

# SFÄRNYTT

NO. 81, DECEMBER 2017

TO ALL EMPLOYEES IN THE STENA SPHERE





## MERCY SHIPS' FOUNDER VISITS GOTHENBURG

Recently, Don Stephens, the legendary founder of the international charity organisation Mercy Ships, paid a quick visit to Gothenburg.

Text Birgitta Plyhm Photo Ann-Charlotte Ytterberg

Stena is involved in Mercy Ships in several ways, including via the construction of the new hospital ship *Global Mercy* at a shipyard in China where Stena RoRo is the project manager. Stena Line has established long-term collaboration with Mercy Ships and, among other things, recently concluded a successful coffee cup campaign on all its ferry lines. In addition, it will also send a volunteer to the ship *African Mercy* next year. Concordia Maritime and Stena Bulk made donations during the international fundraising day Mercy Ships Cargo Day. 83 companies all over the world donated a total of USD 650,000. ☺

From left: Per Westling, CEO, Stena RoRo; Carl-Johan Hagman, CEO, Stena Rederi; Rikard Olsson, project manager, Global Mercy; Don Stephens, founder, Mercy Ships; Tomas Fransson, MD, Mercy Ships Sverige; Pascal Andreasson, marketing, Mercy Ships Sverige; and Kim Ullman, CEO Concordia Maritime.

*Christmas greetings from Stena Bulk Singapore: Stena Imperator during her stay in Papua New Guinea.*

Photo: 3rd mate Kevin Baggio Fernandes



## STENA VALUES

### CUSTOMER SATISFACTION

Keep the clients  
Repeat business  
Performance  
benefits  
Constant interaction

### QUALITY

Assets  
Operations  
Management  
Decisions (timing and preparation)

### COMMITTED PEOPLE

Competence  
Consistency  
Clarity  
Care

### INNOVATION

Determination  
Energy/Creativity  
Initiative

### RESULTS / BUSINESS ACUMEN

Make money for the company  
Short term and long term  
objective achievement  
Continuance, durability  
Business enjoyment

Please contact the editorial staff if you have an article idea or editorial material for SfärNytt. **DEADLINE:** 8 February **PUBLISHING:** 12 March

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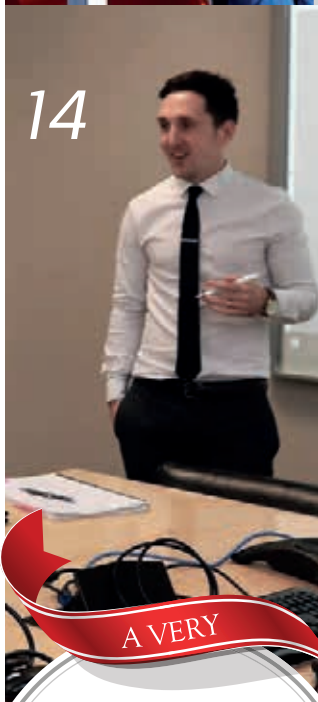
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Merry  
CHRISTMAS  
&

a Happy New Year



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## "WE DELIVER IN LINE WITH THE STRATEGY"

Stena Line is closing the year with positive figures and delivers in line with the strategy. In this interview CEO Niclas Mårtensson looks both back and ahead.

**Text:** Carl Mårtensson/Stena Line **Photo** Stena Line

### HOW ARE WE DOING AT STENA LINE?

"We deliver a very good result in line with our forecasts and our strategy. Our freight volumes have the strongest growth and are now representing 60 per cent of our business. Travel is still very important for us, especially all the passengers that travel with us during the peak season, weekends and holidays. The combination of Freight and Travel is the strength in our strategy with RoPax ferries.

The North Sea operation is still delivering good results even though we are challenged by more capacity from our competitors. As a response to this we will make changes in the fleet during the beginning of 2018, adding 20 per cent extra capacity on the routes from Europoort to Killingholme and Harwich."

### WHAT ABOUT THE OTHER REGIONS?

"In general the results are good all over our route network that, since October, consists of 21 routes. Both our Baltic regions as well as the Irish Sea are on track. Talking about tracks, our train solutions from Kiel and Rostock in Germany to several different destinations within the EU has been a success and we will continue to develop our logistic solutions to include more than just ferry transportation.

In Rostock the SWAP agreement with TT-Line has strengthened the route and our customers appreciate the frequency and reliability that we now offer."

### WHAT RESULTS CAN YOU SEE FROM THE REORGANIZATION LAST YEAR?

"Most of the new organizational setup has landed well and I am pleased to see that we are delivering results. I am impressed by our employees who are really supporting our transformation, which is a key to success. It is important that we realize that the world around us is changing fast and that we always have to be prepared to adapt to

new needs. This autumn we have strengthened the focus on building ONE Stena Line brand and include our employees and values in this work. Heading this is our new Chief People and Communications Officer, Ian Hampton. He is part of Stena Lines Group Management since 1st October. His prior experience is from Northern Marine Group where he was HR Director, as well as from Carnival Cruises where he built up a strong culture focusing on sales and service.

### FINALLY, HOW ARE YOU DOING WITHIN THE STRATEGIC AREAS DIGITALIZATION AND SUSTAINABILITY?

The digital transformation is changing the society and the way we work, live and make business in a rapid pace. Fortunately our digital transformation team headed by Chief Transformation Officer Jari

Virtanen are working fast as well. During 2017 they have worked with development of several digitalisation projects within Travel and Freight as well as in our operation. At the same time they have created a vision for 2021 and a strategy to reach it. Already during 2018 we will see a big difference in how digitalisation

will enable us to improve the customer experience and the operational excellence.

It was a bold statement to paint our vision "Connecting Europe for a Sustainable Future" on the side of all our ships last year. It is an obligation and I am proud that we did it. The reactions I get from the industry, politicians and the media testify that we are definitely a leader in this area.

