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1924 – 2024

VAN LEEUWEN

CONNECTING WORLDS

Annual Book 2023

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

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

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In 2024, we celebrate 100 years of Van Leeuwen.
'Connecting Worlds' is the theme for this anniversary year.
A theme that refers to our internationally connected network with dedicated teams, connected with customers and suppliers across the globe. Connecting Worlds is about continuity in business, sustainable growth and innovative entrepreneurship in our family-owned company.

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Foreword

"**Connecting Worlds** is all about **continuous development** and **sustainable growth, customer focus**, a **close-knit company culture** and **innovative entrepreneurship**."

We are publishing this Annual Book 2023 in 2024, the year of Van Leeuwen's one hundred years of existence. A wonderful milestone that we are therefore highlighting in this edition. In 1924, Piet van Leeuwen started his company in Zwijndrecht, the Netherlands, with a batch of pipes and iron. Over a period of a hundred years we have grown from a one-person operation into an international network with 70 branches in 32 countries and a worldwide team of over 2,400 employees representing 58 nationalities. Today, on the basis of our network, we offer a large diversity of products and services to various markets and customers.

'Connecting Worlds' is the central theme of our anniversary year. It stands for a world that is greater than the geographical locations where we are based. Greater than the many products that, via our customers, find their way into a multitude of structures, ranging from bridges to cranes, trucks to windmills and dairy plants to pipelines. 'Connecting Worlds' is about our role as a strong, connecting partner in the value chain between supplier and customer. About continuous development and sustainable growth, customer focus, a close-knit company culture and innovative entrepreneurship.

The ultimate connectors who really bring the theme 'Connecting Worlds' to life are the employees in our family business. Each and every day they look after custom solutions that connect customers, suppliers and business relations with each other. In our long history we have always been able to build on our global teams. We value the knowledge and experience of colleagues who have been working for us for years just as much as we value the new insights provided by younger colleagues.

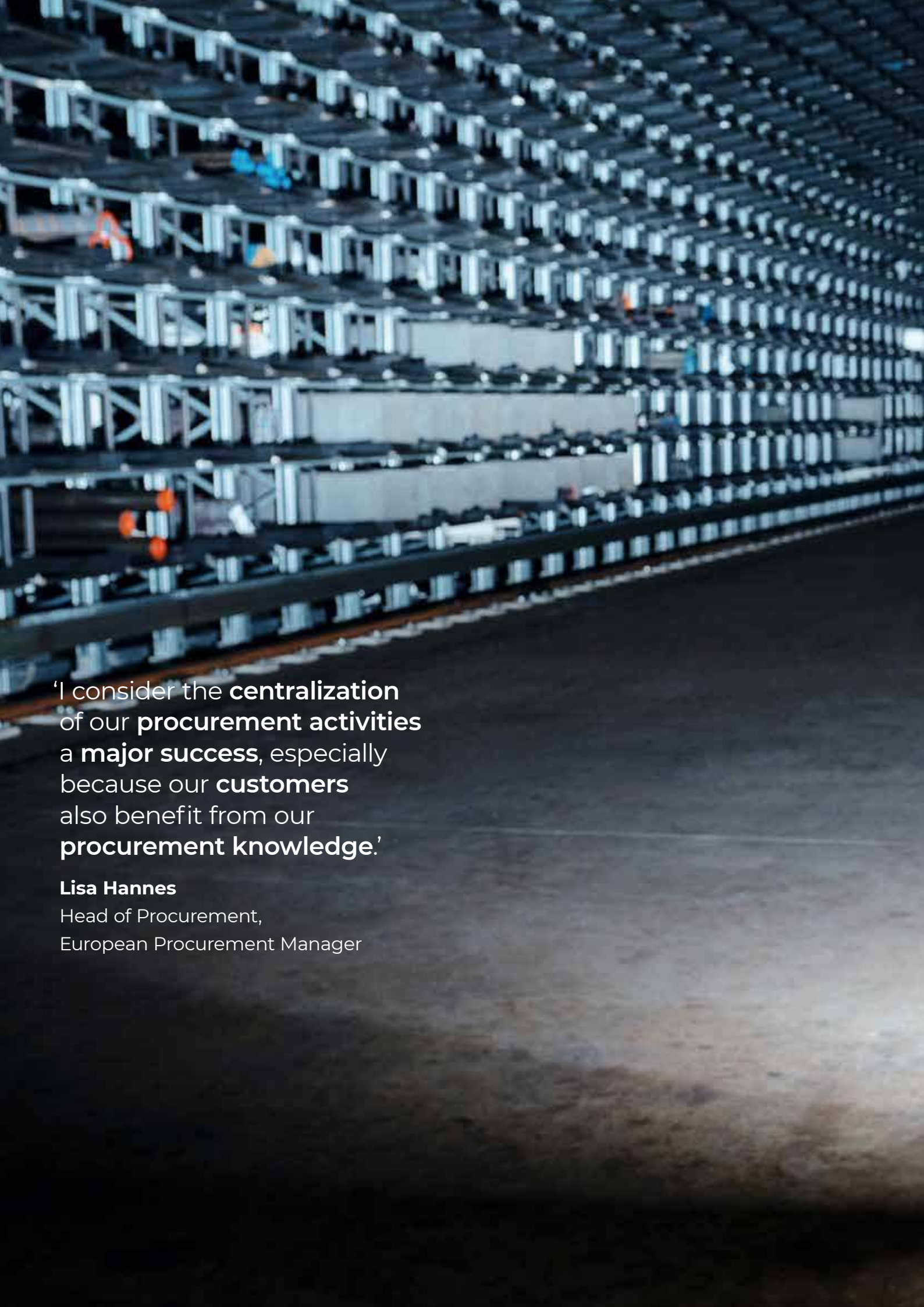
In this Annual Book, six of our colleagues from different countries speak about Van Leeuwen's strength, based on the experience and expertise that our company has developed in various areas over a period of one hundred years.

Peter Rietberg
Chairman of the Management Board

VAN LEEUWEN

Key figures 2023

(amounts x 1,000 euro where applicable)	**23**	22	21	20	19	18
Net sales	**1,620,532**	1,672,039	1,430,560	1,177,825	787,669	629,527
EBITDA (operating result before depreciation)	**75,831**	121,079	93,598	26,797	21,782	18,050
EBIT (operating result)	**60,121**	103,978	78,873	14,987	17,003	13,548
Net result	**42,939**	88,215	64,124	9,444	10,064	9,709
Group equity	**400,039**	388,625	331,230	252,874	252,078	170,976
Group equity as % of total liabilities	**46.8**	42.9	40.7	36.8	30.8	43.9
Net result as % of average group equity	**10.9**	24.5	22.0	3.7	4.8	5.8
Number of employees at year-end	**2,469**	2,458	2,429	2,419	2,619	1,126
Breakdown of revenues (%)						
The Netherlands	**11.8**	11.6	11.9	12.0	19.6	23.0
Rest of Europe	**70.8**	72.1	68.8	63.6	37.4	43.1
Outside Europe	**17.4**	16.3	19.3	24.4	43.0	34.0



‘I consider the **centralization** of our **procurement activities** a **major success**, especially because our **customers** also benefit from our **procurement knowledge**.’

Lisa Hannes
Head of Procurement,
European Procurement Manager

Company profile

Van Leeuwen. More than tubes.

As a family business we are proud of our 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.

100 years of experience

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, processing, 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.

Our 100 years of experience contributes to charting a sustainable, innovative course which enables us to care for generations to come. In this way we connect the past with the future and make our customers' dreams a reality yesterday, today and tomorrow.

Our history

Piet van Leeuwen started trading in steel pipes and iron in 1924 in Zwijndrecht, the Netherlands. Thanks to his entrepreneurial pioneership, he expanded his company into a highly successful organization. A century later, Van Leeuwen has grown into a globally operating trading company. The first foreign branch was founded in 1947 in 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 customer applications. This, together with our elaborate international network of suppliers, makes us a strong partner.

Our customers can count on exceptionally 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 offer every conceivable custom material treatment. 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.

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 products, that include 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 custom 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 treatments 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 the demand for high quality 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.

‘We cooperate **internationally** to help customers locally and to ensure that they can do their work **better and faster**.’

Hydraulics

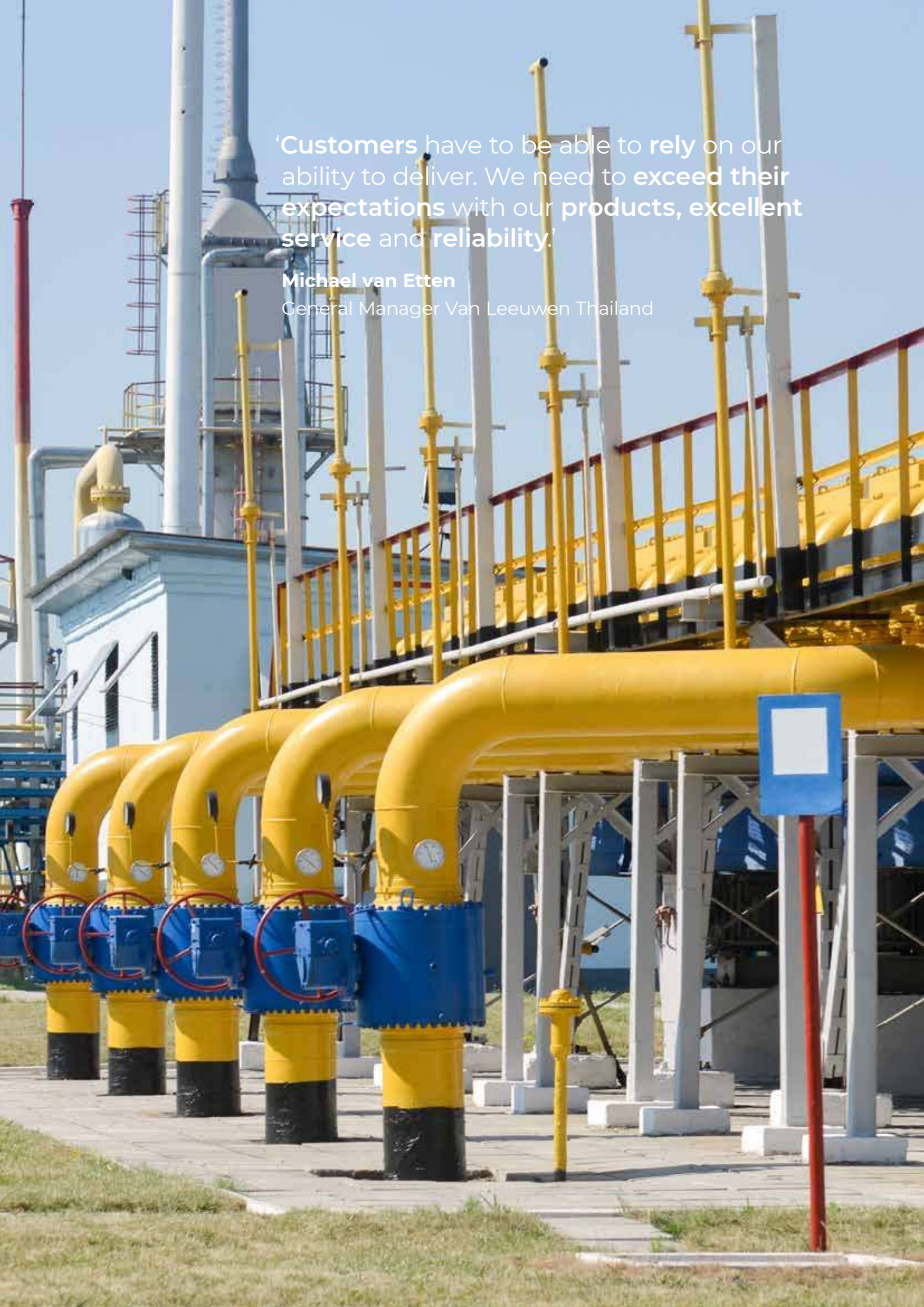
Pipes, bar steel and components are generally used for the production of **hydraulic cylinders**. These cylinders are incorporated into various, often complex machines, implements and systems. We also supply producers of hydraulic cylinders with various products, such as hydraulic pipes, cylinder pipes 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, 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 over 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, also is of importance in this segment. Van Leeuwen has the in-house expertise needed to meet all of the requirements of customers in this segment.



‘**Customers** have to be able to **rely** on our ability to deliver. We need to **exceed their expectations** with our **products, excellent service** and **reliability**.’

Michael van Etten
General Manager Van Leeuwen Thailand

Report on 2023

The Van Leeuwen Pipe and Tube Group ended 2023 with good revenue and net profit figures. Following highly favorable market conditions in the previous two years, results dropped to a lower level. Demand in various markets declined and prices decreased. This caused prices to come under pressure and resulted in lower gross margins on sales. Due to an increase in project volumes, the total net sales volume stayed virtually the same as last year.

As before, significant investments were made in the company, particularly in logistics and storage systems, specialized treatment systems and in the modernization and expansion of warehouses and offices. Due to increased systems improvements and employee and team development, we were able to optimally deploy our strong global network in the market.

The total revenue of the Van Leeuwen Pipe and Tube Group amounted to € 1,621 million in 2023 (2022: € 1,672 million). The operating result amounted to € 60 million (2022: € 104 million) and the net result was € 43 million (2022: € 88 million). Solvency improved to 46.8% (2022: 42.9%).

Worldwide trends

Market demand and market conditions

In 2023, market conditions were clearly different from the two prior years, in which the market was characterized by special conditions, such as disruptions in the supply chain, shortages of raw materials, exploding energy prices, geopolitical conditions and sanctions, the corona pandemic and the rising cost of wages. These hectic conditions had largely disappeared by the beginning of 2023. However, other issues began to affect the market, such as the uncertainty of economic conditions, fears of a recession, increasing inflation and rising interest rates. In addition, energy prices continued to be high and there were concerns about geopolitical stability. All of this clearly affected market demand and price trends.

