

goodnews.

MARCH 2013

The magazine that moves you.



Future conference 4-6

Goodbye Niederglatt 7

Interview: Everything in flux 8-11

A wealth of experience 12

Roman Mayer vs. Roman Mayer 14-15

Combine.
Move.

swissterminal.

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Dear readers

As always at the turn of the year, we were excited about the changes that the new year will bring. As a company that is closely associated with the import and export industry, we are also subject to economic influences, which we have to address. This we see as an opportunity for the future, because our motivation and commitment to position Swissterminal ever more efficiently continues unabatedly. Bolstered by an overall positive response from our customers and employees, we have the necessary support to tackle our next steps boldly.

In this edition of goodnews, in exciting interviews by and with Roman Mayer, you will read about our connections with Navigation on the Rhine and Swissterminal's market position. We also give you some background on our technical department, as well as on the new projects underway under my leadership.

We trust that you will enjoy reading this very informative edition.

Jürg Wiggli



■ BACKGROUND
4 Future conference
12Days2012



■ RETROSPECT
7 Goodbye Niedergratt
Farewell message from Ernst Jenzer



■ INTERVIEW
8 Everything in flux
In conversation with Ben Maelissa



■ THINGS TO KNOW
12 A wealth of experience
Jürg Wiggli is Swissterminal's «tech support» incarnate



■ CROSSTALK
14 Roman Mayer vs. Roman Mayer
What needed to be said

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future conference.

This was the purpose of the 12Days2012 «Future Conference». Twenty-three heads got together to ponder, brain storm and exchange ideas. The end result was a mission statement that defines the shared Swissterminal values. The emphasis here is on «shared» - because Swissterminal CEO Roman Mayer could have chosen to write the mission statement himself. But that, however, was not how he envisioned the way forward. Instead, he chose to call into being the «Future Conference» in order to jointly refine the company's guiding principles for the future.

Thereafter, the exact wording of the mission statement was further honed. This was, however, not only done in the literal sense, but also very tangibly. A bridge was built - together - a bridge to carry us into the future and there to support us.

It quickly turned out that the image of a bridge was exactly the right approach for the participants of the «Future Conference». The fact is, nobody can see into the future. Similarly, we cannot see the end of a long bridge either. And just like the future, building a bridge is a complex affair. The lone wolf is fighting a losing battle - what is needed much more is team spirit and commitment. Everyone must give their all, because even the smallest mistake can result in collapse.

The question remains: why such an effort for seven principles? - «Swissterminal has grown», explains Roman Mayer, second generation Swissterminal CEO. «To date, I have spent 18 years here. This is a company of great value and I could sell it today. That would certainly be the easiest course of action for me. But I feel that I want to build on what my father created. He planted a small tree in 1972 and I want this tree, which today is the leading container terminal operator in Switzerland, to live for a long time to come, so that the next generation will also cherish this tree, cultivate it and enjoy its fruit.»



- 1 Analysis of initial position
- 2 Swissterminal from a customer perspective
- 3 Role play
- 4 Collecting visions for the future
- 5 Presentation of brainstorming
- 6 Lively discussion panel
- 7 The Swissterminal vision
- 8 Teambuilding in bridge building
- 9 On our way into the future
- 10 We did it!

missionstatement.

■ BACKGROUND

Swissterminal - a family concern

We accept our social responsibility - we think in generations and nurture our culture. We take care of the needs of our employees and customers with conviction and commitment.

Swissterminal - why we are here

We are a neutral and independent terminal operator and accept our responsibility as an interface in the national and international container network. Through this we make a significant contribution to combined transport.

Swissterminal and our customers and suppliers

Our customers and suppliers are our partners. Reliable, flexible service and proactive, open communication are prerequisites.

Swissterminal - we combine quality and innovation

We act competently, we are solution-oriented and provide exceptional services in compliance with the applicable laws and standards. We use new technologies for intelligent solutions and thereby ensure long-term safety in our workplaces.

Swissterminal and our employees - a strong partnership

Respectful, responsible and socially aware, we are heading into the future together. Through appreciation, initiative and teamwork we develop together. Ensuring safety in all our workplaces and protecting the health of all our employees are the company's primary concerns.

