

FOCUS ON

VOLUME 16 YEAR 2017



ROTTERDAM

SMIT LAMNALCO HQ





YOUR SAFETY IS OUR CONCERN

Board of Management Focus on

Dear Colleagues,

It is my pleasure as the new CEO of Smit Lamnalco to introduce the new Focus on and our new Management Team, which is composed of Mr Richard Leijnse as our new CFO, Mr Jos Goris as our new COO, Mr Jord Veldman as our CCO, Jeroen Oudshoorn as Business & Organizational Development Director and Mrs Margareth Schipper as HR Director. Smit Lamnalco started in 2012 with the merger of Lamnalco and Smit Terminals and since has then been working hard to establish its own identity. During this journey, the company has gone through a lot of changes. Changes in people, systems, processes and structure. Needless to say, part of the changes were driven by very tough market conditions and the need to adapt the organization to that new reality. The next natural step in the company's development is to consolidate those changes, fine-tune our internal procedures and responsibilities and prepare the company for the future.

Sincerely yours,
On behalf of the Smit Lamnalco Board of Management

Mauro Fernando Sales
CEO

But our priority should always be on the quality of our services and our people. That means focussing on our crews, vessels and procedures in order to better fulfil our client needs with the most cost effective solutions and in the safest way.

We cannot achieve this without the support of our people. A great team of almost 3,000 dedicated professionals, comprising 42 different nationalities and currently working in 25 different countries. We count on you with your support during this interesting journey, as much as you can count on us to steer the company in a safe and sustainable way ahead.



Don't waste your working space



SMIT LAMNALCO CARES!

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MAURO
FERNANDO SALES

**CHIEF
EXECUTIVE
OFFICER
BRAZILIAN
FLEXIBLE
MOTIVATED
TRANSPARENT**

WE MET MR. MAURO FERNANDO SALES, CEO OF SMIT LAMNALCO IN HIS PLEASANT OFFICE ON THE 5TH FLOOR, OVERLOOKING THE WAALHAVEN AT THE ROTTERDAM HEADQUARTERS.

Mauro Fernando Sales, CEO of Smit Lamnalco gave us an opportunity to ask some questions concerning his past and his current job situation.

Mr. Mauro, perhaps you could paint us a brief picture about your childhood, your school and study career?

I was born in Rio de Janeiro. I have two brothers and a sister. We were raised in a typical Brazilian middle class family. With a very rigid education, attending a private school managed by the Catholic Church. After school, I graduated as a Naval Architect and Marine Engineer. That was in 1988. Since then, I have worked for shipping/maritime companies, always in Brazil. I started working with tugboats in 1999 and joined SMIT in 2006 as CEO of the Brazilian Harbour Towage operation.

When you were a young and an ambitious man, what kind of future did you have in mind?

I must say I have accomplished most of my ambitions. A very successful marriage (close to 21 years now), two wonderful children and a solid and respected career.



Did you ever think about becoming the ‘captain’ of a major maritime company?

As my father was a very respected executive in the Brazilian maritime sector, having run shipyards and ship owning companies, I always had an aspiration to follow in his footsteps.

I ALWAYS HAD AN **ASPIRATION** **TO FOLLOW** IN HIS FOOTSTEPS

That happened in 2006 when I started with SMIT Brazil. What was much more unexpected was the opportunity 10 years later to come to the Netherlands and be able to do that internationally with Smit Lamnalco.

What is the benefit of having a Brazilian CEO as a boss?

I would say that Brazilians are, in general, very flexible people. That is due to the way our country was colonized with a mixture of different races and religions. Myself, I have French, German, Lebanese and Spanish blood. Apart from that, we have lived through continuous economic and political crises, when we had to learn how to deal with instability, hyper inflation, bureaucracy etc.

You have been dealing with ‘tugs’ for a long time, so what would you say you have added to the business?

Well, we are very proud of the company we built in Brazil. In 10 years, we were able to reach 30% market share, operating almost 50 vessels.

The company is very well recognized for the quality of the fleet and crews and its high operational standards. That was possible because we have a fantastic team there. The majority of the key managers have been there from the start. Some of them worked with me for more than 20 years.

If you had a 100 % mandate, what would you change today in the company?

I think it would be very interesting to change in our company is to increase the perception that we are indeed a maritime company. That our focus should be on the vessels... on the crews... on the contract managers...on the quality of the service... and consequently, the client needs.

Facing the difficult times in the industry, what needs to be changed?

There is no other way to move forward than being capable of providing an excellent quality service with a cost effective structure.

**What is your biggest challenge?**

I wouldn't say biggest, but my first challenge is to build a winning team and spirit around Smit Lamnalco.

