

VAN LEEUWEN



Innovate

Annual Book 2018

Innovate

Innovate: to introduce as new; to effect a change in; to do something in a new way; to introduce changes and new ideas; organize, launch, invent, unveil, initiate, admit, plan, install, found, establish, start, present, spawn, evolve, develop, conceive, discover, produce, hatch, spark.

Innovation: the introduction of new things, ideas or ways of doing something; focusing on the future renewal of strategy, products, services and markets with an inquiring and curious spirit.

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.



Contents

Foreword	4
Key figures 2018	6
Company profile	8
Industry en Energy	10
Report on 2018	12
Results 2018	20
Milestones 2018	24
Innovate:	30
We Distribute	30
We Customize	34
We Digitalize	38
We Grow	42
Operations & QSE	44
Human Resources	46
Van Leeuwen in 2018	50
International network	52
Personal particulars	54



‘An inquiring and curious spirit has been part of Van Leeuwen’s genes for almost 95 years. This way we constantly **renew** our products, services, processes and organization.’



Peter Rietberg
Chairman of the Management Board

Innovation. A search for this word on the internet yields numerous, often colorful descriptions, such as: focusing on the future renewal of strategy, products, services and markets with an inquiring and curious spirit. There are more neutral descriptions as well, such as: all activities focused on renewal in a company.

Innovation is at the foundation of any successful company. This 'inquiring and curious spirit' has been part of Van Leeuwen's genes for almost 95 years. This way we constantly renew our products, services, processes and organization, to create an optimal match with developments in the market and the requirements of our customers.

Technological and IT developments nowadays play a major role in a company's renewal. Digitization and robotization offer numerous opportunities for improving products and services and to design processes more efficiently. We are taking promising steps in this area at various Van Leeuwen branches.

Additional steps will follow in the near future. After all, innovation is an endless process. New developments, insights and possibilities are constantly changing the world, society and the business community. This includes the world of Van Leeuwen and its markets and customers as well. As a leading, globally operating trading company and specialist in pipes and tubes, we continue to be frontrunners by constantly innovating our services.

We do this in various ways, for example by optimizing our distribution and other processes and making them more efficient. Through product innovations and further developing our added value services and expertise in complex projects. By deploying digitization, robotization and modern IT applications in support of providing fast custom services to our customers. By investing in the growth of our international network. And finally, by investing in our employees, who are ready to serve our customers day in, day out.

Key figures 2018

(amounts x 1,000 euro where applicable)

	18	17	16	15	14	13
Net sales	629,527	612,959	548,904	623,346	642,680	629,223
EBITDA	18,050	17,530	6,426	9,708	16,626	18,071
EBIT (Operating result)	13,548	12,384	1,551	4,528	11,869	13,705
Net result	9,709	6,269	650	3,968	7,658	8,878
Group equity	170,976	163,383	161,622	162,258	160,544	154,816
Group equity as % of total assets	43.9	48.6	48.9	46.0	41.5	41.9
Net result as % of average Group equity	5.8	3.9	0.4	2.5	4.9	5.6
Cash flow (net result plus depreciation)	14,211	11,415	5,525	9,148	12,415	13,244
Number of employees at end of year	1,126	1,086	1,115	1,221	1,305	1,210
Breakdown of sales in %						
The Netherlands	23.0	21.6	23.3	20.4	20.9	19.4
Rest of Europe	43.1	34.8	36.2	36.2	36.4	38.6
Outside Europe	33.9	43.6	40.5	43.4	42.7	42.0

Company profile

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 custom 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, stock planning, distribution and logistics on behalf of customers in the Industry and Energy markets. Since its foundation in 1924, Van Leeuwen has always been 'more than tubes'.



We have the **global network**

Van Leeuwen has a global network with more than forty, largely stock-keeping, branches in Europe, the Middle East, Australia, Asia and North America. Through this network, Van Leeuwen supplies any steel pipes, hollow sections, fittings, flanges and valves, axles and bar steel imaginable in accordance with the qualities and standards required by our customers. In addition to carbon steel products we have a complete range of stainless steel and alloyed steel products. We also supply specialized materials such as duplex and super duplex.

Our logistics services comprise a global procurement network, stocks at strategic locations, technical advice, inspections and material tests, and express deliveries. We provide various services, such as custom treatments, including the shot-blasting, machining and cutting of materials, as well as coating and chemical cleaning.

We constantly invest in innovating and optimizing the services provided through our logistics network, including stock management, storage and distribution, packaging and documentation, examination and inspection. Quality, safe and healthy working conditions, and sustainability are a priority. Van Leeuwen operates in accordance with ISO 9001:2015. Our Approved Manufacturers List (AML) only contains certified, reliable suppliers. We pursue an active safety

policy based on the Occupational Health and Safety Assessment Series (OHSAS) standard, and an active policy relating to energy-aware working and sustainability.

We are the **leading specialist**

From its foundation in 1924, Van Leeuwen has developed extensive knowledge and expertise relating to logistics processes, stock planning, project management and the application of our products and services in various markets and industries. Van Leeuwen has increasingly evolved from a trading company into a service provider, focused on specific markets and customers on the one hand, and on large projects with partnerships and custom work on the other hand.

We have accumulated a thorough knowledge concerning the application of our products and services in many sectors. Our organization is structured such that we are able to serve customers within the various market segments with products and services tailored to them.

In larger projects, Van Leeuwen demonstrates its project management expertise: with advice, knowledge and skills the right products are delivered on time and with the right treatments. If necessary, we will set up a dedicated project stock on-site.



We make the customer connection

Our employees continuously strive for an optimum balance 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. This way they make a difference for our customers throughout the world.

We have developed a strong position in the Industry market within Europe. We serve a wide range of customers, including cylinder manufacturers and producers in the transportation, automotive, mechanical engineering, agricultural machinery, and lifting and hoisting equipment sectors. We supply builders of steel structures, ships, bridges, stadiums and wind turbines. In the Industry market we provide a wide range of pipe and tube products and semi-finished products, technological knowledge and knowledge of applications, online applications, such as a certificates portal, and logistics services, including customer-dedicated stocks and mechanical treatments, such as laser and plasma cutting, bending, cutting and angular cutting, shot-blasting and red-leading.

We are a global player in the Energy market. We serve the mid and downstream industry, such as oil and gas storage facilities, refineries, the petrochemical and chemical industries, gas processing facilities and water companies, as well as the suppliers to these industries. We supply companies involved in the conventional power generation, sustainable energy and hydroelectric power. We supply large pipeline projects for the transport of oil, gas and water. We also supply contractors involved in drilling and production platforms, floating production storage and offloading (FPSO) platforms and operators in the subsea segment. We offer technical and logistics expertise, segment-specific stocks and project management, and our extensive knowledge about steel types, ranging from high strength to super duplex.

Industry and Energy

Over the years Van Leeuwen has accumulated extensive knowledge concerning the application of its products in any sector imaginable, including the agricultural, construction, infrastructure, mechanical engineering, transportation, food & beverage, chemical, petrochemical and energy industries. Our organization has been structured such that it can optimally serve the various business segments within the Industry and Energy markets.

INDUSTRY

Industry includes the segments Fluid Power, Equipment Manufacturing and Steel Constructions. We have developed a strong position in these segments within Europe.



Fluid Power

Cylinder manufacturers in particular constitute an important customer group in the Fluid Power segment. Van Leeuwen supplies materials such as cylindrical and chromium-plated tubes and bars for hydraulic applications, such as lifting arms on ships and cylinders for construction and agricultural machines. Technological knowledge and knowledge of applications are of key importance in the Fluid Power segment.



Equipment Manufacturing

In the Equipment Manufacturing segment, we supply a wide range of pipe and tube products to manufacturers and producers in, for example, the transportation, automotive, mechanical engineering, agricultural machines, and hoisting and lifting machines sectors. Aside from pipe and tube products and semi-finished goods, we offer logistics services, including customer-dedicated stocks and mechanical treatments, such as laser and plasma cutting. Many companies in this segment are multinationals with production sites in multiple countries. With our extensive European network we are able to optimally service these companies.



Steel Constructions

Various pipe and tube materials are used in many steel constructions. Our customers, for example, build steel constructions: public buildings such as hospitals, shopping centers and roof covers for stations, as well as ships, bridges, stadiums and wind turbines. We serve customers with local stocks, project management and treatments, such as the bending, (angular) cutting, shot blasting and painting, and laser cutting of materials.

ENERGY

Energy includes the Process, Pipelines and Offshore/Oil and Gas segments.

We are a global player in the Energy market.

Process

Within the Process segment we serve the mid and downstream industry, such as the storage of oil and gas sector, refineries, the petrochemical and chemical industries, gas processing facilities, water companies, as well as the suppliers to these industries. Carbon and stainless steel pipes, valves, fittings and flanges are of essential importance for the supply, processing and discharge of substances such as oil, liquid chemicals and gas among others. Van Leeuwen supplies different customer groups from a strong distribution network, for complex projects in the chemical and petrochemical industry, as well as for the maintenance market.



Pipelines

Pipelines is a market segment of increasing focus for Van Leeuwen. Pipelines are installed for the transport of oil, gas or water. This business segment is characterized by the high volumes of material, high quality criteria and intensive inspections. Treatments frequently applied to pipelines include coating and cladding (covering the pipes with a protective material). Organizing excellent storage facilities also is of importance in this segment. Van Leeuwen has the in-house expertise required to meet all of these requirements and more.



Offshore/Oil and Gas

The Offshore/Oil and Gas segment focuses on the industry in the field of extracting oil and gas at sea. Van Leeuwen supplies to contractors of drilling and production platforms, floating production storage and offloading (FPSO) platforms and operators in the subsea segment. We provide product expertise, technical advice and broad knowledge about steel types - ranging from high strength to super duplex - and their areas of application.



Report on 2018



The 2018 result of the Van Leeuwen Pipe and Tube Group further improved as compared to the previous year. Market circumstances and economic activity were favorable in most business segments. Van Leeuwen invested in distribution and service facilities and in innovative solutions for the customer. The network was expanded with an acquisition in Germany. Project teams throughout the world are now managed centrally by our Global Project Organization.

Van Leeuwen's turnover amounted to € 630 million, an increase of 3% compared to 2017. The operating result improved with 9% and amounted to € 13.5 million (2017: € 12.4 million). The net result increased significantly to € 9.7 million (2017: € 6.3 million). Solvency remains strong at 44%. At the end of the year, the order book was at an unprecedented level.

Market conditions

Economic trends in the first half of 2018 were very favorable across the world. As a result, market prices increased significantly. Growth slowed down at the beginning of the fourth quarter and demand in various countries decreased. By the end of 2018, economic conditions were significantly less favorable.

Demand in the Industry market in Europe developed favorably. Van Leeuwen achieved better results in all Industry market segments than in the previous year. In Western Europe this resulted in a small growth in sales volume. Our branch in Brno in the Czech Republic, which serves various countries in Central Europe, again experienced significant growth.

Developments in the Energy market were also positive. There was significant recovery in key markets, such as Asia and North America. Sanctions clearly had an impact, however. The new sanctions of the United States against Iran virtually preclude doing any business with this country. Van Leeuwen exports to Iran were consequently entirely halted. Ongoing orders were completed within six months. This means that a key sales area has been eliminated. Sanctions against other countries, including Russia, further limited our export opportunities.

Price developments

The strong market demand at the beginning of 2018 caused a strong upward pressure on prices. Delivery times were getting longer and stocks in the trade sector increased. End-users too significantly increased their stocks. There was a reversal at the beginning of the fourth quarter. Demand from the European automotive industry slowed down and the demand in the oil and gas market was also lower than expected. The built-up stocks were used. With a weakening market demand, delivery times normalized and prices stabilized.

In addition to the usual market forces, the global political conditions had a major impact on the pipe and tube market. The consequences of the import duties and import-limiting measures imposed by the United States were clearly felt. Initially these measures resulted in a drastic increase in prices on the American domestic market. As a result of strong domestic market demand these price increases were largely passed on to end-users. The impact on European pipe mills, which produce high-quality materials, was limited. For producers in China, Turkey and Russia this, however, resulted in a significant decrease in volume to the United States. This led to an increase in volume to the European market, with a significant decrease in prices as a result. To counteract this, the European Union introduced import quota entitled 'Safeguard'. This made it possible for the import stream to continue to exist, but limited its growth. Partly due to the reduced demand, the effect was limited. In the meantime, a further consolidation is taking place on the European steel market and various mergers or far-reaching partnerships have been announced.

