



Years
ON THE
MOVE



The Nijhof-Wassink Group was founded 50 years ago. This magazine is a special edition to celebrate this anniversary. It is a one-off publication for our associates and staff members and appears in English and Dutch.

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Erik
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ON THE MOVE FOR 50 YEARS

ERIK SCHIPHORST HAS BEEN CEO OF THE NIJHOF-WASSINK GROUP SINCE 1 APRIL 2016. BEFORE THAT, HE WAS MANAGING DIRECTOR OF VOLVO THE NETHERLANDS. HE HAS BEEN THE SUCCESSOR TO ALBERT HENDRIKSE IN BOTH POSITIONS.

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'It would have been impossible to achieve this without the solid foundations laid by the two founders in 1967.'

"Fifty years is obviously an exceptional milestone. But maybe it's not a completely unexpected one, when you think how the Nijhof-Wassink Group started, namely with two highly driven entrepreneurs: Harman Nijhof and Evert Wassink. One possessed a talent for commerce, the other as the silent technical force. Unfortunately, Evert is no longer with us, but we reflect with gratitude on his input and expertise, also in this magazine.

Nijhof-Wassink is not the only family business in Rijssen. There are many more, also in the transport sector. In a three-way conversation, three children from the third generation speak of the exceptional collaboration.

The Dutch word "gunnen" is hard to translate. But if our international clients could feel what the word actually meant, they would immediately recognise it. Because the Nijhof-Wassink Group companies certainly have the goodwill factor. Why? Because we never turn away in the face of resistance. We are extremely stable, with the level-headedness Twente is renowned for always being prevalent. Service, reliability and quality. Delivering what we promise. These are our core values.

As the mechanics of our truck dealer company always say: it has to run smoothly. Not stuttering, but running smoothly like a well-oiled orchestra. That can only happen with a team of hard-working, talented people. These people are essential to achieve consolidation and growth. Our drivers, mechanics, planners and warehouse staff have made us a huge success. We are here thanks to them, 50 years after our foundation. One of them is driver Fred Mombarg. In this magazine he speaks about his work and the kidney dialysis that he does on the move in his truck.

Starting out as a small business with an old shed and a handful of trucks, we have grown into an international enterprise with 19 branches including six in Poland and employing 1,150 members of staff, in just 50 years. It would have been impossible to achieve this without the solid foundations laid by the two founders in 1967.

The theme of this magazine is 'On the move'. We have literally been on the move for 50 years, travelling to our clients, but also as a company, as a family and as individuals. Harman Nijhof looks back on the early years and his son Freddy describes the company 50 years after its inception. We also speak to the director of Total, our oldest client.



on the move according to:
Erik Schiphorst
CEO Nijhof-Wassink Group

"We never turn away in the face of resistance. We are extremely stable, with the level-headedness Twente is renowned for always being prevalent. Service, reliability and quality. Delivering what we promise. These are our core values."

People show their true character in times of adversity. In that sense the crisis has not been all bad. People show a flight or fight response when faced with a threat. We decided to fight, and we will continue to do so. But always fairly. We remain alert and head into the future full of confidence. Our strength is that we can adapt quickly and can therefore respond to the rapidly changing world around us. Stability and reliability are the key factors here. We have remained loyal to Volvo for 50 years. Not only as a client, but also as a dealer. Volvo is a fantastic brand that share our business values. Claes Nilsson, President of Volvo Trucks worldwide, speaks in an interview about the collaboration and the typical Dutch way of doing business.

Family businesses are the power behind our economy. I believe it is an honour to work for such a wonderful family business. When our founders decided to work together in 1967, one of the core values was: excellent stewardship. Acting responsibly with what you have been given and ensuring that the next generation is also able to take over in a healthy way. One of my tasks is to research whether the third generation can soon take the reins. This requires careful supervision where knowledge, pleasure and ambition are paramount. It would be an honour to see this succeed.

Here's to the next 50 years. <

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*Harman
Nijhof*

'I AM QUITE A *Progressive* GUY'

HARMAN NIJHOF (80) MAKES HIMSELF COMFORTABLE AND LIGHTS HIS FIRST CIGAR AS HIS WIFE JENNY POURS COFFEE AT THE HUURNERWEG IN WIERDEN. 'WHERE NIJHOF IS, THERE IS SMOKE', LAUGHS THE CO-FOUNDER OF NIJHOF-WASSINK, AND HE COMMENCES HIS STORY.



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Nijhof has been smoking since he was 14 years old. But just like Clinton, he does not inhale. "I taste it on the tongue before blowing it out." When the cigar is finished, out come the cigarettes, intermittently swapped for a hand-rolled cigarette.

His biggest hobby has always been horses. There is a stable behind his house where he breeds jumpers. He shares these with grandson Maarten, who lives just 50 metres away. He still believes it is a sport in itself to blend the best bloodlines and therefore create the best offspring. He also purchased young horses to sell them on after intensive training. Eventually, with a number of partners and subsidy from the Ministry of Agriculture he founded an export combination, with the aim of promoting and selling horses bred in the Netherlands to countries such as the US, and with considerable success. His descendants have inherited his taste for equestrian sports. 9 of the 12 grandchildren are active riders, even competing internationally.

It maybe characterises Harman Nijhof. Not just doing something he likes, but business with a clear aim. The entrepreneur says of himself "I am quite a progressive guy: I always want something new."

FORD PREFECT

The son of an impoverished farmer, he commenced his transport company 53 years ago in an old shed in Wierden. Jenny did not think particularly highly of it. "He had a steady job, a car, so why embark on such an uncertain future?" Harman still remembers that car.

"It was a Ford Prefect, ten years old, acquired for 450 guilders and overhauled for 300. For 750 guilders I had a beautiful vehicle. Every Saturday I polished it lovingly so that we could drive to church on Sundays in a shining car."

Three years after founding his company he found a partner in Evert Wassink, also owner of a transport company in Wierden. "We should forget the word 'I'", he states. "You are nothing on your own. I always say: all our wishes are determined by people." It is the first of a number of statements from Harman that could easily adorn a tile on the wall.

'One of my qualities is getting the right people around me who are better than me.'

"One of my qualities is getting the right people around me who are better than me. I was good commercially, but less so technically. Evert had that quality. He graduated from the Technical College. I was driving three brand new trucks back then, but these caused debts. He had old ones, but money in his bank account. We made a perfect match."

'We were workers in the midst of rich farmers and I found that hard to accept.'

His parents wanted him to become a weaver. That was how to make money in Twente in the 1950s, when there was still an abundance of textile companies. He followed this advice, but had a disagreement with the manager after six months. He subsequently tried his hand as a baker, as a waiter and working at a brick kiln, until it was time to embark on military service. Upon reaching the age of 27, he decided: he was either going to be an entrepreneur or a pastor. In 1963 he founded H.M. Nijhof transport.

He can recall his first contract clearly: driving to Italy on a charter. Outbound on Monday, returning on Friday, sleeping a maximum of three or four hours a night on the road. Despite the fact that he personally experienced a lack of sleep on the road, he still nevertheless opposes modern driving time regulations. "These regulations demand far too much from drivers. You can easily drive another four and a half hours in good weather, but one should really stop after an hour when encountering really bad weather." Nijhof-Wassink therefore uses their own driving time regulation: never more than four hours behind the wheel and adherence to the mandatory night's rest between two driving days. And: stop immediately when the first effects of fatigue hit."

HARD-WORKING CALVINISTS

According to Harman another explanation for Nijhof-Wassink's success is the Calvinistic virtues of hard work and humility. Keeping one's feet firmly on the ground. "Everyone receives a decent salary and it's important to have a nice house, but we do not do anything crazy. That is not who we are." >

on the move according to:
Harman Nijhof
Co-founder of Nijhof-Wassink Group

"To achieve two percent extra you have to be ten percent better."

LATE COMER

With a family of 11 children, Harman's parents struggled to survive. Harman was supposed to be named Herman, but a phonetic misinterpretation of the dialect saw a civil servant make it Harman. Father and mother Nijhof ran a small farm and their meagre income was supplemented by a trade in petrol and coals, in addition to the work in the clay pit. It was the early 1930s, and there was a major crisis. Despite all this, his parents were able to raise their children properly, according to Harman. As a late comer, he has outlived almost all of his brothers and sisters, just one of his sisters is still alive.

Harman attributes his success to another one-liner: Performance through frustration. "We were workers in the midst of rich farmers and I found that hard to accept." The drive to perform was already visible as a 12-year-old. "A man with one eye used to live on the rubbish dump, and he always had a bottle of Dutch gin in his hand. I made something from the things that I found near the man, making a bike from three scrap bikes. When I proudly showed my father he said: 'Did you make any money? No? Then I don't want to hear about it'."

> The fact that Nijhof-Wassink has never been in the red in all these years makes him proud. "We did have some bank debts caused by high investments, but we always finished the year with a profit." It was extremely hard work, certainly in the beginning. Jenny: "I was given 45 guilders for the shopping every week." Harman: "She used that cash to also purchase me two bottles of beer for Saturday evening." Jenny: "Sometimes he was too tired to drink them both and then I knew: next week I only need to buy him one bottle."

'I wanted to see how someone lived, what type of wife they had, how things were at home.'

