



ANDUSTRY news

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ANDUS GROUP SERVING THE INDUSTRY

ANDUS group companies:

Manufacturing

FIB Industries

Gouda Refractories

Nedstaal Special Steel

Van Voorden Castings

Services & Maintenance

Gouda Vuurvast Belgium

Gouda Vuurvast Services

Gouda Feuerfest Deutschland

ISS Projects Slovakia

Lengkeek Staalbouw

Contracting

Armada Janse

Armada Mobility

Armada Rail

HSM Offshore

HSM Steel Structures

RijnDijk Construction

IT'S ALL ABOUT PEOPLE

As has been pointed out several times, the subsidiaries of Andus Group are a perfect example of the very best of the Dutch manufacturing industry. Expertise and craftsmanship go hand in hand with sophisticated production technology and the highest possible quality standards. Ultimately, it's all about the company's most important asset: its people - the motivation and efforts of its employees, their experience and expertise.

That is why this issue of Andustry News is devoted to our employees. A few 'old-timers' in the field share a few words with us. Together they represent hundreds of years of work experience. They have contributed tirelessly to the growth of Andus Group and continue to hold their own. At the same time, they make sure that their professional knowledge is passed on to the next generation. That is essential. After all, the future lies in the hands of the

youth of today, who will be responsible for the continuity of the group. That is why Andus Group invests heavily in partnerships with schools and devotes considerable attention to student training. These ambitious, promising young people also tell their story in this newsletter. In keeping with this theme, we also take you to Ghana, where Andus Group is making an important contribution to the construction of a vocational school for practical training. And

speaking of 'good causes', the Special Steel Run (Ronde van Nedstaal) was once again a resounding success this year. Thanks to the efforts of the numerous volunteers and sponsors, we had the pleasure of presenting the Youth Sports Fund (Jeugdsportfonds) with a nice cheque.

We hope you enjoy reading this newsletter!

Tom van Rijn
CEO

FREEZING HANDS AND SINGING ON THE JOB

Harry van Heugten, 62, Tiny Tijssen, 58, and Jos Rutten, 59, all work at RijnDijk Construction Zuid. They experienced the establishment of Andus Group first-hand because when it originated in 1997, they had been working for more than 20 years at the company's predecessor. Harry began in 1972, Tiny in 1974 and Jos in 1975 - men of steel, every one of them.

All three began as bench fitters and now carry the load in production. "Things used to be a whole lot easier," they say with a laugh. "After all, we were still young back then. We could handle a lot more. But seriously, things have changed tremendously. We did everything by hand, sometimes even having to get down on our knees. Even if it was winter and there was snow

on the floor inside. You may not believe it, but it was freezing cold in the workshop and your hands would freeze to the steel. That one little oil heater was simply not enough. So we worked hard and improvised. Helped each other when a beam needed to be hoisted. Things went much faster that way instead of having to hoist everything with a crane. We didn't have



all that equipment and protective gear. Don't get us wrong, it's good that occupational health and safety is considered these days, but there's also something to be said for simply working hard together and helping each other out, plain and simple."

Having fun during and after work

"We do miss that camaraderie. The friendship. We sure did play a lot of football and volleyball, either during our lunch break or after work. There were lots of competitions and everyone took part." The men become increasingly enthusiastic as all the memories start coming back.

"We played ping pong, table football, toepen and rikken (card games). And often treated each other to a keg of beer. It was a fabulous time. There was even singing during production! Try doing that today and they'll think you've gone mad. Oh well, we'd probably only be able to join in nowadays with a walker." Another round of laughter erupts.

Teaching the ropes

"Everything has become more business-oriented and the work has clearly changed. You're now involved all kinds of projects at the same time. Before, we would finish one project before starting on something

new and did all the work ourselves. Now there are lots more semi-finished products that we then assemble and weld. In that sense, the old skills are becoming more and more rare. So we try to teach the 'youngsters' all the tricks of the trade that we've learned over the years. A bigger problem is that so few young people are interested in working in the metal industry. There are only eight in this area! And everyone is fishing from that very same pond."

No time for boredom

Speaking of fishing... any plans for retirement? The men let out a collective sigh. "It's unbelievable

how, every year, they add a few more months to the retirement age. Now we'll have to wait until we're 66-67. So that's still a while away. Pretty soon, each of us will have worked for around 50 to 55 years. That's not inconsequential. But no, there won't be much fishing." Harry will be devoting even more energy to the local history club, digitising maps and going through the archives and land registers with a fine-toothed comb. Tiny - after being a volunteer fireman for 37 years - will continue to 'play the victim', work out and enjoy his aviary. Finally, Jos will have more time to scour flea markets and garage sales and build fences and gates. Only time will tell...