Earlier uncertainties in the supply chain were considerably reduced in 2023. In previous years, many buffer and interim stocks emerged in the market to be able to absorb disruptions in the supply chains. The need for these stocks decreased this year, resulting in decreased demand by our customers since available stocks in the market were used first. The demand patterns in the supply chain, which had shifted during the pandemic, normalized, and the market was increasingly influenced by decreasing investments due to the rising interest rates and uncertain economic developments. Furthermore, in various European countries the increasingly strict regulations pertaining to emissions and the environment had an inhibiting effect, as a result of which large investments were deferred or cancelled altogether.

Industry market

In virtually all European countries, there was a declining demand in Industry markets, particularly in our Mechanical Engineering and Civil Engineering & Construction market segments. A large part of Van Leeuwen's volume is classified as Distribution business, in other words, primarily based on deliveries from stock. In comparison to previous years, the tonnage delivered in these markets consequently dropped significantly. The drop was gradual in the first half of the year. After the summer holidays, demand decreased considerably, especially in the German and Scandinavian markets, and ultimately in many other European markets as well. As a result of declining prices, particularly for welded pipes, and later in the year for seamless pipes as well, the market adopted a wait-and-see attitude, which in turn had an amplifying effect on the drop in demand.

Decreased market demand virtually always results in increased competition and pressure on prices. A prominent market leader is expected to maintain calm and stability in the market. Price is not the only factor in this respect; service, reliability, product range and the skills and advice provided by our teams are also important for our customers. On this basis and despite declining demand, we were able to maintain our market share, and in a number of markets actually increased it, in 2023. The gross margin on sales was constantly under pressure due to declining prices throughout the year. Compared to last year, virtually everywhere gross margins therefore were significantly lower.

A large part of our volume goes to large end users (OEMs) in the Industry market. For these customers, we often maintain special stocks and perform specific treatments on the basis of long-term contracts and agreements. Similar to the market for daily deliveries from stock, demand in this market also declined. This was especially true for customers supplying consumers, such as the leisure market and the white goods market. For large customers in the Mechanical Engineering segment the market was more stable. Demand in the agricultural sector, as well as in the hydraulics market, remained well up to par. Demand in the Automotive market also was good. We perform many specific treatments for customers. Van Leeuwen largely performs and manages these treatments in-house in our production centers in Scandinavia, Germany, Switzerland and Central Europe. Our treated materials business volume stayed at a respectable level in 2023.

Energy market

We supply a significant part of our products to customers in the Energy market. Our teams operate in this market from our branches in Europe, North America, Asia, Australia and the Middle East. Because our customers in the Energy market often operate globally, we are able to optimally deploy our global network for them. A few years ago, demand in the global Energy market was moderate. However, market demand already started to improve over the course of 2022, a trend that clearly persisted in 2023. The improvement in demand was the direct result of a sharply increased level of investment by customers in this market. On the one hand, the increase in demand is caused by high energy price increases, as a result of which investments become profitable more quickly. On the other hand, the increase is caused by the need for gas delivery alternatives, now that delivery from Russia is no longer available in many

parts of the world due to geopolitical conditions. This, among other things, resulted in enormous investments in LNG terminals in various parts of the world.

From our branch in Houston, Texas, USA, we supplied a large quantity of materials to the Plaquemines project in Louisiana. Aside from an increase in conventional energy investments, alternative or renewable energy investments also increased considerably. Investments in this area are increasing at a rapid pace throughout the world. For example, there are many projects relating to the production and storage of hydrogen and biofuels. In addition, much is being invested in carbon capture facilities and in reducing CO_2 emissions. For example, our branch in Beesd, the Netherlands, acquired a key project together with a Dutch customer for the supply of stainless-steel materials for a carbon capture project in the United States. Our branch in Deventer, the Netherlands, supplied materials for the hydraulic stabilizers for a wind farm in Taiwan.

In addition, the level of investment in the chemical sector is increasing in various parts of the world. Our teams are globally well positioned to be able to respond to customer demand, but especially also to changing demand patterns. Our various stock-keeping locations in the world close to petrochemical production sites play a key role in this respect, especially when materials must be available quickly with short delivery lead times.
Our special project teams, with extensive knowledge of materials and global sourcing skills, especially make the difference. A good example of this is the order acquired by our Zwijndrecht branch in the Netherlands for supplying the INEOS project, one of the largest CAPEX projects in Europe. This concerns the construction of a very modern cracker plant in the port of Antwerp, Belgium, which has an 80% lower carbon footprint and to which Van Leeuwen will be supplying 17,000 metric tons of materials. In this project we are working together with three different engineering firms and a Dedicated Project Storage Area (DPSA) will be established in Zwijndrecht.

Van Leeuwen Malaysia delivered a project involving more than 100 kilometers of large-diameter line pipe with LPE coating, for gas transport. Pipes were transported from South Korea to a specially created storage site from where the pipes were delivered to two locations. From our office in Essen, Germany, which specializes in Process & Power, we supply much material to renewables markets, including high-quality boiler tubes.
Van Leeuwen Singapore entered into a strategic partnership with the South Korean company Samsung Engineering, where Van Leeuwen will assume responsibility for the entire material management process for all Samsung projects in the region.
Halmstad, Sweden, acquired a large project for supplying the city of Stockholm with pipes for the city's drinking water utility.

From the perspective of the year as a whole, total sales from stocks in all markets were lower in comparison to the previous year. However, this was offset by a higher volume of direct deliveries and projects. Combined with an average sales price equal to that of 2022, this produced virtually the same total revenue figure.

Price developments

At year-end 2022, the purchase prices for our pipes were extremely high. This was the result of a number of market developments in the previous period, such as increased energy and raw material prices, disrupted supply chains, geopolitical developments and strong market demand. These unusual conditions somewhat normalized at the beginning of 2023. Combined with weaker demand, especially in the European Industry markets, this resulted in a downward price trend, starting with the welded materials market. Prices there continued to decline up until the summer. As of the summer, the seamless welded pipes market also experienced a downward movement. Prices in the welded materials market stabilized toward the end of 2023, in part due to an increase in coil prices prompted by mills that reduced their capacity. Furthermore, mills also attempted to stabilize prices in the seamless materials markets by reducing their capacity.

On average, prices over all of 2023 were virtually the same as in 2022; with a rising trend in 2022 and a declining trend in 2023, however. At year-end 2023, sales prices were over 15% per metric ton lower than at the beginning of the year.

Nevertheless, price levels still are significantly higher than in the years preceding 2021. An underlying factor is that the prices for raw materials, energy and labor have reached considerably higher levels.

Producers are forced to pass on these increases in their final prices. Combined with the enormous investments required to increase the sustainability of the steel production process, this means that a further substantial decrease in price levels is not to be expected.

In 2023, pipe producer Vallourec permanently closed its mills for the production of seamless pipes in Düsseldorf and Mülheim (Germany). The shutdown of these original Mannesmann mills not only marks the end of a 135-year history of producing seamless pipes, but it also means that expertise and knowhow relating to the high-quality production of pipes will be lost to the European manufacturing industry.

The steel industry is increasingly investing in the ability to produce steel with a lower carbon footprint. It is a long-term, complex and capital intensive process that can only succeed if all links in the chain (producer, distributer and buyer) participate and, above all, also invest. In the near future, Van Leeuwen will introduce a separate specification for pipes with a reduced carbon footprint within its product range under its own brand name. In 2023, in close cooperation with suppliers such as ArcelorMittal and Benteler Steel/Tube, the initial dimensions were included in the stocks held by Van Leeuwen. This product range will be quickly expanded to be able to supply the market with pipes with a significantly lower carbon footprint.

The Carbon Border Adjustment Mechanism (CBAM) is currently being implemented in the EU, which will go into effect as of 2026. By creating a level playing field for players within as well as beyond the EU, this measure aims to stimulate the production of cleaner steel in non-EU countries. Through means of this measure the European steel industry will be able to fairly pass on the investments required to produce low-carbon steel to the market. This measure is certain to contribute to making the steel industry more sustainable.

Other developments

In 2023, our commercial teams in many countries and branches again 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 composite pipe and tube product, or the sourcing and possible 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 machines to provide treatments.

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. Supplier audits are used to select and audit suppliers on an ongoing basis, and we use our Approved Manufacturers List (AML), which only contains suppliers that have been approved by Van Leeuwen following a strict selection process, for all our purchases.

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. 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.

We devote a lot of effort to continuously improving our customer propositions. With special Commercial Excellence teams, we constantly assess how to keep moving forward and to continue innovating to be able to always optimally service our markets. Adding value, or ‘value creation’, is a key concept in this respect. We took further key steps in this area in 2023, for example by making use of artificial intelligence for automated order recognition.

At the beginning of 2023, Van Leeuwen Germany acquired the operations of the firm Allstahl in Bergkirchen in Bavaria. This acquisition significantly broadened the customer base, particularly in the Mechanical Engineering market segment. Allstahl’s activities have since been fully integrated into the Munich branch.

In November, together with our suppliers, customers and personnel, we celebrated the 50th anniversary of our joint venture Polarputki in Helsinki, Finland. During its 50 years of existence, this participating interest developed a leading position in the Finnish market, particularly in the Industry segment.

Financial results

The consolidated net revenues of the Van Leeuwen Pipe and Tube Group were € 1,621 million and, with a minor decline compared to the previous year, stayed relatively stable (2022: € 1,672 million). In comparison to 2022, market demand decreased, especially in the second half of the year. This resulted in lower distribution volumes and significantly lower prices, which in turn resulted in lower revenue in 2023. Due to an increase in project volumes, the sales volume stayed more or less the same as last year.

The operating result decreased from € 104 million in 2022 to € 60 million in 2023. This was due to a reduction in volume combined with the higher cost of end-products. As a result, the margin percentage decreased to 19.3% (2022: 21.6%), and the total gross margin decreased from € 361 million in 2022 to € 313 million in 2023.

Total operating expenses decreased by € 7.7 million to € 1,560 million in 2023 (2022: 1,568 million). Wages and salaries decreased by 7% through a combination of salary increases on the one hand and lower profit sharing and a decrease in the number of FTEs on the other hand. The increase in other operating expenses were primarily due to higher selling expenses, the cost of fixed assets and IT-related costs.

Financial expenses increased by € 3.9 million to € 7.2 million (2021: € 3.3 million) due to higher interest rates. Financing requirements decreased by € 6.0 million, which only slightly offset the increase in interest rates. The effective tax rate increased to 19.1% (2022: 14.4%) and, in comparison to last year, was positively affected by the mix of country tax rates in the result's composition for 2023. Another positive effect was the use and recognition in the balance sheet of the loss carried forward, which previously had not been fully recognized due to the uncertainty of available profits. The result from participating interests amounted to € 0.1 million (2022: € 2.0 million) and relates to our investment in Polarputki, a non-controlled 50% joint venture in Finland.

The lower gross margin on sales produced a net result of € 43 million in 2023 (2022: € 88 million). This result includes a release of negative goodwill in the amount of € 6.7 million (2022: € 7.0 million). Of this amount € 3.8 million (2022: € 2.7 million) was related to the pro-rated amortization of negative goodwill and € 2.9 million (2022: € 3.3 million) was related to integration costs.

Lower prices and reduced inventory levels have mainly contributed to a decrease in working capital in 2023, which improved by € 19 million. Another minor positive effect was due to a decrease in trade receivables (€ 4 million lower). By contrast, there was a greater decrease in accounts payable (€ 35 million lower), which had a negative impact. This decrease was due to lower procurement activities in the last quarter of the year, combined with lower procurement prices.

The operating cash flow was positive, thanks to a positive operating result and the slightly improved operating working capital. The cash outflow from investing activities was € 20 million (2022: € 30 million). The total cash flow was € 4 million negative, as a result of which the total cash flow decreased from € 14 million (December 31, 2022) to € 9 million (December 31, 2023). The balance of cash and borrowings improved from a net debt position of € 71 million negative in 2022 to a net debt position of € 69 million in 2023. The liquidity position remains good, and the current ratio at year-end was 2.0 (2022: 1,9). Solvency improved considerably to 46.8% (2022: 42.9%).

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 a 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.

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. This way we not only aim to improve service delivery but are also focusing on improving productivity. The objective in this respect is to increase the average output produced per employee by improving our business processes and optimizing our tools.

In the warehouse in Zwijndrecht, the Netherlands, work on the Monorail, a 315-meter long, automated transport and sorting system, continued throughout the year. This system makes 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 project was completed at the beginning of 2024, and the first orders are now being sorted. We are proud that as a leading distribution company we have been able to commission this system, which is unique in the world. This not only results in more efficient business operations; it especially demonstrates what steel distribution and the way of working will be like in the future.

Our company in Vyškov in the Czech Republic completed the expansion of its warehouse and the construction of a fully automated honeycomb storage and order picking system. The expansion has increased the size of the warehouse to 20,000 m² and its storage capacity to 10,000 metric tons of materials. This enables the branch to fulfil its hub function for Central Europe even better. In June, the facility was commissioned in a festive atmosphere in the presence of the Supervisory Board, the Management Board and Executive Board, and the Czech team.

Two warehouses are being integrated in Belgium. The bar steel stocks of our company Wauters will be transferred to the warehouse of the branch in Vilvoorde. This primarily benefits logistics services and transport. It is now possible to better combine various materials for delivery to the market. The integration also leads to better logistics cooperation between Vilvoorde and Zwijndrecht. Storage and the product portfolio are also optimized here, as a result of which the logistics process can be organized more efficiently. The integration is in part made possible because the Monorail in Zwijndrecht has been put into operation. Another part of this integration is the consolidation of the inventory of all fittings and flanges at a central location in Zwijndrecht. As a result, in Zwijndrecht there will be a stock portfolio with these items for our customers that, in terms of breadth and depth, is unique in its kind. Through means of optimized logistics, these products can be delivered fast within all of Europe and beyond.