POLAND

Maybe the biggest success of the Nijhof-Wassink Group lies outside the Netherlands. More than 25 years ago – 54-year-old Harman had just handed the company to his son Freddy – he announced the desire to set up a branch in Poland. "Give me a million guilders", was the message. Later Freddy would state that it quickly became two million, but he knew his father well and had every faith in him. Harman: "We had been travelling to Poland since the 1970s, humanitarian aid transportation among other things, and knew the country well. We did what no other company wanted to do: drive behind the Iron Curtain for our clients in the petrochemical industry. That sometimes meant waiting at the border for hours. When the wall fell and the borders

Staff are key, Harman emphasises again. "Our drivers and mechanics are our ambassadors, the business card of our company. Yes, that's how it goes, right!" To ensure that he recruited the right people in the company, he made house visits. "I wanted to see how someone lived, what type of wife they had, how things were at home." With 19 locations in five countries and approximately 1,100 staff members that recruitment policy is now a thing of the past.

opened, the competition appeared, so in my opinion there was only one approach: working with the Poles themselves." Initially Harman faced resistance and disbelief. Poles do not want to work, that was the impression. As he exhales the smoke from his cigar, Harman clearly states: "Nothing could be further from the truth. They are incredibly nice people, very loyal, enormously warm and grateful." Harman found the perfect place for a hub: the town Kutno, exactly in the centre of Poland. "A rather strange name, so I asked Jenny's advice. 'Yes', she said, 'you have to do it, you will certainly never forget the name.'" And so it happened. This branch of the company was also founded in an old shed. It was a masterstroke. There are currently six Polish locations employing a total of 400 staff. The language barrier made it difficult to visit people at home in Poland, but fortunately we had Jopie Boddeman, Nijhof-Wassink's own language maestro. Harman: "Jopie speaks all languages, so he selected the drivers and trained them." One of the requirements was that they had to learn German, a language that Harman is fluent in. "I have to be able to communicate with them."

The downside to the success story was that Harman was barely home. "She raised the children", he says respectfully. Jenny: "I did not have a choice." It was not easy for Jenny. After the birth of the children she suffered from postnatal depression. Jenny: "Little was known about the condition back then, I did not know what was wrong with me and sometimes I was in bed for whole days." She recovered, resulting in the company now employing different confidants who support staff experiencing personal problems, partly because Harman knows only too well the value of a happy home life. "A happy home life is everything."

'DRIVERS AND MECHANICS ARE OUR AMBASSADORS'



DAUGHTER ERNA

The Nijhof couple had four children: Freddy, Erna, Jogé and Bernadet. Erna died in 2010 of a melanoma. When the conversation inevitably turns to the lowest point of the last 50 years, the pain is clearly visible in his eyes. After a silence he says: "You cannot imagine what it is like to bury your own child." Erna's death came approximately six years after the passing of daughter-in-law Agnes, Freddy's wife, her life tragically cut short by the same disease. Both women were mothers of young children. Agnes also played an important social role in the company. Jenny: "She was the only one who dared to oppose Harman."

Freddy is now happily remarried to Karin and his children have left home.

After the death of his daughter and daughter-in-law, Harman attempted to reject his faith: it was no longer necessary. But he was simply unable to. Harman sits quiet for a while, visibly emotional. "Come on, let's go to the office", he says finally.

In his Porsche Cayenne ('a treat to myself'), in which he is regularly chauffeur driven to Poland, he listens to a church service and sings a psalm. <

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*Freddy
Nijhof*



'Respect HAS TO BE EARNED'

HIS MOTHER DID NOT THINK IT WOULD WORK, HER SON RUNNING THE COMPANY. 'HE TAKES AFTER ME', SHE SAID. 'FAR TOO NICE'. FATHER HARMAN SAW IT DIFFERENTLY, HOWEVER. FREDDY NIJHOF HAS BEEN WITH THE COMPANY FOR OVER 35 YEARS NOW. IT HAS PROCEEDED VERY DIFFERENTLY THAN HE ENVISAGED BACK IN 1980.

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Receptionists at the brand new building on the Galvanistraat in Rijssen greet Harman warmly, exchanging a few pleasantries. Granddaughter Marije Nijhof, Freddy's daughter and 'a very bright little thing' according to her granddad, has provided lunch. She is management assistant for the Board of Directors and works in the marketing department.

The first thing father and son do at the start of the interview is light up a cigarette. "I was promised one thousand guilders on my 18th birthday if I did not smoke or drink until then. I started the day after my birthday", grins Freddy.

The company had 50 pleasant staff when Freddy acquired the shares together with his sister Jogé. The two other sisters were bought out. While the company has grown by a factor 20 since then, all clients know where to find Freddy. They can call him directly in case of an emergency. "We do not want to let a company down that has been our client for 25 years, even at 3 a.m." Freddy has approximately 3,000 contacts in his telephone.

'I was more of a street fighter, Freddy was the diplomat. That is why he has more goodwill.'

What has changed due to the expansion of the company in recent years? Freddy laughs heartily. "Everything I would say, the world changes

ridiculously quickly." Father Harman adds: "The strategy has remained the same." Freddy: "My father always taught me: to gain two percent extra you have to be ten percent better." Harman: "It is about goodwill, respect has to be earned and gained. A man has to be true to his word."

FAMILY BUSINESS

In 2014 the company was in the final of the annual Family Business Awards where more than 500 companies participate. They just missed out on winning, losing out to Westland Kaas. "Family businesses form 63% of our economy", states Freddy. "A family business has many advantages, but also disadvantages." Such as who takes over. "The question is: can they do it, but more importantly: do they want to? "I will never push someone. You will make your child miserable if you force them to do something they don't want to do. That is not right. The second risk is trouble in the family. Fortunately, that has never happened with us." Harman: "I always say: I believe in democratic dictatorial management. Give everyone a proper hearing, but ultimately one person makes the decisions." Freddy: "I have sat in this seat for 25 years and it has never been necessary, we have always reached a consensus without problems."

STREET FIGHTER VERSUS DIPLOMAT

When attention turns to the differences between father and son, Harman says: "I was more of a street fighter, Freddy was the diplomat. That is why he has more goodwill." Freddy: "I do not agree with that. We are not given work because of my diplomacy. Respect has to be earned." Harman nods and then says: "He is better at it than me." >



on the move according to:

Freddy Nijhof

Chairman of the Supervisory Board of the Nijhof-Wassink Group

"Transport is an enormously competitive business, extremely capital and labour intensive. That is a difficult combination. The final cents per kilometre really do matter."



It's all in the family. Together with father Harman and sister Jogé (supervisory board member)

> Since Freddy took over the business, Nijhof-Wassink has increasingly become a significant player that is highly specialised. For example, Nijhof-Wassink became the first Volvo dealer in Twente and a separate company was set up for this: Nijwa. Harman: "We used to travel 60 kilometres to reach the dealer. It took 90 minutes and went via B roads and dikes. The dealership became a major success, partly thanks to Evert Wassink's technical expertise. Nijwa currently enjoys 20% of the Volvo market share in the Dutch market, with spikes up to 50% in Twente and other places. Freddy: "We really have to work hard to sell Volvo, because Volvo is the most expensive brand." It continues to succeed, though. Freddy: "Volvo is simply the best. This is proven time and time again, just recently Volvo came up trumps in German research. They excel in every aspect, certainly in safety and quality, but also in the comprehensive supervision they offer. It all works perfectly. Ultimately Volvo helps you achieve the lowest operating costs, and that is the bottom line."

Nijwa sells approximately 1,800 trucks via seven Dutch and five Polish branches every year. Own transport company Nijhof-Wassink has acquired 2,000 trucks in the past 50 years. Claes Nilsson, director of Volvo Trucks, personally delivered number 2000 during the anniversary party on 28 December.

Despite the fact that they have different characters, father and son share the same business sense. Just like his father, Freddy also emphasises: "It is all about relationships."

AGNES

The life of the 58-year-old entrepreneur changed drastically when his wife Agnes was diagnosed with an aggressive form of cancer in 2003. She died from a melanoma. Eight months after her diagnosis, she passed away (aged 43). Her passing not only left a huge hole in her family, but also in the company where she fulfilled an important social role. Suddenly Freddy was alone with four children, the youngest of whom was only eight years old. "I had never loaded a dish washer before." Just like his own father at the time, Freddy had hardly been at home back then and his wife had managed the household on her own. "I had struggled with this for some time, but Agnes' death made me realise I no longer wanted this. My children needed me." Freddy took a drastic decision: he gave up his role as managing director. "I dutifully promised Agnes that I would always prioritise the interests of the children above the interests of the company if she did not recover. But saying something is different to actually doing it".

In 2010, his children were now seven years older, Freddy decided to rejoin the Board following the departure of the Transport director.

Harman's father found it difficult to accept that he no longer wished to be managing director. "He really wanted a Nijhof in the director's chair. But we were raised with the idea that the company is all encompassing, 24 hours a day. I did not want this anymore, I wanted a life too. I am a different person and the company is totally different now. In addition, it has become so large that it is more than one man can handle on his own. The choice I made back then has given me so much peace." Since then, Albert Hendrikse, now 62, has handed over to a director, Erik Schiphorst. One of his tasks is to research whether the third generation has both the talent as well as the motivation to once again lead the company.