Swissterminal in dialogue

We are guided by an open dialogue at all levels of the company. We are careful, structured and responsible in making our decisions.

Swissterminal and our environment

We are committed to responsible interaction with the environment; we are careful with our resources - both as a company and each of us in our field of activity.

farewell.





everything *in flux.*

Opportunities and risks as aid for development

Specialising in the operation of container ships and container transport on the waterways of Europe, Danser Containerline is one of the largest shipping companies in the world. No wonder Danser Containerline is also one of our biggest partners. There are always overlapping technical and policy issues arising from daily operations - a good reason to ask the CEO of the Danser Group family concern, Ben Maelissa, a few questions about current events.

Roman Mayer *Ben, there is talk that due to the economic situation there is a proper war going on between shipping companies that operate on the high seas. To what extent is the Danser Group as a Rhine shipping line affected, and are you exposed to the same economic interplay?*

Ben Maelissa Yes, it is absolutely comparable. In inland navigation, we are basically faced with the same problems as the shipping lines on the high seas, such as an ever-increasing volatility in volumes in a highly competitive environment.

Roman Mayer *How do you adjust to the challenges of the time - such as volatility?*

Ben Maelissa We simply have to «live» with the high volatility - that is a reality today. The question is how to handle this volatility effectively (as much as possible). On the one hand, we can use our fleet to quickly respond to changes in quantity with schedule adjustments and short-term use of additional ships, and on the other hand, thanks to our own seaport and inland port disposition we have the greatest possible flexibility in planning the loading and unloading of our ships.

Roman Mayer *Agreed, but from our perspective, the volatility is becoming increasingly pronounced by comparison with the past. Where a few years ago fluctuations of 3 to 4% were normal, we now see variations from 30 to 40%. Is volatility perhaps one reason why you recently acquired part of CFNR and established Danser France?*

Ben Maelissa There were several reasons for the acquisition of the CFNR container activities. With this acquisition, we will consolidate and further expand our presence in the Upper Rhine and the entire French and Belgian markets. CFNR has an excellent reputation and reinforces our already large container lines network with new scheduled services to Lille, Brussels and Mons. We are also focused on the long-term view and expect that container volumes will continue to increase. And that is precisely why we want to expand our presence, so that we can provide the best value for our clients with our network.

Roman Mayer *What else do you expect 2013 to bring?*



Ben Maelissa We are very positive; although the year is still very young, the figures are promising. Export figures for Switzerland are also developing nicely. As to what other opportunities are still in store for us, we cannot yet foresee. We are definitely well positioned with our fleet and we are certainly an attractive partner for our customers - one that is very flexible and able to offer them a comprehensive transport system within the European inland waterway transport sector. We are looking forward to being pleasantly surprised by whatever 2013 brings our way - we are really confident about this year.

Roman Mayer *In Rotterdam, the new port facility «Maasvlakte II» is being constructed. A prerequisite for this is that at least 45% of deliveries and collections must be moved across the Rhine. How do you assess this huge investment for the future?*

Ben Maelissa The construction of «Maasvlakte II» is a very important step that will serve not only the economy but also the environment. The ocean-going ships are only getting bigger and can now be processed much more efficiently at the new terminal facilities. The same goes for the inland navigation vessels. The 45% share of domestic transport for delivery and collection via the Rhine, of course, does not happen by itself - the customer co-determines the price and quality of service. Many aspects still require further development work, but the signal effect is of course huge and only accommodates us.

Roman Mayer *Speaking of signal effect - what does this huge expansion in Rotterdam mean for neighbouring ports such as Antwerp and Hamburg?*

Ben Maelissa With «Maasvlakte II», Rotterdam will expand its position as the largest port in Europe. The neighbouring ports will also have to invest in their terminals and handling capacities - these ports cannot escape the competitive environment. This expansion would generally enhance both modes of transport, rail and inland waterways, which already handle most of the hinterland transport. Overall, this is therefore a positive development.

