

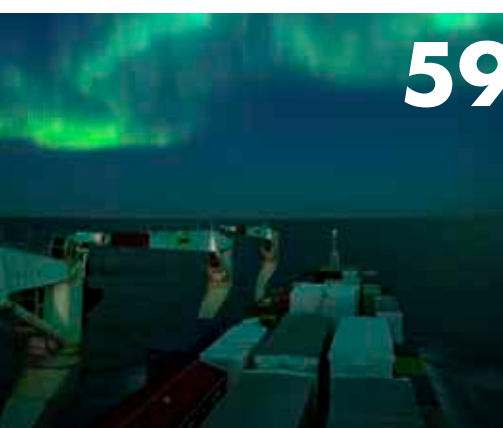
Times



ISSUE #74 - WINTER 2024

IN THIS ISSUE:

- P.8 The Royal Treatment.**
For sure. A look back at DelfSail.
- P.26 Agreement between INEOS and Wagenborg on the construction of a CO₂ carrier**
- P.36 Talking about the future with Wagenborg's MD Niels Wage**



Content

BACKGROUND & IN DEPTH

- 8 DelfSail 2024**
We look back on an unforgettable event: cherishing memories for the future.
- 20 Brand values in practice**
Steven, Vincent, Fred, Chantal, and Mirte show how Wagenborg's brand values are reflected in their work.
- 32 Looking for what underpins the success of Wagenborg's award-winning WATER Programme**
- 36 Ameland access study**
An interview with Jieskje Hollander, Director Wagenborg Ferry Services.
- 40 'The timeless game' of Wagenborg**
Managing Director Wagenborg Shipping Niels Wage on sustainable growth, relationships, and continuous improvement.
- 58 Brand promise For sure.**

SUSTAINABILITY

- 21 The future of maritime energy**
A conversation with Christoffer Edwards, bunker trader at Malik Supply A/S.
- 30 Contract between INEOS and Wagenborg for CO₂ carrier**
- 46 The sea trial of mv Alexia**
- 54 Sustainability is not a hype**
An interview with sustainability expert Jan Rotmans.

TIMES MAGAZINE | Issue #24 - Winter 2024
times@wagenborg.com | Publisher Royal Wagenborg -
Corporate Communications, PO Box 14, 9930 AA Delfzijl
www.wagenborg.com | Translation f.a.x. Translations b.v.
Cover photo Niels Cornelis Meijer | Printing Groot Gedrukt
The opinions expressed in this publication are not necessarily
those of Wagenborg | In this issue, we paid the utmost attention
to safety. Photos on work sites where
personal protective equipment is not visible
were taken when there was no work going on.



LOGISTICS IN OPTIMA FORMA

24 Arch bridge in place

Last summer, Estonia's Pärnu river turned Wagenborg red.

50 Cable transport

Unique combination of own vessels and loading expertise.

59 Navigating the Arctic

... AND MORE!

5 Preface

Egbert Vuursteen

6/62 News flash

48/53 Family in a family business

Partners Annabel and Kevin and twins Bas and Tim talk about what it is like when both work at Wagenborg.

49 Guest column

Dina Boonstra, Director NV NOM



"Stricter IMO and EU regulations on bunker fuel are changing the maritime industry and forcing it towards more sustainable solutions."

**Christopher Edwards, bunker trader
Malik Supply A/S | p. 21**



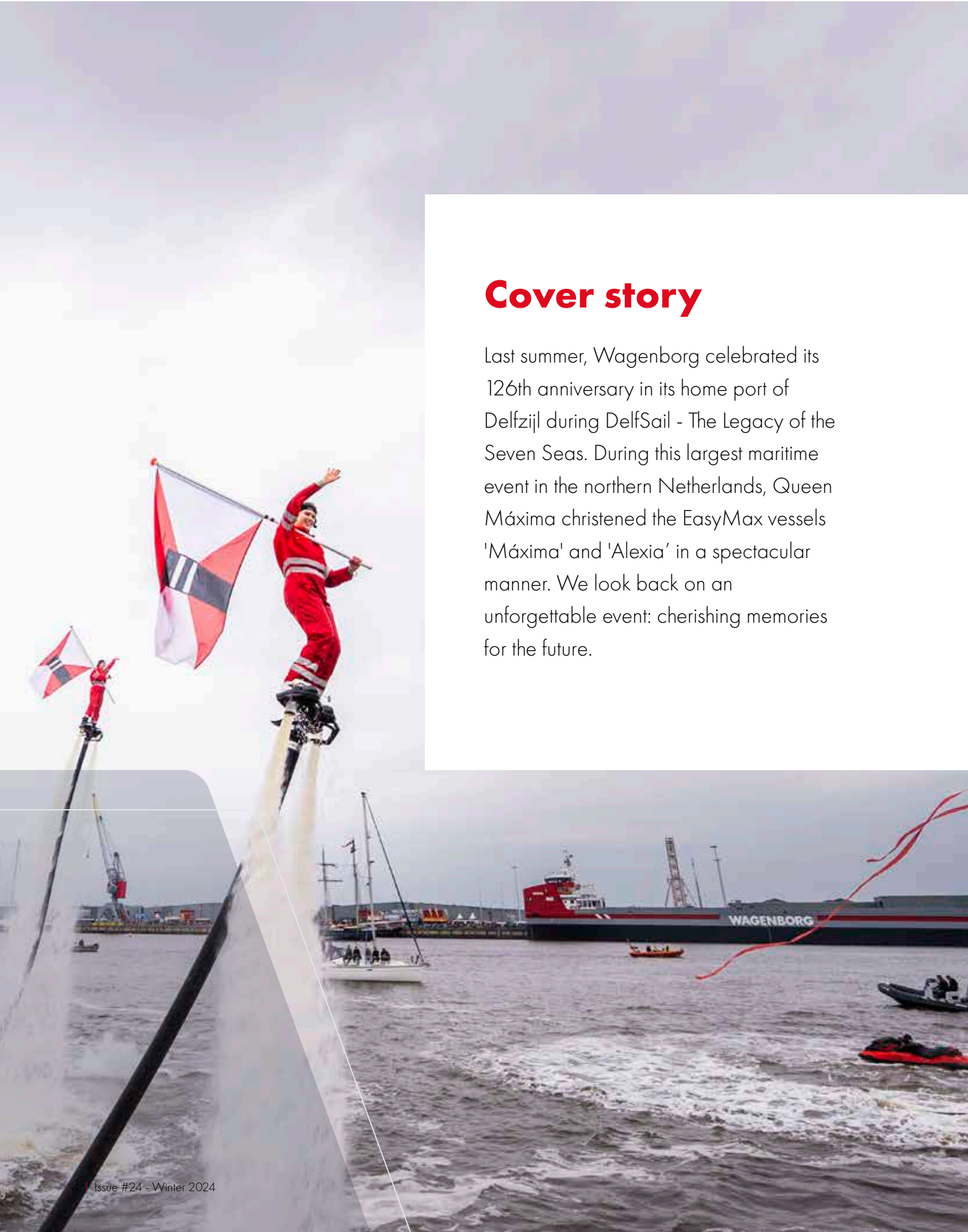
"It provides me with enormous satisfaction when we've completed the job at the end of the day, and everyone can go home safely."

**Chantal Bos, Crane Driver
Wagenborg Nedlift | p. 39**



"When we arrived at the port to load, we had to wait another two days because of a strike. We met the deadline even so."

**Gerwin Vos, Project Manager
Wagenborg Projects & Logistics | p. 50**



Cover story

Last summer, Wagenborg celebrated its 126th anniversary in its home port of Delfzijl during DelfSail - The Legacy of the Seven Seas. During this largest maritime event in the northern Netherlands, Queen Máxima christened the EasyMax vessels 'Máxima' and 'Alexia' in a spectacular manner. We look back on an unforgettable event: cherishing memories for the future.



+

As the largest private employer in the northern Netherlands, Wagenborg felt honoured to host the HR event Noorderlink Live. Hundreds of HR professionals flocked to Wagenborg's DelfSail venue in its home port of Delfzijl, from where they could watch the sail-in of the tall ships up close. CEO Egbert Vuursteen opened the event.

Moving together. For sure.

With a little vigour and mobility, it's easier to move through life. That applies to you and me, and to society as a whole. We are in the middle of an energy and climate crisis. If we want long-term continuity, we need to get down to work today. We need to keep or get moving, and rely on each other.

Wagenborg and its employees take their responsibility, and work together with clients, suppliers, and subcontractors in various areas to turn tomorrow's challenges into opportunities. A hybrid mobile telescopic crane, an award-winning leadership programme for our officers, biofuels for our fleet, the decommissioning of offshore infrastructure in the North Sea, the world première of a CO₂ carrier in the North Sea, smart logistics solutions on land and at sea, to name but a few. Combining top-quality equipment and committed people. That is the focus of this issue of TIMES.

In this issue, step aboard the 'Alexia' where Alwin, Maurice, and Udo test the fourth EasyMax vessel to the limit during a sea trial. Discover how smart technologies come together into even more efficient vessels and match the changing demands of our clients. In this, we are and remain dependent on the daily efforts and commitment of all our Wagenborg people. Hopefully, their stories will give you the knowledge and inspiration to do the same. For sure.

Finally, I wish you and your loved ones happy holidays and a safe and healthy 2025. A safe journey for our seafarers and a good watch for our consignees.

Egbert Vuursteen



Kingsborg conducts seismic survey

Perenco and Wagenborg conducted seismic surveys for Project Poseidon's upcoming injection trial. Using the Kingsborg as a seismic survey vessel, a basic seismic profile was measured by installing a fibre-optic cable in the intended injection well. A clever piece of technical cooperation!

Fleet equipped with ballast-water systems

Wagenborg has completed the installation programme of a ballast-water-treatment system for the entire fleet. All 162 general cargo ships are now equipped and their BWTS systems are operational.



Fast paper loading due to innovation

Albert Snijders (Supercargo Wagenborg) and Markus Ahokas (Lave Oy) have developed a new paper clamp for faster paper loading in cooperation with Metsä and Havator. The clamp allows two to eight paper rolls to be put on board at the same time.



Wagenborg Nedlift wins ESTA Award

Wagenborg Nedlift has won the ESTA award 2024 in the SPMT category. This award was given for transporting two colossal bullets on a dolly combination of 2 x 20 axle lines SPMT from the quay in Urmond to the Chemelot industrial complex in Geleen.



“I’m the port of call for all the questions and requests: I’m the one who sorts it out.”

“When the cruise ship the Disney Treasure left Eemshaven on the 29th of October, we were all on the quay for the send-off. The Disney Treasure was my fourth cruise project. It’s always a double-edged sword when finishing is over and the vessel leaves. On the one hand it is nice to slow down after 6 weeks of going all-out, but on the other I’m always sad that it’s finished because it’s so much fun to do.

The cruise ships are built in Germany and come to our site in Eemshaven for finishing. That involves thousands of people every day. When the vessel arrives, we have three sheds full of stuff that has to go on board and new items and requests are added every day. We bring the stuff on board and make sure that everyone can get to work in their place. For example, we organise a catering tent, traffic controllers, office units, security, and so on. I’m the port of call for all the questions and requests from the builder. From a gate that is in the wrong place, to a broken coupling of a tank that discharges grey water: I’m the one who sorts it out.