Worldwide trends

Europe

To be close to our customers as a distribution partner, we are constantly working on strengthening and expanding our network. On May 1, 2018, Van Leeuwen acquired the operations of Ferrostaal Piping Supply, a German-Dutch pipe and tube trading company with 40 employees that primarily supplies the chemical, petrochemical, equipment and machine building, and trade segments. This company, with its head office in Essen, Germany, primarily focuses on markets in Germany and the Benelux. In addition, Ferrostaal Piping Supply exports products to various parts of the world.

The acquisition of Ferrostaal Piping Supply has further strengthened our network and gives us better access to the German and Central European market, in particular the chemical and petrochemical segments in which Van Leeuwen operates throughout the world. In addition, the acquisition enables us to further expand our services for the machine building segment, in which we are active in many European countries. The acquisition has also broadened our product portfolio as a result of which the number of product combinations we provide in Western Europe has further grown.

In Europe, the Mechanical Engineering and Fluid Power segments developed significantly. The automotive sector also improved. The sales volume for our customer DAF increased. At the end of 2018, our

Van Leeuwen Zwijndrecht branch acquired an excellent order from a water company. This prestigious order concerns the supply of huge 2,100 mm diameter pipes with a 22 and 25 mm wall thickness. The pipes, 12 and 17 meters in length, will be used for a project designed to increase the storage capacity for the production of drinking water for the Southwestern Holland region in the Netherlands. The pipes are spiral welded and coated with white polypropylene.

A new concept was introduced with the opening of a sales office in Ulf, in the eastern part of the Netherlands. A sales team that offers end-users the entire Van Leeuwen product range operates close to the customer. We combine the strength of the company's stock with personal and local contact.

The combination of specialist knowledge and a stock portfolio focused on our customers this year once again proved to be a determining factor in the profitability of Van Leeuwen Precision, Teuling Staal and Van Leeuwen Stainless. The additional import limiting measures moreover had a price increasing effect on stainless steel products in Europe.

The sales of our branches in Belgium increased. The special bar steel product range of Wauters in Brussels is a valuable addition to our pipe and tube portfolio. Wauters' webshop has attracted a great deal of interest from customers since it went live, particularly for the fast processing of small orders. Custom cut bar material can be ordered quickly and efficiently from the webshop. Deliveries can take place as early as the next day. Our distribution company in Vilvoorde, Belgium, experienced an excellent year, in part due to a number of larger projects in the petrochemical industry in Antwerp. The sales from stock furthermore were at a high level and where necessary Vilvoorde made use of the more voluminous stocks of its sister company in Zwijndrecht in the Netherlands.

Van Leeuwen France had a challenging year. Due to the implementation of a new ERP system, the company was primarily focused inward during the first half of the year. The company has since fully shifted its focus back on its customers and delivery reliability – a key performance indicator – is back up to par. The project office in Paris now forms part of the Global Project Organization and focuses on larger projects in France, Spain and North Africa.

The sales of our branches in the United Kingdom also increased. Due to further efficiency measures in these branches and the optimization of the transport network, our position on the British market has been strengthened. The lack of clarity on Brexit is a major issue and appears to threaten market development in the long term. However, for the time being our basic position in the United Kingdom is good.

The branches in Central Europe, with our central warehouse in Vyškov, Czech Republic, once again exhibited growth. Significant investments have been made in additional cutting capacity and the storage capacity will be further increased in 2019. The future logistics investments are primarily focused on continuing to optimally serve the growing customer base in the region.



Middle East

Our offices in Dubai, Abu Dhabi, Saudi Arabia, Qatar and Oman primarily focus on the larger oil and gas projects in the region. Cooperation with other project teams in Europe and Asia is of importance in this regard. In 2018, there was lower demand in the region, although we still achieved a positive result. The delivery, in cooperation with one of our Chinese partners, of a large quantity of piping materials for a pipeline project in Kuwait was a great success.

Asia and Australia

The results achieved in Asia were positive. A number of interesting projects was acquired in the recovering EPC project market. Project activity was at a higher level throughout the entire region. With our stock locations in Singapore, Malaysia (Kulai) and Thailand (Chonburi) we supply a multitude of customers in various energy segments. The larger projects are becoming more complex and the construction of modules, project components, sometimes takes place on multiple locations at the same time. Large project deliveries, straight from the mill to the customer, hereby are combined with custom logistics solutions and urgent deliveries from stock.

The branches in Australia performed extremely well and achieved record sales. With a network comprising five stock-keeping branches, we are in a position to perfectly serve this market. Customers benefit from our stocks that enable us to avoid often long and irregular delivery times.

North America

In North America, our branch in Canada performed better than in previous years. After the crisis years, the market, impacted by low oil prices, appears to have recovered. The level of investments was higher, and our sales, particularly in the pipeline segment, is once again growing.

In Houston, the United States, we moved the stocks that we specifically maintain for MRO services for ExxonMobil, to our new partner DNOW. We carried out a number of projects for ExxonMobil and acquired a large pipeline project in the second half of 2018. The market in the United States offers sufficient opportunities for further growth. Our project office in Houston, which is part of the Global Project Organization, is steadily growing and is increasingly supplying contractors.

Worldwide projects

We started up the new Global Project Organization in the second quarter of 2018. Through this organization we centrally manage our global project teams and combine the knowledge and expertise of our different teams. This way we provide added value to our customers and increase our opportunities on the international market. Previously, the Van Leeuwen project teams, spread over seven locations throughout the world, worked with their own team members on the acquisition and implementation of international projects in the Energy market. Managing international Energy projects is a dynamic process that is becoming increasingly more complex. The billions of dollars investments by large oil, gas, chemical and petrochemical producers demand close coordination and cooperation among all involved parties, such as the customer or EPC on the one hand and the supplier, treatment specialist or transporter on the other hand. Every customer has its own wishes and requirements that in turn are closely related to the project's location, local laws and regulations and to political, social and market developments.

Managing our projects centrally, enables us to better share our expertise and therefore apply it more broadly and in smarter ways. This way we make even better use of our international network and our people's competencies. We started with the project teams in Zwijndrecht, Paris, Shanghai and Houston. This will be followed by



Dubai, Singapore and Essen. The further alignment of work processes, project procedures and proposals improves mutual cooperation and communication with customers. The relationships with suppliers, in particular, will also be strengthened with a specific focus on the material quality, reliability, capacity and price levels of mills.

In 2018, Van Leeuwen again delivered under the Global Contract with ExxonMobil. For over four years we have looked after the worldwide delivery of pipes, fittings and flanges for MRO, as well as projects. In Europe, the United States and Asia we supplied materials for many turnarounds. Teams stand ready at the various warehouse locations throughout the world to guarantee the required high service levels. With these teams we constantly work on improving the efficiency of cooperation and the implementation of innovations. An important step in this process is the creation of an electronic product catalogue. Europe and Asia will follow this year, after the completion of a pilot in the United States. The information exchange in support of purchase orders will ultimately be completely electronic. This innovation not only increases efficiency, it also significantly reduces the chance of errors.

In addition to MRO, Van Leeuwen also supplies ExxonMobil's projects. In 2018, we supplied large projects in Singapore, the United Kingdom and Canada. A large project for the supply of pipes to various locations spread across America was acquired at the end of 2018. Van Leeuwen is responsible for the entire process, ranging from procurement, the audit and inspection of suppliers, and the transport and logistics to the project site. The largest part of the deliveries for this huge project will take place in 2019.

To also better carry out larger projects from a logistics perspective, a special project warehouse was set up at Van Leeuwen Zwijndrecht, the Netherlands. Specific project stocks are maintained in this project warehouse, which also provides materials for inspection and shipping purposes.

Further improvement of result

The Van Leeuwen Pipe and Tube Group's consolidated sales were € 630 million, an increase of 3% compared to the previous year. The total tonnage sold as compared to 2017 decreased by 2%. The sales from stock increased by 10%. Out of the total sales, the Industry segment contributed 55% (2017: 51%) and the Energy segment 45% (2017: 49%). The net result was € 9.7 million, an increase of € 3.4 million compared to the previous year.

The total income of € 117 million was in line with the previous year. This included a negative currency effect of € 1.4 million, as well as miscellaneous income in relation to the purchase price allocation of the Ferrostaal Piping Supply acquisition. The average sales (and cost) price per ton was higher, but the total volumes were somewhat lower than in 2017. The total expenses decreased by € 0.6 million to € 103.7 million. The total expenses include one-off costs of € 0.2 million, in connection with restructuring cost. In 2017, these one-off expenses were € 1.2 million.

The operating result amounted to € 13.5 million, an increase of € 1.1 million compared to the previous year. Excluding one-off costs, the operating result would have been € 13.7 million. This is an improvement of € 0.1 million as compared to the 2017 result, when corrected for one-off (restructuring) cost.

The operating working capital increased by € 28 million to € 207 million. This increase is mainly the result of the Ferrostaal Piping Supply acquisition and higher stock levels (both in tonnage and in average price). The net debt position increased from € 18 million to € 50 million. The Van Leeuwen Pipe and Tube Group's cash position and bank facilities are sufficient to meet the financing requirements. The Group's equity increased by € 8 million to € 171 million, while solvency remained strong at 44%.

The improving economy put upward pressure on our operating costs. We kept costs at the same level by implementing efficiency measures. By maintaining a flexible workforce layer, we were able to effectively handle the additional work resulting from increased market activity.

Developments within the organization

Personnel developments

To achieve our strategic objectives we rely on a large team of professional and motivated employees, a high number with many years of experience and others with a youthful spirit and innovative strength. With their knowledge, experience and dedication our employees enable Van Leeuwen to provide added value in various ways throughout the entire process, from tube and pipe to final construction.

Our presence in 22 countries, with 42 branches and 38 different nationalities, illustrates our international scope. The Van Leeuwen Pipe and Tube Group's total workforce consists of 1,126 employees. Women comprise 30% of the total workforce, men comprise 70%.

The bond among sister companies and the mutual exchange of knowledge and experience result in a joint effort that reaches beyond the individual operating company. Our organization is proud of the level of experience brought to the table by colleagues who have been part of the Van Leeuwen Pipe and Tube Group for many years. We continue to invest in a substantive personnel policy focused on training, development and committing and captivating our employees.

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.

IT developments

Our ERP system is of increasing importance in terms of supporting our commercial, logistics and financial processes. We are increasingly relying on integrated systems for the information exchange with our customers and suppliers, and for optimizing our logistics planning. Several years ago a project entitled LeeuwOne was initiated, designed to connect all branches to a single standard ERP system. The new SAP S/4 HANA system was selected on the basis of more than twenty years of experience with ERP systems. In 2018, a significant step forward was taken with the implementation of this system in our French branch. The system will be further developed and built on this basis. Van Leeuwen United Kingdom has also benefited from this system improvement. Another two branches are expected to migrate to the new system in 2019.

To further strengthen the relationship with customers and suppliers and improve the ease of doing business with Van Leeuwen, the implementation of Electronic Data Interchange (EDI) will be accelerated in 2019. The electronic exchange of certain business documents, such as orders, deliveries and invoices reduces manual interventions and consequently reduces errors to a minimum. In addition, barcode scanning will be further rolled out at several Van Leeuwen branches.

Operations

To be able to further expand the services we provide to customers, Van Leeuwen is continuously developing its global network of stock locations, and service and treatment centers. We continuously invest in plant and machinery in support of our value added services. The optimization of stock management systems, customized services and logistics concepts helps us reach our customers faster and with a broader and better product portfolio.

To be able to effectively track developments relating to digitization and Industry 4.0 and to apply these to our logistics processes,



we created a special logistics team with experts in the areas of operations research, logistics and digitization in 2018. This team is constantly busy identifying new possibilities and how these can be integrated into our operations.

To create space for expanding our product portfolio, as well as increase our dedicated customer inventories, warehouse space is being expanded at various locations throughout the world. The construction of an additional 2,000 m² warehouse in Sydney, Australia, has been started. This new facility will enable us to significantly expand our fittings and flanges product range. With this facility we will have warehouses in all five major cities in Australia, with a strong hub in Sydney.

