

edition #21

Winter 2021/2022



TIMES

**BECAUSE COMMITMENT,
LOYALTY AND CRAFTSMANSHIP
MAKE A DIFFERENCE**

**Why working at a family
business is interesting!**

***"Working relationships between
employer and employee are about
love and loyalty."***

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BERT MAATHUIS. A well-known name within Wagenborg and beyond. The face behind many transformer projects, including the Vierverlaten project. But who is Bert Maathuis exactly? Seven questions to Bert.

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On de cover
With MPP vessels, offshore vessels, tugs, ferries, mobile cranes, trucks and terminals, Wagenborg is a capital-intensive company. Yet the difference is made by the people within Wagenborg. When commitment, loyalty and craftsmanship make the difference.

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MOMENTS This is the year 2021 in the picture for Wagenborg.

Dear reader



Man is by nature a creature of habit. Why break through traditions and habits if they please you? That's not strange, especially not within a family business. Still, it's not that hard to come up with good reasons for change. Because the market demands it. Or, because a crisis forces us to do things differently. The corona pandemic is an example of this. Circumstances force new habits and solutions.

It's not much different in logistics. Shipping and transport have brought well-being and prosperity to all of us in recent decades. But it has to be different. CO₂ emissions must be reduced in order to limit global warming without making concessions to the quality of service. And the key to success lies in the people.

The theme of this edition of Times is therefore: 'when commitment, loyalty and craftsmanship make the difference.' So it's about 'our people', 'our way of working', building on what was and in line with what is to come.

For example, Lidewey van der Sluis, professor of Strategic Talent Management at Nyenrode Business University, knows exactly how to ensure that you recruit and retain the right employees. In an interview with this magazine she gives a plea for investing in personal development. That is exactly why Wagenborg started a leadership program for officers last year.

Also in this issue attention is paid to family businesses and their characteristic way of working. For example, we talk to family businesses Perenco and Liebherr about entrepreneurship, independency and passion.

We clearly see the same work mentality when we follow Herman, Bart, Rob, Martje and Paavo on their working day. Or how knowledge and experience is transferred to the new generation of Wagenborg employees. It should be clear: people are the engine of our company. Regardless of their nationality, position, seniority, background or ambitions: they make the difference. Every day.

I wish you and your loved ones happy holidays and a safe and healthy 2022. Safe sailing for our seafarers and a good watch for our consignees.

The working day...



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Tug boat Captain



Bart van Wijk 24
Captain Ferry Services



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Engineer



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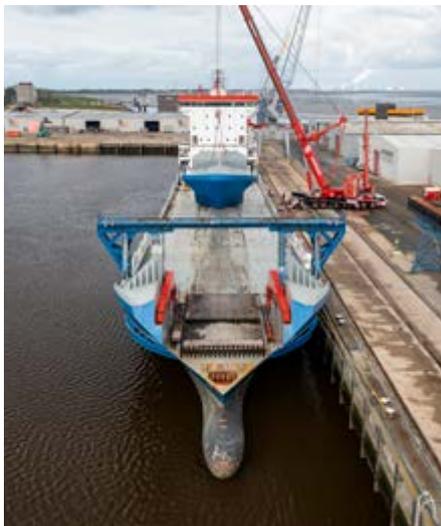
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Shipping Agent



WAGENBORG AND LIEBHERR ARE GOING GREEN

Royal Wagenborg and Liebherr Nederland B.V. are joining forces to considerably rejuvenate and to augment the sustainability of Wagenborg Nedlift's crane fleet in the coming years. This way, the existing collaboration between the two family businesses will be strengthened further. *"This partnership proves our long-term focus on the challenge of reducing our footprint together with our suppliers,"* says Gerard Bastiaansen, Managing Director of Wagenborg Nedlift. *"With this co-operation, we not only opt for equipment that best meets our customer requirements; at the same time, we also reduce significant amounts of nitrogen and CO₂."*

In addition to the Liebherr cranes already delivered, Wagenborg has taken an option on 25 new Liebherr machines in the period from 2021 to 2025. These cranes serve to replace various older mobile cranes and mobile tower cranes.



VALUABLE COMBINATION OF SHIPBUILDING AND REPAIR EXTENDS 'ROTRA MARE' BY 11 METERS

At the quay of the Wagenborg terminal in the port of Delfzijl, the bow door of the 'Rotra Mare' has been lifted by the mobile cranes of Wagenborg Nedlift. This ship, under the agency of Wagenborg, will be put dry in the dock at Niestern Sander shipyard in the coming weeks for an extension of approximately 11 meters.

With this challenging conversion project, Niestern Sander proves the valuable combination of shipbuilding and ship repair under one roof.

Lifting action of the bow door at the Wagenborg quay.

HELSINKI CHARTERING CELEBRATES 35 YEARS

In October 2021 Helsinki Chartering celebrated its 35th anniversary, of which 3 years as part of the Wagenborg Group. Since the very first contacts between the late Jaap Teekman of Wagenborg and founder Hendrik Sjöland of Helsinki Chartering, the Finnish broker has proven its value to Wagenborg's fleet and affiliate owners. Not only as a chartering office, but recently also as a shipping agent in Kotka/Hamina and the Saimaa region.



FLEET DEVELOPMENTS & MUTATIONS

The MV Looborg and MV IJborg have been sold and handed over to her new owners. This means that the ships will not be chartered by Wagenborg.

MV Diamant has been handed over to Wagenborg. The ship will continue her voyages in the Wagenborg livery under the name 'Gaastborg'.

The MV Andre W has been handed over to Wagenborg. The ship will continue her voyages in the Wagenborg livery under the name 'Geulborg'.

WAGENBORG STARTS AGENCY IN SWEDEN

As of January 1, 2022, Wagenborg's new agency in Piteå will be operational under the name Wagenborg Agency Sweden to offer agency services in several ports in Sweden.

Viktor Ivarsson and Fred Sternå will mainly handle Wagenborg's ships from Skellefteå in the south to Karlsborg in the north. They will also service the ro-ro ships Balticborg and Bothniaborg. Together with Wagenborg Shipping Sweden AB in Malmö and Wagenborg Agencies in Terneuzen, they book cargo on these ships. They will also promote Wagenborg's interests in the north.

PERSONAL DEVELOPMENT PROGRAM HAS STARTED

A new Personal Development Program (PDP) has been launched within Wagenborg. "A nice addition to the existing opportunities to develop within Royal Wagenborg", says HR Advisor Willem Meijer.

The program contributes to the development of personal leadership, the spreading of Wagenborg's ideas and the strengthening of mutual relationships. The PDP has been specially developed for ambitious, younger employees with HBO/WO level within all divisions. The program is provided by Schouten en Nelissen, an agency specialized in the development of people and organisations, and has been established in close consultation with us. The first twelve colleagues from the various operating companies successfully completed the program. Two more groups will start in 2022.

Nice addition

"We are very pleased that we can now offer this program", says Meijer. "The world around us is changing rapidly. As a company and as a person, we want to participate in this. We therefore believe it is important to continue to invest in our greatest capital, namely our people. The PDP is a nice addition to the existing study options and development opportunities within Wagenborg."

WAGENBORG INVESTS IN LEADERSHIP WITH 'WATER' PROGRAM

The 'Wagenborg Attitude Training Experience & Responsibility Programme', or WATER program, was launched in autumn this year. With this tailor-made training program, Wagenborg works on the leadership skills of its captains and officers. *"The role of the captain and officers has shifted significantly in recent years from pure seamanship to a management position. Since people management is underexposed in nautical training, we are looking for ways to develop this"*, says Mark Hoving, Senior Operational Manager Wagenborg Crew Management.

Almost 20 years ago, Wagenborg was confronted with a great increasing need for captains, officers and AB's. Since recruiting on the international labor market is not cost-effective and is not always the best operational solution, Wagenborg has opted for a different direction. *"We started with an enormously controlled cadet program, which was rolled out across the Netherlands, the Philippines, Ukraine, later Russia and eventually Vietnam and China"*, explains Cees Horvers, Managing Director of Wagenborg Crew Management.

If someone starts working at Wagenborg, it is important that this person feels at home in the 'family'. Horvers: *"We strive for every future officer to be happy and motivated to continue sailing at Wagenborg. This is only possible if he or she ever feels comfortable among like-minded colleagues. We have geared our selection and assessment system to this."* Using specific assessments, the personality of a seafarer is mapped out; initially as a selection tool, but now also as an instrument for personal development. Horvers: *"With the PAPI tool, our seafarers reflect on their actions in their current role. They also identify*

possible improvements; it really gives insight into the way you work and how it affects others."

The WATER program elaborates on this. Hoving: *"Through Lloyds we came into contact with Atria, who had a training program focused on the human element in shipping. According to Wagenborg standards, we have further developed this into a leadership program that focuses on connection between shore and ship, safety awareness and effective leadership."*

The WATER program follows the three steps of the Wagenborg vision on leadership: leading yourself, leading others, leading business and change. To this end, the program is made up of various components in which group dynamics, role plays, simulations and workshops contribute to the personal development of each individual seafarer up to and including the entire team on board. Hoving: *"Better leaders create safer working conditions."*

"Better leaders create safer working conditions."

Theo Klimp (Fleet Director)

"I thought it was quite exciting beforehand. Although we have been organizing interactive training programs during officer meetings for some years now, such intensive training, partly facilitated by an external company, is new at Wagenborg. These days I am partly on the sidelines, the program is supervised by the WATER team. And they do it in a beautiful way! Yesterday the participants indicated that they learned a lot about 'leading by example' and 'safe atmosphere'. The fact that these topics are mentioned is proof to me that we have done good things in recent years, despite corona. This makes me very happy!"

Never have I seen a group of officers scoring as high as here

7

About 40 participants of various nationalities and ranks participate in the first session of the WATER program. They go through 4 modules: awareness, motivation, responsibility and performance. ↓



Artem Garan (Chief Officer)

"The WATER program was a fun week where we learned a lot and shared knowledge. Thinking about different approaches in different situations during the simulations provided insight. Discussions during conversations with colleagues and presentations have yielded a lot of interesting information. I can recommend the WATER program to all my colleagues!"

LEARNING BY DOING

BUSINESS BUSINESS

8

In 2016 Atria and Lloyds introduced the world's first real-world maritime management simulation based on specific company values and realistic challenges: HEISS – standing for Human Element In Shipping Simulation. "The course is really intense, but has proven to result in positive development processes, rapid and significant improvements of team and individual learning performance", tells Roman Heil, one of the founding fathers of HEISS.

HEISS is the result of an evolving Leadership & Management Development program. Heil: "The first version of our program was conducted 25 times between 2008 and 2012 mainly in Russia and the Philippines, followed by Maritime Crew Resource Management courses conducted between 2012 and 2016. Due to the strong need to address company specific values in a hands-on yet sophisticated way, a case-based version has since 2013 been designed and was successfully conducted in Manila in the summer of 2014.

Learning from the positive feedback received from participating seafarers, we continued working on our vision for the future and identified the need to be able to simulate real-world leadership and management challenges in much the same way a bridge simulator can afford navigational staff the ability to develop specific technical competencies and to experience possible results of operational decisions. Moving from looking backwards in a case study "What could have been done differently?" to looking forward "What would you do and how could it go?"



We all know about the power of simulators, nowadays it is common practice in safety critical industries like the military, aviation and also shipping, to simulate possible scenarios in a risk free learning environment. Unfortunately, for leadership development there are no simulators. Case-studies are the closest thing to this, that's at least what we thought in 2014.

Then we learnt about a company with over 30 years' experience of creating management simulations: TOPSIM. Their management simulations are in use in more than 300 universities, high schools, other institutions and companies around the globe and are built to the general motto: "Learning business by doing business"

This approach had a huge potential for our leadership development program. However, there was no existing maritime management simulation. Consequently, we invited captains, deck & engine officers, marine superintendents, technical superintendents, fleet managers, operators and also crewing agents from various backgrounds and nationalities, and organized a workshop in summer 2015 to do a test run with the simulation idea.

After testing the simulation it was clear that this simulation perfectly matched the needs of our environment, enabling us to – in the very short time of a few days - empower professionals to further develop people management skills in times of a continuously changing environment. The test-workshop ended with collecting initial feedback and input for the maritime simulation, which clearly needed to be developed. We involved around 70 maritime professionals from all parts of our client's organization, and step-by-step further developed the simulation content, software and course setup. A shared mental model has been developed amongst the involved experts and the birth of HEISS was a fact.

Since then, HEISS has been continuously shaped by the feedback and experiences of engaged maritime professionals, allowing an experiential exchange of personal leadership best-practices and creating even more curiosity about the most fascinating part of work, ashore and on board: people."

The course results in rapid and significant improvements of team and individuals.



Herman Kramer

Tug boat Captain

7.00h - Herman and AB Meini Kaptein wake up in Delfzijl, on board "their" tugboat Waterpoort. "We live in Urk and today we have to go to a job in Emden with our floating crane Triton. Then it is handy that we can sleep on board."

8.00h - Herman and Meini, together with their three colleagues from the Triton, set to work preparing the floating crane for transport. By tilting the boom forward, the Triton is only 5 meters high instead of 55 meters. To make the colossus a bit narrower, they remove the detachable side cabinets on one side.

11.00h - Meini throws the ropes from the Waterpoort to the floating crane to tie it to the tug. For Herman the signal to go to his wheelhouse and to report to the port services via the VHF radio that they are going to leave. He deftly drags the 90 meter long and almost 15 meter wide colossus behind him. The journey is going well. Thanks to the rising water and the pre-current, they reach a speed of about 13 kilometers per hour.

14.30h - The Waterpoort and Triton arrive at the lock in Emden. Herman maneuvers the tug and floating crane in. When they leave the lock a few meters higher on the other side, they can already see the wharf in the distance. They moor there and immediately get to work preparing the lifting job. "Tomorrow we will lift two pontoons into the water together with two shore cranes. Now we are already building the case and hang the slings with which we are going to lift in the hooks on the Triton. Then we can start right away tomorrow morning."

17.00h - When everything is set up to get the job done, it's time to cook on board the Waterpoort. Sauerkraut is on the menu. The crew of the Triton also joins. "We are a close-knit group. That makes the work – in combination with the variety and freedom – so nice to do."

IN CONVERSATION WITH CHRISTOPH KLEINER,
MANAGING DIRECTOR SALES BIJ LIEBHERR-WERK EHINGEN

WE ARE LIKE A
A relation based in

As a supplier of maritime deck cranes and mobile and crawler cranes Liebherr and Wagenborg share a long history together. This partnership is based on reliability between each other. And Wagenborg is, like Liebherr, a family-owned company, sharing similar values for a long time already. "It's always great to work together on one level, based on the same core values", states Christoph Kleiner, Managing Director Sales at Liebherr-Werk Ebingen.

