

Passion



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PASSION

Smulders magazine

Smulders

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Design & production:

toelgroep - merk. ontwerp. interactie

Printed by:

Daddy Kate

**"We are getting
ready to spread
our wings"**



It has been a busy year. We have completed well above 3 million hours. Just by way of illustration: we completed approximately 2.5 million hours in the previous years. What we have realised at the new site in Newcastle gives us reason to "stoefen", as we say in Flanders (brag about). In the space of one year, we have realised 28 jackets for the Beatrice Wind Farm and 11 for Aberdeen Bay. Moreover, we are allowed to finish another 18 jackets for the Beatrice Wind Farm. That emphasises once again how much we can accomplish as a result of the collaboration between our five production facilities.

Setback

Despite all of these good developments, we expect a setback for the year 2018 because several wind projects have been postponed due to social or political reasons. We will therefore focus a bit more on the civil market as well as on the oil and gas market in the year to come. In addition, we are also getting ready to spread our wings. We are looking to make all of the knowhow we have gained in the field of offshore also available for projects in America and Asia. It shows the interest is already there.

Great prospects

However, the year 2019 promises to be a busy year again. The first project for that year, Triton Knoll in England, has actually already been booked. So, there is no reason whatsoever for us to be sad, on the contrary. It is really not

bad for the organisation to experience a quieter time for a while. This gives us the time to anchor all initiatives for improvement that have been initiated last year in the firm and to ensure, for example, that we also start complying with the highest standards in the area of safety. The latter does not only benefit our clients but also us, as a company.

After a year of working hard, we now wish everybody especially some well-deserved rest. Be lazy, enjoy your food, make a toast and enjoy these holidays to your heart's content. And in terms of all our good resolutions: let's work together in the year 2018 to make sure these all come true.

On behalf of the entire management team,

Raf Iemants

Managing Director Smulders

News

Next phase in constructing gigantic foundations for Kriegers Flak wind farm

Jan De Nul Group and Smulders joined forces to build two gigantic gravity based foundations for the high voltage station of the Danish offshore wind farm Kriegers Flak.

The foundations consist of a concrete part (the so called Gravity Based Foundations, or GBF) and of a steel structure on top of it. Jan De Nul Group is responsible for the design and construction of the concrete GBF, while Smulders is in charge of the design and construction of the steel

shafts and decks to be placed on top. The steel structures were constructed on the site of Smulders in Hoboken and were shipped to the port of Ostend end November. In December the steel structure were placed on top of the concrete structure, a milestone for the project. By the end of December, the foundations will be finished and ready to be transported to Denmark. Jan De Nul Group will be in charge of the installation of the foundations, the ballasting and the placement of scour protection.



Smulders on Facebook

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Smulders and Sif start building together for Triton Knoll

Together with Sif, Smulders will take care of the design and the production of 90 monopiles and transition pieces and the transition pieces of two foundations for substations for the Triton Knoll Offshore Wind Farm. The "preferred supplier" agreement and "early works agreement" have meanwhile been signed.

Triton Knoll is developed by a joint venture between Innogy Renewables UK Ltd. and Statkraft AS. It will

be located 32 km off the coast of Lincolnshire in the east of England. It has a planned installed capacity of 860 megawatt and will generate enough power to supply 800,000 British households.

Atkins Ltd. takes care of the design and the technical development of the foundations. The production starts in the first quarter of 2019 after the financing process is completed. The turbines will be brought into operation, the way it looks now, in the year 2021.

Theme

24/7 non-stop working to make the impossible possible

Merkur Offshore Wind Farm

Location
45 km north of the German Borkum Wadden Island

End customer
Merkur Offshore GmbH

Client
GeoSea

The Merkur Offshore Wind Farm is a flagship project for Germany in the field of renewable energy. GeoSea, DEMA's specialist in the area of complex offshore marine engineering projects, was responsible for the construction of the park. Upon their request, Smulders took care of the construction of the substation. A job that had to be done with quite some headwind. Every effort was made to still be able to make the deadline. At the end, a team consisting of approximately 80 people worked 24/7 on the jacket. Successfully. Despite all the delays, the first part of the substation, the jacket, was ready within the timeframe set for shipment in Vlissingen.



