



DEUTSCHE AFRIKA-LINIEN  
JOHN T. ESSBERGER

# news

April/2015

The Group's In-House Magazine

www.rantzaude

## Personal touch is the key to DAL's Africa business

*Customers, friends and political heavyweights follow the von Rantzaus' invitations*



Family and friends: Prof J Maree, P v Rantzaus, F W de Klerk, Dr E v Rantzaus, Premier of the Western Cape Helen Zille, Mrs Elita de Klerk, P and C v Rantzaus

**A**s every year, Deutsche Afrika-Linien hosted functions in South Africa for customers, partners and friends in an official and private context. The main reception in Johannesburg, a festive dinner at the Country Club Auckland Park, was also attended by the DAL delegation under Managing Owner Heinrich von Rantzaus and his wife Annette, who both flew in for the occasion.

During the dinner, which included entertainment, Heinrich von Rantzaus brought greetings from Hamburg and presented a brief general overview of the economic-political situation from a German point of view, highlighting the impacts this had had on shipping. Speaking about the development of Deutsche Afrika-Linien he said: "DAL's liner trade enjoyed market share growth in 2014, both

northbound and southbound. But that did not come about out of nowhere. Last year the SAECS fleet was replaced with eight new, more powerful container ships, and DAL entered into new trading areas such as North Africa, the Middle East and India to expand our market platform.

### Growing market shares

The introduction of DAL Agency's Simba Africa Logistics has been positively received and contributed to our growing market share. Simba's offerings include the sale of retired sea containers, ship's husbandry in seven of South Africa's ports plus regional cross-border trucking logistics." He added: "DAL's personal touch is not just successful but it's also far more enjoyable for us to deal with our customers face to face." The second DAL function took place in Cape Town and focused on the fruit industry, which is

*(continued on page 2)*



**O**ur southern Africa service and chemical tankers division are the two main pillars of our Group of Companies, and both are affected differently by the shipping crisis.

DAL is managing to achieve adequate results in an extremely competitive environment. This success is mainly thanks to the quality of the joint service with our partner shipowning companies but also to the particularly close contact to our customers – the forte of a family-run company with a clear structure. This was once again proven at the annual functions hosted for our customers in South Africa, where the many very personal conversations enabled us to take home specific wishes and suggestions for our work, from which we can all benefit.

The situation at John T. Essberger is far more difficult. We have experienced a prolonged period of poor results in our chemical tankers business unit because of low volumes and overcapacity. But for the last few months, the market in Europe has been showing some improvements and we are hopeful that there is light at the end of the tunnel. But it is far too early to have confidence that this is not just a "blip" similar to the one we saw at the same time last year. It is essential that we continue to do everything we can to keep our costs in check. Additionally we need to trim our fleet capacity to ensure that all vessels are fully employed. In the latter respect, we have taken the decision to sell "Liselotte Essberger" and "Roland Essberger". These have been, and continue to be, very good ships. They are well maintained and ideally suited to the trade. But at 23 years of age they are reaching a point when they will no longer be acceptable to our customers.

Yours Heinrich von Rantzaus

## It's the little things that count for JTE

**O**ften it's the little things in life that have the greatest impact, and some gestures prove that the shipping industry is not just about aiming at securing the best deals but that personal elements play a big role, too. One of these moments to remember was on board the "Dutch Emerald". The chemical tanker (6,470 dwt) of Essberger Tankers under Dutch flag had discharged a consignment of shale oil, which counts as difficult cargo due to the extensive tank cleaning required afterwards. Under time pressure, the crew members each



made a huge personal effort in preparing the tanks for the vessel's next cargo: lube oil from Swiss traders FEEDCO secured by brokers FriendShip. Thanks to their extraordinary endeavours, the crew managed to get

the tanks clean in time before the subsequent cargo was received in Rotterdam. For that, there was a surprise waiting for them there. Customer FEEDCO thanked the crew for their efforts by sending them three freshly baked cakes. Essberger Tankers' boss Hugo Finlay remarked: "It is rather unusual for a charterer to express his appreciation in this way, but it is highly appreciated by us." Incidentally, the shipowners thanked the crew as well. Mr Finlay said: "We also contributed by paying for new karaoke equipment for the crew."



