

**VAN LEEUWEN** 

Annual Book **2022**



# 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.

## **Culture**

Over a period of almost one hundred years, Van Leeuwen has grown into an international company with 70 branches in 33 countries. Our 2,400 employees with 58 different nationalities have different cultural backgrounds, religions, customs and habits. But regardless of the differences between cultures, colleagues always know how to find each other in our international network. Collectively they form a single Van Leeuwen. A family business in which, within an interconnected network, they share values, such as innovative entrepreneurship and customer focus. In short, the **Van Leeuwen culture**.



## **Cover: World of Pipes**

The pipe structure on the front of this Annual Book is part of the statue, 'World of Pipes', designed by artist Bert de Laaf. It is located on the premises of Van Leeuwen Zwijndrecht in the Netherlands and was unveiled in 1974 on the occasion of the company's fiftieth anniversary. The statue is made of steel pipes and weighs thirty metric tons. 'De Roomklopper' [the Whisk], which is how the statue soon came to be known, was a gift from staff to the company.

# Contents

Contents .....	3
Foreword .....	4
Key figures 2022 .....	6
Company profile .....	10
Markets .....	12
Report on 2022 .....	16
Results 2022 .....	28
Milestones 2022 .....	32
Projects and Customers .....	39
The Van Leeuwen culture .....	44
Sustainability .....	66
Human Resources .....	72
Distribution .....	76
Van Leeuwen in 2022 .....	82
Personal particulars .....	84



**“International cooperation and innovative entrepreneurship are characteristic of the Van Leeuwen culture. This way our people bring the greatest projects to fruition.”**





“Globally present, locally involved.” This is what we regularly tell a new customer, supplier or colleague when we explain what Van Leeuwen stands for. As a company with seventy locations in more than thirty countries, we play a role of significance for customers that operate internationally and are looking for a partner that matches their scope. But also for customers that like to do business with a local specialist and distributor who understands their needs and the local ways of doing business.

In a year that was difficult to predict, we once again broke records in terms of sales, as well as result. The exceptional market conditions helped us in this respect, but our people also worked very hard to accomplish this. Our global company gives us a favorable starting position with our broad product portfolio, knowledge of the business and excellent service delivery, to help our customers realize their goals. And it is our

people who, with their efforts and commitment, realize our promise “more than tubes”.

International cooperation and innovative entrepreneurship are characteristic of the Van Leeuwen culture. This way our people bring the greatest projects to fruition. This may range from a local project to fit up a new warehouse to a large customer project, in which Van Leeuwen teams work together internationally. In this Annual Book, Van Leeuwen colleagues tell us about the projects they are proud of, how they work and cooperate together in their country and at their specific location, or how they internationally manage to join hands. This way we bring ‘local color’ and ‘international’ together for the benefit of our customers.

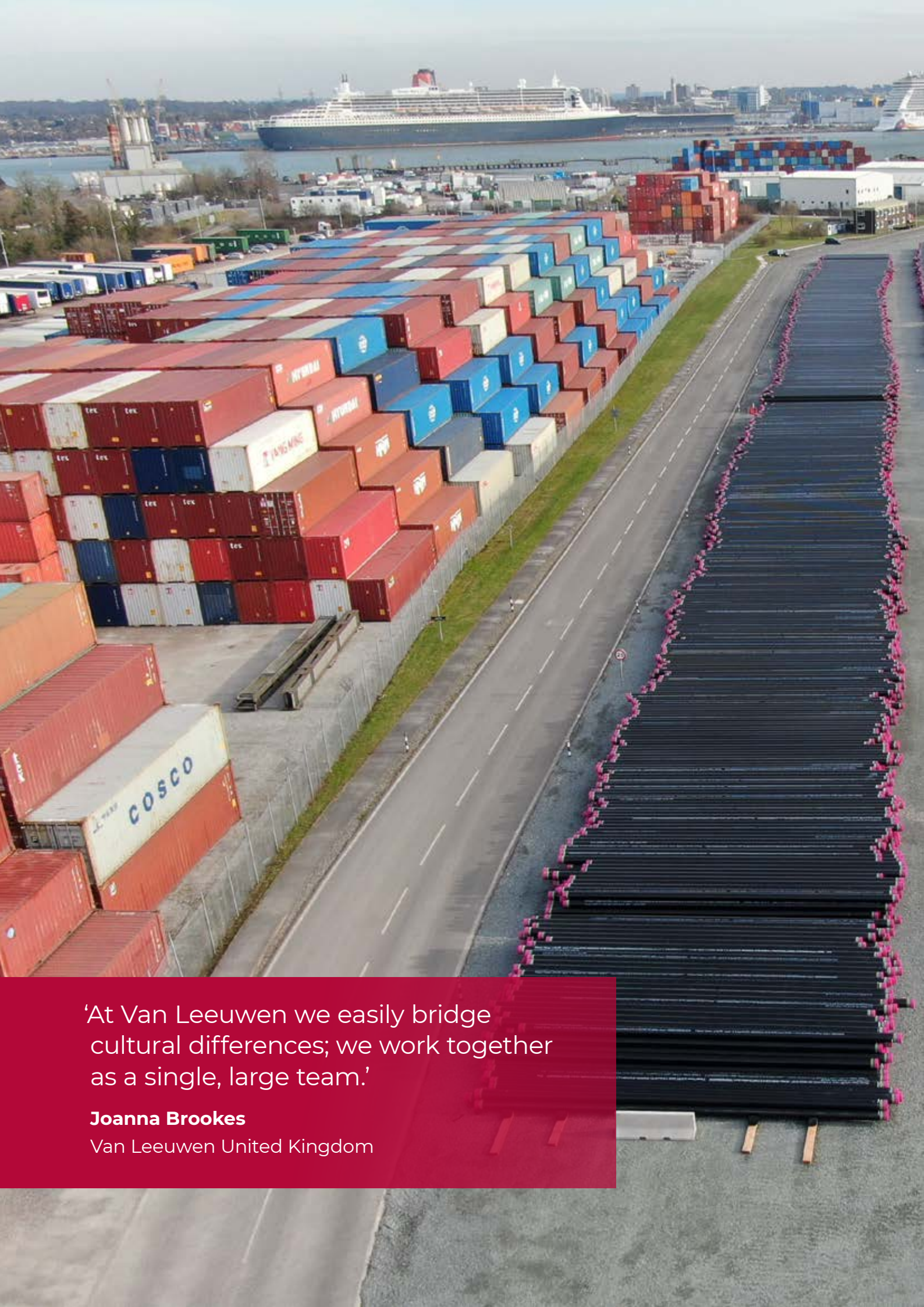
**Peter Rietberg**

Chairman of the Management Board

# Key figures 2022

(amounts x 1,000 euro where applicable)

	<b>22</b>	21	20	19	18	17
Net sales	<b>1,672,039</b>	1,430,560	1,177,825	787,669	629,527	612,959
EBITDA (operating result before depreciation)	<b>121,079</b>	93,598	26,797	21,782	18,050	17,530
EBIT (operating result)	<b>103,978</b>	78,873	14,987	17,003	13,548	12,384
Net result	<b>88,215</b>	64,124	9,444	10,064	9,709	6,269
Group equity	<b>388,625</b>	331,230	252,874	252,078	170,976	163,383
Group equity as % of total liabilities	<b>42.9</b>	40.7	36.8	30.8	43.9	48.6
Net result as % of average group equity	<b>24.5</b>	22.0	3.7	4.8	5.8	3.9
Number of employees at year-end	<b>2,458</b>	2,429	2,419	2,619	1,126	1,086
<b>Breakdown of revenues (%)</b>						
The Netherlands	<b>11.6</b>	11.9	12.0	19.6	23.0	21.6
Rest of Europe	<b>72.1</b>	68.8	63.6	37.4	43.1	34.8
Outside Europe	<b>16.3</b>	19.3	24.4	43.0	34.0	43.6



'At Van Leeuwen we easily bridge cultural differences; we work together as a single, large team.'

**Joanna Brookes**

Van Leeuwen United Kingdom







## Company profile

# Van Leeuwen. More than tubes.



Next year, the Van Leeuwen family business celebrates its one hundredth anniversary. For many companies this is a time to look back. This is understandable, because over a period of almost one hundred years lots of things change. International expansion, innovations and technological developments; the list is never ending.

This is why we prefer to talk about something that has never changed in a hundred years. Something that customers always could and still can count on at Van Leeuwen, even over the coming one hundred years.

If someone who was a customer of our company at its origin, walked in today, he/she would not recognize very much. But one thing would feel just as familiar and trusted as then: the mentality of the people at Van Leeuwen.

A mentality that ensures that customers at Van Leeuwen receive more than the latest technology and high-quality products and services. Because the strongest part of Van Leeuwen is not made of steel. It is our team of 2,400 proud employees that locally stands ready for you throughout the world. Together with faithful suppliers they are connected to customers in various segments and markets.

As a result, at Van Leeuwen you not only receive the pipes themselves, but also the confidence that we can deliver them anywhere in the world. Not only a customized response to your request, but also the dedication to get it done on time.

By thinking ahead and always and everywhere standing by your side, Van Leeuwen's people ensure that there is one thing our customers can still rely on just like they did almost one hundred years ago: if Van Leeuwen can't do it, then no one can!



### Our history

Piet van Leeuwen started trading in steel pipes and iron in 1924 in Zwijndrecht, the Netherlands. Thanks to his entrepreneurial pioneering, he expanded his company into a highly successful organization. Almost one hundred years later, Van Leeuwen has grown into a globally operating trading company. The first foreign branch was founded in 1947 in Vilvoorde, Belgium, after which the European network was expanded. In the 1970s and 1980s, global expansion followed with branches in North America, Asia and Australia. In the present century, organic growth and strategic acquisitions have led to new branches and expansions in the Middle East, China and Central Europe. The 2019 acquisition of Benteler Distribution, a division of Benteler International AG, provided Van Leeuwen with access to important new markets in Europe.

### Van Leeuwen today

Through our global network, we provide 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 applications. This, together with our elaborate international network of suppliers, makes us a strong partner.

Our customers can count on unprecedented large inventories of stocks and an elaborate product portfolio of pipes and tubes. 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 provide any conceivable customized treatment of materials. 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 distribution chain for projects worldwide. We comply with all requirements relating to quality, safety and sustainability.

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 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. 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. This way we 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 brand is and continues to be super strong, in part due to the tight relationships we manage to develop and maintain with our international business relations.'

**Simon Low**

Van Leeuwen Dubai





The Van Leeuwen Pipe and Tube Group ended 2022 with record revenue and net profit figures. The global markets and the global economy were affected by the exceptional geopolitical situation, significantly increasing energy prices and inflation. Globally, material prices increased sharply due to supply chain disruptions. Tonnages sold were less than in the previous year. This decrease in volume was, however, paired with higher price levels, as a result of which revenue increased significantly.

The strong growth in profit provided an opportunity to significantly invest in the company, for example in logistics and storage systems, specialized processing systems and in the modernization and expansion of warehouses and offices. Van Leeuwen also invested in the expansion and optimization of its product portfolio and stocks. Significant attention was focused on developing employees and teams. This made the considerably expanded Van Leeuwen network more competitive on the market.

Total revenue of the Van Leeuwen Pipe and Tube Group amounted to € 1,672 million in 2022 (2021: € 1,431 million). The operating result amounted to € 104 million (2021: € 79 million) and the net result was € 88 million (2021: € 64 million). Solvency improved to 42.9% (2021: 40.7%).



## Worldwide trends

### Price levels and inflation

After 2021, a year in which supply chain disruptions caused unprecedented price increases, we originally expected stabilization and greater calm in the market for 2022. Prices were relatively stable in the first two months. However, this quickly changed after Russia's invasion of Ukraine. The market was affected by the impact of the sanctions imposed on Russian suppliers, even more rapidly increasing energy prices, renewed supply chain disruptions and the limited availability of materials. The sanctions imposed on Russia drove up the price of steel pipes even further; not so much in relation to the production of steel pipes in that country, but because the sanctions affected other steel products. These disruptions caused major uncertainty and unrest in the market, resulting in very strong price increases. The sharply increasing energy prices, in part due to the war, further compounded the situation. These directly affected the price of steel and steel pipes. The production of these materials requires a great deal of energy. Moreover, transportation costs also increased.

Over the course of the year, the situation concerning the sanctions imposed on Russia became clearer and the market calmed down somewhat. However, disruptions in the supply chain continued to affect the market. Prices stabilized somewhat, but stayed high. Many steel plants partly cut down on production capacity after the summer. As a result of high energy prices, it was no longer possible to profitably produce steel. By removing capacity from the market, suppliers hoped to achieve better returns. However, this caused a renewed upwards pressure on prices, for example due to the introduction of energy surcharges.

Toward the end of the year, prices for welded materials decreased somewhat, but prices for seamless materials and derived products stayed high. Over the year as a whole, market prices were 30% higher than in the previous year. The prices of our trade goods increased tremendously, as did the prices of virtually all other products and services, resulting in significant cost increases in our business operations. Transportation costs increased considerably and the cost of wages throughout the world increased significantly as a result of labor market scarcity on the one hand and compensation for the sharply mounting inflation on the other.

### Disruption of supply lines

A large part of our deliveries is directly from stock. Our strong global stock position is a key success factor. The depth and breadth of our product portfolio is decisive in this respect. Following the major disruptions of the supply chain in 2021, we successfully had brought our stocks up to the desired levels by the beginning of 2022.

However, the many disruptions on the supply side once again made constantly resupplying our stocks a complex and intensive operation. By deploying our global procurement network and the knowledge and expertise of our purchasing teams, we once again succeeded in keeping our stocks and our product portfolio at the right levels. As a result, we were able to maintain a constant and reliable level of delivery to the market and our customers. We achieved this by effectively aligning needs and opportunities together with our suppliers. Our excellent long-term relationships with permanent and trusted suppliers were a very important factor in this respect.

The closure in Germany of two Vallourec plants for the production of seamless pipes was remarkable. This not only marks the end of a 135-year history of producing seamless pipes, it also means that expertise and knowhow relating to the high-quality production of pipes will be lost to the Western European manufacturing industry. For many buyers, the certainty about the supply of high-quality products for their business operations will be partly lost over the short term. Together with other pipe manufacturing plants and suppliers in Europe, we will devote our expertise to ensure the continued availability and production of these high-quality materials elsewhere.

## Market demand and market conditions

Developments in global markets, the global economy and politics caused demand in 2022 to be lower than it was in the previous year. However, this decrease in volume was paired with higher price levels throughout the entire year, as a result of which revenue increased significantly. The reduction in volume in particular concerned the tonnages sold directly from stock. This was primarily caused by lack of a number of large projects involving large tonnages. In 2021, several very large projects were still being supplied. However, the total volume from stock turned out to be only slightly lower in comparison to 2021.

At the beginning of 2022, the corona pandemic still played a role. We experienced a high rate of absence due to illness in some countries, which put our delivery process under pressure. The war in Ukraine started in February, which also affected our company in that country. Our initial attention was focused on employees in our Ukrainian branch in Lviv and their families. Our activities were halted for a few months, especially to give our employees the opportunity to provide for their personal safety and that of their families. Over the course of the year, we were able to cautiously resume some activities and deliveries.



A number of orders in progress destined for Russia or Belarus was immediately halted as a result of the sanctions imposed on these countries. However, the total amount involved in these transactions did not form a significant part of our revenue. A lot of time and attention was devoted to precisely identifying the sanctioned customers and suppliers, to be certain as to which business relations had to be terminated. Another consequence of the war was that the supply of components in the automotive segment was severely disrupted. As a result of the faltering supply, a large part of our automotive customers was forced to entirely or partly halt their production lines, as a result of which our deliveries were deferred as well. This persisted up until the summer. For a number of automotive customers we were able to make use of our procurement knowledge and network to find alternative suppliers for materials that previously came from Ukraine. For example, we negotiated a multi-million euro contract for stainless steel materials for a large customer in the Automotive segment in Hungary.

Over the course of the year, market developments in almost all European countries were positive. There was a strong demand in the Mechanical Engineering segment, in part due to the strong market demand for the construction of earthmoving and agricultural machinery. Market demand was also good in the Civil Engineering and Hydraulics segments. The constantly increasing prices had a braking effect on demand, however. Part of the contracts and projects, including in the construction segment and in steel construction, were deferred, because investments at these price levels increasingly became less profitable. After the summer, this was further compounded by the mounting inflation and the increasing uncertainty about the course of the economy. The steadily increasing energy prices constituted an important factor as well. Pressure on markets further increased and a number of customers deferred orders or reduced order volumes. The mounting inflation also played an important role in the daily sales from stock. Most of our European companies ultimately managed to perform better than in 2021, for example in the Benelux, the United Kingdom, Northern Europe, Central Europe and Switzerland.

### Energy market

Due to the major changes on the gas market, the construction of LNG terminals proceeded at a rapid pace throughout the world. Our branch in Houston, Texas, acquired two large orders for supplying materials for the construction of LNG terminals. Our strong stock-keeping position and our ability to deliver

to construction sites within a few weeks were decisive in this respect. Our branch in Zwijndrecht played an important role in supplying materials for Gasunie's Eemshaven terminal in the Netherlands. The fast delivery of materials from stock made it possible to quickly connect this terminal to the gas grid.

