

WILHELMSSEN SHIPS SERVICE

TECHNICAL SERVICES
MARINE PRODUCTS
MARITIME LOGISTICS
SHIPS AGENCY

MAGAZINE CONTENTS | Safety | Logistics | Cruise | World watch | Facts and figures



A better liferaft solution

Helping Volvo Ocean Race handle the world's biggest LOGISTICS CHALLENGE!

Cruise Control

Our man in Kochi



CONTENT:
 PAGE 03: FOREWORD BY THE PRESIDENT
 PAGE 04: SAFETY
 PAGE 06: VOLVO OCEAN RACE
 PAGE 08: CRUISE
 PAGE 10: WORLD WATCH
 PAGE 12: FACTS AND FIGURES

Published by:
 Wilhelmsen Ships Service AS
 Strandveien 20
 PO Box 33
 NO-1324 Lysaker
 Norway

Coordination and editing:
 Dave Stebbing
 Tel: +47 67586912
 Email: WSS.literature@wilhelmsen.com
<http://www.wilhelmsen.com/shipservice>

Graphic design:
 Newmarketing
Printer:
 Grafia Kommunikasjon

Printed on environmentally friendly paper
 JANUARY 2009



ALL OF US in the shipping industry are focusing on tightening our belts and concentrating on getting through the next few months of economic recession. In

this issue we highlight several ways in which customers can improve operational efficiency, in the cruise industry, in effective handling of project logistics, and in liferaft rental.

The Cruise Control article demonstrates our “segment approach” to our customers. We believe that the cruise segment is sufficiently different from other branches of the shipping industry to warrant setting up a specific “cruise team” to deal with this segment of the market. In future issues, we will look at some of the other segments, such as oil and gas, chemicals, and minerals.

I am sure you will also be interested in reading about our liferaft rental offer. This is an innovative solution to the problem of annual liferaft service, and has attracted considerable interest in the market since the launch of the concept earlier this year.

Finally, I hope you find it interesting to read about our involvement in the logistics side of the Volvo Ocean Race. Every job we undertake is different in some way, but this job provides more challenges than most. We trust that the experience we gain in overcoming these challenges will be of direct benefit in assisting our customers face unpredictable situations in the future.

David Tandy
 President

Making a good solution even better

Wilhelmsen Ships Service has chosen the Survitec Group, the world's largest supplier of liferafts and safety products, to manufacture a Unitor liferaft for our rental programme.

THE CHALLENGES

1. Most liferafts on vessels must be serviced once a year to ensure that they are functioning safely, in accordance with IMO regulations
2. Liferaft service costs are unpredictable
3. Liferafts can only be serviced by manufacturer approved service stations in each port
4. Liferaft servicing takes time, and can delay the departure of a vessel from port

THE SOLUTIONS

1. Rent, don't buy liferafts
2. Arrange a fixed annual price
3. Choose a convenient port to exchange your liferafts
4. Exchange liferafts onboard with a newly serviced set and save time on operation and handling

Following the advice of our customers, Wilhelmsen Ships Service has been investigating the possibility of liferaft rental for some time. The benefits are obvious – predictability of supply and costs, quicker turnaround time in port, and ease of compliance with IMO regulations. However, setting up a liferaft rental solution has not been straightforward.

Pilot Plan

Although the idea is immediately appealing, from the start we realised that there would be no “quick fix” solution. We had to be sure that the programme would work, and that meant setting up a pilot plan, for use with a few selected customers, in a limited number of ports.

We started in 2005 with a small number of liferafts on a few vessels. We kept in regular contact with the vessels using these liferafts, in order to get a clear picture of the potential challenges that would face us when trying to roll out this programme worldwide.

During this trial phase we realised that in order to operate a liferaft rental scheme worldwide, we would need to produce our own liferaft to guarantee the highest quality standards. More importantly, we had to ensure that we had a reliable servicing network worldwide.

Survitec liferaft

After negotiations with several suppliers, we finally chose Survitec as our primary manufacturing partner. This company is already well known in the marine industry for producing highly reputable brands such as RFD, Beaufort, DSB, Crewsaver, EV and Elliot, and we decided they would be the best partner to maintain the high standards that Unitor products are known for.

