

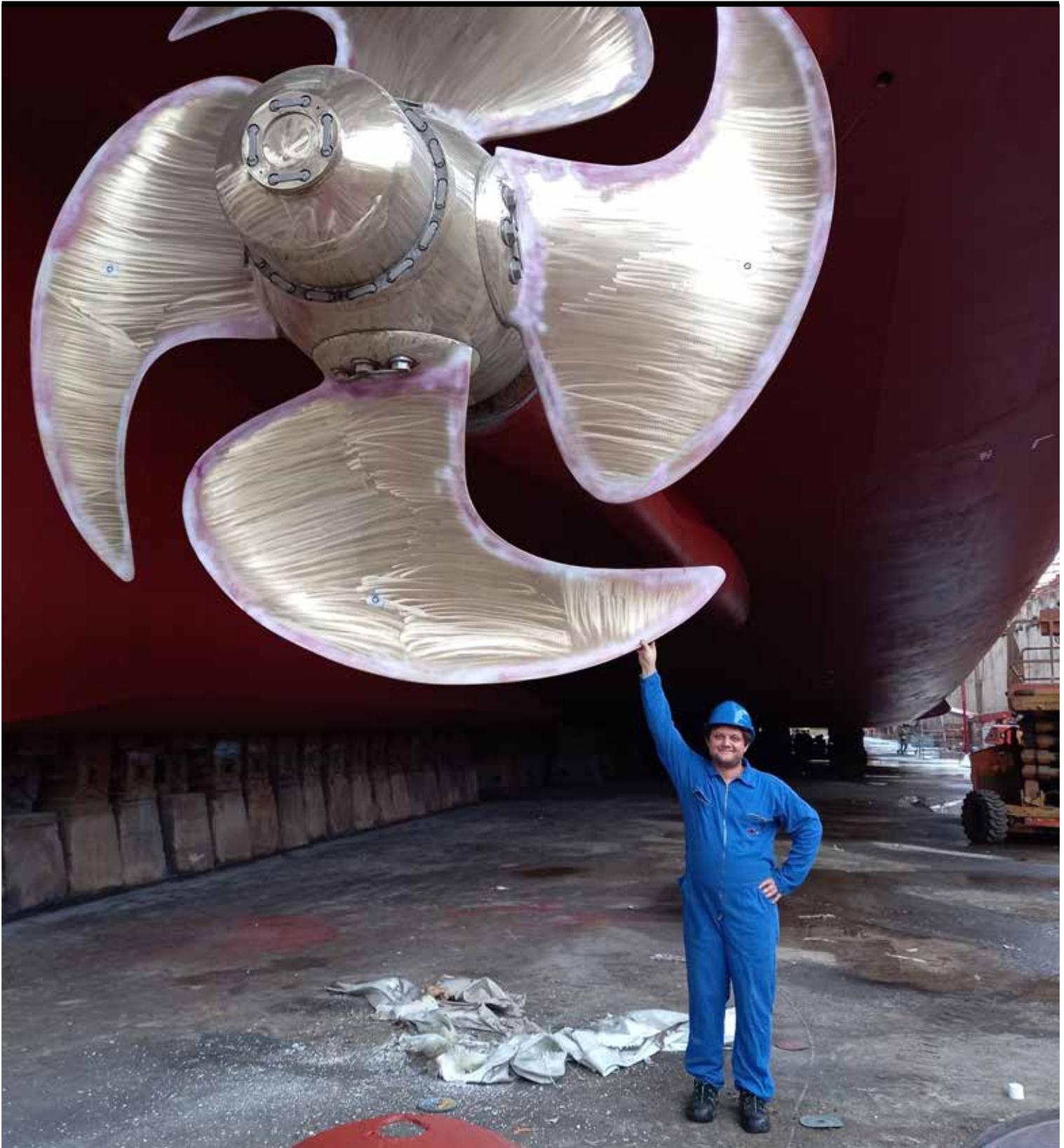
# Tribune

Issue 24 - 2022

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**Our Values:**  
Proactivity,  
Commitment &  
Respect

**Our Vision:**  
Creating Value  
by Daring to be Different



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**Tribune**

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## Dear friends and colleagues!

### Welcome to the first issue of the Tschudi Tribune since 2019.

The magazine is a source of pride for us, reminding us explicitly and implicitly of what our culture and value-add consist of. Reading it, we reflect on the competence, team spirit and involvement at all levels of our organization consisting of good colleagues that make us all go to work with enthusiasm. In this issue, this is exemplified by Nikolay Kovalev, who has been with the company for 50 years and is still going strong. We think and hope that we as a company have done something right to deserve such loyalty.

Following the Russian invasion of Ukraine, our focus on developing business opportunities in Russia is no longer part of our strategy for the foreseeable future. Since February 24th, we have said no to new Russian clients, as well as new business with existing ones. These actions exceed the restrictions of the sanctions regime. In the context of the suffering of the Ukrainian people, our sacrifice in this situation is obviously minor. With the help of our colleagues from Ukraine, we are actively exploring how to further assist their compatriots in need. We have spent more than 30 years developing Russian activities and relationships so we took this decision with a heavy heart. Fortunately, due to the underlying uncertainty we had not budgeted any turnover from Russian business this year. Above all, however, we cannot sit idly by as we look upon the devastation caused by this meaningless war.

Since 2019 there have been positive developments and initiatives described in this issue including Tschudi Logistics starting up the new Tschudi Lines serving the Oslofjord from the European continent, a new project transport desk in Oslo, the establishment of a Tschudi Logistics office in Poland (soon to be followed by Tschudi Ship Management aiming to serve upcoming offshore wind projects) and Tschudi Mozambique opening a sister company in Tanzania. Tschudi Financial Services Norway is now established and authorised to provide external accounting services.

The latest Tschudi Tribune editorial focused on the re-opening of Sydvaranger, the iron ore mine in Kirkenes. When the pandemic struck the project team was in the process of traveling the world to raise capital but was stranded by travel restrictions. In the face of difficulties, however, they managed to land an alternative solution. The Tschudi Group is now a minority shareholder in the US mining company Tacora Resources Inc. which owns Sydvaranger in addition to an operating iron-ore mine in Canada. Going forward as minority owners and with our CFO, Peter Steiness Larsen, on the Tacora board, we are



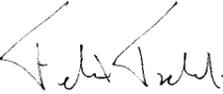
contributing to the re-opening which we are optimistic will have a very positive impact on Kirkenes and the entire region.

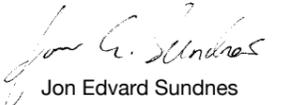
Another development is the constitution of a new board at the Group holding company. This team of experienced board members with a wide range of skills will act as sparring partners for the management over the coming years which we believe will be turbulent but full of opportunities which need to be identified, caught and realized. We are now entering a time when our vision of "Creating Value by Daring to be Different" will be more important than ever!

One topic of particular attention in this Tschudi Tribune is ESG (Environmental, Social and Governance). For serious and established companies like ours, this has always been a key focus, but under other names. Our standards have always been high, but now there is no other option than excellence and it must be documented. Our journey towards this has started, and we are all onboard!

The past two years have made us appreciate what we took for granted before. We realized the wisdom of the old Norse saying; "madr er mans gaman" - roughly translated - "people are the joy of people". Social contact with colleagues, friends and family is crucial for our well-being. Our new digital solutions were in place just in time to be fast-tracked during the pandemic - proving right the old Norwegian proverb that "nothing is so bad that it is not good for something". Covid showed us that the people are the core and main asset of our Group which we need to care for every day. Thereby strengthening our team and making the Group stronger and more resilient in the years ahead.

We hope you enjoy reading this edition and our latest updates. Wishing you all a great summer!

  
Felix H. Tschudi  
Chairman

  
Jon Edvard Sundnes  
Managing Director

**“For serious and established companies like ours, ESG (Environmental, Social and Governance) has always been a key focus. Our standards are high, but now there is no other option than excellence and documentation. Our journey towards this has started, and we are all onboard!”**





# TOP PRIORITY FOR THE FUTURE

BY LARS CHRISTIAN AASEN AND CELIA M. LINDQVIST,  
TSCHUDI SHIPPING COMPANY

**Being a family-owned company**, our name is tied to our business. Our aim is to be as proud of our brand as we are of the family name. Employees and partners shall truly feel that they are part of, or close friends of the family. Hence Environmental, Social and Governance (ESG) issues have always had priority with us.

Our newly revised corporate policies build on the proud history and culture of the company and set the direction for sustainability work in the future. Our value priority is clear: People, Life, Health, and the environment shall have priority over other values, and we want to leave a positive footprint.

We strongly believe that the increased focus on ESG and the new Transparency Act is to our advantage, as it requires a higher degree of openness and traceability for all market players. We aim to live our values and prove compliance with the new legislation and standards by quantifying and recording all

## Carbon footprint calculator

By using their own carbon footprint calculator Tschudi Logistics visualize the exact emission for each transport conducted and can provide exact numbers for:

- Total sum of CO2 emission for transport
- Country specific emissions (for non-domestic transports)
- An overview of emissions per modality (per ton payload)

**5,374,453 kg CO2 emissions** is the equivalent of:



910  
homes electricity  
for 1 year



1,161  
passenger vehicles  
for 1 year



88,868  
tree seedlings grown  
for 10 years



1,2  
wind turbines running  
for 1 year

relevant data in sync with the ISO standards 9001 (Quality), 14001 (Environment) and 45001 (Occupational Health and Safety). Operating in several geographical markets and offering a wide range of services, our prime focus will be on the Sustainable Development Goal 13 – “Climate action”.

We plan to deliver and develop services that allow customers to reduce their emissions. This responsibility includes measuring and reporting our environmental performance, as well as setting concrete quantitative targets for future performance.

It is also highly relevant for us to integrate the Sustainable Development Goal 17 – “Partnerships for the goals” into our corporate strategy. We work in partnerships with our customers, suppliers and academic institutions. We are team-players.

Our aim is to find better solutions and create value through co-operation. It is a clear advantage for us and our business partners that we develop joint solutions to the ESG challenges. We invite our customers and suppliers to help define and communicate where and how we can improve individually and together.

Driven by the green shift the offshore wind market is positioned for record growth the next decade. Following the invasion of Ukraine this may even be accelerated as there is now also increased focus on energy supply and energy security. With many years’ experience from providing ship management and logistics services to wind projects, we are already serving this up-and-coming market.

Tschudi Ship Management’s services continue with walk-to-work accommodation vessels. DP Galyna having recently supported maintenance at a German windfarm in the North Sea and DP Gezina with work in the sustainable energy sector in British waters.

Tschudi Logistics has also executed several global projects related to terminal support and platform installation. Projects recently executed by our local team in Qingdao was the collection and loading of windmill components from Qingdao to Vietnam. Also, the transportation of “windmill” cargo from Poland to the St. Nazaire wind farm in France, executed by our Polish logistics team.

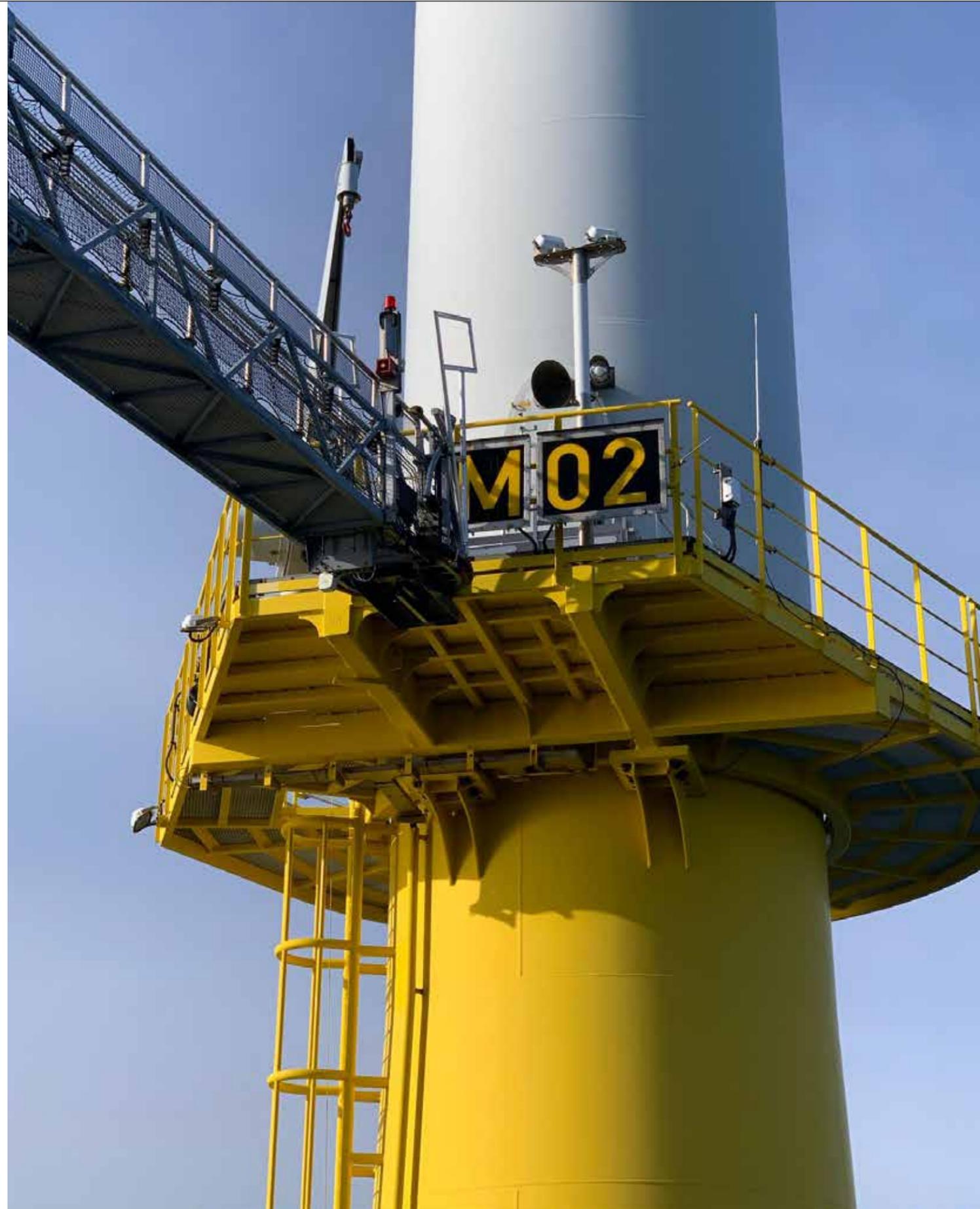




Photo: Chevalier Floatels

## GOOD OFFSHORE WIND COOPERATION

BY MAREK KOTSULIM, TSCHUDI SHIP MANAGEMENT, ESTONIA

**Tschudi Ship Management** is active in the Offshore Wind sector with the two Floatels under their technical management. Our team is responsible for the day-to-day operation of the vessels, direct cooperation with contractors and development of the safe work methodologies related to the operations.