They know where to find me outside office hours too. My work-life balance is slightly disrupted during the period the cruise ship is here. We have two little ones at home, of 0 and 3 years. On the days I have to pick them up from childcare, it is nice to be able to open up my laptop at home if needs be. My wife and the eldest have been on board during the family days. It’s important that they get an idea of what has kept me so busy.

It’s a real team performance, every time again. Nedlift with the cranes, the colleagues from Stevedoring, Towage with tugboats, the customs colleagues. We all go the extra mile. Even better that this is recognised and that we get the compliments. That makes me feel proud.”

Steven Venema, Shipping Agent



The extra mile at Wagenborg: we draw on our professional expertise to go the extra mile. No half measures, no surprises, safety first. Which prevents problems and saves time.

A LOOK BACK AT DELFSAIL 2024

The royal treatment. For sure.

Last summer, Wagenborg celebrated its 126th anniversary in its home port of Delfzijl during DelfSail - The Legacy of the Seven Seas. During this largest maritime event in the northern Netherlands, Queen Máxima christened the EasyMax vessels 'Máxima' and 'Alexia' in a spectacular manner. We look back on an unforgettable event: cherishing memories for the future.



Finally, after a three-year delay due to the Covid pandemic, the seventh edition of DelfSail could take place in Wagenborg's home port of Delfzijl. In the presence of thousands of guests from 42 different countries - all continents were represented - CEO Egbert Vuursteen gave a special welcome to Her Majesty Queen Máxima of the Netherlands. *"We are extremely honoured that you accepted our invitation to join us today. We appreciate this enormously."*

Cleanest form of transport

Before Queen Máxima performed the official naming and christening of the motor vessel Máxima and its sister, Egbert provided the attendees with more background information about the relevance of sustainable shipping in the year 2024. *"90% of all goods are transported by*

A spectacular dance show on deck of the mv Máxima during the christening of the vessel.







After the christening of both vessels, Queen Máxima was escorted around Wagenborg's event grounds and spoke to several guests. She then boarded a tour boat that sailed past the tall ships that took part in DelfSail.

sea. Everything you see here was most likely transported by a vessel. Yet the global shipping industry only accounts for about 3% of all greenhouse-gas emissions. Shipping is the cleanest form of transport. Nevertheless, we have a duty to reduce emissions even further. Therefore, we are investing in sustainable vessel designs like the EasyMax."

The motor vessel Máxima and its sister vessel are also part of the distinguished EasyMax series. This is Wagenborg's latest type of ice-class vessel with unparalleled fuel efficiency results. It has the lowest CO2 footprint per tonne of cargo, topping the global Energy Efficiency Design Index.

3,000 dedicated, passionate people

But...technology remains technology; without committed and dedicated people, a company like Wagenborg is unable to cope with economic, geopolitical, technological, and social developments. Egbert stressed this to Her Majesty and the other guests. *"In the last century, our business was subject to major changes. Vessels switched from sails and wind power to engines. Our sailing area expanded from the North Sea and the Baltic to global trade, while vessels became larger and more numerous. We survived two*

"The resilience, commitment, knowledge, and experience of our 3,000 people are our strength. For sure."

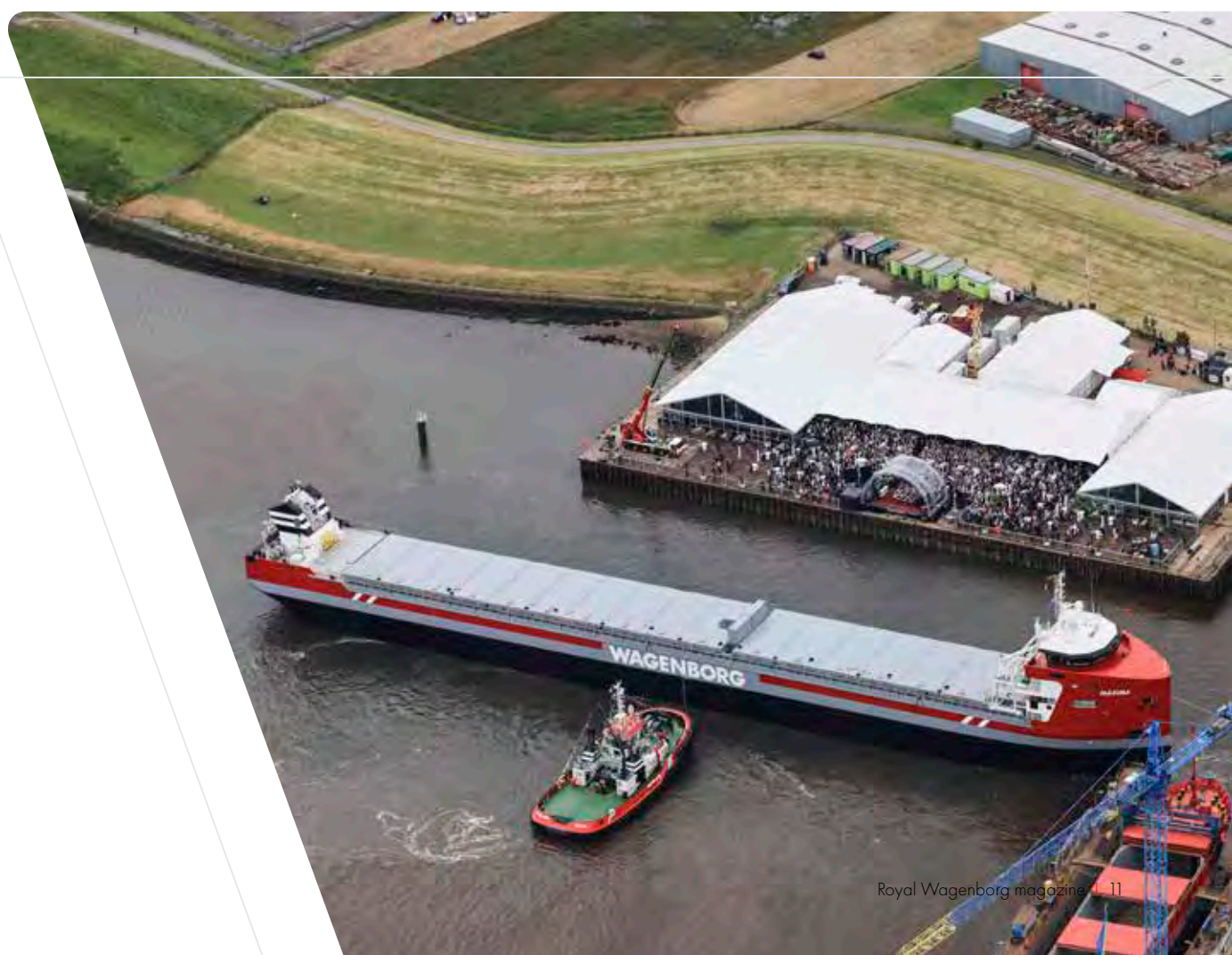


“I name this ship Alexia. May God bless motor vessel Alexia and all who sail in her.”

world wars, several market downturns, Covid, and now we are facing geopolitical tensions and the effects of climate change. Throughout its history, Wagenborg has overcome all these obstacles and setbacks. Without the efforts of all 3,000 Wagenborg colleagues, this would not have been possible. 3,000 dedicated, passionate people, proud of what they do. With their resilience, commitment, knowledge, and experience, they are our strength! For sure.”

Brand promise

With ‘For sure’, Egbert referred to the new brand promise Wagenborg also introduced during DelfSail. The pay-off expresses Wagenborg’s focus on reliability, the long term, trust, and continuity as a family business on the one hand. On the other hand, it embodies the down-to-earth hands-on mentality that characterises the average Wagenborg employee, the mindset and attitude that is applied to deal with every challenge ‘for sure’. This has made



“The province of Groningen is the ‘Silicon Valley’ of specialised European shipbuilding.”

Wagenborg the company it is today: a leading logistics company, consisting of a number of divisions, with shipping at its core.

Egbert: “Wagenborg Shipping manages a fleet of more than 162 ocean-going cargo vessels. They are ice class 1A, resulting in a year-round service even during harsh winters. Each year, we ship more than 23 million tonnes of bulk and general cargo worldwide. Our clients are served from our head office in Delfzijl and from our chartering offices in Helsinki, Malmö, Madrid, Piraeus, and Montreal.”

Silicon Valley

Many of Wagenborg’s vessels are designed and built in the northern Netherlands. Some even in its own yard: Royal Niestern Sander. Egbert: “The province of Groningen is the ‘Silicon Valley’ of specialised European shipbuilding. This top-notch maritime ecosystem consists of shipbuilders and subcontractors. Together they deliver

many innovative and state-of-the-art vessels, such as the *Máxima* and its sister vessel.”

“I name this ship...”

This was the eagerly moment. Egbert: “Majesty, in a few moments you will give the EasyMax vessel on your right its beautiful name. But before you do, we ask you to carry out the naming and christening of yard number 853.” With a big smile, Queen Máxima stepped forward and performed the naming and christening ceremony of the mv *Alexia* and the mv *Máxima*. The attendees were visibly emotional whilst they watched the show that followed. “May I propose a toast to our Queen and the motor vessels *Máxima* and *Alexia*? May God bless them. Cheers!”, Egbert concluded.

The naming and christening of both EasyMax vessels by Queen Máxima marked the start of an already legendary DelfSail weekend. Three days of pampering relations, staff, and family.





Event Station owner John den Hollander (left) and CEO of Royal Wagenborg Egbert Vuursteen (right) have been doing business since 1998, including five editions of DelfSail in 1998, 2003, 2009, 2016, and 2024. They have already shaken hands on 2029.

Three events in one: organised to perfection!

The Mijdrecht-based company Event Station organised three spectacular days of guest receptions for Royal Wagenborg during the DelfSail maritime event. In the presence of some 2,000 international guests, HM Queen Máxima performed the double christening of two new Wagenborg vessels, which were named Máxima and Alexia. The queen was guest of honour at the relations event of the 126-year-old family business. Despite the changeable weather, Event Station owner John den Hollander spoke of an *“unforgettable and successful weekend with a new royal record. This was the first ever double christening in the world. No mean feat!”*

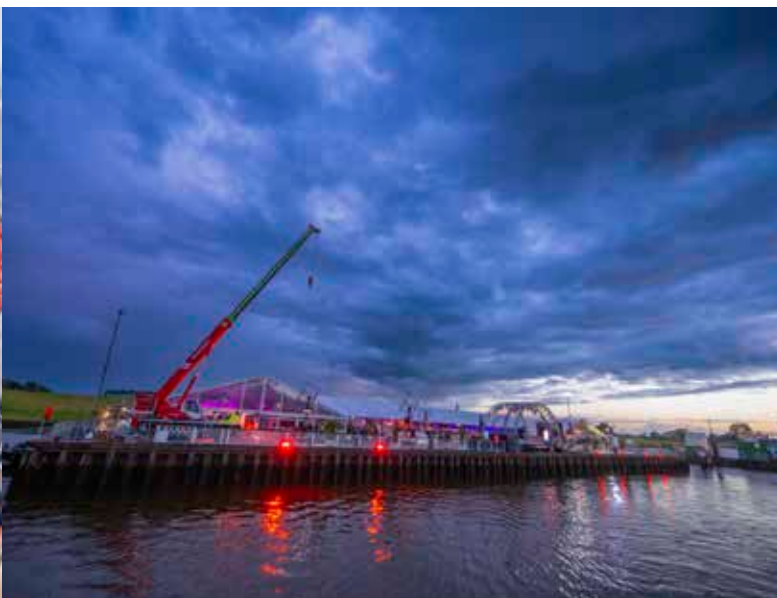
After the christening of both vessels, Queen Máxima was escorted around Wagenborg’s event grounds and spoke to several guests. She then boarded a tour boat that sailed past the tall ships that took part in DelfSail. Event Station not only organised the exciting show around the double christening, but also organised a total of three events for Wagenborg during DelfSail: a relations day for 2,000 guests, an event for 1,750 employees, and a family day for just under 4,000 guests.

