



ANDUS *news*

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ANDUS GROUP SERVING THE INDUSTRY

ANDUS *group* companies:

Refractories

Gouda Refractories

Gouda Vuurvast Belgium

Gouda Vuurvast Services

Gouda Feuerfest Deutschland

Steel Structures

HSM Offshore

HSM Steel Structures

Lengkeek Staalbouw

RijnDijk Staalconstructies

Specialties

Armada Janse

Armada Mobility

FIB Industries

ISS Projects Slovakia

Van Voorden Foundry

NEW BOARD OF DIRECTORS AND REORGANISATION OF ANDUS GROUP DIVISIONAL STRUCTURE

On 1 September 2018, Tom van Rijn will step down as chairman of Andus Group and take a seat on the Supervisory Board. He will be succeeding Paul Medendorp. The Supervisory Board will then consist of Gerdi Verbeet, Nico de Vries and Tom van Rijn.

Familiar faces

From 1 September 2018, the new Andus Group Board of Directors will consist of Wiebe van den Elshout, Jaco Lemmerzaal and Marcus Schuchmann. Wiebe van den Elshout will hold the position of Chairman of the Board. Kris Rooijackers remains Secretary to the Board. Together, these directors have more than 60 years of experience within Andus Group, which is a good guarantee for stability, as well as the preservation of the atmosphere, solidarity and ideas within Andus Group.

New divisions

In the run-up to this transfer, the new Board of Directors, together with Tom van Rijn, reconsidered the course and strategy of Andus Group. In broad terms, the successful vision already in place will not change. However, attention will be paid to increasing focus and specialisation. In order to give substance to this, the divisional structure will be reorganised.

A Refractories division will be introduced for all those companies that are engaged in “refractory

materials”. The second division will consist of those companies that, in the broadest sense of the word, focus on “Steel Structures”. The third division, “Specialties” will be made up of the other Andus operating companies that have proven their strength in specific market segments. Over time, further investigation will be carried out to see whether the companies in this division can grow into a new division with growth potential.

Distribution and specialisation

Although “focus and specialisation”

predominate in the new structure, spreading out into markets, countries and customers is to be maintained. Cooperation and synergy will be further developed, and the growth strategy continued. In addition to their positions on the Andus Group Board of Directors, Marcus, Jaco and Wiebe will also be responsible for the Refractories division, the Steel Structures division and the Specialties division respectively. Marcus Schuchmann and Jaco Lemmerzaal will remain director of Gouda Refractories and HSM.



f.l.t.r.: Marcus Schuchmann, Kris Rooijackers, Wiebe van den Elshout, Jaco Lemmerzaal.

THE TIME IS RIGHT. A NEW FUTURE IS BEGINNING

After having led Andus Group for more than 20 years, founder and managing director/majority shareholder Tom van Rijn has stepped down as Chairman of the Board. What motivated his decision, and what are his plans for the future?



Tom van Rijn: “When did I decide to stop? I really cannot say, because you don’t take a decision like that on a specific day or moment. But it is something you’re always thinking about. As an entrepreneur, it is your responsibility to think about the continuity of the company in case you no longer want or cannot be involved. It is always playing on your mind. It has always been my plan to stop ‘when the time is right’, but I wanted there to be a good successor or successors and I wanted the company to be doing well.”

The idea takes shape

“Anyway, my thoughts started to crystallise sometime towards the end of last year. The timing seemed appropriate, and there were three possible successors in the company that, in my view, together formed a strong team. Three men who

know the company and the markets well, and who have a proven track record. They have the know-how and skills to successfully take the company into the future. And so we began talking about it. At first this was, of course within the family, because it is and remains a family business. We discussed it with the Supervisory Board and tested the waters with those directly involved. Are they interested? Are they willing to take the step? It was a condition for me that I would no longer have a majority interest in Andus Group, and that the three of them would actually take over an interest in the company. And be responsible as entrepreneurs. Soon it became clear that Wiebe, Jaco and Marcus wanted to accept the challenge.”

A new character

“Substance was then given to the

new organisation and discussions held about the course forward. In doing so, I certainly did not want to be in the way of the new Board of Directors and ‘burden’ them with the existing business structure. Listen, Andus Group is a successful company, but also clearly ‘my thing’. The company reflects my character, as it were. But my resignation provides an opportunity to fine-tune the course. The new divisional structure is an example of this. A logical restructuring that I have every confidence in.”