How do you motivate your staff?

Motivation is a very debatable subject. Different people will find motivation in very different ways.

What I think is a good start, is to treat everyone with absolute respect and transparency and to provide a proper environment that allows them to exercise their potential and to grow.

But above all, we should be a good example ourselves, worthy following. I must say that this is the same recipe I use home with my kids.

Living in The Netherlands is?

Enjoying a very well organized and educated society. Remarkable.

TEAM

The Rotterdam Office; the home of the back office (Tax, Insurance, Accounting, Central Processing, IT, Legal, Business Development, Tendering, Finance, HR, Technical, etc.), Region Africa and part of Region Europe. The Rotterdam Office is located in the Waalhaven in the Port of Rotterdam and is shared with Boskalis Netherlands. The total number of SL employees working in this office is 75 including Region Africa 7 and Region Europe 4.

From our Head Quarters in Rotterdam, we give support, set operational standards, governance procedures and guidance to our regional offices and contracts. For them, it is very important to know that they can rely on the knowledge of their colleagues who work here. A team of experts who are able to anticipate on any situation, wherever in the world and at any time. Clients and future clients are or will be aware of the value of a good operating back office. It enables and supports a smooth and sound operation of the many ships and crews around the globe. We daily work on further improvements to serve our (in- and external) clients in the best way we can. Furthermore, HQ supports and drives key accounts for major clients, provides tender support as well as guidance on the company's policies and procedures and roll-out business development on targeted contracts, clients and sectors. The Rotterdam Team is looking forward to work with you to optimize our service to our clients and further develop the company.

ROTTER



DAM





DICK DE JONG

SAFETY HEALTH ENVIRONMENT & QUALITY GROUP MANAGER

DICK DE JONG IS A TRUE SAILOR. HE HAS BEEN AT SEA FOR OVER 13 YEARS, 7 YEARS AS A CAPTAIN ON DRY CARGO VESSELS. BUT NOW HE IS BASED IN THE OFFICE OF SMIT LAMNALCO IN ROTTERDAM.

*He is a very busy man. So we had a brief chat during his lunch hour.
Correction: half an hour!*

Can you give me an idea of what it is all about? What are you responsible for?

As a SHEQ Group Manager, I'm in charge of all the aspects that come with Safety, Health and Environment & Quality. We've developed a programme called 'Slims' (Smit Lamnalco Integrated Management System) This is a sort of blueprint that describes in detail all the sorts of procedures that must be carried out on board of the tugs linked to a number of International standards.

What kind of standards?

Well, for instance, ISM (International Safety Management), MLC (Maritime Labour Convention) and OVMSA (Offshore Vessel Management and Self Assessment).

What are you working on right now?

What we are doing is sharpening up the present procedures, trying to improve the quality of our management system and making it less complicated if possible.

Are all the requirements the same for all regions?

Yes, with the exception of Australia. They have very much their own laws and regulations, different to what is common in other parts of the world.

So you do a lot of traveling, I guess?

Absolutely. We verify every year all the necessary requirements. I do a lot of audits myself. So I talk to the crews, as well to the people onshore. It's not an inspection but I'm just checking and seeing if all the procedures are being carried out in a proper way.

PROCEDURES, PROCEDURES

All the disciplines have their own procedures. Navigation, engine maintenance, certified crews, etc. etc. Half of the time, when I'm out doing audits, I'm talking to the crews and trying to explain what has to be done or what should be done in case of a problem.

How is life onshore?

Pretty good! But I'm still doing a bit of sailing, having my own little sailing boat and not forget that, during my trips, I'm a regular guest on board of our tugs!


THE SAFETY AWARENESS LEVEL

What did I forget to ask you?

Let me see? Yes there is something that I would like to add to this interview. It's called; the safety awareness level. This is something we want to work on as much as we can. It all has to do with the risks that arise when you work at sea. For instance, deckhands have to work, sometimes, under very difficult conditions.

There is a certain danger that people get used to working in heavy circumstances, or in other words, they forget about the risks that are involved during the operations that they are part of. The good news is that personal injuries have been reduced to a minimum.

We have come to this positive result by training and strict procedures and that is exactly what we have to keep doing, day in day out!

A photograph showing two deckhands on a ship. They are wearing orange high-visibility jackets with reflective silver stripes, orange hard hats, and orange gloves. They are working with a thick orange rope on the deck. In the background, there is a large ship and a body of water under an overcast sky.