Today the company is in excellent health. With a turnover of 240 million euros and a profit of 10 million all appears to be well. Resting on their laurels is unthinkable though. Freddy: "Transport is an enormously competitive business, extremely capital and labour intensive. That is a difficult combination. The final cents per kilometre really do matter."

The cash flow is reinvested every year, and far more funds, by expanding and innovating, among other things. With all regular replacement investments and four major new building projects in the last two years in Zwolle, Hengelo, Rijssen and in Poland, a total of 60 million euros has been invested. One third of the turnover is currently generated in Poland. Harman: "Not bad, eh, for a guy who barely made it through school." Freddy: "But you did succeed in the preaching."

'I dutifully promised Agnes that I would always prioritise the interests of the children above the interests of the company.'

Soon after the death of his wife, Freddy started to feel pressure from the family, clients and employees to take up his director's role once again. "But that was not the life I wanted." He contacted his old friend Albert Hendrikse who was working for Volvo Trucks in England. Freddy knew that Albert was looking for a new challenge and asked him if he would like to become managing director. It was the perfect match. He and Jogé remained on the Supervisory Board. This caused a unique situation to arise, with Freddy reporting to the managing director who then had to report back to Freddy as shareholder.

BIGGEST CLIENT GOES BANKRUPT

Freddy thinks back to 1980 to begin recalling the two most remarkable moments of his career. "I had just completed my Higher Professional Business Education and was supposed to go to Denmark for a year's work experience. However, plans were changed at the last moment. My father came to me and said: "Your party year is off. I need you at the company. There was a position in the financial department and I had just completed the appropriate training. He could either look externally to fill the vacancy, or hire me."

The second moment came soon after, when their biggest client went bankrupt. "Back then we had 30 trucks and half of the fleet was driving for that client. Then another client went bankrupt, instantly halving the company. I will never forget my father's response back then, and I admire it to this day." He told how his father called a meeting

with the staff. "We can either sack 20 people, or divide up the work", he said. The 80-hour week would become 40, and everyone would have to accept a 50% pay cut. The staff almost unanimously voted: sack 20 people. 'We are going to vote again', said Harman, 'but now with the knowledge that it is not the last ones in that leave, not the people with a young family who have just taken out a mortgage'. In the vote that followed, the decision to divide the work was taken."

While there have often been difficult periods, this approach avoided ever having to make forced redundancies. Freddy: "My father taught me: there is a family behind each member of staff. They will repay it in loyalty and effort." <

'Volvo is simply the best. This is proven time and time again, just recently Volvo came up trumps in German research.'



“IT IS ALL ABOUT RELATIONSHIPS”



NEW KIDNEY
Just before this magazine was printed, we received news that a kidney had become available. Fred had the operation on 21 March, and is doing well under the circumstances. We wish Fred a speedy recovery and hope to see him back behind the wheel again soon!

EXCEPTIONALLY ON THE MOVE

Fred Mombarg is a KIDNEY PATIENT

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FRED MOMBARG HAS BEEN ON THE MOVE AS A NIJHOF-WASSINK DRIVER FOR 15 YEARS. HOWEVER, IN RECENT YEARS HE HAS ALWAYS KEPT HIS PHONE ON; HE CAN BE CALLED AT ANY MOMENT WITH THE NEWS THAT A NEW KIDNEY HAS BEEN FOUND FOR HIM. UNTIL THAT CALL, FRED CLIMBS INTO THE CAB WITH HIS DIALYSIS EQUIPMENT.

'On the move I do dialysis four times a day in the truck.'

"I had been sick for a while. I became a kidney patient overnight upon receiving my test results. Basically, it comes down to this: my kidneys need assistance to do what they should do, which is filter my blood. One way of doing this is to cleanse the kidneys four times a day via the abdomen. An enormous undertaking.

At work, they assumed I would cease driving – employing a kidney patient to drive is obviously a risk. But I wanted to keep driving. I decided that I could do the dialysis in the truck. Quitting work was not an option for me. I love my driving job and did not want to just sit at home. I had to do that once for six months: I do not want to experience that again.

Adjustments were not required. The fluids have to be at body temperature, but that can be achieved with heat bags. These are powered by electricity, so it is fortunate that every cab has a power socket these days. The only adjustment was two 5 euro hooks from the Gamma DIY store to hang up the bags with fluids during the dialysis.

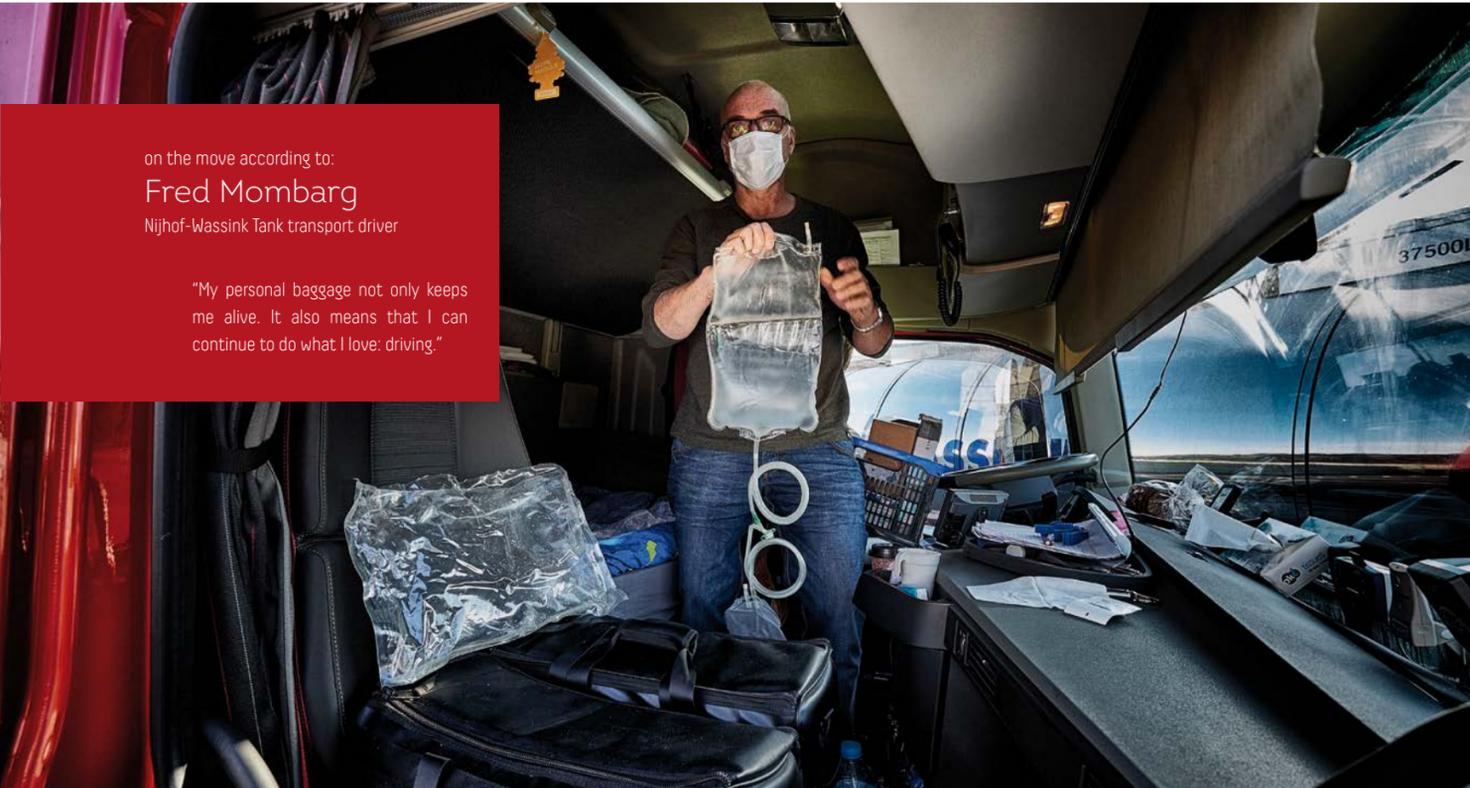
Drivers I meet en route sometimes give me a strange look. They often have no idea. They only know dialysis by a machine. Sometimes they come and see how it works in the truck. Some say: 'I don't even want to think about it, I would just stay at home', others say that it is amazing that it is possible to do this on the road.

It has been going well for five years now and I do dialysis four times a day. This means draining the old fluid from my abdomen first, and then filling the abdomen with the new fluid. This takes 30 minutes each time.

You cannot be too compulsive about this. Naturally, it has to happen at certain times, but a delay of half an hour does not matter.

I am on the list for a kidney transplant so I cannot be more than six or seven hours away. It happened last October. I was driving in France when I took the call. After a day of waiting in the hospital – I was already being prepared for the operation – the surgeon shared the bad news. There was a hole in the kidney. The surgeon estimated that if he went ahead with the transplantation, I would be back on the operating table within a week. 'We shouldn't

do it', I decided immediately. This was obviously a setback, but not a matter of life or death. I can still function well. I do not know how long that will be the case. Some people can continue with peritoneal dialysis for as many as seven years, others not even for two years. Then it is inevitable that machine dialysis will follow and work becomes impossible. But I really am hoping that I will have a new kidney by then." <



on the move according to:
Fred Mombarg
Nijhof-Wassink Tank transport driver

"My personal baggage not only keeps me alive. It also means that I can continue to do what I love: driving."