CAN YOU TELL SOMETHING ABOUT LIEBHERR AND HER BUSINESS AND PRODUCTS?

"First of all, Liebherr is a family-owned company-group, which allows us to be independent. This is a core point in our history. Today, we are operating with 12 different product units, ranging from earthmoving, deep foundation, mining, tower cranes, mobile and crawler cranes up to aerospace, fridges and hotels. As a group of company, we have own subsidiaries in more than 80 countries, employing roughly 49.000 people in more than 140 companies all over the world. After the record year 2019 regarding turnover, we've had a little setback in 2020 due to the Corona-Pandemic, ending the business year with a turnover of 10.3 billion €. Nonetheless, the investment in technology, employees and buildings all over the world was still high."

WHAT DOES IT MEAN TO BE A FAMILY OWNED AND MANAGED COMPANY IN PRACTICE?

"I would say it's the way we do business. First, like in a family, it's based on trust and a good relationship. We always want to meet our partners and customer on the same level while being trustworthy and reliable. We are not

→
Christoph Kleiner started his Liebherr career in 1993 right after completing his engineering studies. Starting at the excavator factory, Kleiner moved to Liebherr concrete technologies in Bad Schussenried, where he worked on the sales team. In 2004, Kleiner took over the position of General Manager of Liebherr Saudi. Since 2008, Kleiner has been based in Ebingen as Managing Director Sales at the mobile cranes and crawler cranes factory.

A middle-aged man with short, dark hair, wearing glasses, a white button-down shirt, and a dark grey suit jacket, is smiling broadly. He is standing in what appears to be a factory or industrial setting, with blurred yellow and white equipment in the background. The lighting is bright and even.

FAMILY

trust

We are looking for a long-term partnership and therefore our employees are key to the success of our business.



Liebherr-Werk Ehingen GmbH is a world leader in the production of mobile cranes. The product range includes state-of-the-art telescopic and mobile cranes on wheel and caterpillar undercarriage. The customer's needs are central, from development to service. The aim is to set standards with regard to quality, functionality and safety, and to guarantee high availability of the equipment in use. The plant in Ehingen/Donau, southern Germany, offers attractive jobs with a wide range of tasks for its approximately 3,650 employees - photo via Liebherr.

heading for the next euro, to the next contract within the business year. We are looking for a long-term partnership, and therefore our employees are one key to the success of our business. Being independent, we can lead the way we consider to be the right one, not being in the hands of a financial interest or investment bankers. At the end, also like in a family, we accept responsibility. For ourselves, for our products, for our employees and for the environment we and our machines are operating in. This ends up in offering the highest possible quality in everything we do. So, I'm proud to work such a long time already in this company, which feels like a family and having the Liebherr family backing the whole business."

WHAT DO YOU ENJOY MOST ABOUT WORKING AT/FOR LIEBHERR?

"Quite a lot of things but coming to one point: It's the people. I'm proud of our team in Ehingen and around the world. We need to have great people to run our business, in the factory but also in the sales and service departments around the globe. They all share the same feelings regarding the family company. So once more, it's this trust and feeling-at-home thing."

HOW DO YOU DESCRIBE THE RELATIONSHIP BETWEEN LIEBHERR AND WAGENBORG?

"I guess the same you have. First, we are having more and more challenges

to find the right employees. There are just not enough good people everywhere, so the war of talents gets harder every day. On the other hand, we are somehow in a transformation phase when we are looking into the digitalization of our companies, machines, and business. All of us have started this stunning journey, but no one knows where it will end one day. I can't imagine a mobile crane operating without an operator today, but I can imagine a couple of tools helping the operator, allowing more people to operate a crane safely. Finally, we all live in a changing world, and we know there is no planet B. So, we have to find a way to secure our world, to ensure the world is still all right for our grand-children to live in.

WHAT ARE YOUR EXPECTATIONS OF WAGENBORG WITH REGARDS TO SUSTAINABILITY? AND CAN WAGENBORG EXPECT FROM LIEBHERR?

That's just the last point I've mentioned. We need to find solutions to stop the climatic change, to stay with the Paris Climate Agreement and to ensure we achieve the European Green Deal. We are working hard to find and offer solutions. At Liebherr, we changed from standard electricity in our Ehingen plant to certified, green electricity coming from wind turbines in Germany. We've been the first mobile crane manufacturer to start with HVO, a diesel alternative which creates no CO₂-emissions when used in standard combustion engines. And we are working on more electric engine possibilities in our cranes. So, we look at the whole line, from starting to manufacture the machine to the whole lifecycle of the crane. Whatever can be made more sustainable is going to get greener. The same is what we expect from our partners. Every one of us must come up with solutions, with technologies, leading to a more sustainable way we do our business. That's something no one can achieve alone. We count also on you as you can count on us in this matter."

WHAT IS THE NUMBER 1 HIGHLIGHT IN THE COOPERATION BETWEEN LIEBHERR AND WAGENBORG?

"I would say that is the long-term trust we both have that we could rely on each other for the many years we did business together in maritime- crawler and mobile cranes."

It is always nice to work together at the same level, based on the same core values.



→
Bert Buzeman, Corporate HR Manager

Joined Wagenborg 27.5 years ago as a HR/Head of Crewing department. On January 1, it is time to enjoy his retirement and as Corporate HR Manager he hands over the baton to Simone ten Doesschate.



**BERT
BUZEMAN,
CORPORATE
HR MANAGER**

SIMONE:

"I remember well that I came to Wagenborg for my job interview almost 13 years ago. That was such a nice conversation. It was immediately clear to me that I really wanted the job and Bert was also very energetic. He wanted to hire me right away."

BERT:

"It felt good from the first moment. I saw a young lady with brains and the right attitude, although I didn't see that Simone would succeed me at the time."

Now that I know that I will be succeeding Bert, I often ask the question why he has made certain considerations.

**DOUBLE
DONBTE**

SIMONE:

"Fortunately, I was able to copy the art from a master. In my view, Bert really is a manager as a manager should be: genuinely interested, he makes time for you and radiates confidence. He soon took me to all kinds of meetings."

BERT:

"It was also very nice for me that Simone went to those meetings. She is very strong in content. In any case, we are very open in the department. We know what each other is doing and we discuss dilemmas with each other."

SIMONE:

"Especially in the beginning, I was surprised at how social the company is, it is always based on trust. If someone is sick, it is not checked whether someone is really sick. We ask how we can help someone. I was not used to that at my previous employer, but I feel very good about that."

BERT:

"This way of working not only suits me, but also Wagenborg as a family business. If we can help, we will. But if it really doesn't work, then you



Simone ten Doesschate, HR Advisor

Started early 2009 as HR Advisor at Wagenborg. After almost 13 years, she is ready for the next step. As of January 1, 2022, she will start working as a Corporate HR Manager.

**SIMONE TEN
DOESSCHATE,
HR ADVISOR**

BERT:

"I was able to function in this way thanks to Simone. She took so much off my hands. Now she has to transfer the things she does to the other colleagues. That is perhaps her biggest pitfall. She has a helping character, but she really has to let go of things, otherwise it becomes too much."

We are very open in the department. We know what each other is doing and we discuss dilemmas with each other.

SIMONE:

"In any case, I had a fantastic teacher. It can't be that."

BERT:

"And I will close the door behind me with peace of mind."

sometimes have to say goodbye to each other in the interest of the company and the employee."

SIMONE:

"The most difficult files end up on Bert's desk and the news he has to bring is not always cheerful. It will soon be up to me to have those conversations. That will be difficult, but I have learned so much from Bert in those years that I dare to take the step."

BERT:

"And because we share so much with each other, the transfer is also not that bad."

SIMONE:

"Although now that I know that I will be succeeding Bert, I often ask why he has made certain considerations. I am also currently following a training Coaching Leadership. Of course, as an HR Advisor I already know a lot about the theory, but soon I will have my own team. That is still something else."

PORTRAIT BOBIBAIL



What will the SHIPBUILDER of the future look like?

Robots are commonplace on sites in Asia. Robots assemble steel packages, cut profiles and weld to build ships more efficiently, faster and cheaper. In addition, a single employee walks with a tablet computer that programs the robots. “Robotization is interesting in standardized mass production and that is exactly the kind of work where we hardly do anything. We are strong in ‘one-offs’ and specials”, says Fokke Jan Botke, Director of Shipbuilding at Niestern Sander.

Robotization has been on the agenda at Niestern Sander’s shipyard for several years. Botke is honest about it: “We did not decide anything yet, because it is a difficult situation”, he says. “We design and build the most innovative ships, but we still assemble them by hand.” On the one hand, he considers robotization

crucial to keep the northern shipbuilding sector competitive and healthy. But he notes that there are hardly any opportunities to deploy robots profitably. Robotization is less interesting for more complex ship parts and old-fashioned human work is still necessary for high-quality ships. “Having robots put together a complicated bow or stern is more difficult to realize than a more standardized ring section. For those slightly less complex parts, however, it seems to be a serious option.”

Customization requires human hands

Royal Niestern Sander has both a shipbuilding and a repair department at its disposal. Due to this unique combination, the yard has been able to carry out the most diverse special custom conversion projects in recent years. Botke: “Take the extension of the *Rotra Mare*, for example, where

Having a complicated bow or stern put together by robots is more difficult to realize than a more standardized ring section



Shipyard Royal Niestern Sander often has projects in its portfolio where robotization has no added value and it is precisely the craftsmanship and quality of its people that determine the work performed - photo: Vincent Lublink.

we have placed a completely new piece of ship between the existing ship. Or a conversion of a standard offshore supplier into a hyper-modern 'walk-to-work' vessel: these are pre-eminently projects where robotization has no added value for us and we are successful because of the quality of our people."

"If we keep doing things as we've always done, this won't be enough in the long run," says Botke. "This means that we continuously focus on increasing the quality of work. In concrete terms, this means that we have a strong focus on working together to keep projects manageable." Niestern Sander also pays attention to personnel policy. "As

a relatively large local player, we have a certain responsibility as an employer in the region. Not only for our own people, but also for the entire adjacent infrastructure of suppliers and subcontractors. We also work together with the MSO education institute for a high-quality influx of young, new welders and iron workers."

Less intensive

However, the yards are also being pushed towards automation for a completely different consideration, says Botke. The industry is aging and young people are entering the workforce slowly. "In my experience, a robot would not take the work away from our people, but would make the demanding work less physical. That is why we are currently making a business case for the use of a welding robot for future orders. This allows us to keep our people healthy at work for longer and at the same time guarantee a consistent level of quality."

With a robot we can keep our people healthy at work for longer.

A man in a dark jacket is looking through binoculars on a ship's bridge. The scene is illuminated by the warm, golden light of a sunset or sunrise, with the sun low on the horizon outside the large windows. The bridge is filled with various electronic equipment and control panels.

This is how it works **BEHIND THE SCENES** in shipping

Transporting a cargo from A to B by ship. That doesn't sound too complicated, but behind such an apparently simple sea transport hides a world that many people don't know about. Not only the ship and the crew are indispensable, this also applies to many office colleagues from departments such as Crewing, Chartering, Operations, Fleet Management, HSEQ, Insurance and Agencies. Get on board the MV Aragonborg and sail along from China to Rotterdam.

24th september 2021

Nantong (China)



Finally, completion of loading in Nantong, China. As our final cargo is finally on deck, the two 'edible oil tankers', additional to the 100 x 20 ft containers, 817 mt of PVC pallets and 9000 mt of Anodes, the pilot has been confirmed for 07:30 LT. At 07:20 our Chinese river pilot set foot on the gangway and at 07:35 we we're underway! Bound for the North. A 10 hour voyage lays ahead on the Yangtze river before we could finally put China behind us. At 17:05 we note down in our ships log book 'POFF' the abbreviation known as 'Pilot off' ! New course 059° !

26th september 2021

Busan, South Korea

As the long stay in China depleted our bunkers quite, we will need to take some additional bunkers on our route. Although regulations state that we could sail on Very Low Sulphur Oil (VLSO), Wagenborg has decided that all vessels will sail on Marine Gas Oil (MGO) to have the most minimum impact on the environment during the transit of the Arctic. At 07:00 we note ' Drop SB anchor, 7 shackles in water'. Only 8 hours later, the same logbook states; 14:53 Main Engine ready / 14:54 Anchors away!



Transporting a cargo from A to B by ship. That doesn't sound too complicated, but behind such an apparently simple sea transport hides a world that many people don't know about. Not only the ship and the crew are indispensable, this also applies to many office colleagues from departments such as Crewing, Chartering, Operations, Fleet Management, HSEQ, Insurance and Agencies. Get on board the MV Aragonborg and sail along from China to Rotterdam.

It is at the end of May when two requests arrive in the mailbox of the Wagenborg brokers to ship anodes from China to Rotterdam (the Netherlands) and Gavle (Sweden). Hans Kroon manages to close both cargoes and finds an additional deck cargo for the MV Aragonborg to optimize utilization. When the contracts have been signed, it is time to hand over the voyage to Operators Kathy Schiere and Koert Kuurstra, who coordinate the daily execution from the office.

Kathy Schiere contacts Cargo Superintendent Siep Willemsen to make a stowage plan. They also discuss the possibility of sailing via the icy Northern Sea Route (NSR). "Due to ice formation, the NSR is only navigable around August and September. The alternative is to sail via Suez, a voyage that takes 14 days longer and entails additional passage costs", says Schiere.

With the end of July expected to load, the timing is ideal for the NSR above Russia. Together they decide to take this route. Schiere informs the ship and her colleagues in the office about the planned polar voyage. The Insurance department, in turn, immediately passes these plans on to insurers, because the northern passage falls outside the standard insured area. The MV Aragonborg is already equipped with all fixed equipment needed for the NSR. The Warehouse, Fleet Management and Purchasing departments ensure that additional materials such as safety kits, VHF radios, supplies and spare parts are sent from the warehouse in Delfzijl to Jinzhou (China).

Unforeseen crew change

Before the MV Aragonborg sets course for China, there first had to be discharged in Sovetskaja Gavan, Russia. On the way there, the Captain contacts the Crewing Department: a number of crew members have to be relieved in

30th september 2021

Korsakov, Russia

As we approach the roads of Korsakov, in the south of the Kamchatka peninsula, our Ice pilot confirms he is underway to our vessel. Our Arctic ice pilot, Mr. Sergey Nogovitsyn will guide us through the Arctic ice waters as it is still quite an un-surveyed area.