**DECKHANDS HAVE TO WORK,
SOMETIMES, UNDER VERY
DIFFICULT CONDITIONS**



ANDY BROWN

WORKING ON THE NEW INHOUSE LNG EMERGENCY RESPONSE TRAINING

SMIT LAMNALCO COULD BE A SYNONYM FOR 'SAFETY' IN TERMS OF HOW THE COMPANY DEALS WITH EVERYTHING THAT HAS TO DO WITH THE CREW BEFORE, DURING AND AFTER OPERATIONS.

Today's world offers a new and advanced range of technical possibilities for presenting a safety programme to all the tug masters, so they can do the test on a computer, laptop, iPad or even on their smartphone.

Andy Brown tells me that the new SL LNG emergency response training is a software based system With all elements of LNG safety standards and regulations included. So students, tug masters and in fact everyone involved is able to log in and participate, or in other words, do the test.

What will happen if there is a significant gas leak? How do you deal with incidents in the unlikely event they occur?
It's never a single event that happens. It's a sequence of events, so it's an escalation. It starts with a leak. That leak could cause fracture. That



fracture could cause structural damage and that could even cause further leakages. On the other hand, there has been a minimum of casualties over the last fifty years because of well-trained people and the technology that is available.

But for Andy Brown, it's not enough just to count on actual facts and figures. He wants to do his utmost to stay alert and improve what has been achieved so far.

end up on a shelf and just collect dust. So they developed a training programme, consisting of 36 modules, divided into 4 chapters. Everything has also been published in two volumes. The next step was to work out an interactive digital programme.

It seems Andy has a certain talent for translating verbal language into written information. No surprise when he tells me that he wrote Dry Dock Procedures and did a lot of training stuff in the military service. "Basically, you go through a sequence of events. It's all about understanding the hazard, understanding the terminology,

"KNOWLEDGE, AWARENESS AND SKILLS **ARE CRUCIAL!**"

When Andy joined Smit Lamnalco in 2011, one of the things he did was to look at what will tugs do in case of an emergency. And it soon became clear that there was no standard procedure, no guidelines, nothing. So a working group was formed through the instigation of Smit Lamnalco and various representatives from the industry participate in a study and three years later, they have produced a series of principles.

For Andy and his team, it was crystal clear that just to hand over the principles to the terminal was not an option, as they probably would

flammability and so on. Finally, it's about fire fighting, that is in fact our major roll." explains Andy as if I'm a tug master myself.

"There is only one problem. You can't fight LNG with water. It will make it worse instead of stopping it." The answers will all be found in the 'new' safety programme! Coming soon!

For Andy Brown, there's already a new challenge, as he has been asked by SIGTTO (The Society of International Gas Tanker & Terminal Operators) to chair the FSRU working group.

A full-page background image showing firefighters in action. In the center, a firefighter in a yellow protective suit and helmet is seen from the side, holding a hose. To their left, another firefighter in a red suit is partially visible. The background is filled with intense, bright orange and yellow flames. The overall scene conveys a sense of urgency and bravery.

FIRE FIGHTING OUR MAJOR ROLL

**JOS
GORIS**

**CHIEF
OPERATING
OFFICER
THE
MAN
FROM
WOUW!**



DOING AN INTERVIEW WITH JOS GORIS IS ACTUALLY NOT DOING AN INTERVIEW AS SUCH. IT'S MUCH MORE LIKE LISTENING TO A TRUE STORYTELLER. IT'S NOT ONLY HIS VOICE THAT KEEPS YOUR ATTENTION, WHICH HAS A SLIGHT DUTCH SOUTHERN CHARMING ACCENT, BUT MOST OF ALL, IT'S THE WAY HE PERFORMS. FULL OF JOY, NOW AND THEN LOUD LAUGHTER, BUT ALSO TO THE POINT AND DISPLAYING A LOT OF THE EXPERTISE JOS AMASSED OVER ALL THE YEARS SINCE WORKING IN THE MARITIME INDUSTRY.

"I was born in The Netherlands. In Roosendaal to be more precise! Near Wouw. That's the town where I live now.

I've been on ships since I was a young boy of 16. While my schoolmates were making fun in Spain during the summer holidays, chasing girls on the beach and drinking beer, I was working hard as a deckhand on a coaster.

So no surprise that I went to the Maritime Academy in Vlissingen, becoming a Maritime Officer. My first job was as a Maritime Officer sailing on board Shell tanker's VLCC's and product tankers all over the world. In those days, they worked with a schedule that was linked to three days duty in the engine room and three days on the bridge. It worked two ways. One, there was never a dull moment and two, saving money!

My next job was as ship manager for Curacao Dry Dock. So I was responsible for assigned Drydocking & Conversion projects in terms of technical performance, client satisfaction and the profit on the project.

