

PIETER VAN STEIN - CURRICULUM VITAE

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

Address: Maashaven N.z. 33
3072 AE Rotterdam
Netherlands
Tel.: +31 6 15647815
E-mail: pieter@7csmaritime.com



Civil status: Married with Venezuelan wife and 2 sons.

Business Economist with more than 25 years of international experience in the maritime businesses of towage, salvage, transport, heavy lift, offshore diving, and offshore support vessels in ports, terminals and the offshore energy industry. Based 15 years in Latin America (Brazil, Venezuela and Mexico) and 5 years in Asia (Singapore and Dubai). Typical maritime career, from hands-on to board room. My curiosity and an open mind for new challenges and contexts drive me to explore the world, both professionally as privately. 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.

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

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

Work experience:

10/2019 – Present 7Cs Maritime - Interim Manager & Consultant – Self-Employed

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 to become self-employed from 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 tugboats.

10/2006 – 07/2013 SMIT Rebras, Rio de Janeiro, Brazil - Executive Director & Director Operations

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 tugboats.

- 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 - 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 - 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, Mexico City - Board Member**
SMIT towage joint venture with TMM in the port of Manzanillo.
- 02/2001 – 03/2002 **Remolcadores SMIT International, Mexico City - 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 - 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)**
Pharmaceuticals. 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's 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).

Languages:

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

Courses:

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

Hobbies:

Traveling, football, cycling, skiing, walking, reading, music listening, gatherings with family & friends.