The future will tell

“The past nine months have been used to achieve a quiet transition, and now it is time. The transition will be finalised on 1 September.” What are you going to do then? “I have not dealt with that yet. I have worked hard to properly deal with

the transition and in the meantime not given much thought to ‘the period after’. I’m not like that. What is certain is that I will remain connected to Andus Group. As a shareholder and as a supervisory director. Besides that, I’ll just wait and see what crosses my path. In any case, I will not be sitting still or travelling the world in my sailboat. Sailing or winter sports is wonderful because you get to enjoy a holiday. And they are a perfect distraction from a busy job. But if you don’t have a busy job, I think sailing and skiing quickly gets boring. So, time will tell.”

BUILDING ON OUR STRENGTH: SPECIALISTS IN STEEL

Of the new board members, Jaco Lemmerzaal (55) has been with the Andus Group for the longest time. He joined HSM in 1987 when it was known as the Hollandse Constructie Groep (HCG). The company became part of Andus Group in 2004. All-in-all, Jaco has 31 years of experience in the company, and 14 years within the group.

Jaco: “Yes, in that respect, this is the cherry on the cake. I get a new role and a new task within the group that I am really looking forward to. You can already see that all three of us radiate a new kind of energy. And that we now face issues we did not have to deal with before. We are now also co-owners of the company, and that is a big change.”

Optimal cooperation

“Of course, everything has to take shape and we will take our time to achieve that. But the vision is clear: we want to grow in the areas we are good at. And within the

Steel Structures division, there is no doubt what that is: knowledge of steel. Whether this concerns offshore jackets and platforms, bridges and locks, industrial and civil steel construction projects, or steel-related maintenance projects. In that sense, it is extremely logical that RijnDijk Staalconstructies and Lengkeek Staalbouw now fall under the same division as the HSM companies. We already work together a great deal, but it will be further intensified. A good example of this is the contract for the construction of a ground station for Joulz awarded to RijnDijk Steel

Construction. HSM Offshore has already worked with Joulz on the achievement of two offshore transformer modules for TenneT in the Borssele project. Thanks to this collaboration, Joulz were already aware of the capabilities of RijnDijk Staalconstructies.”

Great markets, great customers

“When I look at our specialisms, I see more than enough growth potential. The oil & gas market is showing signs of recovery, and we have built a strong position in the offshore wind market, which

is a long-term growth market. But don’t forget the civil market. And while it is true that this is a very competitive segment, we see a greater willingness to invest here compared to a few years ago. There are many infrastructure renovation projects in the pipeline, and the plans for the bicycle highway network will also require bridge connections. Add the large RijnDijk Staalconstructies customer portfolio, and you will understand why I look to the future with confidence.”



ANOTHER IMPRESSIVE ROLL-OUT IN SCHIEDAM

On 17 June 2018, a so-called offshore High Voltage Sub-station (transformer platform) left the HSM yard in Schiedam on its way to the gigantic 450 MW Riffgrund 2 wind farm in the North Sea, about 45 kilometres off the coast of the German Wadden Sea island of Borkum. The substation is equipped with two heavy transformers, a heliport and a platform crane. In recent

weeks, the topside has been placed on the HSM jacket that had been previously installed. All the cables have been connected and everything has been tested. No matter how immense the structure is, it has been delivered as a 'plug and play' delivery. The dimensions of the top-side are 25x40x20 meters and the jacket is 30x30x55 metres. In total, more than 5000 tons of weight!

It is a wonderful project that HSM has been able to achieve for a new client in the wind energy market. Ørsted, formerly Dong Energy, was impressed by the way HSM managed to complete the project under great time pressure. Ørsted will soon be able to bring the park online and supply 400,000 households with green electricity as planned

THE THREE HATS MAKE IT EXTRA FUN

The successful Gouda companies make a substantial contribution to the sales and profitability of Andus Group. It is 'core business'. Director, Marcus Schuchmann (43), is therefore enthusiastic about the fact that a Refractories division is now being formed and that he is joining the Andus Group Board of Directors. This new function also comes at a good time for him. At the same time, it also offers his team opportunities for growth again.

Marcus: "I joined Gouda Refractories as commercial director in 2009, a year after Andus Group took over the company. In 2010, I was appointed managing director. This means I now know all the ins and outs. Partly because I have built a strong team around me, I have been able to work on new ideas. And then, a moment comes that you are ready for new challenges. In that respect, the timing is perfect. There are new opportunities and other responsibilities, for my team."

Stay connected

"In fact, Jaco and I will be wearing three hats. We are both board members of Andus Group, whilst also being the divisional director and director of respectively HSM and Gouda Refractories. The mix really appeals to me. I am very keen to stay connected to 'the operation' and want to continue getting my feet dirty. Well, it's the best thing there is, visiting customers and working hard to get the order. And so they won't be getting rid of me as easily as they would have liked...", he adds with a smile.