The energy market continued to pick up in Europe. Our company in Zwijndrecht, the Netherlands, supplied materials for the Water network in Amsterdam. France once again acquired a smaller project for Algeria. In Europe, there is an increasing demand by projects relating to the energy transition, particularly projects related to the production, storage and transport of hydrogen. We expect a strong increase in demand in this segment over the coming years. In addition, the construction of refineries for the production of biodiesel is increasing.

Outside Europe, the energy market is our most important sales area. The market here was moderate at the beginning of the year, but activities in this segment quickly came to life and our branch in Edmonton, Canada, among others, acquired a number of interesting projects. The projects market in Asia also picked up. Van Leeuwen Singapore supplied more than four thousand metric tons of seamless carbon steel pipes to the Chemical Indonesia New Ethylene (LINE) Project; a very large investment in Indonesia by the Korean LOTTE Corporation. Our company in Australia once again performed very well. Due to its extended supply lines, no other country in the world was affected as much by the severely disrupted supply chain as Australia. The branch secured excellent service for its customers through excellent cooperation among our five Australian stock-keeping locations.

### Other developments

Despite the somewhat lagging sales volumes in comparison to 2021, total revenue increased as a result of the strong increase in prices. Revenue was 17% higher than last year. The percentage margin stayed the same, but due to increased price levels, the absolute number increased.

In 2022, our commercial teams in many countries and branches adopted a solution-oriented approach and through their inventiveness managed to find good solutions for our customers under ever-changing market conditions. Solutions covered various areas, such as the daily and timely delivery from stock, jointly with the customer and supplier developing the right solution for the production of a compound pipe and tube

product, or the sourcing and temporary storage of materials for customer projects. With the collective knowledge and many years of experience of our people, we always manage to find a solution on the basis of our robust network, the product range kept in stock and by using our processing machines.

Our procurement organization is characterized by a centralized approach with regional hubs, whereby we optimize our procurement strength by using a joint methodology. European procurement managers, other procurement managers and category managers regularly meet to discuss topics, such as the procurement strategy, suppliers and sustainability.

To keep our supply of products and services to various market segments relevant, we constantly work on our level of knowledge and on innovative solutions. For each of the four Industry segments (Mechanical Engineering, Civil Engineering & Construction, Automotive and Hydraulics) we have been working with a Market Acceleration Circle since 2021. Each Circle consists of a team of commercial market experts from different European Van Leeuwen branches. Our Global Project Organization team focuses on the two Energy segments; Process & Power and Pipelines. The colleagues in each team combine their market knowledge, experience and ideas, and this way develop and implement innovative market initiatives together.

### Van Leeuwen anniversaries

Our company **Kindlimann** in Switzerland celebrated its 75th anniversary. This was combined with the opening of the office and warehouse at the new location in Tobel Tägerchen. As a result of the corona lockdowns, festivities had been deferred the year before. Over 300 guests, customers and suppliers, as well as Van Leeuwen management were present during this special occasion.

Our company **Heléns** in Halmstad, Sweden, also celebrated an anniversary. Paul Helén founded the company 95 years ago. Over the years the company grew into a leading supplier of pipe and tube products on the Scandinavian market. The company became part of the Van Leeuwen Pipe and Tube Group three years ago and thus strengthens our network in Northern Europe.

In September, Van Leeuwen's oldest foreign branch, **Van Leeuwen Belgium**, celebrated its 75th anniversary. Under the motto Magic of Steel, the company organized a symposium for customers and a party for employees. A new modern office building near the storage location was put into use earlier in the year.







## Financial results

The consolidated net revenues of the Van Leeuwen Pipe and Tube Group were € 1,672 million, an increase of 17% over the previous year (2021: € 1,431 million). The revenue growth was driven by the strong increase of average sales price per ton. By contrast, volume dropped by 12%. This was primarily caused by a reduction in direct volumes from mills, because we did not have any large projects in 2022.

The operating result improved from € 79 million in 2021 to € 104 million in 2022. This was due to the higher net revenues, while the margin percentage stayed relatively stable at a very good 21.6% (2021: 21.7%). As a result, the total gross margin improved from € 310 million in 2021 to € 361 million in 2022. The increase in the total gross margin was partly offset by an increase in total expenses. Wages and salaries increased by 9% through a combination of salary increments, higher profit sharing and an increase in the number of FTEs. Other operating expenses also increased, primarily due to the higher costs for energy and consumables. Finally, depreciation costs were higher due to the investments we made in recent years to expand our network and strengthen our treatment capacity.

Financial expenses increased by € 1.1 million to € 3.3 million (2021: € 2.2 million) because of higher interest rates and the additional financing required for the working capital due to higher prices. The financing need was moderated as we further optimized our cash structure. All of our operating companies now are incorporated into a cash pool structure. The effective tax rate decreased to 14.4% (2021: 18.6%) and, in comparison to last year, was positively impacted by the mix of country tax rates in the composition for the 2022 result. Another positive effect came from the utilization and on balance sheet recognition

of carry forward losses that had previously not been fully recognized given the uncertainty of available profits. The result from participating interests amounted to € 2.0 million (2021: € 1.8 million) and relates to our 50% participating interest in Polarputki, a leading pipe and tube distributor in Finland.

The higher gross margin resulted in a net result of € 88 million in 2022 (2021: € 64 million). This result includes a release of negative goodwill in the amount of € 7.0 million (2021: € 10.0 million). Of this amount, € 2.7 million (2021: € 2.7 million) related to the pro-rated amortization and € 4.3 million (2021: € 7.3 million) related to integration costs.

The higher prices have had a very significant upward effect on the working capital in 2022, resulting in an increase in trade receivables with € 30 million and in an increase of inventory with € 71 million. Accounts payable reduced by € 2 million and this had a slight negative impact on working capital.

The higher working capital absorbed the cash generated by the strong operating result. The cash outflow from investing activities significantly increased with € 19 million to a level of € 30 million. Total cash flow was € 28 million negative. The negative cash flow in 2022 affected the balance of cash and borrowings: from a net cash position of € 8 million in 2021 to a net debt position of € 71 million in 2022. The liquidity position remained good and the current ratio at the end of the year was 1.9 (2021: 2.1). Solvency improved considerably to 42.9% (2021: 40.7%).

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



## Developments within the organization

### Operations

Optimal logistics and operations are essential for us to be able to realize our promises to our customers. Our logistics activities can be grouped into three main functions. Distribution from stock is one of these main functions. Here we make a distinction between sales from freely available stocks and sales from dedicated customer stocks. An optimized network of stock-keeping locations with a broad product portfolio and the mutual exchange of stocks enhances our competitiveness in the market.

A second function is the custom treatment and processing of pipes and pipe and tube products: ranging from cutting, shot-blasting and red-leading to bending, drilling and deforming pipes and tubes using robot-supported multi-step processing. In Europe we have over 316 machines, including more than 230 saws, that enable us to provide virtually any custom treatment.

The third function concerns projects. Products then go directly from the mill to the construction site. However, often they are also shipped from the project stocks in our warehouses, where the order streams are consolidated, and products are regularly subjected to minor treatments. Thanks to various investments in plant and machinery, we improved our value-added services in 2022. This way we are better able to respond to the increasing need of our customers for custom work and components assembled by us. In 2022, we increased laser capacity, as well as the number of different treatments, in various branches. Due to the new machines and process improvements, our capacity, efficiency and delivery reliability increased.

We constantly adjust our product portfolio on the basis of market demand. For example, in Italy we started to keep Mechanical Tubes in stock. Van Leeuwen GmbH in Essen, Germany, which specializes in the Process & Power segment, has started to keep a new stock of alloyed boiler tubes for the German market.

### Investments in our network

In order to further improve service from stock to our customers and to further optimize production and treatments, we constantly invest in our storage and production facilities.

Under the name OneHalmstad, key investments are being made in our Swedish branch in Halmstad. The warehouse has been expanded by 5,000 m<sup>2</sup> and all storage and production activities are being consolidated here – a large moving project that required considerable effort from the organization. In the context of this centralization, the Knäred branch has been closed. In addition, work was started on the construction of a new regional head office for Northern Europe, which is scheduled for completion in 2023.

In June, Van Leeuwen Belgium moved into its new, modern office in Vilvoorde. Our branch in the United Kingdom moved its head office to a new, modern building and transferred the stocks kept in Brierley Hill to the warehouses in Middlesbrough and Bolton. Van Leeuwen France occupied its renovated office in December. Our German employees in Vaihingen will also be given a new workplace. We are building a new office in Vaihingen for this purpose.

In our Vyškov branch in the Czech Republic, the warehouse was expanded by 5,300 m<sup>2</sup>, thus increasing its capacity to 18,300 m<sup>2</sup> in total. The warehouse is equipped with a honeycomb storage and order picking system. This investment in the renovated warehouse has enabled us to broaden our product portfolio and to supply larger volumes. Capacity has increased from 8,500 to 15,000 metric tons. As a result, a broader portfolio of stocks will become available for the market in Central Europe, focused on the machine building and hydraulic segments.

The Zwijndrecht branch in the Netherlands began working on the Monorail project. The Monorail is a 315-meter long, automated transport and sorting system. This system will make it possible to more efficiently and safely load our outgoing transport flows, so that our hub in Zwijndrecht can offer a better and more effective service in the Netherlands and surrounding countries. The foundation for the Monorail was constructed in 2022, and made use of flare pipes supplied by our Combulex branch. In total, more than 12 kilometers of pipes were used and a reinforced concrete floor with a surface area of more than 6,000 m<sup>2</sup> was constructed. The Monorail is expected to be operational by the end of 2023.





In December, Van Leeuwen Germany acquired the company Allstahl in Bergkirchen, near Munich. This company specializes in special quality precision and heavy wall pipes and serves customers in the Mechanical Engineering segment in southern Germany.

### IT developments

In 2021, the 1Leeuwen project was started up with the objective of creating a fully integrated system for managing all our business processes within the SAP S/4 HANA environment for the purpose of achieving organizational and process-based synergies. The companies in France, and in Beesd and Deventer in the Netherlands, have since migrated to SAP S/4 HANA. In 2022, preparations were made for the implementation of SAP S/4 HANA in the United Kingdom, and the branches there will be switched over to the new S/4 HANA system in the first quarter of 2023. After this, the system will be rolled out to other branches.

At Van Leeuwen we make use of multiple IT platforms that enable us to communicate with all parties in the supply chain through means of automated messaging. This enables us to receive digital customer orders, send out confirmations, supply delivery information in real time, and make certificates and invoices available. Further digitalization is essential for achieving optimal business operations. This is why, in 2022, multiple new EDI connections were realized with our customers, suppliers and carriers. In addition, further investments were made in automatically converting incoming e-mails with orders from our customers into sales orders in the SAP system (using optical character recognition). The use of these digital connections means less paperwork, a reduced chance of errors and faster data processing times. Furthermore, in 2022, we developed a project plan to integrate our various web portals and webshops into a single European platform. This plan will be further detailed and implemented in 2023.

Cybersecurity has our constant attention. Due to the increasing threat of cyber attacks, we further improved our security in this area in 2022. Security protocols are being tested and improved, and we regularly train and inform our employees about cybersecure behavior. Through means of information campaigns we constantly work on creating awareness among our employees.

### Quality, safety and sustainability

#### Quality

Our customers are confronted with increasingly stricter requirements relating to quality, safety and sustainability. These are areas to which Van Leeuwen devotes constant attention. 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 suppliers that have been 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. In 2021, we started integrating the quality system used by Van Leeuwen branches with the quality system used by the branches of the former Benteler Distribution company. In 2022, we received the global ISO 9001 certificate from LRQA. With regard to sustainability and an energy-conscious approach to work, we adhere to the international OECD guidelines and act in accordance with the ISO 14001:2015 standard. Branches focused on the automotive sector are IATF 16949 certified.

#### Safety

We pursue an active ISO 45001:2018-compliant safety policy. We devote constant attention to the health and safety of all of our employees. A series of group procedures supports the Group's safety system. Safety campaigns were conducted in 2022, to reinforce the focus on safety and to further improve safety awareness. The number of accidents resulting in absence from work decreased by 22% over the past two years. While this is a positive development, we continue to aim for a further decrease. To increase the awareness of all our employees, they were asked to devote extra attention to safety by means of the globally organized "Steel Safety Day" in 2022.

#### Sustainability

Van Leeuwen assumes responsibility for carrying out its business operations and growth plans in sustainable ways with respect for the environment. This policy is set out in the Van Leeuwen Code of Conduct, as well as in internal policy

documents pertaining to Health, Safety and the Environment. The concern for our climate, the environment and society is self-evident for Van Leeuwen. Continuity is a guideline for us as a family business. We feel responsible for the next generation, within as well as beyond the company's boundaries. In 2021, we started working on formulating our sustainability objectives. In 2022, we developed these in further detail and made them measurable, with due consideration to the entire value chain from mill to customer. These objectives in part concern energy consumption and renewable energy, and safety, diversity and inclusion at the workplace.

Together with prominent suppliers we are investigating the possibilities of keeping pipes in stock that are produced with a reduced carbon footprint. As a leading distribution company, we aim to also devote greater attention to making distribution more sustainable. Transportation by rail or water instead of by road, stocks kept closer to the customer, and, for example, one-time delivery using fuller trucks instead of frequent deliveries with trucks that are only half full. In addition, we invest in solar panels installed on our own roofs. For example, in September, Van Leeuwen Zwijndrecht put a solar panel installation with a 5-megawatt peak capacity into operation. With solar panels covering a total surface area of 23,500 m<sup>2</sup>, Van Leeuwen Zwijndrecht produces enough electricity in-house to provide green power to all of its branches in the Netherlands and Belgium.

In September and October, almost 2,000 solar panels were installed on the roof of Van Leeuwen Germany in Duisburg. We will continue to invest in solar panels for our companies over the coming years. Since mid-2022, all trucks at the branch

in Zwijndrecht have been driving on HVO100, which means that all orders are delivered carbon-neutral.

### Organization and people

To achieve our strategic goals and to continue to be a leading global specialist in steel pipes and tubes, we rely on a large team of skilled and motivated professionals. We currently are and will continue using our People Strategy over the coming years to work on having sufficient numbers of well-trained employees, on our company's strategy, 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 70 branches and 58 different nationalities, illustrates our international scope. The Van Leeuwen Pipe and Tube Group's total workforce currently consists of 2,458 employees (2021: 2,429). Women comprise 30% of the total workforce, men comprise 70%.

Our people play an essential role in providing service to our customers. Many of our employees have acquired a wealth of experience and knowledge, often through long-term employment. Transferring this knowledge to new colleagues and combining existing knowledge with new experience are important processes.

The global rollout of Workday was completed in 2022. This global digital connection enables us to exchange data, knowledge and experience with colleagues even faster. In addition, a Workday Learning module has been incorporated, with a large number of e-learning courses and training modules,



for example in the area of leadership and management skills, digital skills, safety and communication. As employer, Van Leeuwen offers its people equal opportunities. The Management Board and the Executive Board actively promote balanced gender and cultural diversity within the various operating companies.

After being unable to do so for a number of years due to the corona restrictions, this year we once again were able to organize various international meetings with our international management. This provides an excellent opportunity for team building and especially for sharing knowledge, exchanging information, aligning objectives and developing new initiatives together. In June, in Cologne, Germany, our global commercial management team came together to discuss market developments, in combination with the Tube trade fair in Düsseldorf and a customer event. With the theme “Changing World – Challenging Markets” we held our Buisleeuw Management Conference in Rotterdam: for the first time since the acquisition of Benteler Distribution in 2019, 75 managers from all of our regions came together to map out the strategy for the future together.

### Compliance

Conducting business fairly and transparently is a high priority for Van Leeuwen. Laws and regulations, such as competition, corruption and 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. To ensure we comply with the increasingly more complicated regulations, we appointed a Head of Compliance at the beginning of 2022.

In 2022, a network of compliance officers in the various countries in which we operate was established. Various training and awareness creation programs were rolled out. In addition, attention was focused on revising various directives and guidelines, such as the code of conduct for agents and the guidelines and protocols for gifts, sponsorships and donations. At the beginning of 2022, after the invasion of Ukraine, comprehensive due diligence reviews were conducted at customers and suppliers throughout the world to ensure that we, as Group, comply with the many international sanctions that are changing daily.

In 2022, we devoted specific attention to the speak up policy, whereby we offer our employees and stakeholders the opportunity of reporting concerns and possible wrongdoings in a safe environment without becoming a victim of reprisals, in accordance with the EU whistleblower directive.

We are taking various measures to further limit the risk of bribery and conflict of interest, and organize training sessions to promote awareness among our employees.

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 reports of breaches were received by the Code of Conduct Compliance Committee.

### Strategic developments

As the number one pipe and tube distributor and specialist in the world it is our aim to focus on creating better value for our customers with our strategic agenda “Van Leeuwen 4.0”. We do this on the basis of our broad offer of pipes and pipe and tube products: a broad product portfolio and service delivery package focused on customer wishes and on developments and innovations in our various markets. We offer all of this from our worldwide interconnected network of companies. The breadth and diversity of our offer of products and services, combined with our spread across 70 locations, form the basis of the success of our company; especially over the past three years during a pandemic and exceptional market and geopolitical conditions.