# A great night at the Country Club

JOHANNESBURG



Mr Ben Lombard (Cargo Compass), Mrs Maria Lombard and Mr Dev Naidoo (DAL Agency Pty)



Mr Donovan Govender (Simba), Mrs Hayley McClure and Mr Marlon McClure (Boxmore)



Hosts Mrs Annette von Rantzau and DAL Managing Owner Heinrich von Rantzau in company of Mr Nazeem Cassiem (TD & H Logistics) and Mrs Tasleem Cassiem at the Johannesburg Country Club Auckland Park



Leon du Plessis, Eurika du Plessis (Themba DC), Dave Orchard (Aseco)



C Oberholster (Nestlé), D Naidoo, S Bräklings-Stümer (DAL), M Oberholster, N Pillay, R Birk and S Pillay (Tonga Hulett Starch)



J du Plessis (DAL Agency), P Seoka (World Cargo), A Walter (Volclay), N Seoka, K Proctor, T & M Christensen (Bidvest)



Mrs Annette von Rantzau with Mr Philipp Seoka & Mrs Nkhenisani Seoka (World Cargo Service)



R Parker, A v Vollenhoven (UTI), N Mchunu, K Viljoen (Xport), M Popken (DAL Agency), M & B Lombard (Cargo Compass)



Mr David and Mrs Lee-Anne McCallum (Roehlig Grindrod) with Ron Frick (DAL Agency)



Mr H von Rantzau with family members Lise and Mishak Essberger



K Winckelmann-Schultz (Freightwell), P Steyn, S Munnik, W Gentle (Morgan), C Gentle, I Munnik (Big Five), D Orchard (Aseco), J du Plessis, S Steinke, R du Plessis



Mrs Mpumi Majola with Mr George Khumalo (Kintetsu World Express)



M & P Jensen (DHL), M & L Essberger, S Dhlomo & U Kildase and K Spence (Kühne & Nagel), M Kersten (DAL Agency), C Zolnierczyk

## DAL's personal touch

(continued from page 1)

centred on the Cape. Here, the DAL delegation was headed by Dr Eberhart von Rantzau, who had come to South Africa with his wife Patricia and their two children Philipp and Caroline.

In his speech at the customers' function Dr von Rantzau also mentioned the difficult environment for the shipping industry and concluded: "I have to say that

overall 2014 was not an easy year for us. But the past 91 years in which my family has been at the helm of our Group of Companies have taught us to manage our investments wisely. I can therefore promise you that we do our best to be your hosts here in Cape Town in the years to come." As part of a private event at the von Rantzau residence Linden Lea, Dr von Rantzau invited friends and

key decision-makers from South Africa's world of politics and shipping which was attended by former South African State President and Nobel Peace Prize winner Frederik Willem de Klerk and his wife Elita de Klerk and former anti-apartheid activists Helen Zille and her husband Johann Maree.

Helen Zille, born of German parents, Mayor of Cape Town from 2006 to 2009 and Leader of the Democratic Alliance party, has been Premier of the Western Cape

since 2009, the only province not ruled by the national government party ANC. Her husband, Professor of Sociology Johann Maree, accompanied her to the event. They had both in different ways been very much involved in the anti-apartheid movement that ended under the government of Frederik Willem de Klerk in 1994.

The friendly evening at Linden Lea is a good example of how 20 years of democracy in South Africa have created peace between the different political sides.

# Two perfect nights in Cape Town

LINDEN LEA



Hosts Dr Eberhart von Rantzau and Patricia von Rantzau with their children Philipp and Caroline at Linden Lea, Cape Town



Former State President FW de Klerk with Mr Ibrahim Sharaf



German Consul General Dr Bernd Rinnert with flowers for host Patricia von Rantzau



Premier of the Western Cape Helen Zille with Mrs Elita de Klerk, wife of former SA President FW de Klerk



Mrs Patricia von Rantzau with Mr Lars Reno Jakobsen (Maersk SA)



Former SA Ambassador to Germany Neil van Heerden with Mrs Patricia von Rantzau and Mrs Evelin van Heerden



Dr Eberhart von Rantzau addressing guests FW de Klerk, Mrs Helen Zille and Mrs Elita de Klerk at the dinner. The former SA President and the Western Cape Premier are frequent visitors at Linden Lea



Philipp von Rantzau exchanging views with Mr Petri Fourie of Goede Hoop Vrugte



Mr Mike Newton of International Produce partnered by Ms Elize Sewell

CAPE TOWN



Mrs P von Rantzau, Mr Gerald & Mrs Sandy Gant (Dole SA) with Mr Ron Frick (DAL Agency) and Dr Eberhart von Rantzau