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ON THE
MOVE WITH
*Sven
Kramer*

'I AM ALWAYS On my way TO THE NEXT GOAL'

TOP SPORTSMEN AND WOMEN ARE ALWAYS BUSY AND ON THE MOVE. WE SPOKE WITH SPEED SKATING PHENOMENON SVEN KRAMER IN THE ITALIAN TOWN OF COLLALBO ABOUT BEING ON THE MOVE. "AIRPORT SCHIPHOL GETS BORING." SVEN'S RELATIONSHIP WITH NIJHOF-WASSINK GOES BACK A LONG WAY.

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Sven Kramer travels the globe every year. If he is not travelling for competitions, he is at a training camp with his Team LottoNL-Jumbo team. This skater is on the road for a minimum of two hundred days a year. "When you are 18 or 19 you still find travelling exciting, you are amazed by foreign countries. That's now a thing of the past for me. I have been travelling all over the world for so many years that airport Schiphol gets boring. The same applies to hotels and restaurants en route. Now I see travelling as part of my work and try to organise and plan my many trips as efficiently as possible."

And for Sven Kramer only the best is good enough when he is 'on the move'. "The long journeys cost an enormous amount of energy. You experience different time zones and jet lags. That is why I try to waste the least possible time on travelling. I want to get from door to door as quickly as possible." He answers the question of whether he spends hours in cars on the road adamantly. "No, never! I fly everywhere and use business class for long journeys. That is much better for my back, it has nothing to do with luxury at all. I arrive fitter and need fewer days to recover. This improves my performances. I see it as an investment in myself."

'I notice that Nijhof-Wassink trucks are always very clean.'



HOTEL LIFE

In addition to many hours on the plane, Kramer spends a great deal of time in hotels. "In the beginning, with the TVM team, we were on the road more often than we are now. I currently operate more from home and that suits me well. To be honest, I do not mind being away from home, as long as everything has been arranged effectively. At home there is more pressure to do things in addition to my sport. Too many distractions. Also, it is much easier for people to visit me in the Netherlands. At a training camp, such as here in the Italian town of Collalbo, I can really find my peace and focus fully on my sport."

Achievements by
Sven Kramer
long track speed skater

two-time Olympic champion	5,000 metres
nine-time World champion	all-round
nine-time European champion	all-round
eight-time World champion	5,000 metres
five-time World champion	10,000 metres



OLYMPIC GAMES

In the coming months Kramer will also travel the globe for many major speed skating events. Even so, one particular destination is highlighted in his diary. "I am always on my way to the next goal, but ultimately I am moving towards the 2018 Olympic Games in Pyeongchang. Along the way I encounter sub-goals, such as European Championships and World Championships that must be competed in. Goals that eventually benefit you, but all lead to the Olympic Games. It has to happen there."

What do you think when you spot the trucks on the road, Nijhof-Wassink's core business?

"I have to say that they are less noticeable in the north than in the rest of the Netherlands. I notice that Nijhof-Wassink trucks are always very clean, cleaner than the others. If not, I send Albert Hendrikse (Nijhof-Wassink Group Board member, editor) a quick photo of the vehicle."

What is your connection to Nijhof-Wassink?

"I skated at TVM for nine years. In the past, Freddy Nijhof and Albert Hendrikse were welcome guests at TVM and their clients, and they still are. If at a certain moment you belong a bit to TVM, such as myself, then you regularly come into contact with

them. They have attended many international races. Then Konrad Niedzwiedzki joined our team. Nijhof-Wassink used to sponsor the Polish speed skating association and Konrad wanted to join a Dutch team. So that was quickly agreed between both teams. The contact between Nijhof-Wassink and TVM and the TVM speed skating team became more intense, because Konrad was with us. And now of course with Erik Schiphorst being managing director at Nijhof-Wassink Group. In my time at TVM he was the commercial director of TVM and very involved with speed skating.

And then you go cycling in summer wearing the shirt of sister company Nijwa?

"For me cycling is a pleasure and I enjoy doing it, it makes me a better skater. It is far less stressful than in winter, because the target is far lower. I like the fact that they can help me with that from the sidelines, that we have a nice team around us with former skaters and that it is all arranged well. For the race in Overijssel we got changed at the headquarters in Rijssen."

You believe it is important that the relationship with the sponsor goes beyond simply giving money?

"Certainly. That is often the advantage I think, sometimes an emotional connection can make it harder, also as a sportsman, because you feel involved. Making rational choices can then become harder. It has advantages and disadvantages, but in general I think that the involvement of a sponsor has more advantages. It works perfectly at Nijhof-Wassink and Nijwa."

Is running a company such as Nijhof-Wassink Group elite sport?

"These parallels are often drawn, specifically by the business community, but I do not always agree with this."

Why not?

"Because elite sport is less rational. In addition, in business, at least when you are not a listed company, you have less contact with the media, press, supporters and the public. With a company, public opinion has less influence on performances than with us I think." <

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minister
Kamp

WE ARE GLOBAL
TRENDSETTERS IN

Logistics AND transport

HENK KAMP IS FOND OF THE NIJHOF-WASSINK GROUP NOT ONLY IN HIS ROLE AS MINISTER OF ECONOMIC AFFAIRS, BUT ALSO AS SOMEONE FROM NIJHOF-WASSINK'S HOME BASE REGION TWENTE. IN THIS INTERVIEW HE SPEAKS OF THE CHALLENGES FACING THE TRANSPORT WORLD AND THE ROLE OF THE GOVERNMENT IN THIS.

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Nijhof-Wassink Group was founded 50 years ago, starting out as a small transport company in Wierden, growing to become a major Dutch company with a turnover of millions and enjoying huge success in Europe. How do you view this company?

"Nijhof-Wassink is an exemplary family business that has grown to what it is today in just two generations. It is a unique company too, one that has always used Volvo trucks. The first truck, a used one purchased 50 years ago, is still owned by Nijhof-Wassink to this day. Truck number 2000 has just been delivered.

The fact that the Netherlands is a global trendsetter in the area of logistics and transport is testament to the many Dutch entrepreneurs and companies in this sector which have identified and seized opportunities. As a logistics service provider and internationally-oriented company, Nijhof-Wassink is a great example of this. Because when it concerns transport and logistics, the Netherlands has much to be proud of. Our infrastructure is in the top three in the leading Global Competitiveness Index of the World Economic Forum. Our port infrastructure is even valued as the best in the world. With an added value of 62 billion euros and 672,000 FTEs, the sector accounts for 10% of our total economy. It is therefore a crucial economic sector for the Netherlands.

In October 2016 it was a great pleasure to open the Combi Terminal Twente (CTT) in Rotterdam. A terminal which can further strengthen our excellent port

infrastructure. As shareholder of this terminal, Nijhof-Wassink has visibly paved the way with regards to the efficient organisation of the cargo flows between mainport Rotterdam, Twente and the further hinterland in Scandinavia, Germany and Poland."

Which challenges can Nijhof-Wassink expect in the coming years and what are the biggest challenges the transport sector will face in the near future?

"The transport sector faces a number of challenges. To tackle these challenges effectively, knowledge institutions, governments and companies work together in Top Sector Logistics. For example, we strive to apply IT in smarter ways and increasingly use digitisation, making logistics and transport more efficiently organised. The Neutral Logistic Information Platform (NLIP) has been developed by the Top Sector Logistics to address this. This platform creates the conditions that parties need to exchange data with each other. By being able to predict a stream of goods better, for instance, our options to group loads increase. In this way, bulk transport by ship or train is often an acceptable alternative for transport by road. This provides cost benefits and reduces CO₂ emissions.

This brings me to the next challenge: sustainability. A challenge which applies to all sectors. Our mutual challenge is to see the necessary energy transition not only as a duty, but to shape this transition in such a way that new economic opportunities are created. A better data exchange

on the move according to:
Henk Kamp
Minister of Economic Affairs

"The challenges facing the transport sector are tackled by knowledge institutions, governments and companies working together."

'Our efforts to promote Dutch trade in general and the transport and logistics sector in particular across borders are ongoing.'

can play a significant role in this for the logistics sector. This can, for instance, lead to an increase of the load factor of vehicles and boats: this means a reduction of costs and increased sustainability. Because reducing mileage means lower CO₂ emissions.

The point of departure in the Paris Agreement and in the Energy agenda I presented in December was that the freight transport and logistics sectors must achieve a 60% reduction of CO₂ by 2050. The Top Sector Logistics partly developed the Factor 6 (research) programme. So called, because achieving a reduction of 60%, CO₂ productivity in the period up to 2050 requires an increase in efficiency by a factor 6. That implies more freight transport with lower CO₂ emissions. Factor 6 explores which measures may contribute, such as logistics efficiency, fuel and drive technologies and energy-saving measures. Obviously, it is important that an equal playing field in Europe can be guaranteed for these initiatives and measures as much as possible."

What do you do to enable transport companies to conduct business as properly and responsibly as possible?