In short. We deliver in line with our strategy in most areas and I am proud of what we have achieved during 2017. Next year will be another exciting year that will start with the keel-laying of the first of our new builds in China in February. That is one of many important projects in building a Stena Line that will last, even in a fast changing future. ☺

*"I am proud of what we have achieved during 2017."* Niclas Mårtensson



## The digital butterfly effect

"Everything is connected, we just need to open our eyes."

Those are the final words of the movie "The digital butterfly effect" showing how one little piece of information can have a wide spread impact at a future stage. How Stena Line can use insights about our customer's needs, about our daily operation and about the world around us to improve the customer experience, achieve operational excellence and in the end create new business models.

"Our digital transformation journey has only started. In this movie we show our vision for 2021, a Stena Line powered by cognitive computing, where everything is connected, says Jari Virtanen, Chief Transformation Officer at Stena Line. ☺

Watch the movie at [youtube.com/stenaline](https://youtube.com/stenaline)

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donations were made by the customers during the Mercy Ships coffee campaign onboard Stena Line vessels in September and October. The amount is equivalent to keeping an operating room running for two weeks on board the hospital ship Africa Mercy.

"We are very happy that so many of Stena Line customers chose to support our work. It has also been great to see the enthusiasm and engagement among the employees at Stena Line during the campaign," says Tomas Fransson, National Director at Mercy Ships Sweden. ☺

## Connecting Trelleborg for a sustainable future

As the first ferry company in the Port of Trelleborg,

Stena Line will now be connecting two vessels to the electricity grid during calls into port. This is an important step in Stena Line's dedicated sustainability work, with one of the focus areas being to reduce emissions into the atmosphere by using clean energy sources. In total five of Stena Lines ports in Sweden and Holland connects the vessels to shore power at the moment.

"Planning work is under way to enable us to connect vessels in more of our ports. The objective is for 25 per cent of the ports we use to have an electrical connection by 2020 and

75 per cent by 2030," says Stena Line's CEO Niclas Mårtensson. ☺

## STENA LINE REDESIGNS THE ROUTE MAP

The demand for freight capacity in the Baltic Sea has been growing steadily over the last number of years and Stena Line is supporting this growth through investing in a new route from Poland to Sweden, Gdynia-Nynäshamn, which commenced operations in October with six trips a week.

"This is another important step where we are seeing a strong demand from our customers and also where we are building for the future. We will continue to develop our business in line with customer and market demands and the new route will be an important complement to our existing Baltic Sea routes", says Stena Line's CEO Niclas Mårtensson.

Stena Line has been operating the route from Gdynia to Karlskrona for over 20 years.

"We have been exploring the possibility over a period of time of improving our offering for our customers with an additional freight connection. Demand for freight capacity both from Poland and Sweden is showing continued growth and the routes over the Baltic Sea are an important part of the infrastructure connecting Central Europe with Scandinavia and have immense potential for development. This will now give us one very strong transportation hub in

Gdynia, one in Nynäshamn and one in Karlskrona", says Marek Kiersnowski, Trade Director Baltic Sea South.

Since October 16 the RoRo vessel Elisabeth Russ operates on the new route, carrying a mix of, trucks with drivers, trailers and containers. The vessel will operate with three trips a week from Gdynia and three trips a week from Nynäshamn. ☺

### FACTS ABOUT ELISABETH RUSS

Sailing time between Gdynia-Nynäshamn: 18 hours  
Length: 153 metres, Width: 21 metres  
Load capacity: 1625 lane metres



## STENA BULK COORDINATES

Earlier this year, Stena Bulk signed an agreement to acquire the remaining 50% of the shares in Stena Weco from its partner Weco Shipping. This means that Stena Weco has now been incorporated into, and is thus wholly owned by, Stena Bulk.

Together with Stena Weco's fleet of about 65 tankers, Stena Bulk now operates around 100 tankers. A third of these are owned and two-thirds are chartered.

"This is a natural transition from the old structure to the new one where we now have 100% ownership of our business involving product and chemicals transportation in the MR segment. This and other adjustments will result in a clearer structure as regards our business and organisation, which will lead to greater efficiency", says Erik Hånell, President and CEO, Stena Bulk. ☺

## STENA BULK REORGANISES

Stena Bulk has reorganised its business activities into three business areas: Crude & Fuel, Products & Chemicals and LNG. The company also has the joint venture Golden-Agri Stena. Following the reorganisation, two new managing directors were appointed, Mats Karlsson (Crude & Oil) and Johnny Schmolker (Products & Chemicals).

"After many years working with, among other things, the development of the successful Sonangol pool, I am looking forward to taking greater responsibility in this business area", says Mats Karlsson, Managing Director, Crude & Fuel.

"I have held a leading position at Stena Weco and am happy to have a key role in the incorporation of the two companies into a single business", says Johnny Schmolker, Managing Director, Products & Chemicals.

In other changes, Johan Jävert has been appointed as Vice President, Commercial Operations, and Sofia Eriksson will take up the position of General Manager, Business Control WW. Björn Stignor continues as Managing Director of Golden Stena Weco in Singapore as does Göran Hermansson as General Manager of the business area LNG. ☺



Mats Karlsson,  
MD, Crude &  
Fuel.



Johnny Schmolker,  
MD, Products &  
Chemicals.