The existing warehouse in the Czech Republic is also being expanded. A new 4,000 m² hall will accommodate a modern, honeycomb storage system, which will be combined with innovative solutions for order processing and treatments. Our branches in Belgium are studying the possibility of merging the existing storage facilities into a single optimized warehouse. Our branch in Zwijndrecht, the Netherlands, is analyzing the possibilities for the further automation of order processing.

We maintain a Customer Dedicated Inventory (CDI) for many customers. Depending on the planning and the customer's needs we maintain stocks, generally with materials specifically tailored to the customer's specifications. The materials are generally custom treated and cut by us as well. Due to our large machine park, in total comprising 82 cutting machines in Europe, sufficient capacity is available for our customers. To make the cutting process even more efficient, we are increasingly using robots. The first robot in our company was installed in the Czech Republic in 2018. Over the course of 2019, robots will be installed elsewhere as well. One of the main uses of these robots is for quickly packaging cut components without damaging them.

In 2018, we will combine and strengthen our forces in the area of product management. We have created hubs for various material categories, such as stainless steel, bar steel, heavy wall pipes and hollow sections. From these hubs we manage the procurement, as well as the product range, and track product innovations.

Quality, safety and sustainability

Globally we devote a great deal of time and attention to the continuous improvement of our work processes, in which quality, safe and healthy working conditions, and sustainability are a priority. 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. Our key branches are part of the Group Certificate. The three-year recertification process was successfully completed in 2018.

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 and tightens its objectives each year. An internal awareness campaign is used to establish clear rules that apply to all employees. These rules are discussed together in toolbox meetings.

Compliance

A great deal of attention was devoted to complying with the increasingly wide-ranging domestic and international regulations. Compliance is a high priority for Van Leeuwen. Laws and regulations, such as competition law, privacy legislation, international sanctions, and import and other constraining measures: all applicable regulations are closely monitored, evaluated and applied within the organization. Internal procedures, training and auditing are key areas for attention in this respect.



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. Last year, no code of conduct incidents were reported to the independent representative for Van Leeuwen.

Strategy

In 2018, we recalibrated our strategic direction and set a new course on the basis of various analyses and scenario planning. The result is a clearly delineated strategy with a focus on innovative solutions for our customers, storage, distribution and logistics handling. Expanding and strengthening our network and optimizing the connection and cooperation among branches are focal points in this regard. This way we achieve an even greater proximity for our customers.

Digital connections with our larger customers and suppliers form another key focal point. Processes will as much as possible be automated and optimized using innovative solutions. Comprehensive solutions, including custom treatments according to the customer's wishes, are expected to play an important role in the Industry market. In the Energy market we are increasingly deploying our globally operating acquisition and implementation teams, in order to offer the customer our extensive knowledge relating to procurement, project management, project storage and treatments.

Outlook

We expect the price developments for some key product categories to be less favorable in 2019. In addition, economic growth in Europe seems to slow down. As a result we expect growth in the Industry segments to be less than in previous years. The impact of Brexit is unclear. Given the relative size of our United Kingdom operations, we expect the impact on our Group to be limited. Although activity levels in the global Energy segments are not back to the past peak levels, our order book – especially outside Europe – is high. Notably in North America and Asia, project activity is on the rise. We expect that this higher activity will offset the loss of opportunity in some other export markets.

We continue to focus on operational excellence and efficiency. With the further roll-out of our SAP S/4 HANA ERP platform and digitization, we will continue to invest in innovation, operational excellence and our customer connection. Our strategic global presence has been further strengthened with the acquisition in Germany, which is expected to further contribute to our results.

We are positive about the future of our company. Our financial position remains strong and we do not expect significant changes in our financing or personnel. As a leading specialist, we continue to strive for excellence and quality. Our global network has been further expanded and we continue to invest in innovation and efficiency in our operations. We focus on innovative storage and material handling solutions and on constantly improving and strengthening the relationship with our customers. Digital solutions

will be playing a major role in this respect. Above all, the professional competences of our people and their efforts on behalf of our company, customers and suppliers is and remains a pillar we are proud of.

Our Van Leeuwen brand – 95 years in 2019 – is of inestimable value in this regard. We constantly nourish and maintain the image of a reliable and professional distribution partner that lives up to its promises. Van Leeuwen for 95 years has stood for a company that day-in-day-out delivers 'more than tubes', in a professional, driven and innovative way.

Zwijndrecht, the Netherlands, 21 March 2019

Management Board

P.L. Rietberg (Chairman)

J.M. Sassen





In memoriam

C.C.Th. Rietberg

On the 9th of October, 2018, Clarien Rietberg passed away, Former Chairman of the Board of Directors and former Chairman of the Supervisory Board of the Van Leeuwen Pipe and Tube Group. Mr Rietberg was actively involved in our company for more than sixty years.

With sincere respect we remember him for having internationalized and established our worldwide network of companies. Under his leadership, the international growth of our company was initiated and a leading, global stock-keeping distribution company was established.

In the sixties, seventies and eighties he was the driving force behind the internationalization of the Van Leeuwen Pipe and Tube Group, the continuous development of the product range and the further expansion of a leading, modern network of distribution companies.

We remember Mr Rietberg as someone with great ambition and drive. Powerful and perceptive, innovative and full of initiative, tenacious and convincing. But above all, as a friendly and inspiring personality.



Results 2018

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

Consolidated profit and loss account

(amounts x 1,000 euro)

	2018	2017
Net sales	629,527	612,959
Miscellaneous income	1,654	-
Cost of sales	(513,947)	(496,315)
Gross margin on sales	117,234	116,644
Personnel expenses	(68,532)	(66,992)
Depreciation	(4,502)	(5,146)
Other expenses	(30,652)	(32,122)
Total expenses	(103,686)	(104,260)
Operating result	13,548	12,384
Interest income	52	39
Interest charges	(1,647)	(1,405)
Net financial income and expenses	(1,595)	(1,366)
Result from ordinary activities before tax	11,953	11,018
Tax on result from ordinary activities	(2,244)	(4,749)
Net result after taxes	9,709	6,269

Consolidated balance sheet

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

Assets	31 December 2018	31 December 2017
Fixed assets		
Intangible fixed assets	2,703	3,454
Tangible fixed assets		
Land and buildings	20,656	21,545
Plant and machinery	4,736	5,253
Other fixed assets	3,195	3,284
	28,587	30,082
Total fixed assets	31,290	33,536
Current assets		
Inventories	167,121	130,863
Receivables		
Trade accounts receivable	127,535	115,510
Taxes	8,932	9,263
Other receivables	23,422	10,528
Prepayments and accrued income	7,753	6,658
Total receivables	167,642	141,959
Cash	23,373	29,482
Total current assets	358,136	302,304
Total Assets	389,426	335,840

Liabilities	31 December 2018	31 December 2017
Group equity	170,976	163,383
Provisions		
Pensions	9,432	8,792
Taxes	3,121	4,476
Other	11,929	12,116
Total provisions	24,482	25,384
Long term liability	11,000	-
Current liabilities		
Debts to credit institutions	62,530	47,824
Trade accounts payable and trade credits	88,065	67,563
Taxes and social security	11,629	12,150
Other liabilities	3,797	4,481
Accrued liabilities	16,947	15,055
Total current liabilities	182,968	147,073
Total Group Equity and Liabilities	389,426	335,840

Milestones 2018

24 January

Fluor and Esso present Van Leeuwen Zwijndrecht, the Netherlands, with a special award for the **Rotterdam Advanced Hydrocracker Project**.



3 March

Van Leeuwen's social media activities are expanded with **blogs**.



1 May

Van Leeuwen acquires the activities of the German-Dutch pipe and tube dealer **Ferrostaal Piping Supply**.



20 February

Van Leeuwen Malaysia books a large order for an **Air Separation Unit project** of Linde.

26 March

Van Leeuwen Czech Republic installs a new **RSA cutting system**.

1 May

Van Leeuwen supplies cold-formed hollow sections to **Reijrink Staalconstructie** for the construction of the distribution center **New Logic III**.

24 May

After various meetings, **European management** meets at the **ss Rotterdam**.



23 June

Organization of the first **Van Leeuwen Benelux Beach Volleyball Tournament** on the Oostvoorne beach in the Netherlands.



12 September

The '**Constructing with Tubes**' seminar held at Van Leeuwen's head office in Zwijndrecht, the Netherlands, inspires many business relations in the steel construction sector.



25 May

Five **Buddhist monks** from a nearby temple bless the office in Bangkok for a successful future for **Van Leeuwen Thailand**.



1 July

The new **Global Projects Organization** goes into effect. This organization centrally manages the international project teams.



21 September

Van Rijsoort Bending, the Netherlands, demonstrates its new powerful bending machine, The Hulk, to business relations. Van Leeuwen sponsors the demonstration with a **508 x 12.5 S355 welded pipe**.

15 October

Van Leeuwen Czech Republic expands cutting capacity with a new **bundle feeder** and **robot arm**.



26 September

The **expansion** of the **warehouse in Sydney** is discussed during a Board meeting in Australia.



30 October

Van Leeuwen United Kingdom puts **new trailers** into operation.



28 September

European managers discuss Van Leeuwen's future during a **Strategic Scenario Session**.



23 October

In connection with the first delivery for a large **pipeline project**, an audit takes place at **Salzgitter Mannesmann** in Mülheim, Germany.



1 November

Van Leeuwen Houston, USA, signs an agreement with **LV Shipping & Transport Group** for a large **ExxonMobil pipeline project** with multiple sites in the United States and Canada.

4 November

Two Van Leeuwen France teams participate in the **MAIF Ekiden Paris** relay run in the center of Paris.



30 November

Following audits of branches in the Netherlands, the United Kingdom, Australia, Singapore and Malaysia, Van Leeuwen is **recertified** and receives an extension of the **ISO 9001:2015 Group Certificate**.

21 December

Ferrostaal Piping Supply moves to a new office in **Essen, Germany**.



1924

2019

1 January 2019

Start of the **95-year anniversary** of the **Van Leeuwen Pipe and Tube Group** and the **40-year anniversary** of Van Leeuwen Singapore.



Centennial Collection

In 2014, when we celebrated our ninetieth anniversary, we introduced the Centennial Collection. Annually we select our most loyal customers for an exclusive present. We started this collection at our ninetieth anniversary and will build a collection until our centennial in 2024.

Van Leeuwen commissioned Dutch artist Floris Hovers to design this collection. Annually, a model version of a car is designed, as a gift for our top 150 customers. So far, five models have been distributed among our most loyal customers.

We Distribute





‘We constantly invest in the **optimal design** of our **warehouses** and **distribution processes**. **Supply reliability** is a key concept in this respect.’

In 2018, a robot arm was installed at Van Leeuwen Czech Republic.

Innovate: We Distribute



As a leading and stock-keeping specialist in pipes and pipe and tube applications, we constantly invest in the optimal design of our warehouses and distribution processes. Supply reliability is a key concept in this respect. Our improvement strategy rests on five pillars: efficiency, footprint, transport, service, and integration & cooperation. In 2018, we once again made significant improvements.

Last year we increased efficiency by automating and digitalizing processes and by introducing new machines and robots. We devoted a great deal of attention to the implementation of a new SAP S/4 HANA-based IT platform that we are rolling out to all branches. Thanks to this IT platform we can work more efficiently, for example through the more advanced use of barcode scanners. We are now able to digitally communicate with large customers and process orders. Through a number of webshops we offer customers the digital convenience they expect of a business partner in the supply chain.

Warehouse and distribution optimization

Modifications in our warehouses in Zwijndrecht (the Netherlands), Belgium, the Czech Republic and Australia are making it possible to more effectively store our stocks. We do this by adjusting routings and by acquiring automated, modular warehouse management systems. In addition, we have refreshed a number of transport contracts. By making new arrangements with our carriers we are even better able to respond to the customer demand for shorter material delivery times. Generally within 24 hours, enabling us to continue to differentiate ourselves in the future and generate customer loyalty.