"The cabinet creates the conditions for sustainability and to support and facilitate digitisation in the sectors. Within Top Sector Logistics, entrepreneurs, governments, knowledge institutions and various regulatory authorities work together to remove bottlenecks such as the regulatory burden. I see the digital consignment note as a striking example of this. This leads to substantial cost savings. It allows transporters and shippers to communicate easily and quickly about the shipment. This saves them stress, time and costs within their business operations and in contact with the government. For regulators this also saves time and costs.

As minister I ensure that the innovations, which are necessary to maintain the top position of the Netherlands as global leaders in logistics, can actually be applied and are not hindered by regulations and legislation. I do this with other ministries, EVO-Fenedex, the Dutch Association for Transport and Logistics (TLN), the business world and the regulators (Customs, the Netherlands Food and Consumer Product Safety Authority (NVWA) and the Human Environment and Transport Inspectorate (ILT)). Finally, we ensure that we do not lag behind other EU member states in the markets with international competition. We strive towards honest competition and resist protectionist measures such as toll differences. We continue to point this out to the other member states.

Our efforts to promote Dutch trade in general and the transport and logistics sector in particular across borders are ongoing. The cabinet has embarked on a record number of 97 trade missions to put Dutch trade on the map and to show the world that the Netherlands is the perfect gateway to Europe in every aspect." ◀



ON THE MOVE IN YOUR OWN COMPANY

FROM INTERN TO MANAGER

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"I WILL ASK YOU A QUESTION YOU WILL NEVER FORGET", SAID THE DIRECTOR ONE DAY. WOULD I BE INTERESTED IN MANAGING THE OFFICE IN ZWOLLE? I STARTED THE NEXT MONDAY, MOVING MY SEAT A FEW OFFICES ALONG.

on the move according to:
Erik Huisjes
Manager Nijwa Zwolle

"The trick is to treat everyone with respect and value everybody's qualities."



I was in the final phase of my commercial economy programme at Windesheim University of Applied Sciences in Zwolle and was planning to do my graduation research project at another company. It was cancelled at the last moment and I was afraid to delay my study. A father of a friend knew someone at Nijwa and that got the ball rolling. I was able to start immediately. After my graduation I was able to stay. But in what capacity: it was not clear at first. I worked in the workshop for a while and then moved to the sales support department where I compiled proposals, ordered vehicles, maintained contact with the Volvo factory and made pre-calculations and subsequent calculations. I then became a sales representative of Volvo trucks at Nijwa for the Hardenberg-Rijssen region. It was great work; maintaining contact with our clients. In the end it's all about people.

I did not want to stay in sales my whole life and maybe the company had noticed that I had started to look elsewhere. When my manager quit rather unexpectedly, I was asked that question. And yes: I will never forget that moment.

Why me? You will have to ask Erik Schiphorst. I have been given the vote of confidence, but I do not know exactly what I do well. Maybe it's my drive. I am decisive and purposeful. It is very simple in principle: just do it, go for it. The same applies to ups and downs. One of the first things I had to do was to sell our previous location on Hoekerweg. I knew nothing about real estate, but I was able to rent it out.

PUSHING ON AND SCORING

The hardest aspect of my work is also the most important one: to ensure that we remain a strong, solid team. It is hard to turn 50 individuals into a well-oiled machine. The big learning curve for me in the last 18 months was that not everyone is the same as me. I am young (32), want to push on and score. But not everyone is like me. The trick is to treat everyone with respect and value everybody's qualities. Utilise that diversity. If all players do the same thing, it is impossible to win the game. My challenge is therefore to select the optimal line-up: the correct players at the right place at the right time. To learn this, I had to do some self-reflection. I embarked on a six-month course with a group of young potentials in Zwolle where we studied personal and organisational development. This taught me a lot about myself, my strengths and weaknesses. Scoring is great, but pushing on does not work. That knowledge has been very valuable. Obviously, the board also provided me with the support I required.

'I am not someone who takes a pre-planned route.'

My favourite part of my work remains the commercial aspect. It's a real thrill to close another great deal and to be able to say at the end of the month: we have earned our money once again. I always spot opportunities. If there is business to be done, you must ensure that you are there.

What is my next destination? I have no idea. I am not someone who takes a pre-planned route. I have enough of a challenge here for the time being." <



Anniversary celebration

28 & 29 DECEMBER 2016

On 28 and 29 December 2016 we celebrated our 50-year anniversary in Rijssen with our clients, staff and other associates. These were wonderful events with approximately 2,400 guests present. This photo collection will allow you to enjoy the celebration with us once again.



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Many of the guests attending our anniversary celebration responded to the wish of the Nijhof-Wassink Group for charity donations instead of gifts. These charities carry out vital social work in the local community. They deserve attention and support.

We are delighted to announce that donations totalled € 50,000, a heart-warming success. On behalf of Nijhof-Wassink Group and these charities, we wish to thank everyone for their generous donations.

CHARITIES

- Monicares www.monicares.nl
- Zindividu www.zindividu.nl
- Kanker actueel www.kanker-actueel.nl
- Twentsewens ambulance www.twentsewensambulance.nl
- Visio de Brink www.visio.org
- Informatiecentrum Canadese begraafplaats Holten www.canadesebegraafplaatsholten.nl



(RE) LIVE THE 50 YEARS OF NIJHOF-WASSINK ANNIVERSARY CELEBRATION

photo report

anniversary celebration after-movie

film "on the move"



www.nijhof-wassink.com/50y-photos

for all Nijhof-Wassink videos please check: www.youtube.com/nijhofwassink



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Three third-generation TRANSPORT COMPANIES

RIJSSEN HAS A LONG TRADITION IN THE TRANSPORT SECTOR. APPROXIMATELY TWENTY COMPANIES ARE CURRENTLY ACTIVE, INCLUDING VARIOUS FAMILY BUSINESSES. THESE COMPANIES WORK WELL TOGETHER. "YOU HAVE TO HELP EACH OTHER ALONG."

Ate Pultrum sits at the table, together with cousin Jille, owner of Pultrum Rijnssen BV, founded in (1963) by his great-uncle Jille Pultrum. Next to him is Marc Leverink, employed at Leverink Transport, founded by his granddad Jan Hendrik in 1963. He is also director and majority shareholder and also a planner. Anja Wessels is in the MT and is a controller in the company her granddad Hendrik Wessels founded: Wessels Transport Rijnssen BV. All three are in their mid to late thirties and are the third generation in the family business.

All three companies have their own specialism. Pultrum, starting out delivering wood for clog makers in Enter, now specialises in construction material and exceptional transport. Leverink is renowned for its trucks with truck-mounted forklifts, portable forklifts on the back of its trailers. Wessels Transport initially started as a jute transporter. Eventually their business turned to peat and stone, and today the focus is on transporting construction materials.

OWN DRIVING SCHOOL

Together we are stronger: that is the motto. Together with nine transport companies these three founded their own driving school: the OCTL, Opleidings Centrum Transport en Logistiek (Transport and Logistics Training Centre). The first students were enrolled during the 2015-2016 school year. Ate Pultrum: "The entire region was fishing from the same pond. We wanted to breed our own fish, preferably better ones." They used open houses and guest lectures to recruit students. Ate: "Many young people do not know what logistics truly are. They are used to ordering something via Bol.com and seeing it delivered at home the next day. They have no idea what the whole process entails."

Anja: "We demonstrate what is required to become a driver in 2017. The adventurer of the past is over. Greater independence and responsibility is expected now. You must distinguish yourself in this."

The school is completely independent. Students' internships are divided across the participating companies and they stay at the company if there is a genuine match. Drivers must be prepared to work long working weeks, an average of 55 hours. Ate: "Drivers are the ambassadors of our company, the point of contact of our clients. They meet them more frequently than we do. They must be representative and think along effectively."

HELP EACH OTHER

The three transport companies have been good friends for many years. Marc: "The older generation already spent time with each other. They saw each other everywhere, at trade fairs. That is how that connection was forged. We work together in almost everything. We do the purchasing with eight companies and we split the material. If someone needs a truck-mounted forklift, we will arrange that for them. We help each other with major projects. We assist each other through peaks and troughs. You have to support each other as much as possible."

With competition already stiff, competing against each other in Rijnssen would make it even harder." Anja: "You have to want to help each other, that is the basis of our collaboration."

Does your faith still play a role here? Marc: "It is certainly not a hindrance." Anja: "A Christian is still a Christian in the work arena. My faith comes with certain standards and values. I want to radiate that."

on the move according to:
Anja Wessels
Controller Wessels Transport Rijnssen BV

"We demonstrate what is required to become a driver in 2017. The adventurer of the past is over. Greater independence and responsibility is expected now. You must distinguish yourself in this."

Ate: "It is the foundation." Marc: "Also outside Rijnssen." Ate: "You also see it with our staff, the work ethic is extremely high. We are loyal to each other. Granddad drives the truck and the grandson does the planning."

The connection with Nijhof-Wassink and Nijwa stretches back many years. Marc: "It is also a family business, we speak the same language. We are actually more friends than anything else." Anja: "We all drive the Volvos supplied by Nijwa. It is amazing to see what they have achieved. It is a model company. When Nijhof-Wassink acquired on-board computers, we were allowed to come and have a look. The door is always open. As suppliers, they have always been loyal to us, in times of prosperity and adversity."