PATERNAL PRIDE

Like almost every company in the Netherlands, FIB Industries has had to contend with an ageing workforce and has noticed that fewer and fewer young people are choosing a career in 'metalworking'. But instead of throwing in the towel, FIB contacted local educational institutions. Every year, an on-the-job training contract is signed with three students, the goal of which is to hire them afterwards. This may all sound very rational and business-like, but then you haven't seen the paternal pride of the workshop supervisor when 'his boy' is presented with a diploma.

Franke Algra, 19, Dennis Heeroma, 21, Sjirk Hansma, 21, and Erwin Radersma, 28 join us at the table. Sjirk and Erwin are now employees at FIB and Franke and Dennis have just begun their training programme. All four are enrolled in or have completed the Level 3 Construction Fitter programme at ROC Friese Poort regional training

centre. All four young men are highly ambitious and aim to excel in their profession.

Taken seriously

"Once you walk through these doors, you are taken care of very well. At first, you're given a few trial assignments so they can see what kind of person they're dealing with.

And yes, you immediately notice the difference between school assignments, like making a patio heater, compared to the real work that is done here. Not only our practical supervisor, but literally every single colleague is ready to give you advice. If you start fumbling with something, you're immediately given advice on how to do it better or more easily. We're taken seriously and considered to be a fully-fledged colleague - albeit one who still has a bit to learn, obviously."

Continuously learning

"It's up to you of course, but we truly want to learn as much as possible. That is why all four of us want to earn extra welding certificates, in addition to Franke and Dennis' regular programme. We can do that locally, but the programme in Groningen had a better reputation. So now we go to the practical training school every Friday, which 'the boss' thinks is an excellent idea. So they really invest in us and, of course, we want to make it worth their while."

Pride

Sjirk remembers earning his diploma and then having his on-the-job training contract converted into a permanent job: "That was a fantastic feeling. Of course, you know you're doing well because of all the progress meetings, but it's still a real kick to both earn your diploma and immediately have a job. Everyone in the workshop is really rooting for you."

Better coordination

Can improvements be made? "Sure, in terms of better coordination between the school and practical training. The school should really spend a little more effort learning the practical side of the training. You're given a huge folder filled with everything you need to do and know. And you need to write entire reports occasionally on how you make a product. That's not always easy. Come have a look! We're hard at work putting theory into practice!"



AMBITIOUS YOUNG PEOPLE INSIDE AND OUT

Nick van Zanten, 20, and Marlon Almeida, 19, went to school together. Their paths took different directions after graduating, but they are now colleagues at Lengkeek Staalbouw. Nick works in the field organisation and Marlon in the workshop. Both are extremely pleased with their jobs.

Nick explains, “My father is my role model. He’s been the foreman in the field organisation at another company for 39 years and it didn’t take long for me to decide I wanted to do the same thing. When I was 14, I spent two years doing a work placement at that company. I then enrolled in the Construction Fitter

on-the-job training programme, as well as a MAG welding course. This was how I learned that I had more of a knack for welding than fitting work. After my contract ended, I spent another six months working and then applied for a job at Lengkeek. I’ve now been here for ten months and feel completely at

home. I love the external assembly work, making new constructions with a small group of guys and getting new jobs all the time. I also have to say that I got extremely lucky with Rudi, my foreman. He has four sons of his own and you can tell. He understands that everything is hard at first and that I still have a lot to learn. But he also really makes time for me. I’ve made a lot of progress, I think. I’m no longer hesitant to show initiative and work independently. And that’s important. It is simply not enough to sit around waiting until someone gives you something to do.”

Broad development

Marlon started a work placement at Lengkeek 18 months ago, after which he started the on-the-job training programme. He was then offered a permanent contract on 1 August. He beams when talking about it. “Of course it’s absolutely fantastic to have a job from day one. Like Nick, I really enjoy

working here. You learn something new every day, but you also have to be open to it. I spent four weeks in the warehouse during the summer. I was given the task of preparing the ‘field lists’. These are all the materials that the assembly guys need that day. So I was given a huge responsibility because, if I didn’t give them the right materials, they would’ve had a serious problem. I really enjoyed the work. It was exactly what I wanted, namely to broaden my horizons. That is why I’m also working on my welding certificates and plan to enrol in an electrical engineering course. Who knows, I may very well want to join the field organisation in the future. I love learning new things. And you’re given plenty of opportunity to do that here.” Nick concludes with his own personal goal: “To become the assembly foreman and to work with my own group. That would be fantastic. You get to solve problems together and have to trust each other fully. Really great.”