Mrs Liesl Malherbe with Mr Jean and Mrs Ilse Kent of AAD Logistics



J Kritzinger, G Fourie (Jo-Rie Products), P Du Preez-Kritzinger, M Du Toit, L Du Toit (United Exports), E Valperga, C Valperga, J Oosthuizen (DAL Agency), L Malherbe, J Kent (AAD Logistics)



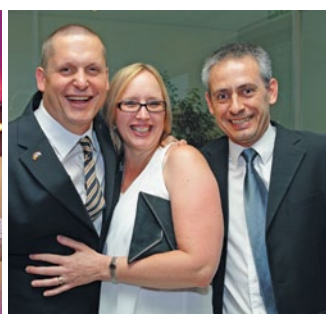
Family business: Mr Hans Duncker and Mr Tim Duncker (CTC World Wide Logistics) with Mrs Caryn Duncker



C Ormerod (Usabco), M & P Bendall (Container Traders), F Williams (Usabco), A Belman (DAL Agency), P & T Gress, S Jardine, B Elmau (Khoisan Tea), D Govender

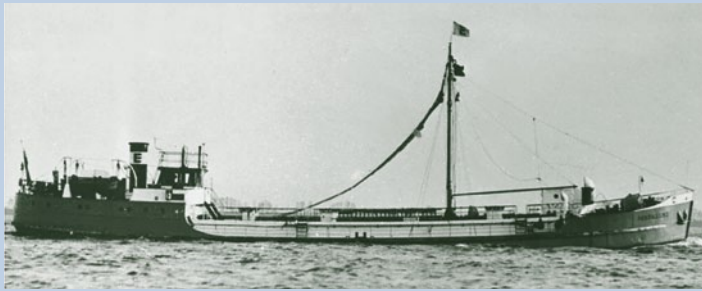


Mr Markus Popken (DAL Agency) with Mr Andy Connell (Dole SA)



Jaco Oosthuizen (DAL Agency), with Catherine & Emanuele Valperga (United Exports)





"Moonsund" was sunk by a British submarine in the Skagerrak in 1940



"Belt", here under the Essberger funnel, was broken up in Ireland in 1967

## The different lives of Essberger's tiny twins

Built for coastal trade, "Moonsund" and "Belt" carried fish oil and lubricants. One was lucky, one not

**B**elt" and "Moonsund" were two small tank motor ships trading on the North and Baltic Sea, and thus the predecessors of the Essberger tankers that we know today. They were named after the Danish straits (Little Belt, Great Belt) in the Baltic Sea, and the German name of one of the straits that exits the Gulf of Riga in Estonia. The sister vessels were built at Rendsburg's Nobiskrug Werft along the Kiel Canal in 1936 and 1937: 550 dwt, 41 metres long, 7.55 metres wide, powered by a 200 PS MAN four-cylinder, four-stroke diesel engine allowing speeds of up to eight knots. Both were ordered for clean cargoes, their home port was Hamburg. "Belt" traded in the North and Baltic Seas,

at times just between Brake and Hamburg, carrying fish oil, whale oil, as well as peanut, linseed and soya oil. Shortly before the outbreak of World War II, the ship was chartered for the Luftwaffe, but completed just one journey from Kiel to Szczecin before she was requisitioned when the war began. The vessel carried lube oils for airplanes from Hamburg, made several supply voyages along the German coast and to the North Sea islands. In 1940, she was on standby for Operation Weserübung, the occupation of Norway, where she was then deployed until the end of the war. When Germany eventually capitulated she was in Brunsbüttel, loaded with a part cargo of spirit that was later discharged

in Hamburg to vinegar producer Kühne. As part of Germany's reparations, the ship had to be handed over to Norway, where she first sailed by the name of "MIL 20" for Norsk Tanlaeg, Oslo. In 1955, she was renamed "BP 20" and in 1959 sold to Celtic Tankers, Dublin, where she traded under her new name "Breeda J", home port Cork. In 1967, she was broken up in Dublin.

"Moonsund's" end was far more spectacular. Upon delivery she was put into the same service as her one-year-older sister vessel and she, too, was requisitioned in 1939 to serve as a support ship for Luftzeuggruppe See, which was in charge of all the ships and boats of the Luftwaffe. "Moonsund" carried lube oils and other

clean liquids for airplanes, mainly in the Baltic Sea. On 12 April 1940, she was carrying benzene in the Skagerrak when she was spotted in the early morning by HMS "Snapper" off Larvik/Norway. The submarine fired two torpedoes, both of which missed. After a chase of seven nautical miles, "Moonsund" was stopped by gunfire and exploded with a big bang at 58° 53' N 10° 43' E. One crew member died instantly, six others were picked up by the submarine, where two died of their injuries and had to be buried at sea the following night. The four survivors of "Moonsund" became POWs. HMS "Snapper" met her fate on route to the Bay of Biscay in February 1941.