Finally, I became a member of the management team. It was like; you work hard, you can play hard! I was single, living on a tropical island, can you imagine? I had the time of my life!"

SO I MOVED TO THAILAND

"A couple of years later I met a broker from London and he asked me if I was interested in working for Unithai Shipyard and Engineering in Thailand. "Yes, why not" was my answer. So I moved to Thailand!

In Thailand, it was my task to transform the business from a local facility into an internationally-recognised ship repair company ready to compete with Singaporean shipyards. First six months, all I did was to try to get a picture of how Thai people are wired-up. Slowly, we made progress and, after a couple of years, we made enough cash to buy a second dry-dock. I have learned a lot out there.



Sometimes we had to work under very difficult circumstances. In the end, it was quite a successful enterprise with orders from all over the world. We even welcomed P&O Nedlloyd as one of our regular clients!”

BACK TO THE NETHERLANDS

“After five years, I went back to the Netherlands. Because of my contacts with P&O Nedlloyd, I had the opportunity to become a Superintendent. After 9 years of Ship Repair, I had become very curious about the ‘other side of the table’ so decided to join a shipping company rather than another shipyard.

Shortly after I joined, AP Moller Maersk took over the company, so I travelled a lot up and down from Holland to Denmark. Later on, I worked for them as a Fleet Director in the Rotterdam office. We had about 55 containerships to look after. We had our own team of superintendents, purchase, finance and maritime security. I really enjoyed what I was doing. But unfortunately Head Quarters in Copenhagen made a strategic decision in 2010 to move operations from Rotterdam to Singapore. They offered me a job in Singapore, but I decided to stay in Holland.”

“Anyway, it was time for a change after 6 years working for Maersk. Luckily enough I found a new job very soon with the Damen Shipyards Group. I was asked to go to their yard in Gothenburg in Sweden as Interim Managing Director. There were some financial and business related problems that I was asked to solve.



I stayed there for almost a year and a half. Then Damen took over a shipyard in Brest in France and they sent me there, after I studied French and was able to speak and read the language for this new adventure in Brittany. The shipyard had been closed down for over six months, so we had to start it up all over again. As a result, there was loads of work to do.

KEEPING 300 PEOPLE AT WORK

Like a total rebranding, a new legal set up, building up a management team, a new marketing structure, a new brochure, a sales department and keeping 300 people at work! And last but not least, we had to become 'friends' with the French Unions and negotiated a very competitive CBA.

But it all worked out very positive! We've managed to secure LNG carrier drydocking market share and even booked the biggest cruise ship in the world for a major refit. The Norwegian Epic...Talking USP!"

"Next stop was ASRY Shipyard in the Middle East, in Bahrain to be precise. Here I was part of a major shipyard with over 4,500 employees! A tough time in a complex organization. My wonderful

wife and two lovely children stayed in Holland. So after two and a half years when I had completed the task I was asked to perform, it was time for me to go back home, since September 2016, I'm the COO for Smit Lamnalco. I'm overall in charge of keeping all operations going as smoothly as possible.

We make sure that all our assets can perform according to our contractual obligations. We keep an eye on all technical aspects, such as machinery & equipment maintenance. But we also take care of the purchasing and logistics of spare parts, dry-dockings, S&P and newbuilding. Furthermore, we are responsible for all statutory regulations required by the classification societies and flag states.

The way I see it? Operations provide a service to our commercial colleagues and that service should always result in a safe and reliable, well maintained vessel. Being available for commercial purposes. I travel a lot to keep in close touch with the real thing, called: 'operations'!"

FAVOURITES

Must read: How the Mighty Fall - Author Jim Collins

Must see: A Man called Ove - Director Hannes Holm

Not to miss: Metropolitan Museum of Art, New York

THE REAL THING CALLED: 'OPERATIONS'!



ROTTE



RDAM





ROTTERDAM

History

Rotterdam dates back to the 9th century. What is now the centre of town was called the Rotta settlement. After a flood in the 12th century, a dam was constructed in 1260 which gave the settlement its name; Rotterdam. At first, the source of income of the settlement was fishery activities, but soon it became a trading place as well. The first harbours were established at that time.

On the 17th of March 1299, Rotterdam received city rights from Count Jan I van Holland. In 1360, a city wall was built around the settlement. After some wars in the late 1400's, Rotterdam finally became a city of significance. At the end of the 16th century, the famous Dutchman Johan van Oldenbarneveldt, who was a board member of the city council from 1576 till 1586, expanded the city's harbours and the basis was laid for important naval commerce in the city. The census of 1622 records 20,000 inhabitants. At the end of the 17th century, records show there were around 50,000 people.

