

**VAN LEEUWEN**



Annual Book  
**2020**

# The Van Leeuwen Pipe and Tube Group **More than tubes.**

The **Van Leeuwen Pipe and Tube Group** is an international distribution company specializing in steel pipes, and pipe and tube applications. The family-owned company, with its head office in Zwijndrecht, the Netherlands, was founded in 1924 and is active in virtually all industrial sectors.



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“Our customers can count on **a global team** that operates as one to optimally serve them locally, as well as internationally.”



The year 2020 was an unusual and memorable year for Van Leeuwen. After the acquisition of Benteler Distribution at the end of 2019, an important task was to successfully combine forces to create one large company. In almost a century, we have grown into a large international trading company that globally consists of 78 branches in 33 countries. We serve a large variety of customers with our leading expertise in steel pipes and pipe and tube applications, treatments and services.

We put our customers first in order to be their number one supplier and partner. We rely on a global expert team of specialists who know what our customers in various markets need. A key aspect is that we are one Van Leeuwen for our customers. Whether a customer needs us in the Netherlands, Australia or in several countries, or is looking for a specialist in automotive, hydraulics or in multiple segments:

our customers can count on a global team that operates as one to optimally serve them locally, as well as internationally.

Operating as one Van Leeuwen has been a challenge in 2020, a year in which the pandemic demanded creative solutions both in terms of providing our services, as well as our mutual connectedness and cooperation. With unrelenting dedication and boundless energy our people continued to serve our customers under difficult circumstances, and as a company we are proud of this.

We are therefore happy to let various colleagues take the floor in this Annual Book. They speak about the six market segments in which they immerse themselves every day to be able to deliver market and customer-oriented services.

I hope you enjoy reading our 2020 Annual Book.

**Peter Rietberg**

Chairman of the Management Board

# Key figures 2020

| (amounts in 1,000 Euro)                  | 20               | 19      | 18      | 17      | 16      | 15      |
|--|------------------|---------|---------|---------|---------|---------|
| Net sales                                | <b>1,177,825</b> | 787,669 | 629,527 | 612,959 | 548,904 | 623,346 |
| EBITDA                                   | <b>26,797</b>    | 21,782  | 18,050  | 17,530  | 6,426   | 9,708   |
| EBIT (Operating result)                  | <b>14,987</b>    | 17,003  | 13,548  | 12,384  | 1,551   | 4,528   |
| Net result                               | <b>9,444</b>     | 10,064  | 9,709   | 6,269   | 650     | 3,968   |
| Group equity                             | <b>252,874</b>   | 252,078 | 170,976 | 163,383 | 161,622 | 162,258 |
| Group equity as % of total assets        | <b>36.8%</b>     | 30.8%   | 43.9%   | 48.6%   | 48.9%   | 46.0%   |
| Net result as % of average Group equity  | <b>3.7%</b>      | 4.8%    | 5.8%    | 3.9%    | 0.4%    | 2.5%    |
| Cash flow (net result plus depreciation) | <b>21,254</b>    | 14,843  | 14,211  | 11,415  | 5,525   | 9,148   |
| Number of employees at end of year       | <b>2,419</b>     | 2,619   | 1,126   | 1,086   | 1,115   | 1,221   |
| <b>Breakdown of sales in %</b>           |                  |         |         |         |         |         |
| The Netherlands                          | <b>12.0%</b>     | 19.6%   | 23.0%   | 21.6%   | 23.3%   | 20.4%   |
| Rest of Europe                           | <b>63.6%</b>     | 37.4%   | 43.1%   | 34.8%   | 36.2%   | 36.2%   |
| Outside Europe                           | <b>24.4%</b>     | 43.0%   | 34.0%   | 43.6%   | 40.5%   | 43.4%   |

## Company profile

# Van Leeuwen. More than tubes.

In structures such as bridges, construction cranes and stadiums. In furniture, buildings, oil platforms, dairy plants, lampposts. In means of transportation, such as cars, trucks and ships... The entire world revolves around pipes and tubes. In almost a century, Van Leeuwen has grown into a large international trading company with leading expertise in steel pipes.

This family business, with its head office in Zwijndrecht, the Netherlands, was founded in 1924 and has more than eighty largely stock-keeping branches throughout the world. In almost a century we have grown into more than just a distribution company of pipes and tubes. We also offer specialized knowledge and advice, custom material treatments, logistics services and much more. This is why we are: 'More than tubes'.

### Various customers and markets

*By cooperating intensively with our customers, we know what they need. This enables us to provide them with the best solutions with the greatest added value.*

We offer our extensive portfolio of steel pipes, pipe and tube products and specialized services to customers in numerous markets. Ranging from mechanical engineering to pipelines, from civil engineering and construction to the automotive industry, and from the process and energy segment to the hydraulic sector. Our local specialists have extensive knowledge of products and customer applications. This, together with our broad international network of suppliers, makes us a strong partner.

### A global network

*From our global network, we apply our specialisms locally and internationally to provide our customers with optimal service.*

Our global network of approximately eighty, largely stock-keeping sites, forms an important basis for our services. Our network is spread across a total of 33 countries in Europe, the Middle East, Asia, Australia, and North America. We cooperate internationally to optimally serve customers locally and to ensure they can do their work better and faster.

### Optimal distribution

We deploy our global procurement, treatment and distribution capabilities as efficiently and effectively as possible. This way our international network optimally supports our customers. Our customers can count on an exceptionally large stock and broad product portfolio of pipes and tubes. We combine this with smart custom technical, logistics and digital solutions. We continuously work on expanding, innovating and optimizing our broad package of products and services. This way we ensure that our international network and global stocks optimally support our customers.





### **All conceivable pipe and tube products and services**

*Our customers are provided with their pipes and pipe and tube products exactly as they want them: the right products at the right time, with the right dimensions and the right treatments.*

We supply all conceivable steel pipes, hollow sections, fittings, flanges and bar steel of any desired quality and standard, in carbon steel, as well as stainless and alloyed steel. We also supply specialized materials such as duplex and super duplex. We supply materials in accordance with all commonly used standards, such as ASTM, API, ANSI, EN and ISO.

Our custom material treatments among others include: single or multi-step treatments, such as sawing, cutting, deburring, punching, bending, roughing or deforming; protecting the interior or exterior of pipes and tubes with various coatings, zinc, cement or chrome. We also offer logistics services: we have access to stocks at tens of strategic locations throughout the world, we provide inspections and material testing, custom packaging, markings, documentation, customer-dedicated storage and express deliveries. In addition we specialize in project management: our teams, specifically composed for each project, manage the global distribution chain for projects. They do this in various ways, for example by making use of our global procurement network, shipping, document and certificate control, looking after material testing and inspections, and managing on-site dedicated project stocks.

### **Focus on quality, safety and sustainability**

*We devote constant attention to all requirements relating to quality, safety and sustainability.*

Naturally, quality, safety and healthy ways of working, and sustainability are a priority for our company. The ISO 9001 standard and the associated certificate form the basis of our quality policy. Branches focused on the automotive sector are IATF certified. Our Approved Manufacturers List (AML) only contains suppliers that are approved by Van Leeuwen following

a strict selection process. We pursue an active ISO 45001 based safety policy. With regard to sustainability and an energy-conscious approach to work, we adhere to the international OECD guidelines.

### **Specialists and entrepreneurs**

*As innovative entrepreneurs and specialists, our people each and every day devote their efforts to as effectively as possible align our products, services and distribution with the customer's wishes.*

Our employees are the most important key to our success. They are specialists and entrepreneurs with a great deal of knowledge of procurement, treatments, project management, logistics and stock planning. Van Leeuwen aims to be a good and attractive employer and stimulates its people to be the best they can be. We provide them with opportunities to further develop their skills and expertise, and to apply their talents at a local and global scale. Our employees immerse themselves in the customer's wishes and work closely with customers in various markets. The combination of global logistics and knowledge of products and applications makes us a leading company in all of the markets in which we operate.

### **Inspired and motivated by pipes and tubes**

*Each day we are inspired and motivated to find the best pipes and tubes and the best solutions for our customers.*

As a family business we are proud of our almost one hundred years of existence. Our long history is one of the strongest building blocks of our company. We have developed our pipes and tubes specialism and our extensive network over many years. On the basis of this global network, our more than 2,400 committed and driven employees devote their efforts to the customer, inspired by the pipe and tube profession and everything related to this: the pipe and tube products, services, treatments, and the pipes and tubes that find their way into such a wide range of applications. This inspiration gives Van Leeuwen its strength and ensures we are top of mind for many customers.

# Markets

Van Leeuwen supplies its products and services to a highly diverse range of markets and customers. Our local specialists have extensive knowledge of products and customer applications, and this, together with our elaborate international network of suppliers, make us a strong partner. We cooperate internationally to help customers advance locally and to ensure they can do their work better and faster. By cooperating intensively with our customers, we know what they need and provide them with the best solutions with the greatest added value.



## Mechanical Engineering

Our products are incorporated into various machines, such as **cranes, agricultural and excavating machinery, transportation equipment, and lifting and hoisting equipment**. Our customers in the mechanical engineering sector rely on our elaborate, high quality product portfolio, which includes seamless heavy wall pipes, machine engineering steel, welded pipes, hollow sections, bar steel, fittings and flanges. We also provide custom treatment services, such as cutting, coating and laser cutting. We perform testing, organize inspections, and offer a wide range of logistics services, such as packaging and customer-dedicated stocks. This enables customers to very quickly integrate the pipe and tube products into their processes.



## Civil Engineering & Construction

The civil engineering and steel construction market is highly diverse and includes customers involved in various sectors, such as the construction of **ships, bridges, road sign gantries, station roofs and shopping centers, sports stadiums, greenhouses, balconies and furniture**. Here too our product portfolio is highly suitable and diverse and includes welded and seamless round pipes, hot and cold-formed hollow sections, and welded pipes with associated fittings and flanges for technical applications (water, gas, steam). We supplement this with custom services such as straight and diagonal cutting, shot-blasting and red-leading, galvanizing and swaging. Our digital services, such as our webshops, further contribute to optimizing the services we provide to our customers. Our PreFiS press fitting system is a perfect solution for sprinkler systems. With our extensive stocks, held at strategic locations throughout the world, our products are virtually always available with short delivery times.



## Automotive

Customers in the automotive segment produce or supply to producers of **cars, trucks, buses and motorcycles**. This segment is characterized by its high quality criteria and optimal management of the distribution chain. We supply products such as hollow sections, and welded and seamless pipes that generally are custom made using various specific treatments. To perfectly model the pipes, we regularly perform various treatments consecutively, one directly after the other. This is known as multi-step processing. For example, we can cut the pipes and then bevel the ends, or we can deform the pipes and then drill holes. We also offer additional services in this segment, such as technical advice, quality control, and co-engineering.

‘By cooperating intensively with our customers, we know what they need and provide them with the best solutions with the greatest added value.’

### Hydraulics

Pipes, bar steel and components are generally used for the production of **hydraulic cylinders**. These cylinders are incorporated into various, often complex machines, implements and systems. We also supply producers of hydraulic cylinders with various products, such as hydraulic pipes, cylinder pipes and bar steel in various versions and qualities, such as welded and seamless, cold-drawn and hot-rolled, hard chrome-plated and stainless. The treatments we can provide include honing, drilling and chroming.



### Process & Power

Customers in the Process segment focus on processing natural raw materials, such as oil, gas and wood into semi-finished and end-products. Our products are applied in industries, such as the **petrochemical, chemical, food, pharmaceutical and paper industries, and in water treatment and waste processing plants**. The Power segment focuses on **power generation** such as thermal and renewable energy. Our product range is varied and includes seamless and welded pipes and tubes, fittings, flanges and elbows. Van Leeuwen provides its customers with full-service solutions that include project management, global procurement, project-dedicated storage facilities, shipping and 24/7 deliveries.



### Pipelines

**Pipelines** are installed for the **transport of liquids and gases across long distances**. This segment is characterized by the high volumes of pipes and bends, high quality criteria and intensive inspections. The treatments we frequently apply to pipeline-related products include interior and exterior polypropylene or epoxy coatings, for example. The ability to efficiently organize logistics solutions, such as temporary storage facilities and large-scale transport, is also of importance in this segment. Van Leeuwen has the in-house expertise needed to meet all of the requirements of customers in this segment.





The Van Leeuwen Pipe and Tube Group achieved a positive result in 2020, despite the extraordinary circumstances. After a good start of the year, results were greatly affected by the COVID-19 pandemic starting in the second quarter. Due to adequate measures and a limited market recovery as of the third quarter, a positive result was ultimately realized. In 2020, major steps were taken in integrating Van Leeuwen and Benteler Distribution. As a result of this acquisition, the company's size has doubled.

In 2020, total sales volume however was significantly affected by less market activity. The Van Leeuwen Pipe and Tube Group closed the year with total sales of € 1,178 million (2019: € 787 million), an operating result of € 15 million (2019: € 17.0 million) and a net result of € 9.4 million (2019: € 10.1 million). The net debt position of € 85 million changed to a net cash position of € 22 million at the end of 2020.

## Market conditions and worldwide trends

The year 2020 started off well, with favorable economic conditions and a favorable outlook. The order book was well filled at the beginning of the year and the first quarter was characterized by a high level of activity in the Energy segment. The deliveries made to the ExxonMobil PII project in the United States and the SPPL project in Canada in particular contributed to this. While our distribution companies in the Benelux, Germany, France and Central Europe had lower volumes than last year, the companies in Scandinavia (Heléns Rör), Switzerland (Kindlimann), Hungary, Poland and the United Kingdom had higher sales volumes. Volumes in the automotive industry were somewhat stagnant, but there was growth in many other sectors. There even was a slight upward price pressure due to various factors, such as a reduction in production capacity and longer delivery times. The order book remained at a high level.

In February, the initial consequences of the coronavirus outbreak became visible. Due to the lockdown in China, activities in our branch in Shanghai came to a standstill. There was a slowdown in the supply of material from China, making it difficult to supply our project customers at various locations throughout the world. We used our global sourcing network to find alternatives. At the beginning of March it became clear that we were facing a pandemic that would seriously disrupt society and the economy. In most countries in which we operate there were lockdowns that seriously impaired work and activities in our companies.

We first and foremost focused our efforts on the health and safety of our employees and their families throughout the world. All necessary measures were implemented at our sites and where possible our people started working from home. However, a large part of the activities in our company and in our warehouses cannot be performed remotely. Appropriate measures were implemented for this purpose so that the work could continue safely with a minimum chance of infection. Travel and customer visits were suspended. By implementing the measures quickly and firmly, the number of infections within our company fortunately stayed very low.

Our attention naturally also was focused on the continuity of our service provision to customers. Storage, treatments and distribution are core activities in our supply chain. We as much as possible maintained our deliveries to customers and, in consultation with customers, we developed various solutions for this purpose. On the basis of our global network, our many

contacts with suppliers and the effort and inventiveness of our employees, we were virtually always able to guarantee the flow of products to our customers.

In the second quarter we were confronted with the full scope of the pandemic's impact and the lockdown measures. In some market segments order intake drastically fell to as low as 40%. As of mid-March, many of our customers were forced to halt production or to temporarily close their company, due to the consequences of the lockdown measures as well as the stagnating demand in their sales markets. This caused a decrease in volume at Van Leeuwen in virtually all of our markets, varying from 20% to 40% in comparison to 2019.

Virtually all of our market segments in the Industry segment experienced a strong decrease in demand. The markets in the direct manufacturing industry, such as Mechanical Engineering, Hydraulics and Automotive, were hit hardest. There was a relatively much smaller decrease in the Civil Engineering sector. A direct consequence of the coronavirus was a significant decline in the Energy market due to the strong decrease in global travel and transport. Investments were abruptly put on hold, as a result of which the number of new requests and projects quickly decreased. We were able to continue to supply a number of ongoing projects. A number of projects were however postponed or cancelled altogether. This caused the results of our project teams in Zwijndrecht (the Netherlands), Paris, France, and Houston to come under significant pressure.