*With offices in six countries, Stena Bulk is one of the world's leading tanker shipping companies. The company controls a combined fleet of around 100 tankers. Stena Bulk is part of the Stena Sphere, which has more than 20,000 employees and sales of SEK 60 billion. [www.stenabulk.com](http://www.stenabulk.com)*



## ERIK HÅNELL, PRESIDENT & CEO, STENA BULK AB, ON 2017

The market in 2017 has come up to our expectations with the market situation at a generally speaking low level in the cycle. For us, the year has passed completely according to plan without any major surprises as regards operation and earnings. It can also be noted that this a reality for those of us who live and work in this volatile industry; but as we had anticipated this, we have positioned ourselves accordingly in terms of our exposure. We are now in a good position to benefit from the relatively attractive time charters in the market and once again build up our fleet to take advantage of the next upturn in the best possible way. For the company, it has otherwise been an eventful year with the delivery of a further four new IMOIIIMAX tankers and the move to a new office in Copenhagen. We have also carried out a major reorganisation and divided our business activities into three new business areas. At the same time, we also appointed two new managing directors. However, the largest change during the year was our acquisition of the remaining shares in Stena Weco from our previous partner Weco Shipping, thus gathering all our business activities under the name of Stena Bulk. As regards 2018, we can, admittedly, look forward to yet another challenging year, but it is nevertheless gratifying to note that there are signs of some positive changes and upward trends with LNG looking as if it will be the first market to adjust positively. ☺

## STENA BULK OPENS NEW OFFICE IN COPENHAGEN

Stena Bulk Products and Chemicals, Denmark, will move into Stena Rederi A/S's new office in Copenhagen near the Port of Tuborg, joining Stena Line, Stena RoRo and Northern Marine Management. This means that Stena Bulk will be leaving its office in Rungsted, which had previously served as the base of operation for what until now was Stena Weco. Sten Bulk will also continue to have regional offices in Gothenburg, Houston, Singapore, Shanghai and Dubai. ☺

## 2017 - A BUSY NAMING YEAR

- 10 January - the Stena Immaculate named at the shipyard in Guangzhou in China
- 18 April - the Stena Imagination named in Dubai
- 26 June - the Stena Impeccable named in Amsterdam
- 22 August - double naming ceremony - the Stena Imperative and Stena Imprimis named at the shipyard in Guangzhou

All five vessels are IMOIMAX tankers and are part of an order for a total of 13 sister tankers.



# ANNUAL FINANCE SEMINAR CONTRIBUTES TO DEVELOPMENT OF BUSINESS ACTIVITIES

Every year, all the CFOs and Controllers in the Stena AB group gather to work together on improvements and learn about important news in the financial field. This year's finance seminar was held on Marstrand and focused on, among other things, new reporting and tax regulations as well as changes in and updates of the consolidation system Aaro.

Text Sara Bergqvist Photo Stena Finans

Stena's finance seminars have been held for more than 20 years and their main purpose has been to directly communicate and discuss important news in the financial field.

"Meeting regularly gives us the opportunity to exchange information and work on continuous improvements. The group has an extremely high level of expertise and the answer to every question can almost always be found in the organisation", says Mikael Stenvaller, Group Chief Accountant at Stena AB.

This year's seminar was held at Marstrands Havshotell during a half week in September and involved 60 employees from 8 countries. When it came to news, the participants discussed, among other things, new regulations in IFRS, the International Financial Reporting Standards, and news involving tax reporting. A review was also given of the new updated ver-

sion of the consolidation system Aaro, where Stena is the primary beta user and contributes to the development of the system.

Prior to the seminar, all the participants had been asked to submit questions to the lecturers about the areas to be discussed.

"We received several hundred questions, which is really good. A lot of the questions were intended for Stena AB's former chairman of the board Lennart Jeansson, who talked about his career and his view of the company", says Mikael Stenvaller.

Among other things, he talked about the difference between working in a family-owned company and a listed company, the importance of working countercyclically and keeping a sharp eye on processes for reporting and tax. Also of significant importance is Customer Care – and this applies equally to all our business areas.

"In conclusion, Lennart Jeansson talked about how important it is that we defend our cash flow by every means possible in the tough times to come and that we dare look around the corner and seize the business opportunities we see. A prerequisite for this is that we as economists can deliver relevant financial information of high quality at the right time", says Mikael Stenvaller.

In addition to financially related questions, proactive health care was an important point in the program.

"We economists spend quite a lot of time sitting still so it's important that we also think about physical exercise. During these days we had a personal trainer who both gave a lecture on the importance of balance in our lives and carried out practical exercises with us. We also had two hours of outdoor activity", says Mikael Stenvaller. ☺



#### THE ARRANGERS OF THIS YEAR'S FINANCE SEMINAR

Tobias Hall, Ylva Ödling, Charlotte Kruise, Judith Nielsen, Mikael Stenvaller and Karin Bergendahl.

## FOUR PARTICIPANTS' OPINIONS OF THE FINANCE SEMINAR

### Elin Ahl, Financial Controller Stena Line, Göteborg

"This is a great forum for bringing up and discussing different ideas and suggestions for improvements, for example, when it comes to Aaro. Some things can be solved directly here and now while others need to be developed further by Aaro. It's also been valuable getting concrete tips about what news is on the way and which parts could be useful prior to the next quarterly report. Meeting like this also makes it much easier to make contact with each other and afterwards collaborate in different questions. The proactive health care part was also good, both as inspiration and to bring the groups together".



### Celena Lim, Senior Accountant Austen Maritime Services/ Northern Marine Group, Singapore

"I've been working at Stena for five years, but this is my first time here. I feel that this kind of seminar is meaningful and interesting. It gives us a great opportunity to understand the company structure and at the same time get up-to date information. It also establishes a communication way for everyone. In the future when problems arise, we are able to find the right person at the right time".



### Jens van der Maas, Finance Manager Stena Realty, Amsterdam

"I've attended the finance seminar almost every year since I began in 1996. The best thing about it is having the opportunity to meet one's international colleagues in real life. The contacts we make here are a big help in our everyday work - for example, if we're about to invest in another country we can make use of Stena resources in those countries where we have presents. Important points during this year's seminar have concerned maintaining our high quality and improving still further when it comes to financial reporting. We're also seeing how digitalisation is having a big impact on our work and that the systems are becoming increasingly integrated".