Russia due to private circumstances. "Normally we don't replace European crew in Russia, because European on-signers need a visa for Russia, but now we had no choice," says Crew Manager Jürgen Benedick. "It was not possible to arrange visas for European on-signers so quickly, so we decided, in consultation with our colleagues in St. Petersburg, to let a Russian Captain and Chief Engineer who were scheduled for other ships board the Aragonborg. For the two other ships that were not in Russia, we managed to find a Dutch Captain and Chief Engineer."

Planning under pressure

When the crew is changed, the Aragonborg sets course for China. Operator Schiere informs the new Captain about the cargo and the route, but once in China it soon becomes clear that the schedule to set course for Rotterdam at the end of July will not be achieved. Ports in China are closed

due to COVID-19, causing congestion. MV Aragonborg is waiting for weeks, there are constant fierce consultations between the port agents, customers and stevedores.

While the intention to sail via the Northern Sea Route is coming under increasing pressure, preparations for the passage continue. "A passage like this requires a lot of preparation. You can't start with that at the last minute," says nautical expert Frank van den Anker. He regularly consults with the agent in Arkhangelsk about the ice situation on the NSR, provides the captain with relevant

information and completes the formalities with the Russian authorities. The HSEQ department checks with the Captain whether overview maps and additional information of the situation are needed. In addition, additional airtime via satellite is rented for part of the route to provide internet coverage in the Arctic. Once the materials sent from the warehouse have been received and installed, Lloyds Register will conduct a remote survey and issue the required Polar Certificate.

Shelter from a typhoon

Finally, on September 24, the Aragonborg heads for Russia. In

The deadline seems feasible, but along the way the ship has to deal with bad weather.

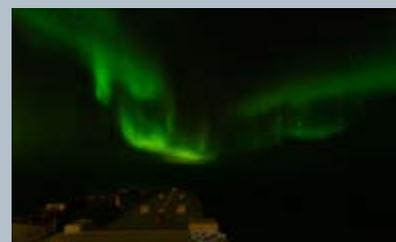
9th oktober 2021 Bering Strait, Russia



While Discovery Channel films the new series of 'Deadliest Catch' on the other side of the same sea, we had the most beautiful crossing of the Bering Sea. With dozens of whales, killer whales, dolphins and a variation of birds, it promised a beautiful start of our North East passage. We note down '15:28 – North East Route inbound'.

9th oktober 2021 Chukchi Sea, Russia

While the 'Aurora Borealis' or Northern Lights dances high in the sky above our vessel, we encounter our first Arctic ice. Despite it's only first years ice, the amount of hummocks (compressed first years ice which makes them look like icebergs) still requires a great care of navigation. With reduced speed and great vigilance, we navigate our way through the enormous ice fields.



SHORE BASED WAGENBORG-ERS WHO ARE INVOLVED



Broker
Hans
Kroon



Certificates
Mirjam
Lutjje



Crewing
Jürgen
Benedick



HSEQ
Johan
Krijnsen



Insurance
Laura
Meijerhof



Nautical
Frank
van den Anker



Operator
Kaihy
Schiere

Part of the cargo has to be discharged, a crew change is planned and Certificate Management has scheduled the first part of the annual class survey by Lloyd's.

collaboration with the ship and local parties, the Cargo Superintendents try to reach a decision whether the NSR is still safe. In close consultation with the Russian authorities, the deadline of October 10 is finally set to enter the NSR. That seems feasible, but en route the ship has to deal with bad weather. Due to a typhoon warning, she has to take shelter near the coast of Japan. Finally she arrives at the NSR point just in time. Operator Kuurstra informs Insurance colleagues, so that they can inform the insurers about this.

Smooth passage

During the passage, Superintendent Van den Anker regularly consults with the Captain, the Agent and the Operator. They closely monitor progress and provide additional ice cards where necessary. Despite the bad weather, the MV Aragonborg completes the passage without major problems. In the meantime, operator Kuurstra keeps all

10th oktober 2021

Chukchi Sea, Russia

While gliding through the beautiful ice fields, the presence of wildlife also starts to increase. The first walrus starts to pop their head through the 'Nilass' ice and while sailing past some enormous icebergs a big brown body crawls on the edge, just to have a better look of our vessel. With his enormous tusks, the walrus has no real enemy's in the Arctic, except for the Polar bear. While the ice pilot told me in the morning, that there is no great presence of polar bears in the Chukchi Sea, at 10:10, during our coffee break while everybody was having their coffee, I spot some huge yellow creature on an ice berg next to our track. It cannot be? Reaching for the binoculars, it was easily to spot our first polar bear! As this is our 2nd day of the NSR, we hope it promises more in the next days to come.



11th oktober 2021

Chukchi Sea, Russia

Atomflot sends regular weather updates and we follow their recommended route. Still, we're careful: the northern regions are notorious for ever-changing weather. When I wake up for my morning watch, I hear the wind howling around our accommodation. At the wheelhouse we see a 40 to 50 kn wind, but to our surprise it completely drops to a steady calm wind within an hour. Speaking of unpredictable weather...

Both the head office and our Russian agency send us ice maps of the required regions. As summer draws to a close, Arctic ice is growing significantly toward the Russian coast at a significant rate. With the ice shed and the second officer we continue our journey through the ice fields at reduced speed, triple manned.



Operator
Koert
Kuurstra



Shipping agent
Stian
Touw



Super cargo
Siep
Willemsen



Superintendent
Niels
Kranenburg



Warehouse
Bert
Landman

parties involved informed about the progress and the expected arrival time.

If the MV Aragonborg Rotterdam is approaching, Shipping Agent Stian Touw will also take action. *“When the cargo and pre-arrival papers arrive, I report the ship to the authorities and the cargo to customs. With that I immediately inform the pilot about the time of arrival. I also coordinate everything with local parties: for example, I arrange a berth, facilitate crew changes and coordinate the delivery of bunkers.”*

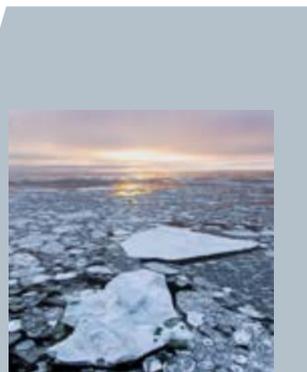
Destination reached

In the end the MV Aragonborg entered Rotterdam on October 23. Once moored, it is very busy at the ship. Of course part of the cargo has to be discharged, but there is also a crew

change on the program and Certificate Management has scheduled the first part of the annual class survey by Lloyd’s. The Russian ice pilot, who was unable to disembark due to bad weather in Russia, can also disembark and start the journey home.

Shipping Agent Touw gets on board. Not only to discuss matters to be arranged and discharge prospects with the captain, but also to deliver a large cake from the Chartering department. A gesture that Crew Manager Jürgen Benedick fully agrees with: *“All in all, Chief Officer Roy Brugman, 2nd engineer Alexandru Anghel and 3rd Officer/3rd engineer Thomas van Hulst have been on board for about six months. We would like to thank everyone who sailed on the Aragonborg for their skills and commitment and especially their flexibility in these already very difficult circumstances. And for the beautiful photos!”*

In daylight, the enormous reach of the pack of ice comes to life. Because of the ice crystals in the sky, the sunrise is like never before. Shortly after first light we see our first of many icebergs. Icebergs are made up of glacial ice and are extremely hard. This makes glacial icebergs dangerous for ships. But due to the fact that it has been compacted over decades, the air has also been pushed out, giving the glacial icebergs their beautiful characteristic deep blue color.



**15th oktober 2021
Kara Sea, Russia**

After extensive days navigating through dense pack ice, with speeds ranging from 2 to 7 kn average, we start noting the pancake ice shelves are becoming a more coming sighting. Which means, according the ice charts, we are coming towards the end of the ice invested region.



**16th oktober 2021
North of Nova Zembla islands,
Russia**

That’s it! Our first Northern Sea Route voyage has come to an end. The final report has been send towards all concerned parties stating ‘16:20 – North of Nova Zembla – End of NSR’. We also note our most northerly position, 78°03’0 N. This means that the geographical North pole is on a distance of 717 nautical miles (1328km) due North.

It marks the end of a beautiful first experience of the Arctic, hoping many more to come.

A great circle track from the North of Nova Zembla towards the Norwegian west, passing the Spitsbergen islands, lays in front of us, with final destination, Rotterdam!

Towards the South, towards home!



Logbook: Roy Brugman,
Chief Officer
MV Aragonborg

Bart van Wijk

Captain Wagenborg Ferry Services

6.15h - Bart and Sailor Bianca Bronsema board the Esonborg in Lauwersoog. Together they man the express service to and from Schiermonnikoog this morning. Under Bart's watchful eye, Bianca checks everything in the engine room. "I've only been working on the express service for a few months. It's nice to learn all this", she says enthusiastically. When they have found everything in order, they quickly drink a cup of coffee.

6.45h - It's time to let the passengers on board. A number of guests have a ticket for the ferry service, but prefer to go with the fast service and buy a supplement ticket from Bart. The Esonborg departs at 7 o'clock sharp. It is quite windy, but the ship glides effortlessly over the water at 40 kilometers per hour, to moor at the Schiermonnikoog terminal twenty minutes later. Passengers are already waiting there for the crossing to the mainland.

8.20h - Bart drops the passengers off in Lauwersoog and then sails on to Esonstad holiday park. A few families get on board for a trip to Schiermonnikoog. The colleagues then sail again from Lauwersoog to Schiermonnikoog and back to moor again just after twelve o'clock in Lauwersoog.

12.30h - When the ferry Rottum departs, Bart maneuvers the Esonborg to the large pontoon to bunker fuel. A truck drives backwards and Bart connects the hose. Back at their own jetty they clean the ship and update the daily reports. "That way she is completely ready for the afternoon crew."

14.30h - Bart walks across the quay to his car. "That will be my workplace tomorrow", he says, pointing to the ferry Monnik. "The ferry from Ameland has to go to the yard for maintenance, so the Monnik is temporarily going to Ameland. We sail outside the islands. As a former seafarer I have the compulsory sailing license stcw captain 3000gt. That variety of ships is nice, but for me the most important thing is that I can sail. That makes me happy."

“THERE IS NO CREATIVITY WHEN A COMPANY IS ON RISK ADVERSE STOCK MARKET”

PUT YOUR LOGO ON YOUR HEART

25



For many years Franck Gibone worked in the West African oil market for a publicly traded service company, where “investor return” - may it be by pushing rates up in a high cycle or cutting costs in a low market to maximize profits for the shareholders - was paramount. This conventional approach and lack of creativity in developing a business, were among the contributing factors in his decision to join in 2019, the Perenco Group, a family owned and managed company in France. “*A world of difference*”, he states.

Working for a family company is totally different.

Gibone: “In 1975 Hubert Perrodo founded Perenco - PERrodo ENergy COmpany. Nowadays, his son François is leading the company with about 8.000 people. I crossed him once in the corridor one day and only being in the company for a few months, he asked: ‘How are you doing Franck? How is your wife?’ I was amazed to see that he knows us all by our first names and who is where doing what.”

Perenco is a company where people feel free and encouraged to suggest new ideas, which drives innovation. This close relationship between the owners and their employees has a positive impact on a reduced employee turnover. “Employments of 10 years are not an exception; we put our logo on our hearts.” Family-owned businesses and corporate companies differ in multiple ways related to culture, creativity and career development.

Core business

Since inception, the company has diversified to become Europe’s largest independent oil and gas company. The company operates both onshore and offshore within 14 countries throughout the world from Northern Europe to Africa, South America and South-East Asia. Gibone tells: “Whereas we are a worldwide company, our roots remain in West Africa. Our business model is focused on acquiring mature fields from the oil majors, cut costs and re-boost the Oil and gas output of said field.”

A dynamic that is always challenging for an E&P company are the fluctuations/cyclicality of the market. When the market get’s low, the activity goes down and the contractors struggle to survive (exposing an O&G producer to certain risks) and when the market goes back up, the contractors rule their conditions. To reduce this fluctuating exposure and in order to better

control operational costs, Perenco has decided in certain specific cases, to buy assets or builds dedicated tools to their activity. It is in this state of mind that the company's service branch first came in contact with Wagenborg. Gibone: *"In terms of regulations and way of working the North Sea is quite different compared to other regions we are active in. That is why we wanted to have a shared asset to with a 3rd party North Sea operator. We spoke with various ship owners, including Wagenborg."*

Positive feeling

After considering various offers – Wagenborg was still in the pile of offers. *"We were looking for a blue chip owner ready to put 'skin in the game'",* Gibone continues. *"We looked at the Wagenborg offer again and they were willing to take more risks than others as well as share the ownership of the vessel; exactly what we were looking for. Wagenborg team, namely Paul and Edwin confirmed this positive feeling in the many conversations that followed. The walk-to-work vessel Keizersborg was the result after delivery by shipyard Niestern Sander with less than 1% deviation in budget and time."*

As an Emergency Response and Rescue Vessel (EERV), Keizersborg can be deployed in emergency situations on platforms for rescue work, standby work, emergency towage or patrol tasks. The ship is equipped with a motion compensated gangway, crane and additional facilities. Keizersborg is also equipped with a 'daughter craft' and a fast rescue boat, so that rescue work can be carried out even in bad weather.



We were looking for a blue chip owner ready to put 'skin in the game'.

Efficient communication is a proof of professionalism.



Nothing but the truth

The family and independent structure of both Wagenborg and Perenco results in agility and has proven to be valuable. "After seven months we are happy with how the contract is handled", Gibone continues. "The quality of the Wagenborg people is excellent. We have weekly operational meetings in which transparency is key. We both tell the truth and nothing but the truth. I'll give you an example: recently I was informed by our ultimate client that we had an issue with the gangway. As Wagenborg was the operator, I wanted to reach out to my contacts to see what was going on and why they had not inform me yet. Before I could do that an email arrived in which Wagenborg were giving me a complete update on the situation. This was only within 30 minutes! It is easy to hide stuff, but efficient communication is a proof of professionalism."

→
Roy Brugman
Started in 2006 as a holiday worker on the Schieborg, to start working as an apprentice on the Prinsenberg a year later, and in the following years got promoted to Chief Officer.

ROY:

"At the end of 2020, Thomas and I were on board together for the first time. I worked as Chief Officer on the Taagborg, Thomas as 3rd Officer."

THOMAS:

"It was my first real voyage after my internships, then you have to find your place on board and in your rank. Roy certainly contributed to that."