Particularly in the months of April, May and June, the impact of the pandemic on sales and results was enormous. Signs of an initial recovery of activities and demand were evident after the summer. Customers restarted production in various market segments and volumes returned to former levels. In some markets, part of the losses of the second quarter were recovered, but this was by no means sufficient to be able to fully offset lost sales. The overall recovery of demand in the second half of the year however, was sufficient to be able to achieve positive results.

Towards the end of the year, the market had recovered from the major decrease in the second quarter, but was still far from being at pre-corona crisis levels. While there was a recovery in the Industry segment, this was not at all the case in the Energy segment. In the last quarter, demand within the Automotive segment sharply increased and our companies in Scandinavia, Switzerland and Central Europe once again achieved good results. In addition, our companies in Australia, Thailand and Turkey performed above expectations.



For most materials, price levels remained remarkably stable throughout the year. At year-end 2020, the first price increases became visible. As a result of the increases in prices for scrap metal and iron ore and the limited availability of pre-materials, the prices for welded pipes in particular rose and delivery lead times began to increase.

### Measures

In 2020, everyone was confronted with unprecedented circumstances due to the pandemic. Naturally that also held for our own people. They were regularly required to quickly and effectively react with minimum preparation time. Our management throughout the world was often confronted by entirely new challenges. We are impressed by the resolve of our managers and the adequacy and effectiveness of the measures taken. Our employees delivered admirable performance under entirely different working conditions, with changes and uncertainties. The lockdowns and measures often also affected the home situation and there, too, created concern and uncertainty. In spite of these circumstances, everyone displayed tremendous dedication and put in tremendous effort.

The lockdowns and the decrease in demand prompted a large number of measures to be taken to ensure the company's continuity. One key measure concerned stock management. As soon as it became clear that the decrease in demand was significant, we implemented certain measures and adjusted our global procurement schedules with the objective of decreasing total stock levels in line with lower volume projections. At the same time we took steps to ensure that the breadth of our portfolio stayed up to par. This enabled us to maintain our market service levels and to continue to meet the agreements made with many contract customers in terms of the availability of materials. With the expert efforts of our stock and procurement managers, supported by our advanced stock planning systems, we succeeded in significantly reducing

our worldwide stocks over the course of the year. At year-end 2020, the stock level was below 175,000 tons, in line with the objective as set.

To be able to further deal with the decrease in sales as a result of the lockdown, we implemented various measures designed to reduce costs. In addition to many minor savings, in part due to reduced costs as a result of the lockdown (such as travel costs), lower personnel expenses formed the largest part of the cost reductions. A number of reorganizations were implemented that resulted in a reduction in the number of staff in various countries and in different branches.

The production site for automotive customers in Pusté Úľany, Slovakia, was reorganized and the stock-keeping site in Vienna, Austria, was converted into a sales office and logistics was integrated into the stock-keeping location in Germany. We moved the warehouse in Ostrava to Vyškov in the Czech Republic, our central location for Central Europe, and the activities of Combulex in Vianen in the Netherlands have been moved to the central warehouse in Zwijndrecht, the Netherlands. Through various measures, the workforce was reduced by 200 to 2,419 employees at year-end 2020.

Aside from a reduction in the number of employees, personnel expenses were also significantly reduced by means of voluntary temporary salary reductions, reduced working hours in many countries and similar arrangements. In a few countries we made use of government support measures. We very much appreciated the solidarity among employees in various branches and their willingness to contribute to the continuity of the company through means of salary sacrifices.

Another part of the cost reduction came from the discount we received on our real estate rentals. At various locations, lessors were prepared to give us a one-off discount on our rent. Especially the real estate rent reductions in the Netherlands resulted in a substantial cost reduction.

## Integration of Benteler Distribution

At the end of 2019, we completed the acquisition of Benteler Distribution, an international distribution company that, just like Van Leeuwen, offers a wide range of carbon steel and stainless steel pipes and tubes and services. This strategic acquisition gave Van Leeuwen access to additional key markets and strengthened our position as a leading distributor of pipe and tube materials. The acquisition doubled the company's total sales volume and assets. The scale of the combined companies facilitates the further development of innovative solutions for our customers. In addition, the acquisition also facilitates the further optimization of stocks in the proximity of customers and further investments can now be made in automated customer interfaces and effective distribution. The acquisition further expanded the global presence of our company, especially in Germany, Switzerland, Scandinavia and Central Europe.

In 2020, we took important steps in integrating the Benteler Distribution and Van Leeuwen organizations. Under the slogan *making more together* we welcomed our new colleagues into the Van Leeuwen family. Their expertise, market knowledge and commitment are invaluable. The integration process was started up with professionals and teams from both companies. Knowledge and ideas were exchanged about doing business, products, solutions for customers, added value services, logistics solutions, project management and international distribution.

The integration plans were expeditiously and efficiently implemented during 2020. We were however soon confronted with travel restrictions due to the COVID-19 pandemic. Nonetheless, with the help of available digital communication and other resources, and the necessary creativity, we made major steps and by year-end 2020 all objectives set for Integration Phase 1 were achieved.

An important first step in the integration process was aligning financial reporting and controlling. Major progress was immediately made in this area. As of the beginning of 2020, all reports are produced by a single system and new authorization procedures were implemented. This proved to be of major benefit during the year.

Consolidating the procurement organizations was another important integration step. The combined knowledge of global sourcing further enhances Van Leeuwen's status as a high-ranking expert in materials, products, qualities and mills. This knowledge, combined with the doubled purchasing volume, produces a decisive, broadly oriented procurement organization that is able to optimally leverage our buying power and able to even more intensively and better work together with our suppliers in relation to customer and market-specific product development, and logistics and stock-keeping concepts.





All former Benteler Distribution companies were renamed and rebranded during the year. Aside from the statutory company names, also documentation, logos and façade lettering were adjusted. Presently, all companies now operate under the Van Leeuwen name and flag. Exceptions to this are the companies in Scandinavia, which will continue to operate under the name Heléns, and the company Kindlimann in Switzerland. Both are strong names and brands that will continue to be active under these names in their own markets, but that will operate under the Van Leeuwen flag and will fully benefit from the power of Van Leeuwen's global network, knowledge and reputation.

The Van Leeuwen and Benteler Distribution organizations have been integrated in a number of countries and regions, such as the United Kingdom, Central Europe and Southeast Asia. Teams, warehouses and stocks have been integrated, the organization is in place and customer contact persons have been identified. In a large number of countries there was little overlap of activities and the integration therefore limited in scope.

In 2020, a lot of effort was also devoted to IT disentanglement, with the objective of migrating Benteler Distribution's entire existing IT infrastructure, including its ERP and other systems and applications to, and embedding them into, Van Leeuwen's systems and infrastructure. A key milestone was achieved halfway through the year when Benteler's ERP systems were successfully migrated to the new Van Leeuwen ERP datacenter. In addition, the former Benteler Distribution locations were connected to our own Wide Area Network and all email addresses were migrated to Van Leeuwen.

The integration process was completed expeditiously and according to schedule despite limitations due to the COVID-19 pandemic. It was a major accomplishment on the part of our teams. We are now able to operate as a global and interconnected organization. Employees and teams know each other and together feel part of the Van Leeuwen community. Even more than before we are now able to establish a connection with our customers. A next step is to further align activities and processes and to further exchange knowledge and skills. This makes it possible for us to offer a broader range of products and services and thus provide increased added value.

## Financial Results

The Van Leeuwen Pipe and Tube Group's consolidated net sales were € 1,178 million (2019: € 787 million). When considering the full year sales in 2019 of the acquired Benteler Distribution International entities, net sales would have decreased 18% from € 1,444 million to € 1,178 million in 2020 and total tonnage sold decreased with 17%. Out of the total sales, the Industry segment contributed 69% and the Energy segment 31%.

The operating result was € 15 million, in line with the previous year but due to the loss in sales turnover significantly lower than anticipated. The total operating expenses were € 216.4 million, which includes € 12.5 million of releases of the negative goodwill resulting from the Benteler Distribution acquisition, to offset the one-off costs incurred for the integration of the acquired Benteler Distribution entities.

The tax charge of € 3.4 million, resulting in an effective tax rate of 28.7%, increased compared to 2019 due to the change in country mix (addition of the new Van Leeuwen companies), adjustments in prior years and write-off of recognized carry forward losses of € 5.0 million.

The result from participating interests amounts to € 1.0 million and relates to our 50% participation in Polarputki, a leading pipe and tube distributor located in Finland.

The net result for 2020 was € 9.4 million, in line with the net result in 2019.

In 2020, much attention was given to working capital management with targets for all companies. Operating working capital decreased from € 382 million to € 262 million, mainly the result of the decrease of inventories and trade accounts receivable, which was partly offset by a decrease of trade accounts payable. Total inventories decreased from € 336 million to € 237 million at the end of 2020.

The net debt position of the Group improved considerably from a net debt position of € 85 million to a net cash position of € 22 million. The Group's equity increased by € 1 million to € 253 million and



the solvency rate improved to almost 37% (2019: 31%).

The Van Leeuwen Pipe and Tube Group's cash position and bank facilities are adequate to meet the financing requirements.

Following the integration of the acquired Benteler Distribution entities, one-off costs were incurred in 2020. These costs were offset by the release of negative goodwill. This negative goodwill results from the fact that the purchase price paid by Van Leeuwen for the acquisition was lower than the net asset value of the acquired entities.

At the end of 2020, the total negative goodwill was € 67 million. In the net result of 2020, a release of the negative goodwill with a net effect of € 15.1 million was recorded. Of this amount, € 12.5 million related to one-off integration costs incurred and € 2.6 million related to the amortization of negative goodwill.

### Strategic developments

As a result of the acquisition of Benteler Distribution in 2019, the company's size has doubled. Our product range has been broadened, our customer offer has been expanded and our global footprint has increased significantly. In 2020, we therefore reviewed our strategy and brought it in line with the new situation. Our strategic plans for the coming years have been redefined and refined. As of 2021, under the heading of

"Van Leeuwen 4.0", we will further elaborate and roll out this strategy in the organization.

Our strategy is focused on the creation of further added value for our customers. We do this in part by broadening our offer of products, and in part especially by further developing and expanding our offer of services and treatments of pipes and pipe and tube products. Key steps in this respect are investments in advanced treatment machines, together with the robotization and digitalization of the production process. A spearhead here is the digitalization of communications with customers, ranging from 'no touch' order processing to the integration of stock management. Our strong European distribution organization and our global footprint are great strengths in this regard.

We will also continue to invest in the mechanization and automation of our warehouses and logistics storage systems. Our new warehouse in Tobel-Tägerschen in Switzerland became operational in December 2020. € 36 million was invested in this state-of-the-art facility with three fully automated honeycomb storage systems. Ten roboticized treatment machines are used here to produce for customers in the automotive industry and the mechanical engineering sector, among others. Under the header Warehouse 4.0 further investments are planned for the near future for various locations including Zwijndrecht in the Netherlands, Halmstad in Sweden, and Vyškov in the Czech Republic.





Our people are always the determining factor in the development and success of the company. Changes in the market, new systems and other business processes demand other skills and knowledge of our employees. This is why we continue to invest in the further development of our people and in developing their talents. We do this through training and education, recruiting, and by retaining and motivating our employees.

In July 2020, a Van Leeuwen-wide team, consisting of commercial experts and marketing specialists, spent time on reviewing our market segmentation. This has resulted in a redefinition of Van Leeuwen's six market segments of focus, including four Industry segments (Mechanical Engineering, Civil Engineering & Construction, Automotive, Hydraulics) and two Energy segments (Process & Power, Pipelines).

## Developments within the organization

### *Personnel developments*

To achieve our strategic goals and to continue to be a leading specialist in steel pipes and tubes, we rely on a large team of skilled and motivated professionals. Over the coming years, we will continue to use our People Strategy to work on having sufficiently trained employees, the integration and strategy of our company, standardizing our work processes and creating pride and job satisfaction for our people. We aim to be an attractive employer, now and in the future.

Our presence in 33 countries, with 78 branches and 58 different nationalities, illustrates our international scope. The Van Leeuwen Pipe and Tube Group's total workforce currently consists of 2,419 employees. Women comprise 30% of the total workforce, men comprise 70%.

HR digitalization forms an important part of the People Strategy. We started working on this in 2020. In Germany, Sweden, Switzerland, the Czech Republic, Slovakia and Hungary we implemented a state-of-the-art HR digitalization system.

To even better bring our culture to life, the leadership competencies we need in the future will once again be mapped out. We will use the results of this process as the basis for new leadership programs. Furthermore, we will develop a clear, global method of working to attract new talent, retain existing talent and further develop their skills.

Van Leeuwen is an equal opportunity employer. Efforts are made by the Management Board and Executive Board to achieve a balanced level of gender and cultural diversity within the various operating companies.

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

### *IT developments*

In 2020, preparations were made for the implementation of our new SAP S/4 HANA ERP system for the Dutch branches in Deventer and Beesd. Its implementation at the beginning of 2021 is a further step in the innovation of our European IT backbone. An entirely new SAP warehouse module was implemented for the new branch in Tobel-Tägerschen, Switzerland. This SAP EWM module supports all logistics processes in this new warehouse. In 2020, important steps were taken in establishing automated communications (EDI) with customers, suppliers and carriers; new Van Leeuwen partners were also added. The use of digital connections with customers and suppliers means less paperwork, a reduced chance of errors and fast data processing time. Furthermore, we are devoting constant attention to cybersecurity by protecting our IT systems and by regularly informing our employees about cyber-secure behavior.

### *Operations*

To be able to further expand the services we provide to customers, Van Leeuwen is continuously developing its global network of stock-keeping 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 team of experts in the areas of operations research, logistics and digitization. This team is constantly busy identifying new possibilities and how these can be integrated into our operations.

In 2020, with a near-daily transport shuttle between our warehouses in Duisburg (Germany) and Zwijndrecht (the Netherlands), we made the stocks at both logistics hubs even more accessible to our customers. With our investments in plant and machinery, we are constantly expanding our value added service. In Europe alone we have over 360 machines, including over 230 saws, that enable us to provide virtually any custom treatments. At Van Leeuwen we make use of a platform that enables us to communicate with all parties in the supply chain through means of EDI. This enables us to receive customer orders, send out confirmations, supply delivery information in real time, as well as make certificates and invoices available.

#### *Quality, safety and sustainability*

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. Our Approved Manufacturers List (AML) only contains certified suppliers that are approved by Van Leeuwen following a strict selection process.

Quality awareness has a long history at Van Leeuwen. We have been working in accordance with ISO standards for tens of years. The ISO 9001 standard and the associated certificate form the basis of our quality policy. With regard to sustainability and an energy-conscious approach to work, we adhere to the international OECD guidelines and we operate in line with ISO 14001:2015. Branches focused on the automotive sector are IATF 16949 certified.





We pursue an active safety policy in accordance with ISO 45001:2018. Health and safety of all our employees have our continuous attention. The safety system in the Group is supported by a set of Group procedures. In 2020, safety campaigns were executed to reinforce the safety focus and further improve safety awareness.

Van Leeuwen recognizes its responsibility to carry out business activities and growth plans in a sustainable way, with respect for the environment. This policy is set out in the Van Leeuwen Code of Conduct and also in the internal HSE policy documents.

#### *Compliance*

We devote a great deal of attention to complying with the increasingly wide-ranging local 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 to each employee on joining the company. Last year, no code of conduct incidents were received by the Code of Conduct Compliance Committee.

#### **Outlook**

The year 2020 was to a large degree shaped by the consequences of the COVID-19 pandemic, which had a major impact on people, society and the economy. Apart from a major decrease in sales and margin, the pandemic also had a major impact on the welfare of our employees. Nevertheless, we managed to end the year with a positive result and to safeguard the continuity of the company. In addition, 2020 was the first year after the transformational acquisition in 2019, as a result of which the company doubled in size. In 2020, we took major steps in integrating both companies and we built the foundation for the future.

