

YESTERDAY, ~~TODAY~~ WAS TOMORROW!
~~TODAY~~, TOMORROW IS YESTERDAY!
TOMORROW WILL BE ~~TODAY~~ YESTERDAY!

We're 90! "Birthday"! Anniversary! ... Congratulations! From us all! To us all!

Why "celebrate" at all? Is honouring "90 years" in any way relevant – particularly in these more than extraordinary, indeed incomparable times that are presenting us with such huge personal, social, political and economic challenges?

And how relevant it is! Yet our awareness and appreciation of this otherwise unexceptional anniversary, hardly a milestone as such, has not been sparked by an anxiety that the conventional milestone, the centenary, might not be reached ...

In a world that is turning at an ever faster pace, where everything is in perpetual motion, significant events such as anniversaries help to give structure to our thoughts and actions. Enabling us to pause briefly and sharpen consciousness of our being, of the action that we should – or should not – take, and to allow all this to reach fruition in a reality that sometimes seems to outpace the present, one in which, more often than not, we flounder like swimmers in a relentless current, unable to escape its clutches as we are slowly pulled into the depths.

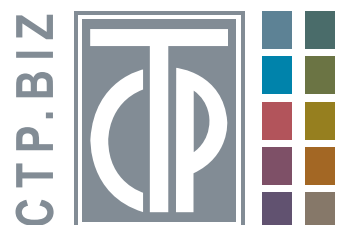
Precisely this a the issue at hand: **To observe the past**, to review it with analytical strength, willpower and realism, with respect, gratitude and humility. **To be on the move**, taking stock of each and every step made along the way. **To venture new beginnings**, to set new targets for the future, to forge ahead with spirit and commitment and thus prevent stagnation or regression from causing an ultimate standstill. And so, filled with outward calm and inner emotion, we shall purposely celebrate our 90th anniversary ... with the future firmly in focus.

On 01.March 1931, Gustav Hinrichs registered his company, **G.Hinrichs & Co. oHG**, at the Hamburg District Court, and set about the then customary tasks of a seaport forwarder. With obvious success, for a foundation was thus created on which our current activities at **CTP.BIZ** are based.

War and **crises**, **inflation** und **currency reform**, disruption of business operations in the turmoil caused by the Second World War, threats similar to that currently facing several companies as a result of the coronavirus pandemic, one which will likewise be recorded for posterity in many a corporate chronicle.

Nationalism, **racism**, the opening of borders and **globalisation**, the existential crisis facing the global economy in 1996/97 ... the past decades have witnessed not only an uninterrupted succession of constantly evolving national and international shifts in the political sphere and society, but also a transformation of worldwide economic activity, hand in hand with a constant re-alignment of values, simultaneously demanding re-alignment at companies like ours – in our case, however, one that is and always has been active in the same sector providing services in and around the world of transport.

Storms weathered and now behind us, but unforgotten.





And yet, throughout these decades, and always at timely intervals, we have of course also enjoyed wide – also economic – recognition, moments of happiness and recurring periods of good fortune ... so that **in hindsight, these 90 years**, despite the many ups and downs that life throws at us, **have, all in all, provided the timeline for a story of continuing success.**

How exhausting a task to name all those who have accompanied us in the past 90 years, in person or as a company, as a customer, service provider or partner – in varying intensity and differing relationships. Then as now, however, our corporate DNA remains unchanged: full sail on the straight course ahead, nonetheless instilled with a willingness to co-operate in all directions, in full awareness that, together, more can often be achieved and faster than alone.

Emotional strength, (self-)commitment, rationality and pragmatism ... this mixture of opposing and frequently incompatible characteristics defines us as human beings.

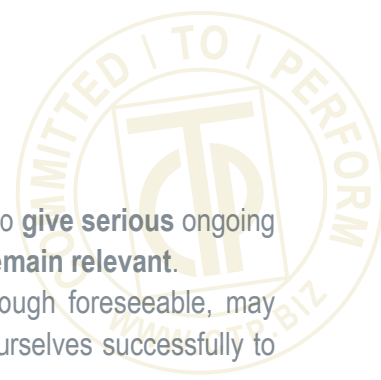
And how exhausting a task, too, to list all the technical changes that have occurred – letters, telegrams, telefax correspondence. Email messages and digital platforms, digitalisation and virtual realities – and our stand, where and how, on such issues today: presence, transparency, communication anywhere and everywhere, floods of images, news overkill, medial anarchy, superficial knowledge and fake news, with the social media as a hybrid substitute for so much that is intrinsically human. And, in culmination, digitalisation as an advanced stage of development on the path to artificial intelligence, possibly posing a genuine threat to us as humans and the monopoly on power that we have so long held on earth ...