Bert Ariën, Project Director of GeoSea



Stan Messemaekers, Sr. Project Manager of Smulders

Mercur in figures

- **Construction: substation**
(topside + jacket)
- **Total height substation**
(jacket + topside): 67 m
- **Width jacket**
including pile sleeves: 36 m
- **Weight topside**
2,540 tonnes
- **Weight jacket**
1,670 tonnes

Bert Ariën, Project Director of GeoSea: "This was the first time for us that the focus was not on the installation, but on delivering a turnkey project. That means we were responsible for the entire project towards our client. From the design, purchase and quality assurance to the transport and installation at sea. A challenge that only became bigger because of the fact that the different parts originated from the whole of Europe. The monopiles for the turbines were manufactured in Germany, the transition pieces in Spain, the cables in Norway, the topside of the substation in Belgium and the matching jacket in the Netherlands."

Biggest challenge

The substation for which Smulders was responsible, consisted of a three-deck platform and a jacket underneath. Senior Project Manager Stan Messemaekers of Smulders explains: "The platform, or the topside, is the location that eventually houses the transformers and the facilities for the control of the park. This is the place where all energy transport cables enter and one export cable runs to the mainland. The dimensions of the topside and the jacket were reasonably standard, just like the location at sea where the construction would be located. So, that wasn't the challenge for us. The challenge gradually appeared to be the speed with which the jacket had to be built."

Time pressure

Bert: "The time pressure was enormous. For the design and the construction, we worked according to a tight schedule whereby the date for the final delivery was established: on 23 August 2018, the export cable has to be connected. In the beginning of 2015, the first conversations took place and the "early works agreement" was signed in October 2015. However, the financing of the project was not yet finalised at that point." Stan: "We decided nevertheless to start working on the preparations and the engineering. We presented the first engineering documents on 1 April 2016 to the Bundesamt für Seeschifffahrt und Hydrographie (BSH). However, we only received the financing and all associated agreements at the end of August. In order to still be able to deliver on time, we started the production in June. Without agreements, at our own risk. It was a sheer necessity if we wanted to meet the deadlines."

Change of plan

Bert: "The financing of the project definitively came through in August 2016. That was also the moment the design specifications were finalised. By that time, we had already been designing and ordering for a year and then certain things had to be changed." Stan continues: "Eiffage initially preferred to have the jacket built by the production unit of Eiffage Fos-sur-Mer in France. We did maintain the supervision on the design from Belgium. But all the parts, including the tubes, were ordered from France. Due to problems with the certification, Eiffage was unable to finalise the necessary documents for the welding process. For that reason, the hasty decision was made in September 2016 to relocate the production of the jacket to Vlissingen. We then transported all the materials that were already ordered. Then, the delivery of the tubes by the German supplier did not happen. That's why we also decided at the last minute to have the welding thereof transferred to our sites in Arendonk and Hoboken."



Assembly of the topside in Hoboken



Load-out of the jacket in Vlissingen

“The jacket was built in 7 months while this normally takes 11 months.”

Anything and everything

Thanks to this intervention, it was possible to start the composition of the jacket in Vlissingen in the beginning of February 2017. Two months behind schedule. Stan: “This was the moment we decided to start working 24/7. One team was continuously present on the project. We eventually built the jacket in 7 months, while the normal time of construction is 11 months. It was delivered with a delay of around ten days, in consultation with the client. However, this was well on time for shipment. And that can only be attributed to the efforts of all of my colleagues. We were working on the project in two shifts with 40 to 50 welders and compilers, 30 to 40 painters and possibly scaffolders. And that doesn’t even include the employees for the weekend and our people for the supervision.”

Challenge at the tail end

During the final sprint, another challenge arises. Stan: “Contrary to other projects, no so-called “pile grippers” were provided for in the contract upon request of the

client. These are clamps holding the jacket in place when it is anchored with concrete to these foundation piles. However, it became clear from the design reports and the installation requests of the client that it was impossible to pour the concrete without “pile grippers”. For that reason, GeoSea decided in March that they still wanted to include the pile grippers in the construction. The delivery time of this part is usually around 20 weeks. By means of firm negotiations, we were able to reduce this to 13 weeks. To make sure the work in Vlissingen was able to continue as usual, the “pile grippers” were placed on the sleeve in Arendonk.”

