

155 years of Tradition

We deliver long-term stakeholder value by exceeding client expectations through our synergistic portfolio of marine businesses



Corporate strategy

Strategic themes



Business Unit strategies

We deliver long-term
stakeholder value by
exceeding client expectations
through our synergistic
portfolio of marine businesses



We are **an asset-enabled**, **knowledge-driven** and high- performance organisation with focus on:

The Right People



Sustainability



Digital



We strengthen our synergistic portfolio of **leading marine businesses** and strive to be **the partner of choice** through client intimacy, product leadership and operational excellence

We support our clients throughout the asset life-cycle with integrated, innovative, and sustainable solutions

Utilizing strengths of our established industry

Digital as a key enabler contributing to our corporate strategy and driving business impact for Van Oord



The purpose of digitalisation is to improve the experience. It is a means, not an outcome.

 \rightarrow

Our ambition is a mix between digital business optimisation and -transformation.

Digital business optimisation Improve our current way of working. E.g. • improve productivity and reduce cost • Improve customer experience • Improve asset utilization

Digital enablers

Digital business transformation

Push beyond our current business model. E.g.

- Introduce new digital products or services
- Introduce new platform and subscriptionbased business models

How Data Amplifies..





3 Digital business values



Client - provide exceptional client experience



Operations - enable decision-makers to improve operations



Growth - create new business models with existing and new clients

... supported by 4 digital enablers



Digital enablers

Data foundation

Make the right data available to the right people at the right time, empowering them to extract information, make decisions, and uncover opportunities.

Enabling technology

Ensure that technology systems and infrastructure required to **support digital initiatives** are in place, reliable, secure, scalable, and able to adapt to changing needs and requirements.

People and culture

Involve colleagues, clients and stakeholders in the **adoption** and integration of digital technologies by shaping digital culture, providing training and leadership, and effective collaboration.

Security

Protect personal- and other sensitive **data** such as financial info, confidential business information, and critical infrastructure and assets from unauthorised access, theft, and damage.



Data Foundation



Data and Analytics as a key enablers contributing to the realisation of the Corporate strategy and driving business impact for Van Oord

DATA NOW

Our Data and Analytics
environment is dispersed
which does not allow us
to create value and let us
scale



FUTURE OF DATA

A strong consolidated Data foundation helps increase effectiveness and efficiency and reach democratization



The road to data democratization





Data Foundation

Three distinct pillars demystified.





Data platform

Making data available for analytical purposes on a platform built on proven technology.



Data products

Creating value from data by making it available in a standardised way for analytical purposes such as business intelligence / reporting and analytics.



Data governance

Making sure processes are in place to ensure data is usable by making sure that data is consistent & trustworthy and does not get misused.

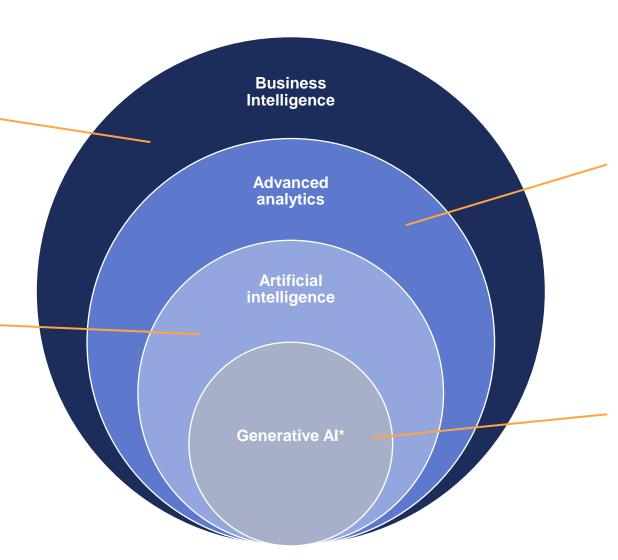
Data platform

Guiding Democratization



Facilitating in structured data use cases for descriptive analytics. Enabling a streamlined creation and hosting of semantic data models and dashboards/reports with data from Compass.