## Talking points in Germany

► **POLITICAL AND ECONOMIC** questions are currently in the focus of the German public's attention. These are a) the consequences of Ukraine's on-going battle against Russian-supported separatists. The West's resultant economic sanctions on Russia have also had consequences for the German economy. b) The insolvency of Greece requiring financial aid from the EU, with Germany as the biggest moneylender. c) The continuous wave of emigrants into Central Europe, consisting of economic and war refugees from south-east Europe, the Middle East and northern Africa, mostly heading for Germany. d) The fight against the treacherous gang of murderers of Islamic State in Iraq, in which Germany also supports IS combatants with trainers and, to a certain extent, also with weap-

ons. e) The impact of the devaluation of the euro.

► **GERMANY'S ARMED FORCES** intend to up their defence spending. This is also the result of NATO's increasingly unstable border in the East. Next year's budget will rise by 1.2 billion dollars to 43.2 billion dollars. The number of soldiers will remain the same at 185,000, but the proportion of professional soldiers compared to regular soldiers will increase, and the 225 Leopard 2 battle tanks will be modernised. During the Cold War era, Germany's army had far more than 2,000 battle tanks.

► **SINCE 1970**, for most Germans, Sunday evening has been "Tatort Day". On 12 April, the 943rd episode of the police drama series was televised on the German-speaking channel ARD, with an average audience share of almost

ten million viewers. The German regional TV broadcasters (plus Austria) take it in turns to produce the episodes, each Federal state featuring its own police teams. The quality of the episodes varies greatly, yet it looks like "Tatort" is here to stay.

► **IN GERMANY**, apart from the many commercial broadcasting stations, there are two national public broadcasters: ARD and ZDF. They are financed through license fees of 17.50 euros (18 US dollars) monthly per household, regardless of whether the household actually has a television set or not.

► **HAMBURG OR BERLIN?** The German Olympic Sports Confederation (DOSB) has decided to put forward Hamburg as its candidate for the 2024 Summer Olympics. Berlin, who hosted the Olympic Games in 1936, does not have suf-

ficient support from the public. The concept of Hamburg, which has large, hardly used port areas that are very close to the city centre, offers an eco-friendly city development programme that would expand with the Olympics. Currently, the favourite contender for the 2024 Games is Boston/USA.

► **MORE POWER FOR WOMEN:** On 6 March 2015, the German Bundestag decided that the share of women on supervisory boards of large-sized companies must be at least 30 per cent. Previously, the – voluntary – share was 21 per cent. In the Federal Government this number has long been met. The Cabinet consists of nine men and six women, namely the German chancellor and the ministers of labour and social affairs, defence, family affairs, the environment, as well as education and research.

## As fresh as on the first day

"Liselotte Essberger" and "Roland Essberger" leave the fleet after 23 years of service with Essberger Tankers

**D**avid Technow, 2nd Officer of the chemical tanker "Liselotte Essberger" (3,750 dwt), sent us this photo together with a declaration of love. The picture was taken on journey 999 from Antwerp to Hamina/Finland and shows the meanwhile 23-year-old, 90-metre-long tanker, its paintwork almost as fresh as on delivery on 24 August 1992 on the River Elbe.

Its shipshape condition is not just thanks to the quality of the shipyard who built the ship, J. J. Sietas in Hamburg-Neuenfelde, but also to the excellent maintenance by Essberger Shipmanage-

ment and the crew. David Technow writes: "The ship's crew is proud of our good old Lilo and there is still demand for our lady – coming to the conclusion that Liselotte might be too old for rock 'n' roll but still too young to die."

He's right, since "Lilo" is leaving our fleet because the ship has reached its age limit for Essberger Tankers, but the lady is still in demand. In April 2015, the "Liselotte Essberger" will be handed over to her new owners, Norwegian shipowners Key Shipping A/S, and with her the two-month-younger sister vessel "Roland Essberger".



In perfect condition, "Liselotte Essberger" says goodbye to the company

## The way of a master from Poland

After many years at sea Captain Grzegorz Klepacki now heads Essberger Tankers' operations department

**A**lthough we lived 150 kilometres from the sea, our town was surrounded by lakes and boating activities. Only 300 metres from our house, the University of Technology had a marine section where ship models were tested, and where masters and pilots were trained in ship manoeuvring, where I had free access. So I was destined to go to sea.

