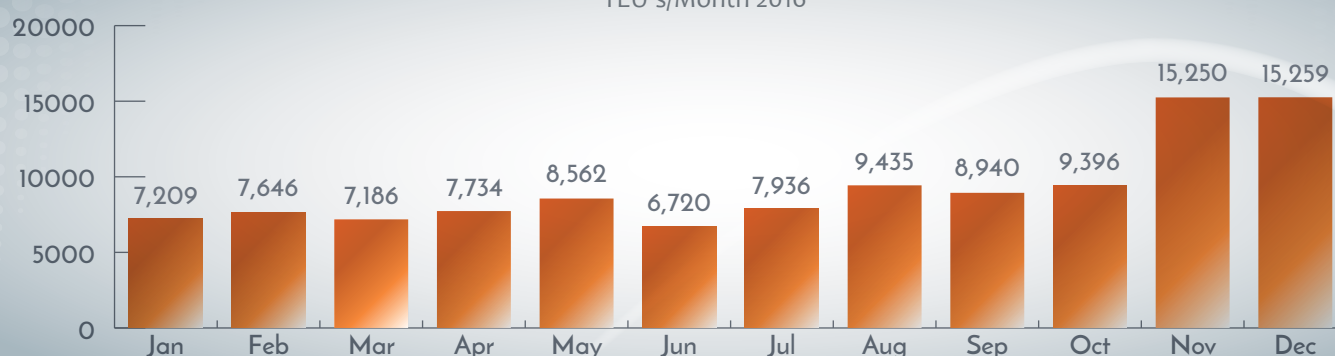
The Result

The result of all these efforts is that today we have a modern and vibrant container terminal at Haldia, providing alternative, efficient and cost-effective solutions to the shipping community. The efforts have culminated in a monthly throughput of over 15,000 TEU from a modest beginning of 7,000 TEU. High productivity rates have been achieved. What is noteworthy is this was achieved with an excellent safety record. The terminal has won accolades from all quarters for these achievements ■



HALDIA INTERNATIONAL CONTAINER TERMINAL

TEU's/Month 2016



Infrastructure

East On Radar Of Top Logistics Leaders

AT the Logistics Conclave organized by CII here today, Dhamra Port CEO, **Mr Subrat Tripathy**, said trading activity in this part of the country will grow bigger. **"After all, Bengal is the country's eastern gateway to international trade,"** he said adding that his organization is keen to harness port services opportunity which will integrate with their Dhamra Port.

The Damodar valley, around the Bengal-Bihar border is rich in coal and it is considered as the prime centre of coking coal in the country. Massive coal deposits are found in the central basin spreading over 2,883 km. Coal deposits are also spread over central parts of Orissa and Northern Chhattisgarh, he explained.

The region also houses the largest iron ore deposits in the country. Ore rich districts of Keonjhar and Mayurbhanj in Orissa and East and West Singhbhum in Jharkhand account for 45% of iron ore exports in India and are well within the hinterland of Dhamra Port.

Dr Bernard Aritua, Senior Infrastructure and Logistics Specialist, World Bank, said the World Bank is very much optimistic about the social and environmental impact on India with Rs 5300 crore Jal Marg Vikas Yojana which will develop the 1600km National Waterways-1 from Haldia to Allahabad.



Mr Dhruv Kotak, Managing Director, J M Baxi, said with trade growing fast in the east, both Haldia and Kolkata port will see a surge in cargo handling. **"We want Kolkata Port Trust to do some adjustments to shift some container cargo to Haldia as the same is getting saturated at Kolkata Docks,"** he added.

Mr Kotak also showed keenness to take part in the proposed deep sea port at Tajpur, saying that in terms of suitability and long-term profitability, Tajpur is a better candidate than Sagar port.

In what he called a "pictograph" he told of the company has transformed a system ridden with mismanagement, lack of ownership, middlemen, lack of safety and security, basic amenities like urinal, clean drinking water and canteen, into one where the management is participative, latest equipment and tools are available, safety and security is ensured and training and awareness programmes are held.

Mr N S Nigam, Managing Director – CSTC, WBSTC, Nodal Officer – Dept. of Transport, West Bengal, welcomed private participation in many forthcoming Government projects saying private participation will ensure efficiency, capital infusion and speed.