Where necessary, we proved to be capable of quickly and effectively adjusting ourselves to new circumstances in 2020. We implemented measures where necessary, including a number of cost reductions. Based on current cost levels, this offers the possibility of a profitable growth in sales, once the pandemic is under control and market activities once again increase. In 2021, we will continue to invest in our network, our systems, our storage technology, logistics solutions and treatment machines.

COVID-19 will continue to be a disrupting factor in society in 2021. It is not clear when the world will return to normal and furthermore it is not clear what that normal will be. Nonetheless, and despite the fact that the markets in all of our segments are still disrupted, our outlook for 2021 is positive. Given our scale, our global presence, our strong European distribution network and our broad product portfolio, we are able to continue to operate in a large number of market segments. The first quarter of 2021 displays a sharply increasing trend in price levels and activities are increasing, particularly in a number of sectors in the Industry segment in Europe. We do not expect immediate market recovery in the Energy segment. The level of investment in downstream projects in particular is low. However, we are positive about a number of pipeline projects in 2021.

Van Leeuwen is a family business that is proud of its almost one-hundred-year history. From that perspective we are looking forward to the future with a great deal of confidence. Our history is one of the strongest building blocks of our company. Knowledge and specialisms were accrued over many years and a network was developed and expanded. Over 2,400 committed and motivated people work for our company and our customers in all of the countries and regions in which we are

active throughout the world. We are inspired by our profession, pipes and tubes and everything surrounding this: pipe and tube components, pipe and tube applications and pipe treatments; pipes and tubes that are incorporated into many customer applications. Inspired by our unremitting motivation to find the best pipes and tubes and the best solutions for our customers. This inspiration gives the company its strength and ensures that Van Leeuwen is top of mind for many customers.

Our employees are the most important key to our success. We continue to provide them with opportunities to further develop their skills and expertise, and to apply their talents at a local and global scale. From a strong base, together with our management and our employees, we continue to build our company and our future, and continue to be challenged to constantly offer our customers something new and to continue to captivate our people.

Zwijndrecht, the Netherlands, 31 March 2021

#### **Management Board**

P.L. Rietberg (Chairman)

J.M. Sassen



## Results 2020

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

## Consolidated profit and loss account

(amounts x 1,000 euro)

|   | 2020              | 2019     |
|---|-------------------|----------|
| <b>Net sales</b>                                  | <b>1,177,825</b>  | 787,669  |
| Cost of sales                                     | -946,425          | -652,312 |
| Personnel expenses                                | -125,325          | -68,794  |
| Social security charges                           | -18,429           | -9,304   |
| Depreciation and amortization                     | -11,810           | -4,779   |
| General and administrative expenses               | -60,849           | -35,477  |
| <b>Total expenses</b>                             | <b>-1,162,838</b> | -770,666 |
| <b>Operating result</b>                           | <b>14,987</b>     | 17,003   |
| Interest income                                   | 132               | 273      |
| Interest charges                                  | -3,293            | -3,623   |
| <b>Net financial income and expenses</b>          | <b>-3,161</b>     | -3,350   |
| <b>Result from ordinary activities before tax</b> | <b>11,826</b>     | 13,653   |
| Tax on result from ordinary activities            | -3,399            | -3,664   |
| Result from participating interests               | 1,017             | 75       |
| <b>Net result after taxes</b>                     | <b>9,444</b>      | 10,064   |

- Sales increased strongly due to the consolidation of the acquired BD companies. Volumes as sold were impacted by a lower level of activities.
- The operating result was positively impacted by cost measures and restructuring.

## Consolidated balance sheet

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

| Assets                         | 31-12-2020     | 31-12-2019     |
|--------------------------------|----------------|----------------|
| <b>Fixed assets</b>            |                |                |
| Intangible fixed assets        | 6,817          | 3,451          |
| Tangible fixed assets          |                |                |
| Land and buildings             | 100,572        | 77,782         |
| Plant and machinery            | 35,090         | 34,089         |
| Assets under construction      | -              | 21,849         |
| Other fixed assets             | 18,042         | 8,619          |
| <b>Total fixed assets</b>      | <b>153,704</b> | <b>142,339</b> |
| Financial fixed assets         | 11,537         | 11,270         |
| <b>Total fixed assets</b>      | <b>172,058</b> | <b>157,060</b> |
| <b>Current assets</b>          |                |                |
| Inventories                    | 236,584        | 335,527        |
| Receivables                    |                |                |
| Trade accounts receivable      | 156,583        | 227,006        |
| Tax receivable                 | 13,707         | 10,335         |
| Other receivables              | 7,324          | 17,785         |
| Prepayments and accrued income | 9,575          | 8,127          |
| <b>Total receivables</b>       | <b>187,189</b> | <b>263,253</b> |
| <b>Cash</b>                    | <b>91,983</b>  | <b>61,481</b>  |
| <b>Total current assets</b>    | <b>515,756</b> | <b>660,261</b> |
| <b>Total Assets</b>            | <b>687,814</b> | <b>817,321</b> |



| Liabilities                               | 31-12-2020     | 31-12-2019 |
|---|----------------|------------|
| <b>Group equity</b>                       | <b>252,874</b> | 252,078    |
| <b>Provisions</b>                         |                |            |
| Pensions                                  | 71,174         | 67,603     |
| Deferred taxes                            | 10,963         | 11,628     |
| Other provisions                          | 18,396         | 14,872     |
| <b>Total provisions</b>                   | <b>100,533</b> | 94,103     |
| Negative goodwill                         | 66,803         | 81,079     |
| Other long term liabilities               | 14,194         | 11,883     |
| <b>Long term liability</b>                | <b>80,997</b>  | 92,962     |
| <b>Current liabilities</b>                |                |            |
| Debts to credit institutions              | 59,444         | 135,778    |
| Trade accounts payable and trade credits  | 130,824        | 180,733    |
| Taxes and social security                 | 27,712         | 18,149     |
| Accrued liabilities                       | 22,517         | 26,262     |
| Other liabilities                         | 12,913         | 17,255     |
| <b>Total current liabilities</b>          | <b>253,410</b> | 378,177    |
| <b>Total Group Equity and Liabilities</b> | <b>687,814</b> | 817,321    |

- Operational working capital is € 382 million, which is € 120 million lower than in 2019 due to a decrease of inventories and trade accounts receivable and a decrease in debts to suppliers.
- Solvency has improved significantly from 30.8% in 2019 to 36.8% in 2020.

## Milestones 2020

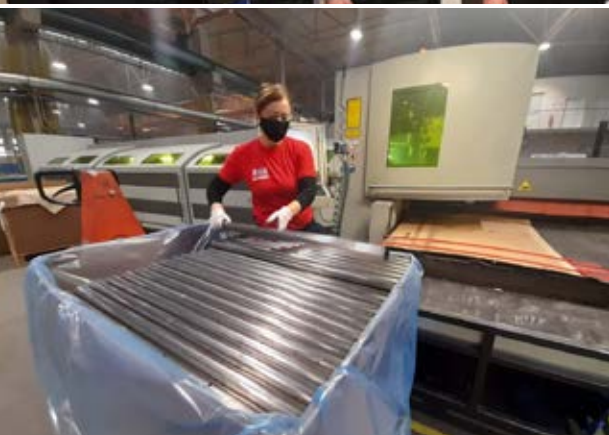
### 2020

The recertification by **LRQA** (Lloyd's Register Quality Assurance) is successful in 2020. The ISO 9001 standard and the associated certificate form the basis of our quality policy.



### Early March

Because of the **pandemic**, measures are being taken at Van Leeuwen's locations across the globe to guarantee the **safety and health** of our staff.



### 7 January

**Van Leeuwen Slovakia** books multi-year contracts with the **Matador/Sodecia Group** for new automotive projects. During the year, the products are delivered under this agreement.



### 4 February

**Van Leeuwen Germany** welcomes Stichting Leonum, the Supervisory Board and Management Board of Van Leeuwen in Duisburg.



### 9 March

For **Arjes in Leimbach, Germany**, a producer of shredding machines, the sales team in **Frankfurt** books a large order for heavy wall tubes and bar steel, for the shafts in the machines.

**13 March**

Van Leeuwen Australia secures a Master Service Agreement for the **Otway Offshore Project, Victoria.**



**May**

A new **Behringer saw** is being installed and put into use at **Van Leeuwen Belgium** in Vilvoorde.



**June**

Our company in Sweden, **Heléns Rör** continues to drive towards more sustainable means, with 90% of its trucks and side loaders non-fossil reliant. A new **electric side loader** is put into use in the warehouse.



**29 April**

The first delivery of stainless steel pipes is made for the **PPT-LNG Nong Fab project in Thailand.**



**June**

For decades, Van Leeuwen's **illuminated signage** has been on the roof of a flat near a traffic junction in **Rotterdam**, the Netherlands. In June this is replaced by the current Van Leeuwen logo in LED lighting.

## June

For the **Sarnia Product Pipeline project (SPPL)** in Canada, Van Leeuwen supplies pipes with coating from Germany via the Great Lakes of Canada to the port of Hamilton in Ontario. The pipes are for a kerosene line from Hamilton to the Toronto airport.



## July

**Kindlimann** supplies tubes for a work of art at the **Rolex Learning Center**, Lausanne **Switzerland**.



## 7 September

The **Combulex** commercial team moves to a new location in **Vianen**, the Netherlands. The stocks and logistics were moved to Van Leeuwen **Zwijndrecht** in the summer.



## 8 July

A group of Van Leeuwen marketing specialists and market experts elaborate and define the **new market segmentation** during a workshop.



## September

In 2020, **Wauters, Belgium**, supplies more than 1,000 tons of cut shafts for a large German machine builder at the request of **Van Leeuwen Germany**. A nice example of intercompany sales.

## 16 September

Van Leeuwen's **Australian branch** in New South Wales secures a large order for the roof construction of the **Sydney Football Stadium**.



## November

A new **welding robot** is put into use at **Van Leeuwen Zwijndrecht**.



## November

As part of the Van Leeuwen group, **Heléns Rör** in **Halmstad, Sweden** expands its stocks with fittings and flanges for the **Process & Power segment**.



## 12 November

For the second time, Van Leeuwen celebrates the **Day of the Steel Tube**, which was created in 2019 to mark our 95<sup>th</sup> anniversary. Not a party this year, but an article in Dutch newspaper Het Parool and a post on social media.



## 15 December

The office spaces of Van Leeuwen in **Duisburg, Germany** have been extensively renovated in a few months. Van Leeuwen Distribution International moves from Düsseldorf to this location.

## December

Van Leeuwen Malaysia secures a large order for the **Kasawari Gas Field Development Project**.



## December

The **renaming and rebranding** project is completed at the end of 2020. All former Benteler Distribution companies now operate under the Van Leeuwen name. Also on the eye-catching blue and white mosaic façade of the **central warehouse of Van Leeuwen Germany**, the Benteler logo is replaced by the Van Leeuwen logo.



## December

For Esso's **Southampton to London pipeline Project**, Van Leeuwen sets up a project storage area and supplies a large amount of seamless pipes with external coating.



## December

After 18 months, the construction of Kindlimann's **new office and warehouse facility in Tobel-Tägerschen, Switzerland** is completed. The warehouse has two highly automated honeycomb systems. Also a high-bay pallet warehouse combined with a storage and retrieval system has been installed.

# 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 250 customers. This year, the seventh model will be distributed among our most loyal customers.



# Integration and rebranding

The Van Leeuwen logo has been placed on the **Van Leeuwen office in Duisburg**. The colleagues from Düsseldorf have moved to this building.

**Van Leeuwen Distribution Singapore**, previously part of the acquired company Benteler Distribution, moves to the Van Leeuwen Singapore premises.



Both the existing and new location in **Turkey** continue at one address under the Van Leeuwen name and flag.



The first **Van Leeuwen Duisburg** truck with its tarpaulin in Van Leeuwen house style arrives.



In 2020, a great deal of effort has been made in the field of **IT disentanglement**, embedding the entire IT infrastructure of Benteler Distribution into the Van Leeuwen systems and infrastructure.



Van Leeuwen Limited and Benteler Distribution Limited are integrated into **Van Leeuwen United Kingdom**.



The stocks of **Van Leeuwen Distribution Singapore** are moved to our warehouse in **Kulai, Malaysia**.



The warehouse of our **Van Leeuwen Italy** branch in Bologna.



In 2020, dozens of branches of Benteler Distribution, acquired in 2019, have been integrated into the Van Leeuwen Pipe and Tube Group. A major achievement for our teams worldwide. Some locations have been merged to serve customers better and more efficiently from one location. Integration into the Group also included the rebranding to the Van Leeuwen brand: all new branches replaced the Benteler logo with that of Van Leeuwen.

The warehouse in **Ostrava** moves to **Vyškov**, our central location for Central Europe in the **Czech Republic**.



A well-known brand, **Normydro**, is back on the French market under the Van Leeuwen flag.



At Kindlimann's new office and warehouse facility in Tobel-Tägerschen, Switzerland, the new logos are placed on and near the facility.

**Van Leeuwen Hungary** is one of our automotive specialists in Central Europe.



The employees of **Van Leeuwen Indonesia** move to the office of Van Leeuwen Distribution Indonesia (formerly Benteler Distribution) in **Jakarta**.

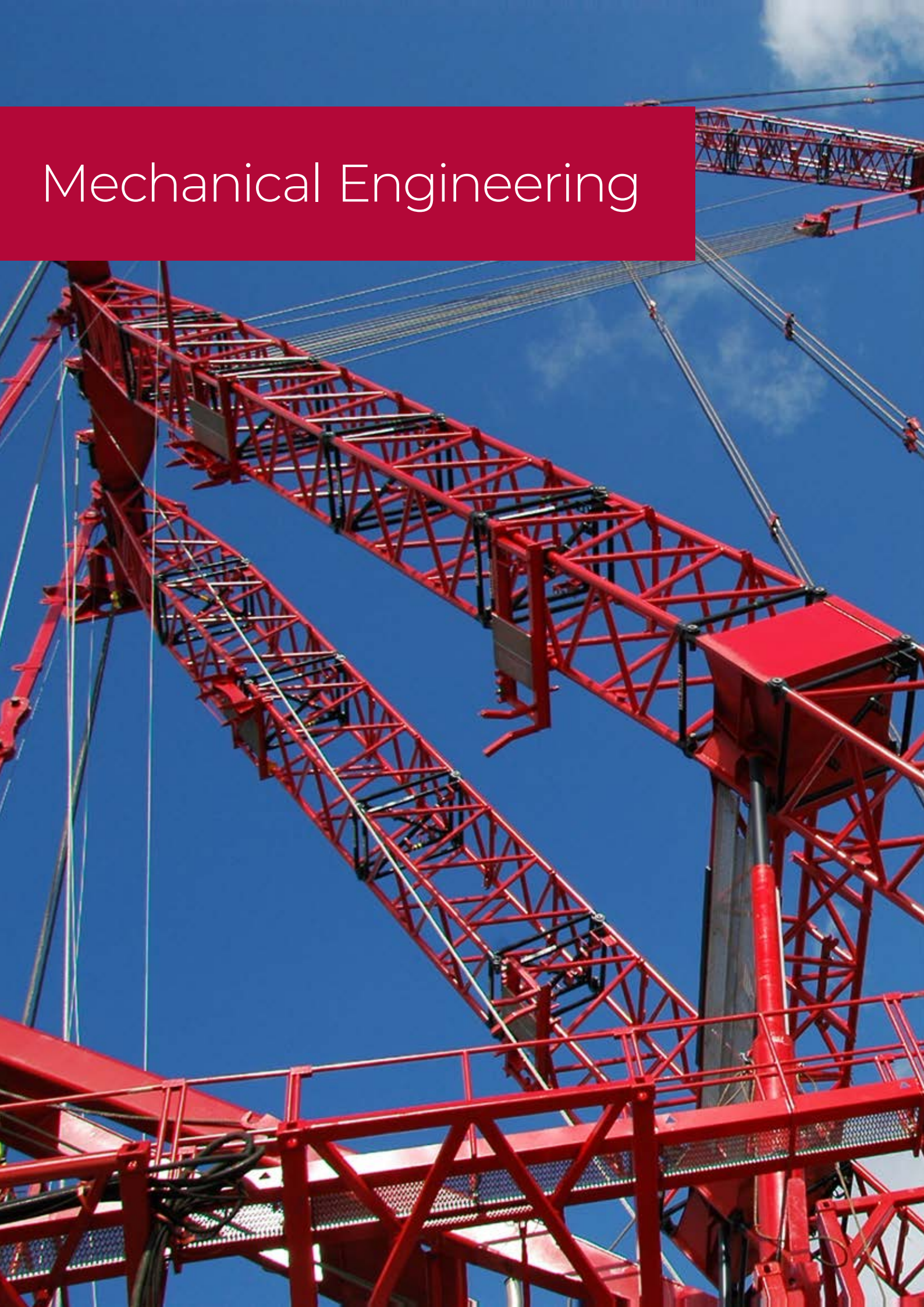



**Van Leeuwen Slovakia** is the most important production location for the Automotive segment in Central Europe.



Our location in **Slovenia** formally continues under the Van Leeuwen name as of 16 July 2020.