Ensuring time gain

Stan continues: “The lead time for the topside from 1 June to 15 December 2016 appeared to be feasible if we could blast and paint the large base box of the platform in one go. We have the space to do so in Hoboken. An additional advantage was that everyone was able to carry out his work beforehand in the base box

“The people of Smulders are true doers, who will do everything possible to be able to deliver on their promise.”

without any risk of damages to the varnish. The base for the topside was structurally finalised at the end of February 2017, so Fabricom and Tractebel were able to start installing all the equipment.”

Surprised by finishing level

During the inspections, Stan and Bert got to know Merkur Offshore as a client who is particularly attentive when it comes to monitoring the quality of the work. Stan: “It was therefore good to hear that they were surprised about the high finishing level. This mainly involves the finishing of the welding and painting work, the way in which we place doors and finish walls. Without damages, seams and cracks that increase the susceptibility to corrosion. They were extremely satisfied about the process of the project. They had not noticed any of the troubles in the background.”

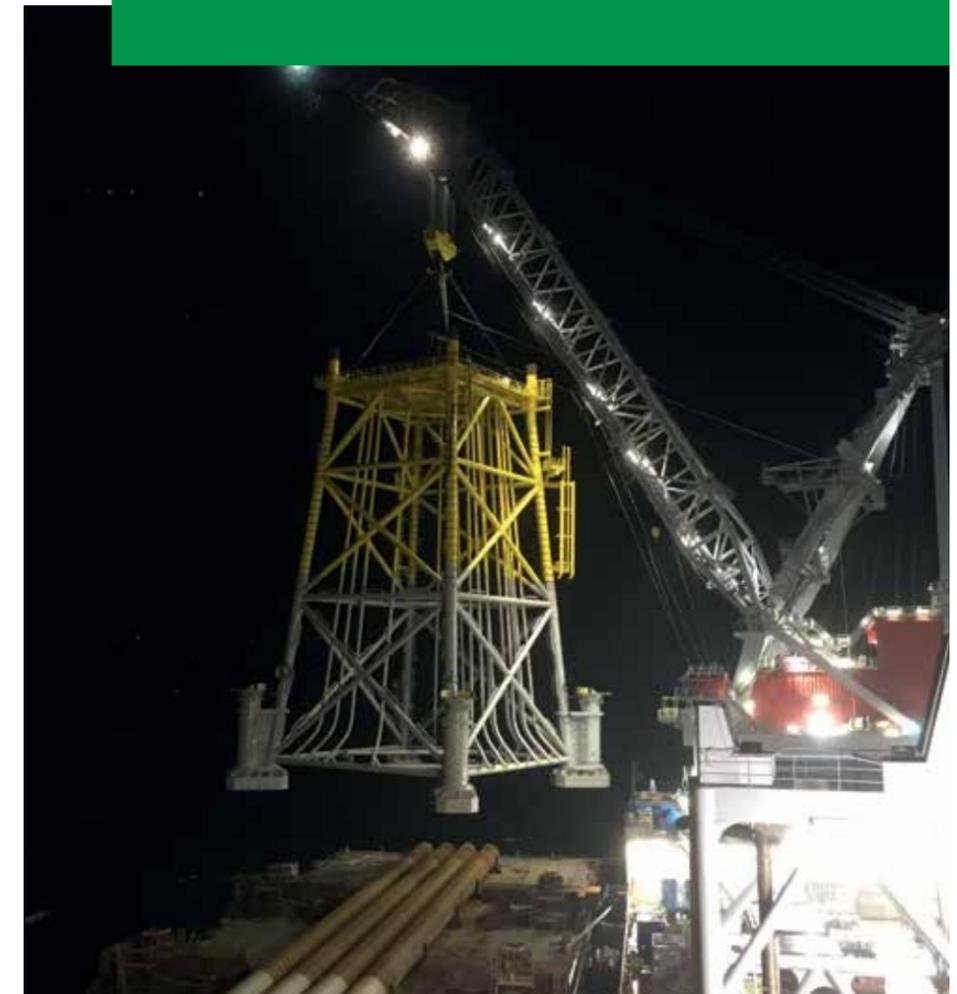
True doers

Bert concludes: “Given all the changes and uncertainties, it is quite special that everything was finished on time. The people of Smulders are true doers, who will do everything possible to be able to deliver on their promise. They adhere to the delivery times and manage the process completely. Moreover, they are extremely flexible and come up with practical solutions. We have been strict in the area of quality and safety, but immediate action was taken as soon as a problem arose. That makes it great to work with Smulders.”