Mr Satish Kumar, Addl. General Manager, Eastern Railways, said negotiation is on with WBPDCCL for carrying coal from their re-allocated mines in Burdwan, Birbhum and Bankura districts to their plant as soon as they start production. **"We are planning to capture the semi finished steel products of Durgapur Industrial Area which are presently going by road to Northern India,"** he added.

The other speakers at the inaugural session included **Mr Saurav Sood**, President and Managing Director, GATX India Pvt. Ltd; **Mr Anand Sen**, Chairman – CII Logistics and SCM Task Force and President – TQM, Tata Steel; and **Mr R N Murthy**, Co - Chairman – CII Logistics and SCM Task Force and MD – TMILL ■



We Connect

Workplace Health & Wellness 365 Programme @ J M BAXI GROUP

JM BAXI GROUP Companies have started building a high performance culture to deliver award-winning performance. In this context, the management has highlighted certain key perspectives in terms of changing the landscape around the health and wellness of JMB employees:

- ❖ Creating a culture of workplace health and wellness is a top priority to ensure growth and productivity
- ❖ Emphasise that the health and wellness strategy needs to be an integral part of the overall business strategy
- ❖ Stress, obesity and lack of exercise are the biggest lifestyle risk factors

And thus, was born the WORKPLACE HEALTH & WELLNESS 365 PROGRAMME@JMB as a key initiative to ensure that the existing health and wellness benefits of the organisation truly act as enablers for its employees.

JMB WORKPLACE HEALTH & WELLNESS 365 STRATEGY

The WORKPLACE HEALTH & WELLNESS 365 PROGRAMME has a three-pronged strategy: be aware, influence and enable to arrive at the final objectives. This strategy is based on the basic premise that no cultural change is possible without making people aware and involving them in the transformation towards health and wellness. To ensure that the change is sustainable, it is imperative to have an iterative loop that provides the flexibility and the rigour to keep it relevant to the stakeholders.

JMB HEALTH & WELLNESS STRATEGY



KEY THEMES AND ACTIONS EMERGING FROM STRATEGY

AWARE

Awareness of health and wellness by medical professionals

INFLUENCE

Employees and their family members to be enrolled for all H&W awareness initiatives, given that our families have the most influence

Success stories to be shared by employees as well as leaders on how they take care of their health and wellness amidst their busy schedules

ENABLE

Increase the number and scope of interventions and benefits

WAY FORWARD

The JMB HEALTH & WELLNESS 365 PROGRAMME aims to enable employees with the right tools and information on health and well-being so they can truly live well 365 days a year. There are three main tenets of this programme, which focuses on continuous engagement through the

year to ensure there is an increase of awareness and a focus on lifestyle changes.

KEY FOCUS AREAS



IMPLEMENTATION JOURNEY

We successfully implemented this programme in MICT1 from September to December 2016, and it is ongoing for all other companies in the group ■



HEALTH CHECK-UP FOR EMPLOYEES



YOGA SESSIONS FOR EMPLOYEES

In Focus

Success Story: Digital Communication System For Mumbai Police

Arya Communications and Electronics Services Private Limited has installed and Commissioned India's first APCO P25 Phase-II standard compliant state of the art Motorola make digital TDMA Trunking system for Mumbai Police.

This showcase project is built with strategically selected three base sites (one 10 channel repeater site and 02 nos five channel repeater sites) so as to provide seamless coverage across Mumbai city to meet operational and mission critical communication requirement of Mumbai Police personnel. All sites are interconnected to Master Switching Office (MSO) through failsafe 1+1 hot standby microwave links enabling dispatch and control room functions.

ABOUT MUMBAI POLICE

The Mumbai Police (also known as Brihanmumbai Police) which is a part of Maharashtra Police looking after policing of Mumbai Metropolitan, has the primary responsibilities of law enforcement and investigation. The department's motto is "Sadrakshanāya Khalanigrahanāya" (Sanskrit: सद्रक्षणाय खलनिग्रहणाय, "To protect the good and to destroy the evil").