Egbert: *“With John on board, we can be sure that everything has been organised to perfection and that every detail is taken care of. This makes everyone feel at home at Wagenborg during DelfSail. From young to old. I’m delighted that John and I have already shaken hands on 2029.”*













Relive DelfSail 2024 with the official aftermovie



It was a great honor that Her Majesty Queen Máxima performed the christening ceremony for the EasyMax ships 'Máxima' and 'Alexia'. We hope you enjoyed the show and would like to share a visual memory of this memorable day.



“If I can climb 40 metres in high winds, I can do it anytime.”

“I really remember the first time I had to climb a rig. It was in Bad Bentheim in 2008. There was a lot of wind that day, and I needed to go up about forty metres or so to undo a cable. It was a little unfamiliar and I had wobbly Elvis Presley legs, but I managed perfectly okay. When I was back down on terra firma, I was convinced of my ability: If I can climb 40 metres in high winds, I can do it anytime. Of course with all the safety regulations in the back of my head.

Before that I worked as a carpenter. That was nothing for me. Then my cousin told me Foxdrill was looking for riggers. As a kid I always climbed on roof tops, so I did not think I had a fear of heights, and I applied. In the end that worked out beautifully. I love the variety. Climbing is only part of my work; we move drill rigs. That means more than just taking down the rig, it involves loading lorries, moving containers, fitting and removing cameras, etc. etc.

I work onshore and offshore with rope-access techniques, and we see some amazing places. I really like all the different people and cultures. You have some fairly incredible experiences too. In West Africa, local people built houses of branches near our site to sell cola and food. When we finished, they put the branches on our lorries and followed us to construct their so-called ‘bush bars’ on the next site. The Middle East was most unusual too. Our camp had towers with security on every corner, and if we wanted to leave the camp our car was searched for bombs, and we couldn’t go anywhere without security. I never felt unsafe. Wagenborg always makes sure that everything is organised properly.”

Vincent Verschoor, Rigger



Self-confidence at Wagenborg: our aim is to deliver solutions. We get the job done. Simply by getting on with it, being determined. That confidence, that self-belief, is our strength.



GREEN SHIPPING TRANSITION: MALIK SUPPLY AND WAGENBORG WORKING TOGETHER ON SUSTAINABLE SHIPPING

Navigating the future of maritime energy



As the maritime industry embraces sustainability, Christoffer Edwards, bunker trader at Malik Supply A/S, offers unique insights from his 10 years of experience. Speaking from Aalborg, Denmark, Christoffer discusses how Malik Supply, a leading maritime energy supplier since 1989, is managing change in the industry. From innovative biofuel solutions to strategic partnerships, with Wagenborg in particular. In their journey to support ambitious emission reduction targets, he shares his views on maritime sustainability and the evolving energy landscape.

Can you introduce yourself to the reader in a few words?

"I'm Christoffer Edwards and I work as a Bunker Trader for Malik Supply A/S at our head office in Aalborg, Denmark. I've been at the Malik Group for almost four years now. Before that, I worked five years as a shipping agent at Saga Shipping A/S in Skagen, where I also had my first experience of cooperating with Wagenborg."

Can you tell us something about Malik Energy? I read on your site that you claim to be a reliable energy partner for the maritime industry. What does that mean in practice?

"With more than 35 years in the bunker

industry, we have built a solid reputation as a reliable supplier. Our aim is to be recognised as a reliable energy partner. The essence of Malik Group is embodied by our core values: synergy, professionalism, observation, and innovation. We believe these principles are essential to maintaining our strong reputation in the market and we work hard to ensure that every colleague in our organisation embraces these values.

In our physical supply operations, we place special emphasis on ensuring efficiency for our clients. At our Skagen site, we prioritise on-time service, aiming to be ready on arrival to minimise waiting times and to provide seamless support."



FUELEU MARITIME IN PRACTICE

The European Union (EU) has promoted the use of renewable and CO₂-neutral fuels on vessels to reduce greenhouse-gas emissions (CO₂, CH₄ and N₂O) by introducing FuelEU Maritime.

As of 2025, this regulation will be an important part of the EU's "Fit for 55" regulatory package. Ultimately, this regulation will provide legal certainty to ship operators and fuel producers and will increase the demand and consistent use of renewable and low-carbon fuels, in turn that will reduce greenhouse-gas emissions in the shipping sector.

Download our information bulletin for more information on the FuelEU Maritime regulations at: www.wagenborg.com/ESG

The introduction of stricter regulations is affecting the maritime industry and the use of bunker fuels. What is your position on this transition?

"Stricter IMO and EU regulations on bunker fuel are changing the maritime industry and forcing it towards more sustainable and compliant solutions. For suppliers, this transition presents an opportunity to lead the way by offering ecofriendly fuel options and emission-reducing products; it can make suppliers of great value to achieving regulatory compliance. The differences between global and regional standards do not make things any easier. Suppliers need to stay up-to-date and adapt to support their clients effectively.

It is increasingly important that shipping companies - which are affected in particular - and suppliers are ready to adapt. At Malik, we place a strong emphasis on staying up-to-date and on offering more environmentally friendly fuels, such as our biofuel MGO, which we have supplied successfully to Wagenborg. It is also crucial that our trading team provides the necessary guidance and support to our clients. There is no doubt that these are essential steps towards sustainable shipping.

We are actively seeking to support ship operators and shipowners with the EU ETS system and to provide the best options for vessels and shipowners with regard to EUA trading."

What do you see as the challenges for the near future?

"The maritime industry is under

increasing pressure to reduce its impact on the environment. New rules on emissions, waste management, and energy efficiency are becoming stricter all the time. To us, this means adapting our product range to meet green standards, which may mean sourcing ecofriendly products and investing in sustainable practices.

Right now, the challenge is to predict the fuels we should invest in as a supplier. We expect a multifuel future in the maritime industry, where different fuel types will co-exist. Currently, we see several blends where the bio-component is derived from waste materials from the country's existing production processes. This approach makes bunker procurement more complex and technically demanding.

We are well aware of our clients' concerns, for example with regard to fuels blended with FAME or the use of drop-in fuels such as bio or HVO. At Malik, we actively seek the latest insights in the market so we can provide our clients with effective guidance for their fuel choices. With years of experience as a physical supplier, we aim to stay relevant by providing the fuels our clients need and expect."

How would you describe the relationship between Malik Supply and Wagenborg?

"I think our cooperation with Wagenborg is extremely strong and there is a good fit between the companies in various areas. Our global trade expertise and physical presence in Denmark sit well with this partnership. Skagen Anchorage in particular is a



"The 1st delivery for Wagenborg of our drop-in biofuel was a major milestone for Malik Group."

good example of fast delivery, saving Wagenborg valuable time. At the same time, we always ensure safe and seamless delivery."

What are your expectations of Wagenborg in terms of sustainability? And what can Wagenborg expect from Malik Supply?

"We share a common vision for a more sustainable maritime future. We expect Wagenborg to remain ambitious when it comes to sustainability in shipping, and at Malik Group we want to support this transition. As a supplier and trader, it is essential to us that sustainable

fuels are readily available at our terminals and that our traders are well informed and equipped to meet these changing requirements."

What is the highlight of the cooperation between Malik Supply and Wagenborg?

"The first delivery of our drop-in biofuel (MGO with 68% less greenhouse-gas emissions) for Wagenborg was undoubtedly a major milestone for Malik Group. I'm really proud of that achievement! The cooperation with the Wagenborg team - Sebastiaan and Wesley in particular - has been indispensable."



Malik Supply A/S is a Danish energy company, founded in 1989, which specialises in the maritime sector. We focus on global trade and use our extensive network of suppliers to provide optimum bunkering solutions to our clients worldwide. Malik Supply is part of Malik Group, which has more than 100 employees across the globe. Our sister company, Malik Energy A/S, operates as a physical supplier, with its own terminals, barges, trucks, and pipelines to supply fossil fuels directly to the maritime industry in Denmark in particular.





TECHNICAL INGENUITY AND TEAMWORK COME TOGETHER IN PÄRNU

“The proud feeling of doing it together as Wagenborg”

Last summer, Estonia’s Pärnu river turned Wagenborg red. A new crossing was built in the middle of this beautiful Estonian city. With a span of 140 metres, the new Pärnu bridge is Estonia's longest steel arch bridge. A fine piece of craftsmanship.

The new steel arch bridge in Pärnu, Estonia, is a colossus weighing 950 tonnes. To carry out the transport operation, the bridge was reinforced with additional structures, making the total weight almost 1,200 tonnes. The access bridge for the transport towards the river was also reinforced for the occasion. The assembled arch bridge stood on the city-centre side and was manoeuvred towards the abutment by SPMTs. The arch bridge was then sailed across to the other side by pontoons during a four-day installation period. An ideal job for Wagenborg. Arjan Bossers (Project Manager Wagenborg Nedlift) and Kevin Medendorp (Project Engineer Wagenborg Towage) were involved in this project and have stories to tell about this complex bridge relocation.



Last summer, Estonia’s Pärnu river turned Wagenborg red when a new crossing was built.



The assembled arch bridge stood on the city-centre side and was manoeuvred towards the abutment by SPMTs. The arch bridge was then sailed across to the other side by pontoons during a four-day installation period.

We took the opportunity together with Torage

The first contacts about this bridge with Bart Schutte (Sales Engineer/ Tender Manager Wagenborg Nedlift) took place in 2022. Initially, there was an extremely inventive and expensive design. However, this costly plan did not fit Pärnu city council's budget and in the second round, INF Infra emerged as the winning party. "That worked out well for Wagenborg, as we had already established lines of communication with them", Arjan recounts enthusiastically. The whole process, from initial contact to awarding the contract, took about a year and a half. A unique opportunity that was taken up together with Wagenborg Torage: "A wonderful combination job. It brought together a lot of knowledge and equipment."

A team of operators, engineers, and external stakeholders spent months on preparation, consultations, developing ideas, and detailed engineering of all the equipment and the support structures. Working visits were also part of these preparations. "What does the soil look like? Where can we put our equipment? Do we need reinforcement? Is there enough room for assembly? In other words: is it as we imagined?" In the end this produces a solid plan of implementation, which is explained calmly by Arjan. It was not his first big job. He has been around Nedlift as a Project Manager since 2005.

"A wonderful combination job. It brought together a lot of knowledge and equipment in Wagenborg."



“The unusual aspect of this project was in the cooperation and the scope of the job above all.”

"The added value of Wagenborg is that we can offer the whole package"

"The unusual aspect of this project, apart from the place and location, was the cooperation and the scope of the job above all. We largely completed the project with Wagenborg colleagues and equipment. We headed out with an assembly crew from Nedlift and the colleagues from Towage."

