

VISION

FLEET MANAGEMENT DREDGING



DEAR COLLEAGUES,

Over the past years, Fleet Management Dredging has continuously evolved. We have grown from being primarily a vessel owner and service provider into a trusted business partner for our projects. Our new vision is not a change of course, but the next step in that journey, building on the strengths that have always defined us: strong crews, skilled professionals, close cooperation, ownership, and a can-do mentality.

The world around us is changing rapidly. Projects are becoming more complex, client expectations are increasing, and competition remains strong. To continue delivering safe and successful projects, we must go beyond operating and maintaining our vessels effectively. We must think and act with an entrepreneurial mindset: anticipating challenges, identifying opportunities, taking ownership of results, and actively seeking collaboration with others. All of this contributes to the success of our projects and our business.

To turn this ambition into visible success, we focus on three strategic goals: NINA, Operational Performance, and Cost Leadership. Achieving these goals depends on further developing the strengths that make Fleet Management Dredging distinctive: Entrepreneurship, Team Fleet, and Craftsmanship. These success factors enable us to meet the needs of our organization and projects, adapt to change by working as one connected organization, and continuously develop our expertise. In doing so, we create lasting value for our projects, our fleet, and Boskalis as a whole.

In the following slides, you can read more about our vision, illustrated by stories from our colleagues. Each story relates to one or more of our strategic goals and distinctive enablers. Sometimes these stories are about successes, and sometimes about situations where we can improve. We learn from both. I am curious to hear your story.

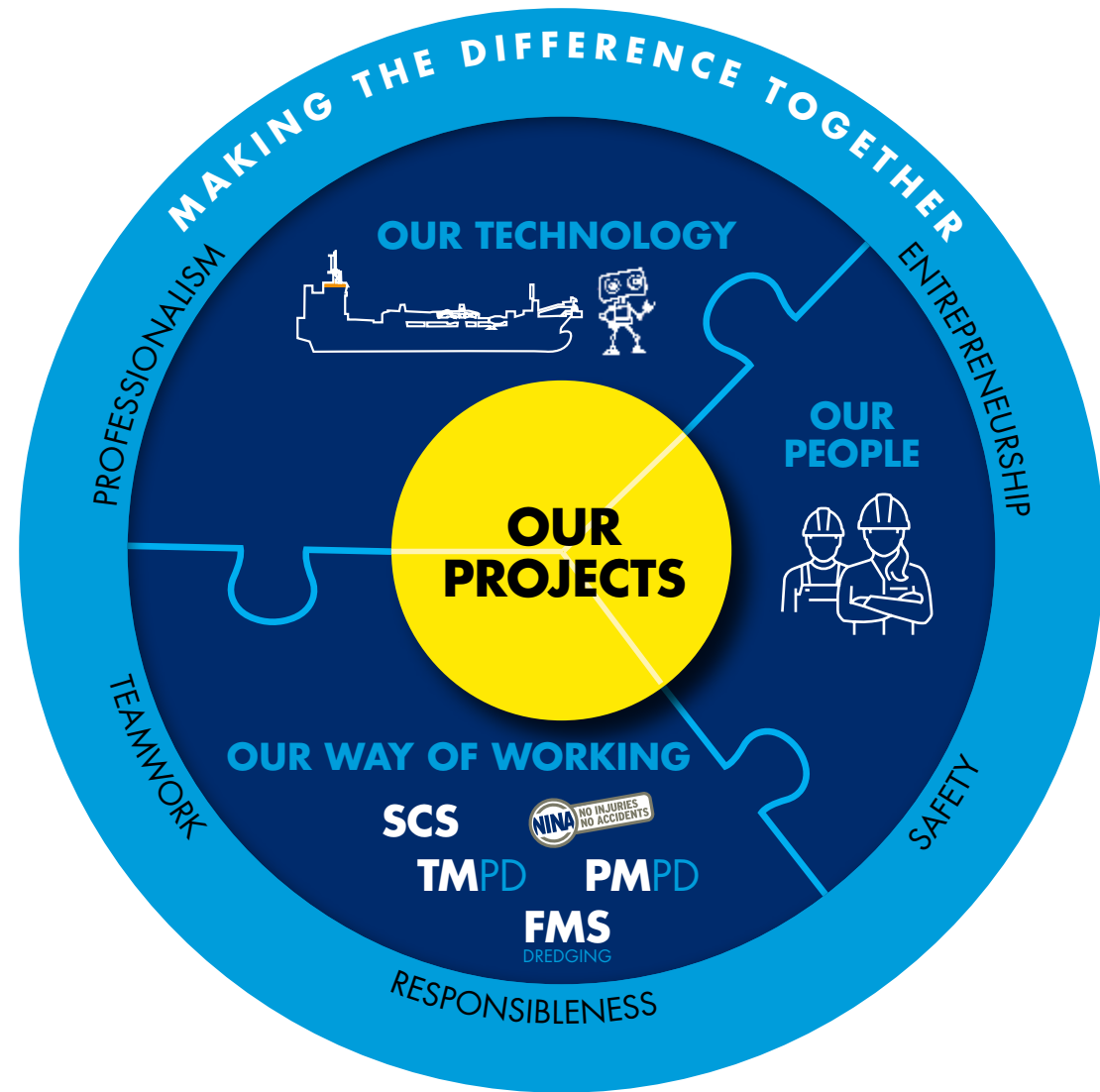
Were you unable to attend the Fleet Connect session on Monday, 28 September, or would you like to share it with your team or crew? You can find it [**here**](#).