DP Galyna and DP Gezina have supported many offshore wind projects – the latest charter for DP Galyna was at the Meerwind Offshore Wind Farm (German North Sea) where a total of 80 turbines (3.6 MW = million watts) were to be serviced.

The Ziton self-propelled jack up vessel JU Wind Server is used to exchange the wind turbine blades on site, transport dismantled blades to inspection and repair facility at shore side. Here the blades are thoroughly inspected, repaired, painted or disposed and replaced. Finally, new or refurbished blades are loaded and transported to site for installation.

The choice of DP Galyna for the project was to increase efficiency. Crew transfers from land are more time-consuming resulting in less effective hours at work.

DP Galyna's role is therefore to accommodate the technicians who are responsible to prepare the wind turbine, to exchange the blades (safety walkdown, shut-down, pre-tensioning etc.) and to carry out post-tensioning of blades, 500 hrs services on nacelle / blade bolts etc. She is also used to store and transport the tools, consumables to and from the

wind turbines and transfer technicians using the Ampelmann Gangway to and from the wind turbine.

The project was a real success with all the work being completed well in advance of the end of the charter term with Ziton AS.

### Thank you!

**A technically sound and well-kept vessel enables the crew to carry out their daily work safely and efficiently. Proof of which you can read below:**



Marcel Roelofs, General Manager at Chevalier Floatels BV reports proudly informs that in recognition of great efforts on the Blade Upgrade Campaign, their esteemed customer Ziton presented the DP Galyna crew with a high-end pocketknife. The excellent cooperation between DP Galyna crew and the Ziton team on the Jack-up led to completion of the project well ahead of the most optimistic scenario. Thanks for your efforts and dedication on this project.



## A FIRST FOR POLAND

BY MAREK WIESE, TSCHUDI LOGISTICS, POLAND

**With increased focus on ESG requirements**, whenever possible, we develop and deliver services contributing towards environmentally friendly solutions.

In this respect Group focus on the offshore wind sector has continued. This has resulted in several transportations of equipment to wind farms, recently including the Faroe Islands, Vietnam and France!

Our recently established office in Szczecin has also been supporting this sector. Tschudi Logistics' good reputation and local presence led our Polish team to a new customer and a series of deliveries for the French offshore sector.

This is not just a "first" for Tschudi Logistics but also for GE Renewable Energy (GE) and France! At their plant near Saint-Nazaire, GE is constructing and testing the Haliade X - one of the world's largest wind turbines. The new and first French offshore wind farm at Saint-Nazaire will be equipped with 80 of GE's Haliade wind turbines.

Constructing wind turbines is a complex process. At the GE factory focus is on manufacturing Haliade X generators

and assembling nacelles (the case that houses the generator and other equipment on top of the tower). In this instance, the steel nacelles frames are produced at Szczecin by our customer JVP Steel Poland.

With good planning and precision in October 2021 our Polish logistics team successfully organised the first shipment of 8 frames from their home port of Szczecin to the Port of Montoir. With a width of 8 meter per frame the cargo can certainly be classified as "large and heavy".

On arrival in France the elements were transferred by SPMT to the receiver's premises located close to the discharging terminal. Finally, the frames have been precisely placed on the concrete supports already prepared for this purpose.

A follow up shipment of 10 frames was completed in February. The total project consists of 100 frames, the remainder of which will be shipped throughout 2022-2023.

This is an innovative project in an important sector which Tschudi Logistics is naturally pleased to serve. Our team will do their utmost to support our customer with all future deliveries.



# OUR BUSINESS AND RUSSIA

**Throughout the years the Tschudi Group has been active in the northern regions of Norway and Russia. In view of the current situation relating to Russia's invasion of Ukraine, our business is obviously being affected.**

BY FELIX H. TSCHUDI

After the annexation of the Crimean Peninsula, and the introduction of Russia's "import substitution" requirements in 2014 (independence from non-Russian goods and services,) the possibility of new projects with Russia was already greatly reduced.

Part of our strategy in the Northern hemisphere has been to devote time and effort towards Russia, but since it has not been possible to establish long-term and permanent projects with Russia for the mentioned reasons, we have intentionally not been dependent on their realization. However, at short notice over the past years we have carried out projects which our Russian customers have needed urgently. An example of that is the LNG transshipments outside Honningsvåg, close to the North Cape in Norway. These were large projects, were unpredictable in time and required considerable resources. We have also invested a lot of time and resources on other opportunities which never materialized. Given the recent developments in Russia, our focus will now be on developing our other activities in Northern Norway where we have been present for more than 30 years.

This involves, among other things, our activities in Kirkenes.

In 2016, we bought back the iron ore mine Sydvaranger after it had to close in 2015. Since then, with the support of new shareholders, we have worked towards a reopening of the mine which we are getting closer to realizing. Other projects in Kirkenes include the development of a one million square meter industrial area at the seafront, conversion of our office building "Barentshuset" to be the University of Tromsø's new local campus. We also plan to produce large quantities of aggregates based on utilizing some of the 400 million tons of blasted waste rock in the mining area.

Further developments in Northern Norway involve Boreal Maritim, a local shipping company operating versatile service vessels for aquaculture, oil spill emergency and construction industries. Boreal Offshore is developing a maintenance yard and service station in Skjervøy. As we are strong believers in a positive development in that part of Norway, Tschudi Logistics will also focus on further developing our logistics activities to, from and within the region.

We are increasing our focus on servicing the offshore wind industry, a market we have been active in for more than 10 years. Our Tallinn-based Tschudi Ship Management operate



Securing the environment can be rough in Arctic waters.

Photo by Bente Geving

accommodation vessels and provide various services for off-shore wind projects. In addition, Tschudi Logistics offer services for the wind sector in general. For some clients and partners hands on logistics services combined with technical services/support may have an additional value. We believe our presence in the Baltics and Poland, combined with our other offices and various partnerships in other European countries, will present new opportunities for value creation in the region. Offshore and onshore wind power are now not only about the green shift, but also about energy security as Europe faces new supply realities going forward. Related to this our experience within LNG transshipments might come to use in other markets such as in the Baltics as countries seek to diversify their natural gas supplies, taking delivery of LNG is a flexible way of achieving just that and our experience can be useful here.

It is not only the sanctions that are the limiting factor for us doing business in and with Russia in the present situation. Following the Russian invasion of Ukraine on 24th of February, we have turned down all new business with Russian entities, even if these have not been affected by the sanctions. We are

**“We will now develop our other activities in Northern Norway where we have been present for more than 30 years”**

however fulfilling all our existing contractual commitments which we cannot legally cancel in order not to inflict unreasonable damage to our Russian business partners, many of whom we have enjoyed longstanding and good relationships with over many years.

Working with Russia in the North has been part of our strategy for a very long time but given the present tragic situation we cannot continue these activities. Our presence in the Northern Hemisphere will therefore be focused on Northern Norway and other parts of the Arctic- but now, no longer involving Russia.



Illustration: Adobe Stock

# OUR EFFORTS TO PROTECT THE BLUE PLANET

BY FELIX H. TSCHUDI

**Coming from a part of the world** with high environmental awareness the Tschudi Group is proud of its proactive approach to protecting the environment. In all our businesses, we strive to deliver environmentally friendly solutions whenever possible. Our code of ethics clearly states that we shall leave a positive footprint in all our activities.

There is always a history behind a development. My great grandfather started his journey into shipping more than a century ago with wind as propulsion. The business then was much about bringing kerosene, as one of the energy sources, from the production facilities to the consumers. The development and request for predictability and speed later led to investment into steam ships and the diesel/oil propelled ships. We may now reach a full circle with the present drive to reduce the dependency on oil and revert to wind. Throughout this journey, we as a family-owned company has also had our ventures aiming at increased efficiency, pollution prevention and above all waste reduction, which almost always makes both economical and environmental sense.

We are confident, that there will not be one single solution which will save the planet for future generations. It will be a combination of many. While seeking to develop these alternatives, there will be many ventures that will be tried, and

many will fail. That is part of the journey and is a cost that we as responsible investors and company owners should be prepared to shoulder together with others. Throughout the past decades we have taken several initiatives in different business areas aiming at contributing to a greener blue planet.

With some of these ventures we have been ahead of our time and not been the ones to reap the rewards, but by trying we have made our contribution to overall progress so that large challenges are finally being overcome. Below we have listed some of our initiatives:

Tschudi was a pioneer in building and operating combined carriers (OBOs) from the end of the 60ies. Such vessels contributed to reduced ballast legs, achieving as little as 14 % total ballast for a fleet of nine vessels, i.e. real waste reduction but the customers, the large charterers, were really not ready yet and not focused on the issue. We continued to operate OBOs until 2007.

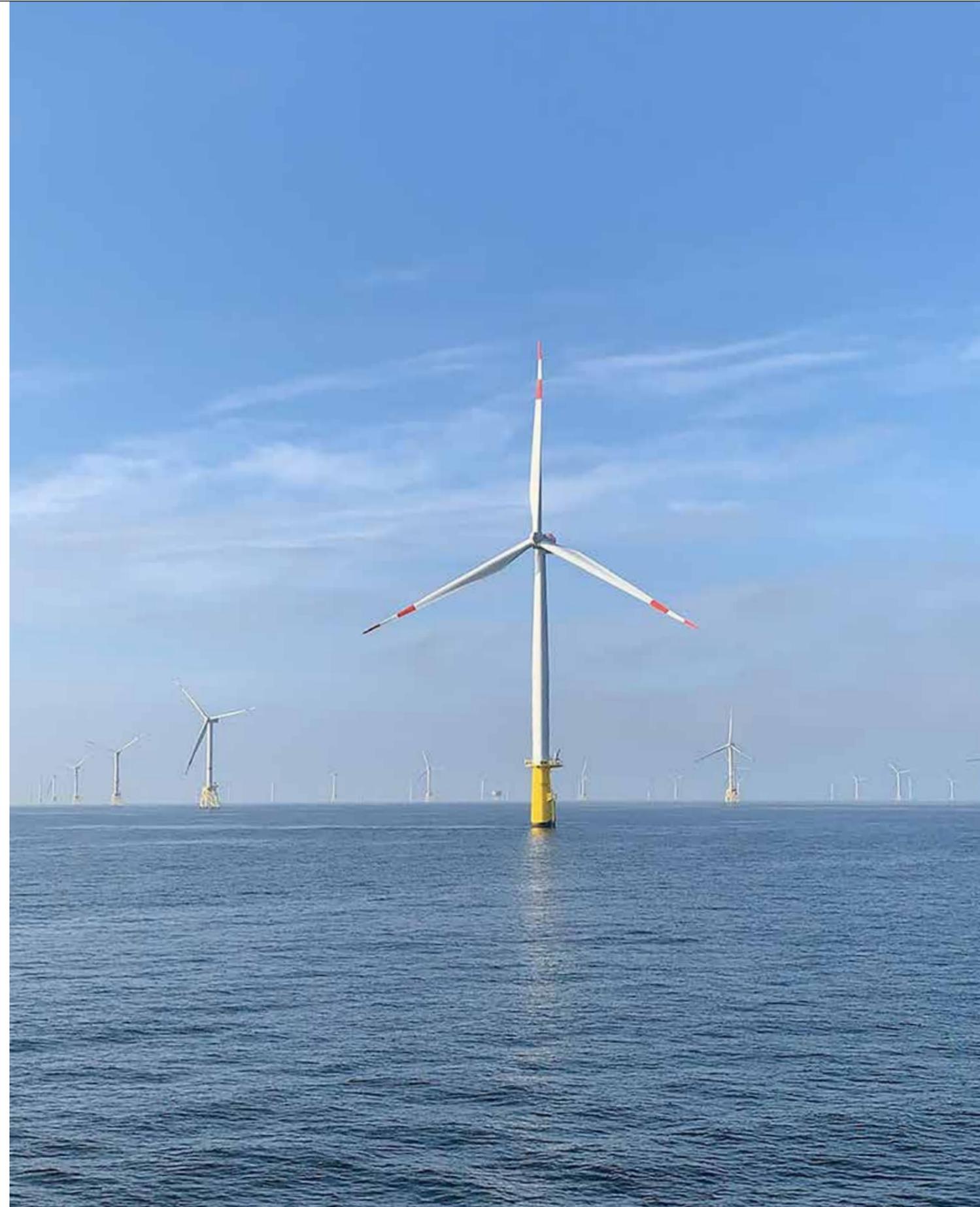
- Tschudi Logistics has for years been shifting cargoes from shore to sea and from road to rail if possible. Now with a detailed carbon footprint calculator to visualize the exact CO2 emissions for each transport.

## OUR EFFORTS TO PROTECT THE BLUE PLANET

- The Tschudi Group has been an early investor in two companies, the US based Synchronet for more than 15 years and lately, the Norwegian Swipload, to develop software and services for better utilization of empty trucks and containers, again aiming for waste reduction.
- Tschudi Bulk Terminals in Kirkenes invested early in sufficient shore power capacity, well suited for year-round lay-up solutions. Tschudi Bio Company focuses on sustainable processing of forestry waste. Biocoal or biocarbon production from sawmill waste replacing coke used in the metal processing industry is an efficient way of replacing large emissions of hydrocarbon-based CO2 with a renewable one. Alternatively, biocarbon can be permanently mixed into the ground as a permanent carbon sink while at the same time improving the growth capacity of agricultural soil - turning waste into something valuable and useful!
- Lately Boreal Maritim, with the assistance of Tschudi Ship Management (Norway and Estonia), has developed a hybrid, electric (battery)/ diesel, service vessel for the aquaculture industry. This vessel will limit emissions, when in operation with the diesel engine as a safety back-up only.
- Carbon capture technology - we invested too early, close to 20 years ago in CO2 capture technology (CCS) which at that time was not technically ready and above all, did not yet have a market. The technological platform now works and could be one of the winners of the coming ten years onshore for powerplants and industrial use but also by introducing carbon capture onboard. Maybe Tschudi Ship Management and Tschudi Logistics could provide some of the related services? Unfortunately, we are now small shareholders as the cost of keeping the option alive became too high while the political will and consequently the markets very slowly became ready.
- Tracetag (majority owned), synthetic DNA and microbead technologies for marking certain types of materials and fluids including oil e.g. for tracing oil spills. By connecting the physical with the digital Tracetag makes it possible to track and trace the origin of raw materials to stop illicit sourcing and counterfeits. Our original approach was the principle that the polluters shall pay. Now we see other applications such as identifying sanctioned cargoes by marking non-sanctioned ones.
- By investing in the US based Energy Recovery Inc. already 17 years ago, we invested in energy saving technology which made the production of fresh water by desalination much more energy efficient. Now the company's technology is being applied to a whole range of energy consuming activities worldwide ie. reducing the waste of energy.