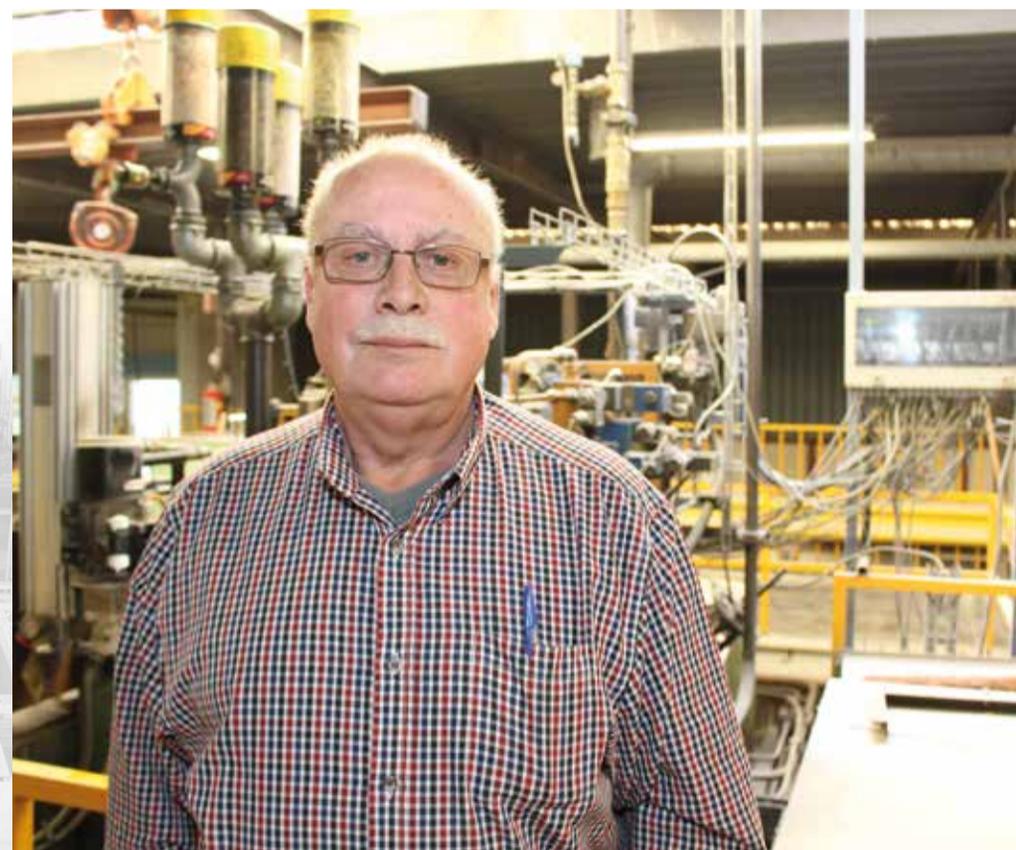


THE PRIDE OF AN EPICUREAN

In 1971, Hans de Haan, 64, began working as a bench fitter at Gouda Refractories, where his father also worked. He worked his way up to hydraulic technician, followed by workshop supervisor and, finally, Head of the Technical Department. He will be taking early retirement in four months. He looks back on many memorable years over the course of which Gouda Refractories has become a “fantastic company”. But first he needs to explain why he quit in 1978 ...

He has to laugh when reminded of this ‘youthful sin’, “I was given the job of supervisor at the Gas- en Energiebedrijf. I was particularly interested in the field organisation, so I seized the opportunity. I began working there in October and rode my rental bike (2.50 guilders a

week) into the polder landscape. This was in 1978 and I didn’t know it would be one of the harshest winters ever. It was pure torture! I was absolutely ecstatic that Gouda wanted me back after this ‘detour’. You could even say it was a warm reunion.”