Investing in added value

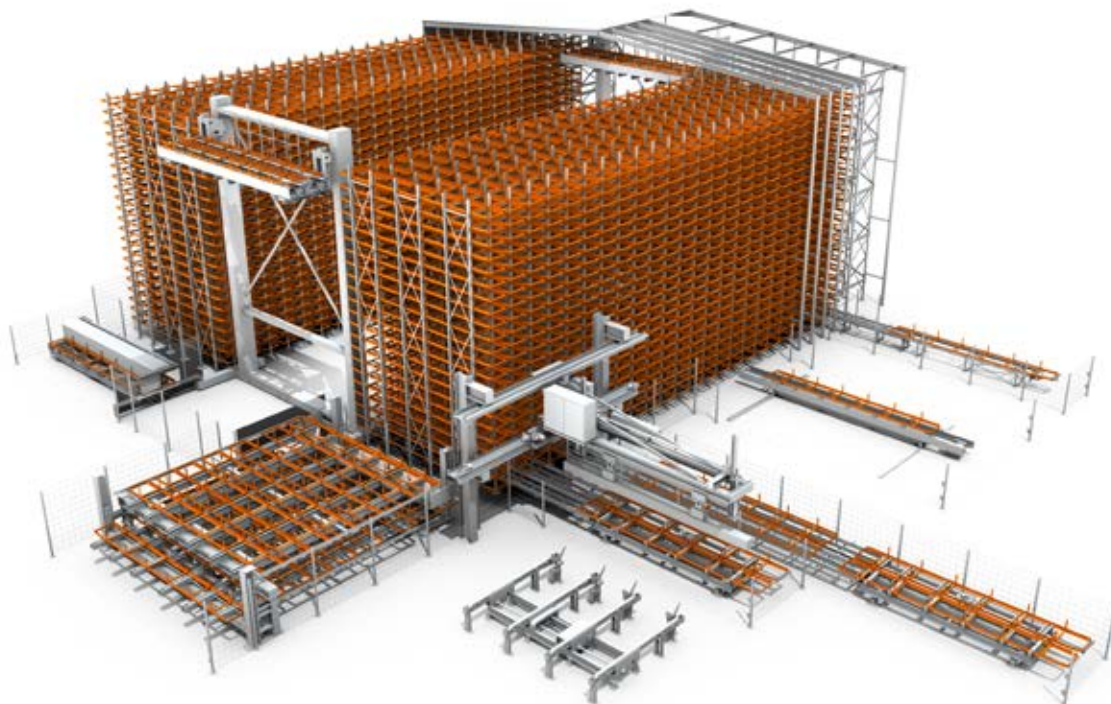
Because the demand for custom work is increasing, we are constantly expanding our services. We do this for treatments such as cutting,

as well as for marking and packaging materials, and conducting inspections or tests. In all of these ways, we offer our customers added value. The integration & cooperation pillar influences all of the other four components of our improvement strategy. For example, we are working together with our customers on joint electronic data interchange (EDI) web portals, as a result of which our processes increasingly better match the processes of our customers.

Supply reliability

Another important step in the improvement process is the development of a standard method that enables us to precisely measure the supply reliability of our European branches. This is a critical factor in securing our operational excellence – and consequently our supply reliability – in the future.

Eric Veraart, Corporate Supply Chain Manager & QSE: 'Van Leeuwen endeavors to have our internal processes be as consistent as possible with market developments and the wishes of our customers. This not only requires innovations, it also requires additional strength. This is why we significantly strengthened and expanded our Logistics, Supply Chain and Quality, Safety & Environment team last year. With two new project managers, we are giving improvements in the area of transportation, automation and digitalization a boost.'



‘Staying **competitive** through continuous **evaluation**.’

Van Leeuwen United Kingdom and JCB

JCB is a family business and one of the world’s top three manufacturers of construction equipment. The company has 22 factories, ten of which are in the United Kingdom. Other locations are in India, Brazil, the United States and China. JCB employs around 15,000 people, including 7,500 in its British factories. The company, founded in 1945, produces more than 350 different machines for the construction, agricultural and industrial markets. The company is a market leader in backhoe-loader combinations and telescopic handlers. Van Leeuwen has been supplying custom cut chrome-plated bars and hydraulic cylinder pipes to JCB since 2006. At the end of last year, JCB ordered significantly more custom cut hot rolled seamless pipes for its Backhoe Loader Division. David Blakey, Business Manager Industry Van Leeuwen United Kingdom: ‘Kirstie Hampshire and Mark Bellamy manage JCB’s needs from our office in Sheffield. The required products are accumulated at our main warehouse in Middlesbrough on an almost daily basis. Van Leeuwen is able to meet JCB’s demand by working closely together with our suppliers in Europe and our own internal logistics team. We stay competitive by constantly evaluating our operating methods and by achieving cost reductions. We achieved a recent cost reduction by implementing an efficiency improvement in the way in which we process the materials. We are currently investigating how to achieve savings by adopting a smarter material packaging method.’

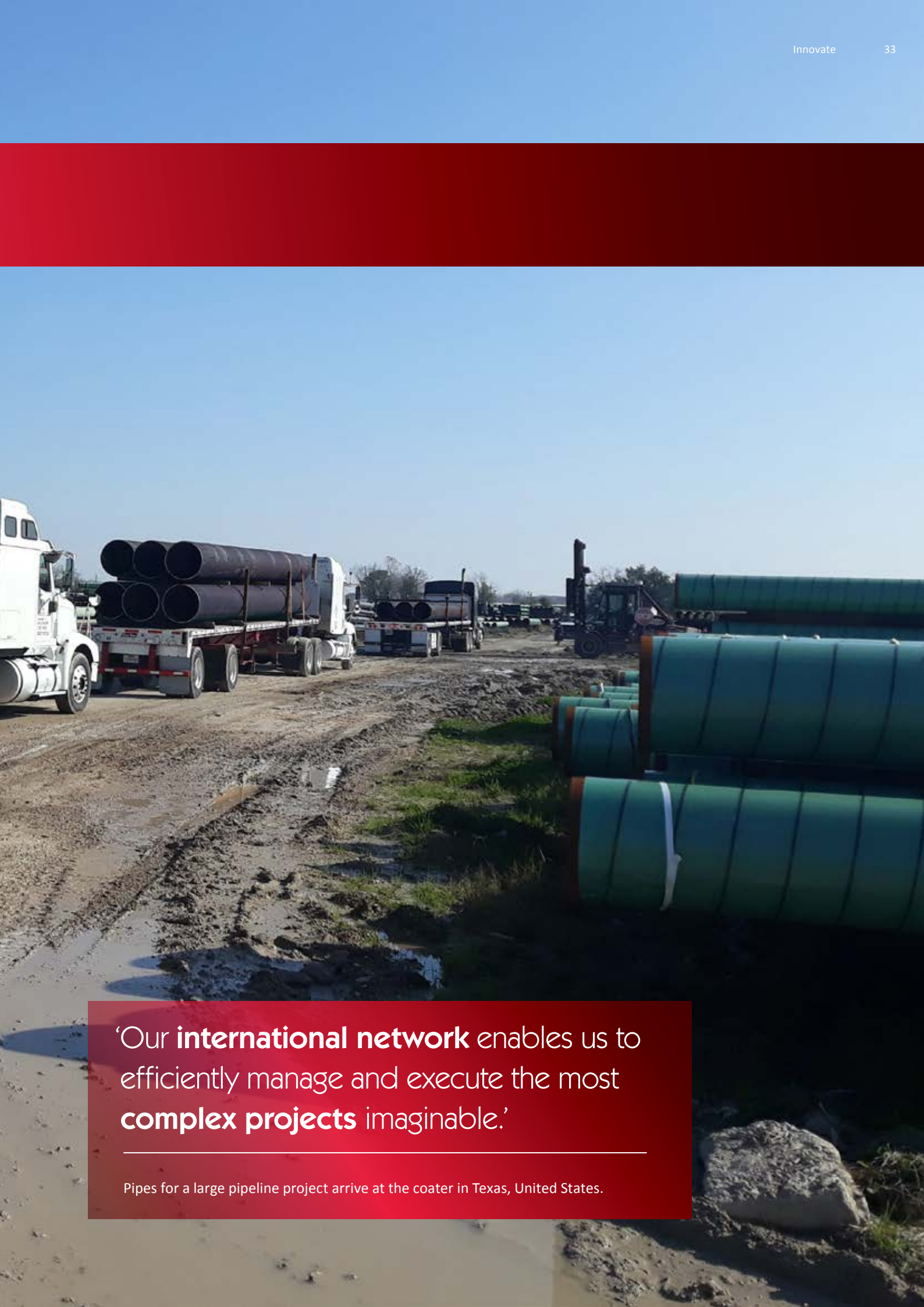
‘Significant **capacity expansion** through automation.’

Van Leeuwen Czech Republic

Last year, Van Leeuwen Czech Republic invested in an upgrade of the Exactcut cutting line by acquiring a new bundle feeder and a robot arm. The bundle feeder ensures that the cutting line is loaded one pipe after the other. The robot arm takes the product from the conveyor, moves it to the cleaning unit and then places the pipe in the appropriate pallet box. Employees then prepare the full box for packaging or shipment. This has significantly increased output. In addition, in 2018, Van Leeuwen Czech Republic made preparations for its next major investment: the construction of a new 4,320 m² hall with room for the flexible, modular KASTO warehouse management system. With this innovative crane and storage technology we achieve high efficiency and greater safety. Hans Zondervan, General Manager Van Leeuwen Czech Republic: ‘The automated KASTO high-rise warehouse makes it possible to expand our capacity despite the extremely tight Czech labor market. In the near future we will be able to transport the right materials five times faster to the picking, packaging or cutting station. Searching for the right storage location and fetching the materials will then be a thing of the past. This automation leaves us with more time and room for processing the more specialized orders, which is something that Van Leeuwen Czech Republic would like to focus on.’

We Customize





‘Our **international network** enables us to efficiently manage and execute the most **complex projects** imaginable.’

Pipes for a large pipeline project arrive at the coater in Texas, United States.

Innovate: We Customize

We continuously aim for the best solutions for our customers in our global markets. Our international network is our strongest trump card; it enables us to efficiently manage and execute the most complex projects imaginable. Since 2018 we have been directing our global project teams centrally and are even better able to combine the expertise from different teams through our new Global Project Organization.

The tenders for investments involving billions of dollars by large oil, gas, chemical and petrochemical producers are becoming increasingly competitive and demand close coordination and cooperation among all parties, including the End User, the EPC (Engineering, Procurement and Construction) Contractor and the Module Yard/Fabricator. Moreover, every customer has its own wishes, specifications and requirements related to the project's location, local laws and regulations and is faced with its own political, social and market developments. 'To come up with the best solutions for our customers, we started working on the basis of our Global Project Organization (GPO) in 2018. The GPO brings the expertise in the various project teams together in a structural way and puts together multidisciplinary and customer-specific project teams,' says Jos van de Werff, Executive Director Global Projects. 'This way we offer our customers the best of our in-house capabilities and competencies.'

Early involvement

With the new GPO we also focus on early involvement. Working closely together, the project teams share their knowledge about customers, suppliers and markets with each other and put this knowledge back into practice for existing and new customers alike. The constant exchange of knowledge helps us establish good relationships with end-customers. This way we become involved in new projects at an early stage and contribute ideas at the front-end of an initiative. This is good for the customer and good for us.

ExxonMobil

One customer for which our global project teams have been intensively working together for some time is ExxonMobil. We supply materials to 22 ExxonMobil sites for maintenance and repairs, as well as for projects. Thanks to the reputation we have acquired and

the excellent relationship with ExxonMobil, this customer in 2018 awarded us a new, promising contract. Beginning in 2019, Van Leeuwen Houston, USA, will be supplying miles of pipeline to various locations in North America for this midstream project. The knowledge and experience acquired by our project teams in Zwijndrecht (the Netherlands), Houston and elsewhere will also come in handy over the coming years.

Sonatrach

In 2018, Van Leeuwen France in Paris continued supplying the Algerian national oil company Sonatrach. 'Back in 2013, Van Leeuwen was pre-qualified as an approved supplier of pipes for Sonatrach,' says Guillaume Piffeteau, Area Export Manager Maghreb, Van Leeuwen France. 'From 2013, we have already supplied tons of materials. We work closely together with TPCO, one of the largest manufacturers of seamless pipes in the world, for this customer. A project like this can only succeed when you exchange your knowledge and experience with your most expert colleagues and all other involved parties.' Guillaume expects the Algerian market to continue to grow. 'To continue to be at the forefront in this market it is important for us to further diversify our product range and to include the supply of components as an additional service. In addition, we are working on expanding our customer base with other Sonatrach partners and joint ventures.'