**“We still want to invest with the legacy of our history and with the interest of the planet at heart.”**

Photo: Chevalier Floateis





# IMPLEMENTING GREEN MEASURES

BY LARS CHRISTIAN AASEN AND JON EDVARD SUNDNES, TSCHUDI SHIPPING COMPANY

## What are the primary benefits of greening up business?

Every business has a potential for introducing green solutions. Regardless of how one chooses to meet the green transition there is usually an environmental reward – be it small or large. Recent research shows that one of the major driving forces behind a company's implementation of green practices is to enhance its brand and, in this way gain a competitive advantage. A company's brand image weighs heavily on the decision to invest in green solutions. Research also suggests that consumers are 58% more likely to use a company's products or services, if they see that the business is mindful of its environmental impact.

In fact, the green agenda has become a major factor in how consumers buy. Customers are prepared to spend up to 20% more on environmentally friendly products and services. Furthermore, nine out of ten people would describe themselves as being an eco-friendly consumer.

Furthermore, research suggests that customers are more likely to buy from one company over another (assuming same price), if the business:

- Demonstrates environmentally friendly practices (90%)
- Promotes health and safety (88%)
- Supports fair labour and trade practices (87%)

## What should we consider when implementing green measures to the Tschudi Group?

We must aim to create value by understanding and addressing new customer needs. All companies need to evaluate how a changing and uncertain climate will affect customers, and consider how to better serve current and new markets.

We need to protect values by securing assets, operations, and suppliers. Most companies will benefit from evaluating and taking action now. Extreme weather conditions may also compromise infrastructure and disrupt supplies.

Whilst more expensive options may bring long-term savings and environmental benefits, there are also a range of simple green initiatives that could lead to short term gains.

Implementing the following green practices in our daily business can ensure eco-friendliness in our minds, whilst also providing the foundation for larger projects.

### 1. Embrace tech

Embrace relevant new technology to make your processes more efficient, less resource intensive and more sustainable. This will also make the business more resilient to future change. The Tschudi Group is already well on its way with this, particularly spurred on by the Covid-19 pandemic.

### 2. Green our supply chain and services

Review your supply chain and try to use local suppliers that also have sustainability at their heart. Consider how we can redesign or replace aspects of our services with more eco-friendly alternatives and end up with an improved product that you could promote as eco-friendly. There's a huge and increasing market for eco services!

### 3. Reduce energy and resource use

Use resources and energy more efficiently. Everyone should actively think about every aspect of their working day. There will likely be lots of small changes which can make a difference and save money. Larger energy users should closely monitor and improve the use of equipment and processes and replace/renew where required.

### 4. Increased need for integrated reporting

The new "Transparency Act" targets sustainability (ESG) and convert guidelines and recommendations earlier known from areas such as corporate governance, corporate social responsibility and SHEQ into legislative requirements. This change together with the introduction of the EU taxonomy classification system adds further momentum to the green shift and sustainability development.

An increasingly important aspect of the green shift is the increased requirements for reporting, internally and externally, and for customers to incorporate the data into their own reports. We believe that it will be crucial for the growth of our business how we in the Tschudi Group succeed at this integration with our customers. As the green shift progresses and the experience of monitoring ESG parameters develop, we will see a continuous and dynamic tightening of the reporting and documentation requirements. Who manages to follow and adapt to these changes will make the difference between the winners and the losers of tomorrow. The Tschudi Group will work to be among the winners by supporting our customers with the data required for them to stay ahead of the curve. This will require an intensive effort on our part to stay informed and compliant within this very dynamic world of changing rules and regulations.

### Conclusion

Above all, the green shift is existential, - it's not a fad and it will not go away! Attempts at green washing will be unmasked and backfire sooner rather than later. In our view those who take it seriously and live up to their aspirations will be rewarded. This is not only about short-term emission reductions, but about adopting the right attitudes for the long-term mitigation of climate change. We might as well get it right just from the beginning!

# Our DNA

BY CELIA M. LINDQVIST, TSCHUDI SHIPPING COMPANY

An organization's core values should be the foundation of why a company exists. Core values define your business' priorities and shape your company culture. They determine how you conduct business and how you treat colleagues and clients.

While working by your company's core values, they become even more important during a time of crisis. Unfortunately, when a crisis hits it's easy to get stuck in survival mode and values often appear to go in separate directions.

For that reason, it's more important than ever to emphasize your core values during difficult times, when they matter most. Staying aligned with company values and putting humanity first during times of crisis, will inspire loyalty that can help a brand weather the storm.

But how can times like this create opportunities and be positive for business? Our Group core values - proactive, commitment and respect - all play an important part.

**Be proactive:** Understand markets so that we can offer our customers the right services and products. Focus on being ahead of competitors. Clearly communicate that we offer what clients really want. Create opportunities, keep an eye on new markets and strengthen our position in the market. Try to foresee potential obstacles or problems in order to steer clear or have alternative solutions ready at hand. If we need to communicate a problem we should also be ready with the solution.

**Be committed:** recognize what is important to our customers. Find out whether our customers' needs have changed in challenging periods. By being dedicated and able to deliver their needs, we have the ability to maximize customer loyalty and minimize the number of lost customers.

**Show respect:** In times of crisis, more than ever, businesses need to lead by example and be compassionate to their employees and customers. It is not always easy to stick to normal working hours - extraordinary times require extraordinary solutions including how to combine work and home! By showing utmost respect to employees, a company is likely to have a low staff turnover. Workforce stability has shown to improve productivity in an organization which generates good returns.



The Tschudi Group values are based on a solid foundation of four generations. We are a company with very long traditions and are proud of the family history from 1883.

After a long career, third generation Captain Henry F. Tschudi still maintained that a company's key to success is attributed to our common values.

We always have to be prepared to adapt to changing and challenging times. However, keeping the core values is essential while adapting products and services to the current business environment and what the market wants.

#### Creating value by daring to be different

The Tschudi Group's ambition is to be innovative and present customers with alternative and effective solutions while always maintaining the personal touch which our company has become renowned for.

Our vision "creating value by daring to be different" is all about finding alternative solutions and is something which has prevailed throughout the generations. We make sure we are different and interesting to do business with and serve customers above their expectations.

## Look at the stars!

Our ability to solve the task at hand  
(54 responses)



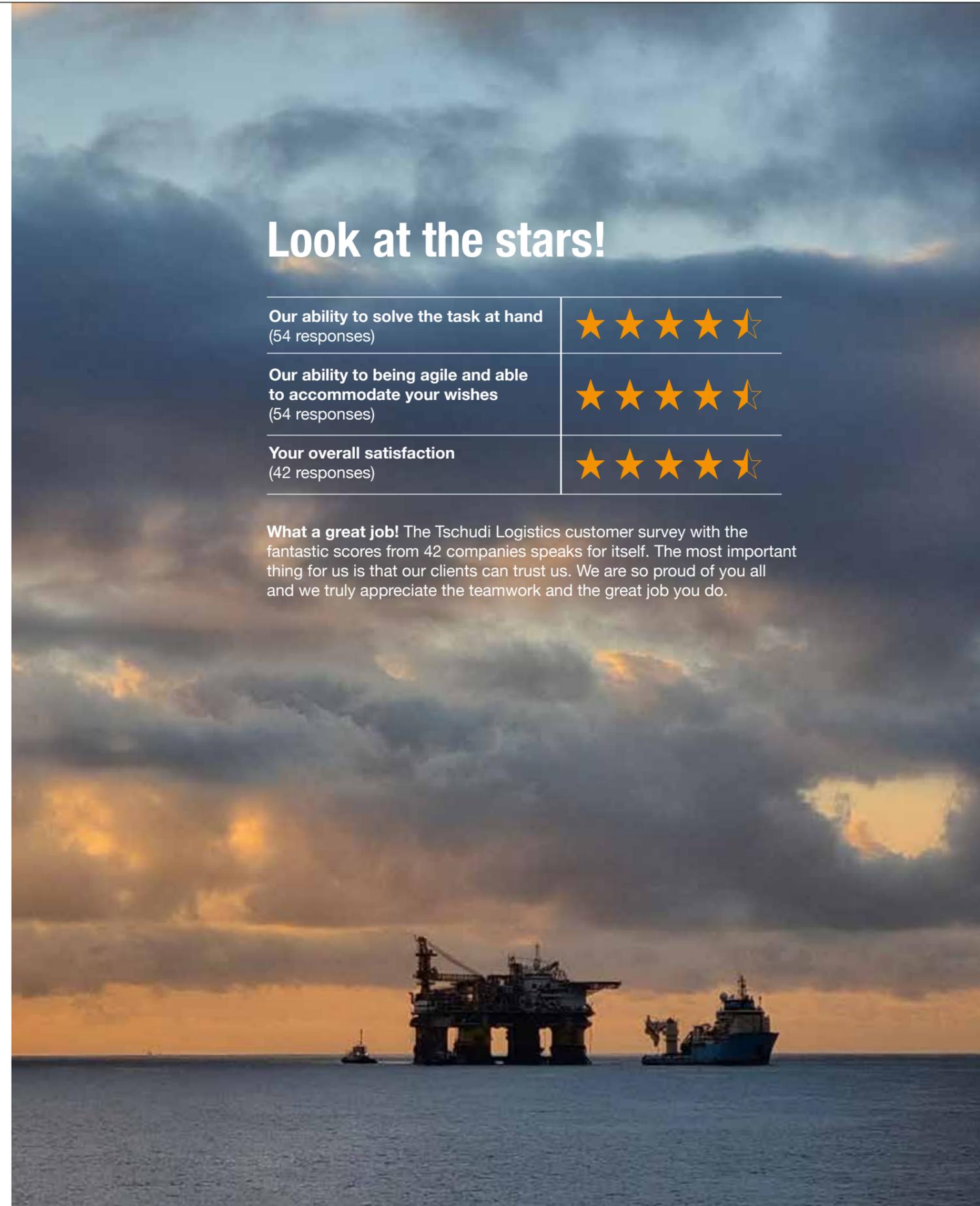
Our ability to being agile and able to accommodate your wishes  
(54 responses)



Your overall satisfaction  
(42 responses)



**What a great job!** The Tschudi Logistics customer survey with the fantastic scores from 42 companies speaks for itself. The most important thing for us is that our clients can trust us. We are so proud of you all and we truly appreciate the teamwork and the great job you do.



## CAPTAIN IEVGEN VEDERNYKOV



### – big heart and big endeavours

BY MAREK KOTSULIM, TSCHUDI SHIP MANAGEMENT, ESTONIA

**Capt. Ievgen** started onboard **DP Gezina** on 2014 as the Second Mate. His boundless enthusiasm and positive outlook on life were illuminated from that very first day on. The working environment on board a vessel really appreciates such mindset, as the crew has to be rather self-sufficient at all times. Owing to his stellar characteristics he quickly earned the respect of the people around him and acquired the airs of a very warm colleague.

“Yes, can do, no problem,” is the statement you can immediately recognize Ievgen by, even if you’ve never been personally introduced to him.

He started his only third season onboard as the Master of the vessel, and that brought to light further characteristics, distinguishing a great Captain – superb self-management and overall managerial skills in a crisis situation, finding prompt solutions to any unexpected issues, etc. One might argue, that what has been mentioned here should be a part of any master’s skillset, but life and onboard practice has proved otherwise. The effectiveness of his day-to-day work were so frequently praised by the charterers that it developed into a kind of routine chorus or hymn for the Owners and the Managers.

There’s plenty of Ievgen to go around. You may first meet him as the Captain, but do not be alarmed if you find the same man a minute later scrubbing the vessel’s tanks or pre-

paring the soup for the crew in the galley. He’s the heart and soul of the crew – he’s by your side until you’ve done needing him and then returns to make sure there’s nothing else, he could do for you. He is very much hands-on – smooth leisurely routine is not fun for him.

Once the sails are packed away, you’ll meet Ievgen taking his son to school, fetching his daughter from the kindergarten or prepping a dinner for his family. He’s always around and about.

He does not need overly hefty tutorials to take on a new assignment – just point him in the general direction of a forest with nice tall trees and you’ll be sailing a freshly carved boat in no time.

Ievgen cares. He actually does care how your Saturday and Sunday went and if you – by any chance – did not need his help in anything.

By now Ievgen, as a Captain, has led by example and paved the way to many, who have worked or merely collaborated with him. What defines these people is that they are both grateful as well as very sound sleepers – knowing that Ievgen is at the wheel is all it takes. Many Mates he has supervised are now Captains.

Thank you, Ievgen!



### 50 years of loyalty

**ETO Nikolay Kovalev** has been with us since 1972. A 50-year career is impressive and shows much admired dedication. We, and his team, cannot praise him enough. Nicolay started working for the Estonian Shipping Company (ESCO) right after graduating from Makarovs Leningrad Higher Marine Academy. When Tschudi became the sole owners of ESCO in August 2002, he was happy to continue with Tschudi Ship Management. He gives his maximum both professionally and privately – he is a reliable, caring and very trustworthy person.



## TRIBUTE TO CAPTAIN HENRY F. TSCHUDI

*We received the sad news on 2nd December that Captain Henry F. Tschudi had passed away. At an age of 95 years, he enjoyed amazingly good health up until he was suddenly taken ill. We send our deepest condolences to the Tschudi family.*

BY CELIA M. LINDQVIST, TSCHUDI SHIPPING COMPANY

As third generation part-owner of Tschudi & Eitzen, Captain Tschudi was engaged in shipping from 1945 – 1992, starting as a deckhand working his way up to become Captain and from 1959 in the main office in Oslo.

He once quoted “My father and grandfather both pursued maritime careers whether afloat or ashore in our family ship-owning company Tschudi & Eitzen, and it was therefore natural for me to follow family traditions.”