Through the acquisition of Benteler Distribution at the end of 2019, we doubled the company’s size and network. By effectively exploiting the synergies between the various organizations, we are able to operate more competitively, and on the basis of our global footprint, we are able to share more knowledge and skills with each other. We will continue to look for opportunities to enlarge and strengthen our company as a means for us to continue to realize our leading role as the number one pipe and tube specialist in the world.

Through means of the knowledge of our professionals, we fulfil our promise of offering ‘more than tubes’. We are constantly looking for solutions that address customer issues: in the area of logistics planning, stock management and treatments, as well as innovative concepts that enable our customers to optimally and efficiently produce their products. Our key account managers play a key role in supporting our large, often internationally established customers in finding the right solutions for what are often complex issues.

Our strong European distribution organization and our global footprint are great strengths. To ensure the optimal operation of this international distribution network, it is important for us to constantly improve our business processes. Our ERP systems are supportive in this respect. We are increasingly focusing



on using digital means to integrate our processes with those of our customers and suppliers. We also invest in advanced processing machines and in robotizing the production process.

## Outlook

In the first quarter of 2023, it is difficult to predict how the year will develop. Market developments are uncertain due to increasing inflation, high energy prices, the fear of a recession and the geopolitical situation. The tight labor market also plays a role in this. The price trends for pipe and tube materials are a key factor in the outlook for 2023. At the beginning of 2023, it seemed prices were starting to drop. However, by the end of the first quarter, prices stayed at 2022 levels due to high raw material and energy prices.

Sales volumes continue to be under pressure, although this differs by sales segment. However, among our customers the major uncertainty about market developments appears to be decreasing and optimism to be increasing. In the Mechanical Engineering and Process & Power segments in particular, market developments are good. The level of activity in the energy segment has increased. Our companies in North America, Asia and Australia are well positioned to respond to this and are expected to acquire a number of nice projects in this area. Van Leeuwen's order book was well-stocked in the first quarter.

We expect a further consolidation in the steel distribution sector. We are closely monitoring developments and, should interesting opportunities arise, we will invest in them. On the basis of our strong position as a globally operating leading distributor of pipes and tubes, we continue providing our customers in various market segments with customized services in 2023. By keeping our stocks up to par throughout the world and by investing further in our international network, we are able to stay ahead of potential shortages and disruptions in the supply chain. Furthermore, we continue to advance our logistics innovation program and to invest in logistics and storage systems, machines and automation. This way, together with our people, we aim to realize our promise "more than tubes" in the coming year as well.

International cooperation and innovative entrepreneurship are characteristic of our culture. On this basis we will continue to build our company in 2023, together with our suppliers and for our customers. As a family business with a history dating back almost one hundred years we know how important our people are – ranging from experienced employees who have devoted their efforts on behalf of the company for tens of years and trainees who help our company progress with new insights.

Zwijndrecht, the Netherlands, 28 March 2023

### Management Board

P.L. Rietberg (Chairman)

J.M. Sassen









'The Dutch trading spirit is deeply anchored in our business culture.'

**Joost Verburg**

Van Leeuwen Zwijndrecht,  
the Netherlands  
(Teuling Staal business unit)

## Results 2022

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



## Consolidated profit and loss account

(amounts x 1,000 euro)

	2022	2021
<b>Net revenues</b>	<b>1,672,039</b>	1,430,560
Cost of finished goods	-1,311,347	-1,120,625
Wages and salaries	-144,971	-132,691
Social security charges	-27,750	-26,703
Depreciation and amortization	-17,101	-14,725
Other operating expenses	-66,892	-56,943
<b>Total of operating expenses</b>	<b>-1,568,061</b>	-1,351,687
<b>Operating result</b>	<b>103,978</b>	78,873
Interest income	228	79
Interest charges	-3,499	-2,310
<b>Net financial income and expenses</b>	<b>-3,271</b>	-2,231
<b>Total of result before tax</b>	<b>100,707</b>	76,642
Income tax expense	-14,508	-14,270
Share in result from participating interests	2,016	1,752
<b>Net result after taxes</b>	<b>88,215</b>	64,124

- The consolidated net revenue increased due to an increase in the average sales price per metric ton.
- The operating result improved from € 79 million to € 104 million.
- Personnel costs increased through a combination of salary increases, higher profit sharing and an increase in the number of FTEs.

## Consolidated balance sheet

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

Assets	31-Dec-2022	31-Dec-2021
<b>Fixed assets</b>		
Intangible fixed assets	6,365	7,173
Tangible fixed assets		
Land and buildings	101,803	99,613
Plant and machinery	44,949	35,687
Other fixed assets	18,559	18,973
Assets under construction	6,123	-
<b>Total tangible fixed assets</b>	<b>171,434</b>	<b>154,273</b>
Financial fixed assets	22,872	20,113
<b>Total fixed assets</b>	<b>200,671</b>	<b>181,559</b>
<b>Current assets</b>		
Inventories	416,665	345,776
Receivables		
Trade accounts receivables	242,040	212,243
Tax receivables	6,958	7,811
Other receivables	11,241	10,626
Prepayments and accrued income	15,285	13,413
<b>Total receivables</b>	<b>275,524</b>	<b>244,093</b>
Cash	13,887	41,528
<b>Total current assets</b>	<b>706,076</b>	<b>631,397</b>
<b>Total assets</b>	<b>906,747</b>	<b>812,956</b>



(amounts x 1,000 Euro)

<b>Liabilities</b>	<b>31-Dec-2022</b>	31-Dec-2021
<b>Group equity</b>		
Equity	300,410	267,106
Net result financial year	88,215	64,124
<b>Total Group equity</b>	<b>388,625</b>	331,230
<b>Provisions</b>		
Pensions	43,307	63,667
Deferred tax liabilities	14,060	13,967
Other provisions	27,354	24,223
<b>Total provisions</b>	<b>84,721</b>	101,857
<b>Non-current liabilities</b>		
Negative goodwill	48,839	55,856
Other long term liabilities	3,045	14,521
<b>Total non-current liability</b>	<b>51,884</b>	70,377
<b>Current liabilities</b>		
Debts to credit institutions	70,715	19,591
Payables to affiliated company	11,000	-
Trade accounts payable and trade credits	197,743	199,327
Taxes and social security	34,101	31,792
Accrued liabilities	49,811	39,744
Other liabilities	18,147	19,038
<b>Total current liabilities</b>	<b>381,517</b>	309,492
<b>Total Equity and Liabilities</b>	<b>906,747</b>	812,956

- The value of stocks increased by € 71 million, mainly due to higher prices.
- The debt to credit institutions increased by € 51 million, primarily due to investment activities and the financing of working capital.
- Solvency improved from 40.7% in 2021 to 42.9% in 2022.

# Milestones 2022

## 21 January

The first part of almost 10,000 metric tons of pipes for the **Southampton-London pipeline project** is loaded.



## 28 January

Groundbreaking ceremony for the expansion of the warehouse in **Vyškov, Czech Republic**. The storage capacity is to be expanded by 5,300 m<sup>2</sup> to 18,300 m<sup>2</sup>.



## 25 February

**Van Leeuwen Zwijndrecht** supplies pipes for **innovative wind mills** on farms. Farmers generate their own electricity this way.



## 27 January

The global **TotalEnergies** framework contract is signed; the result of teamwork by **Van Leeuwen France, Belgium and the Netherlands**.



## 1 February

**Traditional lion dance** at **Van Leeuwen Singapore** to celebrate the Chinese new year.



**18 May**

A Van Leeuwen tube stands at the **highest point of the Benelux**; the roof of the **Zalmhaven Tower** in **Rotterdam, the Netherlands**.



**4 April**

Van Leeuwen Production **Czech Republic** invests in two new laser cutting machines to be able to supply cross car beam tubes for the **VW MQB platform**.



**31 May**

Van Leeuwen integrates and renews its **ISO certification**. A confirmation of our consistent commitment to achieving the highest quality level through means of our processes.



**19 May**

Our company **Kindlimann** in **Switzerland** celebrates its **75th anniversary**.



At different times during the year **Kindlimann, Van Leeuwen Slovakia and Van Leeuwen Czech Republic** successfully went through independent **IATF16949 system audits** for suppliers in the automotive industry and acquired this important certification.



### 4 June

Van Leeuwen colleagues from **the Netherlands, Belgium, France, Germany and Italy** join up to take on the challenge of biking up the almost **2,800 meter high Stelvio pass** in the Italian Alps.



### 20-24 June

On the occasion of the **Tube 2022** – the leading trade fair in the pipe and tube industry – **Van Leeuwen Germany** organizes a customer event in Düsseldorf.



### 8 July

The **Van Leeuwen France** project office successfully completes the delivery of the pipeline for the **VARO refinery** located between the Swiss and French Jura mountains.



### 15 June

**Van Leeuwen Australia** supplies pipes for the renovation of the **Marvel Stadium**. The stadium continues to be open throughout the entire project.

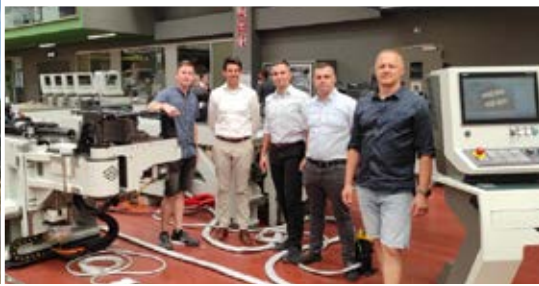


### 29 June

Groundbreaking ceremony for the construction of the new office of **Heléns** in **Sweden**, as part of the **OneHalmstad** project that brings all of our activities in Sweden together in one place.

**27 July**

Machine acceptance tests by **BLM Italy**, followed by the acquisition of two new pipe and tube treatment machines for **Van Leeuwen Slovakia**.



**19 August**

**Van Leeuwen USA** wins large tender for supplying carbon steel, low-temperature and stainless steel pipes for a large **LNG project in Louisiana**.



**30 August**

The Managing Directors of **Van Leeuwen Germany** symbolically install the first **solar panels** on the roof of the office building in Duisburg.



**9 August**

**Van Leeuwen Belgium** supplies pipes for the **He Dreiht project**; a 900 MW windfarm and one of the largest offshore wind energy projects in Europe, located in the German North Sea.



**24 August**

**Heléns Rör**, our company in Northern Europe and a leading supplier of steel pipes in the region, celebrates its **95th anniversary**.



### 30 August

Celebration of driving the **100th foundation pile** for the monorail project in our warehouse in Zwijndrecht, the Netherlands.



### 13 September

Official commissioning of a **5 megawatt peak solar panel installation** on the roof of the warehouse in Zwijndrecht by **Jan Peter Balkenende**, former prime minister of the Netherlands.



### 14 September

Delivery of pipes for an important gas infrastructure project by **Eems Energy Terminal in the Netherlands** to reduce dependence on Russian gas.



### 6 September

"**Blodomloppet**" running competition in **Halmstad, Sweden**. The competition draws attention to the importance of giving blood.



### 17-18 October

The main theme of the management meeting of **Van Leeuwen Germany** this year is **performance management and leadership**.

**8 November**

Van Leeuwen Slovakia starts up production of high-quality treated pipe and tube components for **Toyota**.



**2 December**

Official opening of the new **Van Leeuwen UK** head office, known as **The Deckhouse**.



**4 December**

Van Leeuwen Germany expands its presence and customer base with the acquisition of **Allstahl** in **Bergkirchen, South Germany**.



**15 November**

The **Van Leeuwen international management group**, for the first time in three years after the corona pandemic, comes together for the annual **Buisleeuw Days**.



**7 December**

The new, fully automated **Behringer HBM440APC-E** bandsaw at **Van Leeuwen in Vaihingen, Germany**, increases production to as much as **400 metric tons** of cut material per year.



# Centennial Collection

In 2014, during our ninetieth anniversary, we introduced the Centennial Collection. Each year, our most loyal customers qualify for an exclusive promotional gift. We initiated this collection in the year of our ninetieth anniversary and will continue to build up this collection until our centennial anniversary in 2024.

Dutch artist Floris Hovers was commissioned by Van Leeuwen to design this collection. Each year, a model version of a car is designed as a gift for our top 250 customers. In 2023, we will be distributing the ninth model among our most loyal customers. The most recent model, a green car with a charging station, symbolizes our goals relating to sustainability.





## Projects and Customers

In 2022, the international Van Leeuwen teams once again focused their efforts on many customers and projects with dedication, knowledge and skills. A number of these customers and projects are highlighted here.



### Renovation of Marvel Stadium – a prestigious construction project

The Australian construction company John Holland Group is working together with the Australian Football League (AFL) on a major upgrade of the Marvel Stadium located in the District Docklands in Melbourne. They are converting the area into a new, historic sports and entertainment center, including new business and shopping facilities. Van Leeuwen Australia is supplying 575 metric tons of piles (508 x 20.6 mm) and carbon steel pipes (813 x 23.2 mm, ranging in length from 11.5 m to 18.5 m) for the foundation works.

‘The Marvel Stadium project is the most prestigious construction project we have acquired in recent years,’ says **Greg Walker, Managing Director Van Leeuwen Australia**. ‘We offered a competitive price, but were primarily awarded the supply contract, because we were able to address a number of issues, such as the highly constrained space available at the site. We set up a special storage location and were able to supply the needed pipes of the right lengths using a call-up procedure.’

To meet the very tight piling schedule, Van Leeuwen worked together with the contract manager and the foundation partner to coordinate the daily delivery of specific pipe diameters and lengths. Greg: ‘During construction the stadium remained open for scheduled matches and large events. This contributed to the schedule’s complexity, not only for the delivery of pipes, but also for the project as a whole. The project therefore required very close cooperation and coordination with the customer.’ Construction is scheduled to be completed in 2023.

### Swiss deliveries for watchmakers: you can set your watch by it

What comes to mind when you think about Switzerland? Majestic mountains, chocolate, pocketknives; the country has it all. But perhaps the best known product is the Swiss watch. In 2022, the Swiss Van Leeuwen company, Kindlimann, received considerable orders for the construction of buildings for two leading watchmakers, namely Patek Philippe and Rolex.

Both companies expanded their production and thus required their buildings to be renovated and expanded, including new technical installations. For the Rolex plant in Geneva, Kindlimann supplied approximately 160 metric tons of welded pipes, fittings and flanges, made of carbon, as well as stainless steel. The delivery for the Patek Philippe building was more modest, but still considerable, namely 120 metric tons of the same materials.

‘The decision to choose Kindlimann was due to earlier experiences with our service delivery and the fact that in the recent past we worked together with them,’ says **David Genelot, Manager of the Kindlimann SA branch in Renens, near Lausanne.** ‘Furthermore, we were selected due to our stocks, order processing and professional personnel. But we were especially selected because of our service quality, the availability of materials, our ability to meet deadlines and sticking to exact delivery times. You can set your watch to it.’



### Letter of Appreciation for contribution to Gasunie's new LNG import facility

To reduce dependence on Russian gas, Gasunie has developed and built an LNG import facility in the port of Eemshaven in the Province of Groningen in the Netherlands. In the summer of 2022, Van Leeuwen supplied a large package of pipes, fittings and flanges consisting of carbon steel, stainless steel and duplex materials, for the construction of the new Eems Energy Terminal. ‘We succeeded in supplying the materials at a record pace. In fact the project team managed by René Viskil even received a Letter of Appreciation from Gasunie for this,’ says **Ted Klaver, Managing Director Global Projects at Van Leeuwen.**

‘Naturally we are proud of our role in this important project and of the appreciation expressed by Gasunie,’ says Ted. ‘We signed the contract with contractor Fluor at the end of May 2022. Shortly thereafter we made our first deliveries and the customer had all the required materials before the winter. That is extremely fast. Normally, these types of large-scale projects require one or two years,’ says Ted. ‘We succeeded in adhering to the tight schedule thanks to the available stocks at various Van Leeuwen branches and our network of strategic suppliers throughout Europe. Furthermore, the efforts and dedication of the experienced Van Leeuwen project team in Zwijndrecht, the Netherlands, most certainly was a big help. Our colleagues constantly stayed on top of everything,’ adds **René Viskil, Senior Project Manager at Van Leeuwen.** Van Leeuwen supplied the materials, as well as the complete logistics services up to and including delivery to the project site in Eemshaven.

The new terminal is considered to be a vital part of the gas infrastructure needed to guarantee the supply of gas over the coming years. Gasunie Transport Services will distribute the gas from here throughout the Netherlands through its national gas pipeline network. In the future, Gasunie also intends to use this site for the import of green hydrogen. Ted: ‘We are closely monitoring developments and naturally we hope that over time we will also be allowed to make a contribution to this Gasunie project, and thus to the energy transition as well.’





## Grenzebach Group: growth thanks to key account approach and network

From 3D printing systems to autonomously driving transportation systems, from plasterboard production to welding robots: the German family business Grenzebach supplies it all. The Grenzebach Group provides automation solutions and innovative production technology for highly divergent markets. The company has production branches in Germany, the US, China and Romania. Grenzebach has been a customer of van Leeuwen Germany for some time. Thanks to a key account approach, the relationship with this company has increasingly intensified over the past eighteen months.