There are companies in Scandinavia that do have SPMTs in the fleet, but Wagenborg can provide the complete package. Needless to say that this gives us enormous added value over competitors. It is where you go the extra mile for the client.

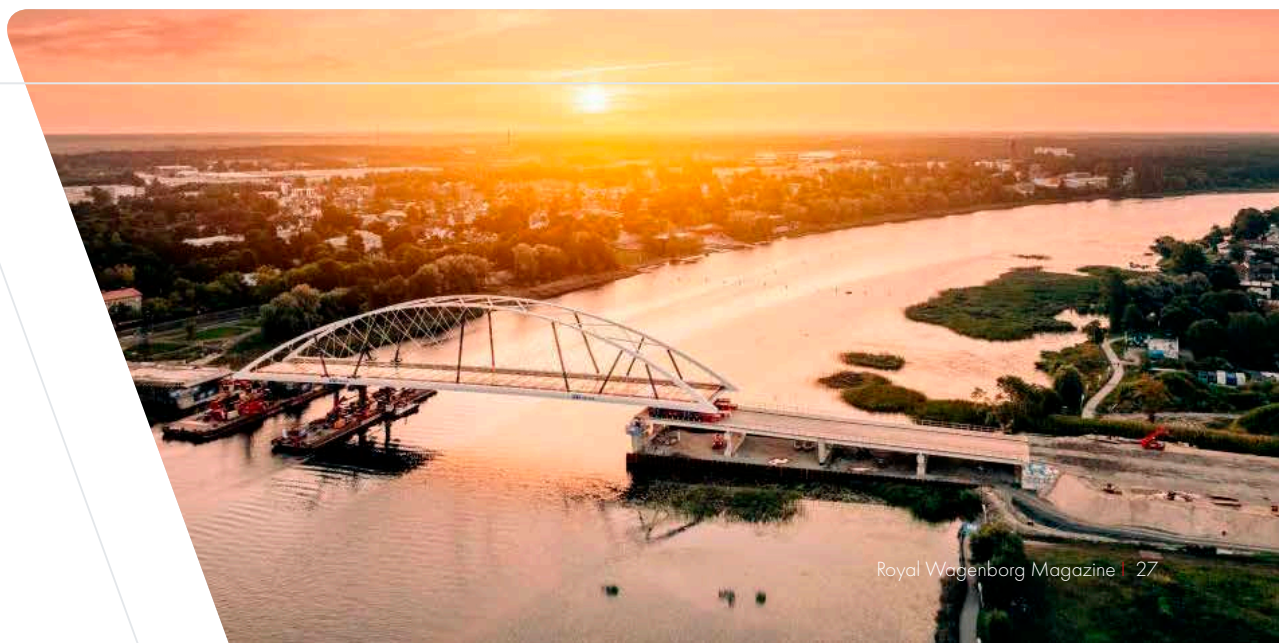
"The combination of technology and people; I love it"

Arjan missed the actual installation of the bridge for the first time in his career. Due to delays in the delivery of materials needed for the bridge, schedules had to be shifted at a relatively late stage, and the bridge was installed four weeks later. That fell right in the middle of his summer holidays. He hated

missing out, but he is really proud when he looks back at the photos. *"I am immensely proud of our team, that you can be confident in leaving a job like this to those guys. There are even colleagues who rescheduled their holidays for it, and that says something about the commitment and passion of our people! That feeling of togetherness is everything, the fact that you just did it together. With your own people and your own equipment."*

"Being involved from beginning to end - that's the best thing there is"

That Wagenborg's extensive land and water fleet provided the perfect solution for this project becomes clear when Kevin Medendorp, Project Engineer at Wagenborg Towage, continues the story. Towage had also been involved in this job from the beginning. A sizeable project where Nedlift and Towage Engineers, in cooperation with the client, devised an inventive transport and embarkation operation for this record-breaking bridge that took place in several phases. The final preparations were made



“A good way to reduce our footprint and contain costs.”

before leaving for Estonia. *“For example, we decided together that much of the material that was initially planned to be transported by road would be taken by pontoons overseas - the pontoons are our own, after all. A good way to reduce our footprint and to contain costs.”*

There were many scenarios to take into account, but Kevin says it's not too bad with a down-to-earth Wagenborg attitude. *“At Wagenborg, you're given every opportunity and freedom to find out what suits you.”* This is exactly what characterises Wagenborg as far as he is concerned and it is also what he enjoys so much. When you look at Kevin's career, that becomes obvious straightaway. At first he started as a trainee at Niestern Sander and then at Nedliff's technical department, he progressed through the workshop, assembly, and SPMTs to the job of Work Planner and eventually to Project Engineer at Wagenborg Towage. Not surprisingly, Kevin, like Arjan, says that the whole process, from beginning to end, is the most beautiful aspect of such a job. *“Calculation, quotation,*

engineering, preparation, implementation, cooperation: all that just makes it cool to do. The biggest challenge was actually in the consultations and in reaching mutual agreements. Being in constant contact with the client in good faith. Review, discuss, and amend INF Infra's plans as necessary. Coming up with new solutions so that it is to everyone's liking.”

“Those crazy Dutch guys on bicycles”

In addition, Kevin cites the final implementation as challenging, as all the equipment had to pass under a low bridge on Wagenborg Barges 1 and 14, and the job was done with smaller boats. It was not only an extraordinary project in terms of engineering. The project site was not far from the hotel and so it was a regular occurrence for the Estonians to see 'those crazy Dutch guys' whizz past on bikes or scooters. All in all a project that attracted a lot of attention on several fronts. Now Arjan and Kevin look back on a successful cooperation, within Wagenborg and with INF. *“INF is a young, driven team and together we look forward to more jobs in that region”,* concludes Arjan.



It was common for the Estonians to see 'those crazy Dutch guys' whizz past on bikes or scooters.



“Nothing has ever changed my pride in the crew and the fabulous vessels.”

“In 1979, I first set foot on board at Wagenborg as a holiday temp. Throughout the years I’ve received various offers from other shipping companies, but Wagenborg was all I ever wanted. Beautiful vessels, a young fleet, well maintained: when people come on board, we’re often complimented on the condition of our vessel. I share that with the crew. Makes us feel proud. That’s what we work for.

Over time, I have sailed on different vessels and different trades. With the Rhoneborg I criss-crossed all of Asia, followed by the Rijnborg on the Baltic Sea. In those days my wife, and later the children, often joined me. By now I’ve been sailing transatlantic with the Tiberborg for 11 years, and before that I even worked 6 months in the office as Fleet Operator. That was not for me at all. As a seafarer you’re away for 3 months but when you walk down the gangway and get on the plane, you flick the switch and you really have time off. That works for me and my family.

In a few weeks’ time that’s it after 42 years: I will have sailed more than 30 years as Captain, and it will be the last time I get off the Tiberborg. That will take some getting used to, but we’ve been working towards it for a while. Over the years, I have literally developed together with Wagenborg. When I started we had two vessels in ownership, that number has grown enormously. I have seen the vessels get bigger, the voyages longer, and the means of communication getting better all the time. Right now we’re sailing 600 miles to the west of Ireland with wind speed 9 and we can have a telephone call. But not everything has changed. The short lines of communication still exist, and the same applies to the good cooperation with the office. Nothing has ever changed my pride in the crew and the fabulous vessels either.”

Fred Reineking, Captain mv Tiberborg



Pride at Wagenborg: we combine over 125 years of experience with high-quality, innovative equipment. Which ensures results that have an impact and foster mutual respect and justifiable pride.

Edwin de Vries (Managing Director Wagenborg Offshore) and Mads Weng Gade (Head of INEOS Energy DK) shake hands after signing an agreement signed for the delivery of a new build CO₂ carrier - photo: Krestine Havemann

A photograph showing two men in dark blue suits shaking hands on a stage. The man on the left is older with white hair, and the man on the right is younger with brown hair. They are standing behind a black podium. In the background, a large screen displays a green and white graphic. To the right, another man in a suit is partially visible, clapping. The image has a red graphic element on the right side.

“The contract between INEOS and Wagenborg is a new and unique step in establishing safe and efficient logistics across the entire value chain of large-scale CO₂ storage.”



INEOS and Wagenborg sign long-term contract for CO₂ carrier

On 11 November, in the presence of HM King Willem Alexander of the Netherlands and HM King Frederik of Denmark, INEOS and Royal Wagenborg signed a contract for the delivery of a new-build CO₂ carrier. This vessel, based on Wagenborg's award-winning EasyMax design, will be built by shipyard Royal Niestern Sander and represents an important step in developing CO₂ capture and storage in the European Union.

The long-term contract with INEOS marks the construction and commissioning of a first CO₂ carrier for Wagenborg. This purpose-built CO₂ carrier, designed to meet the highest safety and efficiency standards, will enable large-scale transport of CO₂ to the Greensand storage site in the Danish North Sea, under the leadership of INEOS and its partners Harbour Energy and Nordsøfonden.

Wagenborg's reputation in the maritime industry is founded on more than a century of innovation and reliability. The move to CO₂ transport using the acclaimed EasyMax ship design underlines Wagenborg's status as a sustainability pioneer. The EasyMax concept - developed by Royal Wagenborg and Royal Niestern Sander - has proven successful in terms of safe, reliable, and efficient maritime transport.

Egbert Vuursteen, CEO Royal Wagenborg: "The northern Netherlands, with a prominent role for

Wagenborg, represents more than maritime excellence. The maritime sector is one of the most important sectors for the region. Here, where European coastal shipping was born, cooperation is the engine of innovation. With the contract between INEOS and Wagenborg, we are promoting the maritime industry and we are charting a future where northern Netherlands maritime expertise leads the way."

Edwin de Vries, Director Wagenborg Offshore: "Wagenborg is a leading service provider to the offshore industry, demonstrating safe and efficient logistics solutions in the North Sea. The availability of in-house knowledge and experience of shipping, offshore, and shipbuilding has resulted in a variety of game-changing dedicated vessels. The contract between INEOS and Wagenborg is a new and unique step in establishing safe and efficient logistics across the entire value chain of large-scale CO₂ storage."



Looking for what underpins the success of Wagenborg's award-winning WATER programme

Wagenborg's WATER programme received two prestigious awards at the Brandon Hall Group HCM Excellence Awards ceremony. To experience the success of this in-house training for ourselves, we participated in the fifth edition of this programme where officers and office colleagues worked together.



Why the WATER programme won a Brandon Hall Group HCM Excellence Award

The Brandon Hall Group is a renowned organisation in Human Capital Management (HCM), known for its strict standards and focus on impactful learning and development strategies. During the Brandon Hall Group HCM Excellence Awards, the WATER programme, which we developed together with Atria Learning & Development and Lloyd's Register, received two prestigious awards: a gold medal for Learning and Development and a silver medal for Leadership Development.



Brandon Hall Group rewarded the WATER programme for the innovation and its match with the needs and objectives of Wagenborg. It connects growth in personal leadership with our corporate mission, identity and working methods with better people management and a deeper understanding between the board and the shore, which leads to a safer work environment. These awards are proof of our dedication to encouraging a culture of continuous growth and leadership in our organisation.