Service network

Manufacturing the liferafts is only one part of the equation. For the rental programme to work efficiently, we have to ensure that we have liferafts stocked at a convenient network of ports around the world.

Wilhelmsen Ships Service presently has 20 liferaft service stations around the world. However, in conjunction with Survitec we are now rapidly expanding our service network. Your nearest Customer Service Centre will be able to advise you of the most convenient stations to meet your needs.

See page 15 for contact details.

GETTING THINGS DONE

Bjørn Palmork of Wilhelmsen Ships Service is responsible for “bumping in” and “bumping out” all the equipment for the race in every port around the world.



Behind the scenes - chasing the money:

The sailors get all the glory, the sponsors get the publicity, but afterwards someone has to pick up the pieces. That's where the Wilhelmsen Ships Service accounts department take over. Everything the racing teams need in the ports - cranes, fork-lift trucks, cherry-pickers, scissor lifts, welding equipment, scaffolding – has to be sourced and paid for up-front in local currency. We then invoice the sponsors in the race village in Norwegian Kroner and their head offices pay our accounts department in Oslo.

In addition to the race expenses, we also have to keep track of travel costs, local haulage expenses, customs duties, agency fees, and a host of other costs. In order to keep to budget, all the Volvo Ocean Race invoices are flagged as part of a single project. In this way, it is easy to keep track of the expenses of each of the participants, and to monitor the expenses of our agents and their sub-contractors. It may sound complicated, but it's all in a day's work for Wilhelmsen Ships Service.

Managing one of the world's biggest logistical challenges

When it comes to challenges, the Volvo Ocean Race has it all – excitement, thrills, danger, split-second decision making, physical fitness and lots more. But what about the challenges behind the scenes?

Wallenius Wilhelmsen Logistics (WWL) is the official “Race Partner” to the Volvo Ocean Race. This means that WWL is contracted by the organisers to manage the practical arrangements of the logistics for the event. WWL have taken advantage of the Wilhelmsen Ships Service expertise in this special field and nominated them to run the Logistics Team on their behalf.

We spoke to Bjørn Palmork, a Wilhelmsen Ships Service employee seconded to the WWL Logistics Team as Project Manager. “This is like living on a knife-edge,” said Bjørn. “Apart from dealing with the day-to-day logistics issues for the eight boats, their teams and race sponsors, we also have to be prepared for the unexpected.”

“We have to make sure that everything is in place in each of the ports to support the teams and the sponsors, and we need to ensure that everything is transported and ready for the arrival of the fleet at the next port.”

There are over 100 40-foot containers and 20 air-freight containers moving between each stop of the race. As no commercial vessel can keep pace with the racing yachts, we move two sets of everything to alternate ports – what was in port one moves to port three, and so on around the world.

Two years preparation

The arrangements started over two years ago, when WWL and the Volvo Ocean Race organisers got together to decide on the timing of the events at each port. In some cases (such as Boston) we had to make minor adjustments to the race schedule to fit in with the transit times for the next stopover.

Once the ports had been decided, we visited each one to establish contact, looked at the sites etc. We also had to nominate local agents and ensure

that they were fully prepared to handle the expected traffic and have good communication with all the port authorities and suppliers of services to the event.

Ready to go

Our logistics team arrived in Alicante six weeks before the start, and were faced with a completely bare site. Over the next three weeks, the entire infrastructure came to life, including lights, palm trees, flowers, stands and the sponsors' pavilions. Much of the material had to be shipped in, so we needed good control and follow-up of all shipments. We also needed good contacts in Alicante to ensure all the work was done on time, and to the high standards demanded by the sponsors and competing teams.

Once the excitement of the start was over, the crowds dispersed, organisers breathed a sigh of relief, and the yachts headed over the horizon, but we carried on working. We had to keep the race teams' “wet” containers in a state of readiness until the boats had safely negotiated their way out of the Mediterranean. (The “wet” containers have everything the teams are likely to need for their boats – spare sails, sewing machines, repair equipment, spares etc. The “dry” containers include material used by the sponsors, such as pavilion structures and equipment.)

