

VAN LEEUWEN



Outlook

Annual Book 2017



Outlook

Outlook: perspective, direction, viewpoint, vision, forecast, opportunity, prospect, expectation, chance, possibility.

The Van Leeuwen Pipe and Tube Group: more than tubes.

The Van Leeuwen Pipe and Tube Group is a globally operating trading company that specializes in steel pipes and pipe and tube applications. We offer a broad range of customized pipe and tube products and services using a worldwide network of stock-keeping branches. Each day our employees apply their specialist knowledge of sourcing, project management, logistics and stock planning on behalf of customers in the Industry and Energy markets.

We have constantly evolved since being founded in 1924: with more products and services, as well as a network comprising dozens of largely stock-keeping branches in Europe, the Middle East, Australia, Asia and America. We continuously strive for a match between supply and demand in our market, between the customer's wishes and solutions, between innovative developments and their application within our business and that of our customers.



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‘As a **leading distributor** adjusting to and **anticipating** developments is essential for **giving direction to our future** and remaining **relevant** in our **markets** and for our **customers.**’



Peter Rietberg
Chairman of the Management Board

The Van Leeuwen Pipe and Tube Group achieved a solid result in 2017. That gives us perspective: more room to look ahead. 'Outlook' means: prospects, the expectation of what is going to happen. But it also literally means: view, vision.

This Annual Book takes you along in our vision on present and future developments within and outside of our company. For example, what are the implications of digital developments for our markets, customers and services? How do we respond to the increasing demand for custom solutions? How do we even better leverage our many years of knowledge and experience and our international network for our customers?

Several Van Leeuwen colleagues answer these questions based on their area of expertise. They describe the present and future markets, customers, suppliers, logistics, added value services, digital applications, and the organization.

This Annual Book also offers an 'outlook' from outside our company. Four prominent experts, who each in their own way are involved with Van Leeuwen, give their views on developments in the technology industry, the global energy market, steel production and distribution, and innovations in IT.

As a leading distributor it is essential for Van Leeuwen to adjust to and anticipate developments. In this way we give direction to our future and remain relevant in our markets and for our customers.

Key figures 2017

(amounts x 1,000 euro where applicable)

	17	16	15	14	13	12
Net sales	612,959	548,904	623,346	642,680	629,223	658,345
EBITDA	17,530	6,426	9,708	16,626	18,071	17,589
EBIT (Operating result)	12,384	1,551	4,528	11,869	13,705	13,212
Net result	6,269	650	3,968	7,658	8,878	10,050
Group equity	163,383	161,622	162,258	160,544	154,816	160,433
Group equity as % of total assets	48.6	48.9	46.0	41.5	41.9	40.9
Net result as % of average group equity	3.9	0.4	2.5	4.9	5.6	6.3
Cash flow (net result plus depreciation)	11,415	5,525	9,148	12,415	13,244	14,427
Number of employees at end of year	1,086	1,115	1,221	1,305	1,210	1,218
Breakdown of sales in %						
The Netherlands	21.6	23.3	20.4	20.9	19.4	20.0
Rest of Europe	34.8	36.2	36.2	36.4	38.6	39.2
Outside Europe	43.6	40.5	43.4	42.7	42.0	40.8



Outlook on Customers



‘We continue to invest in **branches close to the customer** and in **skilled, well-trained employees** who speak the **customer’s language.**’

Steven Ruijters,
Commercial Director Van Leeuwen Zwijndrecht, the Netherlands

Report on 2017



In 2017, the Van Leeuwen Pipe and Tube Group profited from increased market demand in Europe, higher price levels worldwide and cost reduction measures taken in previous years. Total turnover and the operating result over 2017 improved significantly compared to 2016. The total tonnage sold worldwide and the volume sold from stock at the European distribution companies both increased.

Van Leeuwen's sales amounted to € 613 million, an increase of 12% compared to € 549 million in 2016. The operating result and net profit increased compared to the previous year and amounted to € 12.4 million (2016: € 1.6 million) and € 6.3 million (2016: € 0.7 million), respectively. Solvency remained strong, in excess of 48%.

Market conditions

In the year 2017 there was recovery in many areas. The effects of the crisis in prior years were still visible in 2016 with very moderate market demand and low price levels. Van Leeuwen implemented restructuring and cost reduction measures that year. However, demand and price levels recovered increasingly starting in the fourth quarter of 2016.

This trend continued during 2017. Due to the increase in market demand and prices, the total volume sold and sales increased, and consequently the gross margin on sales. In combination with lower cost levels, Van Leeuwen realized a significant improvement in the operating result and net profit.

For the first time since the start of the global financial crisis in 2008, many market segments experienced significant recovery in 2017. In contrast to previous minor market revivals, the recovery seems to be more permanent. However, the playing field has changed considerably in recent years. Many pipe mills have restructured their activities, resulting in the disappearance of significant production capacity. Many of our customers have also restructured their operations. Some parties closed operations, others combined forces, and new parties emerged. For distributors and trading companies, the crisis led to the reduction of stock levels. Distribution networks were frequently rationalized.

Demand recovered in the **Industry** market. Many customers have increased their order books, leading to a greater demand for our products. Apart from better volumes, price levels also increased in this market; a direct result of the increased demand and a shortage of supply.

Especially during the second half of 2017, there was a strong increase in demand in the Equipment Manufacturing and Fluid Power segments in Europe, resulting in increased material shortages and longer delivery times. On the basis of our stocks, we were regularly able to find suitable solutions for our regular customers. Demand considerably increased especially in the Steel Construction segment, varying from requests for larger steel structures up to greenhouse building in particular, a market in which we are traditionally strong. The increasing demand was also noticeable in the automotive segment.

Demand on the global **Energy** market experienced limited growth last year. The offshore activities in the North Sea area were at a low level and there was little growth in new greenfield projects in Europe, Asia and the United States. Many new projects continue to have a long start-up period. However, we realized significant improvement in volume in the Energy segment, primarily due to the supply of large volumes to midstream projects in Algeria.

In 2017, the contract for MRO and Projects that Van Leeuwen signed with ExxonMobil a few years ago, was in full operation. Through excellent delivery performance we achieved higher sales for daily MRO deliveries and turnarounds in Asia, as well as in Europe. The global contract with ExxonMobil was further expanded with Malaysia, Angola, Sakhalin, and for the Infinium sites, a joint venture between ExxonMobil and Shell for the production of various products, including lubricants. In 2017, the larger ongoing projects SCANFiner (Beaumont, USA) and RAHC (Rotterdam, the Netherlands) were successfully completed. During the close-out meeting of the Rotterdam Advanced Hydrocracker Project, the Van Leeuwen project team was pleasantly surprised with a recognition award presented by Fluor and ExxonMobil for excellent project execution.

At the end of 2017, there was increased activity in the downstream projects market, which resulted in an increased demand. It is expected that a number of these larger project tenders will result in a higher order book at the beginning of 2018.

Price developments

During the crisis years a great deal of restructuring and consolidation took place, especially among European pipe producers. Due to the much reduced capacity and the increasing demand, scarcity and delivery times increased in 2017. This impacted pricing. In addition, anti-dumping measures were implemented in various areas of the world.

Prices increased in virtually all product groups. Due to the globally growing economy and the related growth in demand for steel products, welded pipe prices increased at the beginning of 2017. After some decline halfway through the year, prices once again increased as of the fourth quarter. With respect to seamless pipes, there was a continuous upward trend throughout 2017. Price increases are steady and the delivery times, particularly of European mills, continue to increase.

Many Chinese seamless pipe producers also reduced their capacity. Furthermore, many Chinese mills increased their minimum order quantities as a means of achieving economies of scale. This is a positive development for stock-keeping distributors that are large enough to purchase and distribute larger volumes.

In 2017, stainless steel price trends were affected by the threat of import levies on seamless pipes from India. European price levels increased significantly as a result of this. The price of nickel stayed at an average level of approximately USD 10,000 per ton.

Worldwide trends

Europe

Our distribution companies in Europe developed very well in 2017. Especially the large distribution companies in the Netherlands, Belgium, France and the Czech Republic benefited from the increasing demand in various Industry segments. Stock volumes increased significantly in comparison to previous years, in part due to the sufficient width and depth of the stock portfolio.



Van Leeuwen Zwijndrecht, the Netherlands, experienced an excellent, profitable year. Following a reorganization in 2016, there was once again real growth. The volumes of specific customer groups, such as greenhouse building, construction and engineering companies, increased. In 2017, a special project warehouse was set up in Zwijndrecht to further improve the execution of larger projects in countries such as Turkey, Russia and Egypt. Specific project stocks are maintained in this project warehouse, and materials are provided for inspection and shipping.

Van Leeuwen Stainless, the Netherlands, recovered from a very difficult year in 2016 and strengthened its position on the Dutch market. Smaller projects, as well as increased demand in the food industry and the construction market had a positive effect on sales. Furthermore, a great deal of attention was given to expanding the product portfolio, in order to supply the customer a more comprehensive package of products and services. In 2017, Van Leeuwen Stainless expanded the product portfolio with various products, including Victaulic's comprehensive package of StrengThin 100™ fittings and couplings. These products are primarily used for the piping of HVAC installations.

Our company Combulex, the Netherlands, which realizes a significant portion of its sales in the groundwork, road and construction sector, further expanded its market share. After moving a Combulex swaging machine in Vianen, the Netherlands, to Zwijndrecht, a new swaging line was commissioned at Van Leeuwen Zwijndrecht in mid-July. By performing all treatments in line, capacity increased by 40%.

Our companies in Belgium and France showed excellent results. In Belgium, our two companies Van Leeuwen Belgium and Wauters, were brought together under the same management in mid-2017,

which has benefited mutual cooperation. In view of the major volumes handled by both distribution companies, there is a potential for large economies of scale, particularly in the area of transport. Wauters, which specializes in bar steel, was very successful in the further roll-out of its digital webshop. A large number of small and medium-sized customers has since started to make use of this webshop. Orders can be placed at any time of day and are delivered the next day. Van Leeuwen France experienced an exceptional year due to excellent stock sales and large project volumes.

The market in the United Kingdom was again challenging last year. In 2017, Van Leeuwen United Kingdom therefore underwent drastic (logistics) restructuring. We closed the Brierley Hill warehouse and all logistics activities are now more or less centralized in our large warehouse in Middlesbrough. In addition, Van Leeuwen United Kingdom was the first company within the Group to migrate to the new SAP ERP platform. Through the implemented measures and productivity improvements, but especially through the renewed focus on customer groups within the Equipment Manufacturing and Fluid Power segments, we expect a good start of the new year.

In the middle of 2017, we opened a small sales office in Moers, Germany, near Duisburg. Using our European stocks, the new branch focuses on customers in the Equipment Manufacturing and Fluid Power segments.

Van Leeuwen Czech Republic experienced significant growth in sales and volume. The demand for deliveries from stock to the local manufacturing industry once again increased. The central warehouse in Vyškov, near Brno, is perfectly situated and stocks, together with the large cutting capacity, meet customer requirements. Further investments in expanding cutting capacity were also made in 2017. Our activities in Poland, supported by the Czech team, once again grew steadily.



Middle East

With its sales offices in Saudi Arabia, Abu Dhabi, Qatar and our stock location in Dubai, Van Leeuwen focuses on the regional project market. However, in 2017 there were few projects, especially in Saudi Arabia. We therefore partially reduced our stocks in Dubai and implemented a reduction in staff. The market in Iran was an exception and provided a larger number of projects. In 2017, with due consideration to the international economic sanctions, we supplied various materials for projects.

In the fourth quarter there was a positive development in the number of larger projects in the region. At the end of the year, the order book was filled with orders for customers in Saudi Arabia and Kuwait.

Asia and Australia

The market in Singapore hardly recovered in comparison to previous years. The number of local projects was minimal and the traditional daily stock trade with shipyards and construction sites was under pressure. During the second half of 2017, activity grew and market price levels increased under the influence of longer delivery times and price increases by mills. The order book increased, in part due to a number of larger projects for ExxonMobil that were partially delivered in 2017.