From the 17th till the 19th centuries, many Dutch ships sailed with African slaves from Suriname and the Dutch Antilles. There they were traded for goods, which were shipped to Rotterdam. In the 19th century, a few Dutch trading companies played an important

role in this business. In the 19th century, the Rotterdam waterways came under serious threat. Engineer Pieter Caland designed an ambitious plan for a new connection to the North Sea. Digging the Nieuwe Waterweg (New Waterway) started in 1866 and completed in 1872. This was the start of turbulent growth. New harbours were constructed, employment was on the rise and many people from many places came to the city. The city expanded both through the absorption of surrounding villages like Delfshaven, Kralingen, Overschie and Charlois as well as new build areas. Harbours like Maas, Rijn and Waalhaven were the first. The population of the city grew massively and around 1920, there were already more than 500,000 inhabitants. Rotterdam became one of the most prosperous cities of the Netherlands. But.....

Everything changed on the 14th of May 1940. The Netherlands had already been at war with Germany for 5 days. German parachutists landed around the South of Rotterdam but Dutch infantry and marines kept the bridges across the Maas under constant fire.

The Germans were unable to cross. They sent someone to negotiate on the morning of the 14th threatening to destroy the city by bombing. Having no patience to wait for a reply, they started bombing the centre of the city in the early afternoon of the same day. 24,000 houses were destroyed, 800 people died in the raid and 80,000 inhabitants became homeless. With more bombing threats to come, the Dutch High Command decided to surrender.

The entire centre city was one big smouldering heap. Luckily the connecting bridges between the northern and southern city parts were still intact. In 1942, despite the war, the first car tunnel, the Maas tunnel, was opened.

The city suffered under the burden of the German aggressor. Of the 11,000 Jewish people living in Rotterdam, only 1,400 survived. After the war, immediate reconstruction of the city was started. Many damaged buildings were not restored but demolished in a drive for modernisation and renewal. Rotterdam's image as a 'working' town became more and more visible.





In 1953, the opening of Europe's first car-free shopping street set the tone with its progressive and modern design and attracted a lot of international attention. The Central Station was ready in 1957. The Euromast was built for the occasion of the Floriade in 1960. It became the symbol of post-war Rotterdam. In 1970, the Euromast was expanded with the Space Tower, now reaching a total height of 185 meters.

Together with restoring the harbours, a new plan was designed to separate the city from the harbour area. This was achieved by constructing new harbour areas in the direction of the sea. Such as the Botlek area, Europoort and the Maasvlakte. The areas had enormous tank and bulk storage capacity and the giant Pernis and Rozenburg refineries were built more to the west. The harbour activities grew so fast that Rotterdam became the busiest port in the world in from 1962 until 2004. At present, Shanghai is first, third is Singapore and fourth is Rotterdam.

However, Rotterdam is by far Europe's busiest port with almost 28,000 seagoing ships and 100,000 inland vessels.

Covering 105 square kilometers, the port now stretches over a distance of 40 kilometers. Rotterdam consists of five distinct port areas and three distribution parks that facilitate the needs of a hinterland with 40 million consumers. The Port of Rotterdam employs 180,000 people.





EUROPOORT AND MAASVLAKTE EXTENSIONS

Over the years, the port was further developed seaward by building new docks and harbour basins. Rotterdam's harbour territory has been enlarged through the construction of the Europoort (Gate to Europe) complex along the mouth of the Nieuwe Waterweg. In the 1970's, the port was extended into the sea at the south side of the mouth of the Nieuwe Waterweg through the completion of the Maasvlakte (Meuse-plain), which was built in the North Sea near Hoek van Holland on reclaimed land.

In the past five years, the industrialised skyline has been changed by the addition of large numbers of wind turbines taking advantage of the exposed coastal conditions. The construction of the second Maasvlakte received approval in 2004, but due to environmental issues, constructing could only start in 2008, aiming for the first ship to anchor there in 2013.

Most importantly for the port of Rotterdam is the petrochemical industry and general cargo trans-shipment handling. The port functions as an important transit point for bulk and other goods between the European continent and other parts of the world. From Rotterdam, goods are transported by ship, river barge, train or road. Since 2000, the Betuweroute, a fast cargo railway from Rotterdam to Germany, has been under construction.

The Dutch section of the railway was opened in 2007. The river Rhine has proven its value and provides excellent access to the hinterland mainly for bulk, crude, oil products and containers.