In December, the OneHalmstad project of our Swedish branch Heléns in Halmstad was completed. The objective of this three-year project was to consolidate all activities in Halmstad at a single location. The warehouse was expanded for this purpose, and a large number of production machines was relocated in order to optimize the flow of materials. Aside from the logistics integration and optimization, a new regional head office was also constructed. The festive opening took place in December. All activities for Sweden were consolidated in this new office and employees now have access to an optimal workplace.

To date, Van Leeuwen has invested over 6.5 million euros in green electricity on its own roofs, including in the Netherlands, Germany, Romania, Denmark and Australia. The goal is to further invest in solar panels over the coming years, so that we can fully provide all of our branches in Europe with in-house-generated green electricity. Toward the end of 2023, we had installed 13,500 solar panels on our roofs with a 6 million kWh capacity.

IT developments

The branches in the United Kingdom switched over to the new SAP S/4HANA system in the first quarter of 2023. This implementation, under the '1Leeuwen' banner, is an important step in enabling Van Leeuwen branches and the former Benteler Distribution branches (acquired by Van Leeuwen at the end of 2019) to work in standardized ways. As a result, key organization and process-based synergies have been achieved. Following implementation in the United Kingdom, work has started on preparing for the system's implementation in our Kindlimann branches in Switzerland. Kindlimann is expected to start making use of the SAP S/4HANA system in the third quarter of 2024.

Van Leeuwen has also started to implement a new web portal, including a web shop, where customers can find information about our products, and their orders and invoices, and where they can order products. This new web portal provides customers even better insight into their business transactions with Van Leeuwen. The implementation of the web portal is linked to the implementation of our SAP S/4HANA system. The United Kingdom is expected to be the first country to make use of the web portal over the course of 2024.

We are constantly working on keeping our systems up to date. For example, in 2023, we provided branches working with SAP Business One with the latest version of this system and we implemented the latest Windows Server versions on our servers.

Cybersecurity continues to have our constant attention. In 2023, we further improved our cybersecurity. Through means of penetration testing (pen testing), we tested the level of security of our systems landscape from the perspective of an 'attacker'. Where necessary, we have implemented additional security measures. An important aspect in this respect is the risk awareness of our employees. Through means of information sessions and training we constantly work on creating awareness among our employees.

Quality and safety

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 as well. Every year we set high quality standards for ourselves that are translated into objectives. We regularly monitor progress on the basis of Key Performance Indicators (KPIs) and internal audits. Our Approved Manufacturers List (AML) only contains 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 2022, LRQA renewed the global ISO 9001 certificate. 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. Van Leeuwen Essen is the first German trade company to be awarded the ISO 19443:2028 certificate (quality management system for the nuclear energy sector's supply chain).

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 2023, to reinforce the focus on safety and to further improve safety awareness. The number of accidents resulting in absence from work decreased by 37 percent in comparison to 2022. While this is a positive development, we continue to aim for a further decrease. To increase the awareness of all our employees, they were again asked to devote extra attention to safety by means of the globally organized 'Steel Safety Day' in 2023.

Sustainability and Corporate Social Responsibility

As an internationally operating family business with a history dating back 100 years, we aim to be a financially healthy company. In addition, we naturally assume our responsibility for the environment, people and society. We are carrying out our business operations and implementing our growth plans increasingly more sustainably. In 2022, we established our sustainability strategy with our goals for the upcoming years and undertook a number of large-scale initiatives. In 2023, we expanded these activities, with visible results.

We aim to be frontrunners in conducting sustainable business in the value chain and creating a pleasant and sustainable workplace for our people. We assume our responsibility in limiting global warming. Our top priority for the coming years is therefore to work on developing carbon-neutral business operations, with the ambition of being the greenest pipe and tube distributor in the world by 2030. Together with our partners in the value chain, we focus on the production of innovative, carbon-free or low-carbon pipe and tube products. In Zwijndrecht and Duisburg, we currently have pipes in stock that have been produced with a reduced carbon footprint, and we are working on a product portfolio under our own brand name. Moreover, we continue to invest in greener methods of distribution, such as transportation by rail or water instead of by road, stocks kept closer to the customer and deliveries using fuller trucks. In addition, we continue to invest in solar panels installed on our own roofs.

A dedicated sustainability team

In the meantime, all Van Leeuwen regions worldwide have committed to our sustainability strategy, and each region has a sustainability officer. A special sustainability team ensures that all actions and initiatives are rolled out worldwide. An important part of our sustainability strategy is to build up and share our knowledge about 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.

Van Leeuwen Education Foundation

In addition to (local) donations and sponsorships, Van Leeuwen's goal for some time has been to do something more structured for society. This is why in 2023, it was decided to establish the Van Leeuwen Education Foundation. We believe that good education is the key to improving someone's opportunity for a better position in society with prospects for the future. The Van Leeuwen Education Foundation will devote itself to promoting equal opportunity for everyone by supporting initiatives that facilitate access to quality education.

People and organization

To achieve our strategic goals and to continue to be a leading, trendsetting specialist in steel pipes and tubes worldwide, we rely on a large team of skilled and driven professionals. Our People Strategy is focused on the development of our people and on embedding a learning culture. By stimulating people development using a structured approach and digitalization, we contribute to the company's strategy. Van Leeuwen aims to be an attractive employer, now and in the future.

Our presence in 32 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 2,469 employees (2022: 2,458). Women comprise 30% of the total workforce, men comprise 70%.

With the Workday HR system, HR in 2023 supported the company in the area of online learning, with a standardized recruitment process and with performance management for all Van Leeuwen employees worldwide. In 2023, we defined key HR KPIs (such as staffing levels, personnel turnover, gender ratios, outstanding job openings, applications and absenteeism rates). We monitor the results using a monthly HR dashboard that is shared and discussed with regional directors for the purpose of identifying actions and improvements.

Van Leeuwen is an equal opportunity employer. We continue to aim for balanced gender and cultural diversity levels within the various operating companies throughout the world and in our management teams. The composition of the Management Board and the Executive Board did not change this year and consists of five men and one woman. As of January 1, 2024, a new female member was appointed to the Supervisory Board, as a result of which the Supervisory Board now consists of four men and one woman. We continue to actively promote balanced gender (at least 33% women) and diversity levels on the basis of a proactive recruitment process.

In November 2023, the first worldwide Van Leeuwen employee engagement survey was conducted. The return rate was 76%, including more than 13,000 responses from participating employees. The average engagement score was positive, and the evaluations of the various themes and extensive comments help us to further improve as employer.
The results will be shared with employees, and action plans will be defined for implementation during 2024. The next employee engagement survey will be rolled out in the third quarter of 2024, as part of our recurring employee engagement measurement process.

In 2023, as Van Leeuwen, we benefitted from a solid HR foundation, which we developed through means of structured processes and innovative HR tools. The feedback and input from the fully digitized employee engagement survey mentioned earlier, helps us identify the next steps in supporting our management and employees as part of our People Strategy. This way we ensure we can continue to attract, retain and develop outstanding talent with the skills we need for the future.

Compliance

Conducting business fairly and transparently is a core value at Van Leeuwen and a shared responsibility for everyone in our company. The core task of the Compliance function at Van Leeuwen is to support the company in estimating, monitoring and mitigating compliance risks. Key aspects in this respect include international sanction and export control rules, agents, competition, conflicts of interest and privacy.

The Compliance function, managed by the Head of Compliance, is supported by a global network of regional compliance officers. The compliance framework was further expanded in 2023, in part through training for regional compliance officers to further professionalize the compliance, privacy and control networks within our operating companies.

In 2023, various measures were implemented to comply with European anti-dumping rules, the rules concerning various privacy-related topics were refined and key steps were taken to better manage conflicts of interest. As a consequence of the war in Ukraine, international sanctions against Russia were considerably expanded. Additional instructions and procedures were developed to comply with the specific sanctions.

Various training courses were developed, including compliance training for agents and courses to focus further attention on the Speak Up procedures. In the context of sustainability, a Supplier Code of Conduct was developed that includes the key principles Van Leeuwen's suppliers are expected to comply with.

Strategic developments

As the number one pipe and tube distributor and specialist in the world we 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.

Our global network is divided across four continents and 32 countries. By effectively exploiting the synergies between the various organizations, we are able to operate more decisively, 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 domiciled 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 treatment and processing machines and in robotizing the production process.

Outlook

2024 marks one hundred years since our company was founded in Zwijndrecht, the Netherlands. Piet van Leeuwen started his company with a batch of pipes. In one hundred years' time, this one-person company grew into a globally operating company active in 32 countries. Over the last century we acquired a strong position globally as a leading pipe and tube distributor that each and every day offers its customers 'more than tubes'. We are celebrating our anniversary under the motto 'Connecting Worlds'. This stands for our international network with dedicated teams connected with customers and suppliers all over the world. Connecting Worlds is all about continuous development and sustainable growth, customer focus, networks, a close-knit company culture, international cooperation and innovative entrepreneurship.

After seeing market demand decline in the second half of last year in comparison to very strong demand in prior years, at the beginning of 2024, it appears that market demand continues to be moderate. Our order book is well-stocked but is not increasing. In Europe, we are observing a clearly lower level of activity among customers in the Industry segment. There are numerous uncertainties in the world, confidence is moderate and it would appear that the market is adopting a wait-and-see attitude. Globally, we are seeing a positive demand trend in the Energy market. For 2024, we are seeing a positive trend in the energy projects market, and, in part on the basis of our globally strong starting position in this market, we expect order intake to be good here this year.

As a consequence of the lower demand in the steel market, prices declined throughout all of last year; this decline now appears to have levelled off. Producers of pipe and tube products continue to be confronted with upward pressure on their costs. Investments relating to making steel production sustainable are massive and may potentially exert upward pressure on prices in a market with stable demand. Further cooperation is necessary, and further consolidation in the steel market is presenting itself.

We have invested a great deal in our warehouses, logistics and storage, and IT systems in recent years. We expect this will enable us to further improve our services and productivity over the coming years. In 2024, we will continue to work on improving our processes and methods of working on the basis of our continuous innovation program. In addition, we will continue to invest in our network and in our product range. We aim to continue to grow autonomously this way, although we will also continue to be active in the area of acquisitions.

Van Leeuwen's over 2,400 proud employees provide custom solutions that each and every day connect customers, suppliers and business relations with each other.

Our 100 years of experience contributes to mapping out a sustainable, innovative course with which we, as a family business, also take care of the next generation. We are proud of these 100 years. With our long-standing experience and deeply rooted knowledge, we continue to offer our customers the very best and continue to develop our company.

Zwijndrecht, the Netherlands, 21 March 2024

Management Board
P.L. Rietberg (Chairman)
J.M. Sassen

‘To stay **connected** with its **customers** and their **global ambitions**, Van Leeuwen is working toward an **integrated, digital solution**.’

Irina Beltermann
Regional Operational Excellence Director

Results 2023

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

Consolidated profit and loss account

(amounts x 1,000 Euro)

	2023	2022
Net revenues	**1,620,532**	1,672,039
Cost of finished goods	-1,307,968	-1,311,347
Wages and salaries	-134,697	-144,971
Social security charges	-28,773	-27,750
Depreciation and amortization	-15,710	-17,101
Other operating expenses	-73,263	-66,892
Total of operating expenses	**-1,560,411**	-1,568,061
Operating result	**60,121**	103,978
Interest income	603	228
Interest charges	-7,778	-3,499
Net financial income and expenses	**-7,175**	-3,271
Total of result before tax	**52,946**	100,707
Income tax expense	-10,096	-14,508
Share in result from participating interests	89	2,016
Net result after taxes	**42,939**	88,215

- The consolidated net revenue remained relatively stable with a slight decrease in volume and average sales price per metric ton.
- The operating result decreased from € 104 million in 2022 to € 60 million in 2023.
- Personnel costs decreased through a combination of one-offs and lower profit sharing.

Consolidated balance sheet

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

Assets	**31-Dec-2023**	31-Dec-2022
Fixed assets		
Intangible fixed assets	**6,627**	6,365
Tangible fixed assets		
Land and buildings	107,808	101,803
Plant and machinery	42,309	44,949
Other fixed assets	18,996	18,559
Assets under construction	11,374	6,123
Total tangible fixed assets	**180,487**	171,434
Financial fixed assets	**23,690**	22,872
Total fixed assets	**210,804**	200,671
Current assets		
Inventories	**367,074**	416,665
Receivables		
Trade accounts receivable	238,024	242,040
Tax receivables	6,796	6,958
Other receivables	12,983	11,241
Prepayments and accrued income	10,294	15,285
Total receivables	**268,097**	275,524
Cash	**9,333**	13,887
Total current assets	**644,504**	706,076
Total assets	**855,308**	906,747

(amounts x 1,000 Euro)

Liabilities	31-Dec-2023	31-Dec-2022
Group equity		
Equity	357,100	300,410
Net result financial year	42,939	88,215
Total group equity	**400,039**	388,625
Provisions		
Pensions	45,169	43,307
Deferred tax liabilities	14,407	14,060
Other provisions	24,724	27,354
Total provisions	**84,300**	84,721
Non-current liabilities		
Negative goodwill	42,110	48,839
Other long-term liabilities	2,557	3,045
Total non-current liabilities	**44,667**	51,884
Current liabilities		
Debts to credit institutions	75,701	70,715
Payables to affiliated company	-	11,000
Trade accounts payable and trade credits	162,455	197,743
Taxes and social security	26,488	34,101
Accrued liabilities	46,522	49,811
Other current liabilities	15,136	18,147
Total current liabilities	**326,302**	381,517
Total equity and liabilities	**855,308**	906,747

- The stocks decreased by € 50 million, mainly due to lower tonnage stock on hand.
- The balance of liquid assets and debts decreased by € 2 million, primarily due to improvement of the working capital.
- Solvency improved from 42.9% in 2022 to 46.8% in 2023.

Milestones 2023

13 February

Teuling Staal supplies materials to the Dutch oil and gas company **ONE Dyas** for the construction of a production platform in the North Sea. This will be the first Dutch offshore production platform in the North Sea to operate fully on wind energy.