Project warehouse

In 2017, a special project warehouse was set up by Van Leeuwen Zwijndrecht, the Netherlands, to optimize the execution of larger international projects. Specific project stocks are maintained in this project warehouse. In addition, the warehouse has the required materials for conducting inspections by the customer and for packaging materials for shipping.



‘The **ExxonMobil Service Award** is a nice gesture of appreciation.’

The ExxonMobil contract

2018 was the fourth consecutive year we executed the Global Contract with ExxonMobil. In 2018, the daily MRO deliveries were primarily destined for a large number of turnarounds in Asia, Europe and North America. The various Van Leeuwen teams were constantly on standby for urgent deliveries. ‘ExxonMobil told us they very much appreciated this additional effort. Our Dutch Van Leeuwen Zwijndrecht and Van Leeuwen Stainless MRO teams received an award for the service they provided during the turnaround of the ExxonMobil refinery in Rotterdam, a nice gesture of appreciation,’ says André Dekker, Global Contract Manager. 2018 also was a successful year in terms of project deliveries of ExxonMobil. Van Leeuwen Singapore had an excellent year with projects and maintenance for main EPC contractors. Van Leeuwen United Kingdom was also successful with projects. Van Leeuwen Canada supplied various parties, including the Canadian ExxonMobil contractors.

ExxonMobil in 2018 implemented a new software package for the daily ordering of materials. This software enables its procurement teams to quickly search for contract items and item numbers and prices for different materials, including pipes, fittings and flanges. ExxonMobil’s contract suppliers, including Van Leeuwen, enter their products and prices into this digital items catalogue. ‘Van Leeuwen fully participated in the pilot in the United States and the system has since gone live here. In 2019, the digital catalogue will be implemented in Europe and Asia. This way we contribute to making the daily cooperation with ExxonMobil even more efficient.’

‘**Kuwait Oil Company** was able to rely on our excellent relationship with Tianda.’

The Jurassic Production Facilities off-Plot Works Project

In February 2018, Van Leeuwen Gulf, together with its Kuwaiti partners (Combined General), signed a contract to supply the main contractor ‘Combined Group’ to serve one of the country’s largest oil companies: Kuwait Oil Company (KOC). We supplied pipes for a 150-kilometre pipeline for the Jurassic Production Facilities off-Plot Works project. KOC is constructing a new pipeline network in northern Kuwait for this project over a period of five years.

Hadi Nassar, Regional General Manager Van Leeuwen Gulf: ‘For this contract, main contractor ‘Combined Group’ and project owner KOC were able to fully rely on our excellent relationship with the manufacturer Tianda Oil Pipe China, since 2016 a subsidiary of Vallourec, a global pipe producer. We delivered the materials on-site in close cooperation with Tianda. The pipes were supplied in accordance with the customer’s strict specifications and within a tight schedule. This enabled KOC to keep the pipeline’s construction on schedule.’

We Digitalize





‘We are able to serve our customers on a **growing number of platforms** with e-commerce via **webshops**, a **Certificates Portal**, and by means of **EDI interfaces**.’

Barcode scanning in our warehouse in Meyzieu, Van Leeuwen France.

Innovate: We Digitalize

Van Leeuwen has been rolling out an advanced IT platform to its European branches on a step-by-step basis over the last few years. The IT platform is designed to achieve full transaction ease, supply chain transparency and gains in efficiency. We once again took a number of important steps in our IT innovation process last year. We are able to serve our customers on a growing number of platforms with e-commerce via webshops and a Certificates Portal. We also create transactional efficiency through means of EDI interfaces with suppliers and customers.

‘We want to make doing business with Van Leeuwen as easy and pleasant as possible,’ says Matthijs Erwich, Group IT Manager at Van Leeuwen Zwijndrecht, the Netherlands. ‘This is why, in 2016, Van Leeuwen opted for the phased implementation of a new and future-proof SAP ERP system, as a replacement of the previously implemented SAP R/3 system, and a new CRM system. The ERP system makes our stocks, spread across our storage sites, digitally accessible to all Van Leeuwen sales staff. In addition, all relevant customer relationship information is continually available in the CRM system. The IT innovations make it possible to optimally respond to market developments and to serve customers faster and more efficiently. In 2018, additional investments were made in IT staff, materials and consulting services. Van Leeuwen United Kingdom and Van Leeuwen France have since migrated to the new ERP platform. Van Leeuwen Precision and Van Leeuwen Stainless in the Netherlands will follow in 2019, a year in which we will accelerate the roll-out of the ERP system.’

Close to the customer

SAP C4C, a Customer Relation Management (CRM) tool that provides a 360-degree customer profile, has been implemented in our branches in Belgium, the United Kingdom and the Netherlands. As a result, the sales staff in these branches have continuous access to a current overview of financial transactions, payment conditions and credit information. This insight into the customer’s status makes it possible to quickly identify customer needs and to adjust our service provision accordingly. The C4C connection can be rolled out to any branch, as soon as it is connected to SAP S/4 HANA.

Certificates Portal

Our Certificates Portal is a useful online tool for archiving material certificates and Declarations of Performance (DoPs). The development of the circular economy in the steel construction sector makes it even more important for our customers to be able to demonstrate, in black and white, that they comply with the increasingly more strict material and safety requirements and the traceability of materials. The customer can download all relevant certificates from this portal and immediately incorporate them into their administrative systems. This results in significant time savings. Van Leeuwen Zwijndrecht, Van Leeuwen Stainless in the Netherlands, and Van Leeuwen Belgium in Vilvoorde have been working with the portal for some time; Wauters in Belgium will follow in 2019.

Growing webshop visits

Every year there is a significant growth in the number of webshop visitors, which shows that the customer journey at Van Leeuwen increasingly more frequently starts online. The webshop of Van Leeuwen Zwijndrecht, the Netherlands, provides information about current prices, product details and customer-specific pricing and discount agreements. In addition, the webshop provides insight into the availability of the desired materials. Orders can of course be placed through the webshop, but the ultimate purchasing process for the most part still takes place offline. Wauters has a successful webshop that went live in 2017. Also Van Leeuwen Stainless in Beesd, the Netherlands, has a webshop since several years for its stainless steel product portfolio.

In 2018, preliminary preparations were made for the creation of a webshop specifically focused on seamless heavy wall pipes. This webshop will be launched over the course of 2019.



‘The webshop has almost doubled its tonnage.’

The Wauters webshop

The Wauters webshop went live in 2017. A success story, because the tonnage of the online orders almost doubled between the end of 2017 and the end of 2018. At the beginning we primarily encouraged customers in the Equipment Manufacturing segment to use the online ordering service for smaller orders. Over the past two years some of these customers also increased the orders they placed with Wauters. The convenience of the webshop definitely played a role in this. We make existing customers aware of the existence of the webshop through monthly e-mail marketing.

Nadia Chhiti, Commercial Director Van Leeuwen Belgium:

‘Following each promotion, the number of visitors, new webshop customers and orders has increased significantly. In 2019, Wauters will begin working on developing online tools that provide access to invoice details, the status of orders and a Certificates Portal. We maintain contact with customers and suppliers via LinkedIn. We post photos, videos and blogs; sometimes with technical content, sometimes with social content. The photos of our large export orders are very popular, but our initiative to collect toys for children’s hospitals also reached a large number of people. Export customers and future customers contact us via LinkedIn. For example, recently we negotiated an order for the export of 65 metric tons of material to India via our LinkedIn page.’

‘A standard EDI solution for our customers and suppliers.’

Electronic Data Interchange (EDI) interfaces

Van Leeuwen is using electronic data interchange (EDI) interfaces to enhance the ease of conducting electronic transactions for customers. EDI ensures that data is ‘translated’ into a standard message format that can be read by anyone. ‘Van Leeuwen has been using EDI for some time, but until now a single standard EDI solution for all of our customers and suppliers was lacking. This solution was developed in cooperation with our IT partner, starting in 2018. It will be rolled out to other Western European branches over the course of 2019,’ says Jasper Verhaart, Corporate Project Manager Supply Chain, Van Leeuwen Zwijndrecht, the Netherlands.

The EDI interface of our systems with those of our suppliers, provides Van Leeuwen with faster insight into product availability and delivery lead times. This enables us to respond to customer orders within minutes. We can also share the information for packing slips via EDI. Processing orders and packing lists manually consequently is no longer necessary. This saves the customer time and reduces the risk of errors. Besides, Van Leeuwen’s account managers no longer need to spend as much time on transactional processes and instead can concentrate on advising customers and resolving unexpected problems.

We Grow





'Van Leeuwen constantly works on **expanding and innovating** its international network, services and **products**.'

In December 2018, Ferrostaal Piping Supply moved to a new office in Essen, Germany.

Innovate: We Grow



Since its foundation in 1924, Van Leeuwen has developed a global network with more than forty, largely stock-keeping, branches in Europe. Van Leeuwen constantly works on expanding and innovating its international network, services and products. For example, we have been present in Southeast Asia for forty years, our office in Houston is working on projects for ExxonMobil, Van Leeuwen Australia had a peak year, and in 2018 we took over the activities of Ferrostaal Piping Supply in Germany. We also invest continuously in our product knowledge and portfolio.

In 1979, Van Leeuwen was one of the first internationally operating trading companies and specialist in steel pipes and pipe and tube applications to open a branch in Southeast Asia. We now have branches in Singapore, Thailand, Malaysia, China and Indonesia and, in total, approximately 150 colleagues work here. The stock-keeping hub in Kulai, Malaysia, that we created five years ago furthermore enables us to make just-in-time deliveries from a very large product portfolio.

Modular construction and refinery upgrades

Our branches in Southeast Asia maintain intensive mutual contact and regularly work together on international projects. For example, in 2018, three Van Leeuwen branches were involved in the modernization of a refinery for the Malaysian national oil company. Van Leeuwen Malaysia contributed its knowledge and expertise concerning the local situation and import regulations. Van Leeuwen China organized the contracts with Chinese suppliers and Van Leeuwen Singapore maintained contact with the Korean customer, especially during the acquisition process.

‘By bringing together the expertise from different teams, we constantly provide the customer with the best we have in-house,’ says Ruud Langeveld, Regional Managing Director Van Leeuwen Southeast Asia. ‘The growth in Southeast Asia in 2018 is among other things attributable to our MRO contract with ExxonMobil, the construction of a number of new petrochemical plants and the modular construction taking place at Singapore’s shipyards and in the rest of the region. There are many opportunities to continue to grow as a distributor in support of MRO activities throughout the entire region. Such as in the modular construction segment, the upgrade of refineries that are rebuilding their installations to accommodate cleaner fuels for various industries, including the shipping industry, and the construction of new LNG terminals.’

Project office Houston, USA

The project office in Houston, USA, also experienced a good year in 2018, primarily due to various ExxonMobil projects. Van Leeuwen supplies materials to 22 ExxonMobil sites throughout the world, for MRO, as well as projects. The Houston project office plays a key role in optimally serving this customer and operates in close cooperation with our branches in Zwijndrecht, the Netherlands, and throughout the rest of Europe. Colleagues from different project teams are continuously sharing their current knowledge and expertise with each other. ‘For me, this once again demonstrates Van Leeuwen’s ability to deliver added value through its global network,’ says George Kubove, General Manager Houston Project Office. In 2018, the Houston project team was expanded by several employees and started researching new markets in Mexico and in several other Latin American countries.

Investing in product knowledge and the product portfolio

Our specialized Product Managers constantly provide customers with advice concerning new types of steel, steel pipes and tubes, and treatments. For example, cold rolled pipes that enable us to meet extremely accurate size and surface criteria. Or customized shaped tubes, which save on treatments and on having to purchase additional components.