24 METER DRAFT



The EECV-quay of the port has a draft of 24 meters (78 feet). This made it one of only two available mooring locations for one of the largest bulk carriers in the world, the MS Berge Stahl. When the vessel is fully loaded at the terminal of Ponta da Madeira in Brazil and crosses the Atlantic, she arrives at the Eurogeul to enter Rotterdam. The ship's draft of 23 meters (75 feet) leaves her only 1 meter (3 feet) of clearance under the keel, therefore it can only dock in a restricted tidal window.

FULLY AUTOMATED CONTAINER HANDLING

Much of the container handling in port is performed by automatic robot cranes and computer-controlled chariots. The ECT terminal pioneered the development of terminal automation. At the Delta, terminal chariots – or automated guided vehicles (AGV) – are unmanned and each carries one container. The chariots navigate their own way around the terminal with the help of a magnetic grid built into the terminal tarmac.

Once a container is loaded onto an AGV, it is identified by an infrared eye and delivered to its designated storage place within the terminal. The terminal is also named 'the ghost terminal'. The stacking cranes are also unmanned (ASC), as they take the containers to and from the AGV's and store them in the stacking yard.

The newer Euromax terminal implements an evolution of this design that eliminates the use of straddle carriers for the land-side operations. Continuous innovation must make the container terminals more and more efficient and bring the port-call period down to a minimum.





PORT OF ROTTERDAM FUTURE DEVELOPMENT

The ambitions of the port of Rotterdam is like a compass: ambitions are a spot on the horizon, even when circumstances change. Flexibility is the keyword. Industry and logistics have been pillars of the port of Rotterdam for decades, thanks to its favourable location and entrepreneurial spirit; daring to take action with a clear vision. The port is of great value to the region, the Netherlands and Europe. This goes far beyond euros and employment. The Port of Rotterdam Authority is developing the port area in cooperation with various parties. The port Authority aims to develop the port and industrial complex efficiently, safely and flexibly. This is achieved by accommodating transport flows and the establishment of businesses and optimally exploiting the available land, whilst ensuring there is a fit with the surrounding area. In developing the port, surroundings and environment are given great consideration. The most striking example of innovative and sustainable development is Maasvlakte 2.

The Port of Rotterdam is constantly being further developed to make sure it is and will continue to be the best port in the world.

YOU SIMPLY CAN'T DO WITHOUT IT!

Involvement! Being involved, that's why we want to create a platform for sharing interesting news and relevant information and easy to use.

BE CONNECTED!

We're living in the fast lane, no time to lose! We also work – often at a very long distance - apart. But we are also one dedicated team that forms Smit Lamnalco and deliver the service day in day out to our clients. So if we want to stay connected, be informed and involved – we need to create an easy platform freely communicate and share information.

And now there is 'Social' Intranet or Sharepoint

What's that all about? It's a social platform for all Smit Lamnalco employees where they can share information about anything they want to communicate.

Jeroen Oudshoorn (Business Development Director) and **Ellen van der Sprong** (Interim Communication Manager) will talk me through it as they are the experts in the field.

Sharepoint. What's new about it?

Ellen "Well, is all about connecting, involvement and sharing nice stories/news up to valuable information.

We have replaced the old intranet with a modern social intranet platform. This enables Smit Lamnalco employees to easily share news items, chat or start a blog. And share relevant information, processes and policies. For subject matter expert or "community" specific communication page. Here we created separate so called discipline pages. This to facilitate discussions and sharing information on a particular subject or within a discipline or expertise.

Futhermore there is an Who is Who to find easily people or departments."



What about the crews on the tugs? Can they log in to Sharepoint?

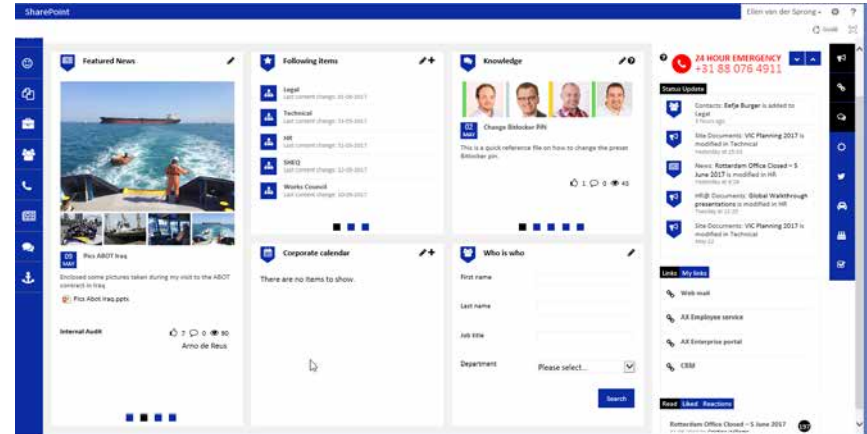
Jeroen "Intranet is helping us in many ways to communicate instantly and directly without sending emails up and down." At the moment, it's focussing on shore-based colleagues as they have 24/7 connectivity to the web, but for vessels in a port area, the crews probably have reception and can use Share Point whenever they want."