Our companies in Thailand and Malaysia maintained their market position and Van Leeuwen China experienced an excellent year. In addition to supplying larger projects in China, our team in Shanghai is closely involved in sourcing materials for our project teams in Singapore, Dubai, Paris and Zwijndrecht. Van Leeuwen has been present on the Chinese market for more than ten years and has established very close contacts with a large number of suppliers. Cooperation, including in the area of quality, enables us to make just-in-time deliveries to large complex, overseas projects through

our warehouse in Tianjin. With an increase in the construction of modules in China by, among others, North American engineering firms (EPCs), we are expecting further growth over the coming years.

At the end of 2017, we significantly reduced our presence in Jakarta to a small sales office. Conducting business locally has become difficult in Indonesia, in part due to the continuously changing regulations and import restrictions. For this reason, we will be supplying larger projects in Indonesia from Singapore in the future.

In Australia, Van Leeuwen has branches in Sydney, Melbourne, Adelaide, Perth and Brisbane. From these five stock locations, Van Leeuwen serves a large number of customers in the Fluid Power segment, as well as many customers in the construction, infrastructure and mining segments. Our market share in Australia is very strong. Due to the wave of consolidations in recent years, Van Leeuwen has grown into an important specialist in and distributor of welded and seamless pipes in the Australian market.

North America

Van Leeuwen's project office in Houston works closely together with the project teams in Europe and our distribution company in Edmonton, Canada. The office primarily focuses on local engineering firms and fabricators for projects in the downstream segment. In 2017, we completed a number of ExxonMobil projects and supplied ExxonMobil refinery turnarounds.

At the end of 2017, after many years of cooperation with Lockwood International for daily deliveries to ExxonMobil's refineries, we decided to enter into a partnership with DNOW, a large distributor of pipes, fittings and flanges. Together with DNOW, Van Leeuwen has since been supplying ExxonMobil MRO projects in the United States.

After a number of very difficult years, demand in Canada is increasing. While there is a lack of larger projects and there are as yet no further investments in the oil sands, a large number of companies is again investing in maintenance and minor adjustments to their facilities. Over time, we expect to be able to deliver materials for a number of planned LNG plants.

Van Leeuwen plays an important role in the global EPC project market. With our global network and our sourcing expertise we provide our customers with suitable purchasing and logistics solutions for the delivery of materials to project sites. To optimally manage this process, we have developed special software and standard working methods that we are continuously refining. The central management of our project organization enables us to operate optimally on the market.

Significant increase of operating result

The Van Leeuwen Pipe and Tube Group's consolidated net sales were € 613 million, an increase of 12% compared to the previous financial year. Out of the total sales, the Industry segment contributed 51% and the Energy segment 49%.

The gross margin increased by € 10.7 million to € 117 million, caused by an increase in tonnage and average sales (and cost) price per ton. The total expenses, including one-off costs of € 1.2 million, decreased by € 0.2 million to € 104.3 million.

The operating result was € 12.4 million, an improvement of € 10.8 million compared to the previous year. Excluding one-off costs, the operating result would have been € 13.6 million. This is an improvement of € 6.8 million as compared to the 2016 result, corrected for one-off (restructuring) cost.

The operating working capital decreased by € 1 million to € 179 million. The net cash flow increased as compared to 2016 and the net debt position decreased from € 22 million to € 18 million. As a result, the Van Leeuwen Pipe and Tube Group's cash position and bank facilities are adequate to meet the financing requirements. The Group's Equity increased by € 2 million to € 163 million. The solvency rate remained strong in excess of 48%.

Developments within the organization

Personnel developments

Our employees play a crucial part in the customer service chain throughout the world. With their knowledge, experience and dedication they enable Van Leeuwen to provide added value in various ways throughout the entire process, from tube to final construction.

Our presence in 22 countries, with 41 branches and 36 different nationalities illustrates our international scope. The Van Leeuwen Pipe and Tube Group's total workforce consists of 1,086 employees. Women comprise 29% of the total workforce, men comprise 71%.



All of our employees contribute to the future of our customers and that of the Van Leeuwen Pipe and Tube Group. The connection between our companies and the mutual exchange of knowledge and experience result in an excellent synergy between the individual operating companies. Our organization is proud of the level of experience contributed by colleagues who have been part of the Van Leeuwen Pipe and Tube Group for many years.

Because we invest in education and training, our employees continuously develop. We offer them opportunities and challenges, even across country borders. This way our employees acquire broader knowledge and experience. In addition, we consider the fresh outlook and experience of new employees important. With this healthy mix of well-established and new employees, we are able to continue to differentiate ourselves in the market over the coming years. Also in the coming year, we will continue to develop talent through international traineeships, job rotation and (management) development programs.

Apart from the care for its customers, Van Leeuwen also demonstrates its corporate social responsibility by supporting various regional and local sports, cultural and charitable projects, and education.

Our Code of Conduct clearly sets out our principles relating to the attitude and behavior of our employees. This information is provided and explained to each employee on joining the company. In 2017, no code of conduct incidents were reported to the independent representative for Van Leeuwen.

LeeuwOne

More than a year ago, the project for the global implementation of a fully renovated ERP system was initiated under the name LeeuwOne. The basis for this system is the innovative SAP S/4 HANA platform. The objective is to create a single system with a single database and a single way of working. By investing in this global IT system, we are able to operate more efficiently and effectively, facilitating an improved service to the market and a more cost effective operation.

The first implementation of the system was at the beginning of 2017, in our company in the United Kingdom. Our company in France followed at the beginning of 2018. As is often the case, the implementation of a new ERP system is not without its challenges. However, following a transition period, the benefits of the new system are visible and we are working on the further roll-out. LeeuwOne enables us to effectively anticipate the changes in our markets brought about by worldwide digitization.

Our investments and innovation in e-business and customer-oriented solutions ensure that we can serve our customers and suppliers on a growing number of platforms. In the coming phase, the focus of the LeeuwOne project will be on the further development and automation of warehouses and the digitization of our activities.



Operations

To be able to continue to grow and to further expand the services that we provide to our customers, we are continuously developing our global network of stock locations, and service and treatment centers. We are further investing in plant and machinery in support of our value added services. The optimization of stock management systems, custom service and logistics concepts helps us to supply our customers faster and with a broader and better product portfolio.

In the previous year we invested in high-quality cutting machines that facilitate highly precise and fast delivery. Customers have an increasing need for this service. By investing in machinery and storage capacity, we maintain our high service levels. This enables us as a specialist to better respond to market demand. Cutting capacity was expanded in various locations, including at Van Leeuwen France and Van Leeuwen Czech Republic. Logistics improvements were implemented in Vyškov, Czech Republic.

The number of contracts we sign for customer-specific stocks and treatments is increasing. Based on customer forecasts we maintain stocks of products and materials in accordance with customer specifications. This enables us to respond to customer demand at short notice. In combination with these customer-specific stocks we deliver custom treatments. Through these value added services, the customer receives the product in such a way that it is directly suitable for processing, enabling the customer to maintain low stock levels.

Over the coming years, we will focus on delivering materials that are even more customer-specific. We will also provide improved access to the related information needed by the customer and make this information more transparent. In an increasingly digital world, customers expect from a business partner the same level of convenience that they experience as consumers. SAP S/4 HANA – with the latest version of SAP's Extended Warehouse Management system – enables us to further increase efficiency and to operate as a single operating and commercial network. This helps us to serve the customer even better and faster, while data access will become easier.

By investing in existing and new resources, such as robots, we are also working on further increasing the efficiency, speed and reliability of our services. We are constantly optimizing our global network, as local branches and by improved mutual cooperation.

In 2017, we devoted a great deal of attention to the profitability of smaller orders, which are under pressure due to increasing wage and distribution costs. We are continually working on optimizing efficiency, including the efficiency of small orders. In addition, in consultation with the customer, we are looking to establish appropriate compensation for the services provided.

Quality, safety and sustainability

Globally we focus continuously on the improvement of our work processes, in which quality, safe and healthy working conditions, and sustainability are a priority. We set high quality standards for ourselves that are translated into objectives each year. We regularly monitor progress through means of Key Performance Indicators (KPIs) and internal audits.

At the end of 2015, Van Leeuwen was the first company in continental Europe to be certified by Lloyd's Register for the new ISO 9001:2015 standard. As a leading and innovative distributor and specialist we are committed to lead the way in compliance with this quality management standard. Our key branches are part of the Group Certificate.

Also in 2017, we focused on improving the working environment of our companies throughout the world. Our health and safety system is based on the Occupational Health and Safety Assessment Series standard (OHSAS 18001). Van Leeuwen pursues an active safety policy that is producing good results. For the fifth year in a row the number of accidents decreased. For 2018, with an eye on continuous improvement, our objective is more stringent. An internal awareness campaign establishes clear rules that apply to all Van Leeuwen branches and to all employees. These rules are discussed together in toolbox meetings.

Outlook

The outlook for the global economy is positive. There is more confidence in the market. Investments are increasing, resulting in increased demand and upward price pressures. In many countries, customer order books, particularly in the Industry segment, are full and capacity shortages are emerging. In the Energy market, the number of planned investments and projects, particularly medium-sized projects, is increasing. Investments in mega projects are not materializing for the time being.

Steel and pipe production capacity was considerably reduced throughout the world, particularly in China but also in other countries. Due to the growing demand, prices and delivery times are increasing. This trend is expected to continue into 2018. Worldwide there appears to be an increase in (anti-)dumping and protectionism in the steel industry. The effect of this on the price levels in different parts of the world and in various product groups is uncertain.

We are operating in a market in which our role as trading company has a substantial advantage. In situations of scarcity, the availability of materials sets the standard. Van Leeuwen can play an important part in the present market with its stock portfolio, its sourcing expertise and its international network.

The ongoing recovery after the difficult years of crisis, gives us more room to look ahead and to clearly define our outlook on the market. Apart from the changed playing field of suppliers, competitors and customers, there are global developments that will have major impact on the coming years. The energy transition and digitization in particular offer us an excellent opportunity to investigate their potential for our role as a global trading company.

Van Leeuwen is confident about the prospects and opportunities in 2018 and subsequent years. Our strength lies in the experience and expertise we have built up over many years. On the basis of this strength, customers and suppliers continue to choose for Van Leeuwen. With our more than 1000 enthusiastic employees, who bring this knowledge and experience to the market, we continue to build our company and create an outlook on a bright future.