Facilitating streaming and IoT data use cases for descriptive, predictive, and prescriptive analytics. Enabling a streamlined creation and hosting of deep learning models and digital twins with data from Compass.



Facilitating in semi- and unstructured and big data use cases for descriptive and predictive analytics. Enabling a streamlined creation and hosting of machine learning models with data from Compass.

Facilitating leveraging the potential of generative AI for Van Oord. Enabling the deployment of existing generative AI models and fine-tuning to serve Van Oord in accelerated data product creation.

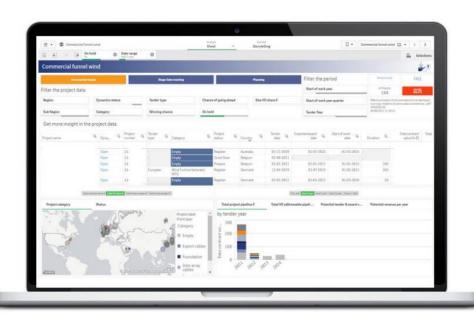




Data products

Unlock democratization by managing your data like a product







Van Oord's Data Governance Framework



What is Data Governance?

Provide roles, rules and tools to proactively manage data effectively over its lifecycle



Why do we need Data Governance?



To enable Van Oord to achieve its strategic theme 'Digital' – higher digital business value, more exceptional customer experience, improved operations and stronger growth



To maximise the **impact and value** of our data to become a truly datadriven organization

How do we implement Data Governance?



Data Governance Strategy

A clear vision and long-term plan on how data will be governed and managed



Policy, Procedure and Process

A documented set of guidelines and ways of completing work to ensure data is managed consistently and used appropriately at every point in its lifecycle



Roles and Responsibilities

People with assigned roles, responsibilities and accountability to manage data within the organizations guidelines, supported by a Data Governance team and a training program



Tools and Technology

Technology and other tools (e.g., templates and checklists) are used to optimise data management and improve data quality.

Strategy for harmonizing value creation

Data & Analytics operating model



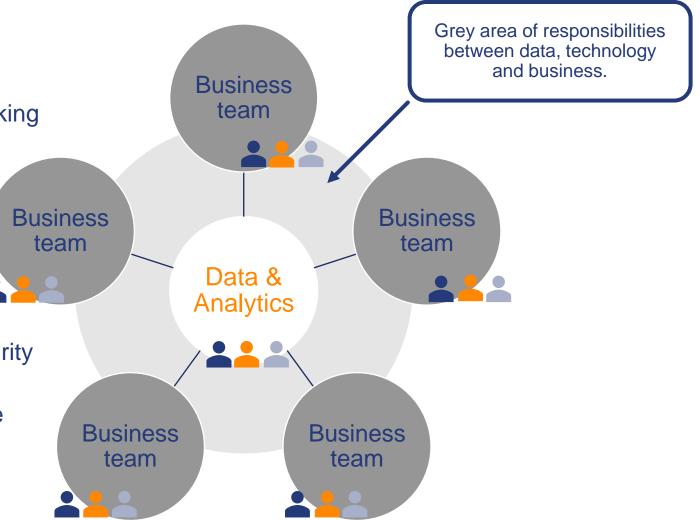
Hub

- Guidelines, standards and way-of-working
- Overarching governance
- Facilitate technology and self-service
- Create data communities

tear

Spokes

- Level of autonomy depending on maturity
- Autonomy through self-service tooling
- Use data to leverage domain expertise
- Owner of domain data
- Business driven



Navigating Challenges:

Democratization growth enablers







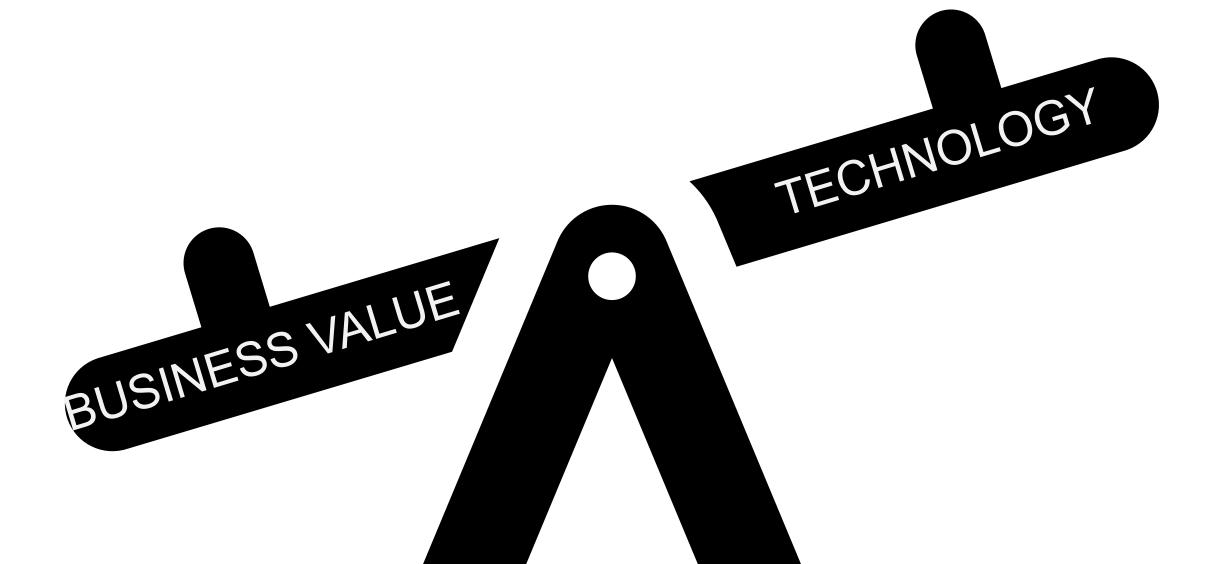


Invest in Data Literacy and Data community

Set clear and aligned goals

Unify roles throughout the organisation



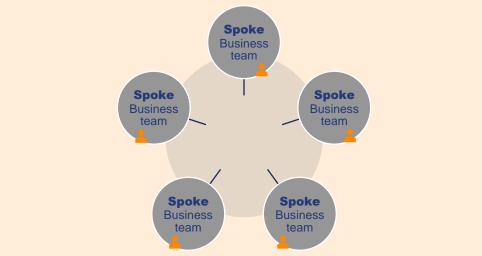


Data Foundation lessons learned

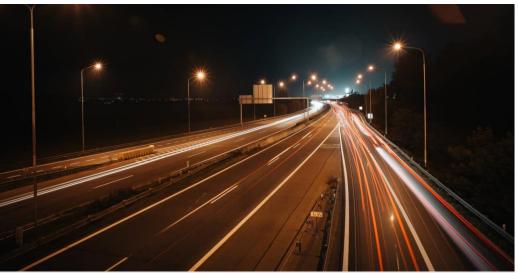
Communication & Change Management – 4 Story Telling lessons















Use case.

'As the *OFE Finance Director*,
I want *up-to-date financial insights* [Outstanding invoices,
Project Scope, Cashflow, Actual vs.
Turnover] so
that *I can make timely decisions and steer projects on cashflow*

Insights.

- Outstanding invoices
- Contract Value
- Operational Cashflow
- Actual Turnover





Create a first version

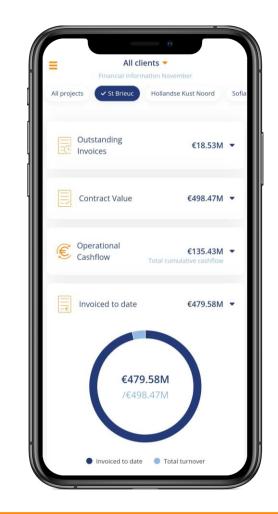












From concept...

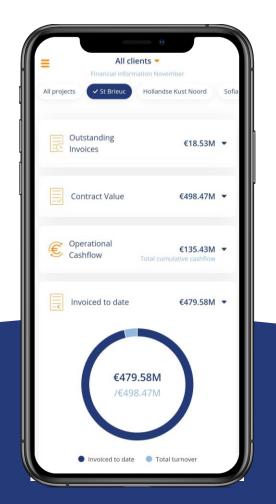
To first test version...