24/7 CONNECTIVITY TO THE WEB

Can you easily add or change modules to the system?

Ellen "Because we work with a modular system, we can build and add other options to it. But first, we wanted to have people get used to the renewed Intranet.

An example of a module is for instance, (currently as pilot project) for the Tendering Department. There we activated the "share project module", so teams on a project by project basis can work in the same file via this system without sending lots of MBs by email. Another example is an image bank."



Is there a separate Sharepoint staff member appointed to manage the content?

Jeroen "As we have created discipline pages, each discipline is responsible for its own content and news items. Off course we continue to encourage all to to share nice news items and information.

From a technical point of view SL IT is keeping an eye on it and I will see to the overall look and feel and function of the tool.

As we are in the starting phase, we evaluate what's going on or what needs to be changed on a regular basis."

So: it is possible for everyone to upload a news item or start a blog?

Ellen "Yes, in a way everybody is a content owner. Via your own Discipline page you can easily upload a news item, photo's etc. And we would like to invite everybody to share!"

NOW WE CALL IT
SHAREPOINT!



GIRL POWER

FACTS & FIGURES



ALIYA JANAKAEVA, WHAT A LOVELY NAME, AND WHAT A GIRL SHE IS! ALL THE WAY FROM RUSSIA, SHE LANDED IN THE NETHERLANDS SOME TWENTY YEARS AGO.

It all started with a study exchange programme that brought her to the HES (*School for High Economic Studies*) in Rotterdam. Shortly after, she learned to speak and write Dutch. She then made a step up the ladder when she continued her studies at The Erasmus University. But as an ambitious girl, Aliya finished her study career at the Nyenrode Business University. A very high standard University with a mission to serve society by shaping students into professional managers and entrepreneurs! Price Waterhouse Coopers was the first company to benefit from the knowledge and 'girl power' of Aliya Janakaeva. And now she is in charge as a financial controller for Smit Lamnalco.

"Why is it that you have such hunger for facts and figures?"

"Well, my Mum was a financial director and my Dad was a real businessman, so there you go!" she responds with a big smile.

"How is it to work in a male-dominated environment?"

"From my point of view, I would say the stronger you act the weaker you are!"

"Sorry?"

"What I want to say is this: in this male dominated environment it is sometime good to show another (feminine) way of thinking / attitude."

"Did you ever think of going back to Moscow after things changed there into a more free society?"

"Hmmm, no. I'm much too used to how things are going here. In Russia, you still have to stick to certain patterns. It's another way of life.

And above all, there is no better place than Rotterdam!"



FAVOURITES

Must Read: Quest Magazine! Better than any book! Knowledge is power!

Must see: Genius. It's about Albert Einstein on National Geographic, cool!

Not to miss: No doubt about it, The Hermitage in Saint Petersburg

Favourite colour: Emerald green

Favourite food: Russian dumplings (pelmeni)

Favourite holiday destination: South of France

**I WOULD SAY, SHE IS A REAL 'WHIZ KID'!
BUT PROBABLY THAT'S NOT THE RIGHT TITLE FOR THIS YOUNG
INTELLIGENT LADY.**

Emma Gravendeel is a student at the University of Applied Sciences in Breda, The Netherlands, studying International Financial Management.

For her last semester of her studies, she is now working with Smit Lamnalco writing a thesis about a 'business research case.' Therefore she has been in the UAE in the Sharjah office doing research and getting all the detailed information together.

We meet at HQ in Rotterdam. And to be honest, we are talking two different languages as she kicks off. I'm losing her within minutes. I'm a typical ALFA man, she is the sort of a BETA woman that scares me just

as in the old days when I was at high school. She comes with that typical financial jargon that I just know too little of to understand what she is trying to tell me. But one thing is for sure; Emma knows exactly what she is talking about, no doubt about it!

As she is the daughter of an entrepreneur, she has always been interested of the financial aspects of business. So no wonder she is doing what she is doing, working her way to the top. But first things first. After finishing her studies in The Netherlands, the next stop will be Frankfurt, Germany for her Master of Science in Finance at the International School of Management. And in the end, there is a chance that she will go for a double degree. In the future, she is looking for a career abroad.

Italy or France are serious options, nice weather, great food and a good glass of wine is something that makes the difference for her. CFO is what she is aiming for! Whatever it takes, this girl will never give up!