22 February

The **illuminated advertising** sign on top of the Meerdervoort apartment building in Zwijndrecht is renovated. Our slogan 'more than tubes' has been added to the sign.

30 March

CEO Joop Sassen visits the **Van Leeuwen Malaysia** and **Singapore** teams. Items on the agenda include growth plans, energy projects and safety, among other things.

16 February

Gasunie presents Van Leeuwen with an award for the rapid delivery of materials for the construction of an **LNG terminal** in the port of **Eemshaven in Groningen**, the Netherlands.

19 April

In 2023, the **Monorail** is constructed in Zwijndrecht. At a length of 315 meters, it is the **largest pipe sorting center in the world.**

28 April

The annual worldwide event **'Steel Safety Day'** is celebrated. The focus this year is on **'Falling Objects'.**

29 June

The warehouse of **Van Leeuwen Czech Republic** in **Vyškov** is expanded to 18,300 m², and is fitted up with a **honeycomb storage and order picking system.** The official opening takes place in the presence of the Supervisory Board, Management Board and Executive Board, and the **Van Leeuwen Czech Republic** team.

4 July

Van Leeuwen France puts a **biofuel-powered Eco truck** into operation. This vehicle is used for our 1,000-kilometers-long shuttle transports through the southern region of France.

1 July

NV Jean Wauters - Aciers Spéciaux merges with **N.V. Van Leeuwen Belgium.** This allows these two Belgian companies to combine forces.

12 June

Various Van Leeuwen **European teams** meet in the Netherlands for the annual **beach volleyball tournament.**

12 July

Zwijndrecht celebrates the first delivery of **low-carbon 'XCarb' pipes** produced by ArcelorMittal.

28 August

Van Leeuwen Canada supplies over **700 metric tons** of **piping** for **Dow's Path2Zero** project.

21 and 22 September

The Management Board, Executive Board and **regional managers** of the eight European regions meet in our branch in **Bologna, Italy** to share the latest market trends, commercial initiatives and prospects for the remainder of 2023.

14 August

Samsung Engineering Co. Ltd. (SECL) and Van Leeuwen sign a **Frame Agreement** for SECL's projects in Southeast Asia.

5 September

Peter Rietberg, Chairman of the Management Board, drives the first pile into the ground for the **World Tube Center** in Zwijndrecht, the Netherlands. In this experience center, Van Leeuwen will be able to show its business relations what **'more than tubes'** really means.

26 September

Van Leeuwen is present at **Stainless Steel World 2023.**

26 October

Van Leeuwen's joint venture **Polarputki** celebrates its **50th anniversary** with an event in the city of **Vantaa** near **Helsinki, Finland.**

5 October

Van Leeuwen Malaysia supplies **100 kilometers of three-layer polyethylene-coated piping** for **Gas Malaysia Distribution.**

7 October

Van Leeuwen Precision organizes a **customer event** during the **Military Boekelo.** This is one of the largest equestrian events in the Netherlands and attracts top riders and their horses from around the world.

2 November

Van Leeuwen Essen in Germany supplies pipes and fittings for the **SALCOS®** (Salzgitter Low CO_2 Steelmaking) **Project.**

13 December

Three years after the start of the OneHalmstad project, our company **Heléns** celebrates the official opening of a new regional head office in **Halmstad, Sweden.**

16 November

The Van Leeuwen **international management group** meets for the annual **Buisleeuw Days.**

12 November

Van Leeuwen Zwijndrecht supplies pipes for a water pipeline of the **Evides water company**. This 10-kilometer-long pipeline, with a 1.40-meter diameter, plays a crucial role in safeguarding the reliability and dependability of supply for the expected increase in the demand for drinking and commercial water in the future.

28 November

Van Leeuwen Essen is the first German trade organization to be awarded the **ISO 19443:2028 certificate** (quality management system for the nuclear energy sector's supply chain).

2023

In 2023, the machine park is once again expanded with laser cutters at various branches, including a **Trumpf 3000 Fiber laser cutting line** at **Van Leeuwen Czech Republic** in **Dobříš.**

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 continued to expand it until our centennial anniversary this year 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. We will issue a special edition in 2024. It is the tenth model, which we will distribute among our most loyal customers. The latest model, a red truck with '100' on it, is symbolic of our anniversary year.

Connecting Worlds: 100 years of Van Leeuwen

Van Leeuwen Dubai

Van Leeuwen Italy

Heléns, Sweden

Van Leeuwen Singapore

Chairman of the Management Board Peter Rietberg (right) and CEO Joop Sassen at the kick-off of the anniversary year.

Live connection from Zwijndrecht with colleagues in **Germany, Australia, France, Italy, Switzerland** and the **United Kingdom.**

Van Leeuwen Switzerland

Van Leeuwen Poland

Van Leeuwen Malaysia

Van Leeuwen United States

Colleagues of **Van Leeuwen Zwijndrecht, head office** and **shareholders** were present in Zwijndrecht during the festive start of the anniversary year.

Van Leeuwen celebrates its 100th anniversary in 2024. On February 1, 2024, all branches throughout the world witnessed the festive start of this anniversary year. From Zwijndrecht in the Netherlands, live connections were established with multiple Van Leeuwen locations, ranging from Australia to Germany. This global connectedness emphasizes our anniversary theme, **'Connecting Worlds'**.
The anniversary logo was unveiled, which was also visible on flags and cakes at local celebrations worldwide. This event marked the beginning of festivities that will take place during this anniversary year.

Van Leeuwen Germany

Van Leeuwen France

Van Leeuwen China

Van Leeuwen Indonesia

VAN LEEUWEN

‘With increased **automation**, we ensure that **customers** will be able to continue to **rely** on the **excellent fulfillment** of their orders.’

Marco Broeren
Operations Director Van Leeuwen Zwijndrecht (the Netherlands)

Van Leeuwen's strengths

Van Leeuwen is publishing this Annual Book 2023 in 2024: the year in which this family business celebrates its 100th anniversary, with 'Connecting Worlds' as the central theme. Our service delivery rests on a globally connected network of 70 locations. On the basis of this network, our people each and every day play a connecting role in the value chain between supplier and customer. Our theme 'Connecting Worlds' is all about continuous development and sustainable growth, customer focus, a close-knit company culture and innovative entrepreneurship.

We have developed our pipes and tubes specialism and our extensive network over a period of one hundred years. Six colleagues, on the basis of their profession and specialism, tell us about Van Leeuwen's strengths. Strengths on which our customers have been able to rely for the past one hundred years.

100
1924 – 2024
VAN LEEUWEN
CONNECTING WORLDS

Name ***Lisa Hannes***
Location ***Van Leeuwen Germany***
Position ***Head of Procurement, European Procurement Manager***

‘I consider the **centralization** of our **procurement activities** a **major success**, especially because our **customers** also benefit from our **procurement knowledge**.’

In 2023, significant progress was made in centralizing Van Leeuwen's European purchasing power. Lisa Hannes, Head of Procurement and European Procurement Manager, was closely involved in this process and reflects on an intense year.

Lisa pursued a master's degree in mechanical engineering & business management in Paderborn, Germany, and started working at our company in 2010. Since 2016, she has held various positions, all related to procurement. Currently, she has two roles: she is responsible for the German Procurement Department and she is one of three European Procurement Managers at Van Leeuwen, focusing on the hot-rolled seamless tubes and bar steel product segment.

Combining market and product knowledge

‘Procurement and everything that comes with it, is my expertise,’ Lisa says. ‘Over the past few years, there have been quite some changes in my field. In just a couple of years we centralized procurement throughout our entire organization (see side bar). This is a significant Van Leeuwen strength: we combine all our market knowledge with our product knowledge and maintain good relationships and strategic long-term partnerships with our suppliers. As a result, we can optimally serve our customers. Moreover, while we do not necessarily aim for the lowest price, we always aim for high quality. Additionally, we work closely together internationally: we have several hubs throughout Europe. There, we gather specific materials and consolidate all the stocks for a particular product under one roof. Our customers also benefit from this concentration because we ensure that they also have access to the entire Van Leeuwen product portfolio and never have to wait too long for their orders. It's challenging, but that also makes the work enjoyable.’

Volatility

Another phenomenon in recent years is the increased market volatility and speed in our business. Lisa: ‘Volatility has always been there, but the speed at which we need to react or, preferably, anticipate proactively, has significantly increased. This makes the procurement profession more challenging, because we need to respond to market developments increasingly faster. Our approach here is to get even closer to our customers and suppliers in order to be as closely involved as possible in all those developments and to be quickly informed about them. ‘Connecting Worlds’, the theme of our centennial year, is crucial here: without the right connections internally and externally, you cannot be a successful steel pipe and tube distributor.’

A year of contrasts

2023 was a year of contrasts for Lisa. ‘In the first half of the year, we faced high demand and high prices. Then there was a drop in demand. This was caused by the fact that so much had been purchased in advance, leading to hoarding in some areas. This volatility had various causes: there was a lot of additional demand after COVID had disrupted supply chains. Then came the war in Ukraine, the disrupted supply from China, and the extended obstruction of the Suez Canal. Furthermore, our customers faced a shortage of other materials such as microchips, causing some projects to be delayed and thus they simply needed less steel. The increased interest rates also had an impact: projects were canceled or postponed, and working capital, and therefore stock levels as well, increased. As a result, demand normalized to prior year levels, and all in all, we still had a good year.’

Automation

In 2023, Van Leeuwen increased its degree of automation and is now poised to reach a next higher level in 2024, says Lisa. ‘For example, through electronic data interchange (EDI), we can directly connect our systems to those of our suppliers and customers, and thus quickly respond to changes in customer preferences. We gather a lot of data this way, and in 2024, we expect to reach an even higher level of automation, for example by making use of intelligent systems. We will also migrate all of our business systems to a single ERP system: SAP S/4HANA. Furthermore, sustainability is a significant theme, because our customers are increasingly working on this, and also because the industry itself will have to become greener. Van Leeuwen considers sustainability important. It is one of our key spearheads, and we are convinced that we can play a key role in reducing CO_2 emissions in our sector by bridging the gap between our customers and suppliers.’

From coal to a sustainable future

The Van Leeuwen facility in Duisburg, located in the heart of the Ruhr area, has a long history in steel distribution. During the Industrial Revolution (end of 18th century), the German Ruhr area evolved into the center of the German coal mining and steel industry. In April 2014, construction work started on a central warehouse at a location near the Duisburg harbor, which was built in the seventies. The company invested heavily in this warehouse; for example, by building the most advanced automated high-rack system for steel pipes in Europe here in 2015. 'Van Leeuwen is a strong player in the German steel distribution market, and I foresee a bright future for our activities in Germany, in which sustainability will play an increasingly important role,' says Lisa Hannes. 'We have already started up various sustainability initiatives to make the steel chain greener. We do this by working together with mills, because that's where the greatest climate gains are to be made.'

Successful centralization of European procurement activities

'One of our biggest success stories in 2023 is the centralization of our European procurement activities,' according to Lisa Hannes. 'We now have a local procurement department in each country, and they are connected to the international European procurement organization by means of a matrix organization structure. It is a major achievement.

Our approach involving category managers is crucial in this respect as well. They deal with certain product groups on a strategic and tactical level and maintain good relationships with our suppliers. This way, they relieve local procurement organizations and we combine our purchasing power in Europe. It wasn't easy: over the past few years, people had to get used to the new way of working. But now we are reaping the rewards of centralized procurement, and this is something we can all be proud of. I consider it a major success, in part because our customers also benefit from our procurement knowledge and purchasing power. Not only at the pricing level, but also at the product and geographical levels, no matter where in the world, because we also apply the 'Connecting Worlds' concept to our procurement activities in this respect.'

Name ***Michael van Etten***
Location ***Van Leeuwen Thailand***
Position ***General Manager***

‘**Customers** must be able to **rely** on our ability to deliver. We need to **exceed** their **expectations** with our **products, service excellence** and **reliability**.’

In recent decades, Van Leeuwen Thailand has become an important part of our business in Asia. General Manager Michael van Etten attributes our recent successes to achieving a new balance between projects and MRO contracts.

After graduating in Rotterdam, the Netherlands, Michael van Etten decided to pursue a career in Thailand. ‘My mother is Thai, and I’ve always wanted to work here,’ Michael explains. ‘I was given an opportunity at Van Leeuwen Thailand, and I have since been working in Bangkok for ten years. I started as a trainee and quickly progressed to positions such as sales executive and supply chain manager. Currently, I am General Manager of our Thai operations.’

Shift in focus

‘For decades, Van Leeuwen Thailand primarily focused on projects,’ says Michael. ‘Our financial success was heavily dependent on securing large projects. However, in recent years, my team and I have shifted our focus to distribution and securing major MRO contracts. We now have MRO contracts with all refineries in Thailand and the majority of petrochemical plants. Project business remains another area of expertise for Van Leeuwen Thailand, primarily involving collaboration with Engineering, Procurement, and Construction (EPC) companies for either new plant construction or plant expansion projects.’

Significant milestones

‘In 2023, we achieved several significant milestones,’ Michael continues. ‘We received substantial orders for boiler tubes from sugar-producing companies in Thailand. Additionally, we secured a contract with PTT Global Chemical, Thailand's largest petrochemical company, thereby solidifying our position as a leading distribution player in Thailand in terms of MRO contracts. No other company in Thailand has managed to secure MRO contracts with all companies within the PTT Group, but we managed to do just that.’