At 14, I signed on to a sail training ship, my first experience of the power of the sea and the effect of heavy storms. I continued my education in the Maritime College in Gdynia. In addition to regular education, we learned all the basics of the marine profession. During the winter, we took part in regular deck and engine room watches while the ship was alongside, and in the summer we gained valuable experience sailing the old tub on the Baltic.

### Saved from the sea

My first "real" ship was the "Stefan Batory", one of the last great Transatlantic passenger liners, sailing between Montreal and Europe. In 1980, I joined Polish Ocean Lines. For the next ten years, I sailed worldwide on general cargo ships, reefers, ferries and container vessels, while meantime continuing my nautical studies. From the relative safety of Polish Ocean Lines, I joined a small German container ship – the "Rocio"



Captain Klepacki in the office. There is a kind man behind the concentrated face

– in 1990. I returned home exactly three months later after she sank during a storm in the Tyrrhenian Sea. Luckily we were rescued by a Maersk car carrier after a rather exciting trip in the lifeboat in the middle of the night. I soon afterwards decided to move from dry cargo ships to something with a bit more inbuilt buoyancy, and started working on crude and product tankers, later joining the Danish chemical tanker company Herning as Chief Mate.

Three years later, I left Herning in order to gain the necessary sea time on vessels over 3,000 dwt and started as Chief Mate on Dynamic Positioned shuttle tankers. During that time I gained valuable experience and knowledge through courses at the Ship's Manoeuvring Centre in Trondheim and in Kongsberg. Shuttle tankers at that

time were owned by Ugland Shipping Management (now Teekay) and on their behalf I supervised two 106,000 dwt vessels in South Korean and Japanese yards. This experience changed my approach to ships and shipping, and widened the whole picture of my job at sea. In my opinion any seagoing career demands from seamen a constant effort to combine all of their collective experience and education in order to ensure the goal of safe and efficient sailing.

In 2001, I rejoined Herning Shipping as Master, and sailed for the next four years on "Ellen Theresa" and "Anneliese Theresa". These were busy ships, sailing between Denmark and Sweden, and often doing 50 port calls a month. Great experience of small tanker operations, and also of ship manoeuvring since I had a pilot exemption

from most Danish ports. In 2005, I made the decision to join JTE, and was assigned as Master to "Lima Chemist" and later "Tejo Chemist". In addition to my position as Master with Essberger, in 2006, I was asked to set up and conduct a Liquid Cargo simulator course at Gdynia Maritime School for the Essberger officers. This course is aimed at handling potential disasters.

In November 2008, I joined our SSHEQ department as the company training master. During the next five years I worked with almost all of our seafarers, on board and during seminars. This little article is a great opportunity to thank all of you for your hospitality, friendship and cooperation. In addition to my training role, I have supported a lot of inspections and audits on our vessels including our new vessels. I have to admit that was a very busy time with a lot of challenges.

During the time I was able to study and I graduated with a degree in Business Management. Most of our seafarers have seen me with my camera taking pictures during sailing, and it is no secret that photography is another of my hobbies. In 2014, I took over the lead of the operations department. Soon I will celebrate 10 years of service with JTE. I've been happily married to my wife Anna for 31 years. I am also very proud of my two adult sons.



# New head of JTE Shipmanagement

Hartmut Nickel says: "Anything to do with technology really thrills me"

**D**ipl. Ing. Hartmut Nickel, born in 1962 in Berlin, is the successor of Dr Dirk Lassen and thus the new Director of Essberger Shipmanagement. He brings with him many years of experience from many different areas of shipping. Mr Nickel's academic education began at a polytechnic secondary school. He and his family – his father being in the diplomatic service – then moved to Moscow, where Hartmut Nickel attended the embassy school. In 1979, he switched to a boarding school in Rostock, where he trained to become an able-bodied seaman, specialising in engine room operations ("Assistant"), while at the same time attending regular school lessons to obtain his university entrance qualifications. After that he served in the armed forces for three years, where he completed a specialist training course as a paratrooper / bomb disposal diver. Parachuting and diving later became his private hobbies.

In 1985, Mr Nickel enrolled at the Maritime University of Technology Warnemünde-Wustrow and after successfully completing his degree course left his seafaring career to take up a post as a refrigeration engineer at the Grand Hotel Berlin, the top hotel in East Berlin. When



Mr Nickel: "Managing chemical tankers is the pinnacle of management"

the border opened in 1989, he immediately returned to a seafaring profession, joining the Hanseatic Shipping Group (shipowner Ernst Jacob) in 1990, to obtain his chief engineer's ticket.