We also regularly draw the attention of our customers to the benefits of friction welding. The process is fast and does not require pre-treatment, welding wire, welding gas mixtures and exhaust. Besides, friction welding creates a perfect weld. No matter the advice we give, the basic principle governing our advice is quality and cost reduction. In addition, we are constantly expanding our stocks with additional dimensions and qualities. In 2018, we included a large number of new dimensions of seamless heavy wall pipes in our product portfolio, a product for which we will launch a separate webshop in 2019.



*‘We managed to become a **market leader** in our **product portfolio.**’*

Record year for Van Leeuwen Australia

Van Leeuwen Australia realized a significant increase in sales from stock. The Australian government is investing abundantly in infrastructure in every state. Aside from many orders from the building and construction sector, there is a high demand for our services from the mining industry. We thoroughly analyzed demand in our sectors of focus and increased product stock levels accordingly. Manny Zammit, Managing Director Van Leeuwen Australia: ‘We managed to become a market leader in our product portfolio over the past two years. We derived significant benefits from this in 2018 and I believe this will continue to be the case for the time being.’

In addition to the renovation and expansion of the warehouse in Perth, we are also building a new, more than 2,000 m² warehouse in Sydney. This will enable us to further increase our stocks of pipes and fittings, and to continue to grow. Furthermore, a new airport will be constructed ten kilometers from the branch in Sydney, a project that offers us opportunities. There are other plans for expansion as well: in Melbourne we are building a new warehouse and in Brisbane we are expanding our stock-keeping site. In short, Van Leeuwen Australia is well-prepared for the future.

‘We are ready for growth, in terms of market share, as well as number of employees.’

Even better access to the German market

Aside from being the largest economy, Germany also is the largest market for pipes and tubes in Europe. Opening our own German office in Moers in August 2017, therefore was a strategic decision for Van Leeuwen. The acquisition in 2018 of the activities of Ferrostaal Piping Supply, with branches in Essen and the Netherlands, was a logical next step. It provides Van Leeuwen with even better access to the German market, both to customers in the petrochemical and chemical Industry, as well as in the Fluid Power and Equipment Manufacturing segments, in which Van Leeuwen has successfully operated for many years in other European countries. ‘We provide customers with a very broad product portfolio of pipes and pipe and tube applications, and call on the stocks of our sister companies for this purpose,’ says Joris de Vries, Commercial Director Ferrostaal Piping Supply.

Van Leeuwen in Germany has since grown into a fully integrated company. In 2018, we invested in various areas, including a logistics service that enables us to reduce our costs and optimize our delivery performance to customers. This includes shorter delivery times. ‘2018 was a year of transition, integration and consolidation. We are now ready for growth, in terms of market share, as well as number of employees. With an active market approach, we aim to add greater value for our existing customers and acquire new customers in 2019.’

Operations & QSE



By investing in digitization, automation, process improvements and in people, we further enhance the services we offer our customers. Besides, this also increases our supply reliability and enables us to even better comply with the strict requirements our customers demand from us.

Optimal operational, logistical and IT processes are indispensable for us to be able to deliver our products safely to our customers on time. This is why we are continuously modernizing our systems, processes and data management to achieve higher operational and transactional efficiency.

Expanding capacity and machinery

The investments in our global network of stock locations and service and treatment centers are producing good results. The expansion of capacity, robotization and the acquisition of high-quality cutting machines enable Van Leeuwen to deliver faster and with greater precision. At various branches we are implementing a flexible,



modular system with modern crane and storage technology, that ensures high efficiency and greater safety. In 2018, we achieved significantly higher output in the Czech Republic through the Exactcut cutting line and the new robot that first cleans the treated products produced by the cutting machine and then packages them in accordance with the customer's specifications.

Various investments in plant and machinery make it possible to expand our value-added services, such as customer-specific treatments. As specialist we continue to respond to market demand this way. Combined with our customer dedicated stocks this enables us to provide the customer with a product that can be directly processed,

while enabling the customer to maintain low stock levels. Last year further investment plans were prepared for an additional four robots and two cutting lines for branches in the United Kingdom, Belgium, the Czech Republic and the Netherlands.

Transparency

The customer-specific delivery of goods must also ensure that all relevant information is accessible and transparent for the customer. The implementation of a new SAP S/4 HANA system, which we are implementing in all branches, supports us in this endeavor. We are creating EDI interfaces between our systems and those of our suppliers. This enables us to acquire faster insight into product availability and delivery lead times. The digital EDI connections with our customers enable them to minimize transactional costs and enable us to minimize the chance of errors.

Quality and safety

Our customers are confronted with increasingly stricter requirements relating to quality, safety and sustainability. These are areas to which Van Leeuwen devotes constant attention as well. Every year we set high quality standards for ourselves that are translated into objectives. We regularly monitor progress on the basis of Key Performance Indicators (KPIs) and internal audits. Quality awareness has a long history at Van Leeuwen. We have been working in accordance with ISO standards for decades. In 2015, Van Leeuwen was the first European company certified by LRQA in accordance with the new ISO 9001:2015 standard. The three-year recertification process was successfully completed in 2018.

Safety awareness among Van Leeuwen employees further increased this past year. We use a combination of safety surveillance rounds, life saving rules, toolbox meetings and safety alerts for this purpose. Because of the powerful effect of repetition, we regularly draw attention to the toolbox meetings and life saving rules. Our health and safety system, which is based on the Occupational Health and Safety Assessment Series standard (OHSAS 18001) and our active safety policy are producing good results.

Sustainability

We consider the well-being of employees and the sustainable development of the environment in which we work an ongoing responsibility. Van Leeuwen uses having certified quality and environmental and safety management systems as a criterion in its supplier selection process. To increase efficiency and to unburden the environment, we carefully reviewed our transport activities in 2018. We analyzed the routing and the load factors. In 2018, we achieved our first major successes by combining our cargo with the loads of other companies. In 2019, we are foreseeing a further reduction in the number of kilometers of transport required for our operations. In addition, we are investigating the possibility of transporting our products more often by ship or train, as a way of reducing our CO₂ footprint.

Human Resources

In branches throughout the world, our employees work hard each and every day to provide the best possible service to our customers. With their local knowledge and expertise, our employees help both our customers and our company forward. Our employees are people who see and grasp opportunities and look well beyond the interests of their own operating company.

Our 1,126 employees come from 38 different nationalities and are spread across 42 branches in 22 countries. Of the total workforce, 30% are women and 70% are men.

Van Leeuwen aims to be a good and attractive employer and stimulates its people to be the best they can be. Employees are given the opportunity to further develop themselves through various programs. This way we retain talent, attract new high potentials and continue to be a leading specialist.

Good balance among generations

Many employees are loyal to Van Leeuwen and have worked at our company for years. They are driven, possess a great deal of experience and specialist knowledge, and enjoy working here. Naturally, this is very valuable for us. To retain this knowledge and experience, and to be able to transfer it to new generations on a timely basis, we fully invest in acquiring and training new talents. We consider it important that employees of all ages feel at home with us and aim for a good balance among generations.

Young Lions

To captivate and retain younger employees we offer a Young Lions program. All employees below the age of 35 in the Netherlands and Belgium are invited to meet each other and to learn from each other. They exchange experiences, knowledge and ideas and this way develop a strong internal network. Over the course of 2019, we will be investigating whether and how we can offer young employees in other countries a similar opportunity.

International Traineeship

As part of our international trainee program for new talent with a higher vocational or university education, young employees are prepared for a career at Van Leeuwen. Young people who recently completed their studies are provided with an opportunity to work on different projects over a period of two years. They work at different locations, in the Netherlands and abroad, and this way become thoroughly familiar with our company over a short period of time.

Management Excellence Program

To be assured of the right people for our management positions over time, we offer a leadership development program: the Management Excellence Program. With a custom training program, aligned with our strategy and core values, a group of senior managers works on the further development of leadership skills.

Strengthening mutual ties

In addition to the service provided to customers, we also take our social role seriously. We do this in different ways, for example by supporting various local sport, cultural and charitable events. Many of our employees do their part in this each year. It also provides them with the opportunity of getting to know their colleagues better and to strengthen their mutual ties. In addition, Van Leeuwen also regularly organizes activities for its employees. For example, in June 2018, we organized the first Van Leeuwen Beach Volleyball Tournament with teams from various countries, including Belgium, Germany, the Czech Republic and the Netherlands. It was the sportive highlight of the year.

Robyn Coates,
Sales Manager,
Van Leeuwen Australia

'I started with Van Leeuwen Australia as Sales Manager in May 2018. I was hired at the Melbourne branch for the global Van Leeuwen framework contract with ExxonMobil. I have enjoyed my work here from day one. What makes my work enjoyable? The cooperation with the colleagues of the Melbourne sales team, the contact with our customers, our broad product range and the opportunity each branch has to be entrepreneurial. I have spent more than twenty years in the pipes, flanges and fittings industry and prior to this I was employed by various companies, including MRC Global, OneSteel Piping Systems and Prochem Pipeline Products. Van Leeuwen is a reputable company with a strong, global presence. I feel welcome here and have every opportunity to grow.'

In 2018, we worked successfully together with ExxonMobil and its subcontractors. As a result of our role within the contract, we have been added to the Australian Gas Approved List for Ausnet and Multinet Gas, two key gas distributors in Australia. This provides opportunities for the future. I am delighted to see that Van Leeuwen is growing and that our activities in the Industry market are also expected to grow. Over the past few months I have managed to acquire various customers in the Industry market, thus gaining the confidence of my colleagues, and enabling me to grow in my role.'

'I feel welcome and have every opportunity to grow.'

'Van Leeuwen aims to be a **good and attractive employer** and stimulates its people to be **the best they can be.**'



‘Over the past fifteen years I have had the **opportunity to further develop myself.**’

Dave Jenkins,
Sales Manager,
Van Leeuwen United Kingdom

‘Fifteen years ago, I was hired by Van Leeuwen United Kingdom. Prior to this, I worked for Wheeler Tubes, which at the time was acquired by Van Leeuwen. Since then, I have acquired some thirty years of experience in the pipe and tube business. At Van Leeuwen I subsequently occupied several commercial positions, including a role in coordinating our activities in the Industry segment in Europe. After that I became Marketing Manager, and now I am Sales Manager. I was always given the space to further develop myself within the company.

I am now aged 65, but still thoroughly enjoy my work. I am going to continue working for a few more years with a great deal of pleasure. That says a lot about Van Leeuwen. I have always felt very welcome here. What also strikes me time and again is that colleagues work very well together; we communicate well with each other and support one another whenever necessary. Locally, nationally and internationally, and from the shop floor up to the board. We have a great deal of contact with other European branches and I see these same working principles in action everywhere else. Naturally, our customers benefit from this as well. Over time, I have gained quite a bit of specialized knowledge and experience. I share this with younger colleagues as much as possible. Incidentally, I sometimes ask them for advice; for example when new IT solutions become available within SAP. This way we perfectly complement each other.’

‘It did not take long before I was asked to take on a number of **great challenges.**’

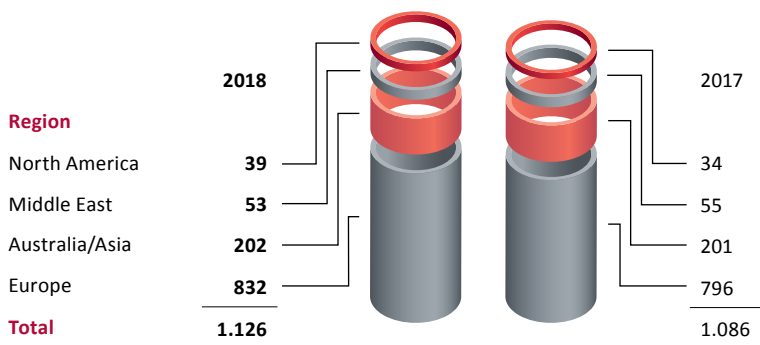
Priya Nallathamby,
International Management Trainee,
Van Leeuwen Singapore

‘Following my studies in International Supply Chain Management I was employed as an International Management Trainee at Van Leeuwen Singapore. After a short period of time I was asked to take on a number of great challenges that I had not expected to come my way that soon. I had just emerged from a shielded student environment, a very different world, and I was forced to switch gears. Fortunately, I was able to do that quickly and I find the professional environment very satisfying. At Van Leeuwen I work on optimizing processes and procedures and, as trainee, I am given relatively much freedom and room to do my work. I feel supported in what I do and involved in the larger whole.