# Mechanical Engineering





'By increasingly more often also supplying semi-finished products we help improve the quality of the end-product and help make the customer's production process more efficient.'

# Mechanical Engineering



**Within the Mechanical Engineering segment, digitalization and robotization play an increasingly larger role. As an international and leading pipe and tube distribution company, we can only make a difference in this segment by providing optimal service, quality, efficiency and stable pricing. All of this we offer abundantly!**

The production processes of our customers in the Mechanical Engineering segment have been drastically digitalized, as well as increasingly more often roboticized, in recent years. This has an impact on various areas, including on the materials we supply. Materials consistently must be of the highest quality with low tolerance values, for example. In addition, the customers in this segment are insisting on increasingly more strict material certification and inspection criteria.

Van Leeuwen differentiates itself in this market with its specialized product knowledge, custom services, distribution expertise, a global network and stocks. Eric Pauker, Sales Manager Industry at Van Leeuwen Germany: 'Our professional knowledge and our capacity to respond as effectively as possible to the needs of our customers with rapid solutions, determine our success in this respect. Furthermore, our Key Account Managers support our customers throughout the world with our elaborate network.'

## Increasingly more semi-finished products

Van Leeuwen is able to provide any conceivable pipe treatment for its customers. Robert van der Deijl, Team Leader Equipment Manufacturing at Van Leeuwen Zwijndrecht: 'By increasingly more often also supplying semi-finished products – unique products with fixed specifications – we help improve the quality of the end-product and help make the customer's production process more efficient.' Customers no longer need to carry out any treatments themselves and can accelerate their production.

We make smart use of our network for the manufacture of semi-finished products. Thom Bate, Commercial Manager at Van Leeuwen United Kingdom: 'For example, one of our customers in the Hydraulics segment uses the materials we supply to produce a semi-finished product in accordance with our instructions, for another customer in the Mechanical Engineering segment.' We make things as easy as possible for our customers in other ways as well. For example, we put together packages with different products that we deliver just-in-time. Thanks to the detailed labelling information, the specific products are delivered exactly at that part of the production location where they are needed.

## Focus on certification and inspection

Anne-Marie Lauwers, Senior Key Account Manager at Wauters: 'Customers are making increasingly higher demands, for example relating to the mechanical properties of materials and insist on having the proper accompanying certificates. In addition to 3.1 certification we offer them 3.2 certification as an extra service.' Customers are also insisting on packaging materials of higher quality. For example, if the components for a motor must stay scratch-free, we determine how to perform the treatment and how to subsequently transport the materials, in close consultation with the customer. Packaged in jute and after that in a crate. This is one of the possible solutions.

In this segment, Van Leeuwen's scale also is a major advantage in enabling optimal service delivery. The different Van Leeuwen branches make use of their joint purchasing power and of one another's expertise and stocks. For example, if a delivery from a manufacturer in the United Kingdom is delayed, Van Leeuwen United Kingdom can immediately supplement its stocks from the stocks of Van Leeuwen Zwijndrecht or Van Leeuwen Precision.



**Eric Pauker**  
Sales Manager Industry,  
Van Leeuwen Germany



**Robert van der Deijl**  
Team Leader Equipment Manufacturing,  
Van Leeuwen Zwijndrecht



**Thom Bate**  
Commercial Manager,  
Van Leeuwen United Kingdom



**Anne-Marie Lauwers**  
Senior Key Account Manager,  
Wauters, Belgium



### Comprehensive package for geotechnical drilling equipment

In 2020, Van Leeuwen United Kingdom supplied special drilling packages to various customers that supply exploratory geotechnical drilling products. Geotechnical drilling is performed to take soil samples for laboratory analysis, monitor groundwater levels and measure ground deformations. Van Leeuwen United Kingdom supplies manufacturers a comprehensive package with the parts needed to manufacture a drilling system, including the casing, an earth drill and connecting components.

Prior to executing the order, a specially composed Van Leeuwen team entered into extensive discussions with various suppliers of geotechnical drilling materials. This enabled us to meet the latest technical requirements for all components, as well as the highest efficiency and quality requirements.



### Pipes for Mammoet's lifting crane of the future

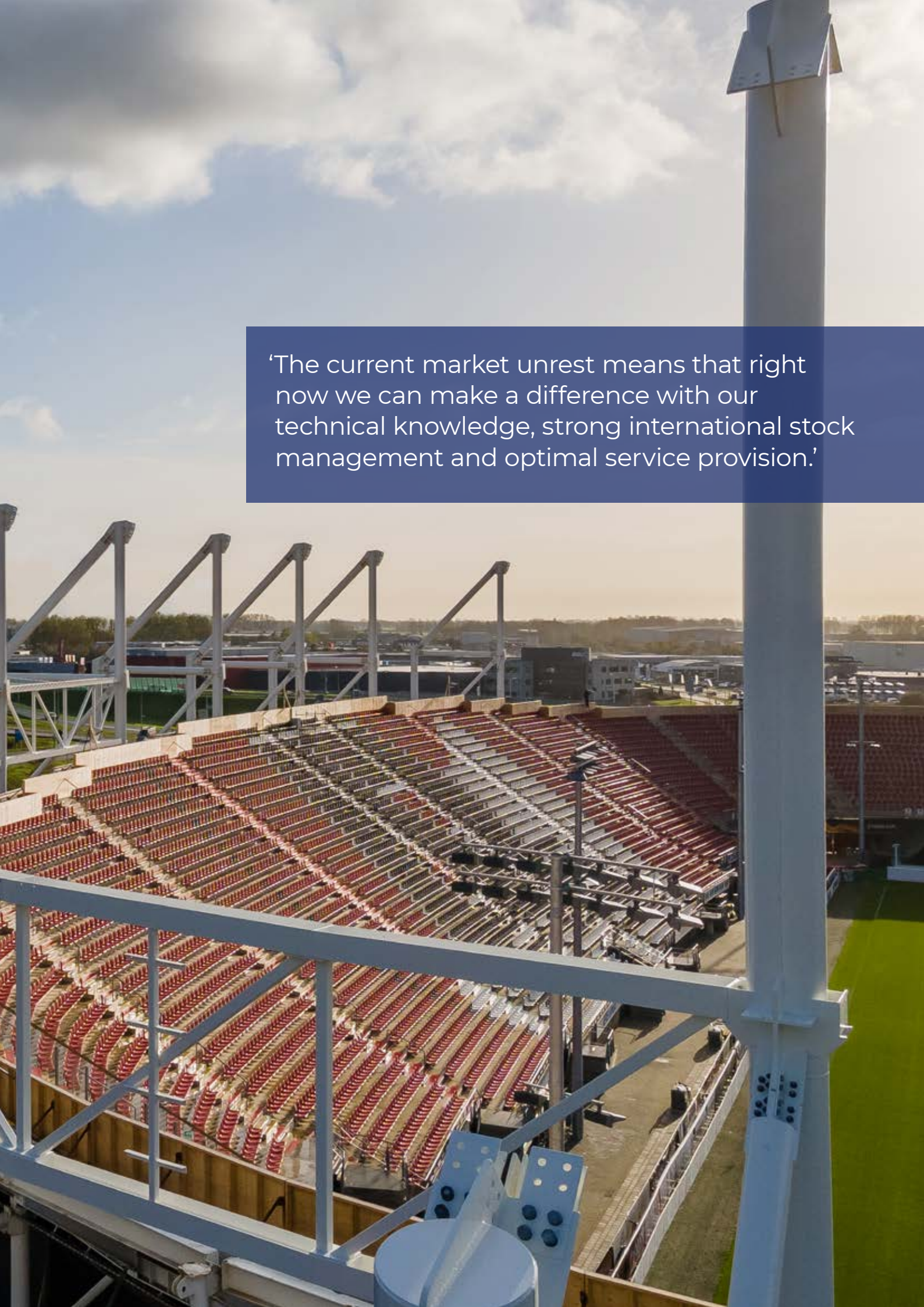
In 2020, Mammoet, market leader in the rental of heavy transport, brought the Mammoet Focus 30 to market. This 'lifting crane of the future' was designed in-house, specifically for heavy lifting in confined spaces. The crane requires an area of just 22 by 22 meters for assembly and operation. For example, the crane can be used for new development projects, in densely built-up areas and at refineries. From the very beginning, Van Leeuwen Zwijndrecht contributed ideas for the specifications of the pipe materials for this crane and for logistics solutions.

### Jacques Stoof, Global Director Market Development and Innovation at Mammoet

and the originator of the Mammoet Focus 30, explains that the Mammoet Focus 30 is unique in the world. 'A lack of space for renovating obsolete refineries, for example in the port of Rotterdam, is a common occurrence. Our crane is a game changer here, because refineries can now reach anywhere despite a lack of space.' Stoof continues: 'We involved Van Leeuwen in the engineering process two years ago to solicit their ideas about the use of materials. Our criteria were strict; for example the material had to be strong and easy to weld. Welding robots are used for the production of the Mammoet Focus 30. This means that components must be of consistent high quality, with low tolerance values. We knew that Van Leeuwen has the required in-house knowledge and expertise, excellent contacts with the right mills and can supply from stock. They were of tremendous assistance to us.' Van Leeuwen supplies all of the required pipe materials for the crane to Mammoet itself, as well as to various Mammoet subcontractors. In 2020, a total of 310 metric tons of materials were supplied.

# Civil Engineering & Construction





'The current market unrest means that right now we can make a difference with our technical knowledge, strong international stock management and optimal service provision.'

# Civil Engineering & Construction



**Scarcity in steel production is the biggest challenge facing the Civil Engineering & Construction segment at the beginning of 2021. As a result, prices are increasing worldwide. At the same time this provides our company with opportunities for retaining and acquiring customers. This is because one of Van Leeuwen's strengths is providing added value at competitive market prices.**

'The current market unrest means that right now we can make a difference with our technical knowledge, strong international stock management and optimal service provision,' says Chris Taekema, Commercial Officer at Van Leeuwen Zwijndrecht in the Netherlands. Van Leeuwen Zwijndrecht serves a large number of diverse customers in the Civil Engineering & Construction segment. In 2020, the branch supplied its highest tonnage for the construction of distribution centers.

### Business is picking up

Last year, as a result of the corona pandemic, Van Leeuwen Zwijndrecht was affected by the cancellation and deferral of projects. Furthermore, some customers deferred the placement of new orders. Nonetheless, a large number of projects proceeded as planned, including the construction of the new roof of a football stadium in Alkmaar in the Province of Noord-Holland. Van Leeuwen Zwijndrecht supplied steel pipes to the steel construction company Oostingh ASK Romein for this purpose.

'However, demand once again started increasing at the end of 2020,' says James Muyldermans, also a Commercial Officer at Van Leeuwen Zwijndrecht. The team in Zwijndrecht expects business to continue to pick up in 2021. Van Leeuwen Zwijndrecht is also observing a growing demand for more sustainably produced pipes and pipe and tube applications in this segment. In addition, increasingly more customers are making use of our EDI (Electronic Data Interchange) service, which makes it possible for us to more quickly and effectively communicate with them and other partners in the supply chain.

### Solutions for any specific customer demand

Just as his colleagues in Zwijndrecht, Marco Giovanoli, Head of Sales Steel/Metal Construction at Van Leeuwen's Swiss company Kindlimann, has every confidence in the future. As the number one steel pipe and tube specialist in Switzerland, the company has maintained a strong market position here for many years. 'The key at all times is to spot and respond to market opportunities and trends on a timely basis, even in challenging times. We are proficient in this area,' says Marco. Our customers are looking for a partner that can optimally support and guide them in all questions relating to pipes and pipe and tube applications; they are looking for solutions. With its very broad stock portfolio and optimal service delivery, Kindlimann can provide these solutions and the company meets all of the specific demands of customers in this segment, including, for example, laser treatments, special transport of pipes of unusual lengths, and heavy wall pipes filled with concrete.

### Largest laser cutting center in Denmark

Civil Engineering is the largest segment served by Van Leeuwen's company Heléns in Denmark. It represents a total of 40 percent of its sales volume. While Heléns Denmark is a relatively small player on the Danish market, it has conquered a solid position by having the largest laser cutting center in the country. In addition to laser cutting, the company also specializes in two other pipe and tube treatments: circular saw and band saw cutting. The company serves its permanent customers with customer dedicated stocks, including longer pipe lengths, as well as ready-made parts from stock. 'With this offer of products and services and our high level of just-in-time delivery, we expect to be able to continue to develop our business in our own country and beyond,' says Managing Director Stig Rex. 'Moreover, as a modest part of Van Leeuwen, our company can fully exploit the available synergy benefits and our customers ultimately profit from this.'



**Chris Taekema**  
Commercial Officer,  
Van Leeuwen Zwijndrecht

**James Muyldermans**  
Commercial Officer,  
Van Leeuwen Zwijndrecht

**Marco Giovanoli**  
Head of Sales Steel/Metal  
Construction, Kindlimann,  
Switzerland

**Stig Rex**  
Managing Director,  
Heléns Denmark





### Extra tubes for Baby Dan's safety products

In 2020, Heléns Denmark supplied 3,000 tons of tubes to Baby Dan, 900 tons more than in 2019. Baby Dan is a global supplier of baby gates and other safety products for children. Over the last few years, the company has been supplying all of the tubes for Baby Dan's safety products. These consist of welded precision tubes in six different dimensions.

The reason for this growth? First, Baby Dan acquired a major customer in the United Kingdom. This customer decided to switch from Chinese safety gates, which exhibited defects, to Baby Dan's products. Second, Baby Dan increasingly sells products throughout the world through internet; digital sales broke all records in 2020. Demand also increased through this channel.

Heléns Denmark's excellent relationship with pipe manufacturer Marcegaglia subsequently also played an important role. This is because Marcegaglia, in consultation with the Italian government, succeeded in keeping the factories where the tubes are produced, partially open during the lockdown. The decisive factor in this respect was the fact that the materials were required for safety products for children.



Photo: ©Frutiger AG, Tiefbau

### Expansion of Bern metro station

The Swiss public transport company RBS is building a new metro station with four new tracks below the existing tracks in Bern, Switzerland's capital. Under contract to Frutiger AG, Kindlimann supplied almost 200 metric tons of longitudinally welded 12-meter-long steel pipes. Rapid service provision was a requirement. Kindlimann supplied the products to the customer in Uetendorf in six phases over a period of six weeks. The pipes were subsequently cut to size at Frutiger, after which they were screwed together using welded cap plates to create 17 meter pipe lengths.