## Vast experience

Next he worked in the field of waste management at the Eckelmann Group in the port of Hamburg before switching to Oldendorff Carriers in Lübeck as a superintendent. Here he was primarily responsible for bulk carriers with self-discharging gear and container ships, in total for ten years. In 2006, he worked for

shipowners Peter Döhle as a chief superintendent, before moving on to DS Schifffahrt (Dr. Peters Group) as managing director in 2008.

In 2012, he rejoined Oldendorff Carriers and was assigned to Eships Oldendorff Logistics in Abu Dhabi, where he worked on the German-Arabian joint venture as technical director/fleet manager. He has now returned to Hamburg to enter the chemical tankers and dry cargo sector.

He says: "Anything to do with technology really thrills me and I very much enjoy working in management. So, for me, managing chemical tankers is the pinnacle of management, and it's an interesting new challenge."

Since 2004, Hartmut Nickel has also been a publicly appointed and sworn-in expert for ship engine damages at Lübeck's Chamber of Industry and Commerce.

Mr Nickel is married, has a daughter who is studying at university, and lives in Bad Oldesloe, halfway between Hamburg and Lübeck. In his free time he enjoys sailing small keelers on the Baltic Sea and charter boats on the Mediterranean and, to round things off, a bit of golf, running, fitness and healthy food.

## Fruity

**E**very year at the beginning of February, Berlin hosts the Fruit Logistica, the world's biggest trade fair for fresh produce. This is where all the major fruit exporters – i.e. the producers – and their worldwide counterparts meet. Since the transport of fruit is a substantial pillar of DAL's northbound Africa service, it's no wonder there's always a lot going on at the booth of DAL, with nearly all of the slots for official meetings already booked well ahead of the fair. Attending this event is key not only to cultivating existing contacts but also to finding new customers, which is why DAL's booth is always staffed with a top-class specialist team. DAL Agency's Jaco Oosthuizen and Neil Carrick flew in from Cape Town, and DALSA and Deutsche Afrika-Linien were represented by Anja Seineke and Lars Witte respectively, seen here on the photo at the DAL booth.



# UAFL: Names are news

Retirements and new responsibilities in Mauritius



Tushar Pujara, Christine Agutu, Chris Barnes, Matthew Luckhurst

**T**wo senior directors of the UAFL group went into retirement. Captain Chris Barnes, director of Indian Ocean Shipping Holding and operations director of UAFL, retired after almost 30 years of service for the UAFL/Spa-freight group on 31 March 2015. His activities will be split between Mauritius and Hamburg. While the equipment management will con-

tinue to be carried out by the UAFL team in Mauritius, stow planning and daily vessel operations will be provided under a service contract by the DAL operations excellence centre in Hamburg.

Mr Barnes will continue to support the UAFL management team with help and advice over the coming months. Mr Tushar Pujara, director of Indian Ocean

Shipping Holdings and managing director of Spanfreight Shipping (Mombasa) went into retirement on 31 March 2015. Mr Pujara served the group for more than 26 years. He will continue to support IOSH as a senior advisor. New finance director as of 1 April 2015 is Ms Christine Agutu. Ms Agutu has worked for Spanfreight for 13 years. Ms Stella Musumiah was appointed as commercial director and Mr Alfred Mutinda as corporate affairs director of Spanfreight Shipping.

Furthermore, Mr Matthew Luckhurst, managing director of United Africa Feeder Line (UAFL), and UAFL decided to part ways allowing Mr Luckhurst to pursue other personal opportunities. He will hand over his activities by 1 April 2015 to Mr Ole Raduenzel. Mr Raduenzel joins UAFL as trade manager for Middle East Express

and Island Express. Before joining UAFL, he had been working for DAL Deutsche Afrika-Linien and Maersk-Safmarine in Germany and in South Africa. Mr Raduenzel is located in the UAFL office in Mauritius.

As of 1 April 2015, the new managing director of UAFL will be Mr Michael McKeown. Mr McKeown has been working for the UAFL group for the last 15 years and – beside his function as managing director for our trading house Eastbourne Maritime Trading – has been a member of the UAFL senior management team.

During the phase of acquisition of UAFL by DAL in 2011, but in particular in the following years, Mr Barnes and Mr Pujara as well as Mr Luckhurst played a pivotal role to develop the company further and to drive the integration with DAL.