At the end of October, around 80 Wagenborg colleagues came together at a hotel in Tiel for the fifth edition of the WATER Programme. Some keen, some undecided, and some downright sceptical. However, under the leadership of facilitators from Wagenborg, Atria Learning & Development, and Lloyd's Register all of us got to work on our personal leadership, linked to Wagenborg's mission, identity, and working methods.

Lively discussions

The plenary sessions were about sharing theories about leadership, the mission and vision of Wagenborg, and information about working methods, but there was also a lot of time to work on all types of issues in break-out groups. For example, what makes somebody a good leader, or how do you create a good safety culture on board.

Every day, there was a simulation on the programme, where the various groups had to advise a captain on how best to act to motivate his crew and to meet the targets on board. Some advice hit the mark and some less so, but the lively discussions and the decision-making process made the simulation particularly valuable.

Create waves

As the week went on, the purpose of all the information and the tasks started to slot into place. Without exception, the participants said that the programme had added value and that they would incorporate the insights in their working methods.

"This was the fifth time I had the pleasure of attending the WATER Programme. The process is different every time, but I always see that something starts to shift in people and ultimately every group ends up going in the same direction", said Sien Luyten, facilitator of Atria Learning & Development. *"With more than 300 colleagues who have participated by now, we have a lot of ambassadors in Wagenborg, who are making a difference together."*

"The process is different every time."

“By now we have a lot of ambassadors in Wagenborg, who are making a difference together.”

At the end of the week, all the participants received a certificate signed by Lloyd's. Before everyone went their own way again, Sien emphasised once more that the training is only a starting point, the start of a journey where we create the waves required to ensure that the vessels continue sailing safely, efficiently, and reliably.

Then comes the time we have to leave, to return home or to a vessel. We shake hands, set up meetings, look back once more and wave. It is clear that the programme not only contributed to everyone's personal leadership but

also to special introductions or strengthened contacts that will be valuable in the future.

To be continued!

Next year, we will have the 6th edition of the WATER Programme. By then, most officers will have attended the training, but no reason to sit back. Work is already under way on the successor to this programme so we can reach the next level together: WATER 2.0. To be continued!





Ninjay Mejos, 2nd Engineer

"When I came here, I had no idea what to expect. It turned out to be an interesting week. There was a lot of room for interaction and the program gave me more knowledge about how to deal with people in different circumstances. As the week progressed, things became clearer. Now, on our last day here in Tiel, I can say that the program really changed the way I want to work in the future. I am now much more open to conversations, to find out what the other person wants and what his strengths and weaknesses are."

Tryntsje Leijenaar (Communications Advisor), Nicole Puentes & Jisoo Ha (Purchasers) & Bernadette Thomasson (Crew Manager)

"We all work at the head office in Delfzijl. For us it was really worthwhile to meet the faces behind the vessels we work with. We shared many experiences and reflected together on new insights. It was interesting to learn more about life at sea and what we can do from the office side to help our crews in the best possible way. And it was also good to hear that they appreciate what we do. We are really happy that we could spend this week with such nice, talented, and down-to-earth crew members and we love continuing to work with them in the future."



Sorin Merauta, Captain

"Before I came here, I had my doubts about the programme. I am an experienced captain, and they say that it is difficult to teach an old dog new tricks. After this programme I can say that it may be difficult, but it is not impossible. It was an interesting week. I met a lot of people and learned a lot from the information we received, the stories and experiences that were shared and the challenges we had to face. I am going home now, but in January, when I step back on board, I will definitely apply the things I learned here. I will try to support, advise, and guide the guys more, taking account of cultural differences too, to really help them."





WORKING TOWARDS A RELIABLE AND SUSTAINABLE SOLUTION FOR ACCESS TO AMELAND

The only thing certain is uncertainty

Wagenborg has operated ferry services on Ameland and Schiermonnikoog since the beginning of the last century. In recent years, the access of Ameland and of Schiermonnikoog to a lesser extent have been under enormous pressure. The study of a definitive solution to the problems with the shipping lane, commissioned by the Ministry of Infrastructure & Water Management, should offer a way forward. "This is good news for the island in general. It is also good for us, as we hope to provide this connection for a long time to come", said Jieskje Hollander. She succeeded Ger van Langen as Director of Wagenborg Ferry Services on 1 September.

The problems with the shipping lane are nothing new. The shipping lane is silting up and can only be kept in use with a lot of dredging. We are hitting the limits of safe navigation and sometimes this presents our ferry crews with difficult choices. Last year, this led to an unavoidable intervention in the timetable. We saw the huge impact this had on economic and social relations on the island for residents and tourists. The announced study by the Ministry of Infrastructure & Water Management may provide certainty about the future of the lifeline that is the ferry service. *"It is essential to find a solution for the ferry service. We need to know what can and*

cannot be done," says Jieskje. *"How can we continue to do this in a safe and reliable way? There needs to be clarity on the way forward soon."*

Exploring scenarios

The study examines two basic scenarios. One scenario is to optimise the current ferry causeway at Holwert and to optimise the shipping lane from there. The other solution could be relocation of the ferry causeway to Ferwert. It is important to investigate the consequences of both solutions and to make an informed choice. That is the only way to secure Ameland's long-term access. Infrastructure and Water

Natural sedimentation processes are silting up the Wadden Sea, and as a result, the lane fails to comply with minimum dimensions on a structural basis.



Management Minister Madlener is setting aside 250 million euros for a "sober, efficient and future-proof solution" and wants to announce a preferred option by the end of 2026.

Tender

However, the tender for a new concession - the current one runs until 2029 - will start before the results of the planned study of the shipping lane are known. *"It is a complex matter that the tender and the study are not aligned. A provider needs to know what to take into account and what information to use as a starting point",* explains Jieskje. *"Now there is a possibility that you'll be presented with new information just after submitting your tender. That is risky."*

Maintaining access

For Wagenborg, the safety and reliability of the ferry service is paramount. *"It is actually irrelevant to us whether the service runs from Ameland to Holwert or Ferwert. We just need clarity and a shipping lane that is up to scratch in terms of depth and width and with enough water to keep Ameland accessible."* And that is exactly what Wagenborg continues to focus on today: to develop services in the best possible way within the constraints of the current dredging regime. *"We are committed to providing safe access to Ameland for residents and tourists today",* Jieskje concludes.

"We are committed to keeping Ameland accessible."



“It gives me enormous satisfaction when we’ve completed the job.”

“As a little girl, I wanted to be in the army, but knee problems put paid to that dream. After various jobs and courses, I started in Assembly at Wagenborg Nedlift in 2021. From the very first day I felt welcome, and I’m still so pleased that my colleague Barry suggested I apply. With the atmosphere and the family spirit I’m really in my element.

It’s a man’s world, but I like that straight-talking mentality and the humour. We’re really in it together and we can rely on each other. A job that really exemplifies the spirit was the replacement of all beams of the dome of a subtropical swimming paradise on a holiday park. With two large and two small cranes we brought that job to a successful conclusion.

After a year in Assembly, I was allowed on a crane. They are long days; I need to be on site with my crane at 7:00 am but I love it. There is always something. One day you’re on a construction site hoisting skylights, and the next day in a chemical park with a 25-tonne valve. And very special: I positioned a Christmas tree in the city centre of Groningen, and talked to the journalists.

It provides me with enormous satisfaction when we’ve completed the job at the end of the day, and everyone can go home safely. The superintendent will almost always approach me to thank me, and I’m often told they’d like to have me on the team next time. The only downside of the crane is that you’re often on your own, so that’s why I’ll be moving to the Wagenborg Nedlift SPMT team next year. That work is completely new to me, but with the support from my colleagues I’m sure I’ll manage to realise the expectations of those clients too. For sure.”

Chantal Bos, Crane Driver



Delivering on our promises at Wagenborg: Promises are made to be kept. We make clear what’s possible and what would be too much of a stretch. When given the go-ahead, we press on and fulfil our promise.



NIELS WAGE

**“I got bitten hard
by the ‘shipping-bug’!”**



**MANAGING DIRECTOR WAGENBORG SHIPPING NIELS WAGE
DISCUSSES SUSTAINABLE GROWTH, STRONG BUSINESS
RELATIONSHIPS AND THE ART OF CONTINUAL IMPROVEMENT.**

This is how Wagenborg plays 'the timeless game'

Six months in as Managing Director (MD) of Wagenborg Shipping, Niels Wage shares his vision for the future. With a background working for world-renowned companies such as Cargill, Vopak, and BHP, Niels has extensive knowledge of the world of shipping. In this open and honest discussion, he tells us why he chose to head Wagenborg, what distinguishes the company in a competitive marketplace, and how the company is improving the sustainability of its fleet. As MD, he also shares his ambitious vision for 2030, which has 'the timeless game' of continuous improvement as its guiding principle.

As a new face for many of us, could you tell us a little about yourself, your role here at Wagenborg, and what you bring to the company?

"Of course! My name is Niels Wage and I am married with three children. I started work as an economist and throughout my career I have worked in commodities and supply chain management. My adventure began at Cargill, where I started on the shipper's side of the business before quickly moving across to shipping itself. This experience was an exciting mix of pragmatism and strategy — each day involved the solving of unique puzzles. I got bitten hard by the 'shipping-bug'!

After my time at Cargill, I moved over to Vopak. As manager, I was responsible for

both the technical and the commercial elements of Vopak's dry cargo and container fleet. This took me from Rotterdam to Stamford (CT), where I gained valuable experience as an operator, and in running a fleet of company ships. I next set sail for BHP, where I worked as a trader in the freight division. Step by step I worked my way up to being responsible for BHP's entire freight portfolio. I spent many years with BHP in Singapore, before returning to the Netherlands, where I found my way to Wagenborg, as Managing Director.

Looking back at my first half a year here at Wagenborg, I can say with all sincerity that this is a fantastic place for me to be. My shipping experience — both large ships and small — combines perfectly with



my insights into end-to-end supply chains. Channelling these two major facets of my career helps to make my new role at Wagenborg feel both familiar and natural to me."

How is the step from working with the huge cape, panamax, and supramax ships at one of the world's biggest mining companies to Wagenborg for you?

"Within our operating niche, we are the most important player. We are one of the world's largest companies exploiting ice-strengthened ships, making us crucial to our clients. This makes client relationships central to our business. Above all, Wagenborg has a family-business-based entrepreneurial spirit and exciting challenges for the future. Think about the choices that need to be made regarding sustainability and how we remain attractive as an employer. These things make my role here very engaging!

We have a healthy company with a strong brand name and a wonderful work culture. The people here are extremely dedicated, and motivated, and they really want to contribute. We also have an amazing fleet, which is managed according to values I hold dear to my heart; transparency, integrity, and long-term customer orientation. These are all elements to which I wish to make my contribution. So it was not a problem for me to pack my bags and make the move up to the province of Groningen!"

"It was not a problem for me to pack my bags and make the move up to the province of Groningen!"



“Our customers come to us because they value what we offer and they trust us as their partner.”

You mention Wagenborg’s ‘strong brand name’ and ‘long-term customer orientation’. What do you feel a customer can expect from Wagenborg?

“You have in us a reliable partner offering comprehensive, future-orientated solutions. We will actively collaborate with you to fulfil your supply chain needs. Whether shipping, the optimisation of plans, or the development of other logistical solutions; we are ready to provide the support your company needs.