After retiring, Captain Tschudi continued as a central figure in the Tschudi Group and was a regular visitor to “his office” at Lysaker. He was always keen to hear the latest about our activities and tell stories of his sea-life and career in our company.

Every year up until Covid-19 regulations, he also hosted an annual Christmas lunch for retired employees at Lysaker.

This was always a well-attended and popular event – the highlight being the book lottery with the winning ticket being carefully chosen from his hat, worn specially for the occasion!

Captain Tschudi’s long maritime career has often been referred to in our Tschudi Tribune and we remember his comment made on the 125th Anniversary of Tschudi: “In the course of 125 years, it is fascinating to look back and think of all the people who have contributed to the company and all those who have passed into history.”

One thing is for sure, Captain Henry F. Tschudi will not sink into oblivion in the Tschudi history – he will always stand out as one of the great contributors to the company. He will be greatly missed.

*When interviewed in 2011, Captain Henry F. Tschudi gladly shared the most memorable events from his career:*

“In 1959 when I started my career ashore in Tschudi & Eitzen, there were three ships in operation and three idle - in other words, “bad times “.

A few years later in 1964, an exciting opportunity arose which resulted in a new Tschudi & Eitzen venture, transshipment of oil, also referred to as ship-to-ship transfer (STS). Due to the depressed market, the Pakistan National Oil Company had circulated a contract for the transport of “clean” and “dirty” oil products in the market for several months. This contract covered the transport of 375 000 tons of refined oil products from Kuwait and approx. 560 000 tons fuel oil from Priolo, Sicilia in 24.000 dwt vessels to the estuary of the River Kamapuli at Chittagong in East Pakistan (now Bangladesh). Due to the shallow river, it was necessary to transship at the mouth of the river into smaller 16.000 dwt vessels and part load with 8.000 tons oil in order to be able to sail up the river and access the port of Chittagong.

There had been virtually no interest in this contract and my brother Hans (who was then a tanker broker with Lorentzen Chartering) and I decided to fly to East Pakistan to negotiate the contract. We soon saw this as an interesting business venture as we already had M/T Sibella (24.000 dwt) in our fleet which could be used. During negotiations with the Pakistanis, we concluded that we would purchase, at a low second hand market, two additional 24.000 dwt vessels: M/T Sitakund and M/T Sidacca and three 16.000 dwt vessels: M/T Sisangu, M/T Sigupta and M/T Siponto.

When the 2-year Chittagong contract was completed, the Suez crisis had arisen and the canal subsequently closed, the market peaked, and the vessels sold at a good profit. We were however able to use the 3 new tugs Sinader, Sistella and Sinni and 3 barges, already contracted for this operation, for conventional salvage and tonnage. This was the starting point for our well-known Dutch company International Transport Contractors (ITC), later renamed to Tschudi Offshore & Towage.

During this period, another exciting new venture arose. The three OBOs Siboen, Siboto and Sibotre (72 500 tons –



The late Felix H. Tschudi (second left) and Captain Henry F. Tschudi (middle) with Officers sailing M/S Simara from Rotterdam to New York, 1957.

Panamax size) were contracted. The first was delivered in 1968. Tschudi & Eitzen was one of the pioneers in operating the combinations carriers for ore, bulk and oil.

One other thing I would like to mention is my idea for new tug and barge projects – well, my idea actually did not materialize but in the end resulted in the conversion of the tanker Ventura España into one of the first submersible heavy-lift vessels – an extremely exciting concept.

The vessel was renamed Sibig Ventura and classified as the world’s largest of its kind. Sibig Ventura attracted a lot of attention and was given international media coverage in 1968 for the transportation of the two halves of the protective barrier for the Ekofisk storage tank from Rotterdam to Norway. Later Sibig Ventura transported an Aframax cut in two from Greece to Korea.”



Proactive ladies from left, Merit Rõuk, Kyllike Kotsulim and Elina Mihhalski.

# QUICK ACTIONS TO KEEP BUSINESS GOING

BY KYLLIKE KOTSULIM, TSCHUDI FINANCIAL SERVICES, ESTONA

On 12th of March 2020 the Estonian government declared an emergency situation in the country due to Covid-19. The companies started to reorganize their work and send employees to home offices, public places were closed and the whole situation was alarming and insecure.

It was obvious, that principal decisions of how to continue our work needed to be taken quickly. With less than an hour the managements of all Tschudi Estonian companies formed a quick and solid decision to move the work to home offices. We had only one day to fully reorganize the work procedures, set the principles for home offices and communicate it all to employees. At the same time, we needed to be sure that we

had the necessary tools in place, including the connections and equipment. Gladly it appeared, that technically wise we were more ready for distance work than we had expected. As we had just introduced MS Teams it became the main channel for our everyday communication.

While being at home offices, we realized the urgent need for some new e-procedures suitable for distance work. A good example is an accounting e-archive. The idea had been on the table for some time, but there were always some extra "buts", which stopped the implementation. Suddenly there was no time for endless assessment of pros and cons. We just implemented the procedure and started to use it. And it worked!

Obviously, we have developed it further during the time and soon it will be migrated into a new platform, but the main content and setup has remained the same.

Quick decisions are often the best ones. And even if they are not, it is important to get the ball running and finetune it

**"If something so natural as meeting other people is suddenly taken away, one realizes its actual value and benefits"**

on the road. Extreme circumstances make you act quickly and efficiently with no unnecessary fussiness around the decision making. Hopefully this is one of the good things we can take with us from this challenging period.

Compared with pre-covid time, some of our behaviors have changed completely and probably forever. Not long ago, it was not a problem to come to the office with slight cough, running nose or even modest fever. Now, such behavior is considered fully intolerable and irresponsible towards oneself and the others. We have become more attentive towards the health of our own and the others' and realized the actual need to take off some time to fully recover.

Although we adapted very well with the new situation, we have also realized some serious setbacks. Distance work may function well for some time, especially if there is no other alternative. However, it also has its downsides, such as lack of actual communication, the increasing feeling of being left aside, struggles to find motivation, blurred boundaries between work and private life etc. If something so natural as meeting other people is suddenly taken away, one realizes its actual value and benefits.

Communication with colleagues, cooperation, teamwork and synergies created at workplace by just meeting people and working together in the same room are unique and valuable. It is something, that cannot be achieved from distance or via screens. Our routines will probably never be completely the same as they used to be, hence our challenge now is to restore the good things from the past and fit them into the "new normal".



## COLLEAGUES IN THE SKY

BY CELIA M. LINDQVIST,  
TSCHUDI SHIPPING COMPANY

Employee surveys offer several benefits including: opening lines of communication, improving morale, highlighting problem areas and more!

A recent survey among our Logistics employees gave very positive feedback. Also showing that 95% were "happy at work"!

However, when results indicated that there was room for improvement with the information flow across the Group, we took action!

We are already spread over many countries but now, with the Covid pandemic forcing the majority to work from home, there was an additional need to strengthen the Tschudi "team" spirit. So how could this be done?

With Teams and Zoom already now a regular part of our business lives we chose to go along these lines. All Group employees were therefore invited to a "Tschudi Update and Kahoot" Zoom. Thus, our previously written "Covid" letter was replaced by a verbal update from Felix, Jon Edvard and Peter.

Based on the enthusiastic feedback from the first session this has now been established as a regular event. Kahoot is popular especially when our internal company teams are competing against each other for a place on the podium! Questions are generally Tschudi related, focusing on our individual sectors, countries and cultures.

These sessions are well attended and have definitely brought us closer together as a Group. Going forward we will continue with regular Zooms to give all employees updates about the latest developments in each business sector.



*Christian Klemmetsen, Stig Rich Pedersen from Tschudi Logistics and Steinar Taaffjord from Saferoad AS.*

## Expanding in Oslo

BY TANJA SMITH, TSCHUDI LOGISTICS, DENMARK

**Continuous success** for the Scandinavian logistics provider paves the way for new adventures on familiar grounds. Tschudi Logistics Norway expanded its area of business, and can now provide solutions for project transports, like the rest of the Tschudi Logistics group. Stig Rich Pedersen will be head of the new Project Cargo Department.

Tschudi Logistics' office is located on Furuset in Oslo. The office currently employs a tightly knitted team that works intensively with import of alcohol to Norway. The business has been striving for many years, but as an effect of the market developments Christian Klemmetsen, who is the Managing Director, now believes it is time to further expand the services:

"Our main area of business here in Oslo is currently import of alcohol. However, we also work closely, on a daily basis, with our colleagues from the other Tschudi Logistics offices. Our teams collaborate on various tasks related to all kinds of logistical projects; we especially assist in relation to solving large project transports worldwide. This means that we are in tune with the industry. The plan to expand the service portfolio here in Norway has been long underway, and postponed due to Covid-19, but now the market opportunities seem to be fitting." Says Christian Klemmetsen.

Our new colleague Stig Rich Pedersen will drive the Project Cargo department.

Stig will be the front figure for the Norwegian Project Cargo Department. With his many years of experience from the industry, Stig is the perfect fit for establishing the new department. Stig draws on a diversified range of competencies from the Project Cargo industry, including chartering and ship agency.

"I have worked intensively with large projects for the past 16 years. I look forward to developing the business here in Norway, and I am sure that there will be plenty of tasks for us to solve. I believe the setup of collaborating offices across borders and Tschudi sister companies form a strong underlying basis for us to build from." Stig Pedersen says.

## Long train running – from Israel to Denmark

BY CELIA M. LINDQVIST, TSCHUDI SHIPPING COMPANY

Tschudi Logistics specialise in providing transport solutions for a wide range of cargoes and destinations. One of our many successful projects was the delivery of IC3 train sets to Denmark.

Some 30 years ago the exact same Danish train sets had been exported to Israel. Now after many years of service we were to bring them back “home” to Denmark.

With Scandia, which originally supplied the trains to DSB, now closed it meant that parts were no longer available. As the Israeli train sets are basically identical to the IC3 trains, DSB started to look into purchasing two sets and reuse the parts.

When the agreement with Israel Railways was finalised, DSB contacted our Danish logistics team to handle the transport from Israel to Denmark.

An already complex project faced

added complications with the onset of Covid-19. To be onsite for dismantling the trains meant coping with restricted entry to Israel and facing subsequent quarantine. With conditions changing all the time, it was necessary to keep in close contact with various authorities - including the Israeli Embassy and the Danish Consulate.

The return journey started in the Port of Ashdod. Here the carriages were lifted by bogies and placed in special transport brackets for sea transport – just like when the train sets arrived in Israel 30 years earlier.

After a long sea journey our special cargo arrived safely in the Port of Grenaa. From there, the final part of the trains’ homecoming was by road to various destinations in Denmark. Our thorough planning and execution by sea and road brought them safely back home.



“Our planning and execution brought the trains safely back home.”

Homeward bound after 30 years.

## Another impressive delivery

**Five oversized tanks**, which are more than 20 metres long with a diameter of 5 metres, have been successfully transported from Bürgstadt, Germany to Kokstad in Norway.

The Tschudi team in Denmark has arranged the full multimodal logistical setup for the transport. This includes loading the tanks onto barge in Germany, re-loading in Rotterdam from barge to vessel, and finally trucking for the last part of the journey, from Port in Bergen to delivery site in Kokstad in Norway.



Transport of brewery tanks on land, via river and overseas



From the left Stian Rustad (24 SevenOffice) and Stian Vere (Swipload).

## Tschudi Logistics keeping up with the times!

BY CELIA M. LINDQVIST, TSCHUDI SHIPPING COMPANY

**With the investor trio** of Tschudi Logistics, R-Venture and DSS, the Norwegian company Swipload welcomes new owners and capital for future growth.

Swipload is a digital solution connecting transport buyers with quality-certified Norwegian carriers across the country. It is also a solution that will help reduce the transport industry's environmental footprint, and at the same time be a technological driver for the industry to operate more efficiently and purposefully.

Tschudi Logistics' Managing Director Eskil Ødegaard comments on their acquisition and importance of keeping up with digitalisation: *"We quickly found out that Swipload was something we wanted to be a part of, and we are confident in the potential of both the solution and the market. If you as a freight forwarder do not keep up with the digitalisation trend, you may risk being left behind."*

*There are two other incredibly exciting partners on the team here, which is of course very positive. I also experience a*

*good match among the other investors. This is a good foundation for what we will achieve together in the future."*

All three owners want to participate actively in building Swipload into Norway's and Scandinavia's leading company for transport procurement and digital brokerage. The trio believe the solution launched will play a major role in the future way of ordering and managing transport assignments.

With only a few clicks those looking for transport can access a growing number of carriers across the country. Not only is this quickly accessible - you can also find carriers that deliver tailor-made services according to your needs. For those using several different transport companies, Swipload offers a seamless solution and a one-point-of-entry for procurement.

This saves time on manual brokerage by phone and email and gives buyers an easier and better overview. Swipload contributes to increased earnings and more efficient utilization of vehicle fleets. Further plans are also to

include the development of a separate CO2 overview for each transport.

A recent announcement, receiving extensive media coverage, is the award of NOK 10,2 million from the Norwegian Research Council. Swipload informs that this funding will be used specifically for product development.

This project will test various technologies with innovative digital solutions to encourage the logistics and transport sector to adapt to the green shift. Another "green" project "Swipload Next" is to use AI systems to replace the current manual operation related to traditional transport brokerage. Additional services will include emission monitoring and optimization of routes and use of heavy goods vehicles.

*"We develop software to make daily tasks more efficient and structured for transport companies, charterers and cargo owners. It's good for everyone's finances, and good for the environment"* comments Stian Vere, Swipload.

Great to get together again.

## Sharing together

BY TANJA SMITH,  
TSCHUDI LOGISTICS, DENMARK

Like the rest of the world, all our offices have been impacted by the Covid-19 pandemic, especially with regards to socializing amongst colleagues. This has meant that we, like many others, have not met most of our colleagues face-to-face for a very long time. However, in October 2021 we succeeded in hosting an internal event for the logistics team in Szczecin, Poland.



Nine of our offices were represented at the gathering, and we made good use of the great turn up by establishing work groups cross offices. The groups had fruitful discussions about the current situation and market - to share valuable experiences and knowledge. Further, future possibilities and threads were debated. After the seminar we were all invited to visit the new office in Szczecin, located near the port and city centre.

The gathering was a positive reminder, that while online communication is convenient and easy - meeting in person lead to stronger, more meaningful business relationships. The gathering enabled us to focus on the human connection, while being fully present, and free from distractions.