Since 2021, Van Leeuwen Germany has been working more closely with colleagues in other countries. We use our Van Leeuwen network to serve customers internationally to the best of our ability. In 2022, in addition to our existing activities, we acquired even more supply contracts for Grenzebach. 'Initially we supplied smaller volumes of spare parts, but in 2022, we started up a fantastic new project with this customer, which we will be implementing in 2023,' says **Key Account Manager Periklis Lazaridis**. 'By combining our sales knowledge with the expertise of our procurement management colleagues, we successfully acquired this large project for Van Leeuwen Germany. It involves 150 tons of welded precision pipes and 200 tons of stainless steel pipes for two Grenzebach production branches.'



## Van Leeuwen tube at highest point in the Benelux

Our customers make the most impressive steel structures with the steel pipes and tubes and hollow sections we supply. Football stadiums, bridges, train stations, distribution centers and much more. In 2022, the tallest building in the Benelux was completed in Rotterdam, the Netherlands: the Zalmhaven Tower. The Zalmhaven complex consists of three residential towers comprising of 452 apartments and penthouses, 33 mansions, a parking garage, offices, commercial spaces and a restaurant. On top of the iconic 203 meter high building there is a Van Leeuwen tube that reaches up to 215 meters making it the highest point.

**James Muyldermans, Business Unit Manager at Van Leeuwen Belgium**, was closely involved in this project when he worked at the Zwijndrecht branch last year. James: 'This tube has a 914 mm diameter and is 12.5 meters in length. We also supplied hollow sections for the steel structure of the upper floors. When they think of steel pipes, most people think of round pipes and tubes. But in the steel construction sector, we sell many square and rectangular pipes, such as these hollow sections. And this applies to Zalmhaven as well.' Van Leeuwen sells hollow sections that are cold-formed and hot-formed, depending on the customer's application. James: 'Things, such as load, pipe surface area and corner radius play a role in this respect. We are able to provide customers with the right advice about these matters. We used our procurement network for the mast on the Zalmhaven Tower, because it needed to be just a bit larger than normal. We are very proud of it!'











'Our employees feel highly committed to their work and like to go the extra mile for their customers.'

**Priscilla Zanardi**  
Van Leeuwen Italy

## The Van Leeuwen culture

Over a period of almost one hundred years, Van Leeuwen has grown into an international company with 70 branches in 33 countries.

Our 2,400 employees with 58 different nationalities have different cultural backgrounds, religions, customs and habits. But regardless of the differences between cultures, colleagues always know how to find each other in our international network. Collectively they form a single Van Leeuwen. A family business in which, within an interconnected network, they share values, such as innovative entrepreneurship and customer focus. In short, the Van Leeuwen culture.

In this Annual Book, Van Leeuwen colleagues tell us about the projects they are proud of, how they work and cooperate together in their country and at their specific location, or how they internationally manage to join hands. This way we bring 'local color' and 'international' together for the benefit of our customers.









Name **Joanna Brookes**

Location **Van Leeuwen United Kingdom**

Position **Business Development Executive**

At Van Leeuwen since **2019**

Age **48**

‘At Van Leeuwen we easily bridge cultural differences; we work together as a single, large team.’

**Business Development Executive Joanna Brookes developed a cross-media marketing strategy at Van Leeuwen United Kingdom. She makes use of social media to reach new target groups and to strengthen bonds with existing business relations.**

Joanna Brookes has been working in the British steel industry for over 15 years. After taking a sabbatical, she ‘returned’ to Van Leeuwen in 2019. ‘Prior to its acquisition by Van Leeuwen, I worked in Benteler Distribution’s sales division,’ says Joanna. ‘So I really have been part of the company for a long time.’

Joanna regularly works from The Deckhouse. In 2022, the Van Leeuwen UK team moved to this brand new head office just 1,500 meters away from the previous head office location (also see next page). The head office is located in Midlands, a region in Britain where the industrial revolution had its start. ‘People here are modest, hardworking and form a tight community,’ says Joanna. ‘They are used to newcomers, who have been coming to this region looking for work for decades. It is a diverse community that is open to change.’

### Hospitable atmosphere

Joanna characterizes the atmosphere at Van Leeuwen United Kingdom as hospitable. ‘Most of our employees are born in the United Kingdom,’ she says. ‘But some of our team members also come from the Netherlands, China, Brazil and various other countries. Furthermore, our colleagues represent a large variety of ethnicities and religions. This is logical, given the country’s history. At Van Leeuwen there is ample room and respect for mutual differences.’

For example, our manager wishes us Happy Solstice, as well as Merry Christmas! The way employees treat each other, shows that they are able to easily bridge cultural differences and work together as a single, large team.’

### Digital marketing

As Business Development Executive, Joanna focuses on attracting new customers and projects. During the corona pandemic she was tasked to review and improve Van Leeuwen United Kingdom’s LinkedIn page. ‘I decided to look beyond LinkedIn, so now I manage all of Van Leeuwen United Kingdom’s social media channels, and digital marketing now forms part of my work. Furthermore, my team members and I closely worked together on a new cross-media digital marketing strategy.’ (See next page for more.)

### 100 kilometer pipeline

Naturally, optimal customer service and excellent project execution come first and foremost at Van Leeuwen UK as well. In 2022, Van Leeuwen UK worked together with a large global customer on a long-term project for the construction of a 100 kilometer pipeline in the United Kingdom. It is the largest project ever acquired by Van Leeuwen UK. The project is expected to be completed by mid-2023. In total Van Leeuwen UK will be supplying almost 10,000 metric tons of PE and FBE coated pipes, including 862 coated pipe bends. The Operations team specifically put together for this project looks after all steps in the supply chain. From receipt, storage and inspection of materials up to and including coordinating the loading of materials for transport directly to the customer’s storage yard when they are needed.



### New head office for Van Leeuwen UK

In 2022, Van Leeuwen made significant investments in renovating and improving its locations and facilities. The Van Leeuwen United Kingdom team moved to a new head office in 2022. The Deckhouse, a mere 1,500 meters from the former head office, now provides the team with an attractive new workplace. The renovated building has a modern and unique appearance. It is centrally located in the UK at an easily accessible location in a bustling environment with shops and cafés. In addition, The Deckhouse has large office and meeting spaces, and offers training and conference facilities.

Joanna Brookes, Business Development Executive: 'Van Leeuwen started working with contractors and architects to renovate the building, a former monorail station, into a new, suitable workplace that seamlessly meets the desires and needs of employees. I reported on the renovation and move on Van Leeuwen's social media channels. Up until now (beginning of March 2023), the video "A New Era Begins" has generated more than 6,700 responses.'

### Cross-media marketing campaign

In 2022, Van Leeuwen United Kingdom launched a cross-media marketing campaign under the leadership of Joanna Brookes. 'We involved colleagues throughout the organization in this,' she says. 'Part of the strategy is to expand the channels and platforms on which Van Leeuwen is active. The objective is to reach new target groups this way. After all, LinkedIn users are not the same as Twitter or Facebook users. Of course, social media channels have a business function, but we also use them to increase customer loyalty and Van Leeuwen's brand recognition.'

Joanna manages the daily content creation process. 'In addition, we train employees to make use of social media for business purposes. We encourage them to share their experience and expertise within our sector,' says Joanna. In 2022, the cross-media marketing strategy produced by Joanna and her team received the first Van Leeuwen Social Media Award.





Name **Simon Low**

Location **Van Leeuwen Dubai**

Position **Sales Manager Gulf Region**

At Van Leeuwen since **2010**

Age **37**

‘The Van Leeuwen brand is and continues to be super strong, in part due to the tight relationships we manage to develop and maintain with our international business relations.’

**Simon Low is Sales Manager for the Gulf Region and is based in the Emirate of Dubai. He enjoys doing business in this country.**

Simon Low grew up in Hong Kong as the son of a Singaporean father and Chinese mother. ‘When I turned thirteen, we moved to Singapore, where I later completed my studies in economics at the University of Singapore, as well as my military service,’ says Simon. ‘Immediately after that, I was hired as a trainee at Van Leeuwen. For Van Leeuwen having a good education was sufficient. The rest I primarily learned on the job in my first years.’ The reason Simon chose to work at Van Leeuwen was that he wanted to see the world. ‘My wish has been amply fulfilled,’ Simon continues. ‘After spending two years in Singapore, I moved to Shanghai where I worked for Van Leeuwen for ten years. In 2022, I was transferred to Van Leeuwen in Dubai. Right now, I alternate between Dubai and China every few months.’

**Sincere smile**

Simon perceives Dubai as a highly multicultural city state. ‘Unlike in China, many expats live here. In my estimation, as many as seventy percent of the people living here come from another country. It is an Islamic city. That means that there are certain things that you must take into consideration. You cannot just buy alcohol whenever you please and you can clearly hear the call to prayer everywhere, several times per day. On the other hand, English is spoken everywhere and it is a very internationally oriented and colorful country.

The people with whom I do business usually come from India, Pakistan, Bangladesh or the Philippines. The social protocols

are not complicated, as they are in China, for example. You can get very far here with a sincere smile. After all that is the universal language of friendliness and kindness.’

**Super strong brand**

Like in any other country, you must invest a great deal of energy in developing excellent relationships with your customers, says Simon. ‘But I am a salesman, so that suits me perfectly. It is important to ask the right questions, to understand precisely what the customer wants, what the customer considers important and to make proper agreements. The pipe and tube market really is a commodity market. But the Van Leeuwen brand is and continues to be super strong, in part due to the tight relationships we manage to develop and maintain with our international business relations. We consider this important and Van Leeuwen invests a great deal of time and energy into this, and that works to our advantage. The company has been around for a very long time and we have developed an excellent reputation in the market.’

**Company culture**

For Simon, Van Leeuwen’s company culture means: ‘internationally working together with much satisfaction – and selling pipes and tubes. I work in the Middle East and in China, and I also work together with our European colleagues. The many contacts make my work dynamic and I still very much enjoy that. The advantage of a family business is that you can pursue your own path and that you are less beholden to satisfying your shareholders. Although, of course, Van Leeuwen also needs to make a profit. Actually, if Van Leeuwen were to be listed on the stock exchange, I would immediately purchase shares!’



### King Khalid International Airport

Van Leeuwen supplied the pipes for the aircraft fueling system, which was due for replacement, at the King Khalid International Airport in Riyadh (Saudi Arabia). More specifically: 700 metric tons of carbon steel seamless pipes with external 3LPE coating and a liquid epoxy inner coating (suitable for A1 Jet Fuel). 'It is a prestigious contract,' says Simon Low, Sales Manager at Van Leeuwen Dubai, 'because it goes without saying that fueling aircraft is a crucial aviation system. The fueling system is one of the most important systems in an aircraft. It ensures that the engines are suitably supplied with fuel and it also ensures effective fuel distribution and balance, which is essential to safe flight. 'This meant that the pipes had to comply with the strictest fire and other safety requirements. The pipes run below the airport's infrastructure, such as the runways. So everything must be in good order.' says Simon. Van Leeuwen obtained the pipes from China and had the right inner and outer coating applied in a local Saudi factory. This way they will continue to be in an excellent condition for at least twenty years.

### Three-year framework for international chemical group

A large international chemical company is currently constructing a new production facility in the city of Zhanjiang in South China. In the future, the plant will be supplying 60,000 metric tons of plastics per year to Chinese customers, particularly in the automotive and electronics industries. The chemical group aims to supply the entire production site in Zhanjiang with electricity generated by renewable sources. At 10 billion euros, it is the company's largest investment ever. The site will become the chemical company's third largest production site. 'In 2022, after two years of negotiations, we were awarded a three-year framework contract,' says Simon Low, Sales Manager at Van Leeuwen Dubai. 'Within this contract we will supply the required seamless carbon steel pipes for the entire site. This framework contract is a major milestone for us, and for me as well. In my view, an interesting aspect of this agreement is that we constitute a relatively small, but very important link in the gigantic project being implemented here by the customer. You can think of it as the last piece that you need to complete the puzzle.'





Name **Joost Verburg**

Location **Van Leeuwen Zwijndrecht  
(business unit Teuling Staal)**

Position **Technical Commercial Manager**

At Van Leeuwen since **2002**

Age **42**

‘The Dutch trading spirit is deeply anchored in our business culture.’

**‘Seeing, creating and seizing opportunities. This is what Van Leeuwen is really good at and what best typifies us as a company,’ says Joost Verburg, Technical Commercial Manager. Together with Commercial Director Thijs van Dulm and his team, he serves the oil and gas, and offshore markets from Van Leeuwen Zwijndrecht in the Netherlands.**

Joost Verburg started working at Van Leeuwen in 2002. In January 2022, he transferred internally to Teuling Staal, a specialist in duplex and super duplex stainless steel pipes and tubes, fittings, flanges and special products for the oil and gas, and offshore industries. In 2011, Van Leeuwen acquired Teuling Staal with the intent of growing in this market. The company now operates as an independent business unit from Van Leeuwen Zwijndrecht. ‘We primarily serve the energy and offshore markets, ranging from onshore installations to platforms and systems that are installed on the sea bottom,’ says Joost. ‘Customers in this segment primarily require high-quality and sustainable corrosion-resistant pipe materials that must meet stringent demands. The installations are designed for a long service life in an often aggressive environment. At the request of customers, we also provide additional material tests and treatments.’

### Creativity

‘The Dutch trading spirit is deeply anchored in Van Leeuwen’s business culture,’ says Joost. ‘It means being creative, daring to take risks and acting decisively. Even when market conditions are unfavorable, we always find new ways of optimally serving customers. We always work hard to ensure we deliver the right materials with the right specifications on time, despite the current global scarcity of materials. Our international network and excellent stocks play an important role in this respect.’

### Connection with the customer

After his start in 2002, Joost occupied various positions at Van Leeuwen, including Procurement Manager, Sales Manager

and Commercial Project Manager, among others. ‘These different roles enabled me to get to know the company from every angle,’ says Joost. In January 2023, he became responsible for managing the Teuling Staal business unit in his role as Technical Commercial Manager. ‘I am pleased that I was given this opportunity, it is challenging and it gives me a lot of satisfaction to be able to continue to grow this way.’

Aside from being a driven and ambitious Van Leeuwen employee, Joost also is a Dutch citizen. Joost: ‘The Dutch attach a lot of importance to things such as openness, honesty, and to ‘agreed is agreed’. I can identify with that. Furthermore, most Dutch citizens find it easy to establish contact and are accessible. These characteristics are very useful for doing business. At Van Leeuwen we are also constantly seeking to establish a connection with customers and suppliers. We invest in tight, long-term relationships and aim to be a reliable partner. By always delivering consistently and respecting our agreements, we turn this into reality each and every time.’

### Interesting contracts

‘As a result of these excellent relationships, we tend to obtain many interesting jobs. For example, in 2022 we acquired a contract from ONE-Dyas. In 2023 and 2024 we will supply a large package of duplex and super duplex pipes, fittings and flanges under this contract for the construction of a gas extraction platform in the North Sea (see next page). I am proud of this. Moreover, once it is operational, the platform will fully operate on wind energy. That’s another major plus.’

He is positive about the coming years. Joost: ‘There are numerous new opportunities in the energy market. Aside from our own region, I am also thinking about other regions, such as Southeast Asia. We would like to seize these opportunities in close cooperation with our branches in these regions. After all, we already have a strong international network.’



### First Dutch offshore gas extraction platform operating on wind energy

In 2022, one of the most prestigious contracts acquired by Joost Verburg, Technical Commercial Manager at Teuling Staal, and his team was the ONE-Dyas contract. This Dutch oil and gas company aims to extract natural gas from gas fields in the German and Dutch North Sea. ONE-Dyas started work on constructing a production platform for this purpose in 2022: Platform N05 A. Van Leeuwen will supply a package of duplex and super duplex pipes, fittings and flanges worth over 2 million euros, for this purpose.

‘I am especially proud of this contract. It gives Teuling Staal’s result and visibility a boost,’ says Joost. ‘Moreover, the Platform N05 A will be the first Dutch offshore gas handling platform in the North Sea to operate fully on offshore wind energy. This will result in an enormous reduction of greenhouse gases and nitrogen oxide emissions, down to near zero.’

The platform will be constructed in the North Sea, 20 kilometers to the north of the Dutch island Schiermonnikoog. A cable will be laid to connect the platform to the nearby German wind farm Riffgat. The initial deliveries to ONE-Dyas have started and the last ones will be made in August 2023. The aim is for the platform to start supplying gas to Dutch and German households and companies starting in August 2024.

### Four-year contract for Gasunie maintenance and projects

‘You can confidently call it a prestigious contract,’ says Frits Veraa, Managing Director of Van Leeuwen Stainless. At the end of 2022, Van Leeuwen reached agreement with Gasunie, the Dutch national gas grid operator, for the delivery of pipes, fittings and flanges. It is a multi-year contract, and comprises maintenance, as well as projects. ‘The first large project we will start with, is the delivery of materials for the WarmtelinQ heating network,’ says Account Manager Remy van der Graaf. ‘Gasunie is constructing WarmtelinQ for a sustainable future with reduced CO<sub>2</sub> emissions and less natural gas. The residual heat from the port of Rotterdam will be routed through a main transport pipeline to heat homes and companies in the Province of Zuid-Holland. For this project we qualified to supply pipeline materials for the stations. This comprises stainless steel, as well as carbon steel pipes, fittings and flanges.’

