

7Cs Maritime - PIETER VAN STEIN - CURRICULUM VITAE

Surname: van Stein
First name: Pieter
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Date & place of birth: 24-Apr-1969, Oosterhout, Netherlands
Nationality: Netherlands
Profession: Business Economist (Master of Science)

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25 Years international career in maritime services for ports, terminals and the oil & gas industry of which 20 years with residency abroad. Go-getter with strong business drive, stamina, management skills, and flexibility. My career is based on curiosity and an open mind for new challenges and contexts. I am at best in a turbulent business environment, always looking for improvement and growth. Strong and fast in starting-up, development, (re)organizing, and (re)positioning of companies.

Maritime businesses of towage, salvage, transport, heavy lift, offshore diving, and offshore support vessels.

Master's degree in Business Economics from the Erasmus University Rotterdam (1994), with specializations in Strategy and Marketing and thesis about Change Management.

Fluency in English, Portuguese (10 years Brazil), Spanish (family language), and Dutch (native).

Work experience:

10/2019 – Present **7Cs Maritime Owner**

7Cs Maritime provides immersed, on-site management consultancy and interim management. 25 years of international maritime management experience, from hands-on to CEO of USD 100 million plus companies. 20 Years as expat of which 14 years in Latin America and 5 years in Asia. Experience that resulted in a strong belief that true understanding, business development and problem solving can be done best by becoming a dedicated part of the organization and her context. Therefore, 7Cs Maritime takes on one management challenge at a time, staying on-site, delivering results together with the organization.

02/1995 – 09/2019 **Boskalis / SMIT**

Since 1995 I worked worldwide for many SMIT / Boskalis Group companies, joint ventures, and shareholdings. Boskalis acquired SMIT in 2010, becoming part of this leading global services provider in dredging, maritime infrastructure and maritime services sectors.

01/2017 – 09/2019 **SAAM SMIT Towage, Rio de Janeiro, Brazil CEO**

SAAM SMIT Towage Brasil provided towage services in Brazil and was the result of a successful joint venture between SMIT Rebras (Boskalis, Netherlands) and TugBrasil (SAAM, Chile). With 450+ Brazilian staff and crew SAAM SMIT Towage Brasil operated 48 tugboats in 14 Brazilian ports and terminals with USD 100+ million annual revenue. Upon my return to Brazil as CEO in 2017, the company was repositioned and reorganized in a more turbulent, competitive market by increasing business portfolio, competitiveness and cost efficiency. In 02/2019 Boskalis decided to sell its 50% stake to joint venture partner SAAM, since then becoming SAAM Towage Brasil. After this transfer was completed, I decided not to continue with SAAM as CEO in Brazil, leaving Boskalis and returning to the Netherlands.

08/2013 – 01/2017 **Keppel Smit Towage, Singapore Managing Director**

Keppel Smit Towage is a leading Asian towage joint venture of Keppel from Singapore and Boskalis from the Netherlands. As MD I was overall responsible for the towage companies in Singapore, Malaysia, Indonesia, China, Taiwan, Brunei, and Diego Garcia. Combined more than USD 100 million revenue, 500 staff and crew, and 74 tug boats.