## Back in Poland

BY TANJA SMITH, TSCHUDI LOGISTICS, DENMARK

We are pleased to announce that Tschudi Logistics Group has re-opened a branch office in Poland, where we successfully started our business some years ago. Located in the heart of Szczecin, our new office will serve the customers across the country.

Poland was always very important for the Tschudi Group. Originally the office in Poland was formed to run the shortsea container lines, and within a short period became one of the most important players on the Polish market. Later, due to the global economic situation in 2015, our container lines were merged with Danish Unifeeder including our Polish office. Despite the fact that we lost the container business, Tschudi Logistics remained successful, offering the customers transport of project cargos and the regular international forwarding.

Today we feel strong and confident to re-build our structures in Poland. Our Polish office will follow the group

strategy. We will focus our efforts on building the strong organization, appreciated by the customers and partners. Today, the Polish team focuses its activity on the project forwarding and road transport services. The main service areas for the Tschudi Logistics Group. Despite the fact, that the office was firstly started during difficult times of COVID19 pandemic it has quickly found its place on the Polish market.

"It has been hard work and there is still a long way to go, but the results of the first ten months confirmed that re-opening the office was a right decision" says Marek Wiese, Managing Director Tschudi Logistics Poland.

We are also establishing Tschudi Ship Management in Poland. Providing logistics and ship management services, we can offer customers, particularly in offshore wind, a more comprehensive "package".



OUR FIRST 10 MONTHS  
OF BUSINESS



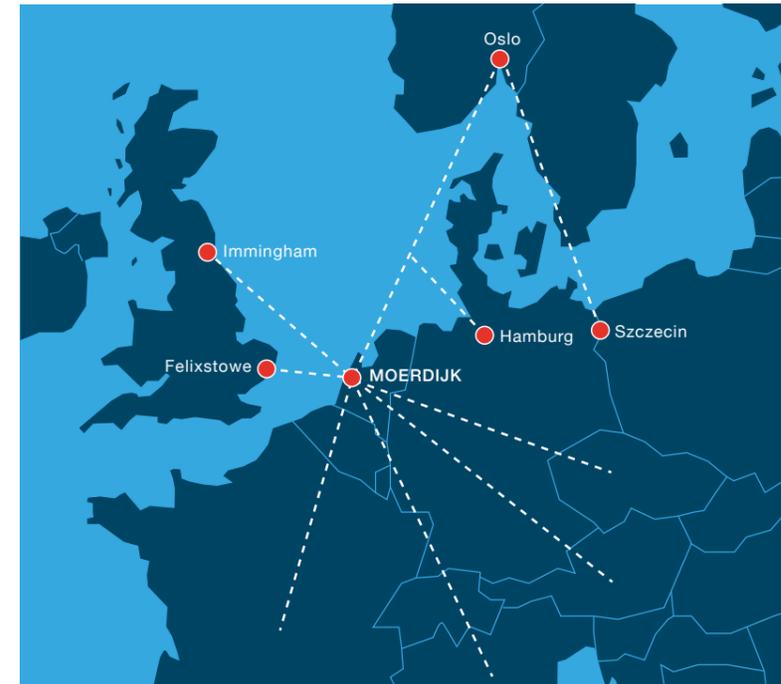
300  
SHIPMENTS COMPLETED  
TO 20 COUNTRIES



50  
LARGER PROJECTS  
EXECUTED



3.298.2525 kg  
LARGER PROJECTS  
EXECUTED



## New location in the Netherlands

BY CELIA M. LINDQVIST, TSCHUDI SHIPPING COMPANY

We are well represented in Europe, Asia and Africa. Our Rotterdam Logistics office opened in 2019 and since then business has been thriving! The initial focus was on importing beverages from all over Europe to Norway. With many years' experience and close relations to various wine and spirit providers, a logical step was to expand our services to also include beverage distribution to Denmark, Sweden and Finland.

Our fast-growing Dutch team is now relocating to a new, larger office in Moerdijk. The choice of Moerdijk is of course not coincidental!

From Moerdijk, a growing number of short-sea connections take you directly to every corner of Europe: from the Baltic States and Scandinavia to England, Ireland, Portugal and Spain. The Port of Moerdijk is committed to

making the port more sustainable with focus on promoting the modal shift and expanding the short-sea network. Further, Moerdijk has a wide range of railway connections direct from its outgoing terminal. European economic hubs are served regularly by the Moerdijk-Antwerp rail link and the Green Xpress Network.

Combining water transport and rail leads to less truck traffic and congestion on the road, also reducing CO2 emissions substantially. Avoiding congested motorways around Rotterdam, we can optimize deliveries and planning.

From our new premises, we can offer our customers an even better service - in terms of access to more transportation options and warehouse space.



Eskil Ødegaard.

## New alliance

With almost 200 members and over 100 countries, we are pleased that Tschudi Logistics has been welcomed as members to the Project Logistics Alliance. Through our memberships our local logistics offices will represent Denmark, Finland and China.

By joining we benefit from an independent network distinguished by the quality of its members - an alliance established by highly experienced project freight forwarders in order to build on the expertise and unique knowledge they jointly possess. We are naturally very pleased to have our impressive projects shared through this network. When interviewed by the Project Cargo Weekly, our Tschudi Logistics Holding CEO, Eskil Ødegaard commented:

"At Tschudi Logistics Group we are always growing our global reach, most recently with the opening of our office in Mozambique. To further support our international presence, we believe it is crucial to stay on top of the latest trends as well as to meet prospective partners and clients. A network like CLC Projects is ideal for exactly that, and we are also members of the Project Logistics Alliance."

*Project Cargo Weekly* is an e-newsletter with over 40 000 recipients worldwide. It belongs to the CLC Projects Group of companies which is a professional shipping network covering some 240 members in 135 countries worldwide.



## More wine, better service

BY CHRISTIAN KLEMMETSEN, TSCHUDI LOGISTICS, NORWAY

**The Norwegian Vinmonopolet** (Wine Store) is selling more and is busier than ever! In 2021, they had a growth of 2,5%, amounting to 2,9 million litres compared to 2020. Their Communications Manager, Jens Nordahl comments: "2021, with the highest sales volume ever, is certainly a year for the history books!"

Recent growth relates to prevailing corona restrictions with reduced foreign travel and tax-free purchases, plus "lock-down" conditions in many countries.

With such increased demand one of the most important factors is ensuring bottles arrive safely and when required on the shelves! This is something Tschudi Logistics knows all about.

Our logistics team has over 25 years' experience from successfully ordering alcoholic beverages, organising transportation from all over Europe and finally receiving deliveries by truck in Oslo for storage or further distribution.

Challenging times however also put extra pressure on the transport of an already very fragile and often very

valuable cargo – one which requires appropriate packing, correct temperature, reliable and efficient transport.

More than ever we have been dependent on good teamwork, detailed planning and dedicated drivers on the road to ensure that wines are safely delivered.

We are therefore very proud of the seamless cooperation between are Norwegian and Dutch teams. We are fully aware of the importance of each cargo. We ensure that companies have a direct contact person handling everything from route surveys to the actual transport and tax returns. Our personal service combined with a "full package" contributes to customer satisfaction.

Our Dutch team recently moved from Rotterdam to offices in Moerdijk. From our new premises, we can offer our customers an even better service - in terms of access to more transportation options and warehouse space.

We already have experienced the



Eskil and Christian at work.



### FACTS:

- Increased volumes by 30%
- Italy increased 45%
- Approx 51 million bottles transported in 2021

advantages of our new location. Alternative storage in Moerdijk is a perfect "back-up" solution if necessary to relieve storage space in Oslo. Also, we have averted critical situations of late deliveries and "out of stock" situations, by collecting containers stranded in Hamburg and Antwerp to then ship them via Moerdijk to Norway.

2021 has definitely been a strange year, but for beverages, a lot of good and rare wines have been purchased. And vintage wines naturally get the treatment they deserve!

The oldest wine transported in 2021 was a 1920 Spanish Vega Sicilia. First, our team had to organise 3 minivans in Barcelona to accommodate the 6 pallets of wine before loading the precious cargo for trailer transport to Moerdijk. In port, it was then loaded into a thermo container for shipment to Oslo.

If already consumed, we hope the wine was enjoyed – cheers to all involved!



Good colleagues in Odessa; Oleg, Olga and Anastasiia.

## Our Oleg appointed Consul

BY CELIA M. LINDQVIST, TSCHUDI SHIPPING COMPANY

We congratulate our colleague Oleg Fomychov on the appointment to serve as the Royal Norwegian Honorary Consul in Odessa, Ukraine. This is a great honour for Oleg and also the Tschudi Group.

This appointment came in conjunction with Norway opening an Honorary Consulate in Odessa, the third largest city in Ukraine, and an important Black Sea port.

Our colleagues in Odessa were also invited to move into the same premises as the Royal Norwegian Consulate. Sharing offices, our Tschudi Ship Management team will be in the advantageous position to strengthen relations and further develop their crewing business.

At the opening, the Ambassador commented: "This is the first Honorary

Consulate of Norway in Ukraine. The main tasks of Honorary Consul Oleg Fomychov will be the protection and assistance to Norwegian citizens who live in Ukraine or visit this country, as well as the development of friendship between our countries."

However due to developments in Ukraine (when going to print), Oleg's role and duties are now sadly different from those originally intended for his new appointment.

The situation in Ukraine has an emotional impact on all of us but, most of all on our Ukrainian colleagues, their families, friends and the people living in Ukraine.

Oleg's daily work has been supporting our colleagues in Odessa and ensuring our seafarer's wellbeing, and safety. Together with our Ukrainian

colleagues, he has maintained close contact with all our seafarers, and offered them and their families assistance for transport, to the extent that we have been able.

In addition, Oleg has organised various humanitarian projects to bring people to safety and allow aid to reach the Ukrainian people.

Projects have also involved Tschudi employees from several offices and our colleagues' enthusiasm and willingness to help those in need, has been greatly appreciated.



Spick and span, ready to sail!

Photo: Martin Kruus



## Oh so grand!

BY CELIA M. LINDQVIST, TSCHUDI SHIPPING COMPANY

Throughout the past months Tschudi Ship Management has increased their managed fleet with a variety of vessels.

One particular addition, and within a new sector, is the cruise passenger vessel Astoria Grande. After taking her over in Tallinn, changing the flag, vessel's name, ownership and preparing her, she sailed from Estonia to Turkey.

We are pleased to continue with her under our management and we will do our utmost to look after her well, both technically and by providing a stable and skilled crew.

Welcome!



Full activity on Atlantica Delta.

Photo: Martin Kruus

## Going with the wind

BY **KATRIN SAAR**, TSCHUDI SHIP MANAGEMENT, ESTONIA

**Tschudi Ship Management (TSM)** spent the first days of February attending the Estonian Wind Energy Conference 2022 in Tallinn. Here we were given the opportunity to promote Tschudi.

Estonian wind energy is getting ready to spread its wings. We have been on this path for some years now, taking slow, calculated steps (the favourite joke among our southern brothers in Latvia and Lithuania of Estonians being slow) and are now gearing up to dive in headfirst.

The 2-day conference gave all participants ample opportunity to learn

from Dutch, British and Scottish offshore wind experience and get invaluable insight from Vestas. And of course, share our own.

For TSM, having been in offshore wind support since 2013, rather know the drill. Contributing to viable solutions, that enable the projects to be completed not only successfully, but sometimes 2-4 months ahead of time. We are where the wind is, and our clients are.

Thank you to the Estonian Wind Power Association and all others involved for enabling this opportunity.



A great place to meet old friends – future partners.

## One step up in the offshore industry

BY **PAUL MENGELDER**, TSCHUDI SHIP MANAGEMENT, THE NETHERLANDS

**Based on our earlier experience** and co-operation with tender drill barge “Bassdrill Alpha”, Tschudi Ship Management was awarded the technical and crew management of the “Atlantica Delta” for the intended lay-up period. Our experience with “Bassdrill Alpha”, dates back to 2018 and started with arrival in Santa Cruz de Tenerife and lasted until the barge was sold end 2020. After that we continued to assist the new owners with tow preparations and towage approval until it left Tenerife.

It was therefore a great honour to be contacted again – this time for lay-up management of the semi-sub tender drill rig “Atlantica Delta”. The rig had been saved from the torches and transferred ownership to new owners. We congratulate ATDL Delta Ltd. with their successful acquisition of this sophisticated vessel.

Safely moored in Santa de Cruz, Tenerife “Atlantica Delta” will remain in warm lay-up, to be re-activated as soon as the market allows.

“Atlantica Delta” and the lay-up crew were a welcome addition to our managed tonnage and personnel, and from barge to semi-sub, a step up in our services to the offshore industry.

Now that the drill is groomed for the hot market, it will be managed by another company with relevant drilling experience. We appreciate the trust given during the initial lay-up.

## The Eagle has landed

**The global transition to low carbon and renewable energy is happening now, with offshore wind playing a central role.**

As offshore wind farms and installations continue to increase in size and complexity, even more focus will be on maintaining safe and efficient operations.

We are active in and support the offshore wind sector, particularly with Tschudi Ship Management. Further recognition of their expertise and good reputation in the market was their recent cooperation on the innovative offshore Eagle-Access project. We greatly appreciate the trust given to participate in this exciting "first".