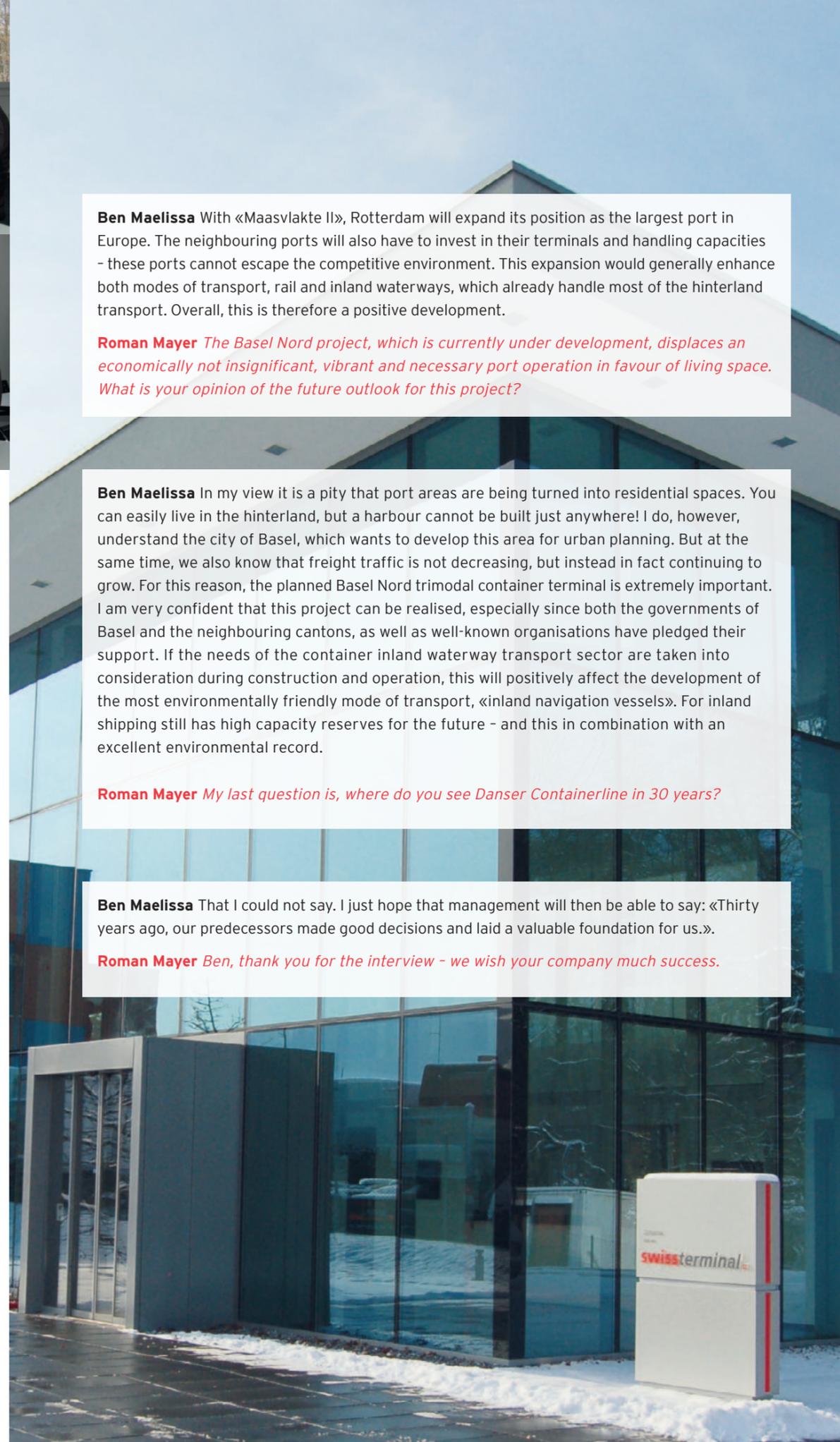
Roman Mayer *The Basel Nord project, which is currently under development, displaces an economically not insignificant, vibrant and necessary port operation in favour of living space. What is your opinion of the future outlook for this project?*

Ben Maelissa In my view it is a pity that port areas are being turned into residential spaces. You can easily live in the hinterland, but a harbour cannot be built just anywhere! I do, however, understand the city of Basel, which wants to develop this area for urban planning. But at the same time, we also know that freight traffic is not decreasing, but instead in fact continuing to grow. For this reason, the planned Basel Nord trimodal container terminal is extremely important. I am very confident that this project can be realised, especially since both the governments of Basel and the neighbouring cantons, as well as well-known organisations have pledged their support. If the needs of the container inland waterway transport sector are taken into consideration during construction and operation, this will positively affect the development of the most environmentally friendly mode of transport, «inland navigation vessels». For inland shipping still has high capacity reserves for the future - and this in combination with an excellent environmental record.