### Rebecca Iosif, Accountant Stena Cyprus, Limassol

"This is my fifth year here and it's an excellent opportunity to get updated about what's happening and to meet each other. We've had things with us that we wanted to improve and we were able to discuss them - among other things, we see that Aaro will be much easier to use. Another important area this time is tax questions and how we can avoid tax losses".



# LOOK BACK AND PLAN FOR 2018

Christmas is approaching and before celebrating christmas it is time to look back and plan for 2018. Let us celebrate that despite tough times in many areas it looks as if Stena AB will break even this year and Stena Metall

AB has done their best year for a very long time. Stena Sessan by their participation in Concordia Maritime will make a loss. With negative interest rates the huge cash position held in Stena Sessan does not generate much return, but will open up for new investments in the future.

For detailed information please look at back page of SfärNytt.

It has been a tough year, but by frugal behavior and continuous improvements, we have managed to reduce our costs in all business areas. Reducing costs is a never ending story. We must keep on reminding ourselves that the difference between a successful company and a failing one is normally not more than 5%. Being such a sizable company as we are makes us always vulnerable to smaller invasive actors with new ideas and methods at hand.

By care, innovation and performance though it looks as if we still continue to improve our revenues both in terms of more repetitive clients as well as receiving new clients by reputation for passion, new services and new channels.

## DIGITALIZATION AND COLLABORATION ARE IN FOCUS THROUGHOUT THE BUSINESS

Everybody is talking about digitalization. Stena Line has taken a lead. They can proud themselves as being identified as one of the digital leaders in Sweden (BearingPoint). Our objective to be the world's leading ferry operator practicing cognitive computing by 2021 – is firm. Today's projects include a new Freight Planner App, a Trade Management Optimizer, a Report App for effective handling of claims, an Extra Loyalty Dashboard for loyalty members, Travelmate helping our guests before and during their trip and Pluto marketing our new CRM system. These investments are quite heavy, but from 2019 we



expect its yearly income to surpass our yearly investments.

Many exciting digital initiatives and projects have been started in all our business areas. Such initiatives are our Transformationa Lab, Hom-E at Stena Fastigheter, predictive maintenance everywhere, where we run heavy machinery, commercial portals, communication with containers at Stena Recycling and various other projects of AI, Automation etc.

Thanks to collaboration via partnerships and alliances, sustainable profitability is supported. New types of partners are Universities and Start Up Companies

#### **STRONG FOCUS ON SUSTAINABILITY**

Thanks to focus on decreasing fuel and energy consumption our energy consumption in all business areas continue to decrease with roughly 2% per year. By storing surplus energy in batteries it might be possible to further reduce our energy consumption. By participation in the battery project North Volt, Stena Metall is learning more about battery technology and recycling of a new generation of batteries. Stena Teknik runs an ongoing evaluation of electrification of ships such as Stena Elektra and other new types of potentially fossil free fuels.

Plastic waste is a huge problem and in 2018 and 2019 we shall open new plastic recycling facilities in Halmstad. Our Continuous support for Ocean Health Index is an important contributor for understanding the environmental

processes affecting the health of the oceans and their capacity for sustainable fishing and aquafarming by various methods.

The construction of the hospital ship for the charity Mercy Ships is progressing under our management.

By yearly donations Stena and various institutes close to Stena and its shareholders have over the last twenty years supported culture and social activities with at least MSEK 500 in accumulated terms. Our aim is to support excellence in performance, education and job creation and to a less degree social welfare.

By consistent training and discussions the principles set out in our white book Convictions, Principles and Basic values have served us well. In consequence Code of Conduct at both Stena AB and Stena Metall AB has been updated.

#### **IN SUMMARY 2017 HAS BEEN A BUSY YEAR IN COMMERCIAL ACTIVITIES**

Stena Line has acquired Stena Superfast VII and Stena Superfast VIII and the first of our four new vessels is now under construction in China.

Stena Metall enjoys higher inbound volumes with improved market shares. IL Recycling with 700 employees has doubled our Recovered Paper volumes and is now fully integrated in Stena Recycling.

Stena Drilling has cancelled the Stena MidMAX Project and we shall get our invested money back. Our operation is good, but due to lack of demand

we have units at the moment without contracts.

Stena Bulk now owns 100% of Stena Weco with 35 new Danish colleagues. A new opened office in Dubai will cover the growing Middle East market.

Northern Marine has integrated Clyde Travel and Training and training activities are prioritized in every Stena Company.

Stena Fastigheter has acquired SCA Hygiene's new head office landmark building in Molndal and 1.225 apartments in Landskrona for totally MSEK 2.000

Stena Sessan has acquired 15% of Scandic Hotels with a value increase of MSEK 400 since acquisition

Non-Marine companies now form the largest part of the Stena Sphere.

Our objectives for 2018 are now being set. To be a productive part of an operation requires a lot of care and attention. The requirement for innovations is a never ending story. We shall be proud of our continuous improvements and our appetite for transformation by collaboration. Let us say thank you to each other and congratulate ourselves for what has been achieved. Being an ambitious company there is more to come.

Wishing you all a well-deserved Merry Christmas and a Happy New Year!

*Dan Sten Olsson*  
*Gothenburg 8th of December 2017*



# STENA BLUE SKY RESCUE

Trapped in the upturned hull of his fishing boat for five days in the Sea of Japan, a lone North Korean fisherman was clinging to life when the crew of *the Stena Blue Sky* sighted the floating shell and launched a rescue to bring him to safety.

**Text** Andrew Gibson, Northern Marine Group and Captain Alexander Osanovs, *Stena Blue Sky*  
**Photo** *Stena Blue Sky*

The crew of *the Stena Blue Sky* LNG gas carrier have been commended for rescuing a stranded fisherman from his capsized boat in the Sea of Japan.

Third Officer Kenny McPike was carrying out his duties as navigational watch on the ship's bridge on 26th October when he sighted something conspicuous four nautical miles away.