Many clients approach us for more than our ability to ship goods. They see us as professionals who understand what is needed when working together to find the optimal solution for each specific situation. It is about more than just arranging transportation from A to B, it includes a broader vision. This makes our relationships unique and explains why many of our customers have been working with us for decades. Our customers come to us and stay because they value what we offer and they trust us as their partner.”

What do you think makes Wagenborg special?

“Our reliability as a partner is what makes Wagenborg unique. Through the years we have perfected our ability to adapt our services to fit the changing needs of our clients, both regarding the size of our ships and the worldwide nature of the market. For example, our ships are designed with simplicity in mind. They are easy to load, avoiding unnecessary complications — just straightforward systems, well maintained, and crewed by a dedicated team.

You can have the greatest ship in the world but without a competent and safety-conscious crew, you will soon be in dire straits. We have a perfect combination of well-designed and maintained ships with professional teams both on board and in on land support. Add to that the flexibility we can offer our customers thanks to the size and varied composition of our fleet. This combination raises us above the competition and is the source of our real added value.”

The Wagenborg fleet of the future focuses on sustainability through efficiency. Standardisation in the fleet is important in this respect. Ship series in the future will have a high degree of standardisation. Until then, the current fleet of 162 ships will be deployed as efficiently as possible and equipped with environmentally friendly technologies where possible. In this way, these ships can contribute to the CO₂ reduction target of 40% for 2030 up to an age of 30 years.

“We see our EasyMax class of ships as the future of the Wagenborg fleet.”

Sustainability hangs over the maritime sector like a giant umbrella and many shipping companies are ordering serious numbers of new, sustainable ships. What is Wagenborg doing in this area?

“We have just entered our fourth EasyMax into service. On top of that, the building of EasyMax 5 is on schedule and we even have a 6th EasyMax on order. Over the last years, our owned fleet has grown from 70 to 120 ships, and altogether we have in chartering management 162, so a lot is going on! Regarding the exploitation of new types of ships with new fuel systems, such as LNG or ammonia; we are being very cautious and we will not be taking such decisions lightly. Behind the scenes, our team is hard at work analysing the latest market trends and technological developments. We are calculating how best to equip our ships with modern fuel systems that are optimised for our clients’ needs.”

Could you give a little more insight into your sustainability strategy for Wagenborg’s shipping fleet?

“Certainly! Our aim is clear. With our fuel efficiency initiative, we are concentrating on our existing fleet. Our

ships have an average age of 16 years. We want to optimise the use of these ships in service for at least another 14 years each. We are therefore concentrating on maximising the loading capacity of each ship, while minimising energy use. It may sound technical, but practically put, we are developing ways to gain optimal engine performance and we are introducing the ‘new sailing’ method, using ‘combinator curves’. We are studying how to improve our routing, optimise our fuel consumption, and maximise our load capacity. We ask; How we can deepen the ships and reduce the emissions per ton of cargo? We are researching the engine refit possibilities to future-proof our existing vessels with an emphasis on sustainability. We also ask; How willing are our clients to invest in sustainability? Most shipping companies are focused on sailing as cheaply as possible. They are open to becoming more sustainable, but that is only realistic if clients are willing to pay more for that sustainability. If clients don’t want to pay the costs, nothing will come of any sustainability plans. We will develop our sustainability strategy together with our clients and not force them in a direction that they do not wish to travel. We are watching developments closely. Thanks to our network, we are always well-informed





about new possibilities. We are implementing innovations to prevent barnacle growth on hulls, testing biofuels, and investigating the use of AI to improve efficiency. We see our EasyMax class of ships as the future of the Wagenborg fleet.”

What will Wagenborg’s next step be, after the EasyMax 6?

“That will be EasyMax 7 and 8. It might be a smaller or possibly larger ship than the last. Consultations with our clients are important in this matter and often lead to changes on the drawing board. We make our observations together as the plans develop, and then, eventually, the final decision is made. Decision-making is something Wagenborg does well, thanks to its history of entrepreneurial spirit. This spirit has served Wagenborg well over the last 126 years. We are also realists. We see the expensive new ships our competitors are putting into service and we know how high their profit margins will need to be to cover the cost of those ships.”

Let’s finish up with a quick peek into the future: What does Wagenborg want to have achieved by 2030?

“Nice question. I think we should be pleased with ourselves if in 2030 we are operating a smoothly operating, sustainable fleet with a brilliantly motivated team of people who enjoy working here and, above all, work safely. We should succeed in retaining the Wagenborg DNA while working together with our clients to increase the sustainability of our business. It all revolves around the timeless game that Wagenborg has been successfully playing for decades; around our attitude towards life and work, focused on continual, sustainable improvement and growth.

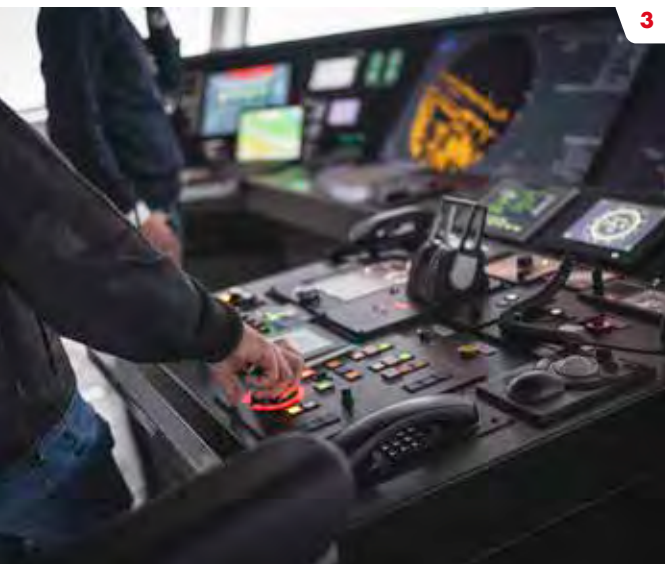
In contrast with an end game, where the aim is to reach a finish line, the timeless game aims to create sustainable value; strengthening relationships with stakeholders, both local and international. The emphasis is not on competition, but on cooperation, innovation, and creating more impact in the long term. Organisations and individuals who embrace these principles focus on their mission and vision, putting them in a better position to navigate future changes and challenges. This is what makes Wagenborg Wagenborg.”



SEA TRIAL MV ALEXIA. FOR SURE.

Good preparation is half the battle.

Around the middle of November, the mv Alexia departed from her home port of Delfzijl for her 'maiden voyage' to Spitsbergen. In the week leading up to this voyage, the performance of the vessel and all the systems on board were tested extensively during a sea trial. Following important tests such as speed, turning and endurance tests, the vessel and crew were well prepared for her maiden voyage. We look back at the sea trial in 11 photos.





Guide

1. The vessel was towed through the sea locks to the port of Delfzijl. This is where the compass was calibrated.
2. The main engine and bow thruster were started for the first time and all navigation and communication systems were checked before departure.
3. Under the watchful eye of the pilot and escorted by two tugs, the vessel departed.
4. One of the first systems to be fine-tuned was the ballast water treatment system and all the associated tanks.
5. In open water, the vessel was stopped to test the anchors and the lifeboat. A blackout test was also carried out on both the bridge and in the engine room.
6. With various pendulum tests, full forward, reverse and an emergency stop, the steering gear was put to the test.
7. Vibration and noise levels were measured continuously at different points.
8. The main engine was tested for 6 hours at different speeds and loads.
9. Various sailing speeds determine the Energy Efficiency Design Index.
10. Alarms were tested for visibility and audibility throughout the vessel.
11. Return to Delfzijl after a successful sea trial.



6



7



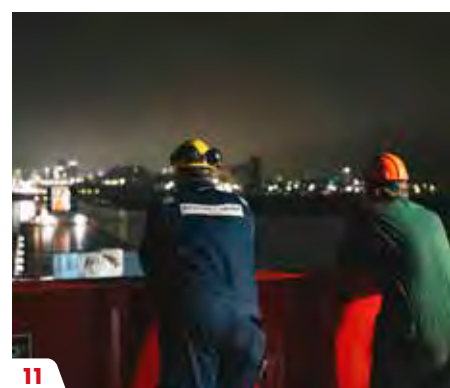
8



9



10



11



On an adventure together, at home and at work

ANNABEL MEULMEESTER AND KEVIN KINGMA ABOUT THEIR WORK AND THEIR LOVE OF WAGENBORG

Kevin: “I’ve been with Wagenborg for seven years now, and I have my permanent place on the Azoresborg as Chief Mate. This vessel really feels like home from home.”

Annabel: “I started at Wagenborg in 2022, after the open days of my studies and a placement on board. The choice for Wagenborg was a no-brainer as far as I was concerned: the atmosphere, the Dutch crew, and the opportunity to sail worldwide gave me a good feeling right from the start. Kevin had worked for Wagenborg for longer, and that simply vindicated my choice.”

Kevin: “We met last summer on board the Azoresborg, during a special voyage from Japan and China via South Africa to a number of different ports in Brazil. We had a connection from day one, and our bond and our trust in each other grew by being on board together. After our time on board it became

clear that we wanted to continue together, not just as colleagues but as a couple.”

Annabel: “After our term on board, we went on shore together in Brazil and had the opportunity to stay another two weeks. This voyage and the amazing experience brought us closer together and produced a relationship.”

Kevin: “On shore we’re a bit like nomads. We travel a lot and like to stay with friends and family. For me, the Azoresborg is my homebase, whilst Annabel moves from vessel to vessel. Soon, she will go on board the Bothniaborg, and she has also been allocated to one of the R-Type vessels.”

Annabel: “Changing vessels gives me the opportunity to continue developing within Wagenborg, and I appreciate that enormously. It gives me the space to develop in my work as Engineer.”

Kevin: “At Wagenborg they are really considerate when it comes to work and leave schedules, which helps us both to maintain a work-life balance. It happens that a voyage overruns, as my last one did from Vietnam to Panama, but that is part of the job. Generally, Wagenborg makes sure that it is all coordinated to perfection.”

Annabel: “It is special to have met at work, and it means we really understand each other, and we can always share our stories and experiences. But it remains difficult to have to miss each other for three months at a time.”

Kevin: “During a trip to Indonesia on the Komodo Islands we unexpectedly met an acquaintance: Jasper Noordhoff, one of our crew managers. What a coincidence! It was fantastic to share a beer and to see that it really is a small world.”



Naturally leading the transition

Like thousands of people who travel to the islands of Ameland and Schiermonnikoog, my holiday starts already at the ferry. Or in fact, my holiday feeling actually starts at a distance, when I see the Wagenborg ferries in the ports of Holwerd and Lauwersoog come into the horizon. So the Wagenborg brand has a positive connotation with me and a lot of other people. The passenger services are, however, an important but small part of Royal Wagenborg. The other services, like ship building, repair and conversion, may be less well-known to the majority of the public but are very important for the young people in the region who can develop their skills and build a career at Wagenborg. For their home base, the TopDutch region, Wagenborg has also created voluminous and valuable economic benefits through the port and terminals services.

The regional investment and development agency NV NOM has historically played a part in the maritime sector. Recently, NOM is focusing on the maritime sector again. Specifically on sustainability, digitalization and robotics in the maritime manufacturing industry. We will meet each other in the Green Maritime Coalition where Wagenborg, other companies, knowledge institutions and technology developers are cooperating on innovation to become more internationally competitive.