Zwijndrecht, the Netherlands, 22 March 2018

Management Board

P.L. Rietberg (Chairman)

J.M. Sassen





Outlook on Industry

'People continue to **make the difference,**
also in a **digital world.'**

Pieter Smaege,
Managing Director Van Leeuwen Belgium and Wauters

Results 2017

Taken from the financial statements of the Van Leeuwen Pipe and Tube Group

Consolidated profit and loss account

(amounts x 1,000 euro)

	2017	2016
Net sales	612,959	548,904
Cost of sales	(496,315)	(442,930)
Gross margin on sales	116,644	105,974
Personnel expenses	(66,992)	(67,236)
Depreciation	(5,146)	(4,875)
Other expenses	(32,122)	(32,312)
Total expenses	(104,260)	(104,423)
Operating result	12,384	1,551
Interest income	39	29
Interest charges	(1,405)	(1,534)
Net financial income and expenses	(1,366)	(1,505)
Result from ordinary activities before tax	11,018	46
Tax on result from ordinary activities	(4,749)	604
Result after taxes	6,269	650

Consolidated balance sheet

(before appropriation of profit, amounts x 1,000 euro)

Assets	31 December 2017	31 December 2016
Fixed assets		
Intangible fixed assets	3,454	4,055
Tangible fixed assets		
Land and buildings	21,545	23,628
Plant and machinery	5,253	5,211
Other fixed assets	3,284	3,322
	30,082	32,161
Financial fixed assets		
Participating interests	-	1,007
	Total fixed assets	37,223
	33,536	
Current assets		
Inventories	130,863	139,900
Receivables		
Trade accounts receivable	115,510	114,664
Taxes	9,263	10,876
Other receivables	10,528	4,005
Prepayments and accrued income	6,658	5,427
	Total receivables	134,972
	141,959	
Cash	29,482	18,459
	Total current assets	293,331
	302,304	
Total assets	335,840	330,554

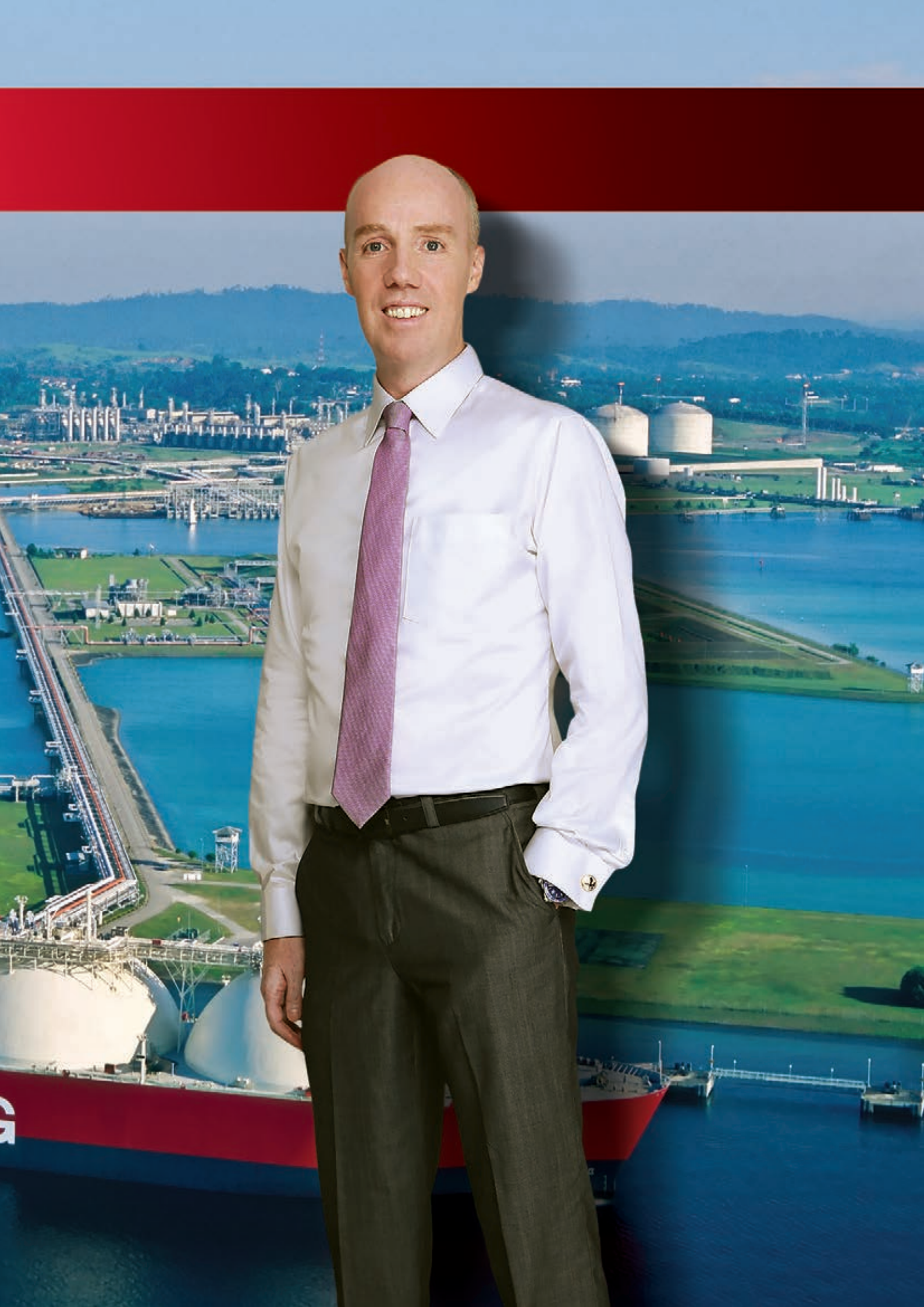
Liabilities	31 December 2017	31 December 2016
Group equity	163,383	161,622
Provisions		
Pensions	8,792	10,019
Taxes	4,476	5,023
Other	12,116	11,904
Total provisions	25,384	26,946
Current liabilities		
Debts to credit institutions	47,824	40,372
Trade accounts payable and trade credits	67,563	74,958
Taxes and social security	12,150	10,431
Other liabilities	4,481	3,106
Accrued liabilities	15,055	13,119
Total Current Liabilities	147,073	141,986
Total group equity and liabilities	335,840	330,554

Outlook on Energy

‘Cleaner fuels and modular construction
offer us **great opportunities** for the future.’

David Abernethy,
Regional Manager Oil and Gas, Van Leeuwen Singapore





Milestones

19 February 2017

Our first foreign branch **Van Leeuwen Belgium** celebrates its **70th anniversary**.



27 February 2017

Van Leeuwen United Kingdom is the first Van Leeuwen company to go live on the new ERP platform **SAP S/4 HANA**. At the end of 2017, preparations are made for Van Leeuwen France.

15 March 2017

Van Leeuwen starts deliveries to the **Emsflower Project** in Emsbüren, Germany. This concerns materials for a **large greenhouse** built by Gakon B.V. with heating installed by Jager Solutions Schoonebeek.



11 April 2017

The **DAF-Paccar Group** presents Van Leeuwen Precision, the Netherlands, with the **Quality Achievement Award 2016**.



26 May 2017

Van Leeuwen Precisie presents Otolift with the third model of the **Centennial Collection**. Each year, up to Van Leeuwen's hundredth anniversary, the top 150 customers will receive this exclusive gift.



5-6 July 2017

Three key suppliers in the Netherlands and Germany, amongst which **Tata Steel**, provide Van Leeuwen colleagues with training.



1 April 2017

Combulex in Vianen, the Netherlands, celebrates its **50th anniversary**.



20 May 2017

A Van Leeuwen cycling team with colleagues from the Netherlands, Belgium and France climbs the legendary **Mont Ventoux** in Southern France.



1 July 2017

Van Leeuwen supplies tubes for rails, backbone and columns for the **Lech Coaster** in Poland to **Vekoma**, worldwide market leader in the construction of roller coasters.

1 August 2017

Van Leeuwen opens a new office in **Moers, Germany**.



14-16 November 2017

Van Leeuwen's international management team discusses market trends and strategy during the **annual management days**.



8 December 2017

Under the ExxonMobil global contract, Van Leeuwen Singapore books orders for the **Interconnecting Pipeline Project on Jurong Island**.



7 July 2017

The new **Van Moer Logistics** truck combinations. On the basis of a partnership, Van Moer transports Van Leeuwen and Wauters pipes.



14 September 2017

The Van Leeuwen head office is the guest location for a **seminar on sustainable building**, organized by the Building with Steel sector association.



24 July 2017

Combulex opens the new **swaging line in Zwijndrecht**, the Netherlands. By performing all treatments in line, the capacity has been increased by 40% as compared to the previous output.

1 December 2017

Van Leeuwen Czech Republic commissions the **new RSA cutting machine**.

2017

In 2017, Van Leeuwen was present at various trade fairs around the world, such as the **Iran Oil Show**, the **Maritime Industry** trade fair (Gorinchem, the Netherlands), **MIOGE** (Russia), and **Stainless Steel World** (Maastricht, the Netherlands).

External outlook

Ineke Dezentjé Hamming-Bluemink,
Chairperson of the FME
employers' organization



Ineke Dezentjé Hamming-Bluemink is chairperson of the FME, the employers' organization for the technology industry in the Netherlands. Prior to this she was member of the Dutch House of Representatives (2003-2011) and Director of the Rotterdam Port Promotion Council. She also worked for several years as Head Public Relations & Advertising with the Van Leeuwen Pipe and Tube Group. FME mobilizes and connects companies in the technology industry.

'I know Van Leeuwen to be a gem among family businesses and suppliers to the technology industry. This is evident when you visit the company and speak with its employees. The atmosphere is good, employees are motivated and committed, and management always looks ahead and responds to new developments well in advance. These characteristics make Van Leeuwen a strong player on the market.

There are many developments that Van Leeuwen will have to (continue to) take into account over the coming years. The ever-increasing digitization will act as a driver for technological innovations and for greater efficiency in business operations. I also expect to see an increase in the use of robots. The energy transition will lead to the development of new plants and new materials. Governments and companies are massively investing in more sustainable production methods and materials. That also creates new opportunities for Van Leeuwen.

Continue to innovate and seize new opportunities is my advice to Van Leeuwen. As much as possible work on new solutions with suppliers and customers, in other words within the chain. With its in-house knowledge and experience, Van Leeuwen is in a position to continue to fully exploit this connecting role throughout the world. Just like most Dutch companies in the technological industry, Van Leeuwen's major strength lies in its excellent innovation and knowledge base. As an exporting country we especially reap the fruits from this internationally. To strengthen this role it is therefore important to continue to expand this excellent base.'

'Van Leeuwen's major strength lies in its solid innovation and knowledge base.'

'Van Leeuwen will contribute to the energy transition with smart solutions.'

Coby van der Linde,
Director of the Clingendael
International Energy Program



Coby van der Linde has been Director of the Clingendael International Energy Program since 2001. This independent forum contributes to the public debate about international, political and economic developments in the energy sector. Prior to this Van der Linde was member of the Energy Council and Professor of Geopolitics and Energy Management at the University of Groningen.

'Notwithstanding the good intentions of the 2015 Paris climate summit, the global use of fossil fuels is for the time being still considerably increasing, and with it the CO₂ emissions as well. The use of gas, oil and coal is increasing in Asia in particular. The expectation is that fossil fuels will also continue to be the dominant fuels of the other non-OECD countries over the coming years.

Yet, increasingly more governments are expected to switch to renewable energy sources over the long term (wind, hydro power, solar). The insight that is increasingly accepted globally, is that this is not only better for the climate, it also helps countries to manage import dependency and thus the effects of the continually changing geopolitical situation. In addition, economic value increases as a driving force. Smart projects make it possible to save costs and investments pay for themselves increasingly faster.

In Europe, plenty of initiatives for producing more sustainable energy are emerging. The Netherlands is forging ahead with the construction of offshore wind parks in the North Sea. In ten years' time sustainable hydrogen technology might also be ready for large-scale introduction into the Dutch energy and raw materials system. In the Rotterdam region, the Rotterdam Heating Company is supplying the residual heat generated by the Port of Rotterdam to Rotterdam's district heating networks. As a result, these buyers use less fossil fuels. This reduces greenhouse emissions and also saves energy. Things therefore appear to be moving in the right direction.

To succeed in achieving the global energy transition, the business community and investors naturally play a crucial role. A transition like this requires experimenting, innovating and risk taking. New infrastructure will need to be constructed and new products to be developed. During the management days of the Van Leeuwen Pipe and Tube Group in November 2017, I spoke with Van Leeuwen's top management about the energy transition and what this means for the company. As a supplier of pipes and pipe systems for the industry, Van Leeuwen will be making a large contribution to the energy transition. For example, by working on smart solutions with customers and suppliers. The technology is the motor behind this development. Naturally this is also exciting, because no one knows exactly how the energy world is going to change over the coming ten years. However, doing nothing is not an option. Exploring your business opportunities is the key.'

'I am impressed by
Van Leeuwen's **loyalty, trust**
and innovative capacity.'

Dirk Bissel,
Director Sales Europe/Africa Region,
Vallourec



Dirk Bissel has worked for Vallourec since 2009; since 2017 as Director Sales for the Europe/Africa Region. Vallourec specializes in pipe solutions for the Energy market (in which it is market leader) and the Industry market. The company is one of Van Leeuwen's key suppliers.