Roman Mayer *My last question is, where do you see Danser Containerline in 30 years?*

Ben Maelissa That I could not say. I just hope that management will then be able to say: «Thirty years ago, our predecessors made good decisions and laid a valuable foundation for us.»

Roman Mayer *Ben, thank you for the interview - we wish your company much success.*



A wealth of experience.

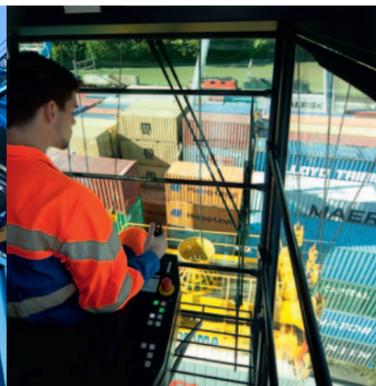
THINGS TO KNOW

What really goes on behind the Swissterminal containers? Who ensures that highly complex devices such as cranes function without failure, day after day? Jürg Wiggli, head of a four-member task force, gives us insight as to what happens behind the scenes at Swissterminal.

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Jürg Wiggli, COO (Chief Operating Officer) of Swissterminal, is head of the technical department. In this capacity, he is responsible for the multi-million dollar infrastructure of various terminals and is involved in planning new projects. There is no actual job description for what he does, and it is therefore also not easy to find suitable employees and junior talent that can be developed. In addition to in-depth technical know-how, the job also requires sound knowledge of electronics. But

safety criteria to meet and regulatory requirements to comply with. Under certain circumstances, this means changing crane cables in extreme weather conditions. Then the electronics must still be mastered - as with modern cars, analytical devices and computers have also found their way into repairs and maintenance of cranes. If the workload becomes too heavy, specialist contractors are consulted as the need arises; the primary criterion here being to strive for continued uninterrupted



that's not all - the work usually takes place outside, exposed to the weather, and under enormous time pressure. This requires specialists who are not only theoretically fit, but who also like to get their hands dirty.

The core competence of «tech support» is certainly maintenance of the cranes, which represent the heart of the actual terminal operation. There is therefore obviously a close partnership exchange with the crane manufacturers - but this does not end when the purchase is made. Every year there are new

operations, wherever possible. For example, during Easter 2012 all the cable carriers, various wear parts, energy chains and low voltage cables were replaced at Swissterminal in Basel - at a cost of a quarter of a million Swiss francs. This modernisation action took only four days, without affecting cargo handling beforehand or afterwards - an out and out success for the Swissterminal «technicians».



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customerservice.

Congratulations from Swissterminal!

On 1 February 2013, Swissterminal merged the Reporting and Planning (Barge/Rail/Customs) departments. With immediate effect, this newly established Customer Service department allows Swissterminal to handle daily operations with centralised management and optimised processes, all to the benefit of our customers. The Customer Service department will be headed by Adriana Dittrich, who thereby also joins our Swissterminal senior management team. Adriana Dittrich reports directly to Tatiana and Roman Mayer. Congratulations from Swissterminal! **TF**



RETROSPECT

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badminton.

As a partner of one of the world's largest and most important badminton tournaments in the professional arena, we were once again fortunate to watch exciting matches at the highest level that this sport has to offer. No wonder that it was a real battlefield for valuable World Cup qualifying points, which are needed to compete in the World Cup in China. The games were broadcast around the world and seen in about 100 million households in 20 countries, once again propelling Basel into the spotlight as a city and a region where sport plays a very important

role. Over 20 000 enthusiastic spectators made the event an absolute highlight for the athletes and the public alike. Swissterminal participated as a sponsoring partner in the sports sector and in particular in youth development, because we want to encourage sporting competition as a healthy leisure activity. It is important for us to generate and maintain positive images and role models for society through means of interesting events. This is done in the spirit of healthy mind, healthy body, healthy competition.