Immediately after the event, we started dismantling the race village and shipping airfreight to Cape Town and sea freight to Kochi, the next two ports on the route. Some of the sponsors want a major presence at each port, whereas others just want to concentrate on promoting themselves and their products in just a few ports. The huge Volvo Pavilion covers 600 square metres on two floors, while the structure for the Puma sponsors, “Puma City”, is made from 24 40-foot containers, each weighing eleven tons.

Around the world

The experience we gained during the last Volvo Ocean Race and in Alicante this year will obviously be helpful in the other 10 ports around the world, but we cannot be complacent. Our team of three dedicated team members are certain to have some challenging times ahead.

VOLVO OCEAN RACE BY THE NUMBERS

- 200** TEUs “bumped in” and “bumped out” at each port
- 20** air freight containers flown between ports
- 120** days of crane hire in Alicante alone
- 300** hours spent by the team leader (Bjørn) in the air before the start of the race
- 146** incoming calls to Bjørn's phone in one day in Alicante
- 90** number of times the members of the team will have heard the in-flight safety instructions by June next year

CRUISE CONTROL

Not just a pretty face

Cruise ships have the reputation of being the “glamour girls” of the oceans. But under all that glamour, they’re just the same as any other ship, right?

Not exactly. At least when it comes to servicing their needs. In fact, we in Wilhelmsen Ships Service see their needs as so different from all the other 20 000 merchant ships that we deal with every year, that we decided to set up a specific “Cruise Team” just to deal with this segment of the market.

So how are they different?

A cruise ship is like a small town on the water. Like any town, the population need potable water, food, recreation, and a clean, healthy, safe environment, and they produce waste. We’re involved behind the scenes in all these areas.

Potable water – We provide anti foam and anti scale for the fresh water evaporator. Our products make sure it stays at maximum efficiency with minimal downtime and maintenance. We also supply the carbon dioxide which is injected into the water to adjust the pH level of the water.



Food – The hotel department is a big user of carbon dioxide for beverages (beer and soft drinks) and nitrogen for other type of dispensers (such as ketchup, mustard, or even wine). Nitrogen in combination with carbon dioxide is also used to create a creamy head on English-style beer. The restaurants use our small propane cylinders for flambé trolleys and barbeques on deck.

Recreation – We supply pool and spa chemicals to keep them in shape, such as sanitizer, pool surface cleaners, water clarifiers and algae control. We also carry test kits so the water can be measured to make sure it is in good condition. Finally to make the party complete, we supply helium for filling party balloons.

Clean, healthy and safe environment – We keep things smelling sweet with odour control, using the fast-acting environmentally-friendly Gamazyme products. We keep things cool with Uinitor virgin-quality refrigerants. These are used in the exten-

sive cooling installations onboard for air conditioning and food storage rooms. The hospital on board uses Uinitor medical grade oxygen for emergency treatment.

Waste – The Gamazyme range keeps the black and grey water systems in shape. The black (toilet) water uses products like descalers, cleaners and scale preventers. The black water ends up in a sewage plant where our products stimulate biological activity and dramatically reduce the waste-processing time. We also have products for drain and pipe cleaning. The Gamazyme products are an environmentally-friendly range that is unique to the market. They are formulated to give the same or better performance than the aggressive toxic cleaners they replace. In many places the Gamazyme products enhance performance of the system as they boost the bacteria’s activity in the system instead of killing them, as is the case with most conventional toxic cleaners.

Queen Elizabeth 2

One of the world’s best-loved cruise ships, the QE2, has reached her final resting place in Dubai, where she will be moored as an offshore floating hotel. Wilhelmsen Ships Service has a long association with the QE2 over the years, through our former companies, Barwil and Uinitor, supplying her products and services in ports around the world.

cruise vessels were based in the Caribbean, they could rely on local supplies in Miami and Port Everglades. However, now that cruise ships call in many more ports in the world, they need partners who can supply reliable services wherever they call. Many cruise vessels would not even be legally permitted to leave port without the products and services provided by Wilhelmsen Ships Service.

In addition to all these products of specific relevance to the cruise industry, Wilhelmsen Ships Service also provides ships agency services to cruise vessels, in addition to logistics and technical services. Increasingly, we are recognised as a “one-stop-shop” for all ships service needs.