ROY:

"I soon saw that Thomas is a passionate officer who always runs at 110%. He is sometimes affectionately referred to as the 'Duracell officer' for a reason. He is never afraid to jump in where necessary and shows a lot of initiative."

THOMAS:

"After our first voyage, we sailed together on the MV Aragonborg for almost six months. I boarded the

Thomas is sometimes affectionately referred to as the Duracell officer for a reason.



ROYBRUGMAN,
CHIER OFFICER

DOUBLE DONBTE

Aragonborg in Canada at the end of April as the third officer, three weeks later Roy boarded in Montreal."

ROY:

"We ended up in Eastern Russia via Ireland and Spain. After that, the ship was scheduled for a number of Chinese ports, where crew changes are still not allowed due to Covid-19. The current 3rd Officer was past his time in Russia. Thomas – with both licenses in his pocket – then offered to take over his position. Not only did he

help the officer, with a nice journey ahead via the North, he also had a great experience ahead of him. And the technical knowledge that he had already acquired on board the Aragonborg as 3rd Engineer, often came in handy during technical challenges on board."

THOMAS:

"The voyage would take another 6 to 7 weeks, but once in China we came to anchor due to a combination of circumstances. In the end, spread over four loading and discharging ports, we were shut



**THOMAS VAN
HULST,
THIRD OFFICER**



Thomas van Hulst

Completed both internships at Wagenborg to start his official career at Wagenborg in 2020 as 3rd Officer and is also available as 3rd Engineer.

insights and opinion on general shipping matters.”

THOMAS:

“Roy is a pleasant colleague to work with and to learn from. I look forward to sailing together again in the future.”

ROY:

“I can only agree with that. We share many interests. Shipping, motorcycles, cars, but especially

PORTRAIT BOVLBAII

down for about 6 weeks. When we finally arrived in Rotterdam, I was on board for 6 months and Roy for 5.5 months.”

ROY:

“But partly due to the pleasant atmosphere and the great humor on board, the time has flown by.”

THOMAS:

“I learned a lot in my first Wagenborg year. For example, we converted the holds together from bulkheads to tweendecks in preparation for the next cargo, we

calculated stowage plans and did a lot of maintenance on the decks. Together with the rest of the crew of course. By working together you complement each other and you learn new things through the working methods and experience of your colleagues.”

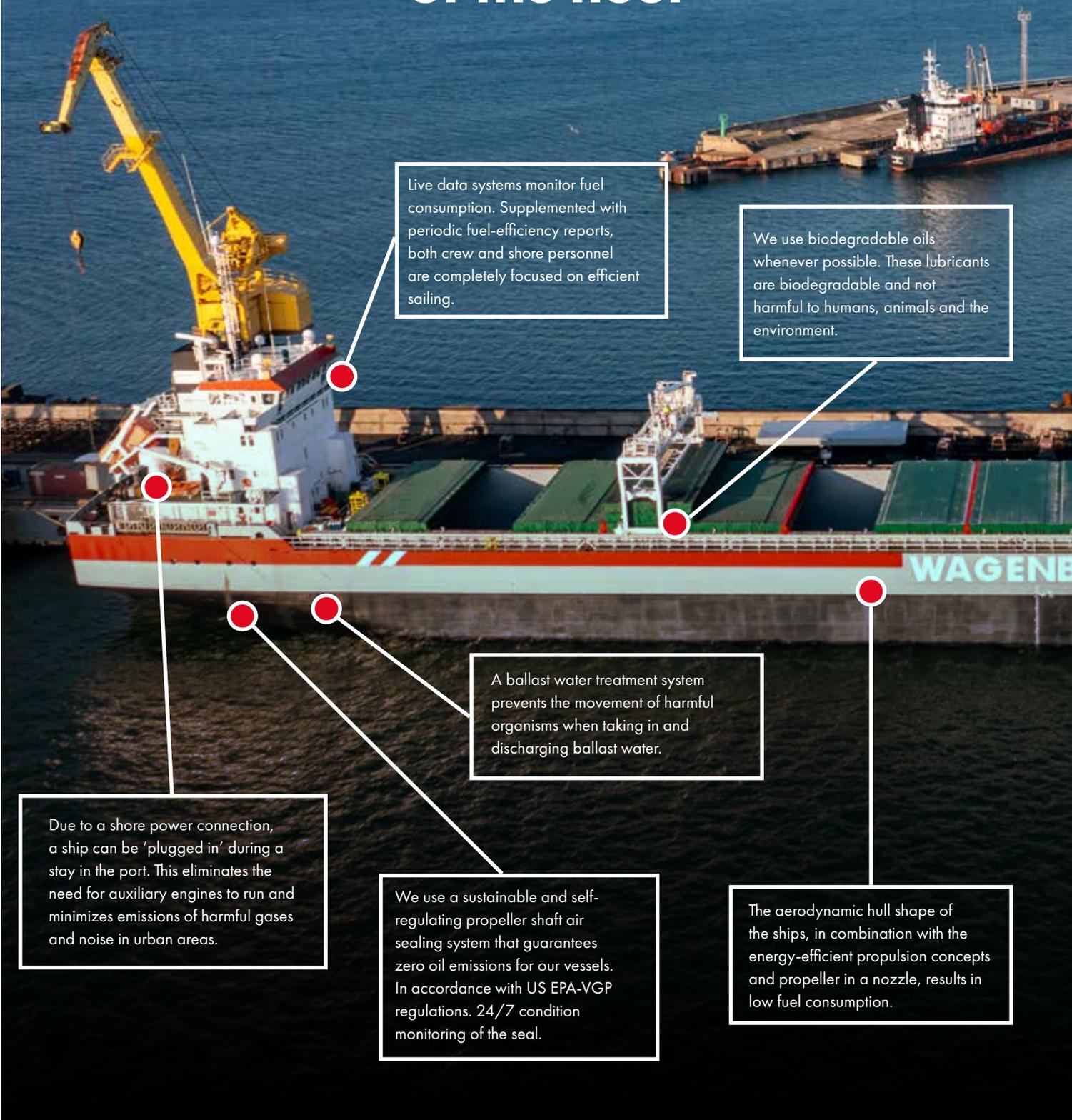
ROY:

“Knowledge transfer is important on board the ships, it makes the ship more efficient. I am happy to share my experiences and knowledge. In turn, I also learn from Thomas as he shares his

By working together you complement each other and you learn new things through the working method and experience of your colleagues.

the work itself. What if I had to give Thomas something else? Please continue like this!”

A focus on **LIFETIME EXTENSION** of the fleet



Live data systems monitor fuel consumption. Supplemented with periodic fuel-efficiency reports, both crew and shore personnel are completely focused on efficient sailing.

We use biodegradable oils whenever possible. These lubricants are biodegradable and not harmful to humans, animals and the environment.

A ballast water treatment system prevents the movement of harmful organisms when taking in and discharging ballast water.

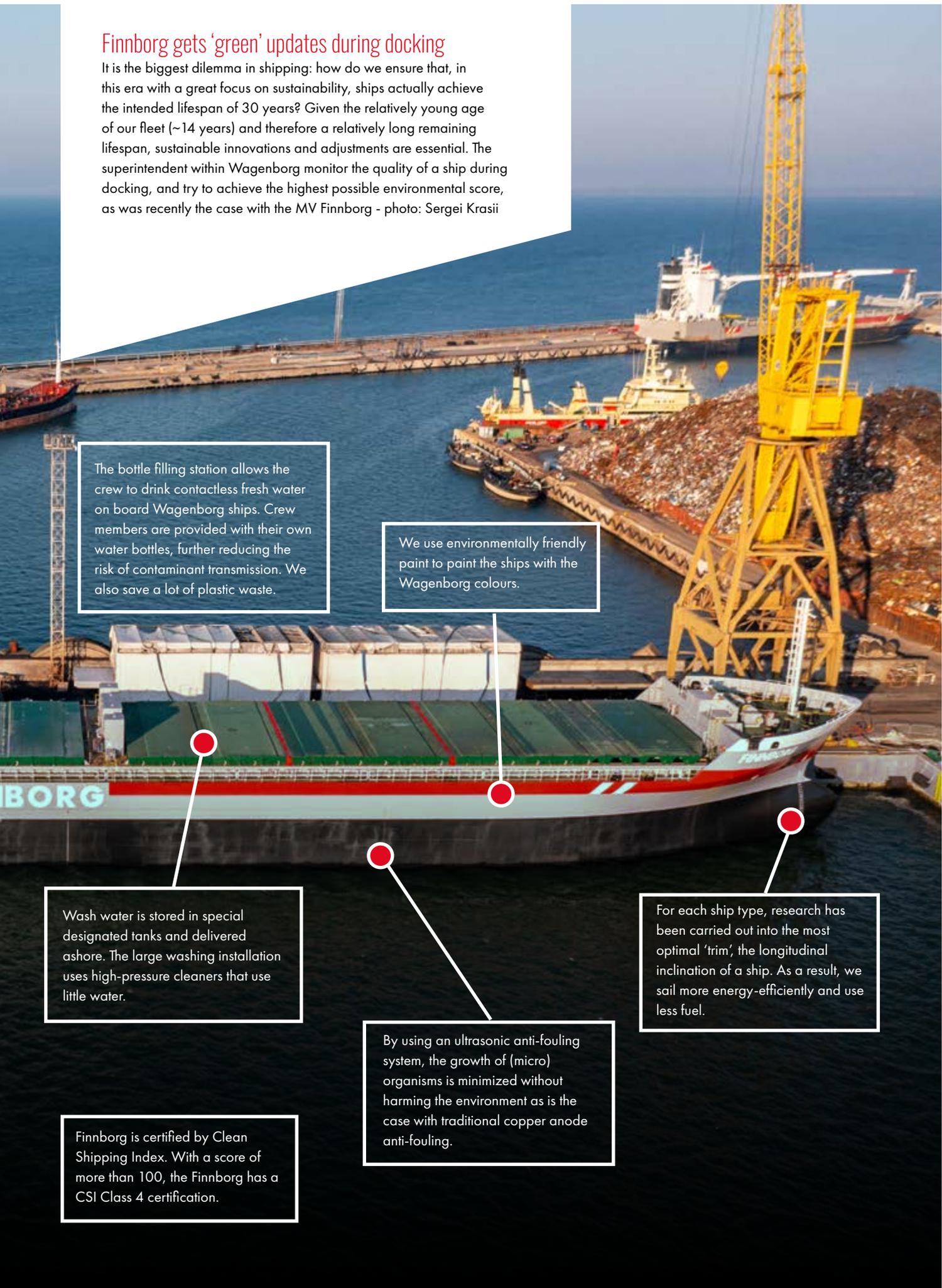
Due to a shore power connection, a ship can be 'plugged in' during a stay in the port. This eliminates the need for auxiliary engines to run and minimizes emissions of harmful gases and noise in urban areas.

We use a sustainable and self-regulating propeller shaft air sealing system that guarantees zero oil emissions for our vessels. In accordance with US EPA-VGP regulations. 24/7 condition monitoring of the seal.

The aerodynamic hull shape of the ships, in combination with the energy-efficient propulsion concepts and propeller in a nozzle, results in low fuel consumption.

Finnborg gets 'green' updates during docking

It is the biggest dilemma in shipping: how do we ensure that, in this era with a great focus on sustainability, ships actually achieve the intended lifespan of 30 years? Given the relatively young age of our fleet (~14 years) and therefore a relatively long remaining lifespan, sustainable innovations and adjustments are essential. The superintendent within Wagenborg monitor the quality of a ship during docking, and try to achieve the highest possible environmental score, as was recently the case with the MV Finnborg - photo: Sergei Krasii



The bottle filling station allows the crew to drink contactless fresh water on board Wagenborg ships. Crew members are provided with their own water bottles, further reducing the risk of contaminant transmission. We also save a lot of plastic waste.

We use environmentally friendly paint to paint the ships with the Wagenborg colours.

Wash water is stored in special designated tanks and delivered ashore. The large washing installation uses high-pressure cleaners that use little water.

For each ship type, research has been carried out into the most optimal 'trim', the longitudinal inclination of a ship. As a result, we sail more energy-efficiently and use less fuel.

By using an ultrasonic anti-fouling system, the growth of (micro) organisms is minimized without harming the environment as is the case with traditional copper anode anti-fouling.

Finnborg is certified by Clean Shipping Index. With a score of more than 100, the Finnborg has a CSI Class 4 certification.

WHY WORKING AT A FAMILY BUSINESS IS INTERESTING

DARING & DOING

There is no sustainable progress without entrepreneurship. That requires people with vision, guts and drive. Six portraits of daredevils and doers ... and a little bit of Wagenborg.

Wagenborg is not just an employer. You have a job at Wagenborg for a lifetime, at least that's what practice shows. As a member of the Wagenborg family you get the opportunity to learn (from mistakes), you gain unique work experience by taking on challenges together, you contribute to the further sustainability and thus contribute to the continuity of a family business that has been a leader in the sector since 1898. In short, a company where people make the difference.



Anouk Hulshof (26)

Junior Legal Counsel

"I graduated with a master's degree in criminal law, then worked in administrative law and have been working as a Junior Legal Counsel at Wagenborg for over two years now in corporate law in the broadest sense of the word. I have learned a lot here and am still learning new things every day; there is really no such thing as an average working day. Everything that has to do with law will be discussed, such as contracts, compliance, amendments to the articles of association and setting up new BVs. And the nice thing about my position is that I do this not only for our shipping division, but also for all other business units within the Wagenborg Group. I can truly say that my work is versatile and varied.

In addition, I work in a pleasant working environment, where everyone can be themselves, where you can express your opinion freely and where there is a good balance between work and private life. When I applied here, I didn't really know Wagenborg that well and I didn't really like the maritime sector. Looking back now, I notice that the affinity with shipping comes naturally."

"I can truly say that my work is versatile and varied"



Gerrit Feenstra (41)

Deputy Manager Financial Control

"For years I was seconded to accountancy and I was only involved with financial matters at various companies. The things that really happened within such an organization usually eluded you. That is completely different at Wagenborg. Especially within shipping you need to have knowledge of the business. The culture within Wagenborg means that you are automatically involved in operational questions, such as 'how can we better map fuel consumption and savings?' Many vacancies promise – often incorrectly – a role as a 'business partner'; here we are literally in the middle of the business in the port of Delfzijl.

Although it is a long drive every day, it always feels like coming home. It sounds very sweet, but everyone's involvement creates a bond. That's why you want to put that time into it.