# Automotive





'We do all we can to supply custom work and, for example, can have parts made with an extremely low tolerance diameter.'

# Automotive



**Sustainability is by far the most important trend in the Automotive segment. Van Leeuwen from the drawing board stage onwards contributes ideas to come up with the best solutions in this segment. Customization is a high priority in this respect.**

The international CO<sub>2</sub> emission reduction targets set out in the Paris Climate Agreement have a major impact on the Automotive segment. Gas and diesel engines in passenger cars, buses, trucks and motorcycles are making way for batteries, hydrogen fuel cells and hybrid engines. Furthermore, manufacturers in the Automotive segment are increasingly opting for light-weight high-strength steel for the production of their vehicles. Because lighter vehicles not only perform better, they are also less polluting.

### Increasingly more software

A striking consequence of making the Automotive segment sustainable is that various new car and car parts manufacturers are entering the market. Furthermore, software is playing an increasingly bigger role in cars. The driver of the future not only wants to drive more sustainably, but also wants the car to be increasingly high-tech. That also includes self-driving cars, for example.

The key challenges for the Automotive segment are, and for the time being will continue to be, the rapidly changing market and the high quality and efficiency requirements. The OEMs with which Van Leeuwen does business are counting on us to deliver the required materials and components just-in-time so that they can immediately be inserted into the production process. Dick Lewander, Global Key Account Manager at Van Leeuwen's company Heléns in Sweden: 'This requires very close cooperation with the customer. In many cases we are involved at the drawing board stage and work together at different levels for the purpose of being able to supply the best parts and semi-finished products, and to provide optimal logistics solutions.'

### The very best quality

Through means of partnerships with customers and suppliers, Van Leeuwen is able to meet virtually any demand. If a product is not available in the specific version the customer has in mind, Van Leeuwen will make the necessary arrangements for a supplier to custom make it. Furthermore, Van Leeuwen is able to provide any conceivable pipe and tube treatment. Uwe Groß, General Sales Manager Automotive at Van Leeuwen Germany: 'We do all we can to supply custom work. For example, through close cooperation with the customer and manufacturer and by making use of the latest technologies we are able to have parts manufactured with an extremely low tolerance diameter. This way the customer receives the very best quality.'

Knowledge of the customer and market developments is decisive in the Automotive segment. This is why different Van Leeuwen branches constantly exchange knowledge and expertise and work together to guarantee the best prices for customers. Michal Pastirčák, Regional Sales Manager Automotive at Van Leeuwen Czech Republic: 'In this segment you always have to stay two to three years ahead of developments. Close contact with customers, closely monitoring trends, seeing opportunities and making the right investment decisions just in time is what it's all about.'



**Dick Lewander**  
Global Key Account Manager,  
Heléns, Sweden



**Uwe Groß**  
General Sales Manager Automotive,  
Van Leeuwen Germany



**Michal Pastirčák**  
Regional Sales Manager Automotive,  
Van Leeuwen Czech Republic



### Van Leeuwen Slovakia supplies electric vehicles

There is a revolution underway in the way in which our cars are driven. The fossil fuel-driven or combustion engines of the past hundred years are increasingly being displaced by electric engines. Every new battery generation of fully electric vehicles lasts longer than the previous generation, charging stations are popping up all around us, and manufacturers such as Tesla are rapidly gaining ground. Governments around the world are supporting this trend with grants, stimulated by the goal of lowering CO<sub>2</sub> emissions.

Van Leeuwen forms part of this promising supply chain with its branch in Pusté Úľany in Slovakia. We produce curved pipes here for the cross members used in the platform of the electric cars produced by one of the world's largest car manufacturers. These platforms are modules that can be used for more than one car model. Our branch in Slovakia supplies three locations of this manufacturer in Germany, the Czech Republic and the US, and the customer keeps asking for more. Our supply and the associated multi-step production processes (cutting, bending and laser treatment) form an important part of Van Leeuwen Slovakia's business.

### Major demand for car accessories

People throughout the world generally spent the summer of 2020 in their own country. They headed out by car to do something elsewhere, to go biking or hiking in nature, for example. As a result, starting in May 2020, a Swedish producer of car accessories, a customer of Heléns in Sweden, experienced a tremendous increase in the demand for roof and bicycle carriers. Thanks to its tight partnership with this customer, Heléns was able to quickly and globally supply the pipe and tube parts for these products, including required treatments. This was also done in close cooperation with our suppliers and subcontractors.

### Toyota Yaris semi-finished products

Van Leeuwen Czech Republic has been supplying semi-finished products for the exhaust manifold of the new Toyota Yaris since 2020. The exhaust gases of different cylinders come together in this key engine component and from there proceed to the catalytic converter and exhaust pipe. Normally speaking, Van Leeuwen Czech Republic delivers parts that are easy to cut longitudinally directly to the Toyota supplier. However, our branch in the Czech Republic was convinced it could supply the semi-finished products for the complete exhaust manifold for the newest Toyota Yaris model – one of Toyota's most popular models in Europe – itself at higher quality and lower cost. In close consultation with the customer and Toyota, Van Leeuwen Czech Republic discussed the requirements and managed to convince Toyota.

### Jaroslav Konvalina is Manager Metal Products at Toyota Tsusho Europe SA (TTESA).

He explains that the partnership between TTESA and our company began some 15 years ago. 'During this time we developed a tight relationship to improve on Toyota's quality assurance standards and strict criteria. I am confident that with the acquisition of Benteler Distribution by Van Leeuwen we will be able to strengthen our trade relationship.' Konvalina explains that the corona pandemic naturally had a tremendous impact on the course of 2020. 'We had to overcome various difficult situations. In the spring we struggled with the delivery of materials, while later in the year we were confronted with the accelerated start-up of production. Fortunately we received excellent support from Van Leeuwen Czech Republic, which enabled us to ensure continuous production. A highlight in 2020 was the start-up of production of the new Toyota Yaris in France. For this project, Van Leeuwen Czech Republic was selected to supply the exhaust system and tubes for the seat frame. Together we began to develop many new products for this car model, which caused us to be confronted with some serious challenges. With Van Leeuwen's support and thanks to Toyota's global presence, we were able to stabilize production. I am convinced that with the experience we have acquired we will be able to start up new projects even more smoothly in 2021.'

# Hydraulics





'In close and open consultation with our customers and suppliers, and by sharing knowledge and information, we look for the best technical solutions together.'

# Hydraulics



**Technical innovations, light-weight products and corrosion protection are hot topics in the Hydraulics market. At the same time price pressure and competition in this segment are severe. That makes this market exceptionally challenging. Customers are primarily looking for professional technical support and a reliable sparring partner. We are fully capable of fulfilling that role.**

Van Leeuwen supplies HPL tubes for (high) pressure lines in hydraulically or pneumatically-driven equipment. This includes equipment such as lifting and handling devices and agricultural and construction machines. In this segment we offer various products such as hydraulic lines, rods and cylinder tubes.

### Latest customer wishes

All of our pipes and tubes in this segment comply with various basic requirements, including precise tolerances and straightness, various bending and shape properties and the right surface quality (galvanized coating). In addition, there is a growing demand for light-weight materials, optimal protection against corrosion and tubes for extremely high pressure applications. Due to our strong international network and stock management we are able to supply virtually any hydraulic line with the right product specifications and treatments.

Cedric Jacopucci, Commercial Director Normydro, France: 'When we do not have a hydraulic product in stock at our own sites in France we call on our colleagues at Van Leeuwen Germany. They have tremendous in-house expertise relating to HPL tubes, both seamless and welded.' This is how our branches intensively work together to be of optimal service to our customers.

### Highly driven by innovation

Hydraulics is a highly innovation-driven segment. Many producers and suppliers that Van Leeuwen does business with have their own highly professional Research & Development department. Our partners often possess a great deal of knowledge, which makes for a very pleasant working relationship. Barbara Cenerelli, Sales Manager Industry at Van Leeuwen Italy: 'In close and open consultation with our customers and suppliers, and by sharing knowledge and information, we look for the best technical solutions together. On the basis of an open dialogue we aim for the best result together.' Van Leeuwen Italy, in part together with several customers, has contracted for the development of HPL 500 test tubes that are 30 percent lighter. The tube is still under development and is not yet a standard product on the Italian market.

Innovations often go hand-in-hand with higher production costs, which in turn results in higher product prices. But not all customers can afford to pay these higher prices, because the innovations do not always result in an end-product of higher value for the customer. This, combined with severe market competition, regularly leads to intense price negotiations.

### Competitive prices

Mario Mihaljevic, Sales Manager at Van Leeuwen Austria: 'But we know how to keep our prices competitive and we always come to an agreement with the customer. We succeed in this through our strategic relationships with our most important suppliers and subcontractors, making smart and optimal use of our international networks and stocks, and by offering customers a comprehensive product portfolio (one-stop-shop).' In addition, we are increasing our added value in this segment with ready-to-use components and custom work. Furthermore, at the request of the customer we organize material tests in accordance with the latest standards. This includes certificates for use at low temperatures or lifecycle tests, for example.



**Cedric Jacopucci**  
Commercial Director Normydro,  
France

**Barbara Cenerelli**  
Sales Manager Industry,  
Van Leeuwen Italy

**Mario Mihaljevic**  
Sales Manager,  
Van Leeuwen Austria





### Van Leeuwen supplies various large crane manufacturers

For more than ten years, Van Leeuwen Austria each year has been supplying more than one million meters of the most highly corrosion-resistant hydraulic lines to a mobile crane manufacturer. By supplying this product, together with the associated operational and logistics services, we drastically reduce the internal process costs for this customer. In part due to the use of this product, our customer is one of the market leaders in this segment.

Since January 2013, Van Leeuwen Italy has been supplying SUN MAC, an important subcontractor of an international crane manufacturer, with Zistaplex HPL hydraulic cylinder tubes with high corrosion resistance. In 2020, Van Leeuwen Italy once again supplied a large quantity of Zistaplex HPL tubes to SUN MAC. The demand for these pipes is significantly increasing and Van Leeuwen expects to be able to serve increasingly more customers with this product. Van Leeuwen Italy's 2021 order book for Zistaplex HPL tubes is well-filled.

### Stock management for market leader Claas

Normydro, a company of Van Leeuwen in France, for years has been supplying the French branches of Claas, a leading and globally operating manufacturer of agricultural vehicles. Normydro manages the local stocks of premium HPL tubes for this manufacturer. At any time of their choosing, Claas can call on this product range, which we constantly keep up to date. This way Normydro at all times is capable of supplying the right number of tubes of the right dimensions on time, even during peak production periods.

Claas recognizes Normydro's added value: products of high and constant quality, high flexibility, timely deliveries and a strong customer focus.



# Process & Power





'Most customers in this segment above all are still looking for a reliable and expert partner that consistently manages to supply pipes and tubes of the best quality on schedule. And Van Leeuwen always excels in this respect.'

## Process & Power



**Van Leeuwen is a global player in the field of Process & Power. Also for this segment, it has been an exceptionally challenging year. There are however plenty of opportunities for further expanding our market share in this segment over the coming decade. Customers in this market first and foremost are looking for a reliable partner able to meet their high demands. This is exactly the area in which Van Leeuwen excels.**

Following tumbling oil prices at the beginning of 2020 and a challenging year, the Process & Power segment is experiencing a recovery. 'Oil prices have stabilized and since the end of 2020, we are once again seeing an increase in the demand for our pipes and pipe and tube components,' says Victor Ea, Branch Manager at Van Leeuwen Malaysia. The branch serves a large number of customers in this segment and primarily supplies materials for onshore and offshore oil and gas projects. The demand for oil and gas in the world is not expected to decline for some time, and Malaysia is no exception. 'The growth in our region in particular relates to gas projects and the construction of gas-fired power plants,' says Victor.

### High customer demands

There are challenges here as well. There is severe competition in the Process & Power industry. Increasingly more Chinese and Indian suppliers that offer their products at low prices are entering the market. At the same time, we are seeing that customers are

demanding increasingly higher product quality, and that effective and fast service is especially valued. This is precisely what we are able to respond to with our extremely broad portfolio of pipes and pipe and tube materials, technical support and solutions.

Within this segment, Van Leeuwen Germany primarily focuses on maintenance projects for power plants and refineries. Due to the strict corona measures it is precisely these projects that were deferred in 2020. 'However, starting in 2021, we picked up where we left off, although we were not exactly sitting still before that either,' says Meikel Pitsch, Commercial Director at Van Leeuwen Germany. Our teams are always looking for new opportunities in the German market. For example, in 2020, Van Leeuwen Germany focused on developing a new series of pipe and tube fittings together with our engineering partners. 'We expect to be able to acquire new business with these products in the near future,' says Meikel.

### Sustainability

In spite of everything, Van Leeuwen Stainless had a good year. 'Fortunately, almost all deliveries and acquired projects in this segment were able to proceed, albeit sometimes with some delay,' says Remy van der Graaf, Sales Stainless Projects. Van Leeuwen Stainless, is the 'stainless steel specialist' within the Van Leeuwen Pipe and Tube Group and operates in various segments, including the petrochemical and chemical industries. Van Leeuwen sees investments in sustainability growing in this segment. Installations are being built that make use of geothermal heat to heat homes, greenhouses and companies. Or to process difficult to recycle plastics into oil. This includes large tank storage companies that invest in the expansion of facilities for storing renewable raw materials for the production of biodiesel. Van Leeuwen Stainless contributes to this by supplying pipes and tubes, fittings and flanges for these different sustainability projects.

The branch increasingly more often supplies materials for these sustainability projects. For example, in 2020, Van Leeuwen Stainless supplied the tank storage company Vopak with pipes and pipe and tube products that were used to build tanks for storing renewable raw materials (bio-diesel). In addition, Van Leeuwen Stainless was involved in the construction of more sustainable greenhouses for various horticulturalists.

'Following an eventful year, we are now looking ahead to the future,' says Malcolm Eaglefield, State Manager Western Australia. 'We are positive about the future and for 2022-2023 foresee an increase in contracts from the oil and gas sector.' The State

Manager emphasizes that the deciding factor in contract award by far is not always price. Most customers in this segment above all are still looking for a reliable and expert partner that consistently manages to supply pipes and tubes of the best quality on schedule. And Van Leeuwen always excels in this respect.



**Victor Ea**  
Branch Manager,  
Van Leeuwen Malaysia

**Meikel Pitsch**  
Commercial Director,  
Van Leeuwen Germany

**Remy van der Graaf**  
Sales Stainless Projects

**Malcolm Eaglefield**  
State Manager  
Western Australia

### Preferred Yara Nitrates supplier

Yara Nitrates, a large Norwegian chemical concern called on Van Leeuwen Australia in 2019. The company was dissatisfied with its pipe and tube supplier. The original plant was built on a limited budget, thereby making use of materials from cheaper countries that turned out to have inferior corrosion-resistant properties. In 2019, Yara Nitrates asked Van Leeuwen Australia to supply pipes, fittings and flanges in accordance with their strict project specifications, with additional third party tests and inspections. Through means of its excellent network of suppliers and close cooperation within the Van Leeuwen group, Van Leeuwen Australia managed to supply materials of the right quality. The customer was satisfied and since 2020 we are their preferred supplier.



### Fast delivery for pharmaceutical company

In 2020, Van Leeuwen Stainless at breakneck speed supplied a pharmaceutical company with welded pipelines and pipe and tube components in accordance with EN standards at dimensions ranging from DN15 to DN450. The company built a new branch in the Emmen region in the Netherlands for the production of blood bags and was looking for fast and expert service. To ensure a proper connection to the pipes, we contracted a treatment specialist for this contract to taper the flanges. In addition, we also supplied various DVWG pipes and VSH compression fittings to ensure the materials are able to withstand high pressures. Within two months, Van Leeuwen Stainless managed to supply all of the pipes, fittings and flanges for the piping systems used to transport different types of fluids. These piping systems are ultimately connected to the machines that produce the blood bags, as well as other products. In June, Van Leeuwen Stainless' employees met with the customer for initial construction discussions and two months later all of the materials had been delivered.