**INTERN
THIS
GIRL
WILL
NEVER
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UP!**

MY NEXT STOP
WILL BE FRANKFURT,
GERMANY





**RICHARD
LEIJNSE**

**CHIEF
FINANCIAL
OFFICER
IT'S NOT
ABOUT
ME, IT'S
ABOUT US!**

ONE OF THE BENEFITS OF BEING THE CFO OF SMIT LAMNALCO IS THE SPECTACULAR VIEW FROM THE OFFICE OVER THE ROTTERDAM PORT. FRONT ROW SO TO SPEAK!

Richard Leijnse travelled the world. He has lived in Nairobi, New York and Warsaw. And now he is back in Zeeland, where he was born and raised. Yet he still does a bit of traveling every day to Rotterdam where he is responsible for the financial aspects of the company.

“What I like about my job is the story behind the figures, to translate complex content into a sort of understandable language. “For me, it’s the combination of people and the figures that makes it interesting, not just plus and minus!” This is the first thing he tells me when we sit down for a chat about his work for Smit Lamnalco.

“Good, sketch a picture how it all started” is the standard opening question that, most of the time, is returned with a surprising answer! “After I finished my study of Business Economics in Holland, I followed my wife to Kenya as she had found a job at the Dutch Embassy in Nairobi. So, I contacted over fifty companies in Nairobi and asked them if they needed a finance guy. A few weeks later, I started working for Arcadis. After about two years, we moved to New York and that is where I studied for my MBA at the Fordham University, and not to forget; I ran The New York City Marathon!”



“And shortly after the US it was Smit Lamnalco?”

“No, than I went to Warsaw and I became a financial director for a Pharmacy Company and was responsible for Poland and The Baltics.” But Richard came from the county of Zeeland - ‘Sealand’ in English - so Smit was a logical and potential employer for a man who has a great deal of sympathy for anything that has to do with the sea, vessels and ports.

I JOINED SMIT IN 2007

“I joined Smit in 2007 as a division controller. Only three years later, Boskalis took over Smit and in 2012, I moved to the Papendrecht office. That was a tough time. As you know, Boskalis is a dredging company, so boats weren’t exactly their cup of tea.

When they bought Dockwise, they asked me to develop the off-shore division together with Mr. Verhoeven. Our task was to provide a wider palette of services and to implement a new division structure with all the necessary business elements. In fact, it was bringing four companies together; Smit, Dockwise, Fairmount and Volker Wessels Off Shore, all in a new off-shore Boskalis division. Last year, they had a turnover of more than Euro.1 billion.

And for just a month, I’m now the CFO of Smit Lamnalco”



“How is that?”

“Well it was about time for something new. And to be honest, I wanted to be more involved in the operations, say, closer to what’s going on.”

“Big change, I guess?”

“Absolutely. First of all it’s a joint venture. We’ve got solid shareholders here in Europe and in The Middle East. We are active all over the world: Jordan, Pakistan, Australia, you name it! I’m working with a team of seventy people in various regions. Another important aspect for me was the fact that I could work with Mauro Sales. His gentle personality and experience in terms of towage operations is of great importance to get the job done and guide SL in the near future in the best possible way.”

OUR PRIORITY IS TO MAKE SURE WE RENEW

“Are we still in the middle of a crisis or is the market going up?”

Richard grins. “It’s very difficult. Our priority is to make sure we renew our actual contracts. But, of course, there is the fact that there is pressure on margins, so profound cost price calculations are the key to do business and guarantee the continuity of our operations.”

“So today it all has to do with surviving?”

“Cost efficiency might be a cliché, but yes, we have to be sharp about all the expenses. The quality of the product and service must be better than what our competitors offer. Reputation is everything and will bring new clients!”

Than after a short moment of silence Richard says: “I would appreciate if you could write something about the idea, the thought, that us is more important than me. As what we do is only possible as a team. All our employees must know that we realise we are doing it together!”

“So far so good” I say, followed by the question “If you didn’t do what you are doing now what would kept you busy today?”

“Running a beach club!” he answers without any hesitation. “I love the sea, so yes that would be my thing... definitely!”

FAVOURITES

Must read: Who Moved My Cheese? / Spencer Johnson

Favourite film: The Matrix

Not to miss: The Metropolitan Museum of Art, New York

TEAM ROTTERDAM



Smit Lamnalco



COMING EVENTS



Event: OFFSHORE MARINE & WORKBOATS
Date: 25th - 27st September
Venue: Abu Dhabi National Exhibition Centre,
Abu Dhabi, United Arab Emirates





Smit
Lamnalco

FOCUS ON ART



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