Another good example: we have a monthly finance lunch where for instance the CFO and a school leaver talk about things they deal with on a daily basis. I have not seen this anywhere else and it is a truly unique working environment. Hierarchy does exist, but it is not a determining factor as a rule. I am given every opportunity to develop proposals; I see this as oxygen to grow. And that is certainly possible in my field. Wagenborg is a large organization with over 200 legal entities where you will encounter all facets of controlling and reporting rules.

You must like to work with people. Our strength lies in the collaboration; the better you can do this, the greater development you can make. We now hire starters on personality and manners rather than education; you learn that automatically here."

"You really must know the business"

Elco van der Veen (31)

Business Analyst

"I started at the agency where I was able to discover the maritime world well. After a call, you will immediately see the consequences in the port(s). That always gave me the feeling that I was in control and that immediately brought a lot of responsibility with it. Something I've always really appreciated. The many different stakeholders, nationalities and dynamic character make the maritime industry interesting to work in.

After 4 years I wanted to focus more on process optimization, innovation and continuous improvement. The international character of our family business and its size means that many processes touch each other. I love to puzzle with complex processes, wishes from the Business and possible IT solutions. In addition, a large part of my time consists of conversations, brainstorming, presentations and training sessions with and for the business. So

it is an enormously challenging and versatile role! Working iteratively with Business, IT and Finance ensures that results are quickly visible and driving from Zuidhorn to Delfzijl is therefore no problem for me. Freedom to investigate matters, a lot of responsibility and the openness of colleagues makes Wagenborg a unique logistics company in the Northern Netherlands.

The biggest challenge lies in the fact that too few things have been standardized in the maritime industry, so that processes can take longer than desired. Fortunately, because that's what makes my job so much fun."



"I immediately had a lot of responsibility"

Jitse de Lange (28)

Low Code Developer

"I have been closely involved in the development of a completely new core system for over a year now. And that is really unique in the Northern Netherlands! There are few IT professionals who can say that he is building on the complete replacement of a core system, in a new team and that he has an influence on the architecture from the start! I build with my team on a low code platform. The great thing about this is that you can make big strides in a short time and everyone can learn it. What is needed for this? Analyzing, abstract thinking ability, own contribution and being able to participate in a team. We also have someone here with a chemistry background who is now also helping to build this cool system.

As a developer, together with the business team, I have close contact with the end user about how screens work in practice: what kind of work can we take off your hands with the application and what cannot? We are under a lot of pressure: within now and four years the new system should have completely replaced our existing package. That is why we now complete all kinds of business processes and departments in short sprints according to the scrum method. In this way we ensure that many colleagues will do their work much more easily in the future."



"I'm working on a super cool project"



Aron Strengholt (29)

HR Advisor

"I have been working at Wagenborg as an HR advisor for 8 months now. In this corporate role, as a generalist, I am involved in the recruitment and outplacement of people. Before this I worked at Ernst & Young; first with the focus on recruitment and later with the focus on the development and outplacement. EY and Wagenborg really differ 180 degrees. Where EY has a real corporate culture with strict responsibilities and a strict hierarchical culture, Wagenborg is much more loosely organized and you can feel the warmth of a family business. It is pleasant to work in a 'flat' organization. If necessary, you can simply sit down with the Executive Board the next day to discuss something.

Where for some people (again) working in the office still feels a bit uncomfortable, I really like it. I live in Groningen and the travel time to Delfzijl is no problem. I also really enjoy being in the office. You really notice that we do it together here. I learn a lot at Wagenborg, also as a person."

"At Wagenborg, people are always on number 1"

Ylonka Postema (37)

Sr. Board Secretary

"For 10 years I have been able to see various companies inside my position as a personal assistant. In this long period of temporary jobs I have gained broad knowledge through many cultures and activities. In my current position at Wagenborg I can really use this and I have been given every opportunity to design the secretariat as I consider to be the best. As a 'fresh' mother – fortunately you can work part-time at Wagenborg – I am happy with job certainty in my work.

On a daily basis I am involved in corporate matters such as the Central Works Council, e-recognition and support of the Supervisory Board, actually more the work in the background. I also work for the Wagenborg family council. And that familiarity is very special to experience up close. Even my Gijs, my 3-year-old son, sometimes talks about 'taking another look at the boat with that gentleman'. On my working day at home I once took Gijs to the office; the kindergarten was closed due to Covid. Egbert Vuursteen seized this opportunity to show Gijs the tjalk 'Liberté'.

In addition to my work, I am also studying law. I want to continue to develop myself and Wagenborg also encourages that. The culture is also very pleasant: people are helpful, loyal and have a real fighting mentality. It's really a shame that we are sometimes so modest: we just keep our promises to our relations. I really feel at home here!"



"The family feeling is very special to experience up close"

Laura Meijerhof (30)

Senior Insurance & Claims Handler

"I was able to graduate on the Insurance department of Wagenborg for my HBO law degree. To be fair, insurance meant nothing to me in the beginning. Now - almost 10 years later - this turned out to be a bull's eye. After my internship I did holiday work and administrative work for insurance, after which I developed as a senior insurance & claims handler. I have always been given a lot of freedom and responsibility in my work. The balance with private life is also fine: if there are urgent matters, we will solve it together, that flexibility is nice. In practice I work a lot with claims, contracts and extending insurance.

What makes my job really enjoyable is that I have contact with all departments and all divisions within Wagenborg. In all those contacts with departments and divisions it is especially nice that you often get into a bad situation and that you can then be part of the solution. The bigger the problem, the more interesting my work gets. Despite being time consuming and chaotic and at times frustrating, one of the most satisfying moments is when a major incident is resolved enough for everyone to get on with it.

If you want to achieve something within Wagenborg, there are plenty of opportunities here: entrepreneurship is rewarded in that sense. Working at Wagenborg equals continuous development in an environment in which you do it together. That mentality struck me immediately at Wagenborg when I was waiting for my job interview. I sat in the hall way and everyone greeted me. I was not used to this and thought: 'why do these people greet me? I don't even know them.'" Later this turned out to be the first sign of a personal and family organization."



"Plenty of opportunities: entrepreneurship is rewarded"

About Prof. dr. Lidewey van der Sluis

- Professor of Strategic Talent Management at Nyenrode Business University (part-time)
- Professor by special appointment at North-West University in South Africa
- Author of, among others, *Talent is good, Ambition is better* (2012, 2019), *Traces of Talent* (2014), *The Selection Process* (2017), *Varen in de mist* (2020) and *Leadership for Risk Management* (2021)
- Speaker

A professional portrait of Prof. dr. Lidewey van der Sluis, a woman with shoulder-length brown hair, smiling. She is wearing a dark grey blazer over a light-colored, vertically striped top. She has a gold necklace, hoop earrings, a gold bracelet, and a ring. Her arms are crossed. The background is a blurred outdoor setting with trees and a building with the text 'LIVRO' and 'SS UNIVERS' visible.

The art and importance of
**BRINGING IN
AND KEEPING THE
RIGHT PEOPLE**

Good employees are indispensable for a successful company, but how do you ensure that you recruit and retain the right employees? Prof. dr. Dr Lidewey van der Sluis has already inspired the HR staff and management of Wagenborg with her insights into the interface of business economics and strategic talent management. Now she also shares her ideas in the Times. *“From an employer’s perspective, I see a working relationship as an investment in the human capital of a company. Such an investment should pay off. You can’t take that lightly.”*

AUTHORS: TRYNTSJE LEIJENAAR & LIDEWEY VAN DER SLUIS

You wrote the book “Talent is good, ambition is better”. Can you explain the title of this book?

“Scientific research has shown that the will of employees is more important than their ability. If you look at knowledge, skills and character, the latter is the most difficult to develop. You can have a lot of talent, but if you don’t have the drive to do something with it, you will not progress with your talent. I share that insight in my book. With this I also appeal to employers: give people with ambition opportunities. Do not put the CV, experience and network at the center of recruitment, but the person’s attitude to work. Someone who is driven and willing to go the extra mile is more useful than someone with a lot of talent without that internal work engine. In other words, ‘hire for attitude, train for skills’. In practice, we see that this principle is increasingly used in the recruitment and appointment policy.”

Nowadays there is a lot of focus on diversity within the workforce. How does this fit within your philosophy?

“Diversity can certainly contribute to the success of a company, but then you have to look beyond the outside of people. Whether a person is male or female, old or young, white or colored or straight or gay is not as relevant as the diversity on the inside of colleagues. In other words, the strength of the diversity between people is not so much in the different outsides of people, but more in their different insides. Before you start recruiting, you as an organization

We see that more and more often the hiring and appointment policy is based on the ‘hire for attitude, train for skills’ principle.

should ask yourself what kind of people you need to achieve your goals, who you would like to have and in whom you want to invest. If you are an ambitious, dynamic organization you should not hire someone who is looking forward to the time when he can sit down and lay back. The same applies vice versa of course. It differs per organization who fits and who is loved; it's a matter of taste. Fortunately, everyone can find a place, but not within one organization. The trick for an organization is to find people who match the identity of the company. If that clicks, it is much easier to bind and captivate employees and to let them grow and thrive."

You talk about binding, captivating, growing and flourishing. Why is that so important?

"Making an existing working relationship pay off is much more efficient than having to build a new one. Work relationships between employer and employee are about love and loyalty. You have to love each other a little, otherwise you won't last. If your heart is with ships and the sea, a match with Wagenborg makes

sense, for example, but just like in love, at a certain point the grass can seem greener on the neighbors. The trick for the employer is to retain employees and to remain credible. Believing in each other creates connection and movement. When that faith fades, there is work to be done. It is important to keep the working relationship lively and fun."

What is the role of the management in this?

"The role of leaders is crucial. They have a huge position of power. A manager can make or break a colleague. Managers generally ensure that talent leaves or stays with an organization. This requires task maturity from managers in that field; the profession of leadership. In the past we often saw that the best professionals became managers, but management is then a different profession than their old profession. Holding the position of Manager includes functional behavior as a manager and that is relational."

Can leadership be learned?

"Yes, if you want that. It's easier when you naturally love people. I see the managers as the wingmen of the

organization. It is not just up to them to translate the course of the organization to the employees. They also need to be able to listen to employees. A good leader makes his or her colleagues feel that they matter and are needed to achieve the desired goal of the organization. Then it makes a difference if you can listen well and switch well between operating strategically and tactically. It also helps if you can enjoy it when colleagues shine. Empathy is very important, especially in times of change, but too empathetic is not good either. A manager must also be able to be clear and honest when the match is no longer there. From an employer's perspective, I see a working relationship as an investment in the human capital of a company. Such an investment should pay off. You can't take that too lightly. If a colleague is not profitable, you have to look together at how you can change this. If this does not work, say goodbye in a respectful manner. As a company, you can only spend your money once and also grant an employee that he is in a place where he comes into his own."

You speak very passionately about your work. What drives you?

"I do my job with heart and soul. I experience a mission to empower people in the labor market. Every single one of them. The power that people have for this is enormous. That strength lies mainly in people themselves, but also in our mutual relationships. I see it as something very big to be guiding our insights into how we can best use that power. In this I follow the line of thinking that strong organizations are a unit, with a shared purpose, shared values and a strong identity. It flows in such organizations, with leadership like energy-generating water. Whatever anyone is doing there, it matters. I think that's a mighty good insight. I am happy to pass that on so that every employee can experience that flow and is seen in the organization as an indispensable link in the whole."

Work relationships between employer and employee are about love and loyalty. You have to love each other a little, otherwise you won't last.

THE WORKING DAY OF...

Rob Reefman

Engineer Wagenborg Nedliff

7.45h - The day starts with a visit to a beer brewery. "Here we have to place a 2.5-ton tank on the floor of a building. We already had drawings, but we wanted to look at the situation on the location for the possible options."

9.00h - Back at the office, Rob goes to work for the brewer. "Our plan is to put a mini-crane on the ground floor with its mast through a lifting hole in the ceiling so that we can build the tank together and put it in place. The floor in the building is important for this job, it must be able to bear the outrigger pressures of the crane. It is up to me to draw up a lifting plan containing the working method and the correct crane data: the crane configuration, lifting capacity, the weight to be lifted and the outrigger pressures."

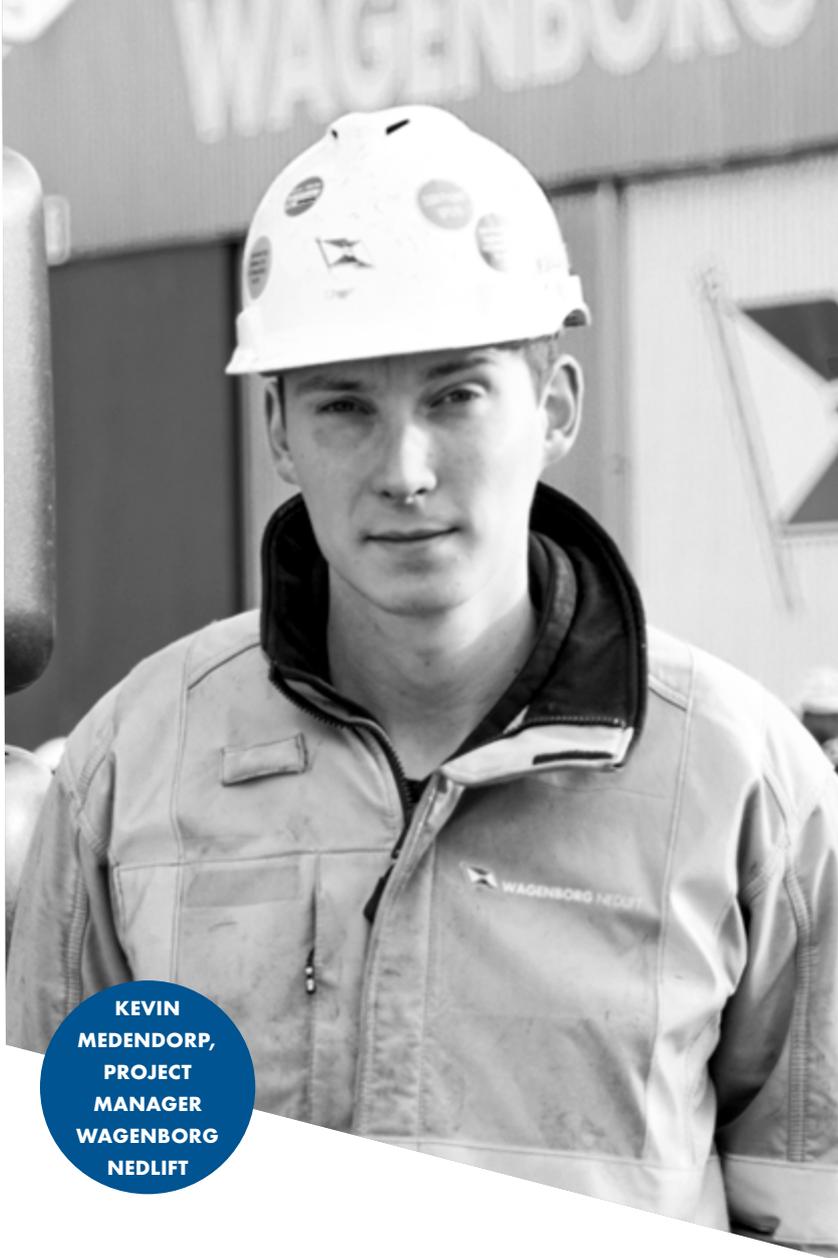
11.00h - Rob continues with the 3D drawings of a luxury yacht. "The eight 9,000 kilo engines have to be exchanged. There isn't much room in the yacht's engine room and we have to get over fuel tanks that shouldn't be put under pressure. In the end we decided to make a kind of rails with steel beams, over which the engines can be rolled to the hole in the hull to be able to exchange them. For this whole project I have to prepare a report with all the components in it and the corresponding construction calculations. It's a project I've been working on for some time now."