The object, resembling the hull of an upturned boat, was low lying with one end at times rising above the water. Kenny decided to contact his Captain, beginning a chain of actions which resulted in the rescue of a fisherman who had five days earlier seen his boat overturned by a huge wave during Typhoon Lan.

Reflecting on that day, Captain Alexander Osanovs said: "In addition to exemplary lookout, Kenny reporting his sighting was the first right decision taken that day. "Those who keep watches on the bridge have come across situations when they have seen something floating in the sea; a fishing buoy, marker, an empty drum, a log or something else and every time it's a combination of hope and horror to see something other than a buoy or a piece of wood."

## THE RESCUE STARTS

In favourable weather conditions, Capt Osanovs made the order to make a closer inspection of the upturned vessel.

He added: "At a distance of about 1.5 miles something changed in the scene. We saw something we hadn't seen a moment earlier. Something emerged through the upturned hull, something very similar to a human head."

Second Officer Alexey Kotil, Third Engineer

Mihails Trofimovs and AB Gilbert Relatos were deployed on a rescue boat to further investigate and realised upon arrival that the lone survivor was trapped inside the hull with only a small hole to peer out of.

The crew cut the man free from the wreckage and brought him back to the ship for nourishment and medical assessment. As nobody on board the ship could communicate in the fisherman's native language, interpretation through charterers and authorities, with the support of onshore Northern Marine management, established that nine of his fellow fishermen had been lost to the sea.

The fisherman was then landed into the care of his national ambassadorial representative in Sakhalin Island, Russia on 28th October before repatriation to his homeland.

Capt Osanovs added: "It was very pleasing to see crewmembers taking very good care of the rescued fisherman; bringing him clothing, sweets, soft drinks and cigarettes, and doing their best to lift his morale.

"We hope that our survivor is back home together with his family and friends and that what happened would remain as his worst experience. The family legend he will tell to his grandchildren."

## DISPLAYED EXCELLENT SEAMANSHIP

Article 98 of the UN Convention on the Law of the Sea (UNCLOS) states a ship master must aid



**Captain Osanovs and Chief Officer M. Nazor with rescued Fisherman centre.**



**Third Officer Kenny McPike.**

any person found at sea in danger of being lost, providing it does not pose serious danger to his own crew or passengers.

Douglas Cowden, NMM Director of Ship Management, said: "On behalf of Northern Marine I would like to thank the Crew for carrying out their duties in a highly professional manner which has saved a life.

"Sighting the small overturned structure from such a distance clearly evidences the focus and attention the crew must have been giving to their watch at the time. While adhering to international obligations to aid those in danger at sea, the crew have also displayed excellent seamanship in not only spotting the survivor, but also rescuing him safely from the upturned vessel." ☉

*Rescue boat on the way to upturned boat.*



1

The day's first speaker: Jari Virtanen, Chief Transformation Officer at Stena Line.



2

Film time! Ashkan Fardost's lecture was edited to suit the network meeting.



3

The evening's winning team! A quiz was the teambuilding activity for the evening. This was followed by dinner.

## BUSINESS COLLABORATION & DIGITAL TRANSFORMATION

- the theme for this year's network meeting for Stena's assistants

On 25 October, Stena's assistants gathered at the head office in Gothenburg for the annual network meeting. After lunch, Jeanette Johansson welcomed the first speaker, Jari Virtanen, Chief Transformation Office at Stena Line. He talked about Stena Line's goal of being the first cognitive ferry shipping company by 2021. After a break for the participants to stretch their legs, it was time to listen to Ashkan Fardost, one of the speakers from Sphere Forum. Ashkan talked about what digitalisation actually means, that it is about a completely new mindset and about fundamentally challenging its business model. Something that should not be confused with "digitisation".

The lectures were followed by teambuilding activities and dinner.

"The speakers were greatly appreciated and it was gratifying that so many of our secretaries were able to attend. This year, we had participants from the UK, the United Arab Emirates, Switzerland, the Netherlands, China and Sweden", says Jeanette Johansson. ☺

# Digital transformation and value-adding collaboration

Text the editorial staff

"We can't take everybody to the Sphere Forum, but we can take the Sphere Forum to everybody. We have created a portal where you can both watch the film about Collaboration, listen to the main speakers during the Sphere Forum and check out the different companies' activities in the field", says Eva Hansdotter, HR Manager People, Soft Values and Organizational Excellence.

"The film Collaboration is the fourth film based on Stena's white book. Collaboration is key to the success of our digital transformation and next year, all the employees will participate in workshops on Collaboration in the same way as previous workshops on Care, Results and Quality. At the time of writing, working material is being drawn up and will be published on the companies' intranet at the beginning of 2018. A

good way of preparing for this is to take a look at the material already available in the portal for the Sphere Forum. We hope that everybody will work with the material and if you need help, there are people available who can assist you", says Linda Mickelson, HR Manager, Stena AB.

When it comes to transformation, a large number of different initiatives and projects are in progress at Stena. Many of them involve combining different experience and knowledge in order to build new offers for our customers and exploring new ways of working and searching for information and knowledge on a broad scale. Knowledge can come from unexpected places. If you want to learn more about on-going initiatives in digital transformation, contact Annika Elfström, Head of Stena Digital Transformation Lab. ☺



### YOU'LL FIND THE LINKS HERE:

The Sphere Forum portal: [sphereforum.stena.com](http://sphereforum.stena.com)

Stena's white book: [whitebookportal.stena.com](http://whitebookportal.stena.com)

Digital SfärNytt: [sfarnytt.stena.com](http://sfarnytt.stena.com)

Name: Andrew Gibson  
Title: Media and Communications Officer,  
Northern Marine Group  
Years at Stena: 3  
Age: 33  
Family: Wife and a newborn daughter  
Interests: Football, documentaries, US Politics, travel



## ANDREW TRAINS EMPLOYEES HOW TO ANSWER MEDIA CALLS CORRECTLY

After a two weeks' paternity leave, Media and Communications Officer Andrew Gibson has a lot of work to catch-up on when he's back at the office. One of his tasks is to train employees of Northern Marine Group to correctly answer unsolicited media telephone calls, should an incident occur on one of the company's managed vessels.