Having supported Eagle-Access with their revolutionary new access system, Paul Mengelder from Tschudi Ship Management has given the below account:

*"From 12th of April until 3rd of May 2021 EAGLE-ACCESS B.V. conducted*

*sea trials of their revolutionary new offshore access system. Tschudi Ship Management (TSM) assisted with sourcing and chartering of a suitable vessel and operational assistance where needed. The Vroon Offshore operated vessel "VOS Star" was selected as installation platform for the sea trials. Being a medium sized offshore support vessel, the combination of this vessel with the EAGLE-ACCESS system was an ideal combination for gathering operational data and proving the system capability on a modest vessel.*

*During the sea trials, after thoroughly testing the access system, a large number of personnel and equipment transfers were conducted between the vessel and a wind turbine. On their return both technicians stated that this was the best system they ever used for offshore transfers and the system was described as fast and very comfortable. Also the ease of handling cargo/tools/equipment was praised.*

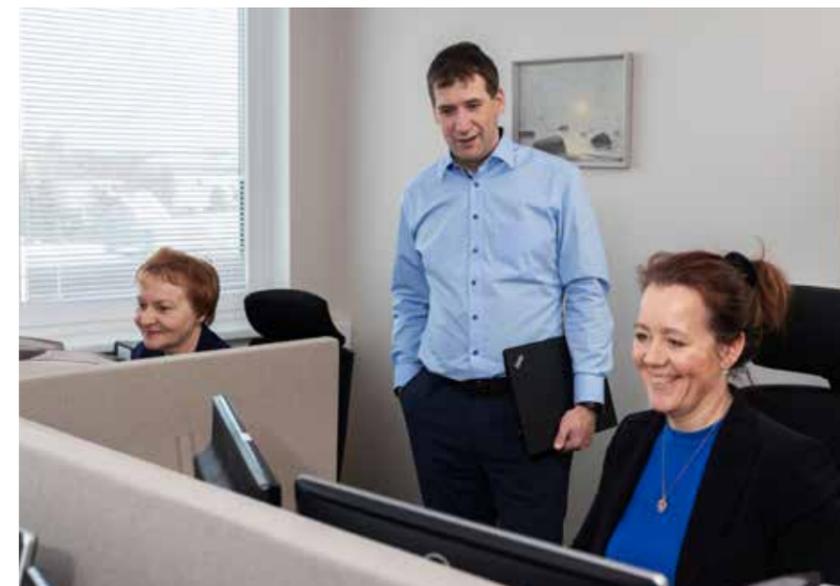
*As no trial passengers could be guaranteed by other participants, TSM provided two offshore wind technicians through sister company Tschudi Personnel Services (TPS) from their pool of offshore personnel. Therewith our colleagues became the first offshore passengers of the EAGLE-ACCESS B.V. offshore access system. TSM likes to thank EAGLE-ACCESS B.V. for their trust in us and our offshore wind personnel, and Vroon Offshore B.V. for the excellent cooperation during the charter of their vessel VOS Star.*

*The EAGLE-ACCESS sea trials were made possible in close cooperation with OWA & its partners and after an enthusiastic receipt by our offshore wind technicians we wish EAGLE-ACCESS B.V. the same enthusiastic receipt throughout the industry."*



Photos: Eagle Access

**"We miss all the good things arising from face-to-face communications with our colleagues and clients, but we are happy to see that we can provide good quality service from wherever we have located our desks."**



Back in the office together. Irina, Ivar and Marion.

## Ready for more clients

BY IVAR PUUSTA, TSCHUDI FINANCIAL SERVICES, ESTONIA

**Having dealt with the Covid situation, and now established in Oslo we are looking for new clients in Norway and the other Nordic countries.**

Accounting is often considered as an area of activities with no big changes. It has been and always will be about numbers and presenting the numbers. Numbers are numbers although changing through the years, - sometimes seen as worrying and sometimes giving reason for modest happiness. The financial reporting has also remained the same over recent decades. Although accounting itself stays the same, the expectations towards the service are always changing. Especially the way of doing accounting changes when things happen in the world around us.

Covid sent us all to home offices for temporary basis. Temporarily was what we thought back then. Today, working from home has become an integral part

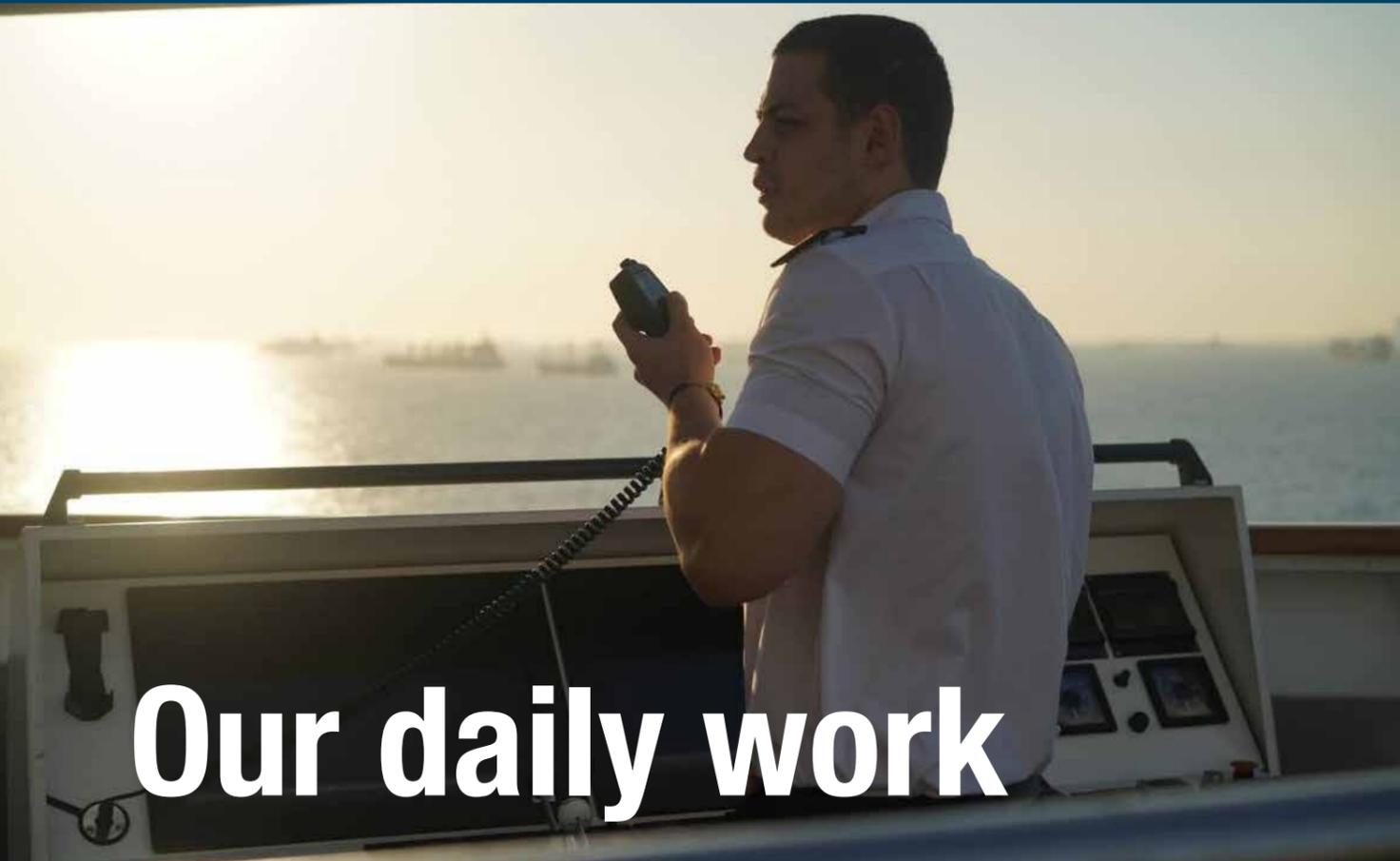
of our work arrangement. We miss all the good things arising from face-to-face communications with our colleagues and clients, but we are happy to see that we can provide good quality service from wherever we have located our desks. All our electrical equipment and software have proved themselves enabling reliable remote connections between different offices. Today, it does not matter where your accountant is located. It could be in a different office, country or even continent. Worldwide solutions provide necessary tools for continuance of quality service.

Despite the fact, we have managed well with our current equipment and tools, further digitalisation needs and expectations towards continuous improvement of the service (for example providing quicker access to decision-makers to the accounting data and in-built business analysis tools) have required us to look around for even better accounting systems. One of our

biggest challenges in the coming years will be replacing the current accounting system ShipNet with a new one.

Though being happy where ShipNet has brought us we are looking forward to the change taking place soon. The new system will surely change our service to both ourselves and our clients. Beside the increase in our own efficiency, we expect more informative solutions to our customers.

Although we have been "locked" at home recently we have continued looking for new opportunities outside of our Group. A big step forward was establishing Tschudi Financial Services in Norway and receiving authorisation by Norwegian Financial Authority (Finanstilsynet) for providing external accounting services in Norway. Today we do not have many customers in Norway, but we expect to increase the number of clients soon and we are looking around in other nearby countries too.



# Our daily work

BY CELIA M. LINDQVIST, TSCHUDI SHIPPING COMPANY

**Managing a varied fleet** operating in different market segments, we strive for good relations and communication with all involved. A professional ship management is based on our strong team working together at sea and ashore.

We consider the well-being and safety of the crew to be the most important factor in ship management. Securing a crew with a high retention is also a high priority. A loyal, stable and skilled workforce contributes to cost effectiveness and efficiency.

Our high crew retention rate of around 80%, and the fact that several crew members have worked with us for several decades, is of course something we are very proud of. Another positive development is that at end 2021, there had been a significant increase in the number of Tschudi Ship

Management's working places compared to the previous year.

Based on her many years' experience Irina Golubitskaja, Head of our Crewing Department in Estonia comments: *"The main factors of which a seafarer chooses an employer are stability, attractive working conditions which maintain fair balance between work and family life and trustworthy relationship between the employer and the shipowner."*

With our good reputation we have recently extended our crewing activities into new sectors: this time, we will manage river boats. We have also increased our presence in the passenger and ferry sector but now operating in the English Channel.

Irina proudly comments further: *"I would also like to mention our biggest*

*recent achievement! This was to take the Cruise vessel Astoria Grande under full ship management. With only a few weeks' notice, we placed 80 crew members onboard (some with quite specific roles including carpenters, plumbers, storekeeper, IT Engineer). We have also been awarded a long-term agreement with the Owner, despite the first indication that we would only assist with the vessel delivery."*

A good relationship with our customers is essential but equally important is being able to meet industry demands. When striving to be more efficient, the need for reduced costs and increased profitability can compromise crew safety. Crews may be expected to take on longer shifts, heavier workloads and take less time off.

We are fully aware of these issues.



Filippov Dmytro and Bryan de Dios Manacmul onboard mv Fatima 2.



Svitlychny Olexandr and Riazantsev Dmitrii onboard mv Astoria Grande.



Filippov Dmytro onboard again.

Enhanced training and greater communication can ensure that our crew have the necessary skills and knowledge to be able to cope with the day-to-day challenges of life both on and offshore.

However, managing our crew is rarely a straightforward operation, especially when it comes to turbulent times.

For efficient crew rotation a crew manager must be able to juggle several influencing factors. Considerations include the cost of flights, availability, frequency of flights, and immigration rules.

With the enforced restrictions of the recent Covid-19 pandemic, our team had to cope with new situations and challenges arising almost daily. Every operation and process of a crew change: embassies, airports, tickets and local restrictions all had to be checked several times to ensure that we were continuously updated with full control.

With travel patterns changing constantly, our team were forced to find alternative travel solutions while minimizing the impact on timings and deadlines. If not done carefully, rearranging travel could potentially waste a lot of time leading to serious budget and planning implications.

Golubitskaja comments further on the challenges which faced them throughout the ongoing pandemic:

*"Airports and borders of some countries were closed, and the hands of local authorities were often tied or limited. It so happened that the contracts of a few months often lasted*

**"We are very proud of our seafarers - in particular, how they adapt and cope when having to work in extraordinary and often risky situations at sea."**

*twice as long while we tried to find alternative ways of organizing a crew change in the conditions of full closures.*

*In the case of one particular ship we ended up chartering a private plane, which first quarantined the replacement crew before allowing them to board the ship in Trinidad. Another plane flew the off-signing crew home.*

*When the virus became more prevalent in Estonia, it brought with it additional challenges of increased sick leave, quarantine, and mandatory "last minute" testing prior to departure."*

We are very proud of our seafarers - in particular, how they adapt and cope when having to work in extraordinary and often risky situations at sea. Also being away from families and friends for long periods of time without being connected to the outside world.

Golubitskaja concludes: *"experiences from the Covid pandemic and present war situation shows that everything can still run smoothly but this depends on all involved parties: shipowners, crew manager and crew member being able to adapt and accept tailor-made solutions."*

Nearly everything we use daily is transported by sea which means skilled seafarers to operate, maintain and repair the ships. Seafarers are not only responsible for the ship operations but also for the safe delivery of cargoes.

In this important role, do seafarers really get the recognition they deserve?

One way of increasing the awareness around a crew's importance has been the introduction of the "International Day of the Seafarer". This was first introduced in 2011 and is celebrated annually on the 25th June.

The "Day of the Seafarer" recognizes the invaluable contribution seafarers make to global trade and the world economy, often at great personal cost to themselves and their families.

Hopefully, governments, shipowners and other stakeholders concerned will continue to actively promote and celebrate this day in an appropriate and meaningful manner.

Focus and awareness on seafarers should however not be limited to one day a year. It should be part of an ongoing effort. We should look after our seafarers and do everything we can to continuously support them.



Safety first, here fire drill with our crew.

## Martin Kruus in new role

**Increased activity in Tschudi Ship Management has led to several recent employments.**

We have added superintendants and new colleagues to strengthen our SHEQ and crewing departments. Very often our employees are former seafarers who choose to continue their maritime career ashore, as did Martin Kruus who now heads our SHEQ department in Tallinn. Visiting our vessels to ensure that everything is as it should be is a major part of his job! Below, you can read an account by Martin of his “daily work”:

“As a ship management company, we need to ensure all our vessels and the shore organization comply with what is documented in the Safety Management System – in other words operating in a safe and effective way.

One of the means are the mandatory internal audits such as ISM / ISPS / MLC\*. These audits are important for controlling the effectiveness of the



### FACTS:

- The International Safety Management Code (ISM) require shipping companies to have procedures for conducting both internal and external audits to ensure the ship as well as the shore organization is doing what is documented in the Safety Management System.
- The objectives of the code are to ensure safety at sea, prevention of human injury or loss of life, and avoidance of damage to the environment.



Photos: Martin Kruus

## “A demanding project, but one where the crew and client’s personnel all worked really well together!”

Safety Management System. A lot is at stake if this system fails.

The company, its employees, ship-masters, officers and crew all “own” the Safety Management System and have a direct interest in ensuring its efficiency. As a result, the internal audit, which represents these interests, should be as thorough if not more than the external (ISM/ISPS/MLC) audit process.

It is always interesting to visit our vessels as we have different types of vessels (tugs, small cargo vessels, passenger vessels, cruise ships etc.) under our management. Also, crews with various nationalities and cultural backgrounds.

Tschudi Ship Management carries out at least one internal annual audit on each vessel. Our vessels are operating worldwide but we still are carrying these audits out as planned.

One of the vessel’s visits took me to the Comoros. The Comoros is a volcanic archipelago off Africa’s east coast, in the warm Indian Ocean waters of the

Mozambique Channel. My visit’s initial purpose was the internal ISM/ISPS/MLC audit and to setup the vessel for a new project, which had special and really high security requirements. Due to the covid-19 related travel restriction it took more than 40 hours to reach the Comoros. I even spent my birthday in the airplane!

