

Photo: Bobo Lindblad

BLUE OCEAN STRATEGY – SWIMMING IN CLEAR WATER

A couple of years ago we immersed ourselves in a plan of action called “Blue Ocean Strategy”. It is a strategic approach that answers questions on how we as a company can shape ourselves in order to occupy a unique market position. The strategy gives companies the tools to break away from the competition and instead create their own market space through the creation of unique services and products.

We used this strategy as a basis for the creation of our new market position: The All Inclusive Port. We took note of our strengths and clearly communicated that we are a port that can offer comprehen-

sive solutions, a larger commitment to the customer and a better level of service. For example, our opening hours are unique in the industry because we offer round-the-clock service on the quays for our customers who require it. It is also reflected in our pricing, where we work towards ships having short laytimes. The soft data makes even more interesting reading.

We carried out a new customer satisfaction survey in 2015. You, our customers, answered that you see us as being professional, flexible and responsible. You say that we give you a warm reception and everything is well-ordered, and that we take initiatives and are fast. This is music

to our ears, and proof that the shift from “A great place to get loaded” to “Europe’s best stevedoring services” works.

In our working method, we strive for total efficiency, so that we constantly learn and improve with the customer’s needs in mind. Our ambition is to offer you a further product where we can assist with the administration and delivery of your goods to and from the Port of Oxelösund.

We are swimming together through the clear waters that we all care for together thanks to our good environmental approach. 2015 was a good year.

Erik Zetterlund, CEO



Photo: Janne Höglund

Q1

Our authorisation for the management of external cargo via SSAB's steel port was finalised. We are seeing new export and import flows, especially on SUN Line's ferries to/from the continent and the UK.

To streamline the compaction of coking coal, we began to compact under the construction directly when the ships are unloaded. There is much to learn but the efficiency improvement is so great that it is well worth putting effort into. Among other things, a study visit to SSAB Luleå was organised so that they could share their experience in the area.

The ship loader renovation programme that we are working on with Svenska Foder was launched. An investment of SEK 7 million will ensure that service life is extended by at least 10 years. Svenska Foder increased the export rate for cereals.



Photo: Janne Höglund

Q2

Our Customer Satisfaction Index (NKI) was presented, and we were delighted to find that our index rose from 63 to 83. We received especially high marks for our service and flexibility. We notice that our customers are increasingly requesting comprehensive solutions and a broader range of services. This is in line with our concept of being "The All Inclusive Port".

We began outsourcing our automotive workshop to Lantmännen Maskin AB to better ensure a high availability of our wheeled machines.

We received certificates for OHSAS 18001:2007. This was after a sterling job was done with work environments.

Q3

Construction began on Geminor's terminal of 3,000 m² for handling RDF.

Svenska Foder completed construction of a 2,100 m² warehouse for cereals. The port's overall storage capacity grew by more than 5,000 m².

We strengthened our terminal staffing with a terminal coordinator. We began offering forwarding services to an increasing extent, something which further develops our concept of being "The All-Inclusive Port".

Our loading rate reached over 10,000 tonnes per day for scrap in large vessels together with Cronimet and Lantz Järn och Metall.

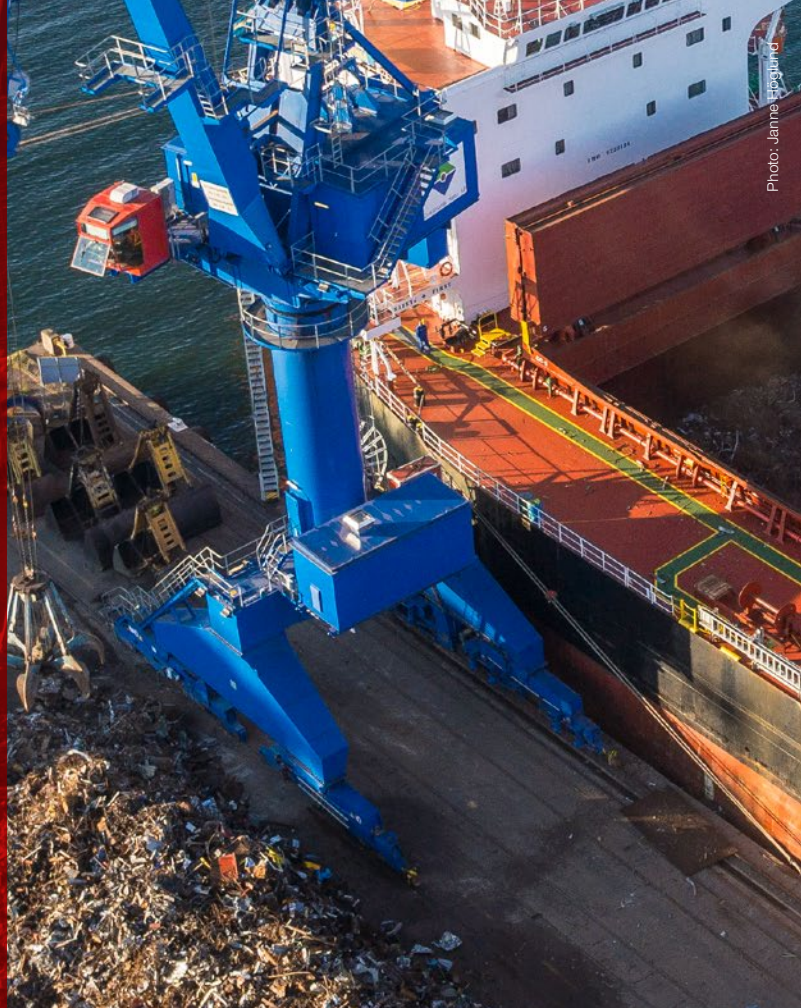


Photo: Janne Englund

Q4

The Port of Oxelösund took an integrated approach to their old central and local collective agreements, terminated them and negotiated a new collective agreement that better reflects the needs of the business and employees. Final negotiations are underway for the new collective agreement which will come into force in December.