'Vallourec has worked closely with Van Leeuwen for several decades. Van Leeuwen has managed to secure a strong position in the petrochemical industry in relation to standard product delivery and in relation to specialized projects. Keywords here are high-quality at all times, professionalism and excellent project management. We generally experience their sound project management capabilities when we jointly tender for large specialized projects. Due to challenging market conditions there were fewer of these projects in recent years. However, I note that the economy in Europe, the Middle East and Asia is picking up, so we will once again be intensifying global cooperation in this area.'

Van Leeuwen is an important partner of Vallourec. Together we work on innovation in the supply chain. For example, I expect that our joint database, to be created in 2018, will benefit us. We will provide our products with a QR code. When you scan this code with your mobile telephone, Vallourec's, as well as Van Leeuwen's employees can view all of the pipe's specifications. This way we maintain a closed chain with Van Leeuwen, which enables us to guarantee customers that no pipes of inferior quality will be used in a project. Thanks to digitization our materials can always be traced. It also enables us to identify the properties of our treated steel that are required for a specific application. This digital data also helps us in the development of new products. For example, considerably longer pipes or pipes that are able to withstand higher or lower temperatures or pipes with improved corrosion resistance properties.

What we have in common with Van Leeuwen is that we both aim to expand our portfolio and to design our processes so as to be able to shorten delivery times. I am impressed by Van Leeuwen's loyalty, trust and innovative capacity. We can learn and benefit a great deal from each other.'

Cathy Daum,
Senior Vice President SAP for Global
Channels & General Business



Cathy Daum was appointed Senior Vice President Global Channels & General Business, Cloud Sales & Solutions at SAP in July 2017. She joined SAP twelve years ago and occupied various management positions. SAP is a world leader in business software. The company was founded in Walldorf, Germany, in 1972.

'Van Leeuwen has been one of the early adopters of new technologies to drive the global standardization, transformation and simplification of business processes. To be successful in this area, Van Leeuwen and SAP are working closely together in partnership. Together we are succeeding in automating and standardizing the most important business processes and in gaining real time insights into Van Leeuwen's overall business. By making it possible for customers to communicate with Van Leeuwen in various ways – from any device and especially via mobile applications, for example – we are also improving the customer experience. Thanks to the use of the latest technologies, we are convinced that Van Leeuwen can successfully complete its digital transformation journey. And that provides major business and organizational benefits. Van Leeuwen's customers and suppliers naturally benefit from this as well.'

Many exciting new technologies are now or will soon become commonplace. This includes in-memory databases (for real time business insights), the use of Big Data, mobile applications, working in the cloud, blockchain technology, artificial intelligence, machine learning and the Internet of Things. For companies that leverage these developments, such as Van Leeuwen, this yields major improvements and increased efficiency in business operations.

Van Leeuwen is now standardizing on SAP's flagship Enterprise Resource Planning solution, SAP S/4 HANA, with SAP Business Analytics and SAP Hybris Cloud for Sales across all of its European branches. SAP solutions enable Van Leeuwen to easily implement new technologies now and in the future and to continuously enhance processes and services.

In short, Van Leeuwen has taken the right steps to remain a frontrunner in its sector with the aid of SAP technologies. However, the market is not standing still. Van Leeuwen will have to continue to invest in technological innovations. I have every confidence that together we will continue to take the lead in this area.'

'Van Leeuwen is **successfully**
completing its **digital**
transformation journey.'



Outlook on Suppliers

‘The growing **demand for pipes** requires **smart interaction and cooperation with suppliers.**’

Simona Prášilíková,
Purchasing Manager, Van Leeuwen Czech Republic

Outlook on Customers



The digitization of our service is in full swing: over the coming years, more and more customers are expected to communicate with Van Leeuwen via webshops, a customer portal and our social media platform. In addition, we are prepared for the stricter requirements imposed on the traceability of steel by the circular economy. Customers can count on material certification with full traceability. By staying ahead of the trends within the chain, we continue to offer our customers the best possible support.

Steven Ruijters,
Commercial Director, Van Leeuwen Zwijndrecht, the Netherlands

‘Whether you call it the Smart Industry, the Internet of Things or the fourth industrial revolution, everything revolves around the digitization of information and the interconnection of systems within the supply chain,’ says Steven Ruijters, Commercial Director at Van Leeuwen Zwijndrecht. ‘Van Leeuwen is responding to this with webshops and a customer portal where customers can find product information, place orders and download certificates for the materials ordered. In addition, the renewal of our ERP system clears the way for increased transaction ease for our customers, and higher efficiency within the chain.’

‘Customers of the future at all times want to be able to quickly find the information they are looking for. To share our knowledge in modern ways, Van Leeuwen has started to post blogs on its website that are shared via social media. In these blogs, our own specialists speak about relevant developments in the markets we serve and about the solutions we provide. By sharing sector-specific information with the right customer groups via the right channels, Van Leeuwen will increasingly take on the role of knowledge center within the chain.

What trends are we observing? During a customer seminar about sustainability, the emergence of the circular economy in the steel construction sector was discussed. Recycling and reuse are decisive criteria for customers, as well as engineers and architects in selecting construction materials. To be able to effectively determine how used steel can be recycled or upcycled, the original material must be fully traceable. Van Leeuwen is able to offer this full traceability by means of material certificates that are linked to the pipes via charge numbers. This information can be used directly in the innovative systems used by our customers, such as the Building Information Model (BIM), a digital 3D representation of all physical and functional characteristics of a building, which can be consulted throughout the building’s entire lifecycle, from construction through to its demolition or reuse.

We continuously immerse ourselves in the changing requirements and needs that are at play in the market segments of our customers. We do this in part by maintaining a dialogue with our customers and on the basis of customer satisfaction surveys. Although the future is in providing digital accessibility, long-term and personal relationships with customers will continue to be highly valuable for Van Leeuwen. We will therefore continue to invest in branches close to the customer and in skilled, well-trained employees who speak the customer’s language. This means the customer will always have the option of choosing digital or personal contact.’

‘We are able to effectively support German customers with our international project and account management, domestically and beyond their borders.’

Tuncer Aslan,
Key Account Manager,
Van Leeuwen Germany



‘Ready-made solutions and advanced ordering and transaction systems give us an edge.’

Aaron Madgwick,
State Manager New South Wales,
Van Leeuwen Australia



‘We opened our Van Leeuwen office in Moers in August 2017. We primarily serve customers in the Equipment Manufacturing and Fluid Power segments with products from the stocks held by Van Leeuwen Precision and Van Leeuwen Zwijndrecht in the Netherlands, and Wauters in Belgium. This way we make the extensive product range in our European stock locations available to the German market for pipes, the largest in Europe. Our one-stop-shop solution is being well received. The benefits for our customers are a reduction in the number of suppliers as well as lower prices.

We also differentiate ourselves on the basis of our international project management and key account management services. These are well-developed at Van Leeuwen Germany. As a result we are able to effectively advise and support German customers that operate beyond their borders, or are planning to do so.

Finally, Van Leeuwen’s business mentality is well suited to the German pipe market. Trade partners here attach great value to trust and personal contact. Investing in relationships is the key to success at Van Leeuwen Germany as well. Market conditions are continuously changing, but the partners remain the same. This is why Van Leeuwen Germany focuses on long-term partnerships with customers and suppliers: in good times and bad.’

‘Our Australian customers are increasingly demanding ready-made solutions for projects in the civil infrastructure and petrochemical sectors. Customers not only purchase pipes from us, they also entrust the entire treatment process to us, so that they no longer need to concern themselves with this. To provide this custom work, we work closely with suppliers in our network, that are often Van Leeuwen customers themselves. Custom work primarily concerns galvanizing and shotblasting pipes. In addition, we provide coatings for storage tanks for the petrochemical industry. We recently significantly expanded our stocks in Sydney, Perth, Melbourne, Adelaide and Brisbane to be able to meet local market demands.

In addition to custom solutions, we are noting a desire for advanced ordering systems among our customers. We target this by offering service to the customer at any time of the day through modern technology on mobile phones, tablets and laptops. Today’s customer wants to be able to conduct business with us any time of day and from any location. And Van Leeuwen keeps investing in systems that provide the customer with easy electronic transactions. By connecting our systems with the systems of our customers and suppliers we are increasing efficiency within the chain. This gives us an edge over our competitors.’

Outlook on Industry



The manufacturing industry is reviving. The growth in various industries such as the automotive industry is downright spectacular in some areas. In addition, after a long period of decline, various government organizations are once again investing more in infrastructural projects. At the same time, the decreasing volumes for each order line are creating logistics challenges. In response to this, Van Leeuwen is increasingly focusing on digitization, automation and cooperation.

Pieter Smaege,
Van Leeuwen Belgium and Wauters

Van Leeuwen Belgium and Wauters are making considerable investments in efficiency in order to deal with the logistics challenges. Digitization, automation and far-reaching cooperation play a key role in this. 'But,' Pieter Smaege, Managing Director of Van Leeuwen Belgium and Wauters emphasizes, 'human contact continues to be of utmost importance for us. People continue to make the difference, also in a digital world.'

'Customers place more orders, but less for each order. For Van Leeuwen this means that the service costs per order are increasing. In the past you would deliver 25 tons of pipes to two addresses. Today you need to make twelve stops to deliver fifteen tons of pipes. The solution? Automation and digitization. For example, last year we introduced Track & Trace on our trucks with the option of sending the customer an SMS just before the truck arrives at the customer's site. This speeds up the unloading process. We therefore want to serve more addresses than before. At the same time it is important to realize that heavy and long products will always require custom work and you need to take the necessary time for this.

Presently, a high priority for me is to combine the cargo trips made by Van Leeuwen Belgium and Wauters in smart ways. We have just

started combining the cargo trips made to Northern France.

In my view, this is a great start on achieving closer cooperation. In comparison to competitors, the two companies collectively, aside from higher volumes, also have the advantage of being part of a large company that is prepared to significantly invest in joint infrastructure, automation and digitization.

The need for digitization goes well beyond efficiency. Digitization is also required to meet the expectations of future employees and customers. We do not need to renew our products every three years, but we do need to adjust the way in which we market our products. The Millennials are now gaining more influence in the job market. This generation is more oriented towards IT, orders all kinds of things from webshops and consequently expects that you can 'simply' order our products online as well. Wauters currently already has a successful workshop.

In this 'IT onslaught', it is important not to forget what ultimately matters the most: human contact. People buy from people. My pipes are very good, but mostly so are those of my competitors. In other words, people continue to make the difference, also in a digital world.'

‘Timely delivery on the basis of forecasts is becoming increasingly important now that delivery times at manufacturers are increasing.’



Ingrid Karrenbeld,
Team Leader Mechanical Engineering,
Van Leeuwen Precision,
the Netherlands

‘Van Leeuwen combines customer intimacy with operational excellence.’



Theo Makkenze,
Business Unit Manager Industry,
Van Leeuwen Zwijndrecht,
the Netherlands

‘The oil and gas market but also the construction materials and food industry: we are increasingly expanding our focus.’



Petra van Gameren-Vroege,
Account Manager,
Van Leeuwen Stainless,
the Netherlands

‘The Industry market is growing. This is evident from various customers, including machine shops and a manufacturer of stairlifts. One of our customers in the automotive industry, a truck manufacturer, is currently experiencing spectacular growth. This is in part the reason why we are expanding our sales team: we want to give our customers a lot of attention. We have to show them that we are a reliable supplier and provide them with high service levels. Personal contact and careful follow-up of current contracts is essential for this purpose. We ensure the timely delivery of materials on the basis of forecasts. This is becoming increasingly important because the delivery times for manufacturers are increasing.