- 10/2006 – 07/2013 **SMIT Rebras, Rio de Janeiro, Brazil**
Executive Director (07/2011 – 07/2013) & **Director Operations** (10/2006 – 06/2011)
 SMIT Rebras was started from scratch in 2006 and developed into a leading Brazilian towage company by the Executive Director and Director Operations. Initially as Director Operations from the start in 2006, responsible for operations and marketing, and from 2011 as Executive Director, becoming overall responsible. In less than 7 years we developed the company from zero to more than USD 50 million revenue, 250 staff and crew, and 25 tug boats.
- 03/2006 – 09/2006 **SMIT Subsea, Cape Town, South Africa**
Director Subsea
 Diving services for the oil & gas industry, mainly inspection, repair, maintenance, and installation. Continuation of reorganizing SMIT Subsea into a stand-alone diving business, outside SMIT Terminals, into one consistent global organization with better strategic fit, risk management, and profitability. Two main bases in Cape Town and Dubai. Revenue up to USD 50 million with 50 shore support staff and 150-250 freelance divers.
- 03/2006 – 09/2006 **OCTOMAR, Luanda, Angola (joint venture SMIT & MARSUB)**
Board Member & Executive Committee Member
 SMIT diving joint venture with MARSUB. Part of SMIT Subsea, see above.
- 10/2004 – 02/2006 **SMIT Terminals Middle East, Dubai, United Arab Emirates**
Manager SMIT Dubai
 Maritime support and diving services for oil & gas terminals and offshore. General management of the Middle East organization in Dubai while restructuring and repositioning; see above SMIT Subsea & below SMIT Terminals.
- 10/2004 – 09/2006 **SMIT Terminals Division, Rotterdam, Netherlands**
Division Management Team
 Maritime support services for oil & gas terminals: towage, pilotage, mooring, loading & discharge, and diving inspection, repair, and maintenance. Reorganisation and market repositioning through strategy and tender management; restructuring of the organizations in Dubai and Cape Town, positioning the diving business outside SMIT Terminals into a stand-alone business, and transferring all corporate functions to Rotterdam.
- 04/2002 – 09/2004 **SMIT Transport & Heavy Lift Division, Rotterdam, Netherlands**
Manager Business Development
 Maritime services for the oil & gas and civil industry: chartering of support vessels, ocean towage, offshore installation, heavy cargo barging and heavy lift crane installations. Worldwide business planning, fleet rationalization, investment evaluation, negotiation, and financing. Start-up of joint venture Donjon-SMIT for salvage response in the United States under the Oil Pollution Act 1990.
- 02/2001 – 03/2002 **SMR - Servicios Mexicanos en Remolcadores (joint venture SMIT & TMM)**
Board Member, Mexico City, Mexico
 SMIT towage joint venture with TMM in the port of Manzanillo.
- 02/2001 – 03/2002 **Remolcadores SMIT International, Mexico City, Mexico**
General Manager Mexico
 Maritime support services in Mexico, mainly towage and salvage. General representation, strategic management, and business development.
- 02/1998 – 01/2001 **Terminales Maracaibo, Venezuela (SMIT affiliate company)**
Business Unit Manager Eastern Venezuela, Puerto La Cruz (06/1999 – 01/2001)
 Towage, barge and launch services in ports and oil terminals and maritime salvage. Start-up, general management and business development.
Manager Marketing & Financial Planning, Caracas & Maracaibo (02/1998 – 05/1999)
 Reorganization, planning, investment evaluation, financing, and business development from regional to national company.
- 11/1996 – 02/1998 **SMIT International (Americas), Houston, Texas, USA**
Deputy Manager Business Development
 Towage services in ports, oil, gas and coal terminals, chartering of support vessels, barges and cranes to the oil & gas industry, and maritime salvage. Market analysis, investment evaluation, strategy, acquisitions, and start-ups in North and South America.
- 02/1995 – 10/1996 **SMIT Internationale, Rotterdam, Netherlands**

Marketing & External Relations

Harbour & Terminal Towage, Transport & Heavy Lift, and Salvage. Market analysis, rationalization, investment evaluation, strategy, management information systems, and commercial activities.

10/1994 – 12/1994 **Bristol-Myers Squibb, Woerden, Netherlands**
Market Researcher (freelance)

Pharmaceutics. Market research of company's image among doctors, surgeons, and pharmacists.

09/1992 – 06/1993 **IBC Bouwgroep, Best, Netherlands**
Trainee

Construction business. Operational research for best location(s) for construction support material and its logistical consequences.

Education:

09/1989 – 08/1994 **Master Degree in Business Economics – Erasmus University Rotterdam**

Master of Science in Business Economics – Business Policy & Business Management.

Specializations / Intensive Courses: Marketing (1992/1993); Business Policy & Business Management (BKE – Bedrijfskundige Economie) (1993/1994); Thesis: Change Management (1993/1994).

09/1988 – 08/1989 **Economics, Tilburg University, Tilburg, Netherlands.** Propaedeutic phase.

01/1986 – 06/1988 **Secondary School, Athenaeum, Dongemond College, Raamsdonksveer, Netherlands.**

08/1981 – 12/1985 **Secondary School, Gymnasium, St. Oelbert Gymnasium, Oosterhout, Netherlands.**

Courses:

- TSM Twente School of Management, Boskalis Leadership Development Program, four full weeks in Sweden, Netherlands, Panama, and Netherlands, 2013.
- NIVE, Intensive Course Communication & Management, Netherlands, 2006.
- Erasmus RSM Rotterdam School of Management, Sales & Marketing, 2004.
- Erasmus RSM Rotterdam School of Management, Finance & Strategy, 2002.
- DORH, Leadership, Venezuela, 2000.
- DORH, Human Resource Management, Venezuela, 1999.
- Deloitte & Touche, Inflation Adjustment for Financial Statements, Venezuela, 1998.
- London Business School & Unilever: Champ '94, European Student Competition & Business Course, 1994.

Hobbies:

Traveling, football, cycling, skiing, reading, listening & mixing of music.

Other:

Brazil, permanent visa to live and work.