13.00h - Calculator Bart is coming in. He has had a request to place a bridge in Germany and wants to give a price as soon as possible. "At the site of the pre-construction location, we first have to raise the bridge with our jacking system, and then use our SPMTs with our MoSS system (Modular Support System) to place the bridge at the end position. For each step I determine which material is needed, and I also calculate whether everything is strong but also stable enough, so that there is a workable and safe concept to determine the price."

16.45h - Time to go home.

→
**Kevin Medendorp, Project Manager
Wagenborg Nedlift**

Started his career 5 years ago as an Intern in the workshop, and then made the transition to the office via the rigging department, first as Project Manager Cranes and now as Project Manager at the Projects Department.



**KEVIN
MEDENDORP,
PROJECT
MANAGER
WAGENBORG
NEDLIFT**

KEVIN:

"I started at Erik's office. He gave me some small jobs first. A single crane here or there. Then I thought: 'if this is it...'; but soon I got beautiful projects. Projects that have to be finished very quickly, complicated projects where you really have to think carefully about how to get it done. Consider, for example, the conversion of the ship Yed Prior. What must be hoisted? Which cranes do you need for that? How do you set this up? Erik really taught me a lot."

Even though we are now in different departments, we still consult regularly.

DOUBLE DONBTE

ERIK:

"I quickly noticed that Kevin must have a challenge at work. In the beginning we really did the complicated projects together and even though we are now in different departments, we still consult regularly. We connect, it's a bit like a marriage. We even have our fights..."

KEVIN:

"Well, a marriage... But we do quarrel sometimes, that's right. If we don't agree, I say, 'If you

don't want to listen, let's do it your way and see what happens."

ERIK:

"I like a rebuttal, although I'm usually right of course. Although I have to admit that sometimes you can do something right in two different ways. We both enjoy doing a project from start to finish, from getting the work done, to estimating, permitting and output, to invoicing. We never look at the clock. It's our job, but most of all we like it."



**Erik Reilman, Senior Project Manager
Wagenborg Nedlift**

Started in 1989 as a Rigger and then worked for years as a Crane Operator, until he was asked for an office job in 2008. That didn't seem like much to him, but a trial period convinced him.

**ERIK REILMAN,
SENIOR PROJECT
MANAGER
WAGENBORG
NEDLIFT**

that we have each other now. We understand each other and half a word is enough. It's great that you can take over each other's work."

PORTRAIT BOB/BAVE

Erik taught me to listen very carefully to what the customer really wants, so that you offer the solution that the customer is looking for.

KEVIN:

"In the beginning I found it difficult to give a price to the customer. It often involves a lot of money. I learned from Erik that a good solution can cost money, as long as you provide a good explanation. It is very important to listen carefully to what the customer really wants, so that you offer the solution that the customer is looking for. I have also learned that a good relationship with your colleagues is important. When the day is over and another car comes in that still has to be

unloaded, we just help. Then they in turn want to do something for you."

ERIK:

"Kevin in turn helps me to put things into perspective. I rather tend to think black and white and I'm more emotionally involved in things. Kevin is a bit more nuanced and accepts things more easily. What I hope to pass on to him is to find the balance between challenges and stress. Saying no is also an option. And it's nice



Five big transformers to HIGH VOLTAGE STATION VIERVERLATEN

Recently, we started to transport the first of a row of five 380 kV transformers. Early this morning, the fifth and last transformer was festively and officially welcomed at the Vierverlaten high-voltage substation, west of Hoogkerk near Groningen.

BY WATER AND ROAD UP TO FOUNDATION

The transformers, manufactured by Royal Smit Transformers B.V., weigh no less than 335 tons each. The specialists at Wagenborg Nedlift received the honorable assignment from TenneT to transport these five transformers (and the associated coolers) by water and road and to place them on their foundations.

Three transformers were first transported by barge from Nijmegen to Vierverlaten. The other two were transported from Schiedam by barge to the far north.





Ready for the future

Electricity is a basic necessity of life, we cannot live without it. In the coming years, the need for (sustainable) electricity will continue to increase. It is therefore important that we have and maintain a reliable electricity grid with sufficient capacity for developments in supply and demand, now and in the future.

That is why TenneT is building a new 380 kV high-voltage connection from Eemshaven to Vierverlaten, near Groningen. This connection replaces the current 220 kV high voltage connection. In order to be able to transport the electricity further, the high-voltage substation in Vierverlaten is also being renovated and expanded with a new 380 kV substation.

← Photo: Timo Verschoor

At Vierverlaten, the transformers were unloaded in tandem lift from the barge onto the heavy unloading quay using a 350-ton mobile crane and a 700-ton mobile crane. With a 16-axle modular trailer, the transformers were transported one by one to the high-voltage station from Monday 28 June. Directly from the modular trailer, the transformers were slid sideways over the foundation and jacked up.

GOOD PREPARATION – HALF THE BATTLE

Absolutely true: thanks to the skilled engineering and project management of the Wagenborg specialists and also the good cooperation with TenneT, Royal Smit Transformers B.V. and the other parties, the execution went absolutely excellent.

ABOUT HIGH-VOLTAGE SUBSTATION VIERVERLATEN

High-voltage substation Vierverlaten will soon be one of the largest high-voltage substations in the Netherlands. Preparatory work has already started in 2018 to prepare the site for construction. The high-voltage substation is to be expanded with 380 kV transformers and a new switchgear installation. In addition, the 110 kV and 220 kV stations are to be renovated. Ultimately, all installations will form a complete and working high-voltage substation.

With the new cube jack system, loads of up to 400 tons can be jacked up and down quickly.



← The combination of mobile cranes, crawler cranes and various heavy transport combinations enables Wagenborg Nedlift to offer flexible logistics solutions for various markets, including the energy sector.



SEVEN QUESTIONS TO...

BERT MAATHUIS.
A well-known name within Wagenborg and beyond. The face behind many transformer projects, including the Vierverlaten project. But who is Bert Maathuis exactly? What drives him and what challenges him as Senior Project Leader International Projects at Wagenborg Nedlift? We talked to him.

1

What does your Wagenborg career look like so far?

I have now been working for Wagenborg Nedlift for 15.5 years. In 2006 I was a project manager. I completed my education in 1998; first HBO Hydrography and then Civil Technology and Management at the University of Twente. My career then started at Smit in Rotterdam, where I started working as a proposal engineer. After 2 years I was able to grow internally to become a recovery inspector, a fantastic job in which I was able to see a lot of the world. After this I started as a senior project leader at Wagenborg.

2

What makes your job fun and challenging?

In particular, the combination between the commercial aspect on the one hand and the operational character on the other. The overall picture makes my job very enjoyable. And I have a lot of freedom and space in my position. The challenge for me is finding potential in certain markets and then improving our network and position in these markets. Fortunately, we have already taken a lot of steps in this regard.

3

How did you become the face behind all transformer projects?

This is where I was actually rolled in from the start. When I was just hired, a huge transformer project in northern Germany came our way. I picked it up at the time and brought it to a successful conclusion. That's where the proverbial ball started rolling.

PASSPORT

Name: Bert Maathuis
Age: 50 years
Home situation: Married to Miranda,
Having a son and a daughter
City: Nijverdal



→
Senior Project Manager
International Projects
Bert Maathuis
is the face behind many
transformer projects at
Wagenborg Nedliff.

4

You have also taken the Vierverlaten project under your wing. What was the biggest challenge in this project?

Firstly, the size of the project: 5 huge transformers had to be transported. The biggest challenge during this project was to ensure that the transshipment went smoothly, because the quay at KWS could only be used under extremely strict preconditions.

5

You speak with great passion about your work, but do you also have passions or hobbies outside of your work?

'Football! I have been secretary of football association STEVO in Geesteren for 16 years, where I was born and raised.

You can often find me on the football field. In addition, I am a member of an athletics club and I train recreationally on a regular basis. I also like to run trail races, up to 25 kilometers. I also used to play as a bassist in a band, but due to time constraints I stopped doing this.

6

What is your view on the future, private and work?

Both personally and professionally I would like to go abroad more often. I have a list of countries I would like to go to with my wife, but that is a plan for later when the two of us can go on the road again. In terms of work, I also think it would be great fun to be able to take on great new projects abroad.

7

Which countries have you already seen of the world?

We should have asked this question the other way around; which countries don't? Bert sums up: "Singapore, Vietnam, Pakistan, Bahrain, United Arab Emirates, Qatar, Tanzania, Kenya, Sudan, America, Canada, Costa Rica, Panama, Brazil, Hawaii, Istanbul and almost all countries in Europe. However, I never get tired of traveling. That really keeps on tingling somewhere inside!"

What the workforce of

SEAFARERS look like

Workforce

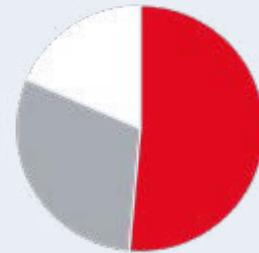
Seafarers make up the vast majority of Wagenborg's total workforce



6 out of 10 employees at Wagenborg are seafarers
In total more than 1,750 seafarers.

International employer

Wagenborg is active in the global labor market

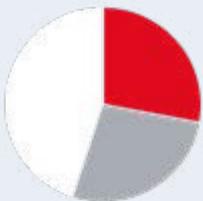


51% comes from Asia.
30% comes from Europe.
19% is Pan European

A total of 22 nationalities on board.

Sustainable added value

Average length of service provides continuity in knowledge and services



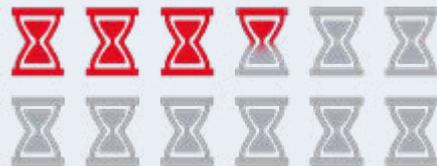
28% is employed for more than 10 years.
27% is employed for between 5 and 10 years.
45% is employed shorter than 5 years.



89% of seafarers return to the same rank (retention) after their time on board

Sailing and leave

Attention to work-life balance



3,6 months

seafarers spend an average of 3.6 months on board.



Approximately 9,000 crew changes are carried out on an annual basis.

Learning organization

Education and training: both STCW and Wagenborg have specific requirements and standards.

1.000 education and training courses per year for seafarers

350 apprentices on board in the last 5 years.

Martje Bos

HSEQ Coördinator Fleet

07.00h - The alarm clock in the hotel rings. Together with colleague Johan Krijnsen, Martje will do her first internal audit on board today. *"We check whether the International Safety Management Code (ISM code) is properly applied on board. The audit is an annual obligation under the ISM code, but also a good moment to prepare the ships for external audits together with the crew."*

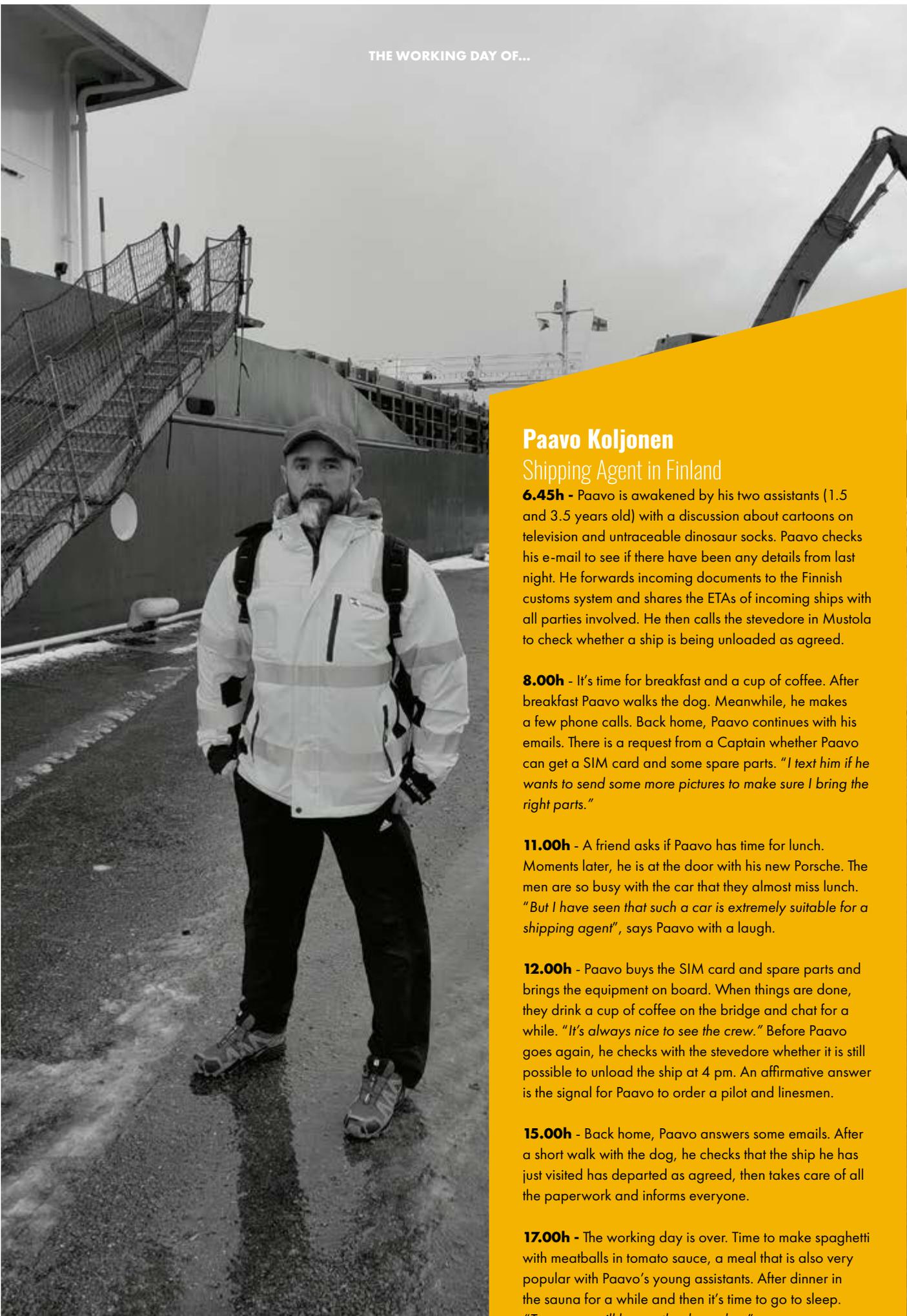
8.30h - The ship is moored at a quay where only stevedores are allowed. That is why Martje and Johan get into a linesmen boat that takes them to the ship's ladder, where the inspection actually starts immediately with the observation that the gangway has been properly secured.