Managing a cruise ship

The Captain has such a wide range of operations to oversee that it would be impossible without involving some responsibilities to specialist suppliers. In the past, when 90% of



FOCUS ON *Kochi* (formerly Cochin)

All ports on the Indian subcontinent are expanding as India's trade increases and as more operations take advantage of their strategic location. With Kochi in the spotlight during the Volvo Ocean Race, we looked at how this port will handle the increased trade.

We talked to George Joseph, Senior operations executive at Wilhelmsen Ships Service in Kochi.

What are the problems for new operators wanting to use Indian ports?

As with any new port, new operators need to familiarise themselves with customs and immigration documentation. If all the declarations are perfect and the vessel is well maintained, then there should be no problems with Port State Control.

Is the turnaround time in port faster or slower than other ports in the region?

Turnaround time depends on two things: the type of cargo, and the quality of the agents. The facilities for bulk cargo handling are outdated, which means that it can take several days to unload a bulk carrier that would be unloaded in 24 hours in a more modern port. On the other hand, crude handling facilities are generally faster than other ports in the region, but it depends on the performance of the agents.

How much pressure is there on docking places - are there long queues of ships waiting to dock?

There is very little berthing delay. Normally ships can expect to sail straight into berth within 24 hours of arrival in port.

Are there new regulations coming up that existing operators should know about?

Tugs used at Single Point Mooring are very expensive. Tugs should not be used for crew change or for provision supply at SPM, since the port will charge up Rs 100,000 (approx US\$2,000) per hour.

What is the level of bureaucracy?

Very high. The port regulations are very detailed, and the port authorities stick very closely to these regulations.

What aspects of Indian ports are better than average for the region, and what aspects are worse?

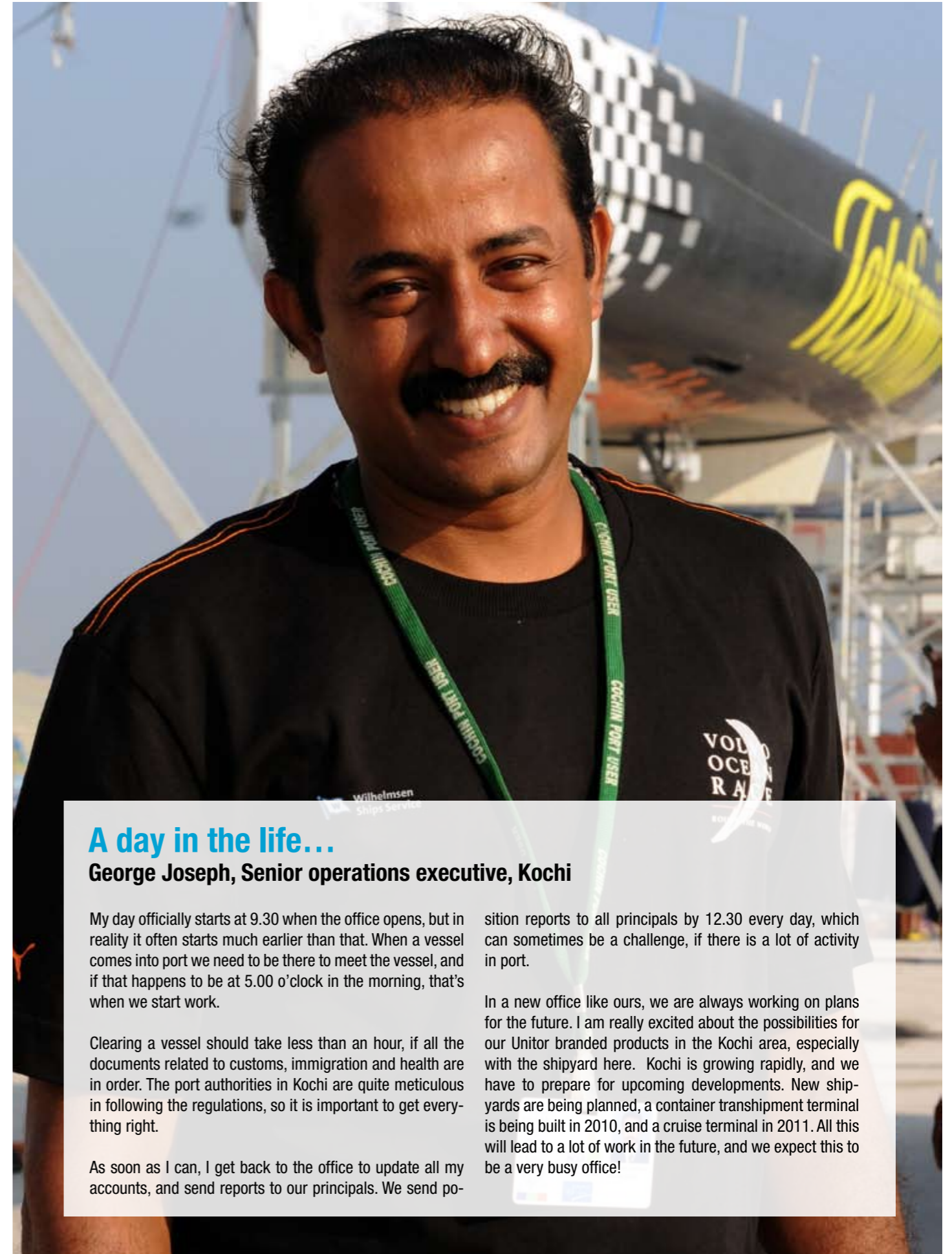
Kochi Port is better than many others in the region as it is a natural port which is very close to the city. For all liquid cargo and container vessels the performance is very good but for bulk cargo the performance is very poor and it takes a long time to discharge the cargo due to the poor infrastructure.