We differentiate ourselves on the basis of this far-reaching attention for the customer. We closely monitor developments that are relevant to our customers. Is there a need for different dimensions, diameters or materials? Is there a transition from steel to carbon? Or are there different ways in which to be of even better service to our customers, such as the centralization of stocks, webshops or providing total solutions? For example, we provide additional services by taking care of the logistics relating to the treatment of products and by maintaining on-demand stocks of treated materials.’

‘We are seeing plenty of growth in the Dutch infrastructure, construction and horticultural sectors. Additional roads are being constructed and, among other things, that means more lamp posts and more traffic gantries. In addition, more parking garages, distribution centers, stations and greenhouses are being constructed that require many of our products. For Van Leeuwen that translates into a well-stocked order portfolio, as well as increasing delivery times. We respond to this by maintaining sufficient stocks.

The way we deliver these orders is changing. The number of just-in-time deliveries requiring us to deliver smaller volumes at exactly the right time is significantly increasing. This offers customers the opportunity to maintain less stocks themselves. And they do not need to concern themselves with the logistics implications. We look after meticulous scheduling and effective coordination.

We consider it important to be close to the customer and to often meet with him to discuss matters of relevance: for example the customer’s construction plans, the timing of deliveries, the desired material specifications and the logistics. At the same time, efficiency is a priority. The customer can arrange part of our services online, such as the actual order, quality certificates, insight into stocks and delivery times. Van Leeuwen combines customer intimacy with operational excellence and this together with the aim of working virtually flawlessly, is how we want to differentiate ourselves.’

‘We are increasingly expanding our scope at Van Leeuwen Stainless. We are no longer only focusing on the oil, gas and chemical markets, but on other sectors as well. The traditional oil-related market is still not booming, while other sectors are performing better. Due to this reorientation, Van Leeuwen Stainless has experienced an excellent year in which we were able to increase our market share.

This concerns ‘new’ sectors, such as the construction and food industry, for example. This is reflected in our changed product portfolio, which, in addition to pipelines increasingly includes construction materials and other connecting systems.

What do these developments mean for me personally? Recently I have started to focus on my own customer group: suppliers with customers that are focused on tank construction, equipment engineering, skid construction and food industry. The key for Van Leeuwen Stainless is to be present where there is a need for stainless steel. Excellent teamwork with our own field service is of major importance in this respect.’

Outlook on Operations



‘Due to **technological innovations** we can **further optimize** our **logistics processes** throughout the world.’

André de Jong,
Manager Operations, Van Leeuwen Zwijndrecht, the Netherlands



Outlook on Energy



The energy market will change drastically in the coming years due to the energy transition. Coal-fired power plants will make way for natural gas-fired power plants. Investments are made in new energy sources, such as wind and solar energy and more environmentally-friendly production methods, and efforts are directed towards more efficient building of installations and factories. This offers many opportunities for Van Leeuwen, not in the least because of our broad expertise in the timely delivery of the right products at the right time.

David Abernethy,
Regional Manager Oil and Gas, Van Leeuwen Singapore

‘Demand from the energy market is really picking up; this is evident from our order book and quotation levels,’ says David Abernethy, Regional Manager Oil and Gas at Van Leeuwen Singapore. ‘That can be partly explained by new legislation which makes it necessary for our customers to produce more environmentally friendly. In addition, the increase in incomes in Asia is creating more demand for products from the chemical sector. The demand for our products and services is therefore increasing sharply.’

‘Which new legislation affects our customers? The Euro 5 emission standard for cars, for example, which requires that the emissions of harmful substances must be reduced. As a result, demand for cleaner fuels will increase, requiring new production facilities such as desulfurization plants. In addition, from 2020 new rules from the International Maritime Organization will apply to the permitted amount of sulfur oxides emitted by maritime vessels. As a consequence, new ships will have to be built and fitted with sulfur desulfurization equipment and existing vessels will need to be retrofitted.

Liquefied Natural Gas (LNG) is an example of a ‘clean’ fuel that creates many business opportunities for Van Leeuwen, now and in the future: from upstream activities through LNG processing plants to loading and regasification terminals.

Other technological developments will also mean an increase in demand for our products and services. More and more end users are adopting

modular construction for their plants. This involves the construction of several modules in a yard which are then transported ready-made to the project location. It is a more efficient method, but it also involves more complex logistics for our customers. Not in the least because they want to purchase products through a framework contract when they need them. We are strong in just-in-time deliveries, so Van Leeuwen can profit from this.

We are also expecting an increase in the demand for higher quality materials. Partly because producers have to meet increasingly strict requirements. The new generation of plants and refineries must, for example, be resistant to more aggressive chemicals, last longer and be more efficient. Van Leeuwen can also meet this demand for higher quality materials.

In any event, there are plenty of opportunities in Asia. The increase in incomes in Asia is creating more demand for products from the chemical sector. These products include consumer products, fertilizers, synthetic rubbers and packaging. It is not without reason that we are seeing an enormous growth in the chemical market in countries like Malaysia, Indonesia, Thailand and China. Our worldwide network with local presence plays a large role in grasping these opportunities. After all, many projects are international, such as engineering in Japan, manufacturing in China and the project location in Europe or the United States. But we can also meet local demands, such as – which is sometimes the case in upcoming economies – the demand to let part of the spending take place within their national borders.’

‘We help our customers in finding solutions together and constantly identify what the developments in the energy market mean to them.’

Mark Schutz,
Manager Capital Projects,
Van Leeuwen Canada



‘We have no influence on market developments. We do, however, have influence on the relationship with our customers.’

Cédric Jacopucci,
Director Projects,
Van Leeuwen France



‘Our customers are now mainly investing in sustainable and more efficient use of assets and therefore in the maintenance of facilities. The Canadian energy market is a major focus in Alberta. What we see here is that oil and gas wells are also being maintained to keep up production levels. There are also possibilities in the petrochemical industry: new construction projects are being considered and planned.

Whether larger projects are on the horizon? Within ten to fifteen years, Alberta is looking to make the transition from coal-fired to gas-fired power plants. As this leads to new construction projects, it will have good possibilities for us. A potential new Shell LNG project on the Canadian west coast is also on the outlook.

At the moment, we notice that the market continues to remain challenging. It is therefore all the more important right now to continue providing added value to our customers. We help our customers in finding solutions together and constantly identify what the developments in the energy market will mean to them and the role we can play in that regard. Our efforts for greater efficiency within our own company and standardized work processes – such as the introduction of a new IT platform – contribute to this.’

‘We see a growth in sales in France, Spain, North Africa and Russia. The chemical process industry in particular is showing growth and there is increasing demand for pipelines in Algeria. Of course, the low oil price is still slowing down the investment volume and the margins are still under pressure for the time being, but the outlook is positive.

An example? We see large projects starting, for example the construction of an LNG terminal in Belgium for which we will be supplying materials through a Spanish EPC customer. Investments in sustainable energy also offer new opportunities. The energy transition is good news for Van Leeuwen. It is my ambition to investigate all the opportunities that this provides us. For example, in new applications of our existing products, or new materials and new products such as hydrocarbons.

We have no influence on market developments. We do, however, have influence on the relationship with our customers. Therefore, I believe it is essential to continue providing added value and to focus on customer intimacy. Our excellent project organization and the cooperation with project teams in Houston, Singapore and Paris facilitate this. I also believe it is important that we provide the right offer to our customers the first time, and execute delivery perfectly.’



Outlook on Suppliers

The revival of the steel market and the global increase in economic growth are resulting in the increased demand for our products. Following a period of contraction, our suppliers are switching gears. That is why we are working with them on proactive solutions designed to avoid extended delivery times and shortages in the stocks of materials for our customers. Our many stock locations enable us to respond fast and flexibly to customer demand. In addition, we are increasingly sharing ideas with our customers as early as in the design phase.

Simona Prášilíková,
Purchasing Manager, Van Leeuwen Czech Republic

‘The growing demand for our pipes requires smart interaction with suppliers,’ says Simona Prášilíková, Purchasing Manager at Van Leeuwen Czech Republic. ‘Together with our Purchasing Department I closely monitor the market and our customers’ wishes on a daily basis. The close cooperation with suppliers, with whom we share this knowledge, enables us to consequently close the best deals and avoid a scarcity of materials.’

‘The crisis years are clearly past. However, the positive market developments also create new challenges. Due to the crisis of prior years, many mills have reduced their production capacity and personnel complement. Now that the demand for steel products is once again growing fast, they are not always able to cope with this demand. That results in longer delivery times. At times there is even a lack of materials, which in turn drives prices upwards. It is a complex situation that affects the entire sector and that is expected to continue for a while. At Van Leeuwen we try to tackle these challenges to the best of our abilities.

We closely monitor developments at the mills with which we cooperate. Where possible, we establish contact with new suppliers, although this is not as simple as it sounds, because the European steel and pipe market is consolidating, and the number of remaining suppliers is steadily decreasing due to acquisitions. Mills are of course also looking for opportunities to further increase their capacity. For example, they are starting to produce larger batches, because this is more efficient. However, mills are becoming less flexible as a result. As a distributor this provides us with new opportunities. Due to our many locations with warehouse space, we can store and rapidly turn over the required volumes globally.

I expect that the global economy will continue to grow and therefore the demand for steel as well. At the same time, the supply and demand market mechanism is being threatened by protectionism. Countries are keeping their borders closed and are protecting their markets, including the United States. In Europe, anti-dumping measures are keeping Chinese manufacturers at bay. This fortunately ensures that European suppliers are once again prepared to invest. In short, I am positive about developments in our business, but an appropriate measure of caution is also in order.’

‘We are often involved in partnerships with customers as early as in the design phase.’

Sef Rais,
Purchasing Manager,
Van Leeuwen Belgium



‘Despite the shortage of steel on the European market, we continue to deliver the right orders to the customer on time.’

Chris Spittle,
Purchasing Manager,
Van Leeuwen United Kingdom



‘As Purchasing Manager at Van Leeuwen Belgium, I am responsible for the purchase and management of stock – including specific materials for customer contracts. What stands out for me? Due to the crisis, customers have become much more demanding. Effective cooperation with suppliers is of vital importance for us to be able to meet their wishes. Together we are able to serve customers with specific needs as effectively as possible. And this is what we do. Increasingly more partnerships are being created in which we are involved early in the design phase, for example for the construction of machines. By contributing the best possible ideas, and sharing our knowledge, expertise and experience – with suppliers, as well as customers – we are able to differentiate ourselves from competitors. It is evident that this added value is appreciated. We will therefore continue to differentiate ourselves on this basis over the coming years as well.

In addition, Van Leeuwen, just like our suppliers, is able to meet key environmental requirements. There is increased demand for this. In addition, one of our objectives is to offer new solutions on the basis of digitization. We create smart processes that enable us to align the product portfolio and the supply of materials very precisely with the forecasts we receive from our customers. This way we demonstrate our strength and added value as a distribution partner in the chain of purchasing to end-user.’

‘Van Leeuwen is rolling out a new IT platform – SAP S/4 HANA – to all branches. We are already benefiting from this: the system was first implemented at Van Leeuwen United Kingdom. We observe that our purchasing processes are running faster and more efficiently. Excellent progress, in other words. The prospects for new orders in the United Kingdom in 2018 are good. Hot rolled tubes, along with chrome bars and hydraulic tubes, are and for the time being remain the best-selling and therefore the most purchased products.

Despite the shortage of steel on the European market, we are still succeeding in delivering the right orders to the customer on time. Especially due to our short lines of communication with suppliers and the effective backup of materials at the Dutch branches Van Leeuwen Zwijndrecht and Van Leeuwen Precision, among others.

In the United Kingdom itself, we try to distribute our stocks as smartly as possible across our three warehouses. This is working out very well at the present time. The fact that we are confident in the market and in our suppliers is also evident from our new ‘Express Service - Hydraulic Response’ from the Brierley Hill warehouse, that guarantees delivery within 24 hours.’

Outlook on Added Value

‘Our customers want **customization** so that their **processes run more efficiently**. That is what we invest in.’