André van der Wiel

DELIVERING SAFE, SUCCESSFUL PROJECTS

BY **MAKING THE
DIFFERENCE TOGETHER.**

IT IS WHO WE ARE AND WHAT
WE STAND FOR AS A D&II DIVISION:
OUR VISION AND CORE VALUES WHICH ARE
INTEGRATED INTO EVERYTHING WE DO.



Vision FMD

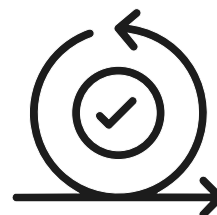
Our expertise drives Boskalis forward



We are Fleet Management Dredging: a unique organization at Boskalis, where crews at sea and colleagues ashore operate **as a team, united by expertise, knowledge, and a shared sense of pride.**



Whether we are protecting land, deepening rivers, building islands, or working on the energy transition, **our fleet is behind every meaningful project that Boskalis delivers around the world.** Together, both as a project partner and as a vessel owner, we ensure that our vessels operate safely, reliably, and profitably.



We succeed because our people are proactive and take ownership. Crews, fleet teams, and support departments know, trust, and complement one another. We are committed to making the difference together with the Business, DTED, and the project teams every single day.



We operate a distinctive fleet with outstanding people both onboard and ashore. That combination is our strength. Our can-do mentality, professionalism, and ability to turn experience into shared knowledge makes us a trusted partner for our projects and the division.



Fleet Management Dredging is a driving force behind the safe and successful delivery of Boskalis projects. Our success is built on professionalism, ownership and **close collaboration between ship and shore.** With our people, vessels, and expertise, we learn, improve, and innovate so that we continue to make the difference together.

Reliable today. Future-ready for tomorrow.

Our three strategic goals



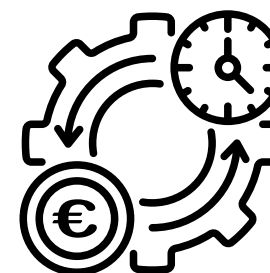
NINA

Our ultimate goal is that everyone returns home safely. This requires active safety leadership throughout the entire organization, applying the rules & standards, and living the values through our behavior. Every day.



Operational performance

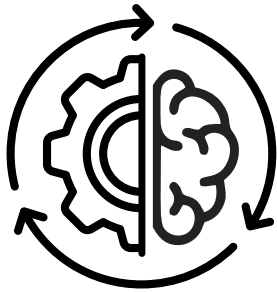
With our projects central, our fleet performs operationally and technically in line with project expectations (estimate) or better. Main KPI's are NOH / week and m³/NOH and we focus on production efficiency, fuel consumption and asset condition, this to 'effectively create value to projects'



Cost leadership

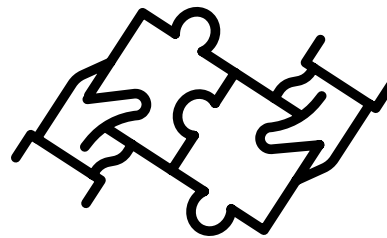
'Operating and managing our assets effectively' within their financial norm is key. We are predictable, cost-conscious and in control across the full asset lifecycle whether our vessels are working on projects, under repair, or in lay-up.

Our distinctive enablers



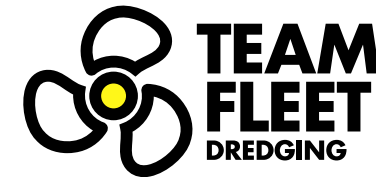
Craftsmanship

"Our expertise drives Boskalis forward" is only possible when we continuously maintain and develop our craftsmanship. We aim to be best-in-class in every function, both onboard and onshore. To achieve this, everyone, regardless of their role or level of experience, needs to actively invest in their professional development. The best way to learn is by doing, applying new knowledge directly in practice. We also learn from each other by sharing experiences and expertise, and through training courses and development programs. By continuously improving our craftsmanship, we strengthen our individual performance and contribute directly to achieving all strategic goals.



Entrepreneurship

Fleet Management Dredging works through a dual-business model; we are both a trusted business partner and a responsible vessel owner. As a business partner, we actively contribute to project success by maximizing vessel performance, identifying opportunities, driving innovation, and creating value throughout the project lifecycle. As a vessel owner, we ensure that our vessels are operated safe, reliable, and cost-efficient. Together with the Business, DTED and project teams, we work proactively, transparently and with a strong entrepreneurial mindset. This mindset is a key driver of project success: it enables us to anticipate challenges, identify opportunities, challenge existing ways of working and take ownership of outcomes. By thinking beyond our functional responsibilities and acting in the best interest of the projects and division, we make better decisions together and keep our fleet competitive and future-ready.



Team Fleet

To maximize our impact on project performance and divisional success, we continue building Team Fleet into a strong, connected, and globally aligned organization. By working closely together, sharing knowledge, and maintaining clarity in roles and responsibilities, we increase our effectiveness and avoid silo thinking. At the same time, we take ownership in developing ourselves and our people. By staying connected, learning from each other, and challenging ourselves to improve, we build a strong and future-ready organization that can sustain its success.