The Mumbai Police is headed by a Police Commissioner, who is an IPS officer. The Mumbai Police comes under the State Home Ministry. The city is divided into twelve police zones and twenty five traffic police zones, each headed by a Deputy Commissioner of Police. The Traffic Police is a semi-autonomous body under the Mumbai Police. Mumbai



Police is broadly divided into five regions namely Central, North, South, East and West. For administrative purposes, each region is subdivided into 3 to 4 zones. Each zone contains 3 to 4 police stations. Each zone is commanded by a Deputy Commissioner of Police (DCP). Apart from the 12 zones, there is also an additional Port zone. Police stations under the Port zone keep vigil on the Mumbai Port and container terminals in Mumbai. There are a total of 91 Police stations in the jurisdiction of Mumbai Police. Every Police station has a Police Inspector who is the in-charge officer of the station.

THE CHALLENGE

Mumbai Police were looking to upgrade/replace their existing proprietary technology based EDACS (Enhanced Digital Access Communication System) system installed 15+ years ago due to issues related with phased out technology, availability of spares and components, support and maintenance issues forced by OEM merger/sale/takeovers (Ericsson-M/A-COM, Tyco Electronics). As 4000+ portable and mobile radios working

on the system were deployed and operational in the field, Mumbai police was looking for the future proof (supporting 10000+ radios) and open technology (supporting interoperability between radios of various suppliers) digital trunking system which would enhance coverage area overcoming dark spots due to on slaught of high rise buildings and capable of providing trouble free migration path accommodating existing radios through backward compatibility means.

THE SOLUTION

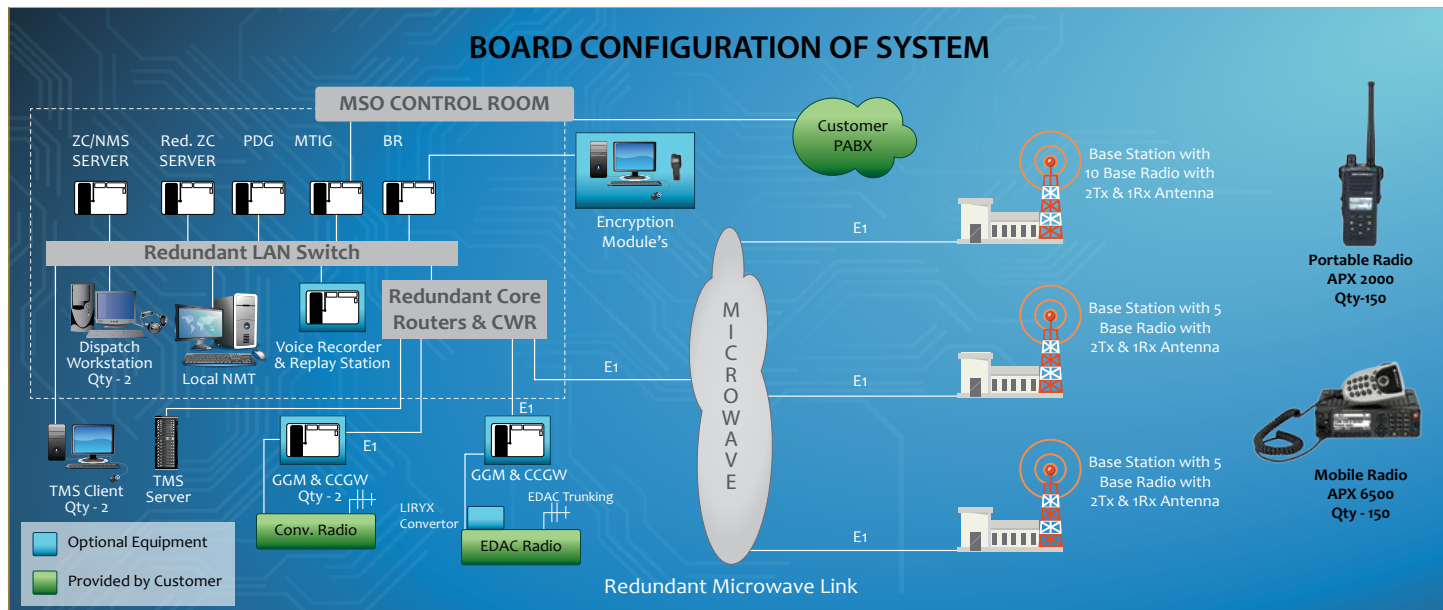
Digital trunking system based on Motorola GTR 8000 repeaters with GCP 8000 site controllers at base sites, Radio terminals APX 2000 and APX 6500 with AES 256 encryption, Astro 25 Core M2 Switch, MCC 7500 dispatch console, Aviat ODU 600 Microwave radios, Eclipse IDU GE3 16x and Commscope Antennas, cables and connectors. Backward compatibility with existing EDACS radios and system is provided through MotoBridge gateway unit. Broad configuration of system is shown in a diagram on page 17.