Further expansion

"When I look at the Refractories division, I see very successful and stable companies. In general, all is well with 'Gouda'. We have maintained our strength and successfully delivered a high-quality and specialist service, even in the most difficult of times. We will continue to build on this. Obviously, there is price pressure, but we will not give in to it. We do not want to become a commodity. Our products and services will always remain special and unique. And of course, I fully subscribe to the decision

to form a Refractories division. You are telling the market: here is where our strength lies, and we intend to expand on that. For example, by penetrating further into existing markets, by entering new markets, or by taking advantage of opportunities in the world of acquisitions so you are able to add 'something' to the existing activities. But always within our own specialism."

GOUDA REFRACTORIES GETS MORE SPACE

In June 2018, after years of negotiations with the municipality and with the help of real estate company Invasto, Gouda Refractories succeeded in acquiring the municipal yard adjacent to its own site - the so-called Cyclusterrein, which is some 15,000 m² in size. This

will expand the company site to about 80,000 m² and help Gouda Refractories achieve its future ambitions.

A new head office, company restaurant and other facilities for staff will be built on the newly-

acquired site. This creates space in the current buildings to install a new high-quality mixing line and set up a high-tech laboratory for product development. There will also be plenty of room for the improvement of the logistics process.



ABOUT CHALLENGES, TRUST AND RESPONSIBILITY

The new chairman of the board, Wiebe van den Elshout (50), is looking forward to the challenge ahead. He also sees it as a positive signal to all employees: the company offers internal growth opportunities to everyone, even up to “the highest regions”.

Wiebe van den Elshout: “A few years ago, we started the YOUng andUS program to inspire young professionals in our organisation. This transition of the Board of Directors proves that there are still opportunities to get the most out of yourself within Andus Group. For me, I also see it as a wonderful new phase, eight years after I joined as a member of the Andus Group board.”

A strong team

“It will be clear that this is no revolution, but rather more of an evolution. Jaco, Marcus and I want to retain everything that is good. I would also like to mention Kris Rooijackers our Secretary to the Board because she has been involved in the organisation since the very beginning. You can count on her for all the necessary cultural monitoring. At the same time,

of course things will change. We will go from a company managed by a managing director/majority shareholder in which Tom was the driving force, to a company that is not managed by a managing director/majority shareholder. Decisions will always have to be taken in consensus, and I have every confidence in that. Marcus, Jaco and I have enough combined experience to lead the company, and our characters complement each other perfectly.”

Further specialisation

“Our first achievement is the restructuring of the divisions. Andus Group has remained successful over the years due to the diversity in markets, end customers and markets. Now we are going to make extra efforts to take advantage of the market knowledge

we have gathered. That means increasing our specialisations and looking at how to achieve more synergy between the companies. The growth strategy will continue, but not through acquisitions that are beyond our main focus. We will build on the expertise we already have.”

Flagship growth projects?

“The Refractories and Steel Structures divisions are therefore a logical consequence: a combination of companies that are focused on a specific product category. In this respect, the Specialties division is somewhat different. This division consists of highly-specialised companies that are active in completely different segments, with completely different customers. Synergy benefits cannot or are very difficult to achieve in this division.

We will give this division our full attention over the coming period. I see it as a kind of nursery. With targeted acquisitions, you can form a new specialist division that has sufficient capacity and growth potential. But I must be fair and say that, at some point, a conclusion may also be made that the operating company may perform better outside the Andus Group.”

Thank you

“Finally, I want to say a word of thanks to Tom. It is unbelievable what he has achieved. And he has done so with a great deal of skill, passion and drive. He now has the confidence in the three of us to continue and expand ‘his life’s work’. It is a huge challenge and an enormous responsibility. But we will approach it with all of our dedication and energy.”

BEAUTIFUL DEVELOPMENTS AT ARMADA MOBILITY

Armada Mobility has developed into THE specialist for the design of the public space. The portfolio contains everything from multifunctional bus shelters, sustainable street furniture and functional bike parking systems, to effective signage, stop information systems and technical solutions in public infrastructure. More and

more municipalities, provinces, operators and transport companies are opting for the well thought-out solutions that Armada develops, produces and installs itself. A selection of projects that have been achieved recently: 160 sustainable bus shelters with solar panels and over 1.000 parking places for bikes for the province of Friesland,

multiple TopSafe bicycle lockers at important junctions in public transportation and 70 bus shelters for the municipality of Hoorn.

In addition, more than 50 bus shelters will be ‘refurbished’ for the province of Groningen which means that these ‘used’ shelters will function perfectly again for years to come. In view of the growing



demand for these products, Armada recently invested in a modern double-head sawing machine and a fully-automated profile milling machine.

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