

Exercise SkagEx11, September 6th- 8th 2011

SkagEx11 will exercise the ability of countries in the Skagerrak basin to handle major disasters at sea.



Color Line 2012. A short presentation.



History;

Color Line, in today's form was established in the 1990's during a number of mergers and acquisitions between Norwegian ferry operators such as Fred Olsen, Jahre Line, Larvik Line, Scandi Line and more. The company traces it's history in passenger shipping back about 100 years through some of these predecessors.

Ownership;

Color Line A/S is 100 % owned by Color Group ASA which is a family owned enterprise and holding company owned by Mr. Olav Nils Sunde and his family.



M/S "Color Fantasy" departing Oslo

Color Line 2012. A short presentation.

6 ships
7 harbors
4 routes
18 daily departures

2012 Route network



Providing short –sea services;

- Norway to Sweden
- Norway to Denmark (2 links)
- Norway to Germany

Color Line 2012. A short presentation.



6 ships in operation. Average 18 daily departures (6500dep/year).

Mini cruises and overnight services



M/S Color Fantasy
2004

M/S Color Magic
2007



Worlds largest cruise-ferries;
75.000 GRT / 2700 pax.

2 vessels provide mini-cruises and overnight service on the Oslo – Kiel route.

Celebrating 50 years service on this route in 2011.

Day-pax services



M/S SuperSpeed 1
2008/2011



M/S Color Viking
1985



M/S SuperSpeed 2
2008



M/S Bohus
1971

4 vessels provide day-pax services on 3 itineraries

Color Line 2012. A short presentation.



Performance in numbers;

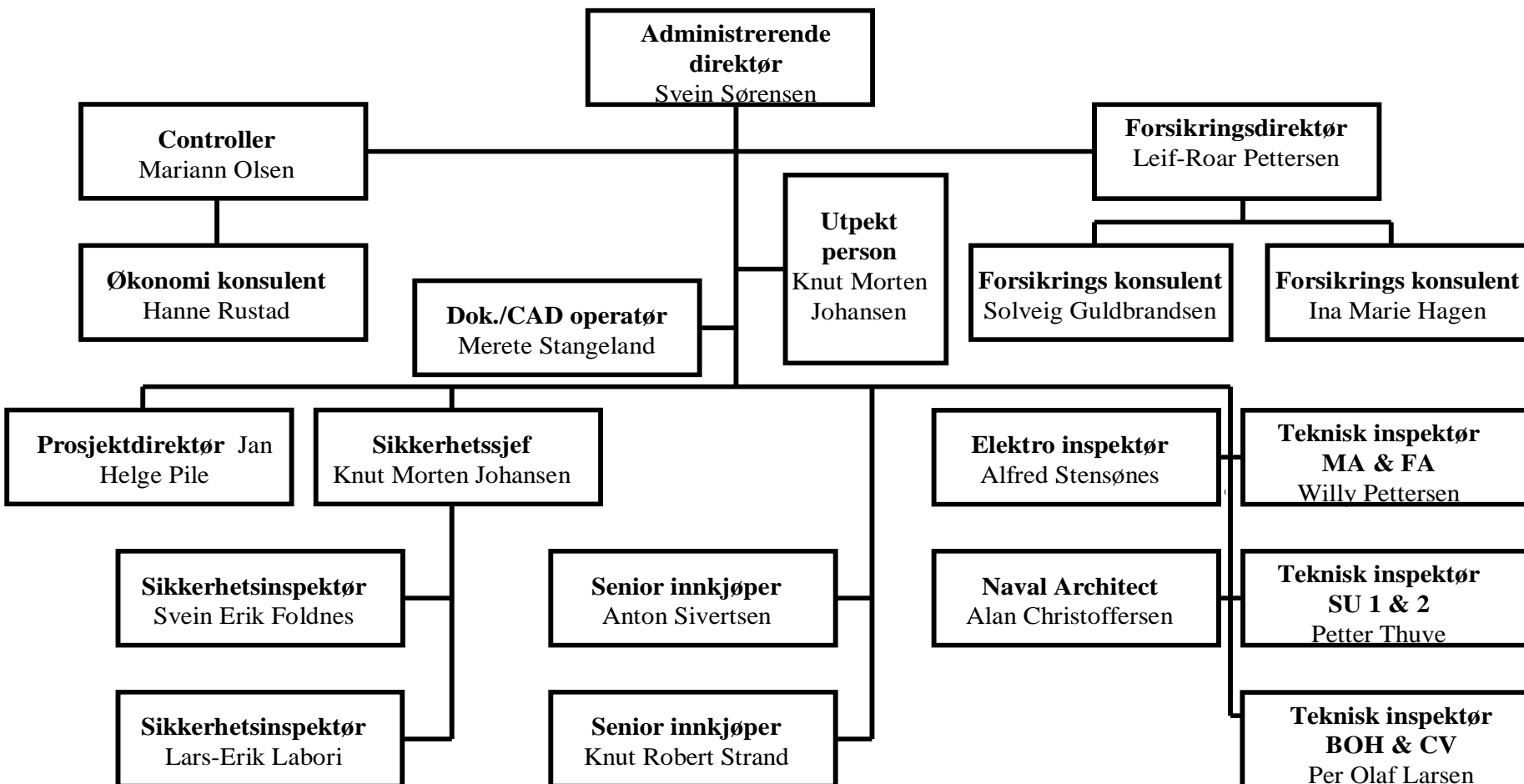
Color Line is Norway's largest ferry operator and one of the larger ones in Northern Europe. We have a dominant market share for seaborne passenger traffic to and from Norway and its surrounding destinations.