When arriving at the Comoros I found out a “fun fact” that the Estonian phone company operators do not have roaming partner on the island. The phone company’s answer to my enquiry was: where are you and why are you even there?

Most of the crew was scheduled to sign on together with me. We had to spend one week in quarantine hotel in order to follow covid-19 prevention/management plan.

Finally, we boarded the vessel which was heading to Mozambique. I was preparing the crew for the new project, taking into account the current

covid-19 precautionary measures and area specific security requirements. It was an interesting project especially as I had previously worked with almost 90 % of the crew – as before starting my “office job”, I had been Captain onboard!

During the two weeks it turned out that we needed to replace the Master of the vessel. With strict security restrictions it was decided that I would take over the command of this vessel (I have kept my seafarer’s certificate active). This meant that I spent three months onboard while we worked on the project in Mozambique.

Let’s say this was definitely one of the longest internal audits I have ever heard of. Conclusion being – it was challenging, but at the same time a very interesting vessel visit. A demanding project, but one where the crew and client’s personnel all worked really well together!”

\* Statutory Certification:  
 - Safety Management Certificate (SMC)  
 - International Ship Security Certificate (ISSC)  
 - Maritime Labour Certificate (MLC)



Charlotte Nord Larsen and Per Møller.

## Off to a flying start

BY TANJA SMITH, TSCHUDI LOGISTICS, DENMARK

**Tschudi Logistics** built its Short-Sea business from strong customer backing and a reputation as a dedicated, client-oriented team. After the sale of Tschudi Lines to Unifeeder in 2015 the Tschudi brand remained strong within this market segment. It is therefore a great pleasure to re-establish Tschudi Lines and further develop Short-Sea shipping between Europe and Norway.

Per Møller with his many years' work experience has been appointed to head Tschudi Lines. Per brings with him 14 years' experience from DFDS, where he has been responsible for DFDS Logistics AS, Norway's Door-Door activities in Europe within containers and trailers. Before DFDS Logistics, he had several years in DSV within Logistics & Distribution.

Shortly after the re-start of Tschudi Lines in August 2021 Per commented: "We have noticed a very positive response in the market. Already with the first Short-Sea container contracts

from the Continent and the UK being in place! This promises well for our future as a dedicated general cargo and full cargo operator."

A few months down the line, Per Møller shares his thoughts on the current situation, which is heavily influenced by the unstable market, and the time to come.

"First of all, we have naturally been impacted by the fluctuating market during the fall. Not an ideal situation for starting business, to say the least. The unstable market has impacted us with regards to capacity challenges, rapidly increasing time charter costs, and the rising oil prices. More specifically business was directly affected when we had to pose delays and, in some cases, postponed contracts for some of our new customers. Fortunately, our clients have been very understanding and acknowledge, that we do our absolute best to navigate in the market.

For the rest of the year, we are more



### ABOUT TSCHUDI LINES

Tschudi Lines provides services for transport of dry containers, reefers and special containers – 20ft, 40ft and 45ft. The team is experienced in handling customs clearance for all countries in Europe, including the UK and Ireland. Paperwork taken care of to ensure all transport proceeds smoothly, also being updated on rules and regulations you can rest assured that cargo is handled safely.

The Tschudi Group has long experience in operating short sea container lines. Tschudi Lines was developed in 2006 from ESCO Eurolines, the former short sea activity of the Estonian Shipping Company, operating between Northern Europe and the Baltics.

than busy. The first quarter of 2022 has been packed with orders from new clients – so there is much to look forward to. All in all, I think it has been a flying start for Tschudi Lines."

### Reinforcements

The positive start has formed the basis for growing the short sea team. In November Charlotte Nord Larsen joined as Operations Manager Shortsea. With this extra resource, Tschudi Lines can again speed up the process for contacting new potential customers with part load and full load containers from the Continent to Norway.

We are optimistic about a positive 2022 for Tschudi Lines – even in a challenging market. Keep up the good work!

## Great expectations!

BY PER MØLLER,  
TSCHUDI LINES, NORWAY

**As from March 2022**, Tschudi Lines is the formal agent for Neele-Vat Logistics BV Holland in Norway.

The primary focus is part load from the Continent and UK/Ireland, based on short sea service in 45ft containers from Rotterdam to Norway. Initially we expect 3-to-5-part load containers per week containing 3 to 15 shipments per container. Negotiations and test shipments have been agreed during the last couple of months, in addition to our fully integrated EDI (Electronic Data Interchange) solution with both Neele-Vat and our distribution partner in Norway.

There is full "Track n' Trace" on all our shipments and we deliver all booking information and feedback to our customers electronically, which is a great step for our business!

We have high expectations for this new partnership! Already, we see the number of clients and bookings are increasing, due to a very competitive market product.





The High North Hero Award

# «The Arctic is close to my heart»

**This statement from Felix is certainly very evident with Arctic presence being one of the Tschudi Group’s major business activities. When Felix received the «High North Hero Award», he shared the prize with other contributors in the area.**

BY CELIA M. LINDQVIST, TSCHUDI SHIPPING COMPANY

The Tschudi Group was among the pioneers to initiate the first non-Russian shipment of a non-Russian cargo through the Northern Sea Route in 2010. The bulk vessel “MV Nordic Barents” departed Kirkenes in Northern Norway with a cargo of iron ore destined for China. This route is more than one third shorter than traditional shipping routes and saves time, fuel and reduces CO2 emissions.

On the opening of this historic sea route Felix commented: “It has been our ambition for years, so we are very happy to finally have the opportunity to do this voyage. The Northern Sea Route can be of great importance for the companies in northern Scandinavia and on the Kola Peninsula which ship oil, gas, minerals and other raw materials to the increasingly important Asian markets.”

Tschudi is known for continuous business development and new initiatives. Globally, it has been a focus area for the Tschudi Group to establish guidelines for contributing to safe and long-term investments in the Arctic.

This drive for increased sustainable economic growth and development continues with Felix being a Member of the Northern Sea Route Public Council, former member of the World Economic Forum’s Global Agenda Council on the Arctic and not least the Chairmanship

of the Centre for High North Logistics under the Nord University in Bodø.

Felix’s passion and dedication to the Arctic has been recognised on several arenas but the latest and most significant is receiving the prestigious “High North Hero” award.

This is an annual award established to honour a person, organization or company who has contributed

**“Felix H. Tschudi is a winner who practices what he preaches.”**

Anu Fredrikson, Leader of the Arctic Frontier

to highlighting or developing the High North. The award was handed out during the High North Dialogue 2021 Conference in Bodø.

Felix receives the award for the work he has done to contribute to sustainable business and community development in the High North. His impressive commitment to building close and binding cooperation between business and society and academia was also a focal point.

“Felix Tschudi is a winner who

practices what he preaches. He has shown this through his work with the implementation of specific projects that have benefited large parts of the pan-Arctic region. The winner’s involvement in the mining industry is a good example of his commitment, perseverance, and willingness to invest in the High North.” said Leader of the Arctic Frontier, Anu Fredrikson.

The prize is NOK 50,000 but he does not want to keep the money himself. Felix has decided that half the prize money will go to the Arkhangelsk based initiative Music Alchemy. They were nominated, but did not win, in the High North Young Entrepreneurs competition during this year’s edition of High North Dialogue.

Felix commented: “We have heard from many during this year’s conference about how important culture is for life in the Arctic, and for human welfare. Perhaps it is even more important in these times. I therefore hope that Music Alchemy can benefit from this money and help to spread good vibes in Arkhangelsk and perhaps even beyond the Arctic borders.”

The other half of the prize money will be given to support the project Clean Sea – Blue Responsibility - a knowledge-based project led by the Norwegian Fishermans’ Association

## The High North Hero Award



Felix shares the prize between the project "Clean Sea - Blue Responsibility" and the Music Alchemy in Arkhangelsk.

with SALT Lofoten being responsible for the academic content.

When asked why he had chosen this specific project, Felix commented: "We in Tschudi Shipping are very pleased to be able to contribute to such a positive initiative. Solutions to current challenges lie with those who will operate in the Arctic in the future, namely the young".

The project was launched in 2019. Since then only digital workshops have been possible due to the Covid-19 pandemic. These workshops have however been attended by pupils from West Lofoten High School and students from Murmansk State Technical University.

The recent gathering arranged for youngsters in Kirkenes and Murmansk was therefore a big step forward. This event involved cleaning beaches,

analysing findings and comparing what was found on either side of the Russian/Norwegian border.

Marit Hiim Haugseth, Norwegian Fishermen's Association comments: "It is fantastic that a real "High North Hero" has recognised the work we do! This type of project is costly, and the money will go specifically to activities on the Russian side of the border. We have been able to mobilise Russian students to a beach to clean, provide them with the equipment they need and not least offer refreshments. In this way, the academic and social benefits of the project are considerably strengthened, and this is exactly where Tschudi has contributed greatly!"

Sea pollution is not a problem for one country alone. It requires a common understanding and jointly developed

solutions. This project shows how this can be achieved across borders with simple means and relevant and engaged people.

It was also important for Felix to mention those who have supported him in this pursuit:

"The High North has been and is, a long-term passion which I have to thank my colleagues in the Tschudi Group and not least my family for having allowed me the time and freedom to pursue. Without their dedication and support and above all, patience I could never have spent so much time on Arctic issues and still have a .... company and... a family! I can tell you the High North has not always contributed to our bottom line or a quiet family life."

## Former winners

The High North Hero Award was presented for the first time in 2016, and the first High North Hero became former Finnish Prime Minister, Paavo Lipponen. The High North Hero Award for 2017 went to American Scott Minerd, founder of Guggenheim Partners. Minerd received the award for his efforts for sustainable investment in the Arctic. High North Hero

for 2018 was Mary Simon for her work to promote the rights and welfare of indigenous peoples in the Arctic. High North Hero 2019 became the American climate researcher Dr. Robert Corell, one of the world's leading researchers in climate change and its effect on society.

## Barents spektakel

BY CELIA M. LINDQVIST, TSCHUDI SHIPPING COMPANY

Recent publicity of Tschudi in the High North coincided with the opening of the Kirkenes Conference and Barents Spektakel.

On 23rd February, the University of Tromsø (UiT) officially opened "Barentshuset" in the Tschudi owned building in Kirkenes. By increasing their premises over several floors, our long-standing tenant UiT strengthens their local "Arctic" presence in Kirkenes.

Their expanded office space on the first floor is modern, bright and improves their visibility compared to their previous office higher up in the building. With their newly refurbished campus, the university is aiming to attract more students to Kirkenes. Despite having been established in the town for a while they have remained relatively anonymous. The university's main focus is now to get Kirkenes recognised as a university town. A wide range of studies, based on both digital

and on-site classes, will be available for the entire Eastern Finnmark region.

The Kirkenes Conference and Barents Spektakel are held every year in February. This year it was again possible to meet in person enabling Felix Tschudi and Audun Celius to connect with familiar faces and new ones – spreading the word about our activities and strengthening their network.

First held in 2008 both venues are now among the most important for those interested in high north activities and discussions. The conference focuses on various aspects in the north - politics, business development and social affairs.

Gathering participants for panel discussions is also an important part of the conference. One panel in particular being "business development in challenging times" where Felix participated representing Tschudi Logistics.

A key topic this year was also the

geopolitical Barents Region and the importance of open borders. A highly relevant discussion after almost two years of closed borders due to covid 19 restrictions. Also included in the programme was the green transition with discussions on future energy solutions and related industrial development.



**A comprehensive programme** including contemporary art, music and theatrical performances was provided by the Barents Spektakel which had also chosen the theme "Where do we go from here" for this year's Festival. The title being taken from Martin Luther King Jr's book on equality and social justice. A relevant topic for all aspects of life.



Rector at The Arctic University in Tromsø, Dag Rune Olsen, Birgitte Hygen, Director, Ministry of Foreign Affairs and Lars Georg Fordal, Head of Barentssekretariatet.



“Our port in Kirkenes is open all year round ”

## A big visitor in Kirkenes

BY CELIA M. LINDQVIST,  
TSCHUDI SHIPPING COMPANY

**Winter lay-up in the High North** – not an area that you would automatically think of for this service? Well, read on! In August last year, we could read that the Italian rig Perro Negro 8 had been transported several thousand km to a drill site south of Sabetta in the Gulf of Ob. A drilling project taking place in the challenging Arctic environment!

For us this environment is well-known and one we enjoy! On several occasions we have delivered aggregates to the Yamal LNG plant at Sabetta and facilitated sea voyages through the Northern Sea Route.

Perro Negro 8 is a self-elevating triangular mobile drilling unit with independent legs to operate up to 350 feet water depth capable of drilling up to 30,000 feet.

Recently this huge “monster” could be seen in Kirkenes moored at our own Tschudi Bulk Terminal. Here the rig was kept in our safe care until over the winter.

Our Arctic port is open all year and can accommodate all vessel types. With ample shore power capacity our terminal is very well suited for lay-up solutions. In-house Tschudi Northern Logistics offer agency and clearing services and are ready to assist 24/7.

We are also a service provider to the adjacent Sydvaranger iron ore mine. In January 2021 we could welcome Tacora Resources Inc. as the new US-based owners of the mine. The Tschudi Group remains involved via an ownership share in Tacora and are still strong supporters of the mine. Our presence will continue more broadly in the region by owning our terminal in Kirkenes, the aggregates manufacturer Tschudi Aggregates plus property and plots of land.



Welcoming the US Hershel "Woody" Williams navy ship in Maputo.

## Doing business in Mozambique

BY CELIA M. LINDQVIST, TSCHUDI SHIPPING COMPANY

**Tschudi** has for many years supported operations in Africa and provided high quality services based on over 40 years of marine operations experience and know-how. We are proud of our strong track record from providing high quality services to leading oil companies.

Our connection to Mozambique goes back to 2016 when we entered a partnership with the local Mozambican company Energy Works. Our broad range of services for transport, ship management, recruiting offshore crew and providing services all match the demands that Area 1 and 4 in Rovuma Basin offshore Mozambique will create. In view of this and to strengthen our presence our local office was opened in Maputo, summer 2019. Running a business in Mozambique

seems however to stand in stark contrast to doing so in Europe.

In an interview conducted by the Norwegian-African Business Association (NABA) our Managing Director of Tschudi Mozambique Thomas Vestergaard, gives an insight to his daily life in Maputo.