Ate: "We have all worked on those on-board computers, we work with the same planning software. We do not have to reinvent the wheel." Marc: "This has brought us to where we are today. We had a challenging time due to the crisis. It was a case of fighting for every cent. In terms of the amount of work it was reasonable, but the rates were lagging behind meaning you have to cut costs. We had to make our drivers aware of this, everyone had to strive to work more efficiently. We did this effectively with each other. We always take on work from each other, thus ensuring that it stays within the club. Ate: "Together you can do much more than you can on your own." Marc: "I cannot transport long or wide material, so I pass it to Pultrum. This way you are confident that you will not lose your client, and you will get a job in return."

JUST-IN-TIME

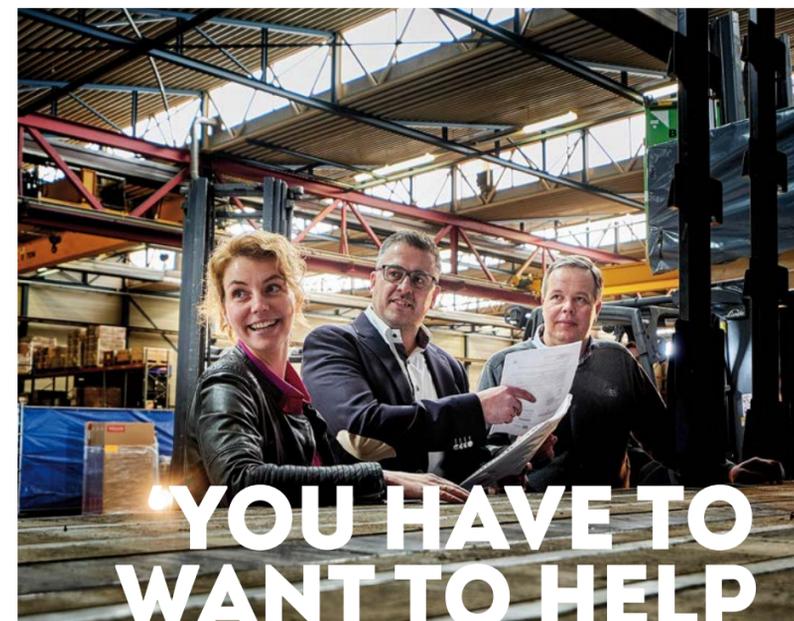
The work has changed significantly over time. Marc: "Where previously you would just deliver a shipment, these days a truck-mounted forklift has to be provided for the same fee as well, the documents have to be arranged, you have to indicate when you will unload. The business is organised in a much more streamlined way now, the work is far more structured." Anja: "If my granddad had seen this he would have said: 'Stop, this is impossible'. He would not have believed it." Marc: "Previously, if you would have told the client that it was not going to be possible, the next day would have been acceptable. That is unthinkable now. Almost everything now is just-in-time." Anja: "There is far more efficiency. You are forced to work smarter."

REMOVING CLIENT STRESS

Finally, the three entrepreneurs dare to look into the future. Ate: "Another increase in digitisation is already occurring. We will make increased use of tools such as chips. Previously we were just a transporter, now we are increasingly becoming a logistics service provider. Stepping into the shoes of clients more and more and removing their stress. This allows us to offer added value. Looking at the processes and devising smart solutions together. It no longer only concerns storage and transshipment, but also planning. Including running the shipment of the client in our package, for example. Each truck that is on the road collects data. If you analyse these KPIs well, the process can become even more efficient in the future. That is important, because the through-flow is increasingly shorter. Previously you would order a week in advance, now everyone expects next-day delivery."

The self-driving trucks are also being discussed. Anja: "Currently there are trucks driving in single files, but soon they will be electronically coupled and for example uncoupled just before Amsterdam or Paris. The last bit of the journey in the city will still be carried out by humans. At the trade fair I even saw how you can load and unload with a joystick from behind your computer." Ate picks up the Virtual Reality goggles from the table. "Put these on and operate the crane. It's like a surgeon doing a remote operation with a robot." Marc still has to get used to the idea. "You have to know if the surface is level..." Ate: "Those trucks unload at a fixed place." Marc: "But you miss the feeling with a controller..." <

from left to right: Anja Wessels, Marc Leverink and Ate Pultrum



"YOU HAVE TO WANT TO HELP EACH OTHER"

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CLAES
Nilsson

Transparency

IS CRUCIALLY
IMPORTANT TO US

THE PRESIDENT OF VOLVO TRUCKS IS NOW 59 AND HAS WORKED FOR VOLVO SINCE HE WAS 25 YEARS OLD. AND THAT IS PERHAPS THE DEFINING CHARACTERISTIC OF VOLVO THAT MAKES THE BRAND SUCH A PERFECT MATCH WITH THE NIJHOF-WASSINK GROUP: LOYALTY. SPEAKING FROM SWEDEN, HE HAS NOTHING BUT PRAISE FOR THE PARTNERSHIP.

The President of Volvo Trucks is now 59 and has worked for Volvo since he was 25 years old. And that is perhaps the defining characteristic of Volvo that makes the brand such a perfect match with the Nijhof-Wassink Group: loyalty. Speaking from Sweden, he has nothing but praise for the partnership.

There have been momentous changes since his arrival at Volvo in 1982. "On a technology level particularly, the business is radically different to 30 years ago", he says. "The trucks are equipped with all the latest technological advances, but the entire distribution process has also changed completely. Just take how trucks are unloaded at the customer – it's now a fully automated process done according to a fixed schedule."

The profile of Claes Nilsson on the Volvo website not only states his age and employment history at Volvo, you can also read the precise number of shares he owns. "Transparency is crucially important to us", Nilsson explains. "Back in 1927, our founders subscribed to a very clear vision: they didn't start the company simply to make money, they wanted to contribute to society in general. Transparency is a logical and natural part of that aim, in addition to our key values of safety and quality. These beliefs were later joined by respect for the environment. These values are embedded deep in our products and in our interactions with customers and the people in the vicinity of our products – in other words, the interface where pedestrians and the drivers of our trucks converge. At Volvo, safety and quality are paramount."

PERSONAL TOUCH

In that sense too, many other parallels can be found with the corporate philosophy at Nijhof-Wassink Group: continuity through quality. Nilsson: "Right from the start, Volvo has had a strong focus on working with the right partners. Nijwa is a fine example of that. It's our customers who make our business;

it's all about the people you work with. Volvo has an image of being in a people business, where great importance is attached to the personal touch. We want to be there and care for all our customers. This is an attitude we see reflected at the companies that form the Nijhof-Wassink Group. We are not only happy with Nijhof-Wassink as a buyer of Volvo trucks, the Nijwa dealership can also be hugely proud, certainly regarding the achievements in Poland. Volvo always strives to create enduring partnerships, and in that perspective we share a piece of DNA with the Nijhof-Wassink Group. We are genuinely grateful for our partnership."

Looking to the future, Nilsson is very optimistic. "Thanks to new and exciting technology there are game changing times ahead. Developments in electronics continue at an unstoppable, breathtaking pace", says the President enthusiastically. Is Volvo working on a self-driving truck? "Yes, it's definitely on our working agenda, we're currently in a test phase and the results are promising, whereby we naturally devote a great deal of attention to safety aspects." The question is what a self-driving truck will signify for drivers. "See it purely in a complementary light", says Nilsson. "Depending on the extent of autonomous operation, the self-driving truck mainly represents an improvement in the working environment for drivers."

According to the Volvo President, there are also many exciting developments taking place in the field of connectivity. "Connectivity is one of the keys to the future of self-driving, or autonomous, vehicles. Automation in mining is a good example. Last year we showcased the possibilities of the driverless Volvo FMX in the Boliden mine in north Sweden." Nilsson stresses the leading role occupied by Volvo in that field. "All the new trucks in the FH and FM series are equipped for connectivity. Worldwide, we have already supplied 300 thousand connected trucks."



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ELECTRIC VEHICLES

Henk Kamp, the Dutch Minister of Economic Affairs, presented the Energy Agenda to the Dutch House of Representatives in December 2016. This agenda states that by 2035 the government only wants cars powered by sustainable fuel, and gives the transport sector breathing space until 2050 to say farewell to fossil fuels. So after that date, in 33 years' time, every truck must be diesel-free. What is Nilsson's opinion on this issue? "Of course, up to a certain point it will be a fact, but at the moment it's still a long way off. Given the current quality of batteries, trucks would have to charge every 20 kilometres. We are busy investigating with suppliers how we can facilitate developments in this direction. One thing is sure: connectivity will be a totally different ball game and that automatically entails a completely different business model."

on the move according to:

Claes Nilsson

President Volvo Trucks worldwide

"If we, as Volvo Trucks, maintain our close cooperation and continue upholding the values of continuity, trust and transparency then I see nothing but a bright future ahead."

'We like the typical Dutch way of doing business: straight to the point.'