“Since then, my heart has belonged to Gouda. It’s a fabulous modern company with a fantastic, traditionally crafted product. It’s quite amazing, isn’t it, that all of those multinationals around the world choose ‘our’ refractory bricks and concrete? That’s always been a source of pride for me and continues to motivate me to develop further, so that I can keep the machines operating as effectively as possible and contribute to making such a great product. Although I’m everything but a saint. I saw how

hard a time my sister had in high school and thought ‘I’d rather play football’. Which is exactly what I did until the age of 35 with De Jodan Boys, with both great enjoyment and success. Of course, it was more about partying than playing football towards the end. In the meantime, I attended night school and continued developing my skills. Welding, hydraulics, management, PLC and electrical engineering. I managed to learn all those during the evening, which is why I always tell all the youngsters that have just

joined the company: keep learning and developing or you’ll become irrelevant. And that’s one of the great things about this company. They give you every opportunity and the freedom to learn things, to try things out. And that’s necessary, too, because I get the feeling that the schools are not keeping pace.”

Time for relaxation

Hans is not worried about ‘the black hole’ of retirement. “I’ll still be a car mechanic, right? I have an old Yamaha motorcycle and

Triumph Spitfire that I plan to fully restore. I still love to work with my hands. And speaking of enjoyment, I’m also a member of the Goudsch Sigaren Genootschap (Gouda’s Cigar Society). We occasionally organise tastings, whether for cigars, whiskey or good food. Like the society says: it’s for every epicurean, and that includes me. I also really enjoy spending time with my wife Bets and our eight grandchildren and like to help my sister on her farm in Den Hout. That is... if the weather’s good!”

A ‘FOUNDRY FREAK’ IN HEART AND SOUL

Rob den Breejen, 60, is assistant team leader at Nedstaal. When he was 13, he began working at the greengrocer’s shop, followed by a bakery job. At the age of 18, he applied for a job as a crane operator at the company where both his father and brother worked: Nedstaal. They didn’t need a crane operator, but there was a position open in production. Rob seized the opportunity. It paid well (1,002 guilders a month) and, being a bachelor, he didn’t mind working the night shift.

“I’ve yet to be bored after all these years. But the night shift has become a little more difficult as I get older. I used to be able to keep going all day long, but now I definitely need to take an afternoon nap. You know, the heat starts to get to you after a while. In the summer, it was 48°C on the platform and 68°C by the pans. No matter how much heat-resistant clothing you have on, it’s still like being in the tropics. If we were working abroad in some hot country, the years would count twice. Not here, of course. I have another six years to go. But I’m not complaining! This was my choice and I still run around, trudge and lift with pleasure. Fortunately, I’m still in good enough shape to do so. And it’s fabulous work that has given me every opportunity in the world. I’ve done all kinds of different work and managed to work my way up to assistant team leader. If I wanted to, I could even have become team leader, but that’s not the right job for me. It involves far too many meetings. No, let me stay on the workshop floor and manage the team of 18 fine young men. What I enjoy most of all is working in the foundry because, being a ‘foundry freak’, that’s where I truly feel at home.”

Going to amusement parks

“I now find shift work to be difficult, whereas I only saw the positive aspects of it in the past. Ah, the joys of youth. You can just keep going and going. But, thanks to those shifts, I had a lot more time during the day than the other men I worked with. I could take the kids to school, didn’t necessarily have to go to the Zuidplein on Saturday - yes, I’m a full-blooded Rotterdammer - to shop and could spend the afternoon

sailing and fishing. And still can. My wife Irma and I have three daughters who have given us seven grandchildren. When the phone rings, I’m asked ‘Grandpa, when’s your shift? Can you babysit us?’ Or ‘Want to come to the Efteling with us?’, and I wouldn’t have it any other way.”

Nostalgia

“Everything has its advantages and disadvantages. It’s simply a question of taking it a little easier and getting

enough sleep. I’ve dropped the sailing and fishing, as well as the camping holidays in the south of France. My wife and I got engaged in 1974 on Tenerife during our first holiday by plane. At the time, we promised ourselves we’d come back one day. No sooner said than done. When Irma became ill nine years ago, we sold our Alpenkreuzer collapsible caravan and have been going to Tenerife every September since. It’s the perfect way to relax and enjoy life.”



NEW OPPORTUNITIES FOR YOUNG PEOPLE IN GHANA

Andus Group enjoys giving young people the opportunity to learn a rewarding trade. It is a passion and social responsibility. That is why Andus is pleased to financially support the TroTro Foundation in building a vocational school for practical training in Ghana.