How does the physical infrastructure compare with other ports in the region?

Physical infrastructure is very poor as compared to other regions; there are not sufficient cranes for discharging bulk and break-bulk cargo. The draft in the port is around 9.1 metres, whereas many bulk carriers require a draft of 10.5 – 11 metres.

Is it a popular destination for crews? Is it dangerous? Is it safer to stay on board?

Kochi is a popular destination. It is a friendly city, and not at all dangerous. Crew should always ensure they have the latest exchange rates before they go shopping.



A day in the life...

George Joseph, Senior operations executive, Kochi

My day officially starts at 9.30 when the office opens, but in reality it often starts much earlier than that. When a vessel comes into port we need to be there to meet the vessel, and if that happens to be at 5.00 o'clock in the morning, that's when we start work.

Clearing a vessel should take less than an hour, if all the documents related to customs, immigration and health are in order. The port authorities in Kochi are quite meticulous in following the regulations, so it is important to get everything right.

As soon as I can, I get back to the office to update all my accounts, and send reports to our principals. We send po-

sition reports to all principals by 12.30 every day, which can sometimes be a challenge, if there is a lot of activity in port.

In a new office like ours, we are always working on plans for the future. I am really excited about the possibilities for our Unitor branded products in the Kochi area, especially with the shipyard here. Kochi is growing rapidly, and we have to prepare for upcoming developments. New shipyards are being planned, a container transshipment terminal is being built in 2010, and a cruise terminal in 2011. All this will lead to a lot of work in the future, and we expect this to be a very busy office!



Just to make sure

We are fortunate to be able to call on the considerable expertise of Wilhelmsen Insurance Services to arrange insurance for all our operations. They provide Wilhelmsen Ships Service cover for the following:

- Professional Indemnity Cover (error and omission)
- General Liability Cover
- Cargo/Transport Insurance incl. all the warehouses
- WSS Bill of Lading insurance
- Transport Operator Insurance
- Directors and Officers insurance

Wilhelmsen Insurance Services is a licensed broker handling marine and non-marine insurance with values in excess of USD 6 billion for the Wilh. Wilhelmsen group, and other third-party owners, charterers and operators.

Wilhelmsen Ships Service opens 11 new offices in India:

After taking over a joint venture in February 2007 with two local offices, the company now has offices in 13 major locations around India.

As the world struggles out of economic recession, the emerging markets are increasingly being seen as the hope for the future.

India in particular is attracting attention in the shipping world, because of its geographical location, its rapid industrialisation, and the phenomenal growth of IT-related business.



India has a 7500 km coastline, and as India's economy grows, traffic through these ports is expected to increase dramatically. Furthermore, India's location on the main trade routes between East and West makes these ports ideal transshipment and logistics centres.