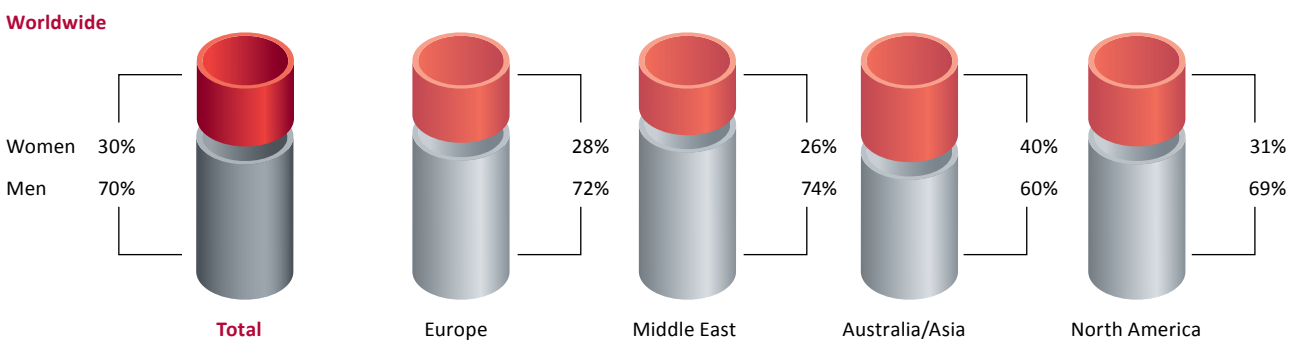
The elevated service and customer focus within Van Leeuwen is striking; people here make every effort to relate to their customers. In addition, employees are recognized for their performance and colleagues are open to mutual feedback. This enables the company to perform optimally and to stay competitive. The theoretical knowledge I acquired during my studies is now helping me to better understand the dynamics and activities within the Industry and Energy market. I have learned a great deal during my studies: critical thinking, how to solve complex problems and that high service quality requires a great deal of effort. Knowledge that now serves me well.’



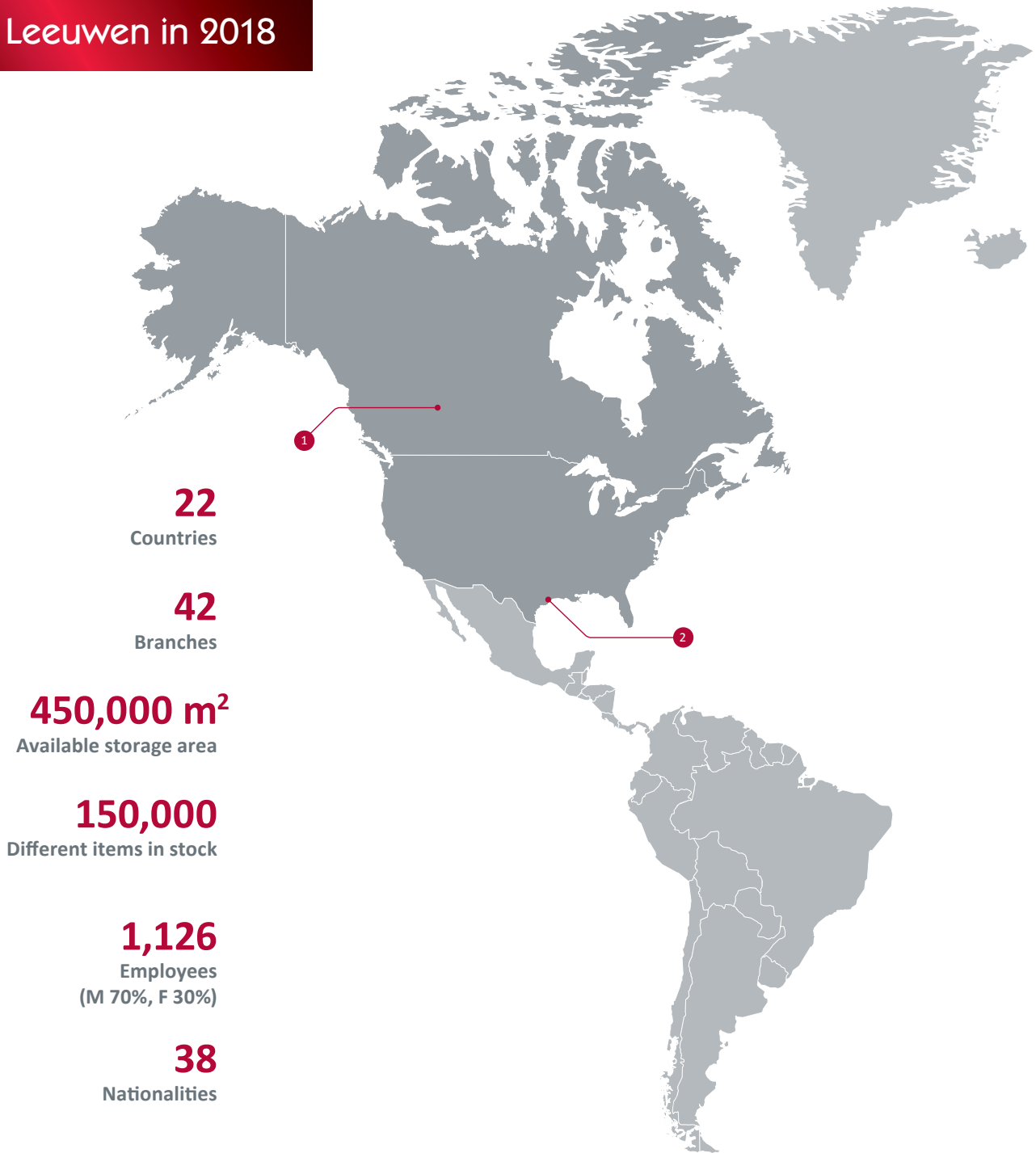
Number of employees at Van Leeuwen



Ratio of women to men 2018



Van Leeuwen in 2018



North America

Canada

1 Edmonton

United States

2 Houston

Europe

The Netherlands

3 Zwijndrecht

4 Deventer

5 Beesd

6 Vianen

Germany

7 Moers

8 Essen

Belgium

9 Vilvoorde

10 Brussels

France

11 Paris

12 Le Havre

13 Meyzieu

United Kingdom

14 Brierley Hill

15 Bury

16 Middlesbrough

17 Sheffield

Ireland

18 Tullow

Poland

19 Sosnowiec

Czech Republic

20 Hradec Králové

21 Ostrava

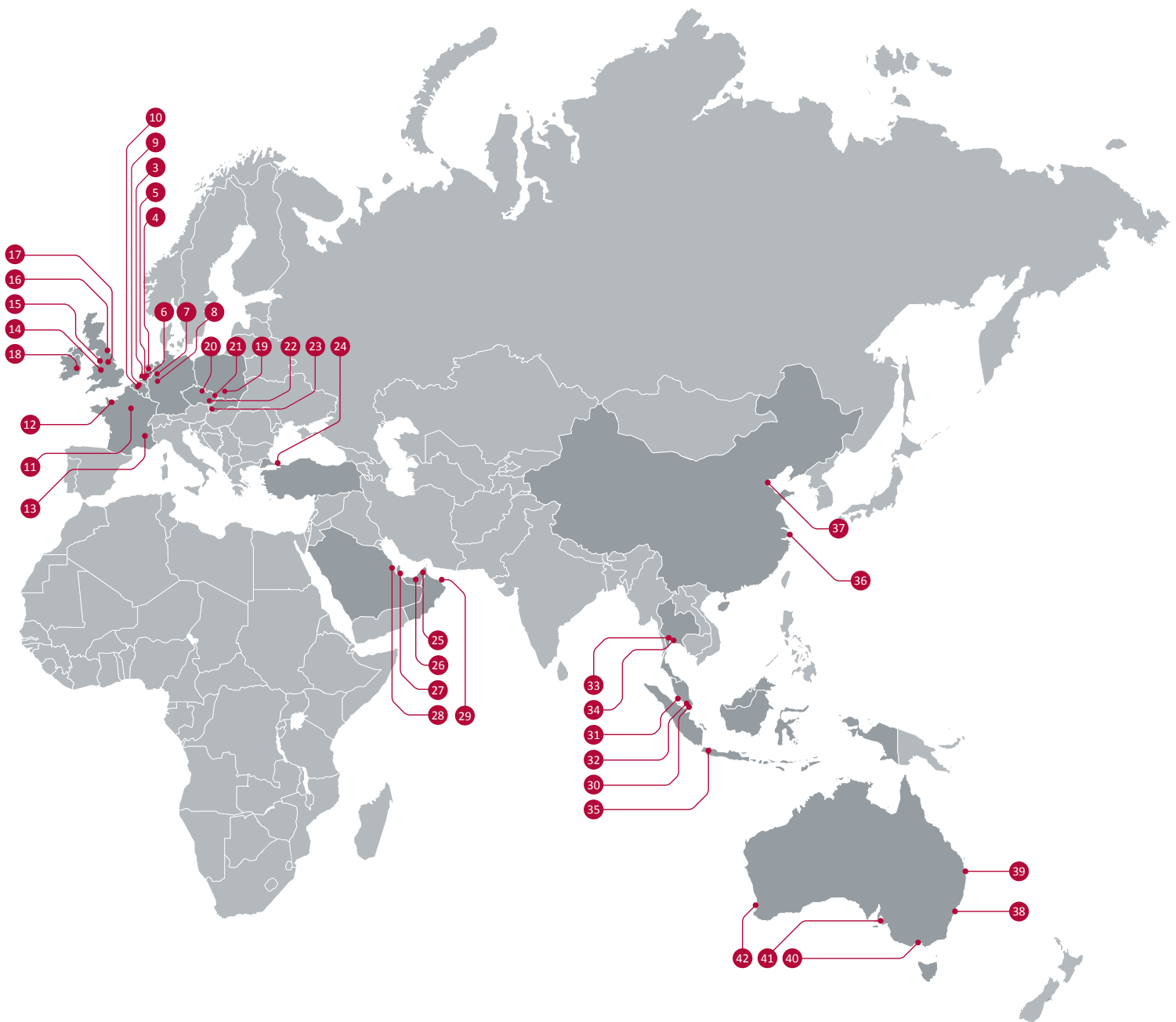
22 Vyškov

Slovakia

23 Trnava

Turkey

24 Istanbul



Middle East

United Arab Emirates
 25 Dubai
 26 Abu Dhabi

Qatar
 27 Doha

Saudi Arabia
 28 Al-Khobar

Oman
 29 Muscat

Asia/Australia

Singapore
 30 Singapore

Malaysia
 31 Kuala Lumpur
 32 Kulai

Thailand
 33 Bangkok
 34 Chonburi

Indonesia
 35 Jakarta

China
 36 Shanghai
 37 Tianjin

Australia
 38 Sydney
 39 Brisbane
 40 Melbourne
 41 Adelaide
 42 Perth

International network

Head office

Van Leeuwen Pipe and Tube Group B.V.
Lindtsedijk 120, 3336 LE Zwijndrecht
P.O. Box 50, 3330 AB Zwijndrecht
The Netherlands
Telephone: +31 78 6252525
E-mail: vlptg@vanleeuwen.nl
Internet: www.vanleeuwen.com

Europe

The Netherlands

P. van Leeuwen Jr's Buizenhandel B.V.
Lindtsedijk 100, 3336 LE Zwijndrecht
Telephone: +31 78 6252525
Fax: +31 78 6252020
E-mail: sales@vanleeuwen.nl
Managing Director: M. van Engelen
Branch: Ulft

Teuling Staal B.V.
Lindtsedijk 100, 3336 LE Zwijndrecht
Telephone: +31 78 6293340
Fax: +31 78 6293350
E-mail: sales@teulingstaal.nl
Managing Director: J. de Ruijter

Van Leeuwen Precisie B.V.
Hamburgweg 6, 7418 ES Deventer
Telephone: +31 570 500700
Fax: +31 570 500777
E-mail: info-precisie@vanleeuwen.nl
Commercial Director: J. Meijer

Van Leeuwen Stainless B.V.
Industrieweg 26, 4153 BW Beesd
Telephone: +31 345 687777
Fax: +31 345 683304
E-mail: sales.stainless@vanleeuwen.nl
Commercial Director: F. Veraa