**Text** Andrew Gibson, Northern Marine Group **Photo** Andrew Gibson and Bob Hossack

### MONDAY

It is my first day back at work after a two-week paternity leave. My wife and I are now getting used to life with our new born baby daughter Jasmine. Following two weeks away I have much correspondence to catch up on. As part of my role I conduct media awareness training sessions with Northern Marine Group employees. The seminars educate employees on the systems we have in place to correctly answer unsolicited media telephone calls should an incident occur on one of our managed vessels.

As a former journalist, I try to pass my experience on to my colleagues to assist them in handling the media calls correctly. I have been fortunate enough to visit many of Northern Marine's international offices to conduct the training, however today's session is to a small group in our head office in Glasgow.



An important part of today is finalising and distributing the 4th Quarter edition of the Northern Marine YourCrew newsletter. The newsletter is emailed to thousands of crewmembers who work on our managed tanker and gas carrier fleet. It is hoped the newsletter offers entertaining and informative articles which are relevant to our seafarers.

This offers a break from the regular operational communication they will receive,

and hopefully provide some conversation starters on the ships. Writing, editing and designing the newsletter is the favourite part of my job. This quarter's edition features an article on Lawrence Lingham, the experienced captain of *the Stena Crystal Sky* gas carrier. Before disseminating, I hold a final editorial board meeting to ensure senior management from Personnel and Operations departments are satisfied with this edition's content.

## WEDNESDAY

It has been a slow drive to work today from Glasgow city centre as the rainy winter weather is influencing traffic. Last weekend we changed the time on our clocks one hour back to winter time, meaning it is now dark outside when we leave our office at the end of the working day. This morning is spent checking and updating the various Northern Marine Group social media accounts and facilitating our recruitment department with some advert designs.

I spend my evening at home watching Celtic compete in the Champions League. The noise of the football supporters is drowned out by my screaming daughter who appears to have no interest in competitive sport. I do however have plenty of time to change her attitude.



## THURSDAY

Today the Company is executing an emergency response drill which involves employees from Operations, Personnel and HSEQ. The drill is being carried out in real time on one of our managed vessels – in this case an LNG Gas Carrier. During the scenario, onshore management and our seafarers are tested to establish how they handle a hypothetical pirate attack.

My role in the exercise is to ensure that both onshore and seagoing employees correctly answer unsolicited media calls. By conducting role play media calls, I try to extract information from employees. During this drill the targeted employees reassuringly follow the correct procedure. Several emergency exercise drills are completed each year and we often welcome our ship owner clients to observe or participate so they have a thorough understanding of our systems and procedures.

Today I also work on writing an article for our intranet news. The news platform complements the Stena News and Announcements section of InForum.

## FRIDAY

The best thing about my job is the variety. Working across the Northern Marine Group of companies I can meet and work with many different colleagues and today I assist Triton Marine with a prospective news item for their new website. In the afternoon, I write another article for NMG intranet news platform.

The weekend is upon us! And while in previous years my weekend would have involved playing competitive football; this weekend I will be changing nappies. I wouldn't change it for the world.



*Ola Helgesson, CFO Concordia Maritime and Anna Svahn, MD Feminvest.*

## SUSTAINABLE SEMINAR AN IMPORTANT FORUM FOR CONCORDIA MARITIME

CFO Ola Helgesson attended Feminvest's packed sustainability seminar on Kungsholmen in Stockholm.

Text and foto Birgitta Plyhm

The agenda included the increasingly important sustainability factors (the so-called ESG factors – Environmental, Social and Governance), which are guiding shareholders' investment decisions to an increasing degree.

Ola gave a presentation of Concordia Maritime and said: "The shipping sector is to a high degree a volatile industry. Something that, in turn, makes high demands on the players in the industry when it comes to handling uneven results over time. Specifically, it is the order/delivery of ships that is a factor that has a large impact on the overall market".

Ola also emphasised how important it is for Concordia Maritime to satisfy the new climate and environmental requirements facing the industry in order to be among the leaders in the industry.

"For many years, we have, in addition, been prioritising the work environment and quality in everything we do, something that has given very good results in both measurements and customer due diligence measures", Ola noted in conclusion. ☺

# MOVING INTO STENA FASTIGHETER'S TOWER BLOCK ON DRAGÖRKAJEN IN MALMÖ

17 November was the date for moving into Stena Fastigheter's 63 new apartments in Dragörkajen in Malmö. The apartments in the 16-storey building have a spectacular view over the Sound and the building is environmentally classed as LEED Silver certified.

**Text** Sara Bergqvist **Photo** Stena Fastigheter

"We're happy to be able to offer rental apartments in this unique location in Malmö with a view over the sea and the Öresund Bridge. There was considerable demand and the apartments were quickly snapped up when they were put up for rent", says Unni Sollbe, MD, Stena Fastigheter Malmö.

In addition to the 16-storey tower block, two lower buildings, two storeys high, have been built. These consist of two commercial premises on the ground floor with apartments above. Sandra Mastio, the Swedish MasterChef winner, will soon open a pizzeria in one of the premises. In all, there are 63 2-room and 3-room apartments of between 52 m<sup>2</sup> and 81 m<sup>2</sup> and the total floor space is 8,000 m<sup>2</sup> including commercial premises and garages. ☺



## NEW PROPERTY SYSTEM HAS BIG ADVANTAGES FOR BOTH CUSTOMERS AND EMPLOYEES

**At the beginning of next year, Stena Fastigheter will introduce a new property system that will offer several advantages. These include the integration of all core processes in one and the same system. The system will provide customers with completely new ways of managing and following tasks of different types.**

**Text** Sara Bergqvist **Photo** Stena Fastigheter

"This is just as much an internal project as a system project. By integrating all the core processes previously existing in three different systems, we are increasing transparency throughout the company. This also represents a quality assurance of our routines as well as giving us even better basic materials in the dialogue with our customers", says Christel Darvik Armstrong, CEO, Stena Fastigheter.