There for our customers

These are exciting times for our employees in India. We expect to see major developments in this area in the next few years, and our customers will benefit from working together with an efficient and competent organisation with a sound infrastructure.

What will you choose to replace the R-22 in your refrigeration systems?

There are many evaluations to make: compatibility with oil in your present system, capacity and power requirements, temperature range, and probably most important of all, availability where you need it.

All the available alternatives have their pros and cons, and it is best to get expert advice from a specialist before deciding which is the best solution to meet your needs.

The major producers promote refrigerants like R-422D, R407A, and R-427A, specially targeting systems with air-cooled condensers which are generally used in the land-based supermarket industry. However, most marine systems use water-cooled condensers, which work better with different refrigerants.



As the largest supplier in the world for marine refrigerants, we have done extensive testing and research on many different replacement alternatives. Our preferred changeover refrigerant for marine installations is R-417A. This gas has very similar operating characteristics to R-22 and therefore presents the fewest technical difficulties during a changeover operation.

R-417A is now seen as the leading substitute for R-22 in the marine industry. It is currently available from 53 Wilhelmsen Ships Service locations.

Use of R-22 refrigerant will be banned on EU flagged vessels, and in EU ports from 1 January 2010. (Regulation (EC) No 2037/2000.)

See you at the exhibitions



Cruise Shipping, Miami

The yearly Seatrade Cruise Shipping Convention will once again take place in Miami in March. This year the dates are set to 16th till 19th. If you would like an invitation to the convention, please contact wss.marketing@wilhelmsen.com. We will also be present at Europort Istanbul from March 16th till 19th. In April, we will be both at CoalTrans China in Beijing.

Concentration of competence



As the requirements of the shipping business have become more demanding, we find we need more competent specialists in the centres where we provide support for our customers. We spoke to Inger-Lise Josefsen, the head of the Scandinavian Customer Competence Centre.

"We have gathered all the competence in one place, as opposed to scattered and unidentified competence around the area, and made it more easily available to external and internal customers," said Inger-Lise. "We have specialists from every aspect of ships service on tap in the office, and we have trained our staff to be able to advise our customers where we think there are synergies between different parts of their business. In this way, we hope to make a real difference to our customer's efficiency."

The Scandinavian office is the first to convert from a Customer Service Centre to a "Customer Competence Centre". However, we will soon be expanding this means of communicating with our customers to all the regions in our network.

A fireman's first choice: UNITOR Full Composite Cylinder



Lighter, safer, stronger – and unlimited lifetime

The new Unitor carbon fibre composite cylinder is the best breathing equipment available on the market. Made from a mixture of polyethylene, carbon fibre and epoxy resin, and protected by rubber and fibreglass mountings, it is virtually indestructible, yet is 50 % lighter than its metal equivalent. It complies with DNV (F-AMC) recommendations.

Ordering information Breathing Apparatus

- 668269 Unipack Standard model excl. cyl.
- 669531 Unipack Supplementary Air Model excl. cyl.

Ordering information cylinder incl. valv

- 739979 6,8 liter 300 bar empty
- 739961 6,8 liter 300 bar filled with air

Service Management System

This is a web-based system for our service technicians to link into Wilhelmsen Ships Service database while they are on the job. It is not just a new service report system; it is a new way of working with service.

The Service Management System covers the process all the way from a service request being handled by the customer centres up to invoicing. This will enable the service engineers to do their job on board more effectively. They can print charts on board and synchronise data with the central system, without wasting time travelling back and forth to the office.



The system is web-based, which reduces the need for installations around the world, and gives technicians instant access to the central database.