### Van Leeuwen Malaysia involved in Kasawari gas field development project

Following a number of intense negotiation rounds to outbid our competitors, Van Leeuwen Malaysia in 2020 succeeded in acquiring a contract from an engineering firm working on developing the Kasawari offshore gas field in the Malaysian part of the South China Sea. Once completed, it will be the heaviest and largest offshore platform in Malaysia. The engineering firm is performing its work under contract to the national oil and gas company PETRONAS. The contract included stainless steel pipes, duplex pipes and carbon steel fittings and flanges. The offshore gas field is expected to be put into operation in 2023.



# Pipelines



'Van Leeuwen always has access to the latest knowledge and information about specifications, and is able to provide customers with advice and take work off their hands.'



# Pipelines



**An increase in maintenance and conversion projects at tank terminals and refineries, changing customer specifications and a growing demand for fast delivery and secured storage sites. That summarizes the most noteworthy developments in the Pipelines segment. No matter the challenge, our globally operating teams always find the best solution for our customers and intensively work together for this purpose.**

In recent years, Van Leeuwen has supplied large volumes of materials for maintenance and renovation projects in the Pipelines segment. 'There is growth in this kind of projects, compared to new development', says Mark Bouwman, Team Leader and Account Manager at Van Leeuwen Zwijndrecht in the Netherlands. In addition, we are seeing that tank terminals are increasingly more often converted to make them suitable for the storage of other liquids; for example conversion from gasoline tanks to oil tanks. Van Leeuwen continuously aligns its stocks with these developments. This enables us to constantly supply our customers with the right materials in the right quantities, within agreed upon schedules, because this is and stays the most important customer requirement. The technical requirements (specifications) put out by the end-customer's engineers are becoming increasingly more strict. Van Leeuwen always has access to the latest knowledge and information about specifications, and is able to provide customers with advice and take work off their hands.



**Mark Bouwman**  
Team Leader and Account Manager,  
Van Leeuwen Zwijndrecht



**Graham Watts**  
General Manager,  
Van Leeuwen Canada



**Lindsey Legg**  
Project Logistics Manager,  
Van Leeuwen Houston

## Innovative customer solutions

We are constantly working together with customers on solutions that respond to the continuously changing needs in the pipeline segment. A special project in which Van Leeuwen was involved last year was the creation of a 24-hour guarded storage facility. Van Leeuwen managed the site for six months before it was handed over to the customer. The storage site was located in the port of a large city, near the construction site, where space was extremely limited. Van Leeuwen was able to receive 20 to 25 trucks with coated pipes and tubes per day here in a 4-hectare secured and fenced-in storage site. Graham Watts, General Manager at Van Leeuwen Canada: 'The key thing is that we managed to implement this job safely and on time for the customer, despite the snow, rain and freezing cold we were confronted with.'

Another development in this segment is the growing demand for fast delivery. We are able to meet this demand with our modern stock management systems, custom services and logistics services.

## Always a solution

'We always find a solution, no matter what the challenge may be. Customers know this and that is our strength,' says Lindsey Legg. As Project Logistics Manager, she manages the large-scale Pipeline Improvement Initiative (PII) project from Houston, under contract to ExxonMobil. 'If the past year has shown us anything, it is that at Van Leeuwen we never give up', she says. For example, in April the governors of some states surrounding the State of Texas temporarily closed their borders due to COVID-19. But following intensive negotiations with responsible authorities in these surrounding states, the team in Houston succeeded in having the (commercial) transport of materials continue without interruption.

Van Leeuwen employees in Zwijndrecht and Houston jointly manage the long-term PII project: project management, expediting, stock management, import, treatment (coating and bending) and the transport of pipes. In the first year alone, we unloaded a considerable tonnage of 30" pipes in the Port of Houston. More than 1,800 trucks were used to transport the pipes.





### Kilometers-long Jet Fuel pipeline in Canada

In 2020, Van Leeuwen Canada supplied many kilometers of coated pipes for a Jet Fuel pipeline for Imperial Oil (part of ExxonMobil). Van Leeuwen Canada engaged a supplier in its network capable of meeting the customer's strict specifications. The pipes were delivered at a Van Leeuwen storage site in Hamilton, Ontario. Van Leeuwen managed the site for six months before transferring the pipes to the customer.

This project, the Waterdown to Finch Pipeline Project, is an excellent example of how Van Leeuwen uses its global network to provide customers with the best possible service. To successfully carry out all of the steps in the process, employees in our Zwijndrecht, Houston and Canada branches closely worked together. Together they looked after the project management, expediting, stock management, import, treatment and the transport of pipes.



### Pipes for new storage and transshipment tanks in the Port of Rotterdam

Van Leeuwen Zwijndrecht is supplying kilometers of welded pipes and seamless pipes in various sizes, as well as hundreds of flanges and fittings, for the Euro Tank Terminal (ETT), an ultra-modern terminal in the Port of Rotterdam. The pipes and pipe and tube products are destined for the construction and expansion of new storage and transshipment tanks for gasoline and middle distillates. The ETT project is a long-term project that we began working on in 2020.

From the very outset, Van Leeuwen Zwijndrecht was involved in the project and, at the customer's request, is closely keeping track of every project phase through detailed reporting. During the kick-off meeting our employees answered all of the questions of the customer, contractor and inspection body.

An important aspect of this project is that all material certificates must be checked in advance; this is also coordinated by Van Leeuwen. Contract Manager VTTI B.V.: 'We have been working together with Van Leeuwen for some time to our full satisfaction. Deliveries are on time and meet ETT's specifications. We have an excellent and flexible partnership.'

# Human Resources

**We can only continue to fulfil our role as a leading specialist in steel pipes and tubes by having sufficient well-trained and experienced professionals in-house. We will continue to use our People Strategy over the coming years to work on having sufficiently trained employees, the integration and strategy of our company, standardizing our work processes and creating pride and job satisfaction for our people. We aim to be an attractive employer, now and in the future.**

Our 2,419 employees represent 58 different nationalities while serving in 78 branches in 33 countries. Women comprise 30% of the total workforce, men comprise 70%.

Van Leeuwen has a strong position in the market and an engaging ambition for the coming years. We can only achieve this when our people thrive. We do this by creating an open working culture with excellent colleagues and leaders. We create an environment in which the role and contribution of our people is clear, we share information and consider the input and opinion of our employees important. In addition, we encourage our people to continue to develop themselves. We take our people seriously, consider it important to sketch out a clear future and seek an effective dialogue with respect, attention and support.

## Integration and COVID-19

Like most companies throughout the world, Van Leeuwen was impacted by the consequences of COVID-19 in 2020. It meant we had to drastically switch gears, be creative, find new ways to keep the business going, and continue to maintain good contact with customers, partners and colleagues. In most cases we succeeded admirably and virtually all contracts and projects were able to move forward.

Following the acquisition of Benteler Distribution we had to adjust our plans for the integration of both companies as time passed. Due to the pandemic it was not possible to physically proceed with many integration projects; due to the safety measures all travel was suspended as of March 2020. However, we found online solutions to bring colleagues of both companies closer together and this way were still able to make solid progress on the integration process.

## New initiatives

2020 above all was a year in which we had to deal with challenging circumstances, says Caroline van Nieuwkerk, Executive Director Human Resources of the Van Leeuwen Pipe and Tube Group. 'I am particularly proud of the flexibility and the talent for improvisation displayed by our employees.

They continued working to the best of their ability and, moreover, undertook a wide range of great initiatives. Such as the development of support software, new partnership projects and the remote exchange of best practices.' With this positive approach, and with the help of our People Strategy, we aim to continue building our organization over the coming years.

HR digitalization forms an important part of the People Strategy. We started working on this in 2020. In Germany, Sweden, Switzerland, the Czech Republic, Slovakia and Hungary we implemented Workday, a state-of-the-art HR digitalization system. This system provides our managers and employees 24/7 access to their personal information, personnel files and ensures that all HR processes run smoothly and fast. Van Leeuwen aims to roll out this system, supplemented with additional functionality, such as Recruitment and e-Learning, to all 78 branches within two years.

## Competencies

To even better bring our culture to life, we are once more going to map out the leadership competencies we need in the future. What are we already doing well, which competencies do we want to retain and what additional competencies do we need to become the company we wish to become? These are the main questions in our study. We will use the results of this study as the basis for new leadership programs. As part of this initiative, Van Leeuwen among other things aims to create a constructive, motivating dialogue between managers and employees, and at the same time create a strong feedback culture.

Furthermore, we will develop a clear, global method of working to attract new talent, retain existing talent and further develop their skills. Together with these and other initiatives, we will be moving towards a global optimally cooperating organization within three years. Naturally with our core values clearly in mind: continuity, customer focus, connectedness and innovative entrepreneurship.

## Care for our people

A culture in which people are seen and valued, and in which they can do their work with motivation, pride and satisfaction, is a key spearhead of our People Strategy. We will therefore continue to invest in our people as our most important capital. Even without the pandemic, we are a company in which, with almost 80 locations throughout the world, it is a challenge to operate as a single connected Van Leeuwen team. This is why we are always looking for ways in which to strengthen the mutual bond between locations, teams and employees, so that they can share their knowledge and experience and inspire each other.



**Kristína Pápaiová**  
Supply Chain Specialist  
Van Leeuwen Slovakia

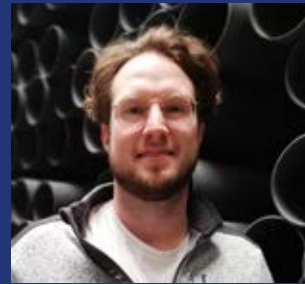
## ‘Every day is different and I learn something new’

‘I came here in Pusté Úľany in 2005 through a friend, right after a branch had been moved here. After extensive professional in-company training I started working in the new branch with 25 new colleagues. Due to my proficiency in several languages I became responsible for contact with foreign suppliers as Purchase Officer.

In 2008, I was also given the task of Sales Manager for customers in the United Kingdom and Poland. Soon thereafter our portfolio expanded significantly, because we also started to focus on the Automotive segment. Each and every one developments where I was given the opportunity to grow and from which I learned a great deal.

In 2016, I was given the opportunity of working eighteen months in London, where I had lived before. Once I returned to Slovakia I was able to rejoin my former employer, this time as Supply Chain Specialist. In my current position I serve as the link between customer demand and production, and I am responsible for production planning. I really like my work. Every day is different, brings new challenges and I learn something new.

What is my ambition, you ask? I want to even further improve in my current position. In this respect I view Benteler Distribution’s acquisition by Van Leeuwen as a positive development. This enables us to offer our customers even more services and I expect that we will continue to grow. As we did before, together we are focused on the future and we work together on achieving our business goals. It’s all team work!’



**Joel Bommer**  
Project Manager Sales  
Kindlimann, Switzerland

## ‘I am given every opportunity to further develop myself’

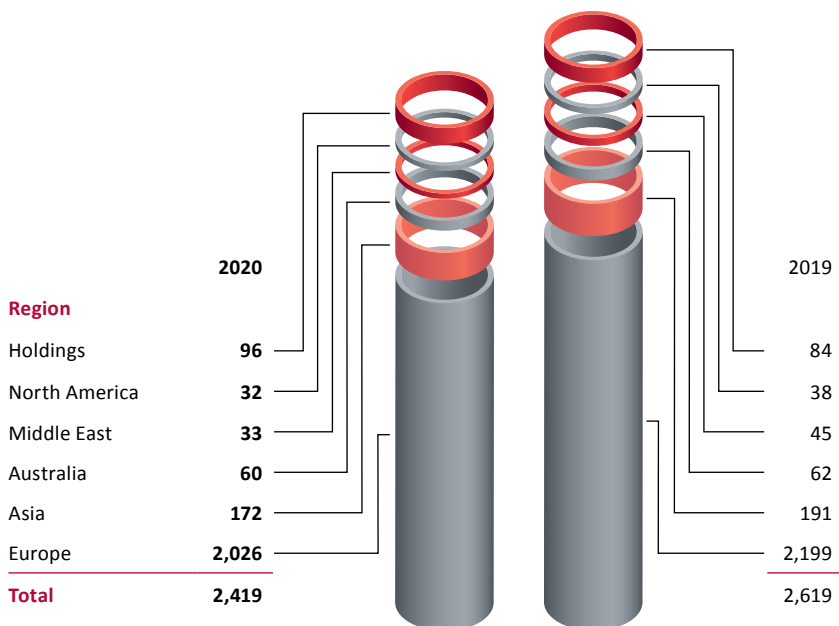
‘I joined Kindlimann, Van Leeuwen’s branch in Switzerland, ten years ago and during this period was always given many opportunities to continue to develop myself. I started as a Technical Sales Officer and initially mostly did administrative work; order processing in SAP, for example. A few years later I became Project Manager Energy with the responsibility for supplying industrial heating and cooling products. I was given a large group of customers to look after and was often on the road to visit customers and construction sites.

In 2012, I started a two-year sales and marketing education program to be able to better perform my new job. Kindlimann was very positive and supportive about this. When, two years later, I had completed my education program and wanted to complete a two-year follow-up program, my employer encouraged me to do that as well.

Today, in addition to my work as Project Manager Sales, I am also Deputy Department Manager. I am involved in some great projects. For example, for the pharmaceutical company Roche that in Basel is building several skyscrapers and buildings for its laboratories, among other things. We supply various materials for this purpose, including a new connection system on the Swiss energy market that eliminates the need for welding. This saves a tremendous amount of time installing heating and cooling systems.

I am experiencing the takeover by Van Leeuwen as very positive. Contact with head office is enjoyable and we now benefit from the extensive stocks kept by the overall Van Leeuwen Pipe and Tube Group.’

## Number of employees at Van Leeuwen



### Jasper Verhaart

Project Manager Supply Chain  
Van Leeuwen Pipe and Tube Group

**‘When you display entrepreneurship, you are given every opportunity to shape your own career’**

‘I have been working at Van Leeuwen’s head office for almost two and a half years now and really like it here. As Project Manager Supply Chain I manage change projects. Often these are IT projects. I then serve as the link between the real IT professionals and the business. For example, recently I guided the integration of Combulex into Van Leeuwen Zwijndrecht’s software system. Today, materials for Combulex customers are all supplied from the Zwijndrecht location in the Netherlands.

As Project Manager Supply Chain I work for various branches. However, I am also involved in indirect procurement; for example in the centralized procurement of the energy supply contract for all branches in the Netherlands. This combination of tasks makes it an interesting and varied job.

In the future I would very much like to do a project abroad. Over time going abroad for a few months for Van Leeuwen seems attractive and instructive to me. When corona has passed, Van Leeuwen once again will offer plenty of opportunities for this. In my experience, when you display entrepreneurship at Van Leeuwen, you are given every opportunity to shape your own career. You have to create your own opportunities. When you come up with good ideas, people help in the thought process and you are given lots of room to develop yourself. That suits me perfectly.’

# Distribution

**At Van Leeuwen we work on providing our customers with the best possible service every day. To do this we continuously invest in improving our operational, logistics and IT processes, and in the fit-up of our warehouses. This way we increase our delivery reliability and it also enables us to meet the high demands placed on us by our customers.**

To create an efficient supply chain we as seamlessly as possible align our networks with the stocks held by our branches.

This way we constantly succeed in delivering the right materials in the right quantities to the customer on time. In 2020, with a near-daily connection between our warehouses in Duisburg (Germany) and Zwijndrecht (the Netherlands), we made the stocks at both logistics hubs even more accessible to all of our customers within Europe, for example.

## Optimizing our activities

To further strengthen our position, we continuously focus on improving the productivity and effectiveness of our processes. Standardizing and simplifying our processes are leading principles in this respect. To attain even better results, we sometimes opt to relocate or integrate certain activities.