THE RESULT

Mumbai police now has a state of the art, smart digital trunking system under their command availing the following benefits;

- Digital trunking system based on APCO P25 Phase-2 a matured, proven and time tested Mission Critical Standard for Police and Public safety

In Focus



- Future proof, modular and expandable system capable of supporting 24 Nos of trunked base station sites, 28 Nos trunked channels per RF base station sites, 4000 talkgroups, 16000 individual radio ID's and 24 Nos. maximum dispatch sites
- Traffic capacity is virtually doubled as APCO P25 Phase II is TDMA based Wireless System

with IP based architecture. Mumbai Police now have two traffic channels slots per frequency channel

- Open standard technology system supporting multi-vendor interoperability
- Feature-rich performance - Roaming, call handover, multi priority levels, DGNA, man down,

Higher data rates, Fast call setup etc and supporting multilayer redundancy

- Ubiquitous coverage across Mumbai city with 3 sites
- Inherent robust security - Over-the-air and E2E encryption, over-the-air rekeying, mutual authentication ■

THE RESULT



APX 2000



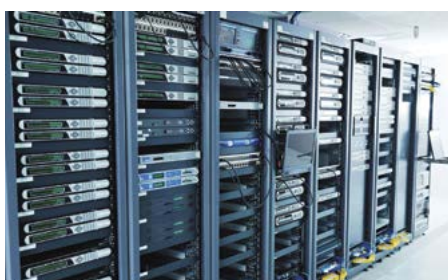
KVL 4000



APX 6500



ODU 600 MICROWAVE RADIO



GTR 8000 Site Subsystem
(Front and Back View)



DISPATCH CONSOLE



P25 LOGO

Weights & Measures

INDIA-IRAN Trade



Following the end of the United Nations (UN) imposed economic sanctions and the formal resumption of trade relations with its global economic partners in January 2016, Iran has once again emerged on the international trade horizon as one of the potential strategic spokes in expanding intra-Asian regional trade flows. With its fairly well developed economic status and strategic resources, especially its abundant energy resources of crude oil and natural gas, further supplemented by its growing trade in a number of manufactured and industrial goods and services and agro-based products, Iran is doubling up as an important multi-modal logistics bridge for north-south regional trade and commerce.

The latest trilateral engagement between India, Iran and Afghanistan was agreed during the visit of Indian Prime Minister Mr Narendra Modi to Iran in May 2016. Moreover, with the subsequent multilateral trade agreements reached at the recently concluded Heart of Asia conference in Goa in India, there is a historic departure in regional trade cooperation. The scope of trade between India, Iran and Afghanistan, and indeed, the whole of Central Asia and the Russia Federation as well, has significantly expanded through the proposal for the International North-South Transportation Corridor (INSTC). Conceived as a multi-modal transport corridor, INSTC will comprise shipping, railway

and road routes for moving trade freight between India, Russia, Iran, Europe and Central Asia. A study conducted by the Federation of Freight Forwarders' Associations in India (FFFAI) found that this corridor will be 30% cheaper and 40% shorter than the current traditional route. A number of Black Sea and Mediterranean ports, which presently add unavoidable costs, are currently the only available access gateways for the trade.

Iran is one of India's largest suppliers of crude oil. As per the latest trade data available, India imported 12.7 MT of Iranian crude oil in 2015/16, up from 11 MT in the previous two fiscal years. Imports of natural gas from Iran are also being negotiated through the Tajikistan-Afghanistan-Pakistan-India (TAPI) pipeline, which will transport Caspian Sea natural gas from Turkmenistan through Afghanistan into Pakistan and then to India. Construction of the project started in Turkmenistan on 13 December 2015 and is expected to be operational by 2019.

The latest MENA (Middle East and North Africa) Economic Monitor Report (Spring 2016) expects the growth of Iran's GDP to rise to 4.2 per cent and 4.6 per cent in 2016 and 2017 as a result of the lifting of the UN sanctions and the ushering in of a more business-oriented environment. Concurrently, the prospect of trade growth has prompted the Iranian government to take a fresh view of developing its maritime assets.