Thierry Martinez,
Business Unit Manager Fluid Power, Van Leeuwen France



Outlook on Operations



Optimal logistics and distribution form the backbone of our service. We have the in-house expertise required to ensure that materials arrive at the right place at the right time from our 25 warehouses throughout the world. Over the coming years we will have opportunities to provide our customers with even faster and better services on the basis of efficient stock management and transport. Innovative technologies, such as robots, are a key catalyst in this respect.

André de Jong,
Manager Operations, Van Leeuwen Zwijndrecht, the Netherlands

André de Jong is Manager Operations at Van Leeuwen Zwijndrecht in the Netherlands. He spends a great deal of his time improving logistics processes. For example, a new track & trace program. 'Looking ahead, I can see that due to technological innovations and the further implementation of LEAN, we are able to continuously make improvements and to elevate quality to a higher level.'

'A fresh look is always good. This is why, in 2017, we contracted an external consultancy firm to investigate for us how to create logistics processes that are even more efficient. Because we have subsequently improved the quality of our processes, faster delivery has become easier and we can therefore serve customers better. On the basis of our customers' wishes, we are continuously reviewing how to make our logistics processes more flexible and efficient.

We also invested in a separate projects department in the warehouse. All project-related activities now occur in the same place: storage, treatments, inspections, stamping and packaging. This enables us to do everything the customer wants us to do with increased speed and flexibility.

In addition, we acquired a Hi-Racker and two new forklift trucks. These new vehicles make order-picking in our components department easier and more pleasant for employees. In addition, they make our service more efficient.

What are our future opportunities? Due to technological innovations we can further optimize our logistics processes throughout the world. For example, Van Leeuwen Czech Republic has expanded her sawing capacity and possibilities, facilitating a faster sawing process and faster deliveries. In 2018 this branch will also start working with a robot arm. The robot arm automatically moves vulnerable treated products from the cutting machine to the storage boxes. Step-by-step, robots will also take over such tasks in other Van Leeuwen branches.

Because of the implementation of LEAN methodologies, customer-oriented thinking and the specific application of process automation, we are also better equipped in creating value for the customer and eliminating wastage in logistics processes. This too will certainly help us to move forward.'

‘Generally, we deliver within 24 hours and sometimes even faster.’

Koen Kubben,
Operations Manager,
Wauters, Belgium



‘Thanks to OHSAS 18001 we are able to demonstrate that we also have things in order as far as our working conditions are concerned.’

Eugene Nah,
Operations Manager,
Van Leeuwen Singapore



‘At Wauters we are closely working together in the area of transport with Van Moer, an external logistics services provider. This is a successful partnership with perfectly satisfactory results. Together we are able to quickly respond to customer demands and to deliver the required materials with very short lead times. Generally, we deliver within 24 hours and sometimes even faster. With this speed and reliability we will be able to continue to differentiate ourselves in the future and generate customer loyalty. This remains one of our strongest assets.

Our opportunities relate to digitization and automation. For Van Leeuwen these are the key words for the coming years as far as improving and accelerating distribution are concerned. This is where the greatest growth potential for us lies. In addition, the demand for customized work in our warehouse is increasing. Wauters has a great deal to offer on that front as well. With our extensive product portfolio of bright steel, carbon steel, tool steel, cementation steel, heat-treatable steel and spring steel, and our extensive cutting facilities, we are able to meet virtually all wishes of our customers in various branches of industry. In short, I view the future in a positive light.’

‘From our location we serve the Southeast Asia region with a total of approximately seventy employees. ExxonMobil is one of our largest customers. In Singapore, we are one of the main suppliers for ExxonMobil to deliver pipes, fittings and flanges for maintenance and repair works at their sites. For example, in the beginning of 2017, we were involved in a large turnaround project for which we were able to deliver all required pipe materials on time. ExxonMobil was satisfied with our performance and therefore so were we.

We work hard on the reliable and fast delivery of our products. Competition is challenging in Asia, and speed and reliability continue to be key areas in which to differentiate yourself.

When I started working here two years ago, our Singapore office delivery performance was less than 60 percent. We managed to realize a significant improvement to 80-90 percent till date.

In addition, I am observing that some customers in our region are increasingly asking for quality and safety certificates. The international OHSAS 18001 certificate we earned in 2017, enables us to demonstrate that we have things in order as far as working conditions in our warehouse and for our transport services are concerned.’

Outlook on Added Value



Customers increasingly want to be able to process products directly into their own production process. Consequently, the demand for material treatments, just-in-time deliveries, technical advice, inspections and material tests will increase significantly in the coming years. We will respond to that through investing in innovative applications. A new IT platform that we are implementing throughout the organization ensures efficiency, for instance in logistics. And thanks to advanced cutting machines, a renovated swaging center and a robot arm, we can increase our capacity for small and large specialist orders.

Thierry Martinez,
Business Unit Manager Fluid Power, Van Leeuwen France

'Cutting, coating, laser cutting, bending and special packaging, we can do all of this for our customers, as well as carrying out inspections and tests, and taking care of certification,' says Thierry Martinez, Business Unit Manager Fluid Power at Van Leeuwen France. 'In fact, the demand for customization is increasing significantly. That is why we are expanding our capacity and investing in improvements of our customers' work processes.'

'Our biggest customer, Manitowoc Cranes, one of the largest producers of hoisting and lifting equipment, recently asked whether we could also deliver treated products to their factory in Portugal. And Al-Ko, a supplier for the automotive industry, asked us whether, in 2018-2019, we can also treat the current products that we supply to them. As with other Van Leeuwen branches, in France the number of customers purchasing treated products is also increasing. This is because more and more customers are outsourcing their material treatment services. Why? If we take care of their material treatments it saves them time, money and worries. Based on customer prognoses, we take care of just-in-time delivery of the labeled products.'

To meet increasing demand, in 2017 we purchased a new cutting machine, enabling us to provide more in-house customization. In addition, we are further expanding the number of material treatment suppliers. We also expect to call more often upon other Van Leeuwen branches for treatments, for example on Van Leeuwen Czech Republic for cutting work for our customer Sahgev, a specialist in hydraulic cylinders.

We like to help our customers by thinking of solutions together with them. What more can we do to help their work processes become more efficient? That also means daring to take it a step further. For customers in the Energy market, such as General Electric, we supply full packages. In addition to pipes, this includes articles that we normally do not sell. This is how we make the chain shorter for the customer. General Electric is happy with this solution. That's why we intend to upscale our full package service in 2018.

What else do we do? The implementation of a new SAP system, which we are rolling out in all branches, is almost ready. Thanks to the IT platform we can work more efficiently due to the advanced use of barcode scanners among other things. In the long-term, the system should enable large customers to follow their order online and place orders online.'

‘In addition to digitization, robotization will be playing a key role in providing our customers with fast customized services.’

Jiri Koucky,
Product Manager,
Van Leeuwen Czech Republic



‘With the new automatic cutting machine we can cut up to three thousand short pipes to size a day.’

Martijn 't Hart,
Commercial Director,
Combulex



‘Our customers expect us to provide them with complete solutions: products that they can directly incorporate into their production process. They do not want to incur any delays by having to treat tubes into half-products themselves. Even more so now that their order book is so well-stocked. Besides, often they do not have the required know-how in-house. To continue to be able to meet the increasing demand for the fast delivery of treated products, we invested in two advanced cutting machines in 2018. These machines enable us to cut more pipes faster and more precisely. One of these machines is primarily used to cut cylinders and chrome-plated bar steel for customers in the Fluid Power industry. This material is extremely vulnerable and heavy.

To be able to work faster, we will start working with a robot arm. In addition to digitization, robotization will be playing a key role in providing our customers with fast customized services. The robot arm automatically moves treated products from the cutting machine to the boxes.

Our customers are happy with this development: we are now able to accept orders that we were unable to process previously. We have since acquired several new customers and are also working on various tenders. We expect our capacity to double, and perhaps even triple for smaller pipes, and increase five-fold for precision tubes. We expect to reach the peak of our capacity by the end of 2018.

All these investments and improvements are necessary to bring and keep us in a top position as supplier of Fluid Power materials for the Central European markets.’

‘The construction industry is picking up and the price of steel is rising. That means that there is a lot of demand for our products once again. Carrying out material treatments is the rule rather than the exception. Which material treatments do we carry out? Cutting and swaging. Combulex is a market leader in the field of swaging in the Netherlands. We were the first company to offer this in 1988 and demand is still increasing. Therefore, over the past year we have expanded our swaging center with a larger cutting machine and further automated the process. Consequently, we can up our production. The swaging center is no longer on our site. In order to be able to grow with future market demand, it has moved to Van Leeuwen Zwijndrecht, the Netherlands.

Thanks to this move, we were also able to make various investments in our own branch, enabling us to reach higher production levels. The possibilities of our cutting benches have been extended and we have purchased an automatic cutting machine. This enables us to cut up to three thousand short pipes to size a day.

Another step that we took in 2017 was the cooperation with Van Leeuwen’s project organization. Material that remains after completion of a project, we take up in our stocks. That is a sustainable solution.’



Outlook on IT systems

‘Our **new IT platform** makes our **physical global stocks digitally accessible.**’

Stefan Dijkers,
CFO, Van Leeuwen Pipe and Tube Group



Outlook on IT systems

Van Leeuwen invested in an advanced, future-proof IT platform. Using a single way of working with standardized digital processes enables our organization to quickly respond to changes in demand. In addition, the system is configured to provide modern services, such as real time insight into Van Leeuwen product information and stock levels, and the option of requesting quotations and booking orders digitally.

Stefan Dijkers,
CFO, Van Leeuwen Pipe and Tube Group

‘Van Leeuwen started investing in a single operational and commercial IT platform in 2016. This platform will become the backbone of our company,’ says Stefan Dijkers, CFO of the Van Leeuwen Pipe and Tube Group. ‘Step by step, the IT systems in our European branches are currently being replaced and upgraded to a new ERP system and a new CRM system. We want to be able to optimally respond to market developments, as well as to the new technologies that will become available in the future.’

‘In the United Kingdom and France we have migrated to the new SAP IT platform. Van Leeuwen Stainless and Van Leeuwen Precision in the Netherlands will be next in 2018. The IT platform will make our physical inventory, spread across our storage sites, digitally accessible to all Van Leeuwen sales staff. The first phase of the CRM system, in which we maintain all relevant customer relationship information, is now up and running in the United Kingdom and the Netherlands. This enables us to serve customers faster and more efficiently, while taking their specific wishes into consideration.

The steel trade is a traditional sector. Nevertheless, there is a growing need for easy digital transactions in our sector as well. In the future it will be possible for our customers to have real time insight into Van Leeuwen’s product information and stock levels via our webshops and customer portals, to request quotations and book orders.

The advanced functionality of our new ERP system improves our operational and logistics processes. Barcode scanning and robotization are examples of this. Van Leeuwen France developed a digital concept for delivering kits containing various parts that the customer can directly use in its production process. This concept may also be useful for other customers. The more we use a single way of working in accordance with standardized digitization, the faster we will be able to respond to the demand for products with specific dimensions and standards or for new applications such as pipes for sustainable energy plants.

Van Leeuwen does not jump to adopt just any IT innovation, but responds to the changing needs of its customers. Our goal is simple. A manageable IT system that provides the basic conditions needed to keep pace with the changing delivery requirements of our customers in the future.’

‘Thanks to barcode scanning and advanced scheduling tools, we are able to achieve significant efficiency gains.’

Kris Bowling,
Managing Director,
Van Leeuwen United Kingdom



‘Paperless warehouse management ensures that customers are served even faster with fewer errors.’