This also increases efficiency and reduces costs, as well as our footprint. For example, in 2020, we relocated the activities of the stock-keeping location in Studénka in the Czech Republic to the other Van Leeuwen Czech Republic warehouses in Vyškov and Píbram. With this change we are taking an initial step in creating a more efficient network in the Czech Republic.

In addition, we relocated the Combulex operational activities from Vianen to Zwijndrecht in the Netherlands. To be prepared for the future, we will also further expand our location in Halmstad, Sweden.

## New stock-keeping locations

We also renovate our stock-keeping locations or build new ones if this enables us to increase our returns and to do even more for our customers. Without question, the largest investment in the network made by Van Leeuwen in 2020 was the construction of a new office and warehouse on a 44,000 m<sup>2</sup> site for our company Kindlimann in Switzerland. The new warehouse has two highly automated honeycomb systems for pipes and tubes, hollow sections and bar steel. We installed a highly automated high-bay pallet warehouse for fittings,



flanges, and pipe and tube components. We combined this high-bay pallet warehouse with an automated storage and retrieval system for individual item order picking in order to be able to work as effectively and efficiently as possible. In addition, a separate room for the robotized production of components for the international automotive industry was built. Over the coming years we will continue to invest in our international logistics network in order to even further improve our safety, reliability, service and efficiency.

## Machines and installations

With our investments in machines and installations we are constantly expanding our value added services. To be able to continue to effectively respond to changing market demand, we have complete insight into which treatments we can perform at what location. Where necessary we will replace machines, relocate them to another location or purchase new types of machines. This way we ensure that the performance of our treatment facilities always is state of the art. In Europe alone we have over 360 machines, including over 230 saws, that enable us to provide virtually any custom treatments. Our investment policy is driven by market demand, business continuity, efficiency and state-of-the-art technological developments.



### ISO standards

Van Leeuwen's quality policy has been based on ISO standards for decades. The ISO 9001 standards are embedded in the procedures, processes and culture of our organization. For example, 68 locations are in possession of the ISO 9001 certificate. We guarantee the quality level of the materials we purchase by working with a select number of suppliers. A thorough validation of the processes and quality takes place before these suppliers are included on our Approved Manufacturers List (AML). In the automotive industry, specific standards are used that we also apply within our branches that supply this customer group. These sites are IATF certified.

### Quality, environment and safety

The welfare of employees and the sustainable development of the living and working environment are a high priority for us. Safety is a priority in our processes and our safety culture is based on our global standards and procedures that are linked to the "Van Leeuwen Life Saving Rules". The rules and procedures are directly related to ISO 45001. Having certified quality, environment and safety management systems is

a condition in our supplier selection process. In 2020, we took further action in this area, for example by appointing two employees dedicated to making our business processes more sustainable, including adherence to the ISO 140001 in additional branches.

### Further EDI developments

At Van Leeuwen we make use of a platform that enables us to communicate with all parties in the supply chain through means of EDI. This enables us to receive customer orders, send out confirmations, supply delivery information in real time, as well as make certificates and invoices available. We also communicate with suppliers and carriers through EDI. That provides us with rapid insight into product availability and delivery lead times. We took major steps in this area in 2020 and in 2021 we will take additional steps to further develop this platform. Our customers' wishes and requirements are leading in this respect.

### Transport

To create an efficient and smoothly running transport network we often work together with permanent carriers that always



**Barbara Kulmann**

Head of SC Global Business Processes  
Van Leeuwen Pipe and Tube Group

**'As a successful company  
you constantly need to  
improve your business  
processes'**

'Streamlining business processes, not only within, but also outside the supply chain, and constantly working on improvements, form the foundation of our distribution company. A modern ERP solution is an indispensable tool in this respect. In 2020 we therefore invested a great deal of energy in the further roll-out of SAP S/4 HANA, which is the vehicle we are using to work towards a single operational and commercial IT platform.

In the supply chain this involved introducing the state-of-the-art warehouse management system SAP EWM in combination with mobile solutions in the warehouse. SAP enables all of us to adopt a single way of working in accordance with standardized digital processes. We will make our physical stocks, spread across our storage sites, accessible to all Van Leeuwen sales departments. It is an important cornerstone in serving our customers more efficiently and with increased customization.

In parallel, many integration initiatives were launched to bring the two organizations together. In weekly MS Teams sessions, initiated in September 2020, we as Corporate Supply Chain process experts discuss the current state of affairs, new developments, and how to further integrate our processes. This way we keep each other well-informed and ensure that we develop the best processes based on a broad history, contemporary technology and our vision for the future.

Without question, the biggest challenge in 2020 was the global COVID-19 breakout. Many borders were temporarily closed, and most colleagues suddenly were forced to work from home – just like many employees of our suppliers and customers. Yet we consistently succeeded in having all processes continue as effectively as possible, without major delays. We even managed to have the supply chain processes ready fully on schedule for the planned July 1 go live date of our newly built high-tech warehouse for our company Kindlimann in Switzerland. A special achievement thanks to the combination of tremendous individual efforts and fantastic team work.'

supply reliable services. By constantly analyzing the logistics flows, we constantly aim for affordable solutions with excellent delivery frequencies and the right speed. By segmenting flows and applying different logistics concepts, we are able to supply custom services.

### Projects

Van Leeuwen has experienced international project teams that have all the necessary knowledge and experience to be able to optimally support customers throughout the entire delivery process. Ranging from the information and proposals phase through to the packaging and shipping of the pipes and pipe and tube applications. Our own project teams, as well as the customer's project teams, can monitor a project's progress in real-time using our in-house projects database. This way customers know exactly which materials are underway and to what location. This tool can be used internationally.



**Tessa Schulte**

Project Manager Supply Chain  
Van Leeuwen Pipe and Tube Group

**'COVID-19 has further enhanced our flexibility and openness'**

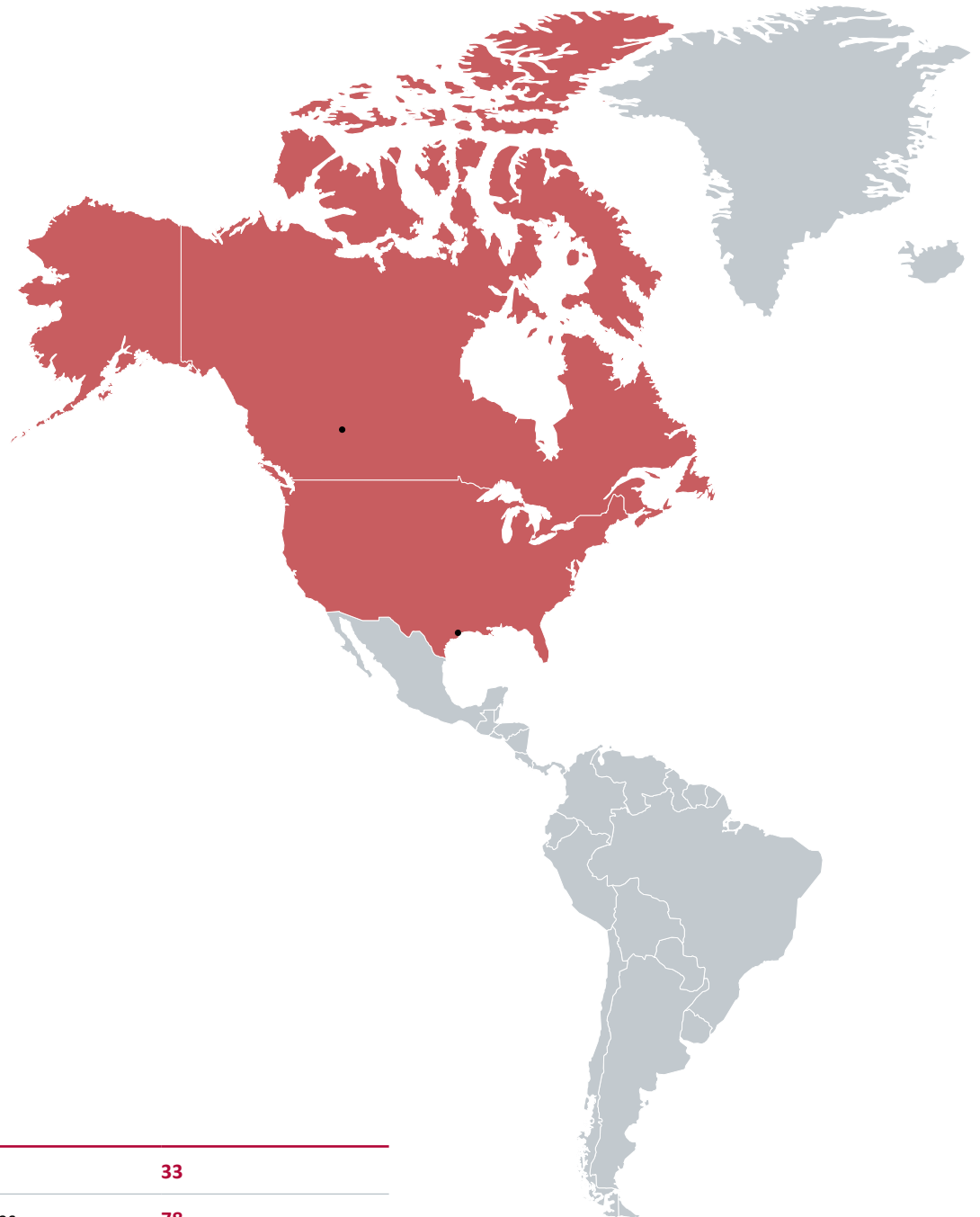
'The markets in which we operate are becoming increasingly more challenging and customers increasingly more demanding. But these are no reasons for us to be concerned. On the contrary. Challenging times create more opportunities. We can seize these opportunities using our strengths: the ability as a reliable partner for our customers to meet the demand for the most advanced products. Van Leeuwen is able to differentiate itself in this respect, but of course this does not just happen by itself. It means that we must continuously develop our business processes and optimize them where necessary. We work hard on this behind the scenes.'

In 2020, as a result of the acquisition, we worked on various aspects, such as improving and standardizing our internal reporting, and harmonizing our KPIs. These activities have made our processes more transparent. This way we are even better able to see where we need to make adjustments and where there is potential for cost savings.

Of course, COVID-19 had a tremendous impact on day-to-day business operations. The breakout of the virus and its consequences put high demands on the flexibility and online communication skills of our employees. This has increased mutual openness. And of course that has a positive effect when you work together on the continuous professionalization of business processes.

Furthermore, the integration of the two companies naturally has tremendously increased our capacity. Together, we have even more products, treatment machinery, knowledge and expertise in-house with which to serve all of our customer groups as effectively as possible. This enables us to supply tremendous added value. This is why I have full confidence in our ability to effectively respond to the market's challenges.'

# Van Leeuwen in 2020



|                          |                              |
|--------------------------|------------------------------|
| Countries                | <b>33</b>                    |
| Offices and warehouses   | <b>78</b>                    |
| Available storage area   | <b>760,000 m<sup>2</sup></b> |
| Different items in stock | <b>200,000</b>               |
| Employees                | <b>2,419</b>                 |
| Nationalities            | <b>58</b>                    |

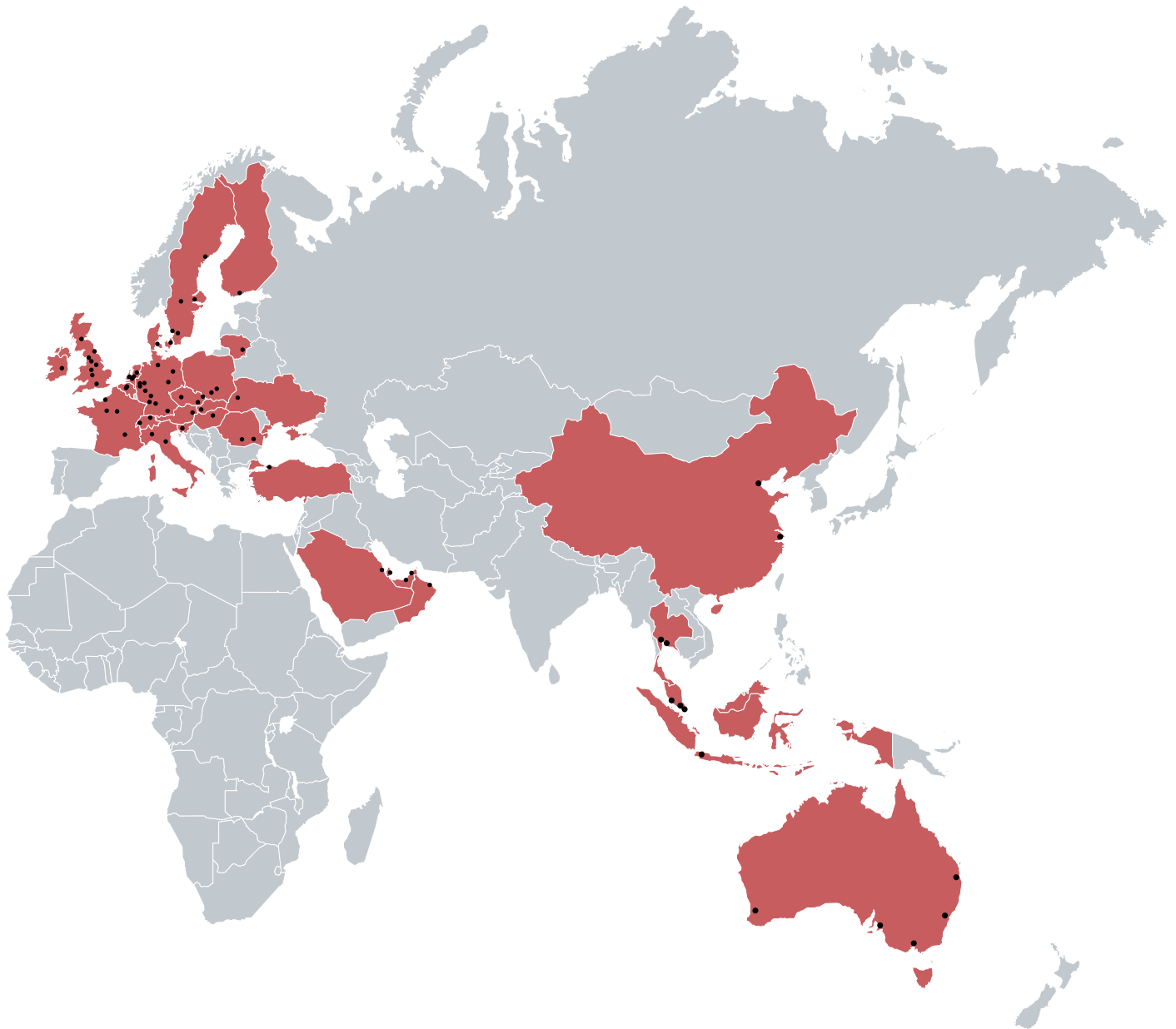
## North America

Canada  
United States

### Contact details

Please visit [www.vanleeuwen.com](http://www.vanleeuwen.com) for all contact details of our international network.