01 Chabahar Port

Chabahar is Iran's only oceanic port, consisting of two separate ports, Shahid Kalantari and Shahid Beheshti, each of which has five berths. Overall, there are ten berths. Under the Indo-Iranian agreement of May 2016, India is now committed to refurbishing one of the berths at Shahid Beheshti and reconstructing a 600-metre long container-handling facility at the port. The bilateral agreement between India and Iran gives India the right to develop two berths of Chabahar Port, as was earlier agreed in 2015, under a concession to be operated for ten years by India Ports Global, a JV between Jawaharlal Nehru Port Trust and Kandla Port Trust, in partnership with Iran's Aria Banader. The development of Chabahar Port also entails the development of hinterland infrastructure, such as road and rail connectivity and warehousing facilities.

02 Rail Linkages

India is also to construct a railway line linking Chabahar with Zahedan on the Iran-Afghanistan border, beyond which Zahedan will be linked to the Iranian railways running west and then north close to the Iran-Afghanistan border, bypassing the volatile Helmand Province of Afghanistan. India's development of Chabahar will cost \$85 million over the course of 18 months. Upon completion of the upgrade works agreed in May 2016, Chabahar's capacity will increase to 8 MT from its current 2.5 MT capacity. India's investment is also supplemented with a \$150 million credit line to Iran through the Exim Bank of India ■

Port Statistics

SHIPPING & CARGO PERFORMANCE

QUARTERLY UPDATES ON INDIAN MAJOR & MINOR PORTS (QTY IN MILLION TONNES)
JULY - SEPTEMBER 2016 (IInd QUARTER) 2016 - 2017 / JULY - SEPTEMBER 2015 (IInd QUARTER) 2015 - 2016 (QTY IN MT)

AGRICULTURAL PRODUCTS

	SUGAR		SOYAMEAL		WHEAT		RICE		MAIZE	
	II nd Qtr'16	II nd Qtr'15	II nd Qtr'16	II nd Qtr'15	II nd Qtr'16	II nd Qtr'15	II nd Qtr'16	II nd Qtr'15	II nd Qtr'16	II nd Qtr'15
No. of Ships called	34	11	1	0	17	9	22	34	0	0
Total Cargo Handled	1.002	0.483	0.049	0.000	0.654	0.269	0.593	0.894	0.000	0.000
Import	0.625	0.380	0.000	0.000	0.654	0.265	0.000	0.000	0.000	0.000
Export	0.377	0.103	0.049	0.000	0.000	0.004	0.593	0.894	0.000	0.000

FINISHED FERTILIZERS & FERTILIZER RAW MATERIALS

	UREA		SULPHUR		ROCK PHOSPHATE		DAP		MOP	
	II nd Qtr'16	II nd Qtr'15	II nd Qtr'16	II nd Qtr'15	II nd Qtr'16	II nd Qtr'15	II nd Qtr'16	II nd Qtr'15	II nd Qtr'16	II nd Qtr'15
No. of Ships called	42	48	20	19	46	38	44	41	32	44
Total Cargo Handled	2.027	2.494	0.503	0.478	2.022	1.745	2.045	1.951	0.996	1.254
Import	2.027	2.494	0.354	0.401	2.022	1.745	2.045	1.951	0.996	1.254
Export	0.000	0.000	0.149	0.077	0.000	0.066	0.000	0.000	0.000	0.000

COAL

	THERMAL COAL		COKING COAL		MET COKE		PET COKE		ANTHRACITE COAL	
	II nd Qtr'16	II nd Qtr'15	II nd Qtr'16	II nd Qtr'15	II nd Qtr'16	II nd Qtr'15	II nd Qtr'16	II nd Qtr'15	II nd Qtr'16	II nd Qtr'15
No. of Ships called	204	202	181	171	25	11	62	46	7	5
Total Cargo Handled	11.072	10.299	9.985	10.137	0.692	0.274	2.876	2.626	0.170	0.098
Import	5.428	4.150	9.929	10.007	0.664	0.274	0.041	2.308	0.170	0.098
Export	5.644	6.149	0.056	0.130	0.028	0.000	2.835	0.138	0.000	0.000