Richard Deen,
SAP Functional Application
Manager, Van Leeuwen
Zwijndrecht, the Netherlands



‘We have been working with the new IT platform in the United Kingdom for one year and are enthusiastic about its innovative possibilities. For example, due to its implementation, our financial team now has better insight into the costs of all our business processes. The IT platform enables us to keep pace with the business-to-business trends. Our commercial team is ready to introduce new services, such as e-commerce via webshops, EDI (Electronic Data Interchange) interfaces with our customers and suppliers, and communication using social media. Furthermore I am looking forward to using barcode scanning and advanced scheduling tools, that will enable us to achieve significant efficiency gains in the near future.’

Over the past two years there was a growing need for larger volumes of custom cut pieces of tubes and bars with stricter tolerances among our larger customers. We are currently investigating whether to invest in an advanced circular saw combined with automated loading and unloading equipment. With the benefit of EDI links with our bigger clients the ERP system will support more efficient use of this equipment.’

‘I have only been working at Van Leeuwen for a few months. It is a very challenging working environment! First, because the choice of SAP version S/4 HANA makes Van Leeuwen a SAP front runner. Second, because it is an organization with an extensive global network. One of my responsibilities is to provide SAP support to Van Leeuwen employees in various European branches who have questions or issues relating the modified system.’

In addition, my responsibilities include the Extended Warehouse Management (EWM) system. This is an advanced warehouse management system that will be available to Van Leeuwen in the latest SAP version. EWM’s automation functions make paperless working possible: picking orders arrive directly on the hand scanners and by automatically combining multiple picking orders the logistics movements within the warehouse become as efficient as possible. EWM ensures that customers are served even faster, the number of order errors decreases and costs are reduced. The plan is for the warehouses of the Dutch branches Van Leeuwen Precision and Van Leeuwen Stainless to make the first step towards a paperless and even more efficient warehouse management by the end of 2018.’

Outlook on Human Resources



The Van Leeuwen organization consists of various international branches. We are a single global company with a local presence, whereby the Van Leeuwen-teams immerse themselves in the local culture and ways of doing business. Van Leeuwen – anywhere within this international network – wants to be, and of course remain, an attractive employer. We consequently provide employees with plenty of opportunities to grow and advance in their career and thus to work on their own development as well as that of Van Leeuwen.

Angelique van Gaans,
Corporate Manager Human Resources,
Van Leeuwen Pipe and Tube Group

'I find HR to be a tremendously inspiring profession,' says Angelique van Gaans, Corporate Manager Human Resources at the Van Leeuwen Pipe and Tube Group since July 1, 2017. 'Stimulating colleagues to get the best out of themselves gives me energy.' A key theme in her daily work is finding and committing sufficiently skilled colleagues. 'Now that the job market is improving and it is becoming more challenging to find the right people for the right job, this is becoming even more important for Van Leeuwen.'

'Van Leeuwen is developing rapidly, in part to be able to respond to the increasing digitization and technological and social changes. Some work processes and job contents are consequently changing at a rapid pace. It is important that we have and retain sufficient numbers of driven and expert colleagues in-house who are capable of flexibly keeping pace with these changes and who manage to keep their knowledge up to date. At the same time we are dealing with younger generations of employees who are not naturally inclined to stay in a single job with a single employer throughout their entire career. You have to respond effectively to all of these developments.'

To keep talent on board and attract new high potentials, our HR department started up various programs in 2017, including the creation of new, challenging development programs that we will be rolling out internationally. For example, in the area of leadership. We have since selected a training institute that will create these programs together with us, tailored to our needs and consistent with our group-wide strategy and core values. The first program will be initiated over the course of 2018. After this we will focus on designing training programs for other areas of expertise, such as sales, operations and finance.

At Van Leeuwen, opportunities are not only limited to high potentials. Employees who, after a number of years in the same job, want to do something different are given ample room to do so. Precisely because we are an international company, it is possible to make a lateral move in order to take on a new challenge. For example, in another department or with a different (international) branch. We would like to encourage all colleagues to seize the opportunities themselves if they want to do something different. We are open to this and where necessary, HR will provide guidance in finding a suitable new challenge.

The reason we consider this very important, is that the positive inflow and progression of employees within an organization ensures that they are challenged, flexible and motivated, and that they continue to learn. This keeps employees alert and engaged and the organization competitive.'

‘Employees who feel welcome, who listen to each other and who trust each other provide for better quality.’

George Kubove,
General Manager,
Houston Project Office



‘This fast and service-oriented way of working at Van Leeuwen perfectly suits me.’

Hawa Diallo,
Staff Member Inside Sales
Project/Export,
Van Leeuwen France



‘It has been almost a year now that I have been working as General Manager at the Houston Project Office and I really enjoy my work. We work together here in a small team of eight persons. Teamwork is one of our strengths and we are strongly focused on solving customer demands together. I consider this a characteristic of the Van Leeuwen culture and at the same time it is also very American. Together we bring even the most difficult jobs to a successful conclusion.

Of course as General Manager I play a role in stimulating teamwork. I consider it important for employees to feel welcome, that people properly listen to each other and that there is mutual trust. I am convinced that these ‘soft values’ ultimately benefit the quality of our work. I was in part hired to strengthen our position in the United States and to broaden our customer base. With a well-oiled team, the chance of success is high.

The international collegiality is an important asset as well. Colleague managers have shared their knowledge and experience with me on many occasions, thus enabling me to better deal with various complex challenges here in Houston. It is comforting to know that you can rely on each other in that way. This international cooperation is a powerful tool in our business.’

‘In 2016, I joined Van Leeuwen France as Staff Member Inside Sales Project/Export. Prior to this I worked for Vallourec, a large supplier of Van Leeuwen. Van Leeuwen is known as a leading distributor: one that adjusts itself to market developments in smart ways and that is highly focused on quickly finding solutions for its customers. This fast and service-oriented way of working perfectly suits me. It is one of the reasons I applied here two years ago. And I really like it here.

We work in a tight-knit and energetic team of ten persons at the office in Paris. We listen well to each other and the mutual trust is high. That makes for an enjoyable working atmosphere. This openness and team spirit is a reoccurring theme in other colleague branches and is a characteristic of the entire Van Leeuwen organization.

What typifies us? Here in France we are above all known as flexible. I also hear this from our Van Leeuwen colleagues. If a customer is looking for a product we do not have in stock or that we never supplied before, we really do everything we can to deliver that product.’



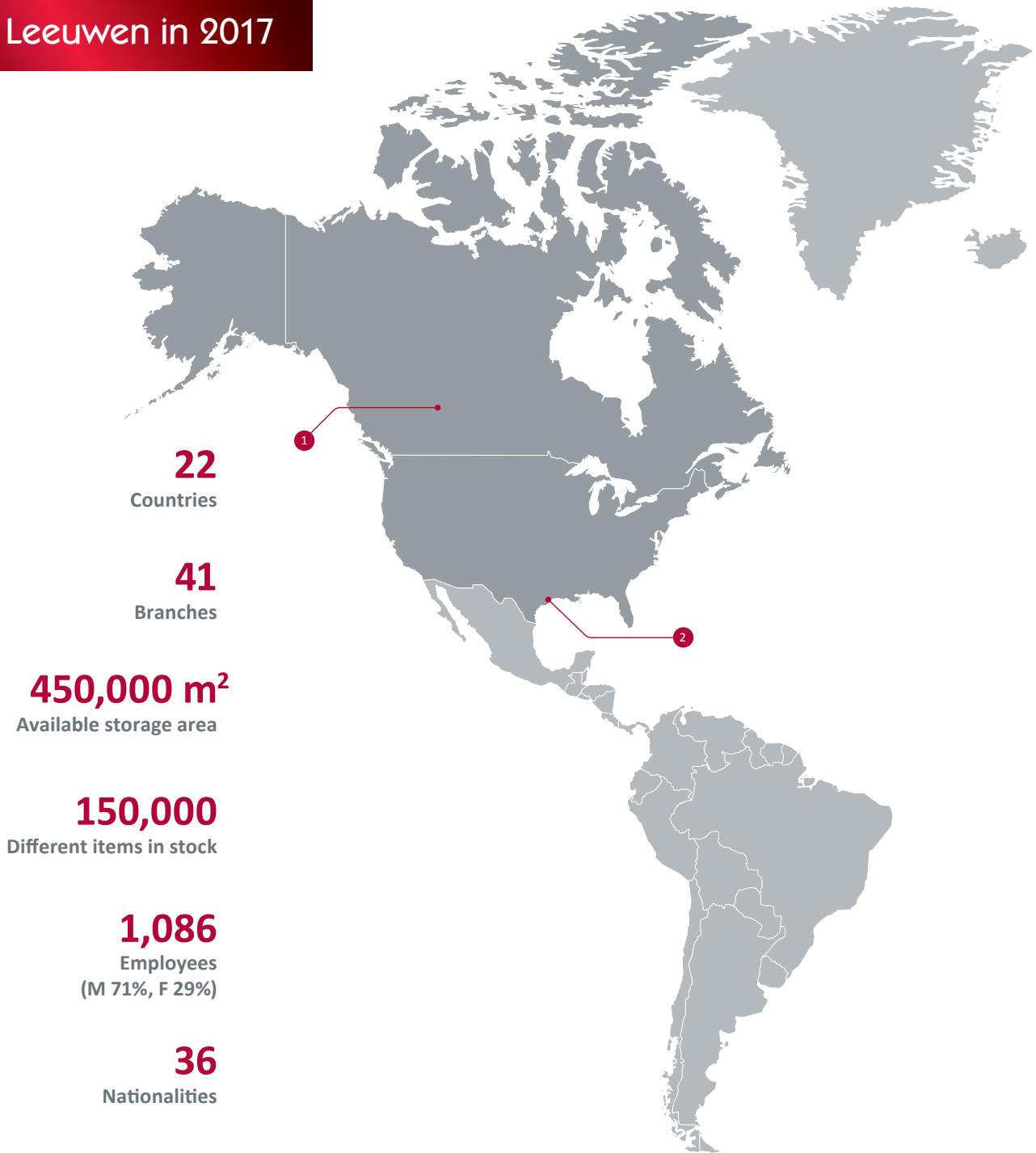
Outlook on Human Resources



‘We ensure that employees are **challenged, flexible and motivated** and that they **continue to learn.**’

Angelique van Gaans,
Corporate Manager Human Resources, Van Leeuwen Pipe and Tube Group