8.45h - The crew extends a warm welcome to the HSEQ colleagues. In consultation with the Captain, they determine the program for the day, starting with the deck inspection and the engine room. As a newcomer, the Chief Officer takes all the time to tell Martje about everything. It opens her eyes. *"I have sailed on cruise ships, but this is very different."* In the meantime, colleagues obviously pay close attention to whether they also see things that do not comply with the procedures or laws and regulations.

13.00h - After a delicious and convivial meal, they go through the folders with documentation with the Captain. Then it is the turn of the 2nd Officer and the Cadet to explain the travel plans. Especially the Cadet they put to the fire. *"We challenge him to think along. This is how we prepare him for the future."*

18.00 uur - After dinner, Martje and Johan discuss their findings with the Captain. At 7.30 pm they board the linesmen boat to go home. Martje looks back with satisfaction. *"It has been a long but good day. It looked good and where we made recommendations, the crew was on top of it and solved it immediately if possible. That indicates the positive drive of the crew. I also really enjoyed meeting the colleagues on board live. That only benefits the contact between shore and ship."*





Paavo Koljonen

Shipping Agent in Finland

6.45h - Paavo is awakened by his two assistants (1.5 and 3.5 years old) with a discussion about cartoons on television and untraceable dinosaur socks. Paavo checks his e-mail to see if there have been any details from last night. He forwards incoming documents to the Finnish customs system and shares the ETAs of incoming ships with all parties involved. He then calls the stevedore in Mustola to check whether a ship is being unloaded as agreed.

8.00h - It's time for breakfast and a cup of coffee. After breakfast Paavo walks the dog. Meanwhile, he makes a few phone calls. Back home, Paavo continues with his emails. There is a request from a Captain whether Paavo can get a SIM card and some spare parts. *"I text him if he wants to send some more pictures to make sure I bring the right parts."*

11.00h - A friend asks if Paavo has time for lunch. Moments later, he is at the door with his new Porsche. The men are so busy with the car that they almost miss lunch. *"But I have seen that such a car is extremely suitable for a shipping agent",* says Paavo with a laugh.

12.00h - Paavo buys the SIM card and spare parts and brings the equipment on board. When things are done, they drink a cup of coffee on the bridge and chat for a while. *"It's always nice to see the crew."* Before Paavo goes again, he checks with the stevedore whether it is still possible to unload the ship at 4 pm. An affirmative answer is the signal for Paavo to order a pilot and linesmen.

15.00h - Back home, Paavo answers some emails. After a short walk with the dog, he checks that the ship he has just visited has departed as agreed, then takes care of all the paperwork and informs everyone.

17.00h - The working day is over. Time to make spaghetti with meatballs in tomato sauce, a meal that is also very popular with Paavo's young assistants. After dinner in the sauna for a while and then it's time to go to sleep. *"Tomorrow will be another busy day."*

Family businesses in the Netherlands: More **IMPACT** than you think

Economic impact

Family businesses are the most common business form.



60%

of the companies in the Netherlands is a family business. ¹
In total about 273,000 companies.

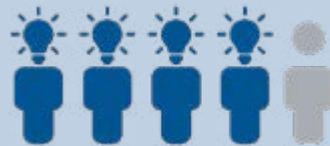


36%

of the 500 largest companies in The Netherlands is a family business. ²
Together their turnover is large 150 billion euros.

Practical innovation

With less input realizing more.

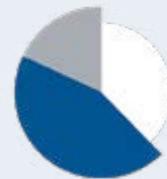


4 out of 5 owners are willing to forego dividends to fuel innovation. ³

2 out of 3 owners will accept a year of loss instead of profit if it stimulates innovation.

Sustainable added value

The regional involvement of family businesses is large.



18% is 30 years or older.

44% exists 10 to 30 jaar.

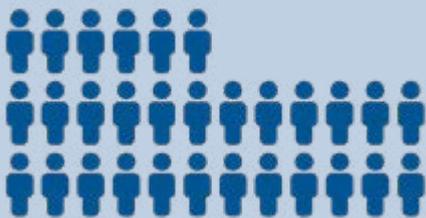
38% exists less than 10 jaar.



95% of the top 100 family businesses are registered as a recognized training company.

Sustainable employment

With continuity as a basis, family businesses are the job engine for the Dutch economy.



2,5 million jobs

2.500.000 people in the Netherlands work for a family business.

That is 29% of all employee jobs.

1. CBS, 2020: Familiebedrijven in Nederland

2. EW Magazine, 2020: Top 500 bedrijven in Nederland

3. Nyenrode, Roberto Flören, 2017: Innovatiekracht en het familiebedrijf

Working at
height requires:

mentality &

Ships, terminals, trucks and mobile cranes: Wagenborg is a capital intensive company.

However, not every business unit is dependent on such assets: Wagenborg Foxdrill is precisely a service provider that builds on the knowledge and skills of its people.

“Customers choose us because of the professionalism and mentality of our people”, said Eric Quinlan, Commercial Manager Wagenborg Foxdrill.

Starting out as a drilling contractor, Wagenborg Foxdrill is now an all-round service provider for the oil, gas and renewables industry, offering a range of services ranging from installation and assembly work to inspections and maintenance. Quinlan:

“In practice, our competent teams often work at great heights. This is of course a challenging work environment. That is why we prepare all activities extensively, plan down to the last detail and train our employees regularly. We go for clear HSEQ objectives, solid performance. With this we strive for safe and innovative solutions in the field of maintenance, inspection and repair of (drilling) installations on land and offshore locations.”

HIDDEN GEM

The former drillship Hidden Gem has been in the port of Rotterdam since the end of August 2021. Her owner bought this vessel last year with the intention of making it suitable for collecting manganese nodules from the seabed. For this purpose, the condition of the drilling rig and the equipment in it was investigated and the owner made a scope of work based on all findings. “The scope included removing equipment from the derrick, replacing bolts, repairs to the derrick and items in the derrick, and other work,” said Quinlan. “After close consultation with the owner and a signed contract, we mobilized a team of four for support on the Hidden Gem.”

ROPE ACCESS

Many activities on and in the derrick are not accessible to mobile cranes or other equipment. Rope access is then the only way in which this work can be performed in a safe, reliable and cost-efficient manner. Quinlan: “By using the proven safe IRATA Rope Access system based on two independently anchored ropes, Wagenborg Foxdrill is able to carry out the most diverse work at height in a very safe and efficient manner. From inspections to installation projects, rope access has unique advantages over other access methods, including lower costs and high flexibility.”

PEOPLES WORK

Wagenborg Foxdrill has extensive experience in applying rope access in maintenance, inspection and repair work. “All our riggers have their rope access certificate, several are even trained to IRATA level 3, making them both experts in rope technical terms and competent in managing the team on site. This means that the level of quality belongs to the top of the market and that is generally known. We often hear from customers after projects have been completed that the people at Foxdrill make the difference”, concludes Quinlan.

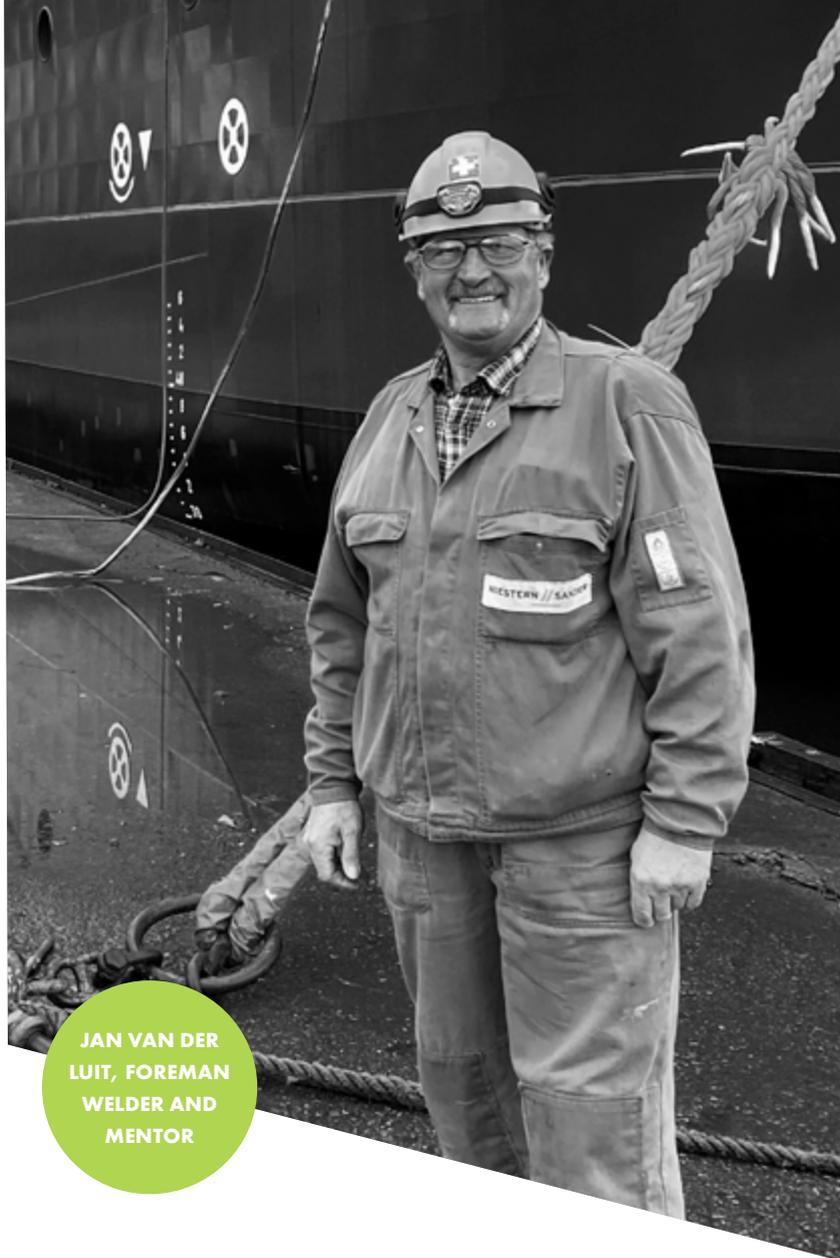
A high-angle, vertical photograph of two construction workers in red safety suits and white hard hats working on a complex steel structure. The workers are positioned on a yellow safety platform or scaffolding. The background shows a dense network of steel beams and structural elements, suggesting a high-rise building under construction. The word "professionalism" is overlaid in large, bold, red lowercase letters across the middle of the image.

professionalism

←
Foxdrill is a service provider that builds on the knowledge and skills of its people. Customers choose us because of the professionalism and mentality of our people - photo: Remco Bohle

→
Jan van der Luit (65), Foreman Welder and Mentor

Jan van der Luit has been working for Royal Niestern Sander and predecessors for more than 50 years. In all those years he saw all the departments and companies in which his employer had shares. In this way he enriched his knowledge, which he now likes to pass on to the younger generations.



JAN VAN DER LUIT, FOREMAN WELDER AND MENTOR

JAN:

"I have been guiding young people for years. I think it's nice to see that people get better at their work and as a company you reap the benefits of that. I am convinced that if you like this work, you can learn it."

ERIK:

"I worked in the hospitality industry, but that was not the right place for me. Shipping has always fascinated

I worked in the hospitality industry, but that didn't suit me, so I decided to retrain when I was 33.

DOUBLE DONBTE

me, so when I was 33 I decided to retrain. Every two months I go to school and two months to work. At school they lay the foundation, here I learn how it works in practice. From day one, everyone made me feel like I belong and I get the chance to learn the trade. The most important lesson that Jan may have taught me is to stay calm, not to want too much and too quickly, otherwise accidents will happen."

JAN:

"Erik is eager to learn and enthusiastic. He takes everything. That reminds me a bit of myself from back in the day. I started at the same time as 7 other young boys at the shipyard in Appingedam. When we had a break, we quickly ate our sandwich and then practice again in the shed. It was really a competition to see who could make the best weld. I still tell the boys that you get better with practice."



Erik Heidema (34), Iron Worker and MSO-student

Erik opted for a career switch when he was 33. He is now following a work/learning trajectory to become an iron worker through the training center Stichting Metaal en Scheepsbouw Opleidingen Groningen (MSO), with Royal Niestern Sander as a training company.

**ERIK HEIDEMA,
IRON WORKER
AND
STUDENT**

PORTRAIT BOVIBVAIL

Erik is eager to learn and enthusiastic. He takes everything. That reminds me a bit of myself from back in the day.

ERIK:

"And that's what I want: to develop myself, to get better. So I do take care of everything. I am helped on all sides by colleagues. I have already learned to build sections, now we are finishing a ship. I was supposed to go back to school next week, but a colleague now wants to teach me how to make the pots on which the ship rests when it is launched. In consultation with the school, I can now stay here a little

longer to take advantage of that."

JAN:

"It's nice to hear that so much has changed. When I came in as a 15-year-old in 1971, I was eager to learn how to weld, but the experienced men wouldn't let me watch. I was very sorry about that. You can learn so much from watching. Even then I knew that once I am good at my work myself, I will always pass

on my knowledge and love for the profession. And I also encourage others to do so. In this way we can continue to make beautiful ships that sail all over the world."