STEEL & RELATED ORES

	STEEL PRODUCTS		SCRAP METAL		CHROME		MAGNESIUM ORE		IRON ORE	
	II nd Qtr'16	II nd Qtr'15	II nd Qtr'16	II nd Qtr'15	II nd Qtr'16	II nd Qtr'15	II nd Qtr'16	II nd Qtr'15	II nd Qtr'16	II nd Qtr'15
No. of Ships called	230	220	1	4	2	4	12	12	168	116
Total Cargo Handled	2.988	4.624	0.028	0.103	0.068	0.096	0.219	0.267	9.676	5.279
Import	1.544	4.014	0.028	0.103	0.000	0.096	0.219	0.267	3.343	2.698
Export	1.444	0.610	0.000	0.000	0.068	0.000	0.000	0.000	6.333	2.582

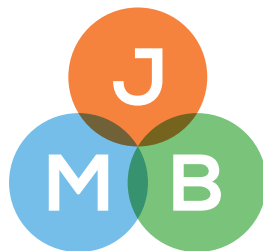
INDIAN PORT PERFORMANCE - Q2 & FY 2016 - 17 THROUGHPUT (QTY IN METRIC TONNES)

JULY - SEPTEMBER 2016 (IInd QUARTER) 2016 - 2017 / JULY - SEPTEMBER 2015 (IInd QUARTER) 2015 - 2016 (QTY IN MT)

Ports	Types of Ports	NO. OF SHIPS		LIQUID CARGO		BULK CARGO		CONTAINERS (TEUS)		TOTAL CARGO *	
		II nd Qtr'16	II nd Qtr'15	II nd Qtr'16	II nd Qtr'15	II nd Qtr'16	II nd Qtr'15	II nd Qtr'16	II nd Qtr'15	II nd Qtr'16	II nd Qtr'15
Kandla	■	406	280	3.636	2.993	5.070	3.128	-	-	9.444	6.475
Mumbai	■	523	461	7.693	4.396	2.036	3.031	11,032	9,998	9.994	7.576
Nhava Sheva	■	179	124	1.546	1.344	0.190	0.172	1,117,592	1,142,834	1.738	1.516
Mormugao	■	123	128	0.208	0.216	4.108	3.510	-	-	4.401	3.938
Mangalore	■	340	274	7.119	6.224	1.873	1.596	26,080	20,081	9.024	7.843
Cochin	■	154	155	4.167	4.297	3.070	0.398	122,450	106,346	7.238	4.732
Tuticorin	■	289	223	0.423	0.352	5.218	5.213	164,627	158,958	6.159	5.964
Chennai	■	250	268	3.764	3.411	1.819	1.395	369,954	400,676	5.777	4.974
Ennore	■	205	213	1.125	1.209	5.578	6.489	-	-	6.763	7.766
Vishakhapatnam	■	275	404	3.686	4.375	4.424	9.120	101,108	72,103	8.182	13.639
Paradip	■	407	408	7.595	5.580	15.446	13.269	-	-	23.058	18.854
Haldia	■	138	114	2.860	0.844	4.497	1.232	26,348	22,407	7.407	2.076
Kolkata	■	72	73	0.007	0.210	0.007	0.029	166,040	154,850	0.038	0.281
Gangavaram	■	15	46	0.422	0.000	0.422	3.656	-	-	0.844	3.656
Pipavav	■	100	172	1.363	0.160	1.363	1.122	165,821	146,705	2.752	2.113
Mundra	■	720	704	10.548	6.221	10.548	10.842	844,964	721,421	21.167	17.125
Dahej	■	175	70	5.212	3.433	2.499	0.747	-	-	7.761	4.181
Hazira	■	206	25	1.784	0.187	1.708	14.84	112,361	83,171	4.442	15.028
Navlakhi	■	20	23	0.000	0.000	1.200	1.171	-	-	1.200	1.171
Kakinada	■	191	215	0.607	0.501	2.522	4.245	-	-	3.540	5.418
Total Vessel Calls at all ports		4788	4380	63.765	45.953	73.598	85.205	3,228,377	3,039,550	140.929	134.326

■ Major Port ■ Non-Major Port

* Total Cargo Includes Liquid Cargo, Bulk Cargo and Other Cargoes and Excludes Containers



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