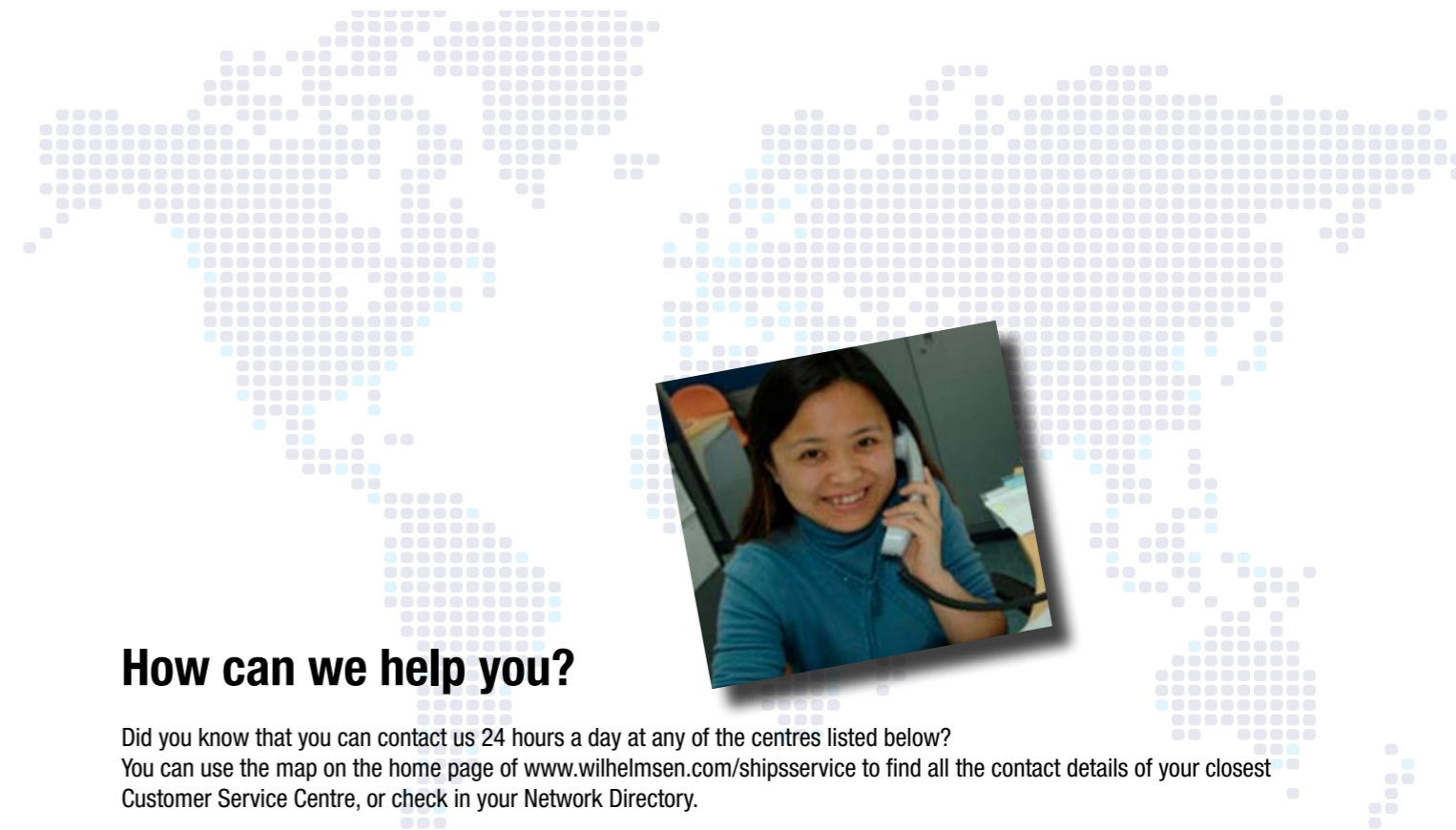
The effect will be to improve our offer to customers by reducing the time needed to perform technical services, increasing accuracy on quotations and orders.

Questions about lay-ups?

With many shipping companies considering laying up underutilised vessels, what questions should they be asking themselves about protecting their assets during the lay-up period?