The jacket of Merkur was anchored onto the seabed at the end of October 2017. The topside will be transported on 22 December to Rotterdam for shipment and then further to the final location.

Brief outline of the Merkur planning

August 2016	Financial agreement
Mid-October 2017	Installation jacket
Early November 2017	Installation TPs
Mid-November 2017	Laying of cabling
Mid-December 2017	Installation topside
February 2018	Start installation first wind turbines
September 2018	Complete park installed
End 2018	Merkur Offshore Wind Farm operational



Arjen Schampers Managing Director Merkur Offshore GmbH

“There are only a few companies capable of handling the German “Gründlichkeit” (thoroughness) the way Smulders can.”

The Merkur Offshore Wind Farm will be situated approximately 45 km north of the German Borkum Wadden Island in the North Sea. “It has a total surface of 47 km². The wind farm has 66 turbines and will, after completion, generate approximately 1,750 GWh of clean energy. That is enough to provide power to 500,000 German households,” says Arjen Schampers, Managing Director at Merkur Offshore, who worked at Smulders for 12 years.

Merkur Offshore is the owner and driving force behind the realisation of the wind farm. Merkur has 4 shareholders: Partners Group, InfraRed Capital Partners, DEME Concessions and Coriolis. Arjen: “It is one of the final projects in Germany that will be built by a relatively independent project company. As a project, it is not yet covered by the new German procurement model. The Merkur Offshore Wind Farm has been developed by DEME and the latter is now also responsible for the construction and installation of the substation and the foundations, and the laying of all cabling.”

The wind farm will be providing a significant contribution to the energy transition in Germany. Approximately 1.6 billion euro was collected from shareholders and banks for the construction of the park. The completion of the project is scheduled for March 2019.

New Haliade turbines

He continues: “This is the first major project that will be built using 6 MW Haliade wind turbines by GE.” The axle height of

each turbine shall be rising more than 100 metres above sea level. They are equipped with one of the largest rotors (blades) available in the wind industry with a diameter of 150 metres, an area equalling the size of 3 football fields. “In addition, this turbine does not have gear casing, a component that can become overloaded and therefore causes malfunctions. The entire concept of the wind turbine at the Haliade has actually been made slightly simpler. As a result, the production costs are lower and eventually also the maintenance costs.”

Record time for construction substation

One of the biggest challenges of the project, according to Arjen, was the record time in which the substation had to be built. “Financial agreement was only achieved in August of last year and the substation had to be installed only 16 months later if we want to be able to energise the cables in the beginning of March 2018. In order to start the engineering and the ordering of components before the “financial close”, pre-agreements have been concluded with the joint venture Fabricom, Iemants and Tractebel. GeoSea, a subsidiary of mother company DEME, took a major leap of faith in doing so because there was indeed a risk of not finalising the funding back then.”

Test run without mains connection

Another challenge is that the wind farm will not have an energy connection until the end of August 2018. “However, prior to that time, in February, we already start the installation of the wind turbines. For us to be able to run tests prior to the operational implementation, all cables will be provided with power by 6,800 kW diesel generators. This way we can check without mains connection whether everything is functioning properly before the park will be operational at the end of 2018.”

Trust in Smulders

The choice to work with Smulders has been made by DEME, although in close consultation with Merkur. Arjen: “We were



especially looking for a good mixture of experienced and new suppliers. To us, Smulders is a party you can trust.”

Strong engineering department

Arjen feels satisfied looking back at the collaboration with Smulders. “The jacket has meanwhile been fully approved and installed without any delays. Moreover, any arisen problems were professionally resolved. To that end, it is a huge advantage that Smulders has an extremely strong engineering department. They are always quick to offer a solution should there be any deviations.” He realises it is a challenge to comply with the German standards in every detail. “Germany is different than the rest of Europe. The standard is largely identical, but the German engineers follow the rules very strictly. And there are only a few companies capable of handling that German “Gründlichkeit” (thoroughness) the way Smulders can.” ■

At work



Name

Remco Marcus

Age

50

Function

Transport- and lifting
coördinator

Employed at

Smulders since
2007

Smulders in Hoboken The Titan as asset

Smulders in Hoboken has been at the current location since 2001, when one started an experimental offshore wind project for Sif. The location has in the meantime specialised in the series production of transition pieces (TPs) and jackets for offshore wind farms. These are welded, coated and mounted there according to, usually, very strict schedules. That also explains all the knowledge and experience present here in the field of logistics.