‘Gasunie opted for a multi-year contract with Van Leeuwen due to our way of working, our quality systems and the high-quality materials that we are able to deliver in accordance with Gasunie’s specifications,’ says Frits. ‘Gasunie conducted quality audits of our companies for this purpose. Our sustainability policy also weighed heavily in their decision. They not only looked at the materials to be supplied by us, they also looked at our ability to organize transport and storage in smart ways with the least possible CO<sub>2</sub> emissions, for example. Van Leeuwen Zwijndrecht and Van Leeuwen Stainless in Beesd in the Netherlands closely worked together on this project. Big compliments to the project team, which has every right to be proud of this major collective accomplishment. Gasunie’s selection once again shows that Van Leeuwen meets the most stringent quality requirements.’



Name **Priscilla Zanardi**

Location **Van Leeuwen Italy**

Position **Regional Human Resources  
Manager (South Europe)**

At Van Leeuwen since **March 2022**

Age **39**

**‘What Italy, Romania and Turkey have in common is that we are fairly passionate people,’ Priscilla Zanardi explains. ‘Employees feel highly committed to their work and they care about their customers, which is why we like to go the extra mile.’ In March 2022, she became Human Resources Manager at Van Leeuwen for the Southeast Europe region.**

‘When I conduct a job application interview, I always ask candidates about the company values that appeal to them most,’ Priscilla says. ‘For me, the values respect, responsibility, customer focus and entrepreneurship are the most important. In my experience people truly live these values at Van Leeuwen.’

### Passionate people

‘When I started as HR Manager Southeast Europe one year ago, I was initially surprised that the countries Italy, Romania and Turkey together form a region at Van Leeuwen. This has been the case since 2021. The three branches intensively work together to optimize the services provided to their customers and to increase market share, particularly in the Mechanical Engineering, Automotive, Hydraulics and Process & Power segments. But what do these three countries have in common culturally? I quickly noticed that there is a common thread: we all are fairly passionate people. Employees in all three countries seem to express their feelings more vigorously than people in, for example, central and northern regions; perhaps because of the cultural values in the Mediterranean region. Work meetings therefore can get quite lively. For me, this simply shows that employees are very driven and productive, and feel highly committed to their work.’

### Female leadership

‘Of course, there also are mutual differences. The business climate differs from country to country. People in Turkey and

Romania generally address their manager rather formally as a sign of respect for higher positions. Of course you are expected to respect the hierarchy in Italy, but the communication style is different and more direct in a certain sense. Something that is special in our Romania branch is that the business here is managed by two women. This tends to be rare in our sector and in Romania. Aside from her role as Managing Director, Irina Beltermann also is Regional Operational Excellence Director. Her Deputy Managing Director is Adriana Dogaru, who also is Head of Operations in Romania. I am proud of this and it is consistent with Van Leeuwen’s mission to demonstrate more female leadership. Through means of our HR strategy we will further enhance our focus on diversity, inclusion and gender equality over the coming years.’

### Regional HR policy

Priscilla Zanardi has been HR Manager for Southeast Europe since March 2022. ‘In 2022, I especially worked hard on developing a regional HR policy on the basis of Van Leeuwen’s international HR strategy,’ she says. The priority for 2022 and 2023 is the personal development of employees, including learning and career paths, and coaching.’ In addition, Priscilla is a sparring partner for managers, and for example, makes suggestions about the best composition of teams in the Southeast Europe region and what is needed for this. ‘To acquire effective insight into where employees stand and what they need, performance evaluation meetings (dialogues) are held twice a year between employees and managers. To ensure these dialogues run smoothly, in 2022, I organized various workshops for managers in which we shared best practices, and tips and tricks,’ she says. ‘I also organized practical sessions for all employees about how to best prepare themselves for such discussions. The key principle is that these are reciprocal discussions. It involves giving and receiving feedback and as employee, you also give your manager feedback.’



‘Our employees feel highly committed to their work and like to go the extra mile for their customers.’

### Team event in the Italian Alps

A culture in which our people are seen and appreciated and in which they do their work with motivation, pride and satisfaction is a key spearhead of the HR People Strategy. We are a company with 70 locations throughout the world, which makes functioning as a single connected Van Leeuwen team a challenge. This is why we are always looking for ways to strengthen the bonds between locations, teams and employees, so that they can share their knowledge and experience, and inspire each other. We do this on the shop floor, but also with team activities, such as sports and cultural activities.

For example, in June 2022, a group of 25 Van Leeuwen colleagues from the Netherlands, Belgium, France, Germany and Italy together took on the Stelvio Pass challenge. If there is a climb that any racing cyclist would like to have done at least once in his/her lifetime it is the Stelvio Pass in the Italian Alps. Anyone who has completed the 48 hairpin bends to the top at 2,758 meters will never forget the breathtaking views. The climb may be a dream for one and a nightmare for another. Almost all colleagues completed this heavy climb, everyone at his/her own pace. This approximately 65-kilometer route meanders through the magnificent Italian and Swiss alpine landscape.



### Important MRO contracts for the Italian petrochemical industry

Van Leeuwen managed to acquire a number of nice contracts in Italy in 2022, through smart international cooperation. ‘Traditionally, our primary focus was on a number of specific segments of the pipe and tube distribution market,’ says Ruggero Nestri, Regional Managing Director South Eastern Europe at Van Leeuwen. ‘For example, we focused on the hydraulics, automotive and machine building markets. When we became part of Van Leeuwen in 2019, we realized that we had a tremendous opportunity in the Italian oil and gas market. Because Van Leeuwen is a well-known name in this market and colleagues share their tremendous knowledge in this sector, we figured we would be able to play a much more important role in this domain as well.’

Thanks to the participation of two Italian colleagues in a practical working internship in the Netherlands, they learned all about the ins and outs of the oil and gas sector at a rapid pace. This quickly bore fruit: they were awarded an MRO contract by the Italian branch of an existing prestigious customer within the Van Leeuwen Pipe and Tube Group. This was followed by two medium-sized CAPEX projects from the same customer in 2022. As a result of the renewed relationship with another important Italian customer, a second MRO contract was added to the Italian portfolio.

‘In the South-Eastern European region we have an overarching team of committed specialists in different countries,’ Ruggero continues. ‘This way we combine our forces for the benefit of our customers. The same thing applies to the joint procurement activities with existing and new suppliers. We devote a great deal of attention to product diversification within our region. Aside from our existing products, such as seamless cold-drawn tubes for hydraulic lines, cylinder pipes, chrome-plated bar steel and welded precision pipes, we also invest in new products, such as hot-rolled heavy wall pipes. We aim to play a significant role in this product range in Italy. We hereby make use of the expertise of our regional sister companies, such as the company in Romania.’



Name **Cem Senkaya**

Location **Van Leeuwen Germany**

Position **Regional Sales Manager**

At Van Leeuwen since **March 1998**

Age **47**

‘By immersing yourself in the customer’s business processes and long-term objectives, you can provide much more added value.’

**Regional Sales Manager Cem Senkaya is focused on Van Leeuwen’s growth in South Germany, particularly Bavaria, where he works on developing sustainable customer relationships. ‘Doing business here revolves around trust.’**

Cem Senkaya celebrated his 25th anniversary at Van Leeuwen on March 1, 2023. In 1998, he started working at RÖSTA, Röhren- und Stahllager (later Benteler Distribution) in Munich, which was acquired by Van Leeuwen in 2019, and developed himself at a rapid pace. ‘When I was thirteen, I moved from Istanbul to Germany,’ says Cem. ‘In 2009, I returned to Turkey to establish Benteler Distribution’s Turkish branch. It was a large project and a unique opportunity.’

Cem enjoys making a contribution to the development and growth of a business. Once he finished his task in Turkey, he started working on his next challenge. Since 2013, he has been Regional Sales Manager at Van Leeuwen Germany and works from the branch in Munich, where he once started out as trainee. In this role, Cem is responsible for Van Leeuwen’s key accounts in southern Germany.

#### **Trust as a basis**

‘Doing business in southern Germany revolves around trust,’ says Cem. ‘My focus is on developing and maintaining long-term, sustainable relationships with customers. This is an ongoing process of asking questions and listening. By immersing yourself in their business processes and long-term objectives, you can provide much more added value. Our customers appreciate that we contribute ideas, that we go beyond delivering a quality product. In other words, everything does not revolve around proposals and contracts – although, these are of course important as well – but around commitment and sticking to your agreements and schedules. That creates trust.’

#### **Open and sincere**

Cem characterizes the business culture in Bavaria as open and sincere. He also sees these values reflected on the work floor. ‘We work as a single team. Of course, there is a hierarchy, but regardless of whether you are a manager or trainee, we listen to each other and are open to feedback. This way we create a workplace where young people want to and can develop themselves. I consider that very important. After all, I also started off as a trainee.’

#### **Beyond Bavaria**

In Cem’s view, the close international cooperation among the branches is what typifies Van Leeuwen, and this is and remains a strong trump card. ‘We are responsible for our own region, but we can always count on the support of colleagues in other branches,’ he says. ‘We do not keep our cards close to our chest. Sometimes, a project requires very specific knowledge and experience that may not always be available in your own team. In such instances, colleagues are always prepared to share their expertise. It is good that the openness that we so highly value here, is also present internationally.’

According to Cem, Van Leeuwen’s international character also contributes to promoting trust among customers in South Germany. ‘Because I am focused on the key accounts, I work with people in large, international companies. They very much appreciate that I continue to be their contact when they are planning to expand their cooperation with Van Leeuwen beyond the region and across national borders. The strong relationship developed over the years, gives them the confidence to take the next step. The consistent quality of our products, no matter where they originate from, only serves to strengthen that confidence.’



### Acquisition of Allstahl

In December 2022, Van Leeuwen Germany signed an agreement for the acquisition of Allstahl GmbH, a pipe specialist with large customers in the truck, agricultural vehicle, machinery and hydraulics segment.

‘On January 1, 2023, I became responsible for the Allstahl activities,’ says Cem Senkaya, Regional Sales Manager at Van Leeuwen Germany. ‘The branch is located just outside Munich in the village of Bergkirchen. The acquisition strengthens our presence and position in South Germany. We now have an additional number of large and special customers. The acquisition also expands our product range and services, which ultimately benefits all of our customers.’

### Expansion of cooperation with AGCO

Start small and expand from there is the strategy that Cem Senkaya, Regional Sales Manager at Van Leeuwen Germany, pursues. Over the past ten years, Van Leeuwen Germany, step-by-step, expanded its cooperation with AGCO, one of the largest manufacturers of tractors and agricultural machinery. ‘The customer’s goal is to optimize the supply of pipes and pipe and tube applications, with a single strategic partner in Europe,’ says Cem. ‘We started off with a small number of products and we are now supplying virtually all products destined for Europe from our stock-keeping sites.’ While Cem focuses on the negotiations, his colleagues look after optimally serving the customer. Cem: ‘Christine Stadler, Sales Assistant, and Sebastian Schedlbauer, Key Account Manager, were instrumental in expanding this cooperation.’ He is ambitious. ‘AGCO organizes a Supplier Day each year. Van Leeuwen was present for the first time this year. My goal: to become Supplier of the Year within five years. I know we can do this,’ says Cem.









'By immersing yourself in the customer's business processes and long-term objectives, you can provide much more added value.'

**Cem Senkaya**

Van Leeuwen Germany



Name **Victor Ea**

Location **Van Leeuwen Malaysia**

Position **General Manager**

At Van Leeuwen since **2013**

Age **33**

‘We have been present in Malaysia for more than forty years and have a solid reputation here.’

**‘The oil and gas industry in Malaysia is driven by government incentives provided to Malaysian companies,’ says Victor Ea, General Manager at Van Leeuwen Malaysia. ‘This is a challenge for us. But we have been operating in this country for over forty years and because of our reputation we have an excellent position.’**

Victor Ea was born and raised in Malaysia. After he obtained his bachelor’s degree in International Business from a Malaysian university, he soon joined Van Leeuwen in Singapore. ‘I completed my traineeship here,’ says Victor, ‘and after this I was sent to Thailand as a sales officer. After three years I became Sales Manager there. Then, after another three years, I went back to Malaysia as Branch Manager. Six months ago, I became General Manager here. I enjoy working in my home country; I am thoroughly familiar with the culture and I speak the language. That helps with marketing and local contacts.’

#### **Malay, Chinese and Indian people**

Victor lives in Johor Bahru, a South Malaysian city that borders on Singapore. Every week he alternates between working in the branch in Kulai, close to his home, and in Kuala Lumpur, a three and a half hour drive. ‘Malaysia is a multicultural country,’ says Victor. ‘There are three main population groups, namely the Malay, Chinese and Indian people. The nice thing is that we celebrate one other’s cultural and religious holidays. At our office too, we celebrate Hari Raya (the end of Ramadan), as well as the Chinese new year and the Indian festival of light, Divali. These festivities always include an elaborate meal with all of our colleagues.’

#### **Stimulating Malaysian companies**

A special aspect of the Malaysian economy is that the government is highly focused on stimulating Malaysian companies, says Victor. ‘Many companies are obliged to largely have local shareholders. This means that even large companies such as Shell and ExxonMobil are required to conduct business by partnering with the Malaysian oil and gas company Petronas. A major advantage for Van Leeuwen is that we have been working here for more than forty years and that the people know us very well. We have a well-established and trusted name. Our customers are especially active in upstream oil and gas exploration.’

#### **Structured**

In Victor’s experience, the company’s strong points are ‘that we work in highly structured ways and that we are very well organized. From a cultural perspective, there are of course differences between the Dutch and Asian mentality. Customers are not as accustomed to communicating in very direct ways here. This is why we have developed a strong team here to serve the regional market. A major advantage of our international organization is that I am always able to consult colleagues in Asia, Europe or the US about where to purchase certain pipes and at what price. At the same time, I have sufficient autonomy to do business in accordance with local norms. Our customers highly value us as a local representative of an international high-quality, leading company. They know that they can always reach us when they have questions and that we quickly come back with the proper answers each time.’





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### Pipeline for Gas Malaysia Berhad

'Due to our hard work and persistence to convince the customer, Van Leeuwen Malaysia at the end of 2022 succeeded in signing a contract with Gas Malaysia Berhad (GMB),' says Sales & Business Development Manager Syed Fadley. 'The contract requires Van Leeuwen to supply 100 kilometers and 6,296 tons of pipe and tube materials for a new gas pipeline of the national natural gas distribution company.' Van Leeuwen was selected on the basis of the delivery capacity, financial and quality track record, technical knowledge, dedication and efforts of the Malaysian team. In this contract, Van Leeuwen is supported by trusted suppliers. 'It was not easy to get to know GMB, a large company, very well,' says Syed. 'This is why we are especially proud that we were able to convince them of the added value brought to the table by Van Leeuwen and our partners.' Gas Malaysia Berhad is celebrating its thirtieth anniversary this year (2023). This gas company is focused on selling, bringing to market and distributing natural gas and developing, exploiting and maintaining the national gas distribution system in Malaysia.

### Shell MRO framework contract

Malaysia has important oil reserves. Various international energy companies operate here, including Shell. In recent years, Van Leeuwen has supported Shell in Malaysia on various projects. In addition, in 2022, Van Leeuwen supplied a record quantity of pipe and tube materials to Shell under an ongoing Maintenance, Repair & Operations (MRO) framework contract. Last year, there were a large number of shutdowns, periods during which the installations on drilling platforms were shut down for maintenance. Van Leeuwen responded by not only supplying many pipes, fittings and flanges, but also by getting these materials to the required destinations extremely fast. 'We received much praise from Shell,' says Sales & Business Development Manager Syed Fadley, 'but that's not all. Most drilling platforms are located in front of the coast of East Malaysia on the island of Borneo (also known as Malaysian Borneo). We plan to store materials close to Shell in East Malaysia to enable us to even better supply the offshore industry.'



Name **Line Blok**

Location **Heléns Denmark**

Position **Global Process Architect Procurement**

At Van Leeuwen since **2018**

Age **38**

‘Next year, Van Leeuwen will celebrate its 100th anniversary: you can only achieve this by constantly keeping pace with market developments.’

**‘Danish people expect extremely high service levels,’ says Line Blok. As Global Process Architect Procurement she contributes to this by ultimately connecting all branches to SAP S/4 HANA: a single integrated IT system for optimally managing our supply chain, and commercial and financial organization. ‘This enables all of our customers to make even more efficient use of our international network and our global stocks.’**

Line Blok has advanced significantly in her career since she joined Van Leeuwen’s company Heléns in Denmark in 2018. She started off as MP/MRP Controller, and after 2.5 years became Team Lead Purchasing and has since become Global Process Architect Procurement. ‘What immediately appealed to me when I came to work here was the atmosphere, which is open and friendly,’ she says. ‘It was a major plus, because this is not what I had experienced at a previous employer. Now, after five years and occupying several positions, I am able to say that aside from this, the tremendous ability to adapt typifies our company. Next year, Van Leeuwen will celebrate its 100th anniversary: you can only achieve this by constantly keeping pace with market developments and by changing and adapting where necessary. As employee you are given all the room you need to do this as well. This has allowed me to develop myself enormously.’

### Free education

Something very special in Denmark is that all of its citizens have access to free education. As a result, the number of highly educated individuals in the country is very high. In addition, the country is a frontrunner in terms of gender equality. ‘For example, salary differences for the same position are prohibited and men and women enjoy the same parental leave entitlements.