Generational changes in the port's management. Douglas Heilborn was appointed Marketing Manager, Johan Johansson was appointed Production Manager and Magdalena Johansson was appointed manager for Traffic and the Community.

The number of production disruptions continued to decline in 2015 compared with 2014.

SSAB's container volumes take routes other than by sea from Oxelösund, and we have continued to stuff containers in the steel port as before.

As a result of SSAB's merger with Ruukki, a semiproduct flow of coils began between Finland and Oxelösund. Oxelösund was selected as the port of importation.



Photo: Bobo Lindblad

Niclas Amløh, Stevedore



Photo: Bobo Lindblad

Sales	Profit/loss
309 MSEK	27 MSEK
(295 MSEK)	(22 MSEK)

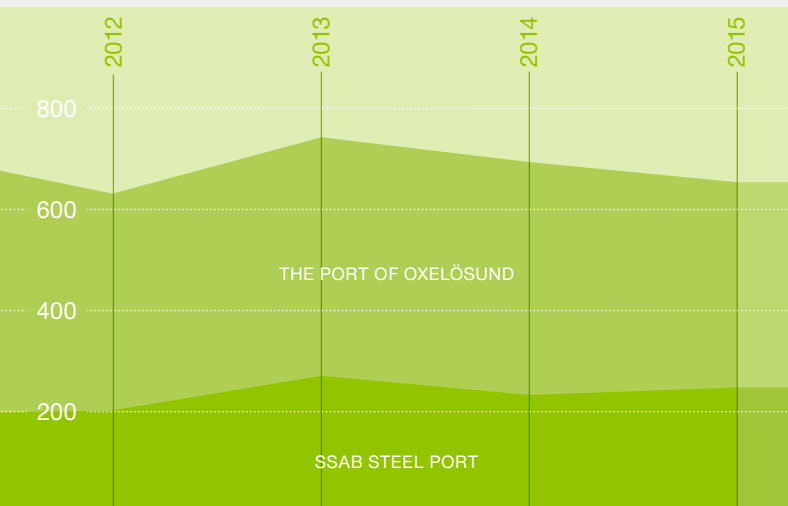
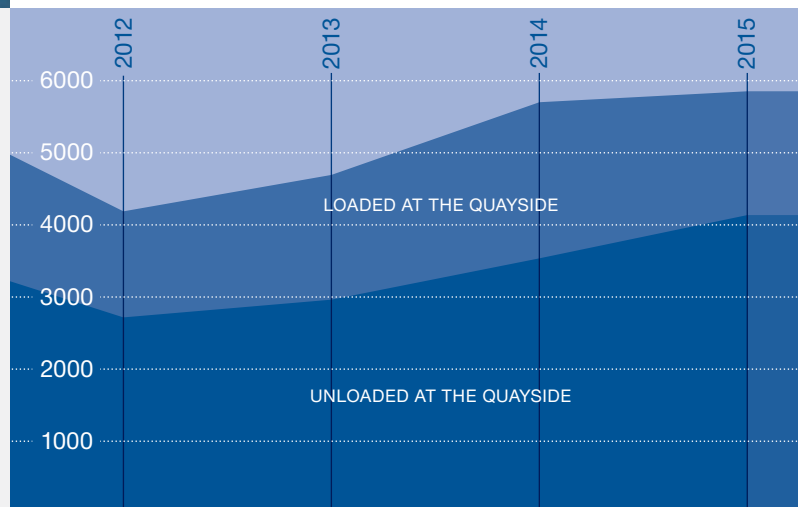
The financial year 2015

Profit for 2015 amounted to SEK 27 million against last year's SEK 22 million. We are pleased with the results that exceeded the expectations we had at the beginning of 2015. Turnover for 2015 amounted to SEK 309 million. We have managed to increase sales further still, largely due to new business with existing and new customers. In 2015, we continued to consolidate our balance sheet after a number of years with large investments. We are now ready to invest and seize new business opportunities. It will be very interesting to see the development opportunities our new customers and business can bring us. We are looking forward to 2016.

Goods

Managed goods (kilotonnes)

	2015	2014	2013	2012
Loaded at the quayside	1 717	2 165	1 730	1 471
Unloaded at the quayside	4 136	3 536	2 963	2 717
Total	5 853	5 701	4 693	4 188



Shipping traffic

Number of port visits

	2015	2014	2013	2012
The Port of Oxelösund	406	461	472	429
SSAB Steel Port	247	232	270	202
Total	653	693	742	631



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