Renewable energy

Looking ahead to 2024, Van Leeuwen Thailand will renew a number of current MRO contracts. ‘Due to our many years of experience in the MRO business and successful contract execution, we know what the customer expects from us in terms of service level and the reliable delivery of the most common items. With this knowledge, we have a competitive advantage and aim to acquire additional MRO contracts, which is important for our Distribution business. One of the challenges and personal goals for 2024 is to achieve an MRO contract for our heat exchanger and boiler tubes in Thailand. Another significant development is the shift in the traditional oil and gas market toward LNG and renewable fuels and raw materials. This offers new possibilities, because we are experienced in this area and well-positioned to stay ahead of the competition. Since we supplied materials for a major project in 2020, the Nongfab LNG terminal for PTTLNG, we know what is required in terms of specifications and will align ourselves with the same long-term partners to be engaged in the early stages of any new upcoming LNG terminal project.’

Connecting worlds

Michael views Van Leeuwen's centennial theme ‘Connecting Worlds’ from different perspectives. ‘First, I am bicultural. I was raised in the Netherlands, but have been living and working in Thailand for many years, and have mastered the language verbally and in writing. English is my third language, enabling me to communicate with diverse groups of people. Moreover, at Van Leeuwen Thailand, we all speak the same project business language: understanding the importance of flexibility, urgency, and familiarity with the customer's operations. Customers have to be able to rely on our ability to deliver, not just the product, but also exceptional service and reliability. We have to exceed their expectations.

In another sense, we are bridging the worlds of suppliers and customers, backed by Van Leeuwen's solid reputation. It is special to me that a company that began as a one-man business a century ago today is a worldwide household name, including in Thailand.’

Van Leeuwen in Thailand

Van Leeuwen Thailand was established on July 10, 1991, and its warehouse was opened on April 9, 1996, in Bo-Win, Chonburi. The warehouse was built at the time when our current CEO, Joop Sassen, was General Manager in Thailand. The warehouse is strategically located close to the Laem Chabang port, which is the biggest seaport in Thailand. Most of the refineries and petrochemical plants are located in Chonburi province and the neighboring province Rayong, with the Thai Oil refinery in the Sriracha district being the closest to our warehouse. Thai Oil has been one of our long-term customers for the Oil & Gas industry in Thailand.

In 2023 we incorporated the former Benteler Distribution Thailand office into our company, creating a single business entity with 43 staff in two locations; our office in Bangkok and our warehouse in Chonburi.

Biobased plastics for Corbion

Dutch-based Corbion, together with TotalEnergies has built a PLA plant in Rayong, Thailand. PLA is a biobased and biodegradable polymer made from renewable resources, with lower CO_2 emissions compared to traditional plastics. Michael van Etten is particularly proud of the contribution that Van Leeuwen has made to this plant. 'Having good cooperation with a Dutch company gave us the opportunity to bid on this project.

The complexity of this project primarily arose from the urgency to deliver materials for seven different areas of the plant. Each area had its own tight delivery schedule, with the first deliveries already expected a few days after contract award. Plus, we had to deal with many suppliers domestically and overseas. We delivered beyond the customer's expectations, which resulted in a letter of appreciation, making myself and the team proud, and well-positioned for our next project in Thailand!'

Name ***Irina Beltermann***
Location ***Van Leeuwen Romania***
Position ***Regional Operational Excellence Director***

‘To stay **connected** with its **customers** and their **global ambitions**, Van Leeuwen is working toward an **integrated, digital solution**.’

In the world of steel pipes and tubes, operational excellence involves innovation, efficiency, flexibility and a digital transformation. Irina Beltermann combines her role as Managing Director Romania with that of Regional Operational Excellence Director South-Eastern Europe. Her leadership and the collective efforts of her teams have made digitalization a real Van Leeuwen strength. The digitalization, among other things, will result in a better customer experience, faster fulfillment of customer requests and increased customer satisfaction.

Irina Beltermann was born in Romania, a country she still visits regularly because of her family and work. She has been based in Vienna for more than 25 years. ‘Until September 2021, I was Head of Distribution Eastern Europe, a huge area stretching from Poland in the north to Bulgaria in the south,’ says Irina. ‘After the Van Leeuwen regions were reshaped, with Italy, Turkey, and Romania forming the South-Eastern European region, I took on a dual role, because aside from this I also form part of the regional management team with a focus on the operational excellence agenda. It is a fascinating region.’ Irina enjoys managing different country branches and stimulating operational advancements. She is happy with Van Leeuwen’s focus on digitalization and how it underscores the company’s dedication to staying competitive in a rapidly evolving market. ‘Steel may be a classic, pragmatic industry,’ she says, ‘but in past decades, many large players have migrated to digitalization, achieving great results in the process.’

Global digitalization

Van Leeuwen has been using digital tools like Automatic Order Creation (AOC) and Electronic Data Interchange (EDI) for some years now. Such tools provide faster insight into product availability, accelerate delivery times, and reduce the risk of error. ‘However, even though our processes are standardized, countries and regions are using these tools differently,’ Irina explains. ‘To stay connected with our customers and their global ambitions, Van Leeuwen is working toward an integrated, digital solution.’ To achieve this, the Van Leeuwen Pipe and Tube Group is migrating to SAP S/4HANA. This cloud-based, real-time ERP system will harmonize the use of digital tools across the Group. It will also encourage sharing regional knowledge and it meets specific market requirements. Furthermore, it facilitates a digitalization project that particularly excites Irina: an online European e-commerce platform that brings together existing country-specific landing pages, web portals, and web shops. This simplifies access to products and services, and harmonizes interactions and transactions between the company and its customers.

A customer-centric approach to moving online

Irina is optimistic about the upcoming launch of the e-commerce platform, which is planned for 2024. ‘The migration to SAP S/4HANA is a prerequisite for the launch for our e-commerce platform. A pilot will take place in the UK, as they have already migrated to SAP S/4HANA. Our customers will definitely benefit from our efforts in this area. The platform provides streamlined processes that will enable us to fulfill customer requests faster, reduce errors and make our services even more reliable, thus improving the overall customer experience. The platform gives us better insight into data and consequently into customer behavior, their preferences and trends. This enables us to produce more targeted and personalized offerings. The use of this platform will enable us to better understand, serve and engage with our customers, resulting in higher customer satisfaction and loyalty.’

A historical milestone

Irina’s role in leading this initiative demonstrates Van Leeuwen’s commitment to innovation and a customer-centric approach. She emphasizes that it is the business side, not technology, that makes this project so important. ‘This not only involves business processes,’ she says, ‘but also the customer experience, market experience, and product experience. It really is a historic milestone for Van Leeuwen,’ according to Irina. ‘We have been engaged in the pipe and tube trade for a hundred years, and today we also are an online service provider.’

Cultural connection in South-Eastern European markets

In September 2021, Van Leeuwen created a South-Eastern Europe region, with a renewed focus on Italy, Turkey and Romania. At first glance, these three companies appear to have little in common. The company in Italy, whose roots go back to the early years of the 20th century, specializes in maintaining customer-dedicated stocks for the hydraulics sector, with fast growing distribution activities in the Mechanical Engineering and Process & Power market segments. Our business in Turkey is a merged company of Benteler Distribution and Van Leeuwen (both Turkish companies were established in 2007), and provides pipe and tube treatment services for customers in the Automotive, Hydraulics and Mechanical Engineering sectors. Romania, another newly created branch established in 2006, is a classic distributor, strategically located close to Artrom Steel and Tube, a major supplier of mechanical pipes.

Culturally, these countries are closely connected, however. With a common strategy, they have leveraged their expertise to access new market segments and offer a broader portfolio. Today, product and procurement knowledge are routinely shared between the three countries. This strategic shift has not only yielded better work processes, it has also increased the synergy of the market approach used in this part of Europe. It is a textbook example of a fresh, forward-looking approach to regional management.

Reduced lead times

A great example of how the Operational Excellence program is already making a significant impact is the South-Eastern Europe's route planning concept and warehouse management system (WMS). Irina Beltermann set up a team of process experts to optimize the region's supply chain processes and reduce delivery lead times. She also wanted to support the strategic transformation of the Italian branch, from agent to distributor. The Italian team started by studying the approach used in Romania, which had been working successfully with route planning for some years. However, order-picking prioritization, route optimization, and truck capacity utilization were new concepts for Italy.

Recently, the same digital processes were introduced there. Since then, both countries have been fully utilizing the WMS, with impressive results. The region's overall On-Time Delivery rate is consistently around 99%, while the delivery lead time for random-length tubes has been reduced to 1-3 days and to 2-3 weeks for production. While work continues on adding WMS functions, such as automated tracking, customers are already reaping the benefits.

Name ***Marco Broeren***
Location ***Van Leeuwen Zwijndrecht (the Netherlands)***
Position ***Operations Director***

‘With increased **automation**, we ensure that **customers** will be able to continue to **rely** on the **excellent fulfillment** of their orders.’

In recent years, along with commerce, operations has become increasingly important, says Operations Director Marco Broeren. ‘With increased automation, we ensure that customers will be able to continue to rely on the excellent order fulfillment.’

Marco Broeren is responsible for operations at the Dutch Van Leeuwen branches in Zwijndrecht, Beesd, and Deventer. ‘I divide my work across a number of focus areas,’ says Marco. ‘Safety is a very important part of that. In Zwijndrecht, we work with about a hundred employees in Operations. They must be able to return home safe and sound after work each day. In addition to safety, my key focus areas are: Logistics, Supply Chain Planning, Quality Control and Facilities.’

Three business processes

In the Netherlands, Van Leeuwen focuses on three key business processes within our six market segments (see Markets on pages 12-13), Marco explains. ‘They are the day-to-day operations, MRO & Export and larger projects. Demand in day trading comes mainly from manufacturers, machine builders, wholesalers and our sister companies. MRO takes place within the oil and gas sector and chemical companies. Deliveries for this purpose are often commissioned by customers or contractors. The larger projects focus on large quantities of material for complex new construction. These orders usually come from the larger EPC engineering firms commissioned by the end-customer itself. This involves large quantities and a wide variety of types, lengths, materials and sizes with customer-specific requirements.’

Variety is our strength

‘That variety is truly Van Leeuwen’s strength,’ Marco believes, ‘because we have spread out our activities and, thanks to our international network, we always have a wide and deep product range in stock. We really can always serve all our customers optimally and on time with the materials they need. This spread is also beneficial for ourselves: we are currently seeing that day trade volumes are under pressure, but the projects make up for that. They follow a different economic cycle, and so you always have sufficient revenue. For example, we are currently supplying large quantities of material to a project for a new ethane cracker being built in the Port of Antwerp.’

More discerning customers

In the past ten years, Marco has seen some changes within the markets as well as within Van Leeuwen. ‘Back then, we were truly a wholesale business. It was all about volumes and delivery of full bundles. Over the past decade, the average order weight has declined. Customers are becoming more discerning, buying only what they need at a given time. Often there now are smaller and more frequent deliveries. In addition, the demand for delivery reliability and service is increasing. You used to get ‘sometime next week’ as a delivery date. Now, that’s ‘Tuesday afternoon at 14:00, because that’s when the welding crew will be lined up.’ Moreover, a lot of documentation – for example, certificates – must also be digitized, and that is something in which we have made major investments in recent years.’

Warehousing 4.0

Over the past year, Van Leeuwen Zwijndrecht (the Netherlands) has worked hard to future-proof its operations, says Marco. ‘We are in transition, and that’s a good thing. We just have to keep up with the digitization and automation trends. We are embracing the changes in the logistics operation. An important role here is the automation of part of our warehouse. With the recently commissioned Monorail (see side bar), we are automating a considerable part of the logistical movements in our warehouse. Picked goods are positioned into the Monorail, after which the tubes are automatically transported to the truck’s planned loading location, enabling the truck to be loaded with exactly the right material all at once. That way, we improve both the working conditions for our employees and the service to our customers. We are a reliable partner with ‘on-time delivery.’ Customers can rely on excellent order fulfillment.’

In 2024, developments in automation will be rapidly advancing. Marco: ‘I see the Monorail as the first step toward ‘Warehousing 4.0’. ‘In the Monorail, we have automated as many actions as possible. That improves efficiency and you free up people who can pick up other work. That’s important in a tight labor market.’

Van Leeuwen in the Netherlands

Piet van Leeuwen started trading in steel pipes and iron in 1924 in Zwijndrecht. One hundred years later, Van Leeuwen has grown into a globally operating trading company. In the Netherlands, the international head office and warehouse with indoor and outdoor storage and office, are located in Zwijndrecht. In 1987, Van Leeuwen acquired two companies to diversify its portfolio: Bergstaal in Deventer, and Ertsimport in Culemborg, the Netherlands. The Deventer-based company was renamed Van Leeuwen Precision many years ago.
The company specializes in precision steel tubes and other precision products, including cylinder tubes, hydraulic lines, shafts in peeled, ground, and hard chrome-plated versions, and various components. And Beesd (the Netherlands) is home to Van Leeuwen Stainless, the stainless steel specialist within the Van Leeuwen Pipe and Tube Group. This is the former Ertsimport. Both companies were an excellent and successful addition to Van Leeuwen's product range and services.

Construction of Monorail completed

In 2022, Van Leeuwen started up a large-scale investment in Zwijndrecht: a Monorail system. Its construction was completed in 2023, and will be followed by extensive tests in the first half of 2024. The Monorail system will gradually be put into operation during the commissioning phase. As soon as the Monorail is operational in 2024, this will allow us to count on improved efficiency, increased delivery reliability and a safer working environment. The Monorail makes it possible to automate a large part of the logistics movements within the warehouse, which results in a significant drop in transport movements involving cranes and internal transport vehicles. At 315 meters in length across the entire warehouse, it is the largest pipe sorting center in the world.

The foundation piles consist of a combination of steel pipes. The Combulex team flanged all of these pipes in our own warehouse so that one section could be inserted into another to create foundation piles with an average length of 23 meters. The foundation for the new 6,000 m² floor consists of 520 piles for a total length of 12 kilometers. Thanks to this investment, the Zwijndrecht location will be transformed into a true super hub.

Name ***Karin Rose***
Location ***Van Leeuwen head office***
Position ***Corporate Director Automotive & Global Accounts***

‘**Seamless cooperation** is the way in which we **grow together with our customers.** This is truly one of **our strengths**.’