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Roman Mayer *What are the milestones that have characterised Swissterminal in recent years?*

Roman Mayer For me these are not all that easy to identify, because I am, as it were, in the eye of the storm. It is therefore also sometimes difficult to realise how much and how quickly external and internal conditions change, to arrange and interpret these influences/factors correctly and then to comment promptly.

I would certainly name the bankruptcy of Inter-container as a turning point in the recent past. In this regard, Swissterminal not only suffered a loss and a write-down, but subsequently lost traffic

ten to 20 years to show results. So now we are sitting with overcapacity - with a real decline in sales volume as a result of an ailing economy.

Roman Mayer *Where is Swissterminal positioned today?*

Roman Mayer At the best possible starting point for the future. For we can say that the experience of recent times has made us strong - as it has done in the past. In the history of our company, we have had to reinvent ourselves approximately every 10 years. Any successful business probably has to go through the same process. One should never supplant challenge, but instead see it as an

Roman Mayer *Does this mean that the restructuring is now complete?*

Roman Mayer Only on paper, or in the planning stage. There will of course be further developments. At this point I would like to extend our warmest thanks to our customers and employees. We tried to communicate as professionally as possible, but had to learn that it was not all equally understood or accepted everywhere. The new opening times in particular gave rise to complaints straightaway. Upon consultation with our customers, where we could explain our new services, this was however accepted very quickly and later even valued.

Roman Mayer We are fit and so well established that we can actually meet all the requirements and challenges with confidence. Personally I would like to see Swissterminal being able to participate as a specialist partner in projects of national importance. This means not only having a say in a logistics masterplan for Switzerland or Gateway projects, but playing an active role. In the future, efficient transport solutions will combine and enmesh the different modes of transport with each other even more. And this is exactly where we have valuable expertise and a wealth of experience, making us well capable of significantly enriching all such

In the past two or three years, much has changed for Swissterminal. Disruptions and upheavals came and went. What exactly happened, where is Swissterminal today and what can we expect for the future? Roman Mayer in conversation with himself.



«The future has already arrived.»

volume that to a degree has still not yet been recovered. This in turn is also due to the fact that we have at the same time created overcapacity in container handling in Switzerland and neighbouring countries.

Roman Mayer *Did we not see this coming?*

Roman Mayer Unfortunately not - neither the one nor the other, just as we had not seen see the global economic crisis coming. Thanks to the import and export industry, we recorded double-digit growth rates in the past decade. That was surely due to the still rapidly growing containerisation we have been experiencing since the 70s, such as loading grain or steel in containers. Today this market is pretty much saturated. Moreover, in this business one cannot plan for the immediate future. The size and complexity of any investment needs

opportunity for the future and actively tackle it.

Roman Mayer *How have we managed this in practice at Swissterminal?*

Roman Mayer We have analysed where the problems are and what we can do about them. At a so-called «Future Conference», we made a joint effort to try and figure out where the future is taking us and what would be the best way to reach this destination. Key concepts here are certainly «automation» and «reorganisation/restructuring» - we thought about where we want to go and what options we have. These we then gradually implemented. As a basis we have created a mission statement which actually serves as our signpost today. It was a valuable experience, and it also forms the basis for our entire quality management and the resulting ISO certification 9001.

Neither did we take lightly the restructuring of our employee base. But the fact that we can still count on many long-serving employees being with us proves that we made the right decisions.

Roman Mayer *What does the immediate future hold for us?*

Roman Mayer Well, we are still in the middle of the development phase of our terminals in Frenkendorf, the Basel Rhine port and Rekingen. In Rekingen, the success of our reorganisation is already clearly evident. Closing Niederglatt and concentrating on Rekingen has been well received by the market and the terminal has shown a marked increase in recent months. Here the future has therefore started very successfully.

Roman Mayer *Where do I see Swissterminal in 10 years?*

major projects. Because we always have to reinvent ourselves as an independent family concern, we are very sensitive to changes in the market and have the lean organisation required to create flexible and innovative solutions. **RM**

Basel, Rotterdam, Antwerpen, Danser.



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