MOMENTS





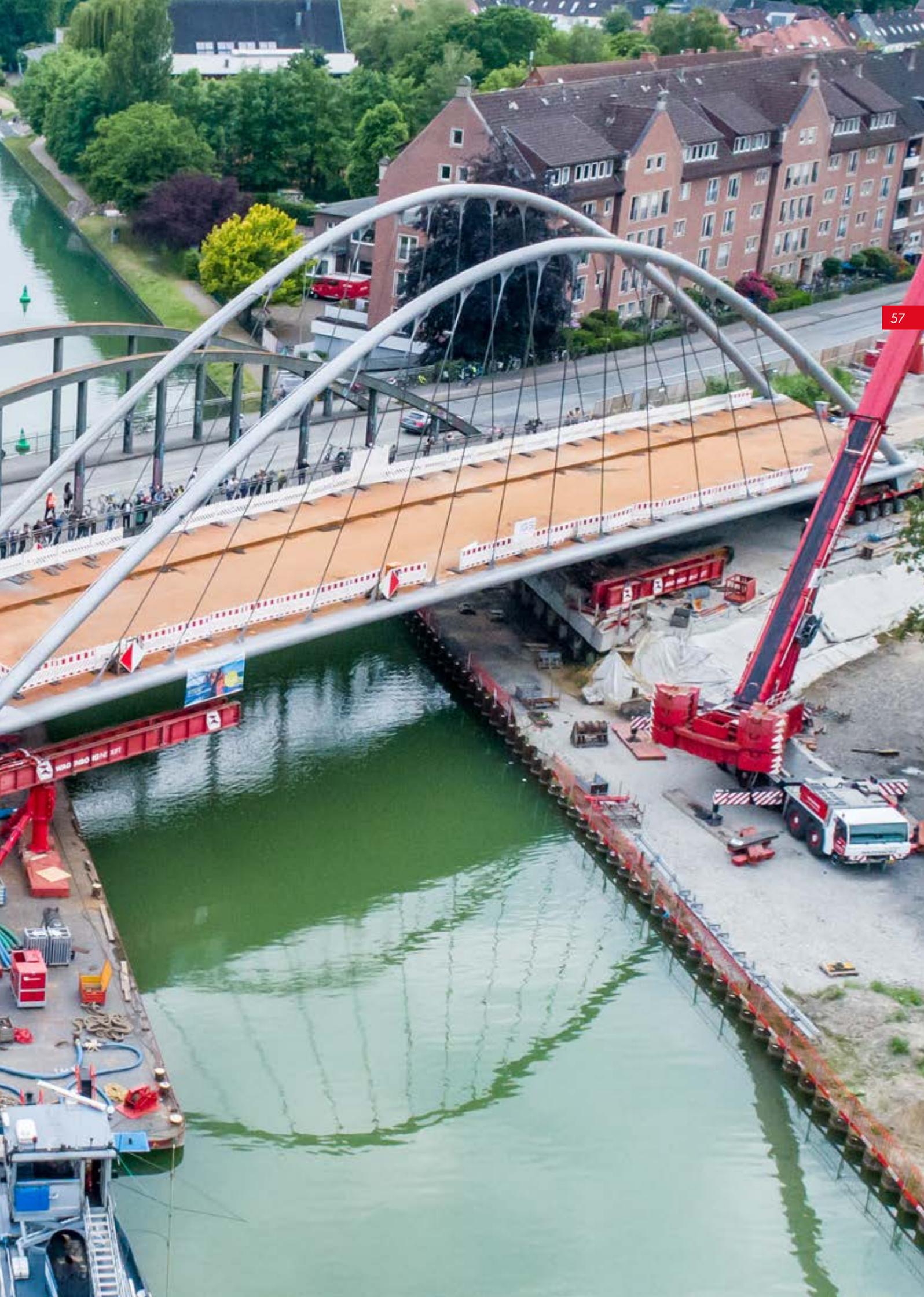
Cascos from China to Rotterdam (photo: Flying Focus)

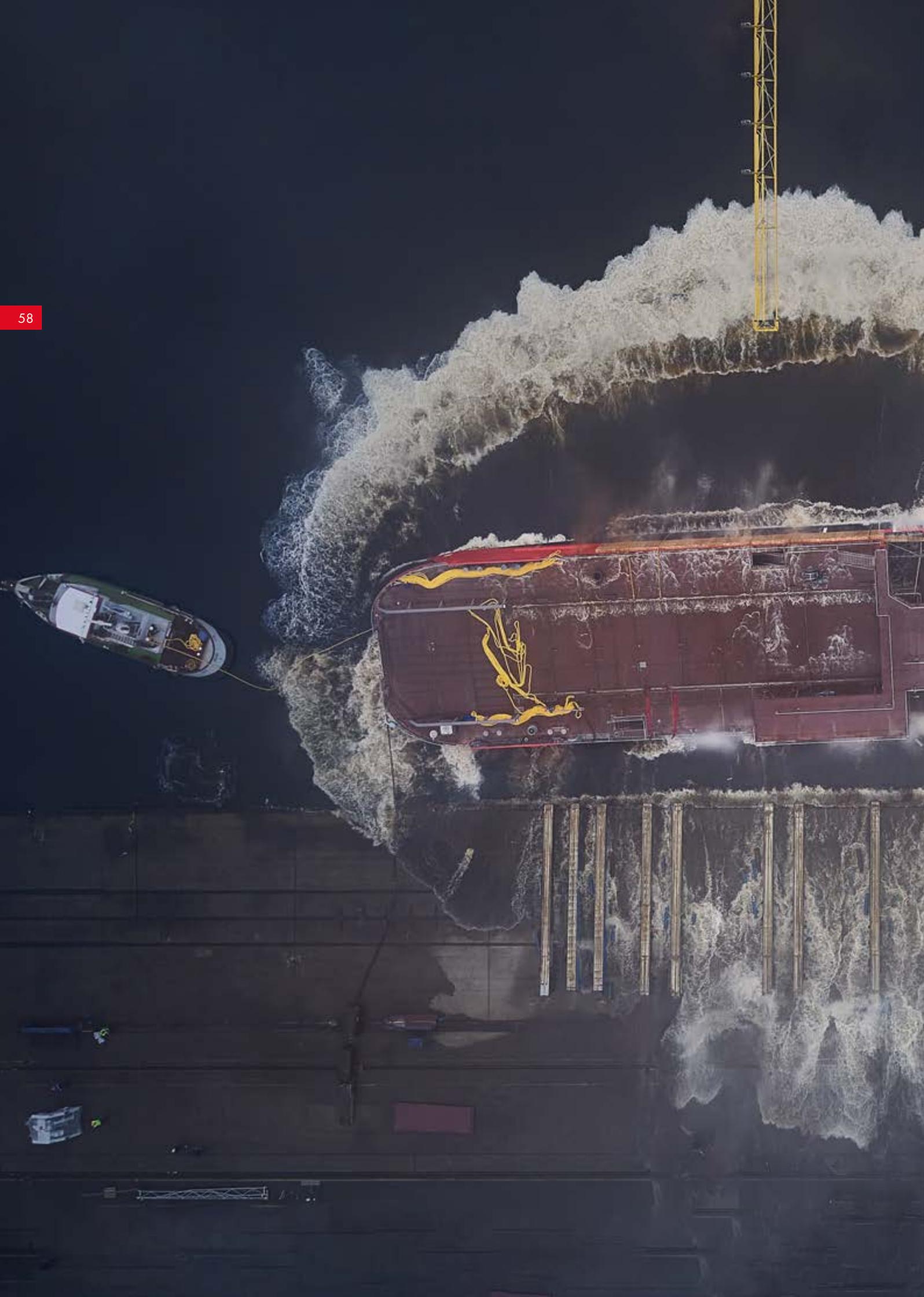
At the end of October, the MV Aragonborg entered the port of Rotterdam with two hulls on deck. This project cargo was loaded in China. The Aragonborg is one of the A-class ships in the Wagenborg fleet. The A-class ships - 15 ships in total - are often deployed on fixed sailing routes as a kind of 'semi-scheduled service'. The semi-scheduled service has regular departures, but no fixed timetable. With a deck space of 1,890 m², tweendecks and three 60-tonne deck cranes, the A-class vessels offer options for loading project cargo on deck. The semi-scheduled service calls at a number of fixed ports in North America, Europe and the Far East. However, there are possibilities to call at additional ports. Due to our worldwide network with various worldwide offices, Wagenborg is able to arrange end-to-end logistics solutions, including pre- and post-transport.



Under one roof

While positioning the Wolbeckerstraßenbrücke in Münster, Wagenborg's total logistics package was clearly visible. Using mobile cranes, SPMTs, a pontoon and a tugboat, the bridge was placed on the foundation with great precision. Of course, all after calculation and preparation by in-house engineers and project manager.







A big splash (photo: Remco Bohle)

On November 13, the world's first 'shallow draft ice-breaking walk to work' ship was successfully launched sideways at the Royal Niestern Sander shipyard.

The shallow draft ice-breaking walk to work vessel is specially designed and optimized for year-round operations in the challenging conditions on the east coast of Sakhalin in temperatures ranging from -30 degrees to +35 degrees. By combining a shallow draught of 3,15m, a transit draught of 4,0 m in open waters and a grounded bottom notation, the vessel can be deployed year-round. With proven Wagenborg icebreaking technology of the icebreaking hull and pulling (ice milling) Azimuth thrusters, the vessel can break through ice up to 100cm. The motion compensated gangway on this vessel is optimized for both winter and summer operations, resulting in multiple gangway positions. The vessel will perform year-round crew transfer services for up to 40 persons from the shallow Nabil Port to offshore platforms near the East Coast of Sakhalin. In addition, the vessel can be deployed for oil spill response services.



Cable transport with multi purpose ships (photo via Port of Blyth)

Wagenborg's multi-purpose vessels equipped with cranes are regularly used for the offshore cable industry. Equipped with custom-made cable tanks - which fit perfectly into the holds of these ships - Wagenborg offers a cost- and time-saving transport solution for shipping 'subsea' cables.

The MV Arubaborg recently delivered an inter-array cable for the Seagreen Offshore Wind Farm in the port of Blyth.

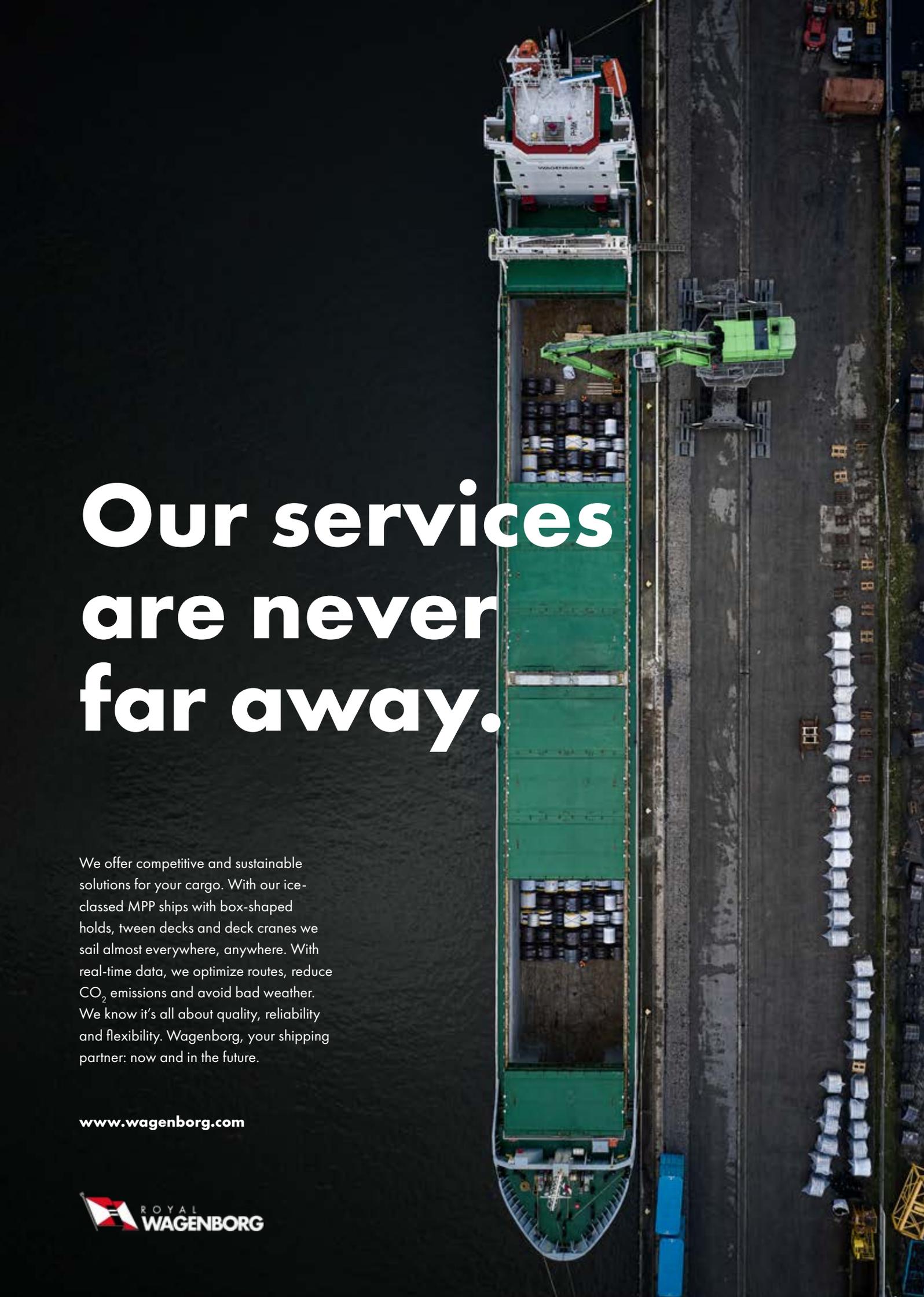






Three in a row (photo: Jeroen van Baalen)

A rare sight: the entire fleet of 'walk-to-work' ships captured at a glance. Although these vessels were designed for year-round offshore maintenance in the Southern North Sea - the vessels have an average deployment of 93% - the vessels took shelter under the British coast from an approaching storm.



Our services are never far away.

We offer competitive and sustainable solutions for your cargo. With our ice-classed MPP ships with box-shaped holds, tween decks and deck cranes we sail almost everywhere, anywhere. With real-time data, we optimize routes, reduce CO₂ emissions and avoid bad weather. We know it's all about quality, reliability and flexibility. Wagenborg, your shipping partner: now and in the future.

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