Numbers for 2010;

- **Employees:** 2.600
- **Passengers:** 4.1 mill
- **Trucks:** + 172 000
- **Cars:** + 959 000
- **Sales:** + NOK 4.5 bill.
— (+EUR 577 mill.)



Organisasjonskart Color Line Marine



Drills in Color Line

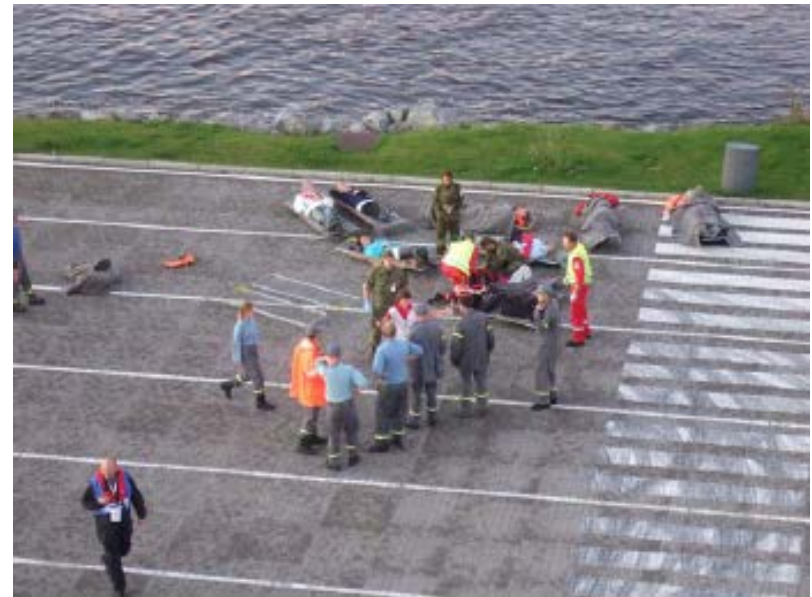
- Vessels exceed regulatory requirements
- CLM S&Q develops an annual exercise and drill plan for the entire company
- We frequently train with various different authorities, both national and international, such as;
 - Police
 - Armed forces
 - Customs
 - Coastal Directorate
 - JRCC
 - RITS (Fire departments)
 - EU

SkagEx11 in short

- DSB got in touch with CLM Safety department in 2010 asking if CL could participate.
- S&Q CLM carried out a Risk Assessment prior to agreeing, and participated in all the planning conferences leading up to the exercise
- Color Line participated with M/S Bohus, ERT shore side and the terminals in Larvik, Norway and Strömstad, Sweden

Color Lines objectives

- Effectiveness of established Emergency Response Plans onboard and ashore
- Transfer of correct pax, crew and dangerous cargo information
- Media relations and crisis communications (internal and external)
- Next of kin handling
- The company's ability to maintain continuous operation of the other 5 ships



Evaluation

- M/S Bohus
 - Very positive feedback on all levels. Both on how the incident was handled, but also in general towards the onboard service level.
 - Crew gives positive feedback. Feeling of safety and command of situation.
 - Some suggestions for improvements on equipment and training.
- Terminal Strömstad
 - In general positive feedback on communication
 - Premises adequate
 - Communication towards JRCC to be improved
- Terminal Larvik
 - Very positive feedback from local police.
 - Staff gives positive feedback.
 - Suggestion for improvement on liaison with police.
- Color Line Marine
 - Observer from Norwegian Hull Club gave positive feedback
 - Observer from Color Line IT (OO) gave some suggestion for improvement
 - Other suggestion for improvement noted, and in process of being addressed

Next of Kin

- Passengers
 - DSB had their own role-players
 - Norwegian Hull Club acted as NoK towards Color Line
 - Room for improvement on this within CL
 - JRCC requested early an overview of nationalities on board. There are currently no requirements for registration nationality of pax.
- HR
 - Received several phone calls however, majority was from passenger and not NoK of crew. This was due to miscommunication regarding phone numbers.

Did CL reach our objectives?

- Effectiveness of established Emergency Response Plans onboard and ashore
 - Plans has been improved since Skagex11
 - Routines for emergency notification improved trough CIM
 - Transfer of correct pax, crew and dangerous cargo information
 - In the process of being improved trough new booking solution and automated transfer of information
- Media relations and crisis communications (internal and external)
 - Tested Media Response Plan
 - Training of media personnel on safety issues and regulatory requirements
 - Media training for key personnel
 - Newsroom
- Next of kin handling
 - HR and Customer center sent for NoK training
 - Staff with training feels secure in handling situations
- The company's ability to maintain continuous operation of the other 5 ships

Evaluation and Follow-up

- We have made a suggestion for improvement on several issues
 - Equipment
 - Procedures
 - Training
- Safety & Quality department created a DVD of the exercise in order to share lessons learned throughout our organization
- The exercise was discussed during Safety Officers conference and Ship Management conferences
- We will continue to drill, in all parts of the organization.
- We have budgeted for another full scale drill again in 2012

Was Skagex11 a success for Color Line?

- Over 3000 people involved
 - Nobody got injured
- Did all go perfect?
 - No, however we learned a lot, and registered several suggestions for improvement we will work with to improve our Emergency Response further.



«Safety (security) is, after all, the art of making sure certain things don't happen: a thankless task, because when they don't happen, there will always be someone to say the measures were excessive and unnecessary.»

Salman Rushdie in “Terror Versus Security”, 2000.