When your business operates 70 offices and warehouses in 32 countries, the ability to connect with others is essential. Perhaps no one understands this better than Karin Rose, Corporate Director Automotive & Global Accounts since August 2023, and a seasoned professional in the Automotive and metal processing industries.

‘The best way to provide excellent service to all of your customers throughout the world, is to bridge the gap between different countries and business units,’ says Karin. She is primarily focused on charting a course through the global key account management landscape at Van Leeuwen. ‘Seamless cooperation is the way in which we grow together with our customers. This is truly one of our strengths.’ Her background in production, processing and project management is instrumental in helping her further stimulate innovation and optimal cooperation within the company. She had been with Benteler for around nine years and was Vice President Automotive for Central Europe when the company was acquired by Van Leeuwen.

First-rate service

Karin oversees the global key account management program from her base in Germany, and travel is a huge part of her routine. ‘When we started, years ago, we were a little unstructured,’ she explains. ‘We weren’t offering the same service and products in every country, and we made too little use of our global processing and procurement expertise. Today, we’re creating strong international teams that can provide our customers first-rate service in every location.’ Streamlined processes, regular meetings at all levels, and a matrix-based reporting system have now been implemented throughout the entire organization. However, what is and will remain most important is the ability to offer value-added services and meet customer needs. This underpins everything. ‘We don’t just sell tubes and pipes. We sell value, and we need to ensure that our customers know we can help them find sustainable solutions.’

Proactive approach

Today, a number of the market segments in which Van Leeuwen operates, such as construction, agriculture, and mechanical engineering, are trimming their forecasts significantly. ‘That means we have to be innovative in how we communicate with each other and how we improve our connection with our customers,’ says Karin. ‘Proactive engagement with customers to identify opportunities for growth and develop tailored solutions that meet both business and climate objectives is key for the coming years. ‘If we talk to customers in the early stages of development, we can often help solve their issues,’ says Karin. ‘And the answers can be surprising. Sometimes a stronger material can actually reduce weight, for example.’

Growing the business together

Such a customer-centric approach may sound easy; however, each operating company has its own structure. ‘That’s what ‘Connecting Worlds’ means to me,’ says Karin, as she reflects on the significance of teamwork and knowledge sharing in fostering business success. ‘It is and will always be working together. If I can connect people to ensure we find the best solution, not just for the customer, but for us as a Group, we all benefit. At the end of the day, it’s all about growing the business together.’

'Making More Together'

In late 2019, around 1,600 new colleagues from around the world were welcomed into the Van Leeuwen family. The successful acquisition of Benteler Distribution doubled the Van Leeuwen Pipe and Tube Group's sales volume and assets, and expanded its global presence, particularly in Germany, Switzerland, Scandinavia, and Central Europe. It also provided invaluable expertise and specialized market knowledge. The scale of the integration was immense. Moreover, it coincided with the COVID-19 pandemic. Throughout 2020, employees worked untiringly to streamline financial reporting, standardize procurement processes, integrate stocks, migrate IT systems and rename companies. Despite all the obstacles, we completed the integration on schedule.

Those remarkable efforts four years ago have greatly strengthened the Group's position as a leading distributor of pipe and tube materials. Today, no matter where they are based, everyone feels part of the Van Leeuwen community and genuinely connected with customers.

'Fit-to-the-customer' approach

Van Leeuwen offers customer-specific solutions, known as the 'fit-to-the-customer' approach, for international Key Accounts. Each customer has unique needs, and for this reason, customized solutions are devised to align perfectly with their specific requirements. Whether it involves managing inventory in multiple countries for a single project or having a single point of contact for all negotiations and discussions in several countries, Van Leeuwen ensures that everything is meticulously organized. Thanks to this flexibility and dedication, customers are able to operate efficiently and effectively at an international level. At Van Leeuwen, a Global Key Account Manager is appointed to coordinate customer requests throughout the world. Each Global Account Manager is supported by an international team with members originating from different countries. This team takes care of local contacts, logistics, and order processing at each customer location.
As a result, customers benefit from centralized negotiations, volume consolidation, strategic partnerships for long-term development, and transparent terms and conditions.

Name ***Lajos Siebel***
Location ***Van Leeuwen Hungary and Slovakia***
Position ***Managing Director Van Leeuwen Hungary and Slovakia***

‘The gradual **replacement** of **combustion engines** with **electric engines** in **cars** is already **impacting** what we **produce** here.’

Recently, the Van Leeuwen companies in Hungary and Slovakia were brought together under a single management structure to enhance efficiency and cooperation. It was a strategic move designed to not only streamline operations but also to pave the way for a joint approach to offering a wide range of specialized tube processing services to customers. Lajos Siebel is Managing Director of the two companies.

Lajos knows steel: he has worked in the industry for almost 20 years since graduating from Budapest University of Technology and Economics. In 2014, he joined the company as Commercial Manager. Today, he is the Managing Director of Van Leeuwen Hungary and Executive Director of Van Leeuwen Production in Slovakia.

Future growth and success

Lajos has seen a lot of changes in the organization. ‘Many activities, such as tube cutting, deburring, washing and drilling have remained unchanged,’ says Lajos. ‘But we also offer specialized services like tube bending and 3D laser processing. However, around 40% of our sales now comes from customer-dedicated stock.’ The Automotive sector without question is the region’s most important customer. The main component manufactured here is the cross car beam, a complex structural element that contributes to a vehicle’s stability and safety and also supports a vehicle’s other essential components.
‘In recent years, we have managed to really grow our business in the Automotive sector,’ says Lajos.

‘We now are also active in the Process & Power market segment in this region. And more recently, we began specializing in automotive stainless steel fuel lines.’

Adopting new technology to cater to changing market demands

Lajos sees many more changes coming on the horizon.
‘The Automotive sector is changing,’ he says. ‘The combustion engine is gradually being replaced by the electric engine, and that is already having an impact on what we produce here.’
Over the last two or three years, we have produced more and more components for car manufacturers, from towing hooks and cross bars to customized bent tubing for hydraulic hoses. Technology is partly driving these developments.
‘Two years ago, we introduced a vertical CNC machine to drill holes into cross tubes,’ Lajos explains. ‘We then implemented an automatic robot cell. Basically, we equipped the CNC machine with a robotic arm. It was a great decision.
It automates manual tasks, improves precision, and speeds up changeovers. Best of all, it frees up workers to do other more interesting and better things.’

A brighter, more specialized future

Another significant shift in the industry is the importance of the traceability of parts. Lajos is close to finalizing the first steering unit application for Bosch Automotive, which integrates new e-shaft technology. It is a huge development that could lead to a long-term contract. The plans include implementing increasingly more new technology, such as tube turning with laser QR coding. Lajos is clearly optimistic about the future of this new Van Leeuwen region in Central Europe. ‘Bringing Hungary and Slovakia under one managerial umbrella enhances cooperation, both in production as well as in sales, to accelerate growth in our production activities and enabling us to offer even more specialized services to our customers. This is just the start of our journey, but already I can see great things ahead.’

Robotic production of towing hooks

In Hungary, supplying parts for towing hooks for well-known automotive brands is a Van Leeuwen success story. 'We started developing products such as cross tubes about three years ago, and sales have been increasing ever since,' says Lajos Siebel. 'But things really took off when we roboticized our activities in 2022. Production volumes increased by 150 percent, processing is done with greater precision, and manual labor is minimized.'

Lajos is justifiably proud of the company and his colleagues. 'We supply about 60% of the towing hooks used by a large electric vehicle manufacturing company.' A large German car manufacturer is another major OEM that assembles cars using Van Leeuwen products. It uses the towing hooks on all its cars, electric, hybrid and combustion, thanks to the interchangeability of parts. However, the total weight of a car or bicycle is important to OEMs. This is why they sometimes order slightly different sizes. 'It may be just one millimeter thinner,' says Lajos, 'and that alone already means we have to supply a completely new product.'

Knowledge sharing and mutual growth

Van Leeuwen's Central European region offers a wealth of opportunities for knowledge sharing and mutual growth. It all started in 2005, with offices in the Czech Republic and Poland. Today, the region boasts three production units, two distribution centers and one sales office. There are locations in Hungary, Slovakia, Slovenia, Poland and the Czech Republic, as a result of which local customers receive comprehensive and focused services.

'We continue to focus on our core activities; processing pipes,' says Lajos Siebel, 'but we also have access to a broader scale of products and a robust trade and distribution network. This has increased our purchasing power and doubled our sales volume here in Central Europe. Furthermore, we can keep learning from our colleagues all over the world. That benefits all of us.'

‘**Seamless cooperation** is the way in which we **grow together with our customers.** This is truly **one of our strengths**.’

Karin Rose
Corporate Director Automotive & Global Accounts

Sustainability

'Sustainability is embedded in the DNA of our **centennial family business**.'

As an internationally operating family business with a history dating back 100 years, we aim to be an economically healthy company. At the same time, we assume our responsibility for the 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. By 2030, we aim to be a global leader in sustainable pipe distribution.

In 2022, we established our sustainable strategy and undertook a number of large-scale sustainability initiatives. In 2023, we expanded these activities, which produced visible results. We aim to be frontrunners when it comes to doing business within the value chain in sustainable ways. At the same time, we create a satisfying and sustainable workplace for our people. Van Leeuwen assumes its responsibility in limiting global warming. Our top priority for the coming years therefore is to work on developing CO_2-neutral business activities, with the ambition of being the greenest pipe and tube distributor in the world by 2030.

Sustainability strategy

In 2022, we developed our sustainability strategy, which led to a number of new activities over the past two years. The main focus of this strategy is how to create permanent sustainable value. The strategy centers around four main themes: Climate Action, People, Growth, and Partners & Suppliers. We strive to make these sustainability goals measurable to the maximum possible extent, taking into account the entire value chain. From the UN Agenda 2030, we selected seven, of the seventeen, UN sustainable development goals (SDGs). We carefully selected these goals as we can make a difference with them in our main themes. We attach concrete and measurable actions to these goals.

VAN LEEUWEN GREEN AMBITION

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:

- Build a product portfolio of low-carbon steel;
- Switch over to renewable energy sources;
- Ensure the reuse of materials within our business operations; for example, scrap metal, slings and pallets;
- Reduce waste, and water and paper consumption;
- Reduce our CO_2 emissions.

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, 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 2023, we therefore once again made considerable investments in the development of our employees, at all levels, and we will continue to do so 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 making use of pipes 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.

The path to 'net zero' – Scope 1 and 2

Achieving CO_2 neutrality for our Scope 1 and Scope 2 activities has the highest priority. The calculations show that our improvement actions are producing tangible results. In 2023, per metric ton of processed material, our CO_2 emissions decreased by 36% in comparison to 2020. Furthermore, over 55% of our energy now comes from renewable sources (green energy contracts and solar panels). This represents a considerable reduction in the emissions of our own activities. We achieved the most important reductions through electrification, the use of biofuels, solar panels and renewable energy contracts. By constantly making improvements, we expect that within a few years we will achieve net-zero emissions. By the end of 2025 we will have achieved a reduction of 74%.

Cooperation within the chain – Scope 3

Sustainably producing the steel pipes we trade in forms part of the Scope 3 emissions. Together with our partners in the value chain, we focus on the production of innovative, carbon-free or low-carbon pipe and tube products. In 2023, thanks to our excellent cooperation with ArcelorMittal Tubular Products and Benteler Steel/Tube, we stocked steel pipes produced with a 75% reduction in CO_2 emissions. In the near future, Van Leeuwen will introduce a separate specification for pipes with a reduced carbon footprint into its product range under its own brand name. In a few years' time, Van Leeuwen will be stock-keeping pipes of various dimensions and qualities that are produced with less CO_2 emissions.

Sustainability initiatives

The sustainability initiatives we are developing are highly diverse in type and scope. Initiatives are being implemented in various regions in the area of vehicle electrification, waste management, switching over to biofuels and energy optimization projects, such as installing LED lighting. There are smaller initiatives too. For example, Van Leeuwen Sweden, as well as the head office in Zwijndrecht, each are keeping almost 50,000 honey bees, and several branches have installed insect hotels.

Transport

As a distribution company, we are constantly looking for ways to manage stocks closer to our customers, and make our transport more sustainable, for example by making use of transport by rail or barge. The trucks of our partner, Royal Dutch LV Logistics (Lensveld Transport), have been running on HVO100 renewable diesel since September 2022. Van Leeuwen France, in collaboration with its primary freight carrier, has introduced a biofuel Eco truck. Our company Kindlimann in Switzerland will also be driving an Eco truck in the near future. With this biofuel solution we expect to reduce CO_2 emissions by 60%. In addition, we will switch over to electric trucks where possible.

Solar panels

Up to 2023, Van Leeuwen has invested over 6.5 million euros in green electricity on its own roofs, including in the Netherlands, Germany, Romania, Denmark and Australia. The goal is to further invest in solar panels over the coming years, so that we can fully provide all of our branches in Europe with in-house generated green electricity. Toward the end of 2023, we had installed 13,500 solar panels on our roofs with a 6 million kWh capacity.

Community engagement

Van Leeuwen demonstrates its involvement in local communities, through various donations, sponsorships and the social engagement of its employees. In 2023, Van Leeuwen organized various initiatives to donate money to good causes. Examples include: aid to earthquake victims in Turkey, an ambulance and medical supplies for Ukraine, a cheque for the United Nations High Commissioner for Refugees (UNHCR), a sponsored run for a disabled young girl in the Czech Republic, and lots of support for local food banks in North America.

Sustainability governance model

In our company we manage sustainability on the basis of a governance model, whereby we ensure that everyone is involved. A sustainability officer has been appointed in each region, responsible for ensuring that the region and its local companies work on implementing Van Leeuwen's sustainability strategy. Our Management Board and Executive Board are highly committed to sustainability, and our Supervisory Board is well-informed of progress in this area. A committed sustainability team ensures that all actions and initiatives are rolled out worldwide.