The village chiefs and other opinion leaders in the Asutifi district contacted TroTro to see whether something could be done about the mass unemployment among the young people. After completing compulsory education at the age of 15, many young men drop out of junior high school without earning a diploma. Many

of the students simply do not have the money for further education. Other students drop out because they do not have high enough marks from the junior high school to be admitted into a programme. TroTro personally observed a continuous shortage of skilled professionals during building projects. They also noticed again and again

that too little attention was paid to the maintenance of buildings and materials in Ghana. With all of this in the back of their mind, they came up with the idea to establish a vocational school in Hwidiem, where students can learn a trade through practical training. It is an educational concept that is well suited for the target group,

namely students who are unable to continue with theoretical secondary education. The construction work is in full swing. The floors have been laid, the walls built and the roof can now be constructed! Before long, the first students will be able to go to school and learn by doing.

TANZANIA ... HERE I COME!

After completing his on-the-job training to become a construction fitter, Lennart Vos, 20, has been working at RijnDijk Construction Noord as a permanent employee since last year. During training, he decided to specialise in becoming a welder and, as he puts it: "I learned everything by doing and earned my certificates along the way." Lennart is open to any type of challenge you can imagine. But was it his idea to be sent to Tanzania for two weeks ... ?



RijnDijk Construction is currently building the new Terminal III at the Julius Nyerere International Airport in Dar es Salaam, Tanzania. Specialised welding work was needed for the columns by welders with the right type of certificate. RijnDijk asked Lennart if he was willing and able to take on this challenge. Lennart seized the opportunity with both hands.

Suddenly in an airplane

"I had actually never really travelled before, with the exception of a few

holidays with my parents. And then I'm suddenly asked such a question. I didn't need to think twice! But everything happened extremely quickly after that: getting my shots, packing my bags and then finding myself on a plane within only a week's time, which was actually pretty tense. Especially since my English isn't that great. But everything went really well; I was met by someone at the airport, brought to a little house in the embassy area and didn't have to worry about any of the details.

Bring it on!

"You then arrive at the site as a 'specialist'. I loved every minute of it. Except for the temperature. It was between 36 and 40°C and, as a welder, you're wearing full protective gear. That wasn't easy, especially since I forgot to drink enough in the beginning and had problems with the food. You simply need to grin and bear it and you learn quickly. It was fantastic having to rely totally on myself. You start working, but then problems start to crop up. How do I solve this? You

really need to give it some thought if you can't figure it out right away. And I was also repeatedly consulted by the people from BAM, helping them with the construction drawings and preparing the work. I still can't believe that I was given such an opportunity and gained such confidence. It's given me an appetite for more. I want to continue learning and experiencing as much as possible. So if there's a job that needs doing... bring it on!"



SPECIAL STEEL RUN A RESOUNDING SUCCESS

On 12 September 2015, the fifteenth edition of the Special Steel Run, a running event on the Nedstaal grounds for company teams, individual runners and children, took place. The proceeds are donated to charity. This year's charity was the Jeugdsportfonds (Youth Sports Fund). The Jeugdsportfonds creates sports opportunities for children between the ages of 4 and 18 who cannot afford to join a sports club. A total of €10,490 was raised. This will be used to allow two entire classes of children between the ages of 4 and 18 to enjoy sports for an entire year!

Christa Maliepaard works in the Finance Department at Nedstaal. But, more importantly, she is a fanatical runner and one of the driving forces behind the Special Steel Run. Christa explains, "But I don't do it alone! You should also mention Pieter Klem, Monica Gortzak, Ton Broeders and Sjoerd van de Knaap. We're the organisation committee. There are also dozens of volunteers and suppliers who contribute, such as Ger de Goede, a retired employee who still tends bar at the age of 76, and Bram van Houwelingen, also retired, who was responsible for the first-aid station, together with his daughter. There are really too many people to mention."

A great start

"It's so much fun and rewarding to see all these people enthusiastic about charity. We had 183 runners this year, divided among the various distances: youth run (500 and 1,000 metres), individual run (5 and 10 kilometres) and company run (5 kilometres), with three Nedstaal teams. They're all well prepared as they stand on the starting line since Pieter and I offered training classes in the run-up to the event. Yes, we're quite fanatical ourselves."

Whoops

"What a hectic day! You find yourself heaving a deep sigh of relief when it's all over. And you're proud of the fantastic proceeds raised for the Jeugdsportfonds. Incidentally, the cheque and prizes were presented

by European champion Elisabeth Willeboordse, who won a bronze medal at the 2008 Olympic Games in Beijing for Judo (-63 kg division). It was only a pity that the 'speaker'

initially announced the wrong company team as the winner, but naturally we straightened that out right away: Grontmij was the undisputed winner!"



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