Van Leeuwen in 2017



North America

Canada

1 Edmonton

United States

2 Houston

Europe

The Netherlands

3 Zwijndrecht

4 Deventer

5 Beesd

6 Vianen

Germany

7 Moers

Belgium

8 Vilvoorde

9 Brussels

France

10 Paris

11 Le Havre

12 Meyzieu

United Kingdom

13 Brierley Hill

14 Bury

15 Middlesbrough

16 Sheffield

Ireland

17 Tullow

Poland

18 Sosnowiec

Czech Republic

19 Hradec Králové

20 Ostrava

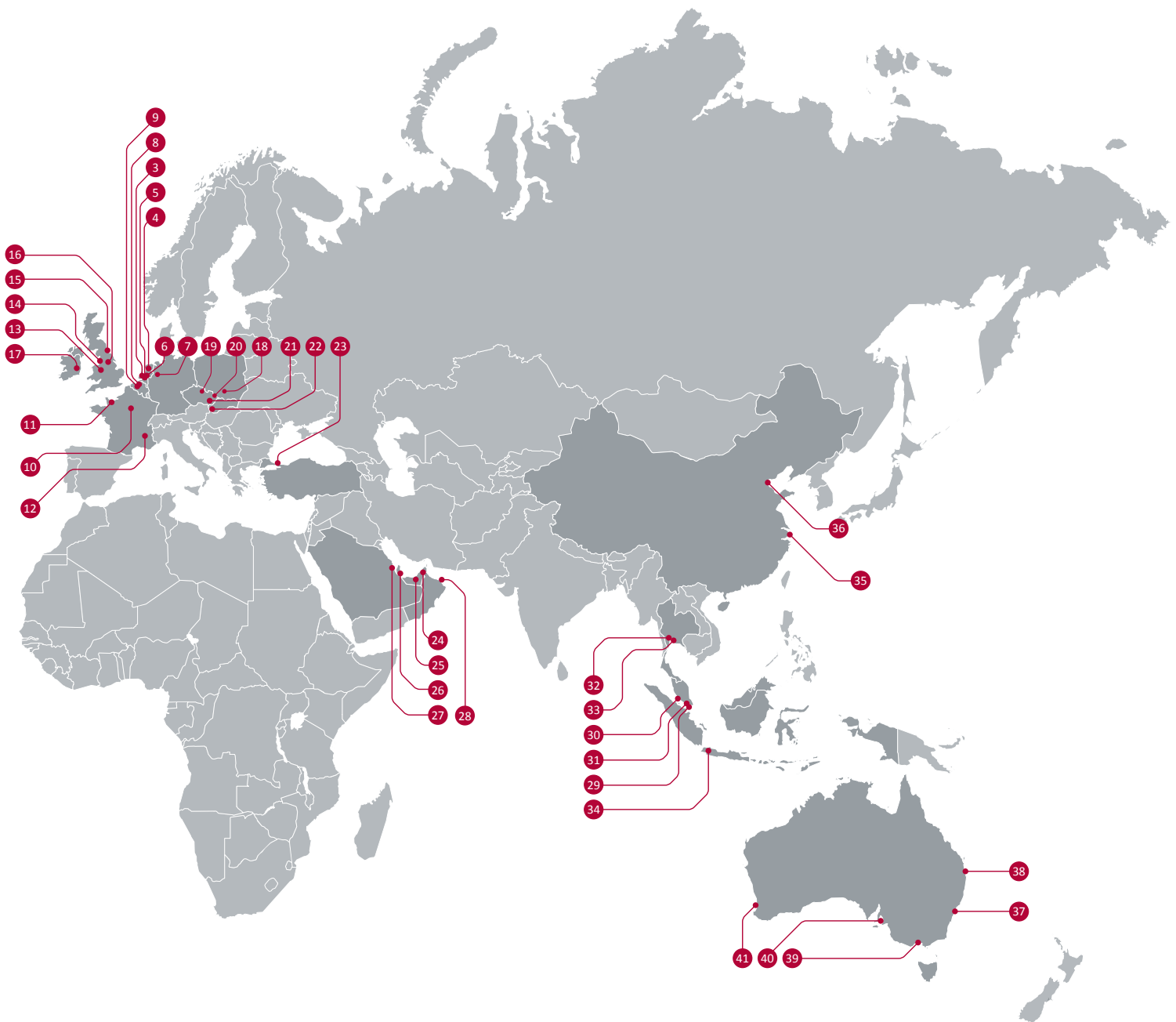
21 Vyškov

Slovakia

22 Trnava

Turkey

23 Istanbul



Middle East

United Arab Emirates
 24 Dubai
 25 Abu Dhabi

Qatar
 26 Doha

Saudi Arabia
 27 Al-Khobar

Oman
 28 Muscat

Asia/Australia

Singapore
 29 Singapore

Malaysia
 30 Kuala Lumpur
 31 Kulai

Thailand
 32 Bangkok
 33 Chonburi

Indonesia
 34 Jakarta

China
 35 Shanghai
 36 Tianjin

Australia
 37 Sydney
 38 Brisbane
 39 Melbourne
 40 Adelaide
 41 Perth

International network

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Branch: Tianjin

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General Manager: G. Kubove

Personal particulars

Supervisory Board

J.H.R. Kretzers, Chairman

Nationality	: Dutch
Year of birth	: 1956
Previous important positions held	: Executive Vice President Projects Royal Dutch Shell Group Member of Management Board Shell Nederland B.V.
Appointed	: 15-04-2015

J.C. Breen

Nationality	: Dutch
Year of birth	: 1947
Previous important positions held	: President and CEO Van Leeuwen Pipe and Tube Group B.V. Managing Director Asia Pacific Consumer Electronics Division N.V. Philips
Other supervisory board positions	: Chairman of the Supervisory Board Koninklijke Ahrend N.V. Member Supervisory Board Teijin Aramid B.V. Chairman Supervisory Board Koninklijke Smilde B.V.
Appointed	: 01-09-2007

R.R. Hendriks

Chairman Audit Committee until November 23, 2017

Nationality	: Dutch
Year of birth	: 1955
Current position	: Interim CFO G-Star Raw C.V.
Previous important positions held	: CFO Fluvia Holding B.V. CEO Aon EMEA (Europe, Middle East and Africa) Vice Chairman Royal VOPAK N.V. Member Management Board and CFO CSM N.V.
Other supervisory board positions	: Chairman of the Supervisory Board of Voerman International Member Supervisory Board Dekker Transport & Tankopslag Member Supervisory Board Royal Wagenborg
Other positions	: Chairman Advisory Board Riverside Holding B.V. Chairman Advisory Board Den Hartogh Logistics Chairman Advisory Board Marcura Equities FZE, Dubai Member Investment Committee of Karmijn Kapitaal
Appointed	: 01-01-2006



From left to right:

J.G. van Oord,
R.R. Hendriks,
J.C. Breen,
C.C.Th. Rietberg,
J.H.R. Kretzers,
R.J. Lamé

R.J. Lamé

Chairman Audit Committee as from November 23, 2017

Nationality : Dutch
 Year of birth : 1956
 Current Position : Director International Business Joh. Mourik & Co Holding B.V.
 Board Member Anabeeb Industrial Services Company Ltd, Jubail Saudi Arabia
 Board Member Anabeeb Services Company W.L.L. Doha Qatar
 Board Member CR Asia Pte Singapore
 Board Member GRC N.V. Kallo Belgium
 Previous important positions held : Member Management Board Joh. Mourik & Co Holding B.V.
 Director Gemco Industries B.V.
 Director/ Majority Shareholder Oosterhoutse Zoetwaren fabrieken (Jamin) B.V.
 Finance Director Heras Hekwerk B.V.
 Chairman Supervisory Board Zuidgeest B.V.
 Other supervisory board position : Chairman Supervisory Board Weseem Holding B.V.
 Chairman Supervisory Board Mental Health Care Eindhoven and De Kempen
 Appointed : 14-06-2017

J.G. van Oord

Member Audit Committee

Nationality : Dutch
 Year of birth : 1946
 Previous important positions held : Chairman of the Board of Management Van Oord N.V.
 Other supervisory board positions : Member Supervisory Board Van Oord N.V.
 Chairman Governing Board MerweOord B.V.
 Appointed : 01-01-2009

C.C.Th. Rietberg

Nationality : Dutch
 Year of birth : 1965
 Current position : Medical Specialist
 Appointed : 15-04-2015

Management Board and Executive Committee

P.L. Rietberg, Chairman of the Management Board

Nationality : Dutch
 Year of birth : 1964
 Previous important positions held: Member Board of Executive Directors Van Leeuwen Pipe and Tube Group B.V.
 Managing Director P. van Leeuwen Jr's Buizenhandel B.V.
 Date of commencement : 01-09-1989
 Appointed to current position : 01-09-2007
 Specific areas of responsibility : Strategy, long-term policy, growth and acquisitions; Corporate Communications

J.M. Sassen, Member of the Management Board and CEO

Nationality : Dutch
 Year of birth : 1966
 Previous important positions held: Division Director Precision
 Managing Director Van Leeuwen Precisie B.V.
 Regional Managing Director Van Leeuwen Pipe and Tube (Singapore) Pte Ltd
 Date of commencement : 02-03-1992
 Appointed to current position : 01-09-2007
 Specific areas of responsibility : Operating companies in Europe, Asia and Australia; Operations

S.E. Dijkers, Member of the Executive Committee and CFO

Nationality : Dutch
 Year of birth : 1970
 Previous important positions held: CFO Transmark Holdings N.V.
 CFO & Senior Vice President ContourGlobal
 CFO AES Cartagena
 Date of commencement : 01-09-2017
 Specific areas of responsibility : Finance and ICT

M.A.L.W.J. van Engelen, Member of the Executive Committee

Nationality : Dutch
Year of birth : 1958
Previous important positions held : Managing Director P. van Leeuwen Jr's Buizenhandel B.V.
Manager Human Resources Van Leeuwen Pipe and Tube Group
Date of commencement : 01-01-1998
Appointed to current position : 01-09-2007
Specific areas of responsibility : Operating companies in the Netherlands and Central Europe;
Quality, Safety and Sustainability; Human Resources

J.F. Weerstra, Member of the Executive Committee

Nationality : Dutch
Year of birth : 1970
Previous important positions held : Division Director Energy
Regional Managing Director Van Leeuwen Pipe and Tube (Singapore) Pte Ltd
Date of commencement : 01-01-1999
Appointed to current position : 01-01-2015
Specific areas of responsibility : Operating companies in the United Kingdom, Middle East, and North America;
Global Energy and Procurement



From left to right:
Stefan Dijkers,
Joop Sassen,
Peter Rietberg,
Maureen van Engelen,
Hans Weerstra.

Management

Management Board



Peter Rietberg
Chairman of the
Management Board



Joop Sassen
Member of the
Management Board
and CEO; Chairman
Executive Committee

Executive Committee



Stefan Dijkers
Member of the
Executive Committee;
Chief Financial Officer



Maureen van Engelen
Member of the
Executive Committee;
Managing Director
Van Leeuwen
Zwijndrecht



Hans Weerstra
Member of the
Executive Committee



Olivier Rosset
Commercial Director
Energy



André Dekker
Procurement Director
Global Projects



Martijn van der Zande
Commercial Director
Global Projects



Steven Ruijters
Commercial Director
Van Leeuwen
Zwijndrecht



Johan Meijer
Commercial Director
Van Leeuwen Precisie



Henk-Robert ten Cate
Managing Director
Van Leeuwen Stainless



Johan de Ruijter
Managing Director
Teuling Staal



Martijn 't Hart
Commercial Director
Combulex



Pieter Smaege
Managing Director
Van Leeuwen
Belgium and Wauters



Nadia Chhiti
Commercial Director
Wauters
Belgium



Karel Büthker
Commercial Director
Germany



Jérôme Tinel
Managing Director
Van Leeuwen Tubes
France



Kris Bowling
Managing Director
Van Leeuwen
United Kingdom



Hans Zondervan
General Manager
Van Leeuwen Pipe and Tube
Czech Republic, Slovakia
and Poland



Hadi Nassar
Regional General Manager
Van Leeuwen Pipe and Tube
Gulf



Arno Rüf
General Manager
Van Leeuwen Pipe and Tube
Dubai



Mohammad Zaheer
General Manager
Van Leeuwen Pipe and Tube
Saudi Arabia



Jos van de Werff
Regional Managing Director
Van Leeuwen Pipe and Tube
Asia



David Abernethy
Regional Manager
Oil and Gas
Asia



Ruud Langeveld
General Manager
Van Leeuwen Pipe and Tube
Malaysia



Thijs van Dulm
General Manager
Van Leeuwen Pipe and Tube
Thailand



Pieter Buijs
General Manager
Van Leeuwen Pipe and Tube
Indonesia



Dennis Yap
General Manager
Van Leeuwen Pipe and Tube
China



Emmanuel Zammit
Managing Director
Van Leeuwen Pipe and Tube
Australia



Vern Klein
Managing Director
Van Leeuwen Pipe and Tube
Canada



George Kubove
General Manager
Van Leeuwen Pipe and Tube
USA



Theo Makkenze
Senior Product Manager
Heavy wall



Arthur van der Heijden
Senior Product Manager
Stainless



Harold Brinkman
Senior Product Manager
Precision



Eline van Haeren
General Counsel



Angelique van Gaans
Corporate Manager
Human Resources



Eric Veraart
Corporate Supply Chain
Manager & QSE



Ingrid den Hartog
Manager Corporate
Communications



Koen van Eijnsbergen
Manager Finance
& Administration



Lysette Haagsma
Manager Business
Applications

Corporate film



Online version Annual Book



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