Using the data platform to build the product...

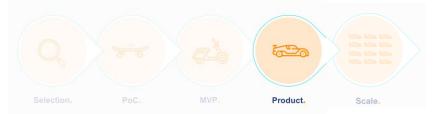






Using the data platform to build the product...

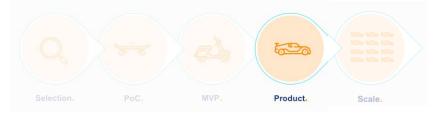




HOW DO WE MAKE SURE THAT THE DATA IS...

Using the data platform to build the product...





AVAILABLE CLEAN SECURE MANAGED OWNED

Using the data platform to build the product...





IN ORDER TO CREATE MORE VALUE WITH IT?

Using the data platform to build the product...







Data platform

Making data available for analytical purposes on a platform built on proven technology.

Using the data platform to build the product...







Data products

Creating value from data by making it available in a standardised way for analytical purposes such as business intelligence / reporting and analytics.

Using the data platform to build the product...







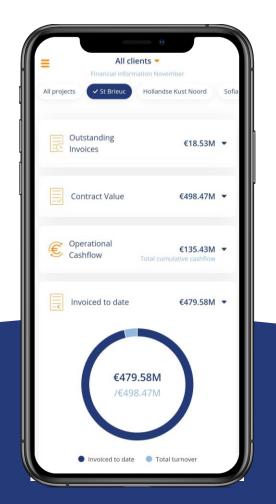
Data governance

Making sure processes are in place to ensure data is usable by making sure that data is consistent & trustworthy and does not get misused.

Using the data platform to build the product...



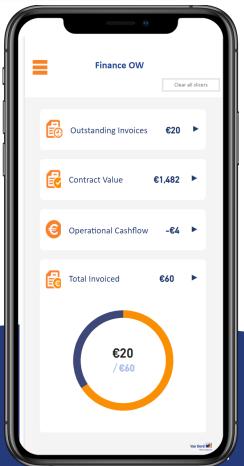




Using the data platform to build the product...



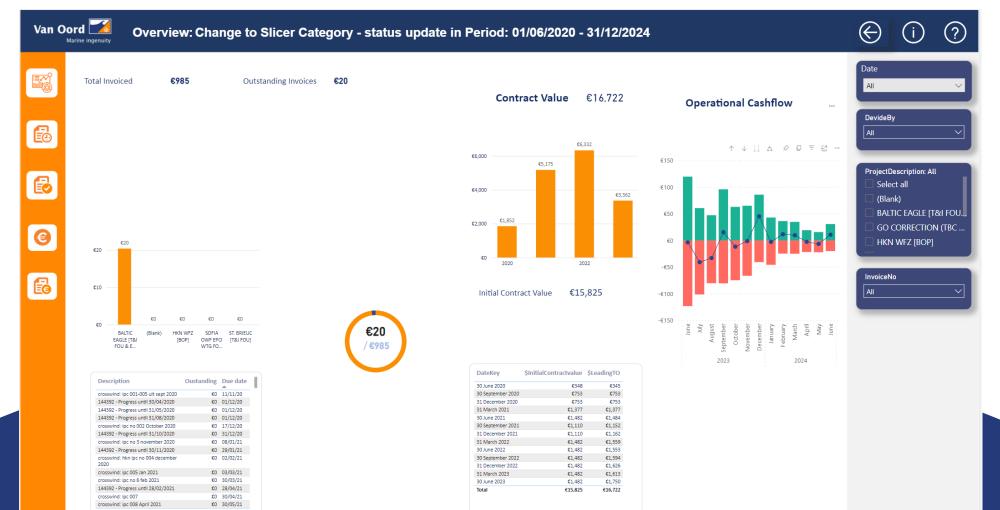




.... and scale







Using the data platform to build the product and scale