Functions and processes in the new property system include renting out, rent payment slips, contracts, service reports, inspections, framework agreements and different routines and guidelines. Also included is information that was previously handled partly manually, e.g. management and planning of caretaking.

"With everybody having access to the same data, it will be easier to have an overall view, be able to help each other and take over each other's tasks. We get a better basis for decisions and avoid updating information in several places at the same time as the mobile interface will enable us to work from wherever we want", says Pernilla Frödén, project manager for the introduction of the new property system.

The system also contains several improvements for the customers, who will gradually be connected. In the future, the tenants will, for example, be able to pay directly via Mina Sidor and choose between different payment alternatives. There, they will also be able to carry out simpler activities such as renting parking space or storage.

"A clear improvement is also that you will be able to follow on-going matters and see what happens, for example, if you've submitted a service report", says Pernilla Frödén. ☺



*Pernilla Frödén, project manager.*

# AT THE END OF THE YEAR, CHRISTEL ARMSTRONG DARVIK WILL RESIGN AS CEO OF STENA FASTIGHETER

SfärNytt has interviewed Christel about her 11 years at the company and what she will do next.

Text Sara Bergqvist Photo Dan Ljungsvik

## HOW WOULD YOU DESCRIBE DEVELOPMENTS DURING YOUR TIME AT THE COMPANY?

We have gone from being a purely management company that earns money on cash flow to being a property development company that looks at how we can use our assets to generate additional income. It has been a matter of everything from upgrading apartments, converting offices and bicycle storage facilities into apartments, adding to buildings, finding construction rights in the form of parking areas and constructing new buildings. We have also worked a lot with our Relationship Management®, which has created mutually good relations between us and our tenants and has resulted in a large number of positive effects.

## YOU HAVE ENJOYED YOUR WORK SO MUCH THAT YOU STAYED ON LONGER THAN PLANNED. WHY WAS THIS?

It's very much due to the large amount of freedom Dan Sten Olsson has given us, which has made it possible to find new business opportunities and form the company into something I feel I can be proud of. Being given the opportunity to test and try out things and the long-term approach, which doesn't exist in the same way at all in listed companies, has been extremely stimulating. It's the same feeling as if you had your own company.

## WHAT HAS BEEN MOST EXCITING DURING YOUR TIME AS CEO OF STENA FASTIGHETER?

I think many different types of success are exciting, but there are two things that inspire a bit extra. One of them is when employees around one develop and grow into their tasks. The other is negotiating and doing business. Often, it's not just about the money, you also have to be creative, look at things from different viewpoints and find other currencies in a business deal to bring it to a successful conclusion.

## IS THERE A BUSINESS DEAL THAT YOU ARE PARTICULARLY PROUD OF?

Most recently, it was when we got the chance to purchase the SCA building in Gothenburg. Thanks to our long-term approach and

our way of working with Relationship Management®, we've been able to buy for less than the market price several times. The first area was Ekebo in Upplands Väsby. Other areas are Lomma and Landskrona. I'm also extremely proud of the fact that during the last five years we have been creative and managed to comb our areas for opportunities for new-builds on land we already own, which has enabled us to build 13,000 new apartments.

## WHAT DO YOU THINK WILL BE THE BIGGEST CHALLENGE FACING STENA FASTIGHETER IN THE FUTURE?

To continue to develop the construction rights we have created and be able to build accommodation normal people can afford to live in. Construction costs in the industry have doubled since 2000. Now it's time to look at new ways and work more experimentally to bring down costs. This will also require daring to challenge the Establishment and our politicians.

## WHAT WILL YOU DO NOW?

I have some Board of Directors assignments that are important to me. I'm on the board of Chalmers University of Technology where both my husband, my children and my father studied – so that's something that quickens my heart extra much. The same applies to The Swedish Exhibition and Congress Centre, which is very important for Gothenburg. I've also promised to remain on the board of Stena Realty for another year and to be Senior Adviser for Stena Fastigheter. Additionally, I could also envisage having a further Board of Directors assignment. I also have a large greenhouse, which I intend to tackle and create a real Mediterranean garden. There will also be more travelling and sailing and we have a ski trip to Italy planned for right after the New Year. ☺



## STENA FASTIGHETER AND UPPLANDS VÄSBY MUNICIPALITY RUN JOINT INTEGRATION PROJECT

Stena Fastigheter and Upplands Väsby Municipality have signed an agreement covering a program where Stena Fastigheter will help new arrivals with apartments and the municipality will be responsible for SFI (Swedish for immigrants) and work place-ments.

Stena Fastigheter and Upplands Väsby Municipality have had good working relations for a long time. Among other things, Stena Fastigheter provides the municipality with some 20 apartments for social purposes. The new agreement means that this cooperation will be expanded still further.

"There is heavy pressure on the municipalities today when it comes to accepting and finding living accommodation for the quota refugees they

are legally obliged to accept. We want to help in this way and take our social responsibility", says PG Sabel, MD, Stena Fastigheter Stockholm.

Previous experience has been very good.

"As long as we have owned properties in Upplands Väsby, we have helped by providing apartments for social purposes and this has functioned really well. In the few cases where there have been problems, we have worked together with the local authorities. We have a close dialog with them and also work together in other questions such as crime prevention", says Mikael Røjdemark, property manager, Stena Fastigheter Stockholm.

The municipality takes a very positive view of this cooperation and the ability to quickly find a good solution for the new arrivals it receives.