**Europe**

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- The Netherlands
- Belgium
- Germany
- Austria
- France
- United Kingdom
- Ireland
- Denmark
- Finland
- Sweden
- Lithuania
- Italy
- Switzerland
- Poland
- Romania
- Czech Republic
- Slovenia
- Slovakia
- Hungary
- Ukraine
- Turkey

**Middle East**

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- United Arab Emirates
- Qatar
- Saudi Arabia
- Oman

**Asia/Australia**

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- Singapore
- Malaysia
- Thailand
- Indonesia
- China
- Australia

# 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<br>Member Management Board Shell Nederland B.V. |
| Other supervisory board positions | : Member Supervisory Board Van Oord N.V.  |
| Appointed                         | : 15-04-2015  |

### T.J.G. Collot d'Escury

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|                                   |   |
|-----------------------------------|---|
| Nationality                       | : Dutch   |
| Year of birth                     | : 1966  |
| Current position                  | : Managing Partner Roland Berger Amsterdam  |
| Previous important positions held | : Deputy CEO & Member Global Executive Committee Roland Berger  |
| Other supervisory board positions | : Member Supervisory Board Investment Fund for Health in Africa   |
| Other positions                   | : Member of the Board University Fund Delft University of Technology<br>Member of the Board of Roosevelt Foundation |
| Appointed                         | : 01-05-2019  |

### K.P. den Hartogh

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|                                   |   |
|-----------------------------------|---|
| Nationality                       | : Dutch   |
| Year of birth                     | : 1965  |
| Current position                  | : Group Managing Director Royal Den Hartogh Logistics   |
| Previous important positions held | : Board member ECTA (European Chemical Transport Association)<br>Board member TLN (Transport Logistiek Nederland - trade association) |
| Appointed                         | : 01-05-2019  |



*From left to right:  
R.J. Lamé,  
T.J.G. Collot d'Escury,  
C.C.Th. Rietberg,  
J.H.R. Kretzers,  
K.P. den Hartogh*

#### **R.J. Lamé**

##### *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.  
 Other supervisory board position : Chairman Supervisory Board Wessem Holding B.V.  
 Appointed : 14-06-2017

#### **C.C.Th. Rietberg**

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

## Management Board and Executive Board

### 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.<br>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; Legal; Corporate Communications  |

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

---

|                                   |   |
|-----------------------------------|---|
| Nationality                       | : Dutch   |
| Year of birth                     | : 1966  |
| Previous important positions held | : Managing Director Van Leeuwen Precisie B.V.<br>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  | : The Netherlands, Germany, Nordics, Switzerland and Australia; Commercial Excellence                                     |

### J.F. Weerstra, Member of the Executive Board

---

|                                   |  |
|-----------------------------------|--|
| Nationality                       | : Dutch  |
| Year of birth                     | : 1970   |
| Previous important positions held | : Division Director Energy<br>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  | : Belgium, France, Asia, Middle East, North America and Turkey;<br>Global Project Organization and Procurement |

### T.O. Beer, Member of the Executive Board

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|                                   |  |
|-----------------------------------|--|
| Nationality                       | : German   |
| Year of birth                     | : 1967   |
| Previous important positions held | : CFO Benteler Distribution International GmbH<br>Financial Director Bosch Lawn and Garden Ltd           |
| Date of commencement              | : 01-12-2019   |
| Appointed to current position     | : 01-12-2019   |
| Specific areas of responsibility  | : Central and Eastern Europe, United Kingdom and Italy;<br>Supply Chain, Operations, Production and QSEH |

**C. van Nieuwkerk, Member of the Executive Board**


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|                                   |  |
|-----------------------------------|--|
| Nationality                       | : Dutch  |
| Year of birth                     | : 1966   |
| Previous important positions held | : Regional People & Culture Director Europe ISS Facility Services<br>People & Culture Director Netherlands ISS Facility Services |
| Other position                    | : Member Supervisory Board Royal Swinkels Family Brewers   |
| Date of commencement              | : 01-11-2020   |
| Appointed to current position     | : 01-11-2020   |
| Specific areas of responsibility  | : Corporate HR and Organization  |

**V.M. Geerts, Member of the Executive Board and CFO**

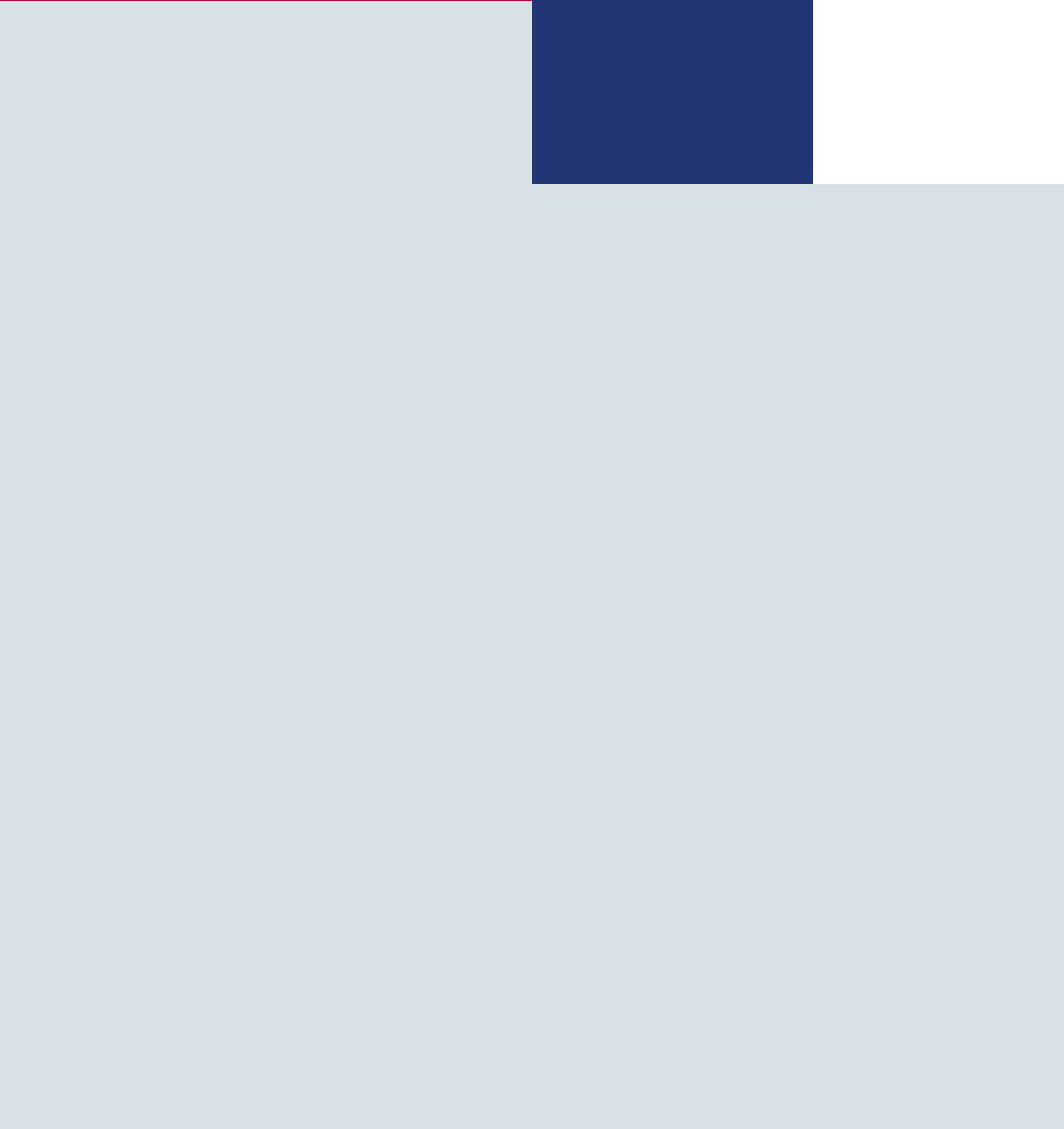

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|                                   |  |
|-----------------------------------|--|
| Nationality                       | : Dutch  |
| Year of birth                     | : 1972   |
| Previous important positions held | : CFO Bunge Loders Croklaan<br>CFO IOI Loders Croklaan |
| Date of commencement              | : As of 01-05-2021                                     |
| Appointed to current position     | : As of 01-05-2021                                     |
| Specific areas of responsibility  | : Finance, IT and Compliance                           |



*From left to right:  
Hans Weerstra,  
Caroline van Nieuwkerk,  
Peter Rietberg,  
Joop Sassen,  
Torsten Beer.*

# Management





**Peter Rietberg**  
Chairman of the  
Management Board



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



**Hans Weerstra**  
Member of the  
Executive Board



**Torsten Beer**  
Member of the  
Executive Board



**Caroline van Nieuwkerk**  
Member of the  
Executive Board



**Vincent Geerts**  
Member of the  
Executive Board  
and CFO



**Steven Ruijters**  
Managing Director  
Van Leeuwen branches  
the Netherlands



**Johan Meijer**  
Commercial Director  
Van Leeuwen Precisie



**Frits Veraa**  
Commercial Director  
Van Leeuwen Stainless



**Andreas Schmidt**  
Managing Director  
Van Leeuwen Germany  
& Austria



**Thorsten Müller**  
Managing Director  
Van Leeuwen Germany  
& Austria



**Jörg Hassler**  
Commercial Director  
Van Leeuwen Germany  
& Austria



**Meikel Pitsch**  
Commercial Director  
Van Leeuwen Germany  
Process & Power



**Pieter Smaege**  
Regional Managing  
Director Belgium &  
France



**Steve Vandermeulen**  
Commercial Director  
Belgium



**Nadia Chhiti**  
Commercial Director  
Wauters Belgium



**Cédric Jacopucci**  
Commercial Director  
Normydro France



**Nicolas Vancaeyseele**  
Commercial Manager  
Van Leeuwen France



**Bob Heath**  
Managing Director  
Van Leeuwen  
United Kingdom



**Kris Bowling**  
Managing Director  
Van Leeuwen  
United Kingdom



**Eva Täljegård**  
Regional Managing  
Director Heléns Sweden



**Stig Rex**  
Managing Director  
Heléns Denmark



**Vytautas Kausas**  
Managing Director  
Van Leeuwen Lithuania



**Pirmin Helbling**  
Managing Director  
Kindlimann Switzerland



**Roger Gähler**  
Managing Director  
Kindlimann Switzerland



**Ruggero Nestri**  
Managing Director  
Van Leeuwen Italy



**Karin Rose**  
Regional Managing  
Director Van Leeuwen  
Central Europe



**Hans Zondervan**  
Managing Director  
Van Leeuwen  
Czech Republic



**Lajos Siebel**  
Managing Director  
Van Leeuwen Hungary



**Miroslaw Aszyk**  
Managing Director  
Van Leeuwen Poland



**Marius Metzl**  
Director Van Leeuwen  
Slovakia



**Emil Sirovina**  
Managing Director  
Van Leeuwen Slovenia



**Irina Beltermann**  
Managing Director  
Van Leeuwen Romania



**Andriy Markov**  
Managing Director  
Van Leeuwen Ukraine



**Gazi Dilekci**  
Commercial Director  
Van Leeuwen Turkey



**Fulya Atan**  
Finance Director  
Van Leeuwen Turkey



**Hadi Nassar**  
Regional General  
Manager Van Leeuwen  
Gulf



**Ruud Langeveld**  
Regional Managing  
Director Van Leeuwen  
Asia



**David Abernethy**  
Regional Commercial  
Manager Asia



**Pieter Buijs**  
General Manager  
Van Leeuwen Malaysia



**Thijs van Dulm**  
General Manager  
Van Leeuwen Thailand





**Weeraphong Nirasrop**  
 Managing Director  
 Van Leeuwen Thailand



**Fenti Kertasari**  
 Managing Director  
 Van Leeuwen Indonesia



**Dennis Yap**  
 General Manager  
 Van Leeuwen China



**Emmanuel Zammit**  
 Managing Director  
 Van Leeuwen Australia



**Graham Watts**  
 General Manager  
 Van Leeuwen Canada



**George Kubove**  
 General Manager  
 Van Leeuwen USA



**Jos van de Werff**  
 Executive Director  
 Global Projects



**André Dekker**  
 Global Contract  
 Director



**Martijn van Eck**  
 European Procurement  
 Manager



**Ivan Luc**  
 European Procurement  
 Manager



**Robert van der Borden**  
 Group Director Finance  
 & Reporting



**Angelique van Gaans**  
 Manager Human  
 Resources



**Matthijs Erwich**  
 Corporate Director IT



**Christian Meier**  
 Global Program  
 Director S/4 HANA



**Eline van Haeren**  
 General Counsel



**Eric Veraart**  
 Corporate Director  
 Supply Chain & QSE



**Dominik Esser**  
 Manager Production  
 Equipment



**Dennis Wittmann**  
 Manager SHEQ



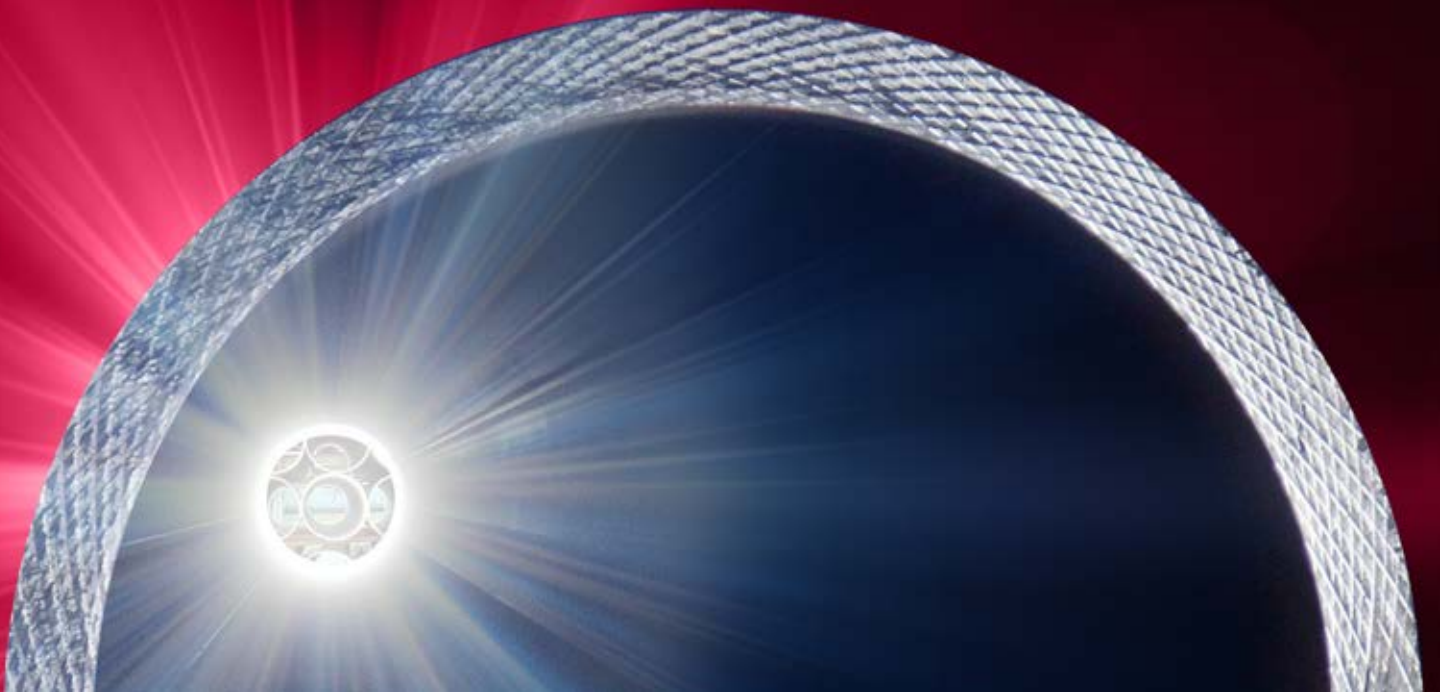
**Ingrid den Hartog**  
 Manager Corporate  
 Communications



**Alexander Neuhardt**  
 Corporate Director  
 Commercial Excellence



The Van Leeuwen  
Pipe and Tube Group  
**More than tubes.**



[www.vanleeuwen-report.com](http://www.vanleeuwen-report.com)



Corporate film



Online version Annual Book



Van Leeuwen Pipe and Tube Group

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**VAN LEEUWEN**



More than tubes.



International Network

Distribution Expertise

Worldwide Stocks

Customized Services

Global Sourcing

Project Management