Our service provision in this area is smoothing the road ahead for future business models. We are continuing to intensify and enhance our services in this field by maximising communication between the truck and the staff back at headquarters in order to increase uptime for our customers. Online monitoring of truck components enables fleet managers to take a more proactive approach to planned maintenance activities. Downtime in the form of unplanned stops will therefore be reduced. And in the near future, owners will also be able to download software updates so that visits to the workshop for maintenance can also be reduced." Another advance Nilsson mentions is the application of the new methane diesel principle for LNF (Liquefied Natural Gas). "We are currently in the final development stage of this principle; it will offer huge benefits to transport operators."

In conclusion, Nilsson answers the question of whether he has a tip to pass on to the Nijhof-Wassink Group to secure the success of the next 50 years. Nilsson laughs in response to the question. "The company has done an amazing job, particularly in Poland too. We are all very impressed at Volvo by their accomplishments. They are exemplary in their relationships with customers and in how they structure the sales process and customer-support services. Our relationship is very transparent and we like the typical Dutch way of doing business: straight to the point. We never have to second guess what they are thinking. Needless to say, we highly value and appreciate the partnership and are deeply impressed by the achievements of Nijhof-Wassink and Nijwa. If we maintain our close cooperation and continue upholding the values of continuity, trust and transparency then I see nothing but a bright future ahead." <

The silent

TECHNICAL FORCE

EVERT WASSINK IS RESPONSIBLE FOR THE WASSINK BRANCH OF NIJHOF-WASSINK. HE JOINED FORCES WITH HARMAN NIJHOF IN 1967. EVERT WAS DUBBED THE SILENT TECHNICAL FORCE. HE DIED IN 2006, AGED 75. HIS SON ERIK WASSINK SHARES SOME MEMORIES.

"My father was the son of a transporter from Wierden", says Erik (59). "He had eight brothers and sisters and while the strict reformed family were not affluent, each child received an education. My father was one of the first who graduated from the Technical College in Apeldoorn." Evert's technical abilities appeared at a young age. It was clear in his father's mind that he was going to become an engineer. Son Erik: "I believe his technical talent resulted in the Volvo dealership."

Evert was a completely different person to the other founder, Harman. "While Harman is a smooth and very direct communicator, my father was a serious, calm man in contrast", says Erik. "Indeed, the silent technical force. Unruffled, at least not visibly. I do not know if that was also the case inside." In the company, Evert was responsible for selling the trucks and supervised the workshop, even covering for absent drivers. Evert Wassink also led all new building projects. Erik: "They called him the building pastor."

NEW TRUCKS AND OLD VEHICLES

The difference between the two founders was already clearly visible the day Nijhof-Wassink was founded. Harman Nijhof: "I had three new trucks, but had a debt of 100,000 guilders, Evert had three old vehicles, but had 20,000 guilders in the bank. Harman is convinced: "These differences were the key to our success. We kept each other in balance." Evert's technical insight, among other things, ensured the trucks and trailers were manufactured many kilos lighter which permitted heavier loads. Harman: "He supported Volvo in the development of this."

Son Erik was still young when his father merged his transport company with the father of his classmate, Freddy. And just like Freddy, Erik also joined the business. However, a sailing accident in 1996 in which Erik broke two vertebrae meant he could no longer carry out his work. As director and planner he had been busy with transport, occasionally contributing as a driver when necessary, venturing through the whole of Europe. "It really was my passion." Erik quit work aged 48 and sold his shares to the Nijhof family. His involvement has certainly not diminished; he pops into the business almost daily and is available for questions.

PEOPLE

What has Erik learned from his father Evert? "I have tried to be just like him; unruffled. I did not completely succeed with that, I turned out to be rather fanatical", he laughs. "What he showed me and what is also in the DNA of the company, is that a good transport company works with the best quality and that is Volvo. But also that a company stands or falls with its people. The best drivers, the best mechanics, the best directors. We are in it together." <

on the move according to:
Erik Wassink
Former director/co-owner

"A good transport company works with the best quality."

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NIJHOF-WASSINK

NIJHOF  WASSINK

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67-BDP-9

ALBERT
Hendrikse

MANAGING DIRECTOR IN TIMES OF *Recession*

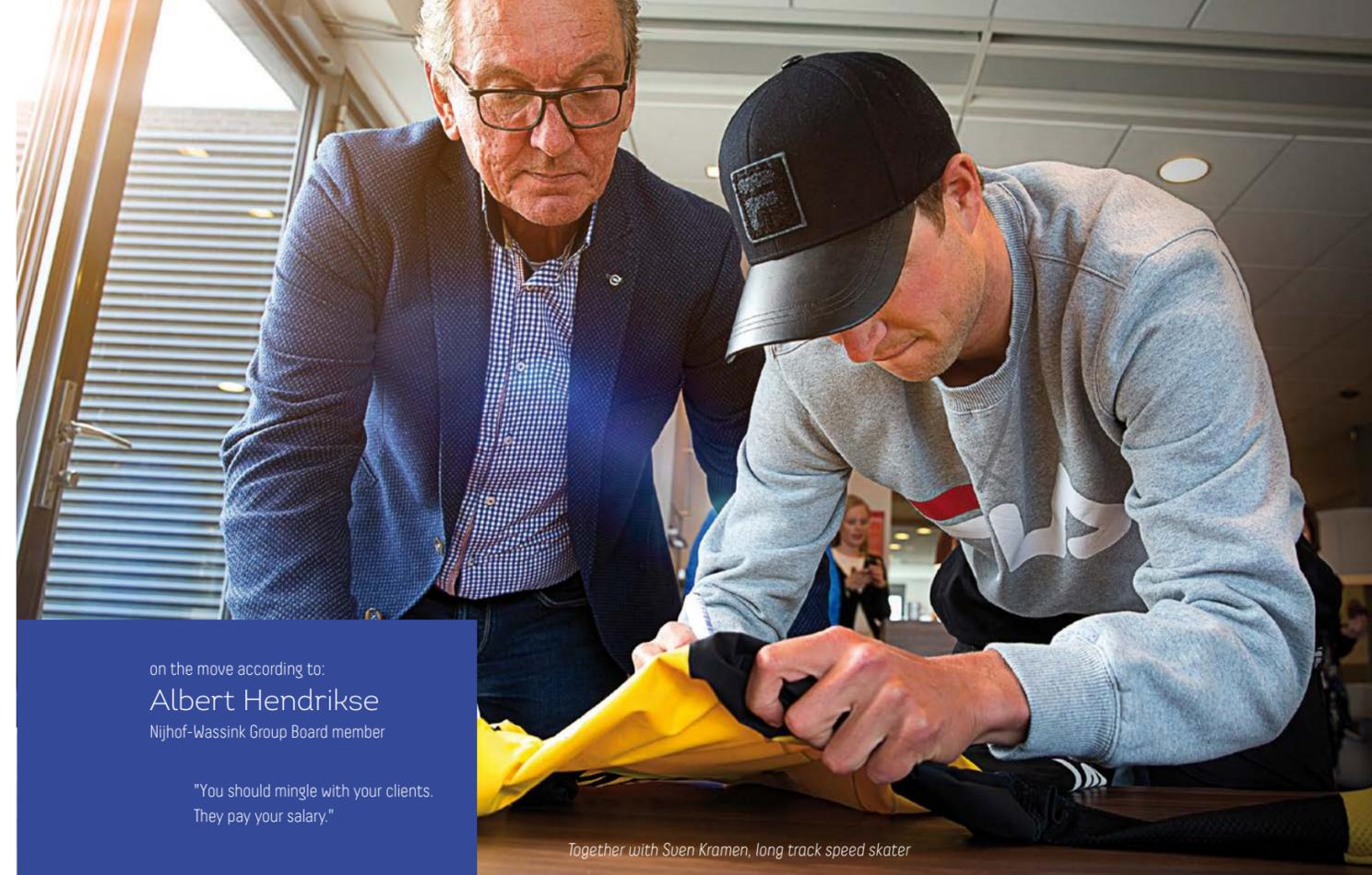
ALBERT HENDRIKSE IS ONE OF THE KEY FIGURES IN THE HISTORY OF NIJHOF-WASSINK GROUP. 62-YEAR OLD HENDRIKSE, BORN AND BRED IN ALBLASSERWAARD, RETURNED FROM ENGLAND IN 2005 WHEN FREDDY NIJHOF REQUIRED HIS ASSISTANCE FOLLOWING THE DEATH OF HIS WIFE. THE ORDER OF ORANGE-NASSAU WAS RECENTLY BESTOWED ON HENDRIKSE BY NONE OTHER THAN MINISTER HENK KAMP AT THE ANNIVERSARY CELEBRATION.

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Hendrikse has been acquainted with Nijhof-Wassink for more than 40 years. He initially came into contact with the Twente-based transport company in 1975 during his first job at Groeneveld in Gorinchem, where he sold lubrication systems for trucks. It was one of the first clients, and it is no secret that Nijhof-Wassink is still a client today.

In 1990, Albert made the transition to Volvo Trucks where he remained in contact with Nijhof-Wassink, this time not only as a client, but also as a dealer. Albert steadily climbed the career ladder, working his way up to the position of managing director of Volvo Trucks Netherlands before making the move to London, becoming appointed managing director of Volvo Trucks UK & Ireland.