I am very happy with this.’ Things that Danish people like to do in their spare time, include Hygge, a term that is becoming increasingly more popular outside Denmark as well, and which is very important for the Danish, says Line. ‘Hygge means something like a feeling of coziness, snugness and comfort. The word expresses that we like to spend time in and around the home with our children, and with family and friends.’

### Direct

‘What you do need to take into consideration from a business perspective, is that the Danish are rather direct. For example, customers will not hesitate to let you know when they can get a better price elsewhere. This is why we need to constantly be prepared to respond to feedback from customers and competitors in the market. Something else to take into consideration is that customers expect an extremely high level of service. You must have everything in very good order, be able to immediately share factual information and you must stick to your promises. Fortunately, this is something we do very well at Van Leeuwen and we are constantly working on improvements to ensure our processes run even more smoothly and our service quality improves. In 2022, I contributed to this as purchasing team lead in Denmark by constantly optimizing our use of SAP, for example by training and educating our employees. At the same time I worked on improving the department’s structure. In mid-2022, I fully switched over to the Global Process Architect Procurement role. Since that time I supervise the connection of Van Leeuwen branches in the United Kingdom to our global integrated ERP system (see next page), including the design of individual specifications. It was a large project in which I worked closely with colleagues throughout the world.’



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### Rollout of ERP system in the United Kingdom

An optimal ERP system is essential for integrally managing our business processes. In 2021, under the 1Leeuwen project banner, we began working on redesigning our ERP system on the basis of our existing SAP systems. The objective of this project is to create a single integrated system for optimally managing our supply chain, and commercial and financial organization. In March 2023, the Van Leeuwen branches in the United Kingdom were connected to SAP S/4 HANA.

Line Blok, as Global Process Architect Procurement, made a contribution to this process: 'We focused on the tender processes and on making the transition as easy as possible. The standardization of our systems makes it possible to provide even more efficient IT support and better quality control. For our customers, linking our systems means that Van Leeuwen can supply them with stock from even more locations.' Van Leeuwen ultimately will connect all branches to SAP S/4 HANA.

### Engineering mindset key factor in partnership with Volvo

Heléns not only operates in Denmark, but also in Sweden, where this Van Leeuwen company's regional head office is domiciled as well. Heléns, Sweden has been working together with Volvo Construction Equipment for more than 25 years. Heléns supplies assembled and individual components for construction vehicles to Volvo in Sweden, the United States, Brazil and Germany. Isaac Schöön, one of the two Key Account Managers Volvo at Heléns: 'We support the customer in the development of assembled components, sometimes from the design phase up to and including the aftermarket phase. We have been serving Volvo on the basis of a new regional Key Account structure for the past three years. In this construct, a multidisciplinary team of approximately ten people with an engineering mindset works together with internal staff and with the customer. This yields in-depth knowledge that enables us to provide Volvo with the best possible service. In 2022, on the basis of this knowledge, we expanded our product portfolio to include additional assembled components for Volvo. As a result, the number of Volvo plants supplied by us increased from six to eight. We now are also supplying the Arvika plant in Sweden and the Konz plant in Germany. In addition, the total volume of deliveries has increased to 7,000 per year.' The Key Account Team will continue to work with Volvo in 2023, including on components for the electrification of construction vehicles.





Name **Radek Knoll**

Location **Van Leeuwen Czech Republic**

Position **Operations Manager**

At Van Leeuwen since **2021**

Age **48**

‘To continue to meet rigorous customer demands, we invested in expansion to create a state-of-the-art warehouse.’

**‘Czech customers are highly demanding,’ says Operations Manager Radek Knoll of Van Leeuwen Czech Republic. To meet their rigorous demands, the branch, under his guidance, is working on expanding and professionalizing the warehouse. ‘We are increasing our capacity, broadening our product range and stepping up our efficiency.’**

‘Before I started working at Van Leeuwen as Operations Manager in 2021, I was familiar with Van Leeuwen as supplier,’ says Radek. ‘Before that I worked in the construction sector and for an engineering firm. My first impression at the time was that the company supplies high-quality products and services and has a great deal of in-house knowledge. The Van Leeuwen companies share lots of information, experience and knowledge among themselves. This enables them to determine the best possible service for their customers. And the company culture is open and friendly.’

Radek was hired in 2021 to supervise the expansion and professionalization of the warehouse in Vyškov (see next page). Thanks to this investment, Van Leeuwen Czech Republic is increasing the warehouse’s capacity and is stepping up the efficiency of its logistics processes. This enables Van Leeuwen Czech Republic to improve its service delivery and serve a larger region. The warehouse is expected to be fully operational in June 2023. Radek: ‘Now that I work here, I am personally experiencing what it is like to work for the market leader in this sector. Everything I see shows that Van Leeuwen values growth, high quality and customer-oriented service, and invests in this. For example, due to the enormous expansion

of our storage capacity and the KASTO system (see next page). This makes me feel perfectly at home.’

#### **Strong regional bonds**

‘Typical of Czech people is that they have a strong bond with the place where they are born,’ says Radek. ‘Czechs live and work in a radius of approximately 100 km from their place of birth and are not likely to be willing to move for their work. As a consequence, it is often difficult to find well-educated employees in thinly inhabited industrial areas. We are affected by this in Vyškov as well. Many industrial companies are domiciled in this region, all of whom recruit their personnel from the same pool. Fortunately, Van Leeuwen has a very good reputation. We are considered to be one of the best employers in the region.’

‘In addition, Czechs are well-known for their hospitality, including toward people from other countries,’ Radek continues. ‘We also highly value having a proper work/personal life balance and are very social. In our free time we often meet up with family and friends and in the summer, we organize large garden parties.’

#### **Highly demanding**

A personal approach is important in contact with customers, Radek emphasizes. ‘In addition, Czechs are highly demanding, just like our neighbors in Western Europe. Supplying quality products on time is a given. We make the difference at Van Leeuwen on the basis of the added value we are able to offer our customers and the turnkey solutions we supply, and of course in the near future on the basis of the expansion and professionalization of our warehouse.’



### Expansion of Vyškov warehouse

Under the watchful eye of Operations Manager Radek Knoll, Van Leeuwen Czech Republic is expanding its warehouse in Vyškov in different phases with 5,300 m<sup>2</sup> to 18,300 m<sup>2</sup>. As a result, capacity will increase from 8,500 to 15,000 metric tons. The new warehouse will make use of a KASTO honeycomb storage and order picking system. This system makes it possible to transport the orders picked from 42 cassettes to each one of the three newly built stations. This way customer orders more efficiently end up with the operator in the shipping zone. 'As a result, in the near future, we will be able to process orders more flexibly and faster than ever before,' says Radek. 'Because we are partially automating the logistics process, we do not need to expand our workforce. Given the labor market scarcity in our region, this is a further benefit. Moreover, the new way of working makes the work safer and less demanding for our employees. In the renovated warehouse, attention is also devoted to sustainability by investing in things such as an energy-efficient control system, LED lighting and skylights that reduce electricity consumption. The next step we intend to take is to implement a solar energy project.'

### Real-time insight into warehouse stock levels

The optimal operation of the warehouse in Vyškov stands or falls with the effective use of ICT. Marek Štancl, ICT Manager at Van Leeuwen Czech Republic, was responsible for the design, implementation and testing of the upgrade of the existing ICT system. 'A project of this nature starts with identifying the current operational processes and requirements for change,' he says. 'This is then used as a basis for preparing the right design for the ICT system and, where necessary, the business processes are adjusted. During this project I closely worked with Van Leeuwen colleagues involved in logistics on a national and international level. I was the link between the ICT suppliers, managed the project team and the implementation, and conducted the tests. In total, the project took over one year.'

'Change management is what I do,' says Marek. 'The Logistics and Sales colleagues really had and still have the biggest challenge.' After it was upgraded, the ICT system went live in February 2023. The project also has a beneficial impact on another project on which Marek is currently working: the webshop that Van Leeuwen Czech Republic intends to launch in the spring of 2023. 'Real-time insight into warehouse stock levels is essential for the webshop. Thanks to the upgraded ICT system we have this well in hand,' says the ICT Manager.







'We have been present in Malaysia for more than forty years and have a solid reputation here.'

**Victor Ea**

Van Leeuwen Malaysia

# Sustainability

'It is our ambition to be the **greenest distributor of pipes and tubes** in the world before 2030'



VAN LEEUWEN  
**GREEN  
AMBITION**

**As an internationally operating family business with a history dating back almost 100 years, we aim to be a financially healthy company. At the same time, we assume our responsibility for environment, people and society. Only by treating the world and one another with due care can we pass on the baton to new generations and keep the earth livable. This is why we are carrying out our business operations and implementing our growth plans increasingly more sustainably. In 2022, we established our strategy and undertook a number of large-scale sustainability initiatives. We will take further steps to realize our goals in this area over the coming years as well.**

We strongly support sustainable ways of working and use the highest ethical standards for our people, customers and suppliers. We aim to be frontrunners when it comes to doing business within the value chain in more sustainable ways. At the same time, we create a satisfying and sustainable workplace for our people.

Van Leeuwen assumes its responsibility in helping to limit global warming. This is why our top priority for the coming years is to work toward carbon-neutral business operations. It is our ambition to be the greenest distributor of pipes and tubes in the world before 2030.

### 2022-2025 sustainability strategy

We developed our 2022-2025 sustainability strategy in 2021. The question of how Van Leeuwen can create value in sustainable ways, now and in the future, is the key focus of this strategy. The strategy focuses on four themes: Climate Action, People, Growth, and Partners & Suppliers. We make our sustainability objectives measurable as much as possible; we consider the entire value chain in this respect.

### In line with the UN Agenda

The aforementioned themes from our sustainability strategy are in line with the goals of the UN Agenda 2030. We selected seven (of the seventeen) UN sustainable development goals (SDGs). We are working on these seven goals first. They are as follows: Good Health and Well-being, Gender Equality, Affordable and Clean Energy, Decent Work and Economic Growth, Responsible Consumption and Production, Climate Action and Partnerships with relevant parties to work on/achieve these goals.





## Specific targets for each theme

Specific targets are linked to each theme within our strategy.



Within the **Climate Action** theme we work on identifying and reducing our carbon footprint throughout the entire value chain.

### To achieve this, we:

- Are switching over to renewable energy sources;
- Safeguard the reuse of materials within our business operations; for example scrap metal, slings and pallets;
- Reduce waste, water and paper consumption;
- Reduce our CO<sub>2</sub> emissions;
- Comply with laws and regulations concerning regulated substances and raw materials.



Within the **People** theme we work on a sustainable and motivating workplace for our employees.

### To achieve this, we:

- Ensure a safe working environment;
- Create excellent workspaces where people can develop themselves, can learn new skills, are given opportunities and where they can continue to grow;
- Offer people equal opportunities, regardless of gender, race or background; we aim to be an inclusive employer for everyone.

The People theme is closely linked to our HR policy and our People Strategy. We are very much aware that we can only

maintain our strong position in the market when we offer our employees opportunities to be the best they can be. In 2022, we therefore once again made considerable investments in the development of our employees, at all levels, and we will continue to do this over the coming years.



Within the **Growth** theme we work on a financially healthy and sustainable business.

### To achieve this, we:

- Support society by contributing to charitable organizations;
- Ensure every employee has a position with suitable content;
- Ensure an ethical way of working.



Within the **Partners & Suppliers** theme we work on creating optimal cooperation with our partners in the area of sustainability.

### To achieve this, we:

- Engage our partners in dialogue in order to reduce our Scope 3 emissions;
- Work toward close cooperation within the supply chain and, together with suppliers, investigate possibilities of producing and distributing pipes and tubes with a reduced carbon footprint;
- Together with our customers, investigate where we can use these pipes with a reduced carbon footprint;
- Ensure responsible procurement and supply chain management.

## Specific initiatives

The sustainability initiatives we are developing are highly diverse. This also includes smaller initiatives: For example, Van Leeuwen Sweden is maintaining a bee hive with almost 50,000 honey bees. This way we also make a contribution to biological diversity and the honey bees that pollinate plants play an important role in this respect. Below is a selection of the spearheads included in our sustainability policy:

### Transport

In making our transport sustainable we focus on various aspects, such as transportation by rail or water instead of by road, and managing stocks closer to the customer. Royal Dutch LV Logistics (Lensveld Transport), which for several decades has provided transport services to Van Leeuwen Zwijndrecht in the Netherlands, has been using HVO100 renewable diesel to fuel its trucks since September 2022. This way, together with this carrier, we are making a contribution to further greening the logistics chain.

### Donations

We make donations to various social initiatives. Examples include the supply of pipes for tents of the UNHCR refugee agency, and the sponsorship by our company Heléns in Sweden, together with Van Leeuwen's head office, of the social enterprise Better Shelter. This organization helps people who have become displaced due to armed conflicts and natural disasters, by temporarily providing them with affordable accommodations and a dignified, safer life elsewhere. Medical supplies donated by Van Leeuwen have been transported to Ukraine, and following the earthquake in Turkey various donations and fundraising events were held to support the local population. Van Leeuwen companies also support local charities and social initiatives on a smaller scale.



### Carbon footprint

The area we can have a direct and the fastest impact on is the emissions of our own activities, referred to as the Scope 1 and Scope 2 emissions. Achieving carbon neutrality also has the highest priority here. We aim to achieve this by making full use of renewable energy, electrifying activities and optimizing processes.

In 2022, we started to calculate our carbon footprint and developed a plan for achieving carbon neutrality for our Scope 1 and Scope 2 activities. The calculations show that our improvement actions are indeed producing results. Through means of constant improvements, we expect that within a few years we will achieve net-zero emissions.

### Close cooperation within the chain

The biggest challenge ahead of us is how to make our steel pipes and tubes sustainable. This concerns the so-called Scope 3 emissions. Since we do not produce the pipes and pipe materials ourselves, we are engaging our suppliers and partners in dialogue for this purpose. We can only create a sustainable future when, from cradle to gate, we work together on this and jointly take action. For example, for some time, together with suppliers, we have been investigating the possibilities of producing pipes with a reduced carbon footprint, for example by reusing materials, such as scrap steel. Together with our customers, we also review where we can use these pipes with a reduced carbon footprint. In addition, we are focusing on the development of innovative, carbon-free or low-carbon products. We also closely monitor the latest innovative methods in the steel industry.



### Green power on our own roofs

To date, Van Leeuwen has invested over 5 million euros in green electricity on its own roofs. The goal is to further invest in solar panels over the coming years, so that we can provide all of our branches in Europe fully with in-house generated green electricity.

On 13 September 2022, Van Leeuwen Zwijndrecht put a solar panel installation with a 5-megawatt peak capacity into operation. Former prime minister of the Netherlands, Jan Peter Balkenende, officially commissioned this installation. With this installation, comprising 9,100 solar panels on the roof of the warehouse in Zwijndrecht, the Netherlands, Van Leeuwen is taking an important step in reducing its CO<sub>2</sub> emissions. With solar panels covering a total surface area of 23,500 m<sup>2</sup>, Van Leeuwen produces enough electricity in-house to provide green power to all of its branches in the Netherlands and Belgium. In addition, Van Leeuwen returns sufficient power to the grid for 300 households in the Netherlands.

At the beginning of September 2022, the first solar panels were also installed on the roof of Van Leeuwen Germany in Duisburg. Almost 2,000 solar panels were installed on the roof prior to 1 November. In total, the solar panels cover a 3,648 m<sup>2</sup> roof surface area. 665 solar panels were installed on the roof of Van Leeuwen Romania.



Part of the global sustainability team met together in January 2023 to discuss the CO<sub>2</sub> reduction plans and targets for the Netherlands, Germany and Northern Europe.

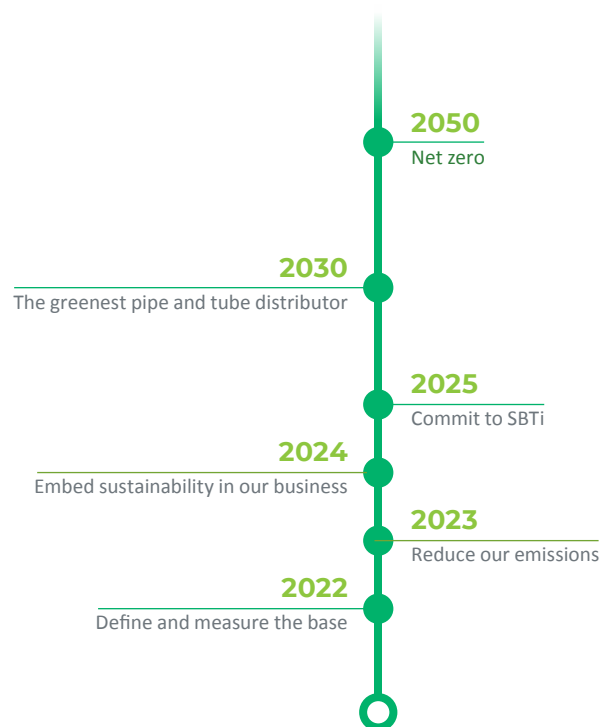
### International sustainability team

All Van Leeuwen regions throughout the world are now involved in our sustainability strategy and each region has its own sustainability officer. A dedicated sustainability team ensures that all actions and initiatives are rolled out to all of our branches. An important part of our sustainability strategy is to build up and share our knowledge of sustainability within our organization. In this respect we can benefit from the size of our company and take increasingly larger steps over the coming years.