Just last summer, I was honored to be invited by Wagenborg to one of the TopDutch region's most important events: DelfSail. I was impressed by the introduction of an emission-free crane. A great example of Wagenborg leading the sustainable transition. Even more important was an inspiring discussion I had with the next generation of leadership about decommissioning services. I felt their inner drive, which is characteristic of leading family businesses like Wagenborg, is also driving them to take a leading role in the transition to a circular economy. And unforgettable that day was that I was part of a breathtaking event with top entertainment. Spectacular music, dance, champagne, fireworks, drones, you name it. The champagne wasn't smashed in the traditional way by HRM Queen Máxima onto the newest ships Máxima and Alexia. Instead, she unlocked a drone who flew a mile to the Alexia to christen this new energy efficient vessel.

For me, it became very clear that Wagenborg is an important family business that is naturally leading the transition to a circular and sustainable economy. And that is what it is all about in the TopDutch region. For sure.

Dina Boonstra

Directeur NV NOM

WAGENBORG OFFERS UNIQUE COMBINATION FOR CABLE TRANSPORT:

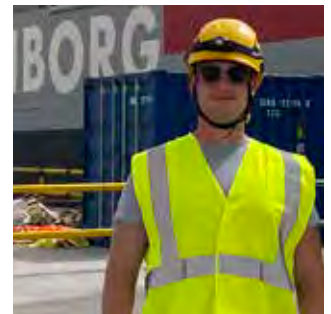
Own vessels and the expertise to load the cable

2024 was a special "cable" year for Wagenborg. In total, we shipped some 600 kilometres of cable for offshore wind farms. With an average weight of 40 kilos per metre, you're talking about 24,000,000 kilos. And this was the first time we were also responsible for loading the cable, which must be handled with extreme care to avoid damage.

"We have been shipping cables for about ten years, but this year we were responsible for the entire loading scope for the first time", says Project Manager Gerwin Vos. "Where previously we installed the cable tank and only assisted with loading, this time the client asked us if we could take care of this too. We were keen to take on the challenge." Together with Supercargo Albert Snijders, it was up to Gerwin to make sure everything went well in the Greek port of Sousaki. It was a sizeable project with over 60 people from all kinds of different companies and nationalities on site.

Thorough preparation

With almost 10 years of experience, Albert can surely be called a cable expert by now. "In the early days, it really was pioneering", he recalls. "At that time, we were loading single-use cable tanks on the vessels, but it did not take long for the idea of making reusable, modular cable tanks to take root. However, this project involved a whopping 360 kilometres of cable. That could never fit into our existing tanks." Albert then went to work on a loading plan and adapted the design of the cable tanks to the length of the cable. Meanwhile, Gerwin was busy with



GERWIN VOS

Project Manager
Wagenborg Projects & Logistics



ALBERT SNIJDERS

Cargo Superintendent
Wagenborg Shipping



There is a special machine to pull the cable into the hold, called a Bow Cable Engine (BCE). The cable is guided into the BCE on the quay, and then the BCE is hoisted up and the cable is guided into the cable tank from above the tank with a rotating arm construction.

procedures, arranging staff, and so on. Albert:
"We spent more than a year on the preparations."

The newly designed cable tanks were built at the yard in Tallinn, where they were loaded aboard the mv Trinityborg late last year. In Piraeus they would be built in. Next up the vessel sailed to Sousaki, where the loading operation started. Where Albert was mainly concerned with operations on the vessel, Gerwin was responsible for project management and the loading scope. He recounts: "There is a special machine to pull the cable into the hold, a so-called Bow Cable Engine (BCE). The cable is guided into the BCE on the quay, and then the BCE is hoisted up and the cable is guided into the cable tank from above the tank with a rotating arm construction. In this situation, the position of the BCE on the quay in relation to the vessel is extremely important. The cable should go down exactly in the middle of the tank. For balance, it is also important that the cable before and after the BCE is of the same length."

Learning from challenges

Despite thorough preparations, various challenges had to be overcome during the first load-out. Albert: "Technically, loading the cable was the biggest challenge. Because of the length of the cable, the tank was 13 metres high instead of 7.5 metres. This created different ratios, and the loading equipment reacted unpredictably and the cable was difficult to load. Fortunately, we



"Technically, loading the cable was the biggest challenge."



managed to resolve it all and we learned from the experience, because the second load-out was a lot easier."

"We had a tight deadline for that second load-out and when we arrived at the port to load, we had to wait another two days because of a strike", recalls Gerwin. "We met the deadline even so. I should really compliment the crew of the Trinityborg. They never failed to lend a helping hand. Crane work, preparing permits to work for testing and lifting test equipment: we never even had to ask."

Flexibility and expertise

In total, Wagenborg made five cable voyages for different clients in 2024. Albert believes that the modular nature of the tanks is an advantage. *"The tanks are reusable and*

that makes them sustainable. We can also disassemble the tanks, enabling a vessel to carry cargo on the return journey. That benefits the environment and the wallet." Both colleagues see Wagenborg's own large fleet as a major benefit for the client. Gerwin: *"We are extremely flexible and can mobilise another vessel quickly. We have seen the same in Eemshaven. The mv Arneborg was unable to unload due to broken equipment on shore. However, the mv Arubaborg managed to get the cable, which was ready and waiting, to Saint-Nazaire on time. The documentation, modification of the stowage plans, installing the tanks with Wagenborg Nedlift cranes: everything was arranged at lightning speed. The fact that we now offer a unique combination of the expertise to load a vessel and our own vessels, is the icing on the cake."*

"We are flexible and can mobilise another vessel quickly if needs be."



Twins follow in their father's footsteps

BAS AND TIM LENTFERT WORK FOR FOXDRILL, JUST LIKE THEIR FATHER DID FOR ALMOST 40 YEARS

Bas: "When we were about 14, we were looking for a job. Our dad worked at Wagenborg Foxdrill. Through him, we worked in the workshop during our holidays."

Tim: "After secondary school, we studied Facility Management but that was a poor choice. We dropped out after six months. We spent the rest of the academic year in the Foxdrill workshop. Then we started senior secondary education (MBO4) mechanical engineering. A much better match."

Bas: "After graduating, both of us started at Foxdrill on the basis of a zero-hours contract. In 2014, we were given a permanent contract."

Tim: "In those days we spent some of the time in the office as Engineer and some of the time in rig construction. We regularly went on jobs with our dad, to Oman for example. Then we had to build an installation under his supervision. That worked fine. He treated us like any other, and if we did something wrong, he'd most certainly tell us."

Bas: "Unfortunately, he fell ill a few years ago. He passed away in December 2021. He worked here all that time - almost 40 years."

Tim: "Everybody knows him here. After his death, we talked a lot about him at work. That certainly helped me to deal with our loss."

Bas: "His name is still mentioned pretty much every week."

Tim: "By now I've left rig construction. After a brief stay at WFR, I returned as Head of the Materials Department in August 2021. Providing colleagues with equipment, making sure that everything is in order, and that all looks good. There are times when things have to be organised or repaired quickly. It's great when we manage and when the guys outside can get on."

Bas: "I still work in rig construction. In 2016, I left for a year, but when I received a call to see if I wanted to come back, I didn't have to think long and hard about that one. I like

the variety, and I visit places other people don't see - from Germany to Congo. It's also fun to be on the road with colleagues. You spend night and day together and you become true friends. I have been Foreman since 2023."

Tim: "I'm totally in the right place."

Bas: "Me too. I'm the father of a son of 2 and a newborn girl, but fortunately my girlfriend really supports my job, and my mother lends a hand when needed."

Tim: "We do talk about Wagenborg around the table or at parties. Our cousin Kjell also worked here for about 15 years and is now on a crane at Wagenborg Nedliff. The fact that so many relatives work here and for so long tells its own story."

Bas: "Everything is in consultation. If you have to go home, they'll organise it. It's flexible: I'm often away from home and far away at that, but I have a great work-life balance even so."





IN CONVERSATION WITH JAN ROTMANS

SUSTAINABILITY is not a hype, it won't blow over

In June, during DelfSail, Wagenborg introduced the world's first series-produced 60-tonne hybrid crane. The crane is the result of close cooperation between manufacturer XCMG and Wagenborg Nedlift. In an ideal world, you would be reading an article about experiences of clients who were looking for sustainable equipment. But things do not always pan out the way you imagined. The crane is being used, but not necessarily for its intended purpose.

For more than 14 years, Wagenborg Nedlift has been pioneering electrification in the hoisting and transport sector. Commercial Director of Wagenborg Nedlift, Johan Dorgelo, acknowledges that this is a long-term process. *"We want to make strides in the electrification of our fleet, but the infrastructure and power supply are not always ready for our needs. Clients are responding positively, but at the moment it remains a trade-off between cost and sustainability. A hybrid crane is still more expensive than a diesel version, but the long-term benefits are clear."*

So in practice, we are walking a bumpy road. Despite tightened-up legislation and regulations and sustainability targets, offering a sustainable alternative does not automatically lead to a sustainable choice. How come?

Tightened-up legislation and regulations

Seeking an answer, we contacted Prof Dr Ir Jan Rotmans, an authority on sustainability and transitions. *"A lot is happening in the field of sustainability"*, says Rotmans. *"The*

With the XCA60_EV, Wagenborg is the first crane company in the world to serve its clients completely emission-free. The new sustainable machine was commissioned around the middle of 2024.



JOHAN DORGELO
Commercial Director
Wagenborg Nedlift

Corporate Sustainability Reporting Directive (CSRD) has tightened things up even further. It was introduced in May 2024 and stems from the European Union's Green Deal. It should help to achieve climate targets."

"Businesses are feeling more and more pressure. They also have a duty of care and those who do not comply with the law can be held liable. If they are found not to be meeting the targets, there must be accountability. CEOs and CFOs are hampered by the short-term thinking of shareholders, and by the coercion they experience from groups like Extinction Rebellion. It is causing some companies to stand still," explains Rotmans.



PROF DR IR JAN ROTMANS
Professor of Transition Studies
and Sustainability Erasmus
Universtiy Rotterdam

No hype

"But, it's no hype. And it won't blow over. Sustainability is becoming part of the core and strategy of companies. It becomes the foundation of our economy. There is nothing more fundamental. And that means a wait-and-see attitude is not a smart strategy," Rotmans argues.

In the construction sector, the hybrid mobile telescopic crane fits in perfectly with the emission-reduction requirement. "The construction sector is a long way from meeting its climate targets. They're not even half-way there so to speak. It is also a pretty conservative sector, so change is slow. Leadership and partnering are driving forces that initiate change. In that regard, there should be more women in the top, as they

**“Leadership and partnering
are driving forces that
initiate change.”**



bring a different energy. Look at TBI where Bianca Seekles has been managing director since 2023. Her focus is on profiling TBI as a sustainable and social company. She is one of the leaders in the construction industry."

Connecting with frontrunners

"And that is precisely where you should seek a connection", suggests Rotmans. "By developing this hybrid crane, you have demonstrated that you are among the frontrunners. Be proud of that! Connect with the frontrunners who work for your clients. If you are a frontrunner yourself, you need to connect with other frontrunners and not with the ones in the midfield. The midfield may be fairly dominant, but you'll find your connection when you go to the leaders. They are the people who bring about change. If you're a frontrunner and you target the slow peloton, you will be held back. Fact."