"During the establishment of our new team, I travelled back and forth to make sure that everything developed according to plan. Things rarely do in Mozambique. I quickly found that my physical presence was needed in order for everything to progress in a timely manner. In March 2020, after several trips to Maputo, I decided to move here indefinitely. To me, the business opportunities were too interesting to miss. At the time Area 1 and 4 were

quickly developing and it was clear that the chance to part take in the early stages of the project had an expiration date."

### It takes time

Mr. Vestergaard has now lived in Mozambique for about two and a half years, and his first conclusion is that there are no golden rules for a successful business venture in the African market.

- Life here requires the ability to live in the moment, so try not to plan in detail for your future business projects. Accept that things rarely pan out as you planned it. The ability to adapt to new and unforeseen challenges is pivotal. If you try to run your business here as you would do back in Scandinavia, you will be at a loss. It seems on paper to

be an easy fix to set up a company in Mozambique, but it is not, it is very time-consuming and costly. We are lucky to be blessed with a reliable local partner.

Also, the pace can be incredibly slow, and patience will be your best friend! Networking is extremely important. Things are not as official here as they are back home. If you want to know

**"If you get along with your employees, business partners and clients on a more personal level it will make doing business with them much easier."**

what is actually going on in the industry, you need to enter the streets, have dinner with business partners, small talk with locals and show up at as many events as possible.

Mr. Vestergaard has several tips for companies and investors to remember when it comes to the business culture in Mozambique.

"Firstly, it is important to understand that the locals and expats are not expected to act the same way. While locals rarely show up on time, expats are expected to. If I have a meeting in town, I always ensure to show up early even if it means a long wait. Secondly, negotiating with potential clients can be a timely affair.

- I try to focus on creating informal relations with small talk when I meet people first. If you get along with your employees, business partners and clients on a more personal level it will make doing business with them much easier.

Thirdly, remember never to use peoples' first names unless they have asked you to.

- I always go for Mr. or Mrs. followed by their last name. And I must say, it takes time to learn how to do business in Mozambique!

His key advice is to expect many challenges if you want to run an office from afar. If you are serious about establishing a successful business here, you need to be here physically. Create a team of locals. After all, they have the necessary knowledge to carry out projects in the area. He believes that magic happens when expats and locals collaborate.

Implications due to the pandemic - When I first moved here in March Covid-19 was of course an issue. Uncertainties as to how things would evolve created tension and some companies even decided to withdraw from the country. At least for a while. However, things never spiralled out of control here as much as we could have feared. The operations have mostly been affected by delays. Definite cancellations have been seldom.

While Covid-19 without a doubt has impacted everyday life here, for both locals and expats, I think the terror in the Mozambican town of Palma March 2021 demanded more urgent attention. Both situations pose direct threats to

how life in Mozambique will be in the future. In some ways, I think it overshadows the current pandemic. In relation to how it affects our business, it most certainly forces us to pay special attention to safety. For our employees, the ships we manage, but also for the cargo we transport."

Tschudi Mozambique is a provider of high-quality logistics services and agency services in Southeast Africa. From our local office in Maputo, we provide on-site agency services to several ports in the country. Our knowledge is based on many years of experience with project logistics and chartering in Africa.

Our local team and business partners are available in the following Mozambican ports: - Port of Maputo - Port of Beira - Port of Nacala - Port of Pemba. Our Mozambican team provides comprehensive door-to-door services as well as solutions for parts of the journey.

The main focus is to tailor a solution that fits the needs of our clients. We cover all modes of transportation.





**“Our experienced team in Mozambique is ready to provide the best possible service.”**

*Being present both in Maputo and Pemba is absolutely necessary for our services in Mozambique.*

Photo: Adobe Stock

## Expanding with a new office in Pemba

BY TANJA SMITH, TSCHUDI LOGISTICS, DENMARK

**The Mozambique adventure** began with the opening of our office in Maputo in 2019. Since then, the market has been exceptionally instable with severe impacts posed by firstly, the pandemic and secondly, by the violent disturbances in the northern part of the country. However, the pandemic is now coming to an ease – and increased military presence in the north has stabilized the situation in Cabo Delgado. The office in Maputo has juggled many challenges during the first couple of years, nevertheless, the team has succeeded in building a stable business against all odds. New times are now arising, and this forms the basis for growing Tschudi

Mozambique by adding a new office in Pemba.

Difficult times seems to finally be waning. This has directly affected the large oil and gas projects in northern Mozambique and many of the big players have decided to pick up business after staying dormant for a couple of years. As a result of the budding business activities, Tschudi Mozambique is now officially announcing the opening of a new office in Pemba. The new office will get support from the Maputo-based team and the rest of the Tschudi Logistics team during the start-up period.



*Our experienced team in Mozambique.*

### **A strategical location – the hub of the north!**

Pemba plays a key role in the development of Area 1 and Area 4, as the city and port is the main hub for delivery of cargo for distribution across the northern part of Mozambique. A physical office will enable on-site services in Pemba on a larger scale than currently. Up until now, the team in Maputo has travelled to Pemba when requested by clients – a demand which can now easily be met.

Just like the existing Tschudi Mozambique team in Maputo, the new team in Pemba will offer a broad variety of services within the logistics segment covering both on- and offshore related tasks. The team is experienced in providing logistics for aid and relief, renewable energy projects, oil and gas, and much more.

### **New office, experienced personnel**

Fabio Spetrini is Head of the day to day running of the office and will be working closely with Thomas Vestergaard,

Managing Director for Tschudi Mozambique. Fabio has been granted the official title as General Manager for the Pemba office. He will with his extensive knowhow from many years in the Logistics and Oil & Gas industries serve clients with reliable high-quality solutions.

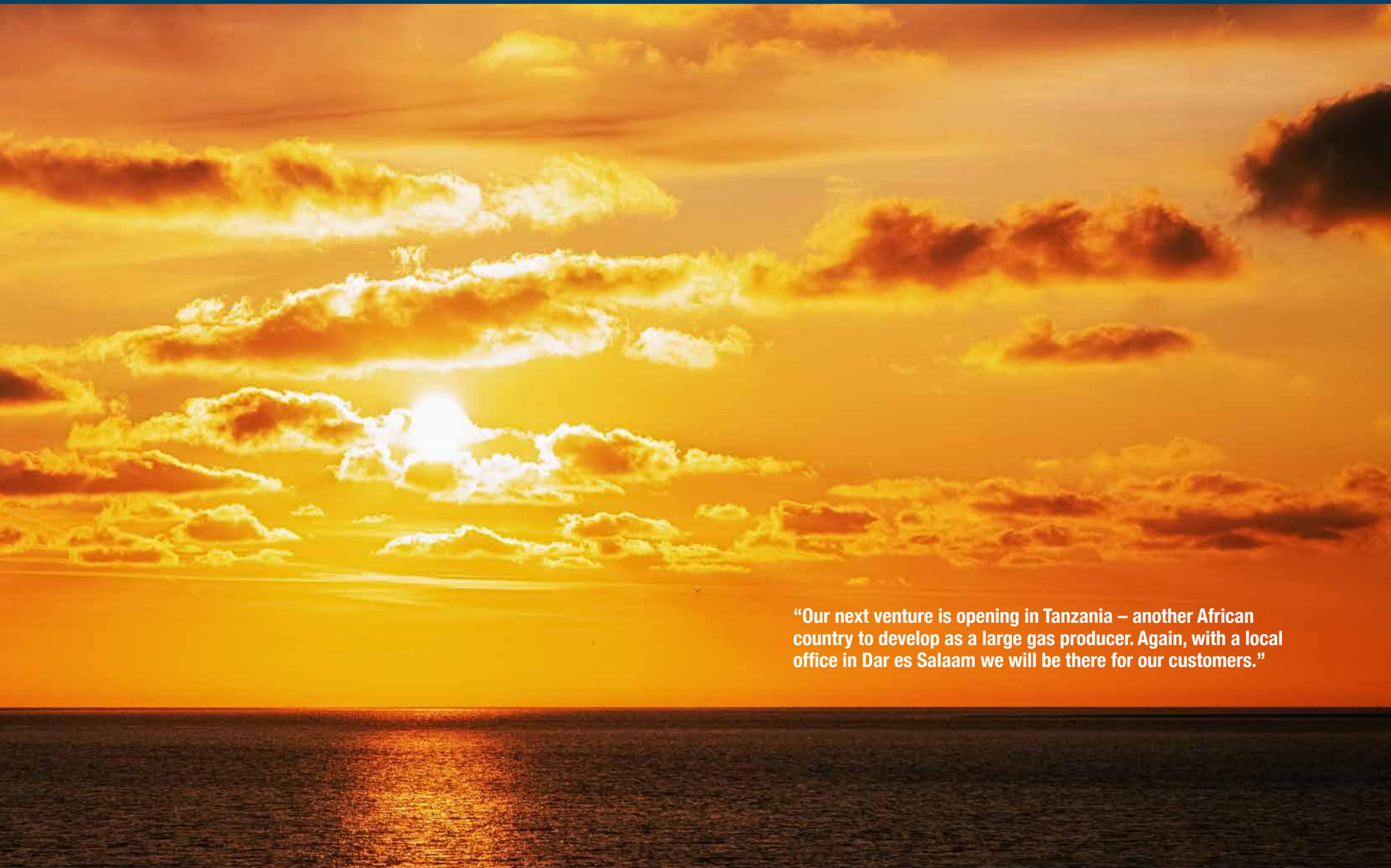
“I am really looking forward to getting to work! Opening a new office is hard work indeed, but I am ambitious, and I strongly believe that our Tschudi Mozambique team has what it takes to build a rock-solid business up here.” states Fabio.

Fabio will be managing all activities from site in Pemba in tight collaboration with the office in Maputo. However, there is a short-term plan to grow the office with more personnel. Fabio has extensive experience as a qualified marine surveyor, further he is an educated auditor and have experience with deliver class, statutory, flag surveys and professional marine surveys such as onhire/offhire surveys, bunker surveys, conditions surveys, and damage surveys.

### **A part of our strategy to grow in south-east Africa**

For a while the Tschudi Group has had a wish to open a new office in the Northern part of Mozambique – an important piece in the strategy to grow in the south east African market. A presence in Pemba will bring Tschudi closer to Area 1 and Area 4, and the timing is just right.

“The office in Pemba is a result of our experiences in Maputo so far – being present in the north is an absolute necessity as it enables us to act promptly whilst being on site. I believe that it is from here we can provide the best possible services related to the activities connected to Area 1 and Area 4”, says Managing Director of Tschudi Mozambique, Thomas Vestergaard. Thomas moved to Maputo with his family and he has now lived in Mozambique for 2,5 years.



**“Our next venture is opening in Tanzania – another African country to develop as a large gas producer. Again, with a local office in Dar es Salaam we will be there for our customers.”**



Mariana and Jan Freddy enjoying their "new" offices.

## Newly renovated office space!

Tschudi Logistics has operated in their office at Furuseth, on the outskirts of Oslo, since 2000. Now with increased activities and growth, it was time to update our premises accordingly. After an extensive renovation, the overall atmosphere is more modern, with an increased number of work-places and much improved meeting facilities. Further, the ventilation system has been changed, so the indoor climate is significantly better. We are very pleased with our "new" office and gladly welcome colleagues and our logistics' and Tschudi Lines customers.

## Monkey business

**Tschudi Logistics** continue to do what they are really good at – getting your goods delivered on time. In particular, our Dutch team is busy transporting cargoes within Europe, keeping the economy and businesses running. Even with busy days they have prioritized those who are less fortunate – this being sick children.

Each year about 7000 children stay at the Sophia Children's Hospital in Rotterdam. When in hospital each child receives a cuddly monkey "Superaap". To cover the costs an annual charity dinner is usually held. However due to

Covid-19 this had been cancelled. On hearing this, Tschudi Logistics were keen to help and started a donation. Their contribution will help the hospital continue with gifts for the children, making them feel more comfortable while in hospital. In times like this it is even more important to do that little extra to make a positive difference. Anybody who would like to contribute can find more info on vriendensophia.nl

Thanks to Tschudi Logistics for the initiative to brighten up the day for many children!



Thank you Luke and Sjoerd for your initiative



## Four decades in Tschudi!

**Irina started** working in the Estonian Shipping Company (ESCO) / Tschudi immediately after her graduation from the Tartu University, where she studied mathematics. ESCO was not unknown to her as her father, Captain Retškalov, had told his daughter many good things about the company.

On 3rd August 1981 Irina joined the company and started working as a programmer in the Implementation Department. Irina did a good job and was soon promoted to the Head of the Department.

Today, more than 41 years later, Irina is still as fond of her job as she was back then. Challenges do not frighten her - no matter how creative our accountants might be, Irina can always solve the problems, correct the accounting databases, and create new report formats just to make the work easier.

Thank you, Irina, for continuing your family tradition and joining the company! You have been and are a valuable and irreplaceable team member.

## A real stayer!

**35 years ago**, Estonian Shipping Company / Tschudi recruited an enthusiastic young accountant. The work was interesting, and people were really nice, so the newly recruited decided that this was the right place for her.

So many years have passed, but everything still feels the same - the company is still "the one", the work is still interesting, and the people are just as nice as back then. So, the choice made years ago, was the right one!



Thank you, Valentina, for the dedication and loyalty throughout the years! Always sparkles in your eyes, kind and helpful, and still so fond of numbers - that is how we know you!



## A stronger team

**Head office at Lysaker** has been strengthened with the recent appointment of Per Erik Olsen. In his position of Vice President for Commercial Operation - Shipping & Marine, Per Erik will be responsible for supporting and executing Group projects within shipping and the maritime sector.

For some of us Per Erik is a familiar face and name as he worked in Tschudi & Eitzen (T&E) from 1997–2002. He joined as Safety & Quality Manager and then took over as Chartering & Operation Manager. It is therefore a pleasure to have him back with us again. Per Erik had 8 years at sea with the Torvald Klaveness fleet and after T&E his career continued with Commercial and Fleet Managerial positions at Torvald Klaveness and Hurtigruten Cruises.

With his many years' hands-on experience from the industry, Per Erik is well suited to support new and further expand Group maritime activities.

"I look forward to working with Tschudi again and contribute to grow the Group's maritime activities. I am sure that there will be plenty of interesting tasks" he comments.

Since joining in November, Per Erik's focus has been on the further development of Tschudi Ship Management and Boreal Maritim's business activities.

We welcome Per Erik!

WELCOME TO OUR COMMITTED TEAM.  
WE ARE PLEASED TO HAVE YOU ON-BOARD.



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VP Commercial Operation - Shipping & Marine  
Tschudi Shipping Company, NO



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Logistics Manager  
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**MAREK JENDRYCZKA**  
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