Remco Marcus, transport and lifting coordinator in Hoboken: "The greatest asset of Hoboken is the Titan. The movable crane is able to relocate pieces up to 450 tonnes from the halls to the outside or vice versa. As a result, we don't have to drive around to relocate pieces and we don't need a lot of space to manoeuvre. We are therefore able to perform a lot of work at a relatively small surface."

Series smaller, TPs bigger

That does not change the fact that the site is approaching its limits. "We have noticed in the past years that the series are getting smaller and the TPs are getting bigger. That is why Smulders' new site in Newcastle is a great addition. The work there is basically the same. They only have more lifting capacity meaning the pieces can be bigger."

Ongoing projects

Currently, between 500 and 600 people are working at Smulders in Hoboken. However, the permanent crew only consists of approximately 70 employees. Four to seven TPs (or four TPs and a jacket) are made every week, spread across two halls. In addition, the Alberthal is frequently used to build substations up to 500 tonnes. At the moment, the jackets for Beatrice and Aberdeen Bay are ready in the dock to be shipped. Work is also carried out to the TPs of Norther and Hohe See. The TPs for Trianel are scheduled in Hoboken for January 2018. ■



Jackets for the Beatrice Offshore Windpark



Jackets for Aberdeen Bay (European Wind Deployment Centre)



Jackets for the Beatrice Offshore Windpark

Employee on site

“I have fully experienced, with great amazement, the evolution from manual labour to working with machines.”

Leo Vanlimbergen Head of work preparation in Balen

Leo Vanlimbergen has been working for nearly 45 years at our location in Balen. From welder/compiler, he developed into the head of work preparation. His team consists of three employees: Yvo, Peggy and himself. “Based on the drawings of the engineering department, we make sure the production can get started. We gather all the information to that end, check the drawings, arrange for all materials needed to be ready, and ensure that the correct machines are planned for the appropriate time. And all of that as efficiently as possible so everything is available on the agreed time at the correct location. Quite a job,” the passionate Leo emphasises with a friendly smile.

The experience Leo gained in the beginning of his career as a drawer is very useful for his current job. “Back then, working drawings were made by hand. It was extremely labour intensive,” he says. “Based on a general plan, every part, every plate, every profile had to be drawn on sketches before a construction could be produced and compiled. I have fully experienced, with great amazement, the evolution from all that manual labour to working with machines that are controlled by the computer based on a drawing model.”

Enormous boost in efficiency

“We now have 9 computer-controlled machines available here in Balen, including a brand-new burning/cutting table to cut plates with bevels. Thanks to these machines, the machining is much more

efficient and accurate than back in the day. The speed at which we are able to realise something today is enormous. Where we used to need 100 people during 20 weeks, this is now reduced to only 50 people in 10 weeks.”

Demanding clients

In the meantime, Smulders continues to innovate. According to Leo this is mainly due to the fact that, with the increasing possibilities, the clients also become more demanding. “There is a demand for increasingly larger volumes within a shorter period. Moreover, every detail has to be “traceable” these days, or verifiable on paper. As a result, we acquired a fair bit of work. What also makes the difference is that we used to make everything with two types of steel. We now have

dozens. Especially because we have been delivering many constructions for wind parks at sea in the past years that need to maintain their position for many years in an aggressive marine environment. That requires other, specific materials, but also incredibly meticulous work. Even more meticulous than for a construction of an industrial hall or a bridge.”

Passion for steel

After more than 44 years, it is apparent that Leo still gains a lot of satisfaction from his job. He laughingly says: “Something you like to do, doesn’t get boring very easily. I have an enormous passion for steel. The things that still fascinate me are

the innovative possibilities so you are able to work here on complex constructions. It is nice to work together with so many great, driven colleagues on a project and to successfully complete this project every time again within the set period of time.” Leo is sincerely proud that he was allowed to offer a contribution to, for example, the MAS in Antwerp and the Louis Vuitton museum in Paris, but also to the giant constructions for wind farms in the recent years. “We recently visited the yard in Newcastle. When I saw those gigantic jackets with a height of 83 metres in their entirety, I got goose bumps from the thought that I was one of those who built it.”