And then Freddy came knocking. Albert: "He wanted to devote more time to his children and asked if I could possibly help him; he needed someone to take over his job." Albert did not say yes immediately. "While I naturally wanted to help Freddy, I felt it was important to make a well-informed decision to know for sure that I would be right for the job. For example, I am someone who needs a challenge: I had already run a dealership at Volvo." Freddy was in luck. Albert was considering leaving Volvo at that time. "Increasingly more decisions were being taken in Sweden, and I am someone from the old school; I believe one should mingle with clients, these people pay our salaries." After some consideration, Albert said yes to Freddy, embarking on a new challenge in Rijssen.



on the move according to:
Albert Hendrikse
Nijhof-Wassink Group Board member

"You should mingle with your clients.
They pay your salary."

Together with Sven Kramen, long track speed skater

BREATHING DOWN OUR NECKS

This step was huge. From a listed company to a family business. Albert: "It was actually nicer than I had envisaged. With a listed company, you always feel shareholders breathing down your neck and when you want to make an investment, you first have to file vast reports where the ROI is justified extensively. At Nijhof-Wassink the decision-making process was much shorter and I was able to take immediate decisions for interesting investment opportunities. Naturally we held discussions, but I was always given a wealth of freedom. I relish the fact that the dealership expanded with five acquisitions in Groningen and Drenthe, and that I also became responsible for the branches in Poland." After two years, Freddy asked if Albert wanted to run the entire company, therefore also the logistics division that had been managed by someone else up until that point. "This appealed to me; logistics is an exciting area which offers a real challenge. It's like piecing together a jigsaw puzzle every day."

Albert's appointment as managing director turned out to be quite lucrative for Nijhof-Wassink Group. Under Albert's supervision, the company stayed out of the red during the economic crisis and there were no redundancies. Moreover, the company more than doubled its employees in this period, from 500 staff members in 2007, to 1100 today. Albert: "This is a fantastic achievement as a company. By dividing the work instead of sacking people, we were able to keep all of our employees on board back then. Because

'Logistics is an exciting area which offers a real challenge.'

maybe you will need them again one day. This now appears to be the case." He still thinks back to the time when all areas of the business were struggling. "I have experienced a number of recessions, but this one was severe. Trade was completely quiet and both the rates as well as the volume were put increasingly under pressure. In the end, no trucks were being sold whatsoever."

Reflecting on the last ten years, Albert believes Freddy's willingness to ask for help, even as a shareholder, is exceptional. "Many shareholders prefer to go their own way; Freddy saw that he could no longer do it alone and had the courage to request assistance." They have had differences of opinion from time to time, but never an argument. "If I were to have an argument with Freddy today it would be the first." Despite the fact that they are both totally different, Albert describes their relationship as inseparable.

STRAIGHT

Everyone within the company knew the type of manager Albert was. "I am very clear and offer people a lot of freedom. I frequently take time for reflection and can also delegate effectively. I do appeal to people's accountability. I create boundaries and as

long as things proceed well and if people stay within those boundaries, I remain in the background." Albert calls himself very straight. "With me, what you see is what you get. He admits he is blessed with a short memory. "The past is the past, I never hold grudges."

Albert passed the baton to Erik Schiphorst on 1 April 2016, who was incidentally also his successor at Volvo Trucks Netherlands in 2000. After 41 years of hard work, it was time to take things a little easier. As an ambassador for Poland he keeps his finger on the pulse at Nijhof-Wassink's Eastern European branch, and he is busy with the VB Trailerbouw at Bedum (in the Groningen province), also part of Nijhof-Wassink Group. He spends a week in Poland every three to four weeks. Does he have regular rituals? "I do not visit the Catholic church if that's what you mean", he laughs. He does, however, always stop at the same petrol station en route, ordering a Bockwurst after refuelling. He does not stay in a hotel in Poland, opting to sleep in one of the bedrooms which can be found at every branch. He prefers to eat in the canteen. "This means I am available on site 24 hours a day."

For now, Albert is set to continue to work at Nijhof-Wassink Group for a few more years. "Being here still provides the challenge I need." <



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'IT IS A MEETING OF MINDS'

NIJHOF-WASSINK'S OLDEST CLIENT IS TOTAL NEDERLAND N.V. THE COMPANY, THAT SUPPLIES FUEL TO PETROL STATIONS IN THE NETHERLANDS, SIGNED ITS FIRST CONTRACT IN 1969. ALMOST 50 YEARS LATER THERE ARE ONLY TWO TRANSPORT COMPANIES PERMITTED TO TRANSPORT THE FUEL DOMESTICALLY ON BEHALF OF TOTAL. NIJHOF-WASSINK IS ONE OF THEM.

The task package of Nijhof-Wassink has been significantly expanded over time. This is not simply about the transportation of fuel: the trucks which are used for this also belong to Nijhof-Wassink, the drivers are employed by Nijhof-Wassink and the maintenance is carried out by sister company Nijwa. Dekker: "The reasons for this are simple. Family businesses such as Nijhof-Wassink Group with such scale and professionalism are few and far between in the Netherlands. Total looks further than price alone: safety, the environment and the surroundings are just as important." The other transporter is Schenk in Papendrecht. Relations with this company are also strong, with a working history spanning 52 years.

AUDITS

To guarantee quality, Total audits its transporters annually. Dekker is usually present for this audit. "The audit generally always has the same result. Everything is in order, the drivers are perfectly trained according to the Transport of Hazardous Substances Act and all quality, safety and environmental requirements are met."

Gerhard Dekker has held the position of Commercial Sales & Logistics director since 2014 and has worked for Total for 21 years. At the time of the interview, Dekker is busy completing the tender for 2017 and 2018. "On Thursday we travel to Rijssen." And no, there is not a problem. We are set to address a new topic: CO₂ emissions. "Just as at Nijhof-Wassink, the environment and corporate social responsibility are a priority at Total. Therefore we have decided to work CO₂ neutral from 2017. The idea is that all CO₂ emissions are offset, for example, by planting trees." Total is aware of precisely the amount of fuel used because Nijhof-Wassink drivers have a Total fuel card. This is used to calculate exactly what must be done to offset CO₂ emissions.

Dekker is happy to work with Nijhof-Wassink. "What I find very pleasant, is that I can call the owner directly if required. Lines are short and everybody is always extremely positive and happy to think along with us. This perhaps seems like a rather positive story, but it is genuinely true. We are their clients, and they are our clients. Both companies have professionalism and reliability as core values. It is a meeting of minds." <

on the move according to:
Gerhard Dekker
Commercial Sales & Logistics Director, Total

"Total looks further than price alone: safety, the environment and the surroundings are just as important."



NIJHOF WASSINK GROUP

500 EMPLOYEES IN 2005

MORE THAN 1,100 EMPLOYEES

FOUNDERS:
EVERT WASSINK
HARMAN NIJHOF

50
Years
ON THE
MOVE



LOGISTICS

NIJHOF WASSINK

MORE THAN 600 EMPLOYEES IN 2016

400 TRUCKS

460 TRAILERS

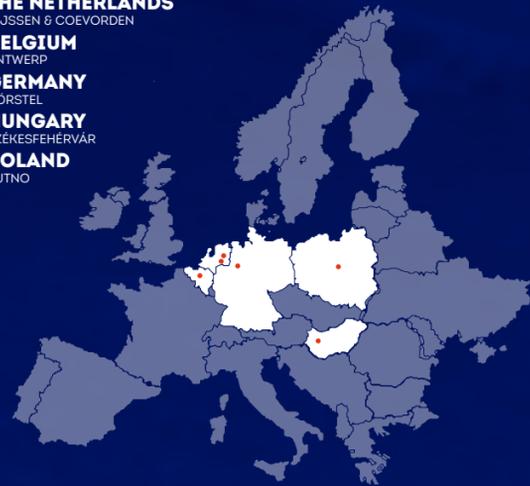


70,000M²
WAREHOUSE
CAPACITY STORAGE

42,000M³
SILO
CAPACITY STORAGE

6 BRANCHES
5 COUNTRIES

THE NETHERLANDS
RIJSSEN & COEVORDEN
BELGIUM
ANTWERP
GERMANY
HÖRSTEL
HUNGARY
SZÉKESFEHÉRVÁR
POLAND
KUTNO



2 DIVISIONS

CHEMICAL LOGISTICS

DRY BULK
LIQUID BULK
LOGISTIC SERVICES
FUEL DISTRIBUTION

2,300,000
TONS TRANSPORTED A YEAR



FEED LOGISTICS

ANIMAL FEED
DISTRIBUTION
SILFIT

2,500,000
TONS TRANSPORTED A YEAR



COMMERCIAL VEHICLES DEALER

NIJWA GROUP

2 BRANDS



200 EMPLOYEES IN POLAND



300 EMPLOYEES IN THE NETHERLANDS

MORE THAN
1,800
TRUCKS
SOLD
EVERY YEAR

7 LOCATIONS IN
THE NETHERLANDS
BEILEN, GRONINGEN, HENGELO,
RIJSSEN, VEENDAM, VEENOORD,
ZWOLLE



5 LOCATIONS
IN POLAND
KUTNO, KARSKI, RZGÓW,
TARNOWO PODGÓRNE,
NOWA WIEŚ WIELKA

24/7
SERVICE



3 BRANDS



Vogelzang
OWN BRAND

BULHUIS
OWN BRAND

CARNEHL
IMPORTER & DEALER

VS TRAILERBOUW