An important part of our sustainability strategy is to build up and share our knowledge about sustainability within our organization. In May 2023, the Global Finance days were held at our head office in Zwijndrecht. Important topics for discussion included the upcoming Environmental, Social and Governance (ESG) directive, the Corporate Sustainability Reporting Directive (CSRD) as well as our path toward CO_2 neutrality. The global Van Leeuwen finance team plays a key role in reporting and making progress on ESG topics.

Reporting

Reporting about our efforts in the area of sustainability helps us stay sharp in this area and achieve measurable progress. For example, we report to the Carbon Disclosure Project (CPD). This is a globally active non-profit organization focused on collecting and reporting environmental data from companies and cities, particularly in the area of climate change, water consumption and deforestation.

In 2023, we made preparations for the upcoming European Corporate Sustainability Reporting Directive (CSRD), with as a first step the preparation of the so-called double materiality assessment. To comply with this new EU directive, we will be publishing a sustainability report over 2025, for the Group as a whole. We are also working on a sustainability assessment in accordance with the EU taxonomy criteria.

In 2024, we will be anchoring sustainability in our business operations. In 2025, we aim to participate in the Science Based Targets initiative (SBTi). This is a partnership between CDP, the United Nations Global Compact, the World Resources Institute and the World Wide Fund for Nature. The purpose of this initiative is to establish scientifically validated climate targets.

Van Leeuwen Education Foundation

On the occasion of the company's 100th anniversary, the Rietberg family and the Van Leeuwen Pipe and Tube Group jointly took the initiative of founding the Van Leeuwen Education Foundation in order to structurally give something back to society in return for all of the opportunities they have received.

In the 100 years of its existence, tenacity, solidarity and entrepreneurial spirit have been passed on from generation to generation at Van Leeuwen. The company has grown into a successful company that operates all over the world. The third and fourth generation of the Rietberg family, who are actively involved in Van Leeuwen in various roles, with pride and gratitude look at all that, together with all employees throughout the world, has been built and is being passed on.

In its long history, the family and the company, aside from their entrepreneurial focus, always have been attentive to society as well. On the basis of the notion that prosperity is something to be passed on and shared, the company supports many initiatives on a social, cultural and sports level.

Our mission: to promote equal opportunity for everyone through means of education

Inspired by the fact that its founder, Piet van Leeuwen, was forced to go to work at an early age and had to acquire his knowledge through self-study and evening classes, the Van Leeuwen Education Foundation aims to devote itself to promoting equal opportunity for everyone by supporting initiatives that facilitate access to quality education. This will enable people, regardless of their background, to exploit their innate potential and thus contribute to a sustainable and inclusive society. All this is based on the notion that excellent education is the key to improving someone's opportunity for a better position in society with prospects for the future.

The Foundation will devote its efforts to creating a positive impact in the countries where the Van Leeuwen Pipe and Tube Group has a branch. In selecting our projects, we focus on the development of people in order to reduce unequal opportunities in society and the labor market and aim for equal starting positions. In this respect, we aim to especially focus on people in disadvantaged situations and at the margins of society. We believe that knowledge, skills and self-esteem form the basis of personal and societal development. Education is the key to achieving this goal. This can be accomplished through formal education in an educational institution, as well as through informal education, including initiatives such as training and coaching (for example, at the workplace), self-study and acquiring relevant work experience.

Sustainable Development Goal 4 of the United Nations serves as the source of inspiration for the Foundation. This goal pertains to quality education, ensuring equal access to quality education and promoting lifelong learning for everyone.

Our projects

The Foundation is proud to be able to start in 2024 by supporting two special long-term projects in the Netherlands and Thailand, respectively. Moreover, the Foundation will be supporting additional international projects in the coming year.

IMC Weekendschool – the Netherlands

Since 1998, the IMC Weekendschool has been providing supplementary education for youth, starting at ten years of age, in the poorest districts of the Netherlands.
The Weekendschool prepares youth for the most important step after their school life: to make motivated choices for their future, so that youth at all school levels and of all social backgrounds can take a place in society that matches their interests and capabilities.

At the Weekendschool, youth, starting at ten years of age, each week attend classes given by enthusiastic volunteer professionals who introduce them to their professional domains. This approach to education has demonstrated positive long-term effects on the lives of participants: on future perspectives, self-confidence, social connectedness and motivation. This successful education method, offered at weekend schools, primary schools and newcomer schools, supplements regular education. Children experience what it is like to be in the shoes of a journalist, philosopher or surgeon, and experience this by working with real examples from actual practice. They learn skills, such as conversing, asking questions, delivering presentations and working together. And they start believing in themselves and start dreaming about their future. The IMC Weekendschool has ten weekend schools in seven major cities, forty locations in primary education, twelve schools for newcomers' children and a flourishing alumni network of 4,000 former students.

Let's Read and Play - Thailand

The second project, entitled 'Let's read and play', is a project of the Asia Foundation. This is a non-profit organization for international development that, with 70 years of experience and local knowledge, devotes itself to improving lives and enhancing opportunities in Asia and the Pacific. The objective of this project is to promote reading as an important resource in pre-school education to improve the results of Thailand's education system. Reading is a fundamental skill that enables everyone to participate in society. Despite many improvements in the Thai education system, it appears that young children are far behind in terms of basic reading skills, which has a drastic effect on their ability to continue to complete their education.

The objective of this project is to enhance the early reading skills of children in disadvantaged communities around Bangkok. For this purpose, this initiative works together with pre-school education centers to develop basic reading skills and to teach strong reading habits. Moreover, parents and families are involved through means of weekly home activities that are aligned with the curriculum, digital communication channels with teachers and reading events in the community. In addition, the project will produce a series of twenty captivating Thai storybooks, which will be freely accessible through the Let's Read digital library. The project is expected to have a direct impact on 1,600 young students at eight different schools and 7,000 additional family members through community-oriented activities. Sixty-four teachers and assistants will receive professional training in a method that teaches children how to read while they are playing. With the addition of the books to the public digital library, another tens of thousands of readers will be influenced indirectly.

‘The gradual **replacement** of **combustion engines** with **electric engines** in **cars** is already **impacting** what we **produce** here.’

Lajos Siebel
Managing Director
Van Leeuwen Hungary and Slovakia

Human Resources

Our people form the heart and soul of our organization and ensure that each and every day, we are able to serve our customers optimally. This is why we consider it imperative that we constantly develop our people and improve our organization. Engaged and motivated employees ensure that we are, and continue to be, a successful company. This is the core of our People Strategy, and we have again made significant progress in this area this year.

Setting personal objectives and meeting with our employees to discuss their development is now happening throughout the entire Van Leeuwen organization and is very energizing. Our leaders bring new insights about their own personal leadership style, cooperation in teams and bring our strategy to life as a result of our highly valued leadership program. In 2023, through an employee engagement survey, all of our employees were given the opportunity to express their opinion about what it is like to work at Van Leeuwen. We are happy with the positive outcomes and have already started working on improvement actions. Listening to our valued people is something we take seriously.

Our 2,469 employees are spread across 70 branches in 32 countries. Women comprise 30% of the total workforce, men comprise 70%. Our employees represent 58 different nationalities and bring in different cultural backgrounds, religions, customs and habits.

Van Leeuwen is an attractive employer as a company with great ambitions and a highly stable player in the market. We stand for a culture in which open and fair communication is key and in which individuals are free to be the best they can be. It is essential that employees understand what their role and contribution is, and that they are appreciated for their commitment. Sharing information, providing direction and clarity, and having the right conversations are important in this respect.

Performance management cycle

With our performance management cycle we aim to support the continuous development process and the achievement of results. The individual and team objectives are derived from the organization's strategic objectives. On the basis of this cycle we monitor the progress of plans and stimulate the growth of knowledge, skills and capacities of our people. In 2021, we initiated the implementation of the performance management cycle and it was further developed in 2022 and 2023. At fixed times each year, all employees discuss their objectives for the year, as well as their own progress. This creates a structured talent development approach. We promote the growth of our employees through means of open and motivated dialogues about their learning needs, goals and future plans. Our employees take control over their own development, with the support of their manager.

New talent

Also in 2023, we focused on attracting new employees using an innovative approach. With the international expansion of our recruitment website and innovative social media campaigns, we attracted the attention of promising high potentials all over the world who have come to strengthen our team. In 2023, various new colleagues were hired throughout the world. Approximately 70% of these new employees is younger than 40 years of age; 36% is female, which is higher than the current 30% average. Our onboarding process helps new employees to become familiar with all facets of the business. In 2023, we further expanded our successful trainee program for driven young professionals.

Career advancement opportunities

At Van Leeuwen we attach a great deal of importance to having talented, driven employees who are prepared to tackle challenges and occupy key positions. This is why we offer carefully selected candidates efficient coaching to enable them to quickly integrate into their new role. In 2023, we started to develop custom-made development plans for our senior managers, as well as their successors. This way we ensure that our company's expertise and values are sustainably transferred over the long term. We believe in the importance of continuous learning and developing skills. This is why we offer all employees a broad library of e-learnings, so that everyone, collectively or alone, can continue learning. We are a company that considers development key, where talent thrives and leadership from within is encouraged. This helps us attract and retain the best people and to reinforce our image as attractive employer.

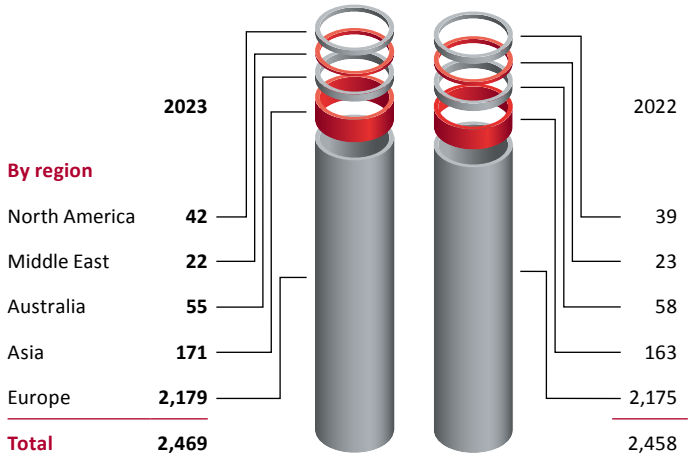
‘We are a company that considers **development key**, where **talent thrives** and **leadership from within** is encouraged. This helps us attract and retain the **best people** and to reinforce our image as attractive employer.’

HR digitalization

In 2023, HR, by making use of Workday as its HR information system, supported the business with online learning and standardized, digitalized recruitment and performance management processes for all levels at Van Leeuwen. In addition, key HR KPIs were defined and maintained via a monthly HR dashboard, including personnel numbers, turnover, gender ratios, job vacancies, applications and absenteeism rates. These results are shared and discussed with regional directors in order to determine actions and improvements. This way, the contribution of the HR strategy to the company’s objectives is measurable.

Van Leeuwen aims for balanced gender and cultural diversity levels within the various operating companies throughout the world and in management teams. We continue to be actively committed to an inclusive and diverse working environment.

Van Leeuwen Pipe and Tube Group Number of employees



Leadership program

The Van Leeuwen Leadership program, aligned with the Van Leeuwen strategy, started up in 2022. In 2023, managers throughout the world were brought together to grow as individuals, as well as a team, and to strengthen their leadership capacities. The program rests on our core values continuity, customer focus, innovative entrepreneurship and cooperation within our international network. In addition, new competencies, such as strategic thinking, digital skills and navigating a complex global market are also key. In interactive sessions, our managers explore their own leadership style, as well as their skills in motivating and coaching effective teams, so that on the basis of trust, they can achieve the best results together. The program also focuses on integrating our strategy into day-to-day practice. This investment in leadership development strengthens our managers and forms an essential part of our future strategy. It creates a culture of continuous improvement and innovation to be able to continue to successfully operate in an ever-changing world.

Employee engagement survey

In November 2023, the first online employee engagement survey was conducted. At a response rate of 76%, we received more than 13,000 responses from participating employees; a promising starting point for future initiatives. Collecting and analyzing feedback creates a culture of listening and action, whereby everyone within the organization is involved in change. The survey dealt with various topics, including strategy, workload, performance, objectives, growth and more. One question in the survey was, for example, the following: “How likely are you to recommend Van Leeuwen as employer?” Van Leeuwen’s objectives, management support and the work’s usefulness received a positive rating. All results have been shared with managers and employees, and action plans are being developed. These action plans focus on various aspects, such as improving autonomy and clarifying the remuneration structure. The next employee engagement survey is planned for the third quarter of 2024.

Distribution

At Van Leeuwen, the priority is to effectively and flexibly meet the customers' needs, with emphasis on guaranteeing reliable delivery. We constantly aim for improving our operational, logistics and IT processes, and we continue to invest in optimizing our warehouses. In 2023, we once again took major steps forward in this respect.

Investing in our network

Van Leeuwen relies on an extensive, international network of storage facilities to be able to meet customer needs. We continue to invest in our global network of stock-keeping locations, and service, treatment and processing centers, in order to further expand customer service. These investments among other things include advanced technologies and systems that add value to our services. Optimal operational processes enable us to service our customers as efficiently as possible and with a large variety of products. Last year we once again made considerable investments, with projects in various countries. For example, in Vyškov, Czech Republic, we invested in the expansion of our warehouse and in the implementation of an automated storage system. In Belgium, we consolidated two locations and in Zwijndrecht, the Netherlands, we invested in the construction of a Monorail and the World Tube Center.

Plant and machinery

Due to our recent investments in plant and machinery, we were able to considerably strengthen our value added services last year. Because of these improvements we are even better able to meet the growing demand of our customers for custom-made (assembled) components. In 2023, we carried out various ‘bottleneck reduction’ studies, with the objective of optimizing our production processes and improving our delivery performance. Due to the valuable insights gained by these studies, we are able to more efficiently make use of our existing installations and make increased use of our production capacity. Key steps were taken in France to further improve our customer service. We invested in a plasma cutter here, and we will be managing various value-added services in-house. This gives us better control over the process and also enables us to even better respond to the specific needs of our customers. This strategic decision makes it possible for us to provide our customers with an even higher level of service and quality.