### The longer term

We will of course continue to devote efforts to a healthy future for new generations after 2025. We have developed a roadmap for the longer term. This way we steadily work toward the next milestone. Right now, our key focus is on CO<sub>2</sub> reduction. In 2024, our goal is to embed sustainability in our business operations. In 2025, we aim to join the Science Based Targets initiative (SBTi). This is a partnership between CDP, the United Nations Global Compact, World Resources Institute and the World Wide Fund for Nature. Since 2015, more than 1,000 companies have joined this initiative to enable them to set scientifically supported climate targets.

Our top priority for the coming years is to work toward carbon-neutral operations with the aim of being the **greenest pipe and tube distributor in the world** before 2030.







'Next year, Van Leeuwen will celebrate its 100th anniversary: you can only achieve this by constantly keeping pace with market developments.'

**Line Blok**

Heléns Denmark





# Human Resources



**Van Leeuwen considers it very important for its people to do their work with motivation, pride and satisfaction, and that they continue to develop themselves. This is the essence of our People Strategy. We can only maintain our strong position on the market when we offer our employees opportunities to be the best they can be. In 2022, we therefore once again invested considerably in the development of our employees, at all levels. We will continue to do so over the coming years, because when our employees grow, Van Leeuwen continues to grow as well.**

Our 2,458 employees are spread across 70 branches in 33 countries. Women comprise 30% of the total workforce, men comprise 70%. Our employees are of 58 different nationalities, and different cultural backgrounds, religions, customs and habits. In this Annual Book we give the floor to eight Van Leeuwen employees to speak about the culture in their country, the local business culture and the culture of the Van Leeuwen family business. They also speak about what these cultures mean in terms of the way of living and doing business. Regardless of the differences between cultures, colleagues always know how to find each other in our international network. As one employee put it: 'At Van Leeuwen we easily bridge cultural differences; we work together as a single, large team.'

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 ensuring 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 constantly develop themselves further. We take our people seriously, consider it important to sketch out a clear future and seek an effective dialogue with respect, attention and support.

## Performance management cycle

In 2021, we created a solid foundation for a new performance management cycle with which, together with our employees, we work on creating a more systematic and professional learning culture. In 2022, we began implementing this cycle. Open and motivating dialogues were held with all employees about their development. In these dialogues we addressed what they would like to learn, how they would like to continue to grow, their future plans and goals, and the specific steps they intend to take to achieve these goals. This new method of working stimulates talent development, and where necessary, we offer employees timely suitable coaching and training. We discuss progress with colleagues each year and this way, we help our people to further develop themselves and prepare our company for the future.

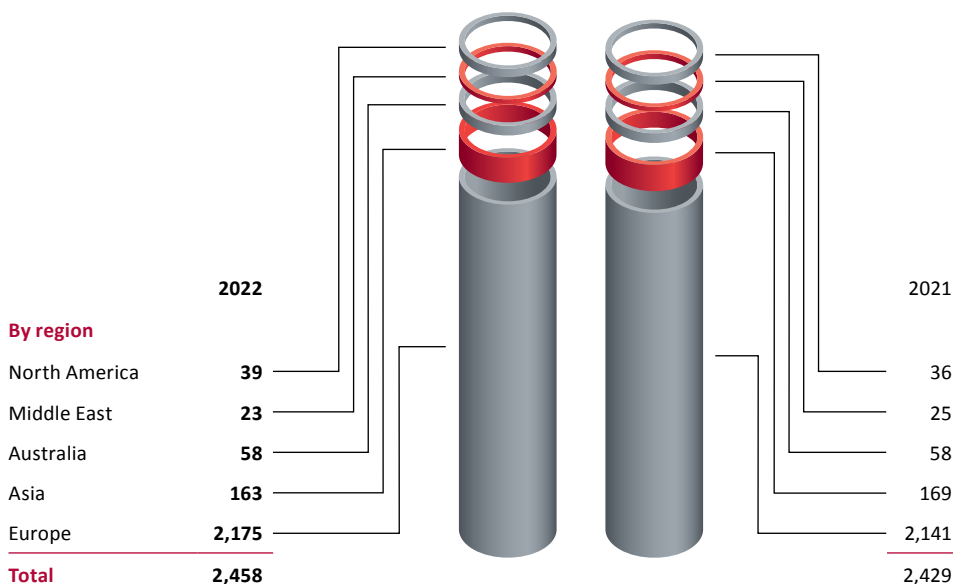
## Recruiting new talent

In 2022, to recruit and retain new talent for our company, a lot of hard work went into developing a new Van Leeuwen recruitment website in the Netherlands. A large-scale recruitment campaign on various social media channels was also initiated. In 2023, Van Leeuwen will roll out the recruitment website internationally. This way we are globally working on our brand recognition among new generations of job seekers. A number of promising high potentials has already been hired through this campaign. In addition, a new trainee program for young talent was started up in 2022.

Van Leeuwen retains new employees through means of the more extensive onboarding process established in 2022. During the first few months they go through an intensive learning process in which they are exposed to all facets of the business. This way they are given the opportunity to get to know the business and colleagues, quickly become familiar with Van Leeuwen and are able to get off to a good start. In addition, we also immediately involve our new employees in the performance management cycle. This way we give them the opportunity of fully developing themselves within our company from the very beginning.

‘At Van Leeuwen we easily bridge cultural differences; we work together as a single, large team’

Number of employees at Van Leeuwen



**Leadership program**

In 2022, a new leadership program linked to our People Strategy was initiated. Together with managers, the needs of an organization in transition were analyzed. Van Leeuwen aims to retain its existing core values in this respect, such as customer focus, innovative entrepreneurship and a focus on cooperation and sharing knowledge within our international network.

In addition, we are developing new, measurable competencies, such as strategic thinking, digital skills and operating successfully in an increasingly more complex global market. We are also working together to determine the kind of leaders required by a modern company. Motivating and coaching employees and creating highly effective teams play a key role in this respect.

**HR digitalization**

Van Leeuwen started implementing Workday – a state-of-the-art HR digitalization system – in 2020. Workday is an important part of the People Strategy. The system digitally brings together all HR activities and data in smart ways. In 2022, the last branches in North America and Australia, among others, were connected to Workday. As a result, all Van Leeuwen teams for the first time can now also work together digitally. This global digital connection provides us with numerous new possibilities to exchange data, knowledge and experience even faster, and to continue to learn. For example, a Workday Learning module with a selection of no less than 150 e-learning courses covering a wide range of topics is now available as well. Employees can choose from online training courses in the areas of leadership and management skills, digital skills, safety, communications, and much more. There is a great deal of interest. Many colleagues are also taking the initiative of taking a training course together, in small groups. This way, we also learn from each other.



## Colleagues and trainees

Many colleagues have been working at Van Leeuwen for tens of years. Some people acquired all of their professional skills at Van Leeuwen. Aside from the knowledge and experience employees have acquired, as a family business we highly value their loyalty. But of course, we are also happy with new colleagues who contribute new insights and fresh ideas. Van Leeuwen recruits and retains talent in various ways; for example by offering trainees attractive work experience positions within the international organization.

Here we give the floor to Rosie, who has been employed by Van Leeuwen for 44 years; she is followed by Tim and Alatui who only recently joined our company and then by trainees Sandra, Matthew and Fatemeh who speak about their traineeship experience at Van Leeuwen.



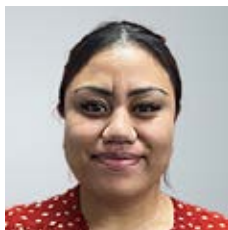
Name: **Rosie Khoo**  
 Location: **Van Leeuwen Singapore**  
 Position: **Receptionist/Administrator**  
 At Van Leeuwen since: **March 1979**  
 Age: **76**

'I have been working at Van Leeuwen Singapore for 44 years as Receptionist and Administrator. We started out in a small office with four employees. We subsequently grew into a somewhat larger office with a warehouse in Jalan Terusan, and today we have our own building and warehouse in Pioneer Place, Singapore. I saw our company grow into a team with employees from throughout the world. Despite the differences, colleagues treat each other with a great deal of respect, regardless of race, nationality or age. In my view, this is what characterizes the company, this excellent atmosphere among colleagues. **I am very proud of having served this company for already 44 years.** I have worked for as many as 12 different Managing Directors. Moreover, I am the only employee here who has personally met Piet van Leeuwen, Van Leeuwen's founder. I can still recall numerous events. One thing that has always stayed with me is the festive opening ceremony of the current Van Leeuwen Singapore office and the Kulai warehouse. I will also never forget the celebration of Van Leeuwen Singapore's 25th and 40th anniversaries. I am now 76 years old, but I am still not thinking of retiring.'



Name: **Tim Heep**  
 Location: **Van Leeuwen Germany**  
 Position: **Junior Project Purchaser**  
 At Van Leeuwen since: **August 2020**  
 Age: **23**

'In August 2020, I started as a trainee at Van Leeuwen Germany. In June 2022, I completed my internal training, after which I was able to start working as a Junior Project Purchaser and since that time I have worked in project purchasing in Duisburg. We look after the purchase of customer dedicated materials, in other words, specific stocks for specific customers. At Van Leeuwen, colleagues are open and helpful, which was already evident to me during my traineeship. Moreover, all layers in the organization here pull together. We all work on the same goal: to satisfy the customer. There is always room for renewal at Van Leeuwen. For example, the company has invested a great deal in the latest EDI technologies, which makes ordering more customer friendly, more efficient and simpler. I am proud of the fact that I am able to represent as large a company as Van Leeuwen to our suppliers and to provide our customers with the best solutions. In 2023, I am going to work at Van Leeuwen Precision in Deventer, the Netherlands, for three months as part of an exchange. This Van Leeuwen branch specializes in steel precision tubes and other precision products, such as cylinder pipes and hydraulic lines. I am really looking forward to developing myself further there. **At Van Leeuwen you never stop learning.'**



Name: **Alatui Ioane**  
 Location: **Van Leeuwen Australia**  
 Position: **Receptionist**  
 At Van Leeuwen since: **February 2022**  
 Age: **22**

'I am currently working as a receptionist in the Van Leeuwen Australia administrative department, after I started here as a trainee in February 2022. I completed a bookkeeping course (Business Certificate III) in combination with on-the-job learning. This education program normally takes one year, but I managed to complete it in seven months and was subsequently offered a fulltime contract. I am happy with this, and proud. Some of the things that occupy my time, include directing incoming calls to various departments, looking after banking matters, ensuring that the stocks recorded in the system match what we actually have on hand, these kinds of organizational tasks. I have learned a great deal this past year. A colleague from our Australian head office introduced me to my work. She taught me, step by step, to carry out all of the necessary tasks the right way. There is a positive working atmosphere at Van Leeuwen. Employees know what is expected from them and are valued for their contribution. In addition, they are willing to go through fire for our customers. This is noticeable in everything around you. For example, Customer Service always gives priority to customer requests. **In the near future I would like to continue to grow in my role** as receptionist and to acquire even more knowledge about our customers and products.'

'As trainee at Van Leeuwen Germany I am learning how to effectively organize work processes in the warehouse. Every day I learn something new. For the most part of my working day, I cut pipes into smaller lengths for our customers, precisely into the sizes they desire. You have to be very accurate, all sizes must match precisely. My colleagues in the warehouse did an excellent job of introducing me to the work. After this it is a question of doing and trying things out yourself. I quickly became good at it and **now I am already able to very proficiently operate the cranes and different saws.** I really like it here at Van Leeuwen; the warehouse team is tremendous. Colleagues are always prepared to help each other and to help out when necessary. Everyone only has one goal in mind: providing the best possible service to our customers. For me, this is what stands out the most in the Van Leeuwen company culture. Above all, everyone wants to make the customers' wishes come true. I also would like to learn how to drive a forklift truck for moving and lifting pipes. Aside from this, I would like to become even better at doing the things I have learned over the last few months.'



Name: **Sandra Schäfer**  
 Location: **Van Leeuwen Germany**  
 Traineeship: **Warehouse Trainee**  
 At Van Leeuwen since: **August 2022**  
 Age: **23**

'As trainee at Van Leeuwen Singapore, I am given the opportunity to work in different commercial departments within the company as a means of gaining important hands-on sales experience. Following a short orientation phase at the end of 2022, I worked with the Van Leeuwen Singapore warehouse team during my initial weeks. After a few weeks I switched over to the Expediting team that handles all of the customer orders. Effectively organizing shipping is not as easy as I thought. I experienced that things can change very quickly in this sector; an important lesson for me. In project implementation, I learned how orders are managed and how to effectively manage customer expectations. **For me what characterizes the Van Leeuwen company culture more than anything else is the tremendous flexibility:** we are able to constantly adapt to customer and market demands. Van Leeuwen's global teams are very much aware of this and constantly act accordingly. In the coming period I would like to work on my personal skills, to learn how to negotiate, communicate and solve problems even better. In addition, I would like to further increase my knowledge about the products and sector, so as to be able to apply my skills and knowledge for this awesome company.'



Name: **Matthew Lim Boon Pin**  
 Location: **Van Leeuwen Singapore**  
 Traineeship: **Commercial Trainee**  
 At Van Leeuwen since: **November 2022**  
 Age: **26**

'As Supply Chain Trainee I tackle organizational tasks in the area of purchasing, stocks, logistics and transport. From my very beginning in January 2023, I began to become acquainted with all employees involved in the supply chain. Corporate Supply Chain Manager Eric Veraart, and other project managers, including Project Manager Supply Chain Jasper Verhaart, help me come into contact with the right people and to increase my knowledge about specific projects. In addition, I make visits domestically and internationally to talk with employees who have been working at Van Leeuwen for longer periods of time. I learn a great deal from this. To further develop myself, I also complete various e-learning courses available through the Workday Learning module. The first thing that struck me about the Van Leeuwen company culture is **the room you are given for creativity and innovation. I find that tremendously inspiring!** In addition, the excellent customer focus is striking; customers here really come first and foremost. Over the coming years, I would like to further enhance my knowledge about the company, the steel market, optimization opportunities and products. In addition, I would like to become more familiar with the SAP system, improve my public speaking skills and further expand my network.'



Name: **Fatemeh Shirvani**  
 Location: **Van Leeuwen Zwijndrecht**  
 Traineeship: **Supply Chain Trainee**  
 At Van Leeuwen since: **January 2023**  
 Age: **31**

## Distribution



Responding to the needs of our customers with flexibility and high delivery reliability comes first and foremost at Van Leeuwen, now and in the future. Van Leeuwen continuously improves its operational, logistics and IT processes, and the fit-up of its warehouses. In 2022, we reaped the benefits of earlier investments and once again made major improvements.



### Investing in our network

An optimally operating international network of stock-keeping locations forms the basis of our service delivery. 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. In 2022, the large investments made in Sweden (OneHalmstad project), the Czech Republic (expansion of Vyškov warehouse) and in Zwijndrecht, the Netherlands (such as the Monorail), were a key focus.

### Plant and machinery

Thanks to our investments in plant and machinery, we improved our value added services in 2022. This way we are better able to respond to the increasing customer need for components assembled by us. For example, in Hungary, where we supply parts for towing hooks for well-known automotive brands, we roboticized part of the activities in 2022.

Thanks to automation, volumes increased by 150 percent and treatments are carried out with greater precision. Partly automating the production process reduces the heavy work carried out by employees; the towing hooks each weigh between 4 and 10 kg.

Our investment in plant and machinery naturally primarily focuses on customer needs. This is why, in 2022, we increased laser capacity, as well as the number of different treatments, in various branches. In addition, for our Van Leeuwen Germany branch in Duisburg we invested in new machines and in process improvements. This increased our capacity, efficiency and delivery reliability.

### Office upgrades

In 2022, we also invested in various new offices. Our colleagues in the United Kingdom, as well as in Belgium, moved into a new building. The office in France was upgraded, so that it fully meets present-day requirements. Our German employees in Vaihingen will also be given a new workplace. We are building a new office in Vaihingen for this purpose.

### ISO standards

In 2022, the quality system used by Van Leeuwen branches was integrated with the quality system used by the branches of the

former Benteler Distribution company, which we acquired in 2019. We combined the best of both existing systems during this process. The new standard applies to ISO 9001, ISO 14001 and ISO 45001.

Van Leeuwen's quality policy has been ISO standards-based for many decades. The ISO 9001 standards are embedded in the procedures, processes and culture of our organization. For example, 64 locations possess the ISO 9001 certificate. Furthermore, we are working on increasing the number of branches with ISO 14001 certification. We guarantee the level of quality of the materials we purchase by working together with a select number of suppliers. Before we admit these suppliers to our Approved Manufacturers List (AML), we thoroughly validate their processes and quality. Specific standards are applied within the Automotive industry that we also apply within our branches that supply materials to this customer group. These branches are consequently IATF certified. The number of branches with this certification grew from two to four in 2022.