Invest in social innovation

Rotmans recommends investing in social innovation. "Three-quarters of the success of innovation is due to social innovation and only a quarter is down to technical innovation. Social innovation is important: who are we going to do business with or not.

This applies to partners, but also to staff. Companies with a team dedicated to culture change, relations, stakeholders, employees, and knowledge have an edge."

"At the same time, you can feel that change is happening because the younger generation is pushing it. They choose companies that have a social impact. So, Wagenborg should be proud of this step. It will help you, especially with attracting that younger generation, because they see these things too. If it is part of your DNA and you're not greenwashing, you produce an authentic narrative; the younger generation will pick up on that and it's the way to engage them. Any company with this focus will benefit."

Clearly, the road to sustainable deployable equipment is not without its hurdles. But that it is important to stick to our chosen path was made more than clear by Rotmans. Perhaps not everyone is ready for this switch yet, but as soon as you have converted 20-25 percent of people, you've reached a critical mass and the rest will follow. We owe it to ourselves and the next generation to maintain a leading role.



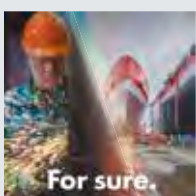


RICHARD BATEMA
 Communications Consultant
 Royal Wagenborg

**COMMUNICATIONS CONSULTANT RICHARD BATEMA
 ON REPUTATION, IMAGE, AND TRUST**

Certainty as promise. For sure.

Since it was founded in 1898, Wagenborg has stood for professionalism and an enterprising mentality. 'For sure', introduced during DelfSail, makes our values even more visible. Richard Batema, Communications Consultant at Wagenborg, explains.



If you had to give a brief summary of Wagenborg's brand promise, how would you do it?

"Our story goes back to the beginning where Wagenborg's founder Egbert Wagenborg cared for his family, his environment, and his clients. That responsibility is still reflected in everything we do. As a company of over 126 years old, we still make long-term choices."

Why is 'For sure' important to Wagenborg's image and reputation?

"'For sure' is a clear promise we make to our clients and employees: we are here for you, whatever the challenge. Any job - from heavy transport to challenging sea cargo or a complex offshore project - we are ready. Our brand booklet describes this nicely with pillars such as 'The extra mile' and 'Delivering on our promises', which demonstrate that we are always looking for solutions and that we are as good as our word."

So how do we see 'For sure' reflected in practice?

"As Communications Consultant, I apply the five brand pillars - self-confidence, going the extra mile, pride, delivering on our promises and all about people - in a clear and consistent way in our communications. Whether it is in a client meeting, on our website, or with the stories in this issue of *TIMES*. We don't even have to go all out to achieve it because all of us are doing it already. My colleagues often recognise themselves in this promise and its underlying pillars. It's the way they do their work."

What do you want people to feel or think when they think of Wagenborg?

"I want people to associate Wagenborg with reliability: a company where people and companies are supported, personal development counts, and where you can always count on each other. Wagenborg stands for quality, professionalism, and tremendous commitment. We don't just work for today, we're in it for the long run. We take that responsibility. For sure."



Wagenborg's careful navigation in the Arctic

With 17 voyages through the Arctic in 2024, Wagenborg is one of the most active shipping companies in this fragile and special region. Years of experience of sailing in winter conditions enable us to carefully combine efficiency, safety, and a long-term vision.

Photo: Roy Brugman

“Every voyage produces new insights.”

One of the biggest advantages of sailing the Northwest Passage (NWP), as an alternative to the Panama Canal for example, is the shorter route. That saves time, fuel, and costs. At the same time, the NWP offers opportunities for forging future-proof relationships and shared responsibility in this unique region. *"Our presence in the area provides us with an opportunity to make an active contribution to developing legislation and guidelines together with the Canadian government"*, says Erik van der Molen, Nautical Superintendent at Wagenborg.

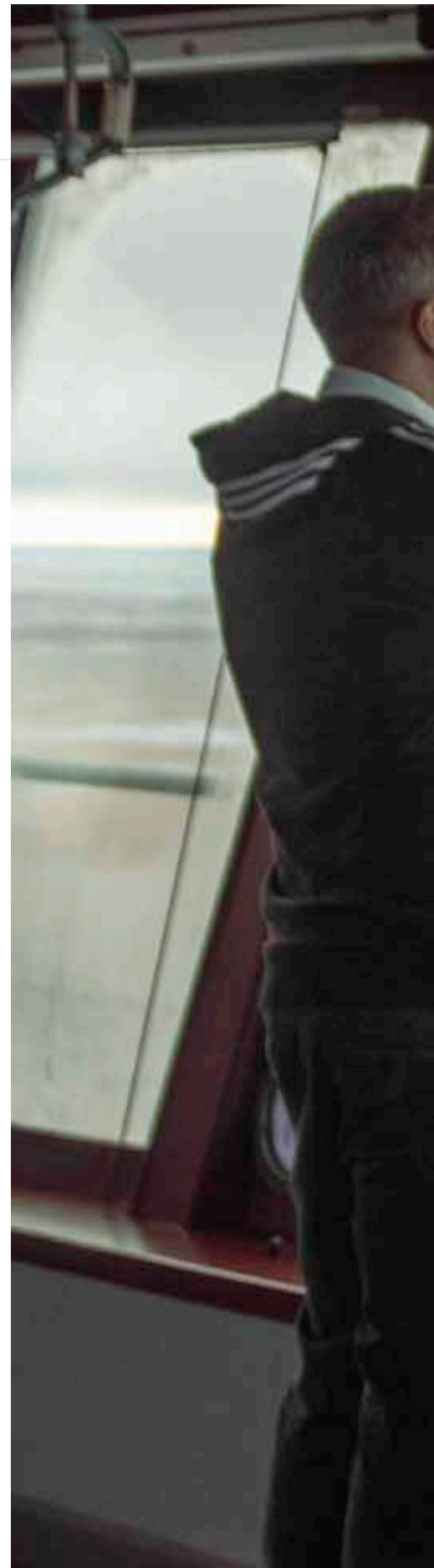
Navigating in the Arctic requires careful preparation, cooperation, and knowledge sharing. Wagenborg crews are trained to sail safely through the area. In addition, each vessel is supported by a local "ice specialist" - an advisor or pilot with regional knowledge. This cooperation is reinforced by the experts from Wagenborg in Montréal and Delfzijl. *"Our crew is well trained, and we always have a specialist on board"*, says Siep Willemsen, Supercargo in Delfzijl. *"We also record and share our experience and insights. For example, we have developed an Arctic Manual that is*

updated annually. This manual brings together the latest knowledge and ensures we are adaptable in our responses."

Future

Wagenborg continues to develop its position in the Arctic, building on the knowledge and experience Wagenborg has gained by now. *"Every trip through the Arctic provides us with new insights. We are learning all the time"*, says Erik.

Richard de Rijk, Cargo Superintendent in Montreal, adds: Richard de Rijk, Cargo Superintendent in Montreal, sailed the NWP three times as a Wagenborg Captain. Today, together with Erik and Siep, he is part of the Wagenborg Arctic Routes team. *"With the knowledge we have gained over the past few years, the Arctic Routes Team aims to make thorough preparations with all stakeholders and internal departments together before the start of the NWP season. We also aim to play a supportive role for our crew members during an NWP transit. Together with the Chartering Operations Team, we clearly communicate to our clients what we stand for: safe, efficient, and responsible shipping in the Arctic region."*





**“Our crew is well trained,
and we always have a
specialist on board.”**

Photo: Roy Brugman



Lyceum of the Philippines University Batangas and Royal Wagenborg conclude a partnership

On 12 November, Royal Wagenborg and the Lyceum of the Philippines University-Batangas (LPU-B) signed a Memorandum of Agreement (MOA). This partnership signifies an important cooperation aimed at improving opportunities for students enrolled in LPU-B's maritime programmes. *"We are extremely pleased with this partnership where together we invest in our maritime leaders of the future"*, says Mark Hoving, Senior Operational Manager at Wagenborg.

The Cadet Scholarship Programme provides students with the practical tools and knowledge they need to excel. In addition to scholarships, students gain insight into Wagenborg's operational standards and expectations, enriching their educational experience and preparing them to meet industry demands. *"A win-win situation"*, said Mark. *"We are getting well-educated students on board who are already familiar with our standards. In turn, the apprentices are prepared in the best possible way for the realities of the job and are given opportunities to gain experience, learn, and grow on board with us."*



Wagenborg, Hanze, and Noorderpoort work on social welfare in the north

Wagenborg and the educational institutions Hanze and Noorderpoort have decided on intensive cooperation. The aim is to promote social welfare in the north of the country. The signed agreement is aimed at sharing knowledge and expertise to increase the availability of skilled workers in the region.

Together, they aim to ensure that there are enough well-trained people available in the region. This is important to economic growth and stability in the northern Netherlands. *"This cooperation provides us with great opportunities to further develop our region,"* says Marloes Pals, Learning & Development Consultant at Wagenborg. *"By collaborating with the Hanze and Noorderpoort, we can share knowledge and invest in training talented workers. That benefits our business, and the community as a whole."*

This cooperation between education and business is a great example of how parties are joining forces to achieve a common objective. This cooperation promises to boost the regional labour market and to have a beneficial impact on many social aspects.



“Putting somebody in the limelight: does you good.”

“Is somebody a good fit for Wagenborg? And in which position would they come into their own? As Corporate Recruiter I’m always looking for the best match. What gives me most satisfaction? When you find the match and see somebody I just appointed stroll happily through the corridors.

I’ve been here as Corporate Recruiter for 2.5 years. I make a lot of contacts via LinkedIn, I attend fairs regularly, and I invite students to come and take a look. That way I meet a lot of people. When they say they’re interested in working for us, I invite them for an interview. They’re often nervous when they come in. I try to reassure them and suggest they can just relax and be themselves. I always try to make sure that somebody has a positive view of the application process, even if we don’t have a suitable vacancy for them at that particular time.

For the last few months, I’ve been helping out the Towage division with scheduling. A colleague went on paternity leave, and they needed temporary support. The baby arrived a little sooner than expected, so I had to dive into the deep end before I had been fully inducted. I do like a challenge, but this really did produce some interesting situations. When I had to organise a pilot, I thought they meant a trial but they meant a pilot for on board. I learned masses in a very short period of time and by now I know what I’m talking about. Fortunately, I could always rely on my colleagues.

In Towage I’m now involved in the assessment interviews: how are you doing and is everyone still in the right place? That kind of personal attention makes people feel good. That’s something that matters to me anyway. Putting somebody in the limelight, celebrate milestones, a small gift, or a card with a message. Does people good.”

Mirte Oolders, Corporate Recruiter



All about people at Wagenborg: Wagenborg is a socially minded family business in which no one is just a number. You are visible and we put our trust in you. There’s a great deal of involvement and appreciation.

Help us to reach the top!

Wagenborg participates in Alpe d'HuZes, a unique sporting event that raises as much money as possible for cancer research and for improving the quality of life of people with cancer.

On the first Thursday in June, seven colleagues cycle up the Alpe d'Huez along with thousands of others. They climb this mountain a maximum of six times under the motto: "Giving up is not an option!"

Their goal? Raising as much money as possible for the Dutch cancer charity KWF.

Sponsors

Would you like to sponsor our colleagues and give them an extra boost during their sporting challenge? Scan the QR code or go to: www.opgevenisgeenoptie.nl/fundraisers/wagenborg