Office and building upgrades

In 2023, we also made considerable investments in our offices and buildings. Our German employees in Vaihingen will have a new workplace. A new office building is under construction and is expected to be complete in 2024. The OneHalmstad project in Sweden was completed successfully. This project has resulted in the construction of a modern and efficient office building that was opened in a festive atmosphere in December 2023. In Zwijndrecht, work is well underway on the construction of the impressive World Tube Center (see page 73).

ISO standards

Van Leeuwen’s quality policy has been ISO standards-based for many decades. The ISO 9001 standards are entwined in the procedures, processes and culture of our organization. Currently, 64 locations are ISO 9001-certified and we aim to increase the number of branches with an ISO 14001 certificate. A strategy has been developed to certify all production locations in accordance with these two ISO standards by 2026, in order to further embed the ISO 45001 safety standard and the ISO 14001 environmental standard into the organization. This comprises a total of 47 locations that will have to be certified over the medium term. In 2023, Van Leeuwen Essen successfully completed the ISO 19443 certification audit. This quality management standard applies the principles of the ISO 9001 international quality standard to the nuclear sector.

To ensure the highest quality of the materials we purchase, we work with a carefully selected network of suppliers. Before adding these suppliers to our Approved Manufacturers List (AML), their processes and quality standards are thoroughly validated. Specific standards are used for branches that supply the Automotive industry, and these branches are IATF-certified.

Quality, environment and safety

Van Leeuwen attaches great importance to the wellbeing of its people and promoting a sustainable living and working environment. We use a strict safety standard in all of our processes, whereby our safety culture is based on globally recognized standards and procedures that are translated into the 'Van Leeuwen Life Saving Rules'. These rules and procedures comply with the ISO 45001 guidelines. Since 2021, we have been working with a renewed safety campaign. In 2023, we once again emphasized the importance of safety with a Steel Safety Day. By setting objectives, tabling potentially unsafe situations for discussion and emphasizing personal responsibility, the number of accidents resulting in absence from work once again decreased in 2023. With a 37 percent reduction in comparison to 2022, we are on the right track and continue to aim for further improvement.

In selecting suppliers, we use strict criteria, including the mandatory possession of certified quality, environmental and safety management systems. Our Sustainability Manager plays a leading role in promoting and providing guidance for making our business processes more sustainable. An increasing number of trucks drives on HVO100 renewable diesel (biodiesel).

Facts and figures

43 warehouses

10 cassette systems

259 cranes

230 saws

12 laser cutters

29 robots

Optimizing our load factors continues to be a constant priority. In addition, we aim to make use of return loads, which means that we are attempting to have trucks return empty less frequently following a distribution trip; for example, by picking up goods at suppliers.

Digitalization and delivery information

An increased focus on the use of the electronic data system (EDI) in our supply chain is a key theme at Van Leeuwen. We not only receive customer orders and send confirmations, we also provide real-time delivery information, and make certificates and invoices available via this system. Moreover, EDI facilitates communication with our suppliers and carriers, which gives us quick insight into product availability and delivery times.

In 2023, we carried out a trial project involving accurate delivery preannouncements. This means that our customers, on the planned day of delivery, are provided with a specific timeslot within which the order will be delivered, which enables them to more efficiently process the goods received. Furthermore, we have expanded access to detailed track-and-trace information for various carriers, and the confirmation of receipt is now sent digitally and automatically processed in our systems.

Transport

To create an efficient and smoothly running transport network, we exclusively work together with reliable carriers that are known for their service. We continuously spend time on thoroughly analyzing our logistics flows, always looking for the most cost effective solutions that meet our rigorous demands for delivery frequency and speed. Thanks to the careful segmentation of our logistics flows and the implementation of various logistics concepts, we are able to provide our customers with custom services that exactly meet their needs.

Our key goal is to deliver goods efficiently and on time, while endeavoring to limit transport costs and minimize our ecological footprint at the same time. This is why, in 2023, we started to use HVO diesel for our first carriers, a fully sustainable diesel produced from waste and residual products. In addition, we invested in a fleet of electric trucks, which further emphasizes our aim of creating an environmentally friendly transport network.

Delivery reliability

The timely, full and accurate delivery of goods is the most important priority, focus and responsibility of our logistics operations. In recent years, various factors in our supply chain put this critical aspect under pressure, including the limited availability of materials, reduced transport capacity and personnel challenges on the labor market. We use a structured and targeted approach to constantly improve our On-Time-Delivery. This includes focused efforts relating to process optimization, system improvements and better cooperation among various disciplines. The results of our efforts are clearly evident in the improvements that have been achieved between 2022 and 2023. We have achieved a higher service level as a result of these improvements. In 2024, we will take further steps to improve service levels for our customers.

Productivity

Productivity plays a crucial role in our investment decisions, as a key to maximizing our operational efficiency and enhancing our competitive position. We invest in automated systems, such as the Monorail, storage systems, robots and cobots. Furthermore, we leverage the latest digitalization developments in order to improve our processes.
We aim for more efficient and effective processes. We have an improvement program at every location and monitor developments in the area of productivity.

World Tube Center

In September 2023, Van Leeuwen started construction of the World Tube Center (WTC), located at the corner of the Swinhaven location in Zwijndrecht, the Netherlands. The first 24-meter foundation pile was driven into the ground by Chairman of the Management Board, Peter Rietberg, on September 5, 2023, thus starting up the construction process. The WTC will be an experience center where we can welcome our customers, suppliers and business partners and where we can show them, and let them interactively experience, what 'more than tubes' really means. Furthermore, it provides a great view of our advanced 315-meter-long Monorail system.

Opening of OneHalmstad

As a result of the OneHalmstad project by Heléns Rör AB in Sweden, the warehouse, production and head office have been consolidated at a single location at Olofsdalsvägen street in Halmstad. In 2022, the expansion of the warehouse and the construction of the production facility were completed and the last machines were relocated and installed. In January 2023, the warehouse, as well as the production facility in Halmstad became fully operational. After that, the focus shifted to completing the construction of the head office. The official opening took place in December 2023. The completion of the OneHalmstad project now enables Heléns to respond faster, and with greater flexibility and capacity to customers' demands, and to provide even higher quality in its treatments.

Projects

Van Leeuwen has experienced international project teams that support customers in every aspect of the delivery process. From the very first phase of providing information and requests for quotation up to the final packing and shipment of pipes and components. With the help of our advanced international projects database, our own project teams, as well as those of the customer, can monitor a project's progress in real-time.
This ensures that customers at all times are aware of the status of their materials and their final destination. Furthermore, innovative software solutions are being tested to be able to respond even faster to a Request for Quotation (RFQ) by automatically recognizing items.

Van Leeuwen in 2023

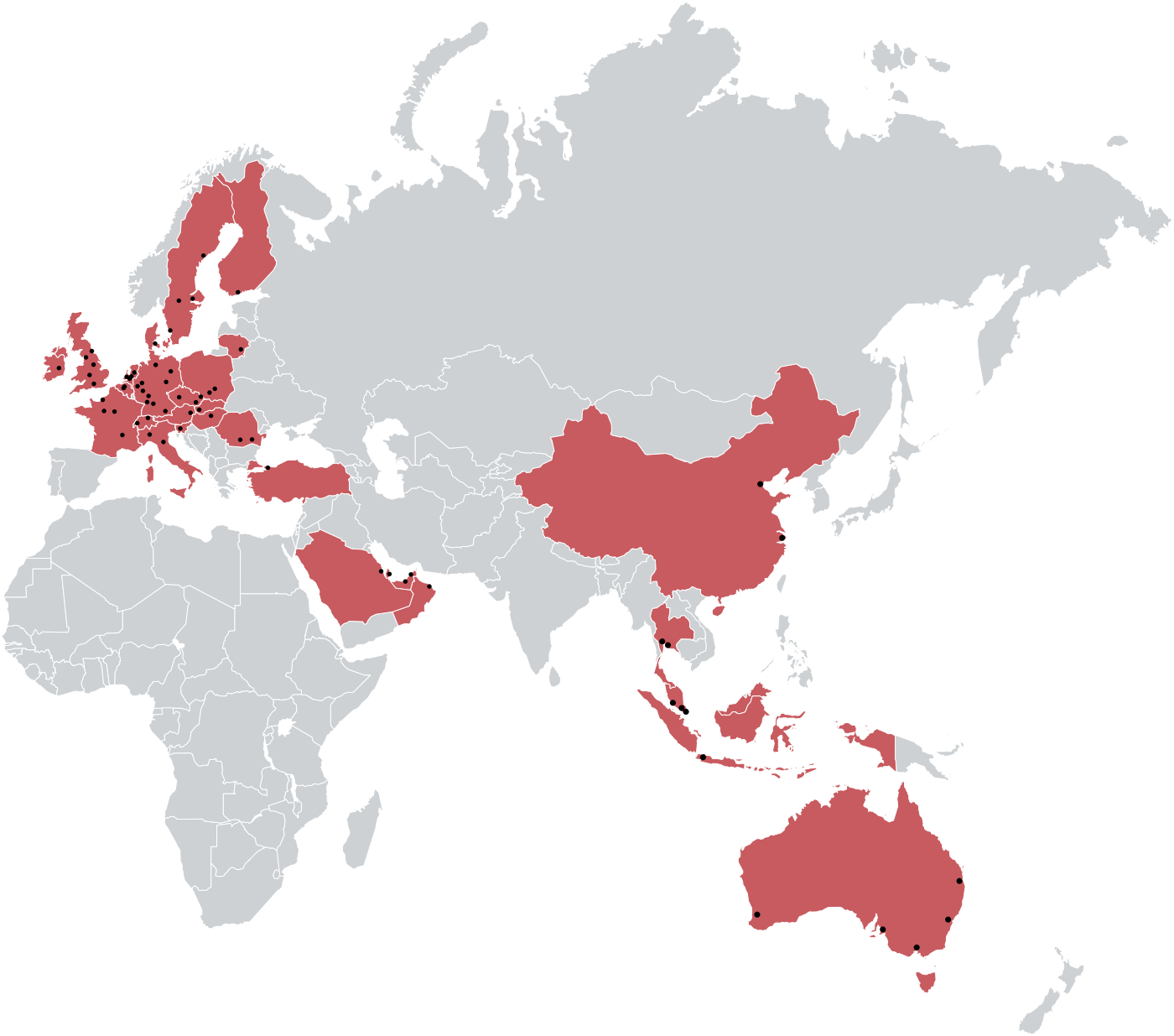
Countries	**32**
Offices and warehouses	**70**
Available storage area	**760,000 m²**
Different items in stock	**200,000**
Employees	**2,469**
Nationalities	**58**

Contact information

Visit **www.vanleeuwen.com** for the contact details of our international network.

North America

Canada
United States



Europe

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

Middle East

United Arab Emirates
Qatar
Saudi Arabia
Oman

Asia/Australia

Singapore
Malaysia
Thailand
Indonesia
China
Australia

Personal particulars

From left to right:
R.J. Lamé,
K.P. den Hartogh,
M.E.U. Genth,
T.J.G. Collot d'Escury,
A.F. van der Touw.

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 Chariman Supervisory Board NV NIBA
Appointed	: 01-06-2021

T.J.G. Collot d'Escury

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 until December 31, 2023
Appointed	: 01-05-2019

M.E.U. Genth

Nationality	: German
Year of birth	: 1973
Current position	: Chief Financial Officer Siemens Nederland N.V.
Previous positions	: Finance Head Sales Digital Industries Siemens AG Chief Financial Officer Siemens S.A. Belgium
Appointed	: 01-01-2024

K.P. den Hartogh

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

Drs. R.J. Lamé RA, RCBM, 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

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

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.
Other position	: Honorary Consul-General of the Federal Republic of Germany, Rotterdam, the Netherlands
Date of commencement	: 01-09-1989
Appointed to current position	: 01-09-2007
Specific areas of responsibility	: Strategy, long-term policy, growth and acquisitions; Legal; Corporate Communications

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

Nationality	: Dutch
Year of birth	: 1966
Previous important positions held	: Managing Director Van Leeuwen Precisie B.V. 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

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

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

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 and QSEH Integrated Business Processes

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

Management

Management Board

Peter Rietberg
Chairman of the Management Board

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

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

Ted Klaver
Managing Director Global Projects

Andreas Schmidt
Managing Director Van Leeuwen Germany

Meikel Pitsch
Commercial Director Van Leeuwen Germany Process & Power

Steve Vandermeulen
Managing Director Van Leeuwen Belgium

Marc Liguori
Managing Director Van Leeuwen 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

Thorsten Müller
Regional Managing
Director Central Europe

Hans Zondervan
Managing Director
Van Leeuwen
Czech Republic

Lajos Siebel
Managing Director
Van Leeuwen
Hungary & Slovakia

Marius Metzl
Director Van Leeuwen
Slovakia

Miroslaw Aszyk
Managing Director
Van Leeuwen Poland

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 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 Indonesia

Dennis Yap
General Manager
Van Leeuwen China

Luke Rylands
Regional General
Manager Gulf

Greg Walker
Managing Director
Van Leeuwen Australia

Graham Watts
Regional Managing
Director North America

Jillis Herweijer
Commercial Manager
USA

Martijn van Eck
European Procurement
Manager

Ivan Luc
European Procurement
Manager

Lisa Hannes
European Procurement
Manager

André Dekker
Corporate Director
Commercial Excellence

Karin Rose
Corporate Director
Global Accounts
& Automotive

Jörg Hassler
Corporate Director
Marketing

Eric Veraart
Corporate Director
Supply Chain & QSE

Dominik Esser
Manager Production
& Equipment

Dennis Wittmann
Manager Quality
Assurance

Ulrika Rydén
Corporate Sustainability
Manager

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The Van Leeuwen
Pipe and Tube Group
More than tubes.

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