### Quality, environment and safety

The welfare of employees and the sustainable development of the living and working environment is important to us. Safety is a priority in our processes and our safety culture is based on our global standards and procedures that are translated into the "Van Leeuwen Life Saving Rules". The rules and procedures are directly related to ISO 45001. In 2021, we initiated a new safety campaign. As a result of sharing objectives, tabling unsafe situations for discussion and the focus on taking one's own responsibility, the number of accidents resulting in absence from work once again decreased in 2022. With a 22 percent reduction in comparison to 2021, we are on the right track. We continue to aim for a further decrease.

Having certified quality, environment and safety management systems is a condition in our supplier selection process. Our Sustainability Manager guides and supervises making our business processes further sustainable. For example, we aim to load our transport vehicles as efficiently as possible so as to reduce the number of kilometers driven and therefore the CO<sub>2</sub> emissions as well. In Zwijndrecht, our carrier has been using fossil-free diesel (diesel produced on the basis of hydrotreated vegetable oil) since 2022, and as such is driving carbon-neutral.

### Digitalization and delivery information

Where possible, at Van Leeuwen we use our electronic data interchange system (EDI) to communicate within the supply chain. We receive customer orders, send confirmations,

## Facts and figures



43

warehouses



10

cassette systems



256

cranes



230

saws



12

laser cutters



29

robots

supply real-time delivery information, and make certificates and invoices available via EDI. We also communicate with suppliers and carriers through EDI. That provides us with rapid insight into product availability and delivery times. In 2022, we carried out a pilot with accurate advance notification of our deliveries. This means that our customers, on the day of planned delivery, are provided with a timeslot within which the order will be delivered. This in turn enables them to process the delivered goods more efficiently. In addition, the signed packing slip is transmitted digitally and is automatically processed in our systems.

### Transport

To create an efficient and smoothly running transport network, we often work together with permanent carriers that always 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 customize our services. We aim to deliver our goods efficiently and on time, and to reduce transportation costs, as well as the number of kilometers driven, together with the associated impact on the environment.

### Supply reliability

In our distribution network we aim for delivering goods on time, completely and flawlessly, as one of our most important tasks and responsibilities. Various factors in the supply chain put this under pressure in recent years: the limited availability of materials, as well as the reduced transport capacity and the limited availability of personnel on the labor market. We work in structured and systematic ways on improving our On-Time-Delivery. This involves process improvements, making better use of our systems and improving cooperation between various disciplines. Our efforts are showing clear improvements. In 2023, we are taking further steps to improve service levels for our customers.

### Projects

Van Leeuwen has experienced international project teams that optimally support customers throughout the entire delivery process, ranging from the information and proposals phase through to the packaging and shipping of pipes and pipe and tube components. Our project teams, as well as the customer's project teams, can monitor a project's progress in real-time using our international projects database. This way customers know exactly which materials are underway and to what destination.

## Smarter warehouses

**Jasper Verhaart, Project Manager Supply Chain at Van Leeuwen Pipe and Tube Group**, has been working at Van Leeuwen's head office in Zwijndrecht for more than four years. He manages change projects and operates as the link between head office and the various branch(es) in Europe. 'I find it extremely challenging to contribute ideas about smart, strategic solutions designed to improve the distribution network,' he says. In 2022, Jasper was involved in the renovation of the Van Leeuwen Czech Republic warehouse in Vyškov, which is scheduled for completion in June 2023. 'Back in 2014, we observed the beginning of a steadily increasing demand in the Czech region and this strong increase in demand persisted until 2018. In the meantime, demand steadily outgrew warehouse capacity,' says Jasper. 'This is when we started to develop construction plans to renovate the warehouse and in 2021, these plans were finalized. Of course, we first investigated the potential return of such an operating investment. We clearly expect a lot from this.'

Work started in January 2022 and since then warehouse capacity is being expanded in phases by 5,300 m<sup>2</sup> to a total capacity of 18,300 m<sup>2</sup>. The warehouse has not only been enlarged, a honeycomb storage and order picking system also has been installed. Jasper: 'This enables us to very efficiently store the pipes and tubes. In addition, the system is partly automated. It very quickly brings customer orders from the warehouse to the operator at the picking station. This enables us to very efficiently pick the orders and to even better serve our growing customer base in the Czech Republic and in surrounding countries, such as Slovakia, Hungary, Austria and Poland.'



## Monorail at Van Leeuwen Zwijndrecht

Without a doubt, the largest investment undertaken by Van Leeuwen Zwijndrecht in 2022, is the acquisition of a Monorail system. This multi-million euro investment will improve efficiency, delivery reliability and will also result in a better and safer working environment. Work planning for this project started in 2022. The installation of the entire Monorail systems is expected to be complete by the end of the third quarter of 2023.

With the Monorail system, Van Leeuwen Zwijndrecht automates part of the logistics movements in its warehouse in Zwijndrecht, as a result of which there is a significant drop in transport movements involving cranes and internal transport vehicles. The picked goods are loaded onto the Monorail, after which the pipes are automatically transported to the truck's loading site. At 315 meters in length (across the entire warehouse), it soon will be the largest pipe sorting center in the world. More than 12.5 km of foundation piles, flared by Combulex, were used for the foundation.

Van Leeuwen Zwijndrecht created a special team that ensures that the construction work is proceeding as planned. Director Operations Marco Broeren: 'As a result of the Monorail, fewer human interventions will be required in the future. This increases efficiency and delivery reliability. It also improves the sustainable employment of our employees. The Monorail reduces the severity of the heavy physical work.'




## OneHalmstad nearing completion

With the large-scale OneHalmstad project by Heléns Rör AB in Sweden, Van Leeuwen is working on consolidating the warehouse, production and head office at a single location in Olofsdalsvägen in Halmstad. This enables Heléns to respond faster, and with greater flexibility and capacity to our customers' demands, and to provide even higher quality in its treatments. In 2022, the expansion of the warehouse and the construction of the production facility were completed and the last machines were relocated and installed. The materials from the former Knäred location have been relocated to Halmstad.

At the end of 2022, all operations in Knäred were shut down and Knäred's employees were welcomed to Halmstad. In January 2023, the new warehouse and the production facility in Halmstad were put into full operation. The construction of the new head office is expected to be completed in 2023.

**Johan Pettersson, Director of Operations at Heléns Rör:** 'In 2023, we will work on the operational fit-up of the warehouse and production facility. We will form new teams, train personnel and develop new best practice procedures. We now have everything in-house to be able to be efficient, but we need our people to make it happen. We are involving our employees in the continuous development and improvement of our work processes. It is exciting to see the construction progress of the head office. We are looking forward to the full consolidation of Heléns in Sweden, and to the completion of OneHalmstad. The move of all of our employees in Halmstad to the head office is planned for the fall of 2023. With all of our employees in Halmstad, with all of their knowledge and expertise, together under a single roof, we can work even more effectively on smart solutions for our customers.'





'To continue to meet rigorous customer demands, we invested in expansion to create a state-of-the-art warehouse.'

**Radek Knoll**

Van Leeuwen Czech Republic





# Van Leeuwen in 2022



Countries	<b>33</b>
Offices and warehouses	<b>70</b>
Available storage area	<b>760,000 m<sup>2</sup></b>
Different items in stock	<b>200,000</b>
Employees	<b>2,458</b>
Nationalities	<b>58</b>

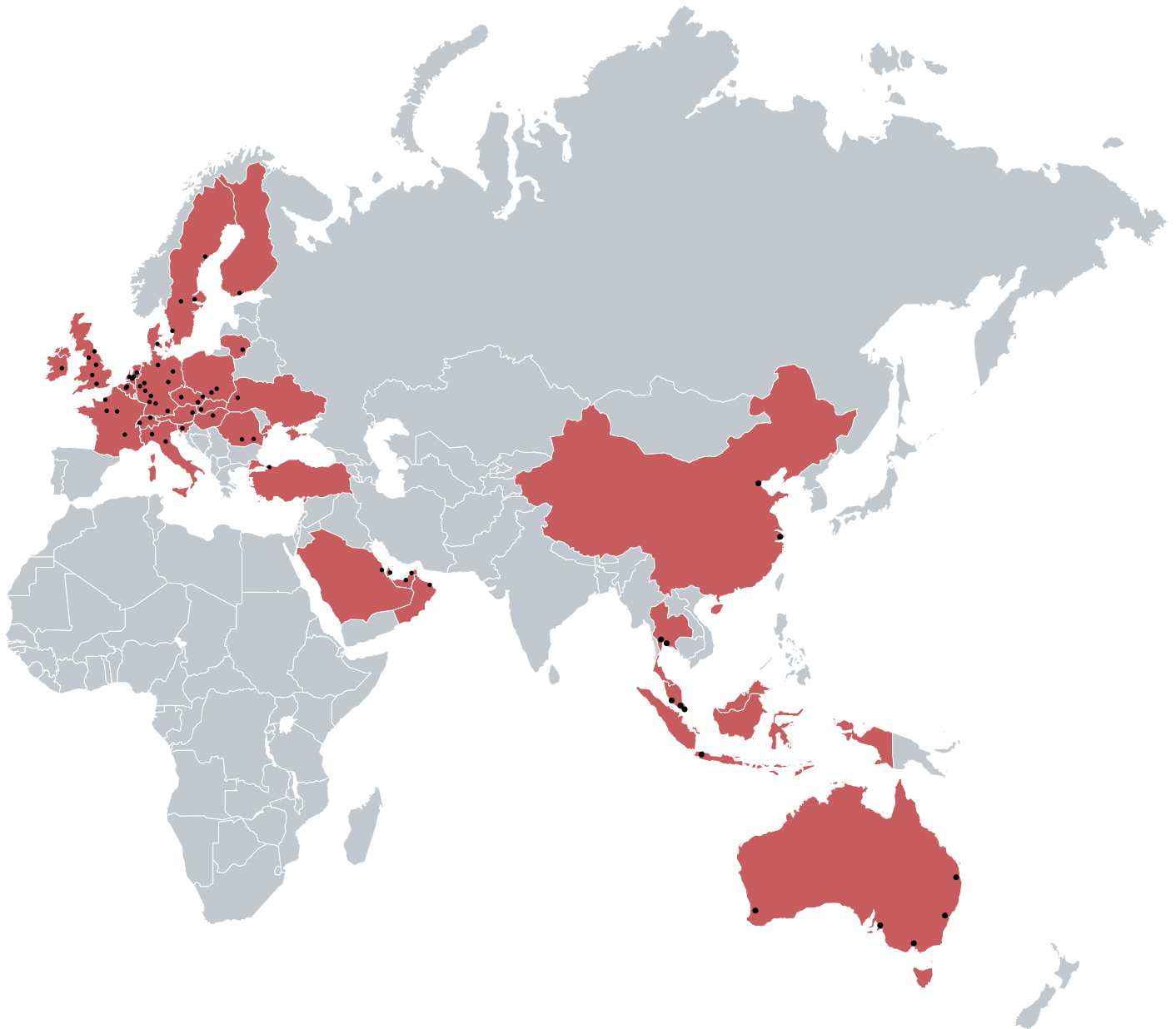
## North America

Canada  
United States

### Contact information

Visit [www.vanleeuwen.com](http://www.vanleeuwen.com) for the 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

### A.F. van der Touw, Chairman

---

Nationality	: Dutch
Year of birth	: 1955
Previous positions	: Chairman of the Board Siemens Nederland N.V. Member Supervisory Board Deloitte Nederland
Other supervisory positions	: Chairman Supervisory Board TenneT Holding B.V. Chairman Supervisory Council Leiden University Chairman Supervisory Council Fonds Slachtofferhulp Chairman Supervisory Board van Dorp Installaties
Appointed	: 01-06-2021

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

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Nationality	: Dutch
Year of birth	: 1966
Current position	: Managing Partner Roland Berger Amsterdam
Previous positions	: Deputy CEO & Member Global Executive Committee Roland Berger
Other supervisory positions	: Member Supervisory Board Investment Fund for Health in Africa (IFHA BV) Chairman Supervisory Council of Delft University of Technology
Other positions	: 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 positions	: Board member ECTA (European Chemical Transport Association) Board member TLN (Transport Logistiek Nederland)
Appointed	: 01-05-2019



*From left to right:  
R.J. Lamé,  
T.J.G. Collot d'Escury,  
A.F. van der Touw,  
J.H.R. Kretzers,  
K.P. den Hartogh*

### **R.J. Lamé**

#### *Chairman Audit Committee*

Nationality	: Dutch
Year of birth	: 1956
Previous positions	: Member Management Board Joh. Mourik & Co Holding B.V. Director Gemco Industries B.V.
Other supervisory positions	: Chairman Supervisory Board Wessem Holding B.V. Member Supervisory Board Maatzorg Brabant B.V.
Appointed	: 14-06-2017

### **Ir. J.H.R. Kretzers**

Nationality	: Dutch
Year of birth	: 1956
Previous positions	: Executive Vice President Projects Royal Dutch Shell Group Member Management Board Shell Nederland B.V.
Other supervisory positions	: Member Supervisory Board Van Oord N.V.
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. 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

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Nationality	: Dutch
Year of birth	: 1966
Previous important positions held	: Managing Director Van Leeuwen Precisie B.V. Regional Managing Director Van Leeuwen Pipe and Tube (Singapore) Pte Ltd
Other position	: Member Supervisory Board Hittech Group B.V.
Date of commencement	: 02-03-1992
Appointed to current position	: 01-09-2007
Specific areas of responsibility	: The Netherlands, Germany, Nordics, Switzerland and Australia; Commercial Excellence

### 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 CFO IOI Loders Croklaan
Date of commencement	: 01-05-2021
Appointed to current position	: 01-05-2021
Specific areas of responsibility	: Finance, IT and Compliance

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

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Nationality	: Dutch
Year of birth	: 1970
Previous important positions held	: Division Director Energy Regional Managing Director Van Leeuwen Pipe and Tube (Singapore) Pte Ltd
Date of commencement	: 01-01-1999
Appointed to current position	: 01-01-2015
Specific areas of responsibility	: Belgium, France, Asia, Middle East and North America; 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 Financial Director Bosch Lawn and Garden Ltd
Date of commencement	: 01-12-2019
Appointed to current position	: 01-12-2019
Specific areas of responsibility	: United Kingdom, Central and Southeastern Europe; Supply Chain, Operations, Production and QSEH

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


---

Nationality	: Dutch
Year of birth	: 1966
Previous important positions held	: Regional People & Culture Director Europe ISS Facility Services 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; Sustainability



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

# Management



**Peter Rietberg**  
Chairman of the  
Management Board



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



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



**Hans Weerstra**  
Member of the  
Executive Board



**Torsten Beer**  
Member of the  
Executive Board



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



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



**Johan Meijer**  
Commercial Director  
Van Leeuwen Precisie



**Frits Veraa**  
Commercial Director  
Van Leeuwen Stainless



**Thijs van Dulm**  
Commercial Director  
Stainless Europe



**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



**Steve Vandermeulen**  
Managing Director  
Van Leeuwen Belgium



**Nadia Chhiti**  
Managing Director  
Wauters Belgium



**Marc Liguori**  
Managing Director  
Van Leeuwen France



**Nicolas Vancaeyseele**  
Commercial Manager  
Van Leeuwen France



**Cédric Jacopucci**  
Commercial Director  
Normydrdo France



**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



**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



**Ruggero Nestri**  
Regional Managing  
Director  
South-Eastern Europe



**Irina Beltermann**  
Managing Director  
Van Leeuwen Romania



**Gazi Dilekci**  
Managing Director  
Van Leeuwen Turkey



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



**David Abernethy**  
Regional Commercial  
Manager Asia



**Victor Ea**  
General Manager  
Van Leeuwen Malaysia



**Michael van Etten**  
General Manager  
Van Leeuwen Thailand



**Fenti Kertasari**  
Managing Director  
Van Leeuwen  
Distribution Indonesia



**Dennis Yap**  
General Manager  
Van Leeuwen China



**Luke Rylands**  
Regional General  
Manager Van Leeuwen  
Gulf



**Emmanuel Zammit**  
Managing Director  
Van Leeuwen Australia



**Greg Walker**  
Managing Director  
Van Leeuwen Australia  
(as of 1 April 2023)



**Graham Watts**  
Regional Managing  
Director North America



**Jillis Herweijer**  
Commercial Manager  
Houston



**Ted Klaver**  
Managing Director  
Global Projects



**Martijn van Eck**  
European Procurement  
Manager



**Ivan Luc**  
European Procurement  
Manager



**Lisa Hannes**  
European Procurement  
Manager



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



**Dominik Esser**  
Manager Production &  
Equipment



**Dennis Wittmann**  
Manager Quality  
Assurance



**Dennis Herrmann**  
Corporate Director  
Integrated Business  
Processes



**André Dekker**  
Corporate Director  
Commercial Excellence



**Matthijs Erwich**  
Corporate Director IT



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



**Ulrika Rydén**  
Corporate Sustainability  
Manager



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



**Bart Hillen**  
Group Director Business  
Control



**Eline van Haeren**  
General Counsel



**André Bouwer**  
Head of Compliance



**Ingrid den Hartog**  
Manager Corporate  
Communications

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



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



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Internet: [www.vanleeuwen.com](http://www.vanleeuwen.com)

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Corporate film



Online version  
Annual Book



**VAN LEEUWEN**



More than tubes.



International Network

Distribution Expertise

Worldwide Stocks

Customized Services

Global Sourcing

Project Management