"It's important that all property owners, both municipal and private, take their share of the social responsibility to provide new municipal residents with accommodation. Without accommodation, people can't begin to be established in the community", says Hillevi Engström, head of local government in Upplands Väsby. ☺

# RE-MADE IN SWEDEN

**Stena Recycling continues its work on profiling itself around sustainability and value creation in the recycling industry. In our latest campaign, "Re-made in Sweden", we describe what sustainability and partnership mean together with our customers in general and ball bearing manufacturer SKF in particular.**

**Text and photo Stena Metall**

"The campaign shows that close collaboration creates the necessary conditions for our customers to achieve their sustainability goals and that makes both Stena Recycling and our customers stronger. We are both happy and proud to be able to carry out this campaign together with SKF, which is a well-known brand and a major customer in several of our markets", says Magnus Rundberg, Sales & Marketing Director, Business Area Recycling.

The aim of the campaign is to develop our brand and profile Stena Recycling as an attractive partner in every country when it comes to sustainability. The main message is "Re-made in Sweden" and refers to the fact that Stena Recycling, together with its customers, gives residual material a new life in a circular economy. In close collaboration with customers such as SKF, we develop new technology and new solutions to increase recycling and complete the circle for industry's raw materials.

"We help industry to recycle more of its residual materials in all parts of the process and we make sure that the value of the resources is maximised. That is the main message of Re-made".

Roll-out began in November in the traditional media and with articles in LinkedIn and Facebook. A special effort was made to reach out in social media via bloggers. The primary target group is decision-makers in the manufacturing industry.

"It's extra nice that SKF themselves thought that the film and the message were so good that they decided to disseminate them in their own channels. This is an acknowledgement that our customers feel that we are contributing to the development of their already strong brands by showing that together we create sustainable business. This is how we will collaborate with our customers and continue to be the leading player in the recycling industry", says Magnus Rundberg. ©

Watch the campaign film *Re-made in Sweden* at [youtube.com/stenamettall](https://youtube.com/stenamettall)



*The campaign Re-made, which describes how Stena Recycling, together with its customers, gives new life to residual materials in a circular economy, started up in November.*

*Both Elisabet Stadler, Environmental Manager, SKF Sweden, and Malin Baltzer, head of sustainable business at Stena Recycling AB, take part in the campaign film.*





## WELL-ATTENDED CUSTOMER EVENT AT STENA NORDIC RECYCLING CENTER

On 9 November, Stena Recycling and Stena Technoworld held a joint customer event at the Stena Nordic Recycling Center in Halmstad. The event was a great success thanks to the commitment of many employees, not least the personnel in Halmstad.

Text and foto Stena Metall



335 guests attended this year's Sustainability Forum at the Stena Nordic Recycling Center. Outside, the wind howled and the rain poured at times, but the atmosphere indoors was warm and pleasant, just as collaboration with Stena should be experienced.

"It feels great to invite customers and partners and know that they will be received professionally by all the personnel. It's incredibly important at an event of this type, which is about building strong relations with customers", says Rasmus Bergström, Head of Business Area Electronics Recycling.

"A good side-effect of this type of event is that the customers also have the opportunity to meet each other and discuss challenges. This contributes to the positive impression and strengthens our relations and our capacity to create value for our customers still further", says Staffan Persson, Head of Business Area Recycling.

The guests listened to several interesting speakers before it was time to take a tour of the most advanced recycling facility in Europe. The main speaker, economist and author Jonas Ridderstråle, gave an insight into the future and stressed that collaboration and the ability to adapt are the key to success for companies that want to be successful tomorrow. This message could not be more suitable as Stena Recycling's latest campaign, Re-made in Sweden, which was drawn up together with SKF, was launched that same day (see article on page 18). The campaign film was also shown for the first time to the attendees at the event. ☺





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## THE STENA SPHERE

### Structure & Figures

**Dan Sten Olsson, CEO**

#### Staff

**Staffan Hultgren**, Structure, Systems & Control

**Peter Claesson**, Finance

**Eva Hansdotter**, People & Soft Values

#### Sphere coordination group

Dan Sten Olsson, CEO

Carl-Johan Hagman, Shipping & Ferry Lines

Erik Ronsberg, Offshore Drilling

Christel Armstrong Darvik, Property

Anders Jansson, Recycling, Environmental Services & Trading

Martin Svalstedt, New Businesses

Staffan Hultgren, Structure, Systems & Control

Peter Claesson, Finance

Eva Hansdotter, People & Soft Values

## BUSINESS AREAS

The Stena Sphere revenue for 2017 is estimated to MSEK 54 900 and the result before tax to MSEK 258.

SHIPPING & FERRY LINES Carl-Johan Hagman		OFFSHORE DRILLING Erik Ronsberg	STENA PROPERTY Christel Armstrong Darvik	FINANCE Peter Claesson	ADACTUM Martin Svalstedt	RECYCLING, ENVIRONMENTAL SERVICES & TRADING Anders Jansson
SHIPPING	FERRY LINES					
Niclas Mårtensson						
MSEK -900	MSEK 700	MSEK -2 000	MSEK 1 335	MSEK 245	MSEK 350	MSEK 528
Stena Rederi Stena RoRo Stena Bulk Stena Teknik Northern Marine Group Stena Maritime AG	Stena Line	Stena Drilling	Stena Fastigheter Stena Realty BV	Debt financing Treasury Trading / Long term investments Risk management	Blomsterlandet Envac Stena Renewable Ballingslöv Gunnebo 26% Midsona 24% Svedbergs 26%	Ferrous & Non-Ferrous Metals Aluminum Recovered Paper Environmental Services Electronics Recycling Oil Steel Components Trading Finance
Concordia Maritime						

## OWNERS

**STENA AB**  
MSEK 0

**STENA SESSAN AB**  
MSEK -270

**STENA METALL AB**  
MSEK 528

Beijer Electronics 29,8%  
Concordia Maritime 52%  
Mylan 1%  
Scandic 15%