Combulex B.V.
Stuartweg 3
4131 NH Vianen
Telephone: +31 347 361911
Fax: +31 347 361730
E-mail: info@combulex.nl
Commercial Director: M. 't Hart

Belgium

N.V. Van Leeuwen Buizen België
Schaarbeklei 189, 1800 Vilvoorde
Telephone: +32 2 2554000
Fax: +32 2 2520576
E-mail: info@vanleeuwen.be
Managing Director: P. Smaege

NV Jean Wauters - Aciers Spéciaux
Liverpoolstraat 23
1080 Brussels
Telephone: +32 2 5221850
Fax: +32 2 5221972
E-mail: contact@wauters.be
Managing Director: P. Smaege

Germany

Van Leeuwen GmbH
Fritz-Peters-Str. 26 Geb. F/DG
47447 Moers, Germany
Telephone: +49 2841 8858910
Fax: +49 2841 8858911
E-mail: kbuehker@vanleeuwen.de
Commercial Director: K. Büthker
Branch: Buchholz

Ferrostaal Piping Supply
Theodor-Althoff-Strasse 1
45133 Essen, Germany
Telephone: +49 201 438719 00
E-mail: J.deVries@vanleeuwen.de
Commercial Director: J. de Vries

France

Van Leeuwen Tubes SAS
2, Avenue des Pays-Bas
69330 Meyzieu (Lyon)
Telephone: +33 4 72 451515
Fax: +33 4 72 451520
E-mail: vlfrance@vanleeuwen.fr
Managing Director: J. Tinel
Branches: Paris, Le Havre

United Kingdom

Van Leeuwen Ltd
Nine Lock Works, Mill Street, Brierley Hill
West Midlands DY5 2SX
Telephone: +44 1384 487600
Fax: +44 1384 487619
E-mail: sales@vanleeuwen.co.uk
Managing Director: K. Bowling
Branches: Bury, Middlesbrough, Sheffield

Ireland

Van Leeuwen Ltd
Tullow Industrial Estate
Bunclody Road
Tullow, Co Carlow
Telephone: +353 599181120
Fax: +353 599181124
E-mail: sales@vanleeuwen.co.uk

Czech Republic

Van Leeuwen Pipe and Tube s.r.o.
Kratka 753/3b
682 01 Vyškov (Brno)
Telephone: +420 515 532 201
Fax: +420 515 532 200
E-mail: sales@vanleeuwen.cz
General Manager: H. Zondervan
Branches: Hradec Králové, Ostrava

Slovakia

Van Leeuwen s.r.o.
Mikovániho 4
917 01 Trnava (Bratislava)
Telephone: +421 491 610 081
Fax: +420 515 532 200
General Manager: H. Zondervan

Poland

Van Leeuwen Rury Spolka z.o.o.
ul. Baczyńskiego 25e
41-203 Sosnowiec
Telephone: +48 32 294 4600
Fax: +48 32 294 4699
E-mail: polska@vanleeuwen.pl
General Manager: H. Zondervan

Turkey

Van Leeuwen Boru Sanayi Ve Ticaret Ltd Şirketi
D-100 Güney Yanyolu No: 13/D117
Dumankaya Vizyon Bulvar Esentepe
Kartal/Istanbul
Telephone: +90 216 3804525
Fax: +90 216 3806272
E-mail: info@vanleeuwenboru.com.tr

Middle East

United Arab Emirates

Van Leeuwen Pipe and Tube Gulf FZE
OilFields Supply Center, B11,
Jebel Ali free zone
P.O. Box 261145, Dubai
Telephone: +971 4 8833872
Fax: +971 4 8837974
E-mail: process@vanleeuwengulf.ae
Regional General Manager: H. Nassar
General Manager: A. Rûf

Van Leeuwen Pipe and Tube (Middle East) LLC

ADDAX Commercial Tower
Unit 1211, Al Reem Island
P.O. Box 47144, Abu Dhabi
Telephone: +971 2 6271840
Fax: +971 2 6271244
E-mail: sales@vanleeuwen.ae

Qatar

Van Leeuwen Pipe and Tube Arabia WLL

West Bay, Palm Tower 2, Suite 3003
P.O. Box: 16369, Doha
Telephone: + 974 44533150
Fax: + 974 44533101
E-mail: qatar@vanleeuwengulf.com

Kingdom of Saudi Arabia

United Business Systems Co

Piping Division
Prince Sultan St, Qurtoba Sehamiya
Tower, Office 602
P.O. Box: 79420, Al-Khobar 31952
Telephone: +966 1 3 8454438
Fax: +966 1 3 8454439
E-mail: sales@ubsco-piping.com
General Manager: M. Zaheer

Oman

Van Leeuwen Pipe & Tube (Oman)

Division of Patron Energy,
Building No. 1060, Plot No. 15
Way No 3709, South Ghubra
P.O. Box 835, PC 115 Muscat
Sultanate of Oman
Telephone: +968 2450 5524
Fax: +968 2448 3832
E-mail: process@vanleeuwengulf.ae

Asia

Singapore

**Van Leeuwen Pipe and Tube
(Singapore) Pte Ltd**
4, Pioneer Place, Singapore 627893
Telephone: +65 68979301
Fax: +65 68979318
E-mail: info@vanleeuwen.com.sg
Regional Managing Director:
R. Langeveld

Malaysia

**Van Leeuwen Pipe and Tube
(Malaysia) Sdn. Bhd.**
Suite 11-02, Level 11, Menara IGB
The Boulevard, Lingkaran Syed Putra
59200 Kuala Lumpur
Telephone: +60 3 22873358
Fax: +60 3 22845771
E-mail: malaysia@vanleeuwen.com.sg
General Manager: P. Buijs
Branch: Kulai

Thailand

**Van Leeuwen Pipe and Tube
(Thailand) Ltd**
B. Grimm Alma Link Building, 10th Floor
25 Soi Chidlom, Ploenchit
Lumpini, Patumwan
Bangkok 10330
Telephone: +66 2 655 1022 to 1026
Fax: +66 2 655 1028
E-mail: thailand@vanleeuwen.com.sg
General Manager: T. van Dulm
Branch: Chonburi

Indonesia

**PT. Van Leeuwen Pipe and Tube
Indonesia**
Wisma 46, Kota BNI, 48th Floor,
Jl Jend Sudirman Kav. 1 – Jakarta 10220
Telephone: +62 21 5748815
Fax: +62 21 5744164
E-mail: info@vanleeuwen.co.id

China

**Van Leeuwen (Shanghai)
Pipe and Tube Co., Ltd.**
Room 1708, You You International Plaza
76 Pu Jian Road, Pudong New District
Shanghai 200127
Telephone: +86 21 58311866
Fax: +86 21 58311900
Email: info@vanleeuwen.com.cn
General Manager: D. Yap
Branch: Tianjin

Australia

**Van Leeuwen Pipe and Tube
Australia PTY Ltd.**
95-113 Lee Holm Road
St Mary's NSW 2760 (Sydney)
P.O. Box 1172 St Marys NSW 1790
Telephone: +61 2 98961111
Fax: +61 2 96882428
E-mail: vanleeuw@vanleeuwen.com.au
Managing Director: E. Zammit
Branches: Adelaide, Brisbane,
Melbourne, Perth

North America

Canada

Van Leeuwen Pipe and Tube (Canada) Inc.
2875 - 64th Avenue
Edmonton, Alberta T6P 1R1
Telephone: +1 780 4697410
Fax: +1 780 4665970
E-mail: sales@vanleeuwen.com
Managing Director: V. Klein

United States

Van Leeuwen Pipe and Tube LCC
10235 West Little York Road, Suite 250
Houston, Texas 77040
Telephone: +1 281 5823150
Fax: +1 281 5823151
E-mail: usa@vanleeuwen.com
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 Management Board Shell Nederland B.V.
 Other supervisory board positions : Member Supervisory Board Van Oord N.V.
 Appointed : 15-04-2015

J.C. Breen

Nationality : Dutch
 Year of birth : 1947
 Previous important positions held : Executive Vice President Projects Royal Dutch Shell Group
 Managing Director Asia Pacific Consumer Electronics Division N.V. Philips
 Other supervisory board positions : Chairman Supervisory Board Well Engineering Partners B.V.
 Chairman Supervisory Board Black Bear Carbon B.V.
 Member Supervisory Board Teijin Aramid B.V.
 Chairman Supervisory Board Koninklijke Smilde B.V.
 Appointed : 01-09-2007

R.R. Hendriks

Member Audit Committee

Nationality : Dutch
 Year of birth : 1955
 Current position : Managing Director Kieldrecht Holding B.V. and CFO Fluvia Holding B.V.
 Previous important positions held : 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 Supervisory Board of Voerman International
 Member Supervisory Board Dekker Transport & Tankopslag
 Member Supervisory Board Royal Wagenborg
 Other positions : Chairman Advisory Board Intermodal Telematics 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:
 R.J. Lamé,
 J.C. Breen,
 C.C.Th. Rietberg,
 J.H.R. Kretzers,
 R.R. Hendriks

Dr. C.C.Th. Rietberg

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

Drs. R.J. Lamé RA, RCBM

Chairman Audit Committee

Nationality : Dutch
 Year of birth : 1956
 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 positions : Chairman Supervisory Board Weseem Holding B.V.
 Appointed : 14-06-2017

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
 Other position : Member Supervisory Board Hittech Group B.V.
 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 : 01-09-2016
 Appointed to current position : 01-09-2016
 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:
Hans Weerstra,
Peter Rietberg,
Maureen van Engelen,
Joop Sassen,
Stefan Dijkers

Management

Management Board



Peter Rietberg
Chairman of the
Management Board



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



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



Stefan Dijkers
Member of the
Executive Committee;
Chief Financial Officer



Hans Weerstra
Member of the
Executive Committee

Executive Committee



Steven Ruijters
Commercial Director
Van Leeuwen
Zwijndrecht



Frits Veraa
Commercial Director
Van Leeuwen Stainless



Johan Meijer
Commercial Director
Van Leeuwen Precisie



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



Joris de Vries
Commercial Director
Ferrostaal Piping Supply
Germany



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



Jérôme Tinel
Managing Director
Van Leeuwen Tubes
France



Kris Bowling
Managing Director
Van Leeuwen
United Kingdom



Hadi Nassar
Regional General Manager
Van Leeuwen Pipe and Tube
Gulf



Arno Rûf
General Manager
Van Leeuwen Pipe and Tube
Dubai



Mohammad Zaheer
General Manager
Van Leeuwen Pipe and Tube
Saudi Arabia



Ruud Langeveld
Regional Managing Director
Van Leeuwen Pipe and Tube
Southeast Asia



David Abernethy
Regional Manager
Oil and Gas
Asia



Pieter Buijs
General Manager
Van Leeuwen Pipe and Tube
Malaysia



Thijs van Dulm
General Manager
Van Leeuwen Pipe and Tube
Thailand



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



Jos van de Werff
Executive Director
Global Projects



André Dekker
Procurement Director
Global Projects



Theo Makkenze
Senior Product Manager
Heavy wall



Arthur van der Heijden
Senior Product Manager
Stainless



Harold Brinkman
Senior Product Manager
Precision



Eric Veraart
Corporate Supply Chain
Manager & QSE



Martin Rinsma
Quality, Safety &
Environment Manager



Eline van Haeren
General Counsel



Angelique van Gaans
Corporate Manager
Human Resources



Matthijs Erwich
Corporate Manager IT



Ingrid den Hartog
Manager Corporate
Communications



Koen van Eijnsbergen
Manager Finance
& Administration

Corporate film



Online version Annual Book



www.vanleeuwen-report.com



Van Leeuwen Pipe and Tube Group
Lindsedijk 120, 3336 LE Zwijndrecht, the Netherlands
P.O. Box 50, 3330 AB Zwijndrecht, the Netherlands
Telephone: + 31 78 6252525
E-mail: vlptg@vanleeuwen.nl
Internet: www.vanleeuwen.com

Published: April 2019. Printed in the Netherlands.



more than tubes.



International Network

Distribution Expertise

Worldwide Stocks

Customized Services

Global Sourcing

Project Management