But developments in shipping and logistics have also seen a revolutionary transformation: In addition to specialisation on the transport of liquid bulk in tankers (oil, chemical products and concentrates), of huge project cargoes or of mass (bulk?) goods to cover worldwide raw material requirements, the main feature has been a switch from the traditional transportation of general (break bulk?) cargo over to container logistics, (still) the most important means of satisfying worldwide demand, particularly for consumer goods. And yet the history of containerisation dates back no further than 60+ years. Reflecting the prevailing spirit of the time, this field, too, was long guided by the philosophy “bigger is better”, culminating in developments on a gigantic scale. In material terms, however, this view has long since been challenged. Although vessels accommodating no more than 2,000 containers were seen as giants 40 years ago, capacities of up to 30,000 storage slots, a continuation of the traditional concept of constant growth – based on yesterday’s calculations or political guidelines and meanwhile a source of considerable scepticism – are now being targeted. In the field of aviation – quite comparable to the shipping sector in many ways - the era of the A380, that giant of the skies, has already come to an end after only 10 years, thus heralding a change of course. In all likelihood, shipping and logistics will also undergo a similar turnaround.

Once praised as the sole alternative for the creation of a united future world, **globalisation**, after less than 40 years, now **faces a process of serious re-examination.**

With its call for self-sufficiency, **the recently reborn autarchic movement**, doubtlessly more than a mere renaissance of the old quest for independence by power-hungry countries, nations, political communities, societies or continents, **has already attained a dynamism unforeseen a few short years ago.** A revolution of the revolution as its mission.

Forty-five years ago, when I set out on my first voyage aboard an India-bound freighter of the “HANSA” shipping line, the global population numbered 3.9 billion inhabitants. **Today, in 2021, this level is assumed to have risen to 7.8 billion persons, more than twice (!!) the former figure, with a total of 10 billion expected by 2050**, distributed, what is more, throughout countries and regions quite different from the ones traditionally inhabited. All of us, even we



at the **CITIP Group**, itself no more than a tiny wheel in the workings of the world, will have to **give serious** ongoing and constant **thought** to what we wish to do, must do, can do, so as to survive, **so as to remain relevant**. Yet this has always been the case in times of transformation and change, which, although foreseeable, may nonetheless arise somewhat unexpectedly. With this in mind, we have always adapted ourselves successfully to transformation and change, and shall continue to do so in future.

In 1987, now also active as a nautical surveyor, I made the acquaintance of Rolf Hinrichs - and was soon to join him at very short notice. The developments unfolding at his company became my field of choice - and have remained so ever since. Permanently closing the maritime chapter of my career, I resigned from my post as a captain at sea – also discontinuing the activities on which I had recently embarked as a surveyor - and joined G. Hinrichs + Co. GmbH in 1989, a company in which I became a partner and shareholder in 1990. The quite exceptional, unique partnership with Rolf Hinrichs that was to endure in a spirit of friendship for 17 years, was brought to a close when he passed away in 2007.

Focused on fresh, different types of service that had previously been unavailable in this form, **the core of our activity**, particularly in the shipping sector, **is and always has been the “combining” (“parcelling”) of the numerous shipments of numerous clients** - none of whom conduct business on the crucial scale that justifies the transport of cargo on self-owned vessels, this in conjunction with changes in supply-chain management - **so as to ensure that universal demand is covered by high-frequency and reliable “in time” part shipments**. That was the one side of the coin. The other side, essential for the success of the first, was to transport such loads on the vessels of ship owners who, like ourselves, set great store in consistency and a mutuality of interest. Adhering to the procedure traditionally followed by our company in previous decades, we again co-operated with shipping companies in the Baltic States or elsewhere in the only recently dissolved Soviet Union. Far from typical for many years, these exceptionally harmonious relationships of the post-Soviet era, predominantly with ship owners in Russia, the Ukraine and all three Baltic States, were the backbone of our shipping activities until the end of the 90s. Next in line was the exceptional partnership which linked us, also exceptionally, with the Iranian state-owned (national) shipping company IRISL, whose vessels, integrated in our charter, were a vital key to the reinforcement of our exceptional ties with China. Lasting until 2010, this relationship came to a halt of necessity when a trade embargo was imposed against Iran. To a certain extent, **such co-operation(s) represent(ed) the incarnation of an economic and conceptual symbiosis** and provide general exemplification of the division of tasks performed in shipping and logistics, on the one hand by companies like ours that, with overall responsibility for the transport of cargo, tailor (develop?) appropriate solutions, and those that provide vessels or other essential equipment such as containers. And enhanced through continuous modification, adjustment and the harmonious integration of new partners, this still applies and “works” today.

A decisive **turning point**, not only as it involved adjustment and marginal change within the company’s corporate structure, **was heralded in 2007 and eventually achieved in 2011 with the reorganisation and rebirth of G. Hinrichs + Co. GmbH as CITIP - CARGO | TRANS | POOL**. Our concept and programme thus acquired its name - **a name that mirrors our programme: in harmony, within the pool, to offer integral logistics, everything necessary, everything possible, all from a single source**, based at its core on a twin package of shipping and logistics, but **linked to the goal of continuously supplementing a long-term logistical value chain so as to provide a constantly refreshed, constantly adaptable and integral overall logistics service offer**.



We aren't able to do everything, and don't do everything – but we are fully aware of those who can do all the things which we can't do perfectly ourselves. And together with such partners, we co-ordinate all this and more by balancing requirements with our service offer in order to develop the optimal solution.

In the words of Einstein: "Insanity is doing the same thing over and over again and simultaneously expecting different results". And this we bore very much in mind when setting out "with all engines running" along the path to change.

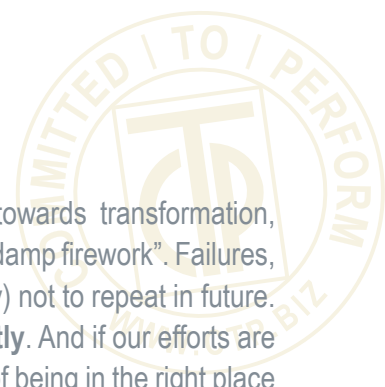
The first logical step along this new path, the (partial) move to Rellingen, was taken in 2007, culminating when we could at last make full use of our new headquarters, built specifically to meet the requirements of this new way of working and completed in 2012 ... after 76 years in Hamburg.

Things then came to pass as they were supposed to, as they were bound to: **new amazing people were welcomed on board, as colleagues, as customers and as partners**. New fields of activity were entered, new benefits derived, and, as a "**safeguard**" for the future, ongoing development of the overall enterprise, now converted into a company group, was steered along a more colourful, more diverse course, bolder, more adaptable to risk, richer in activity, business fields and experience, in connections, in communication, and, above all, more strongly and firmly centred on the group's – on our – commitment to the future, so that, vibrantly absorbing the opportunities and possibilities ahead of us and infused with agility and enthusiasm, we not merely generate income for the successful outcome of our business operations, but live our lives to the fullest.

Training and continuous professional development have always been of the highest priority to us as a decisive contributing factor in **shaping the future**. From the very start, our goal has not only been to equip those learning from or with us with the perfect **tools for today's tasks**, but also, above all, **to sensitise, to encourage, to empower them and to instil a desire to shape the future**, fuelled with the awareness that standstill is tantamount to a final out, that the major aspiration for us here must be **to learn how to learn**, and that we, together with them and they with us, actively participate in an **uninterrupted process of transformation**.

Real estate has also now become a significant **component of our activities and sustainability**. In addition, we have acquired **collections** of great value, both contemporary and historical, that **safeguard our corporate stability**. At the same time, too, we are involved in **operational participations** and initiatives such as that with "**brand eins**", (THE "magazine" for the revelation of what is possible), or with "**S'tatics**", (a company active in the field of health management offering services externally or via shops for lifestyle and orthopaedic healthcare requirements), as well as with our "**bauhaus hausbau**" undertaking, through which we construct new buildings (properties?) and undertake further development of our own real estate portfolio. We bundle all these activities in our **CITIP - CREDO | TRANS | POOL**.

Of key significance, too, is our **involvement in co-operations and partnerships within the scope of our core competences and core business sector "Shipping and Logistics"**, such as that with **Rheintrans Rotterdam** or our own **CITIP SUPPORT DUISBURG**, of importance in cargo processing and value creation, with **Modern China Hongkong** and our **CITIP SUPPORT ASIA** ... most recently on establishment of our affiliation with **Brouwership Hamburg**, shipping agents with 60 years of tradition behind them (and linked to us commercially for 30 years ...), plus a whole lot more.



Put plainly, however, without denial or any attempt to gloss over facts ... our efforts towards transformation, diversification and an expanded horizon have also been marred by the occasional failure or "damp firework". Failures, on the one hand, that we have recognised, and others that we are determined (of necessity) not to repeat in future. **For it is not enough to simply target excellence, it is crucial, also, to do this excellently.** And if our efforts are well intended, in essence even well achieved, we still require that stroke of luck, ultimately, of being in the right place at the right time to meet the right people under the right conditions.

Then as now, our core concept is based upon a process of ongoing transformation, firstly in terms of our core competence. In this case we see it as crucial from the very start to identify new developments immediately and then draw on them from the front of the queue, or, better still, that we initiate them ourselves; but it is equally crucial that this transformation process will open doors for us into new fields of activity parallel to our core business, **for in far less than 90 years the shipping and logistics sector(s) will no longer play today's role, will assume a different shape.** Will we then still be able to keep pace? Or will we have to stake our claim (plant roots?) in some other environment, in some other manner? **It is therefore essential that we bear this in mind and unwaveringly continue to develop supportive - and preventive - approaches and solutions.**

In terms of theme and content we believe that the following issues will give rise to the challenges ahead, but also, in consequence, to the most important **opportunities** for our core activity:

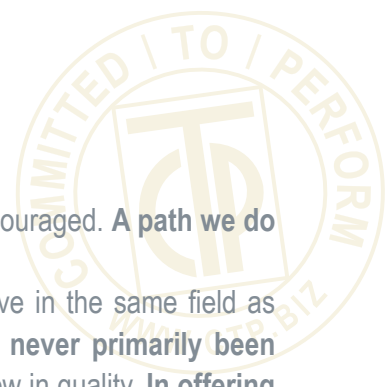
- *Reassessment and realignment in the field of globalisation*
- *Regionalisation of freight traffic and the exchange of goods*
- *Sustainability in the supply of raw materials e.g. by way of recycling, with full consequences for the fields of shipping and logistics*
- *Creation of a "green" logistics structure as a contribution to the achievement of absolutely essential reductions in Co2 emission*

Together, those of us active in the here and now have surmounted all the challenges, changes and fresh approaches placed in our path, have mastered, even initiated them, supported on the shoulders and by the achievements of those who preceded us, but constantly driven, too, by a keen perception that we are very much a part of the here and now. Likewise, we intend to - and shall – pass on all this and more to those sharing the journey with us now, or who will step into our footsteps in the future.

And so no time remains to catch one's breath, to pause for long by the wayside. As in all the past 90 years, it remains **our task to remain combative.** In keeping with our tradition, combative means forging ahead **with others, not against others** and, above all, for the benefit of others. Most of these others are in fact our customers. Co-operation rather than conflict. **Using one's energy "for", not turning it "against" something or someone, acting jointly with others – for the joint cause.**

And this in conclusion: That which has distinguished us from the outset and contributed to the core of our DNA:

The niche. We are different to others because we wish to be different – wish to because we must. For we, too, are well aware and acknowledge that life – economically at least - **is determined by "critical mass"**. In terms of workforce and the business activities which we conduct, these dimensions were reached some time ago. If our staff levels were to grow any further, or our business fields widen, we would be obliged to adopt the philosophy **"growth**



for growth's sake", one which we have never viewed with enthusiasm, never actively encouraged. **A path we do not wish to, are unable to follow.**

We take other directions than others do. If, often unavoidably, we find ourselves active in the same field as others, it is our intention at least to perform such tasks differently. **Growth for us has never primarily been linked to quantity and mass, but to quality.** It is our intention - our determination - to grow in quality. **In offering our "product", we are a service provider. And service provision is derived from serving and providing.** In particular, therefore, service provision must equate to quality. And the pursuit of quality (well ... in part at least) necessitates arduous toil. By serving and providing service, our distinguishing features, by toiling arduously in our quest for the best and only the best, by topping everything **with otherness**, even **uniqueness ... we shall continue to occupy our niches**, a position which, especially in recent years, has distinguished us and defined our continuing success. An arduous task indeed, one demanding fresh daily energy, fresh motivation, one exerting increasing daily pressure the faster, the closer we approach those 10 billion people out there, so many of whom are also keen and willing to toil arduously, to provide, to serve.

And yet: What zest, what **pleasure and satisfaction** is thus evoked, the opportunity to enjoy a special experience (almost) daily, time and time again to see things with different eyes, to observe that **acting differently makes us different and rewards us with appreciation and acclaim.**

Under "normal" circumstances we would most certainly have celebrated this 90-year anniversary, together with those important to us, those with and for whom we perform our daily duties, but also alone together, for us alone. But ... we are confronted with the coronavirus pandemic with all its restrictions under which nothing is or can be "normal".

Needless to say, and out of the greatest respect for all those particularly hit by the pandemic, economically or physically, we shall refrain from any such festivities at the current time, shall postpone and not hold them until circumstances again make this possible.

Strategically and physically, therefore, but also morally and conceptually, we remain securely rooted in the niche, devoting our lives and work as a team to the service of our customers, vibrantly conscious of all that we have achieved, filled with respect and gratitude, too, for the long-standing loyalty underpinning all that we undertake together, jointly, harmoniously and firmly focused on the future.

Respect for and thanks to all who so far have shared or are still sharing in our journey, who consciously, consciously united with us, have helped pave the path that we all now follow.

Then as now, whatever the circumstances, we are still CTIP - COMMITTED TO PERFORM!



Antonio A. Garcia