- Will this be for a short term or long term period – the so-called “hot” lay-up and “cold” lay-up alternatives. A “hot” layup means leaving skeleton crew in place to keep all systems running on minimum power. A “cold” lay-up means shutting down the ship almost completely for an extended period. This leads to greater cost savings, but the ship will often require dry-docking before coming back into service.
- What can be done to protect the engine, and prepare it for operation after the lay-up?
- How can the boiler system be protected against corrosion?
- How can I protect the cooling water systems from corrosion?
- How can I prevent the refrigerant systems from leaking during the lay-up?
- How much money can be recovered by returning Unitor refrigerant and gas cylinders?
- What should be done to prevent and monitor the build-up of toxic gasses in cargo tanks and other empty spaces?
- What can be done to protect wire ropes, hydraulic rams, and other exposed metal?
- How can I protect sea-water intakes from build up of crustaceans?
- What should be done to protect ballast water tanks?
- What is the best location for laying-up vessels?
- What are local regulations and safety requirements?
- What is the legal situation regarding regulations related to fire, rescue and safety equipment not in use?
- How can you ensure that the vessel will be ready to start operations again in the future with the minimum of expense?

Wilhelmsen Ships Service can advise you on all these issues.



How can we help you?

Did you know that you can contact us 24 hours a day at any of the centres listed below? You can use the map on the home page of www.wilhelmsen.com/shipservice to find all the contact details of your closest Customer Service Centre, or check in your Network Directory.

The email addresses of the main centres are as follows:

North East Asia

WSS.KOREA.CSC@wilhelmsen.com
WSS.JAPAN.CSC@wilhelmsen.com
WSS.TAIPEI.CSC@wilhelmsen.com
WSS.SHANGHAI.CSC@wilhelmsen.com
WSS.HONGKONG.CSC@wilhelmsen.com

South East Asia and Oceania

WSS.SINGAPORE.CSC@wilhelmsen.com

Scandinavia

WSS.DENMARK.CSC@wilhelmsen.com
WSS.FINLAND.CSC@wilhelmsen.com
WSS.NORWAY.CSC@wilhelmsen.com
WSS.SWEDEN.CSC@wilhelmsen.com

Central Europe

WSS.BELGIUM.CSC@wilhelmsen.com
WSS.GERMANY.CSC@wilhelmsen.com
WSS.NETHERLANDS.CSC@wilhelmsen.com
WSS.UK.CSC@wilhelmsen.com
WSS.SWITZERLAND.CSC@wilhelmsen.com

Eastern Europe

WSS.LATVIA.CSC@wilhelmsen.com
WSS.MOSCOW.CSC@wilhelmsen.com
WSS.UKRAINE.CSC@wilhelmsen.com
WSS.MURMANSK.CSC@wilhelmsen.com
WSS.POLAND.CSC@wilhelmsen.com
WSS.STPETERSBURG.CSC@wilhelmsen.com
WSS.VLADIVOSTOK.CSC@wilhelmsen.com

Southern Europe

WSS.IBERIA.CSC@wilhelmsen.com
WSS.ITALY.CSC@wilhelmsen.com
WSS.FRANCE.CSC@wilhelmsen.com

Mediterranean

WSS.CYPRUS.CSC@wilhelmsen.com
WSS.GREECE.CSC@wilhelmsen.com

Black Sea

WSS.TURKEY.CSC@wilhelmsen.com

Middle East

WSS.UAE.CSC@wilhelmsen.com

Africa

WSS.CAPETOWN.CSC@wilhelmsen.com
WSS.DURBAN.CSC@wilhelmsen.com

North and Central America

WSS.NORTHAMERICA.CSC@wilhelmsen.com

South America

WSS.SOUTHAMERICA.CSC@wilhelmsen.com

Have you received your Network Directory?

If not, please contact any of the above centres, and they will be happy to post you one.

Unitor Marine Products | Technical Services | Maritime Logistics | Ships Agency

Wilhelmsen Ships Service is a matter of people. We have around 4300 marine professionals at your service, all around the world. Our people make sure that your vessels operate smoothly at sea, and cut down your turnaround time in port.



We mind your business when it matters most to you.

Where in the world...?

These are photographs of well-known landmarks from various ports around the world.

If you think you know where they are, send your answers and contact details to wss.literature@wilhelmsen.com and you can win a Unitor infrared thermometer (see photograph) in addition to several runner-up prizes.

As most of you correctly responded, the three buildings pictured in the last competition were in London, Oslo and Dubai.



If you have any questions, comments or suggestions regarding the contents or presentation of this publication, please send them to The Editor, wss.literature@wilhelmsen.com. This is a customer magazine, and we want to include the sort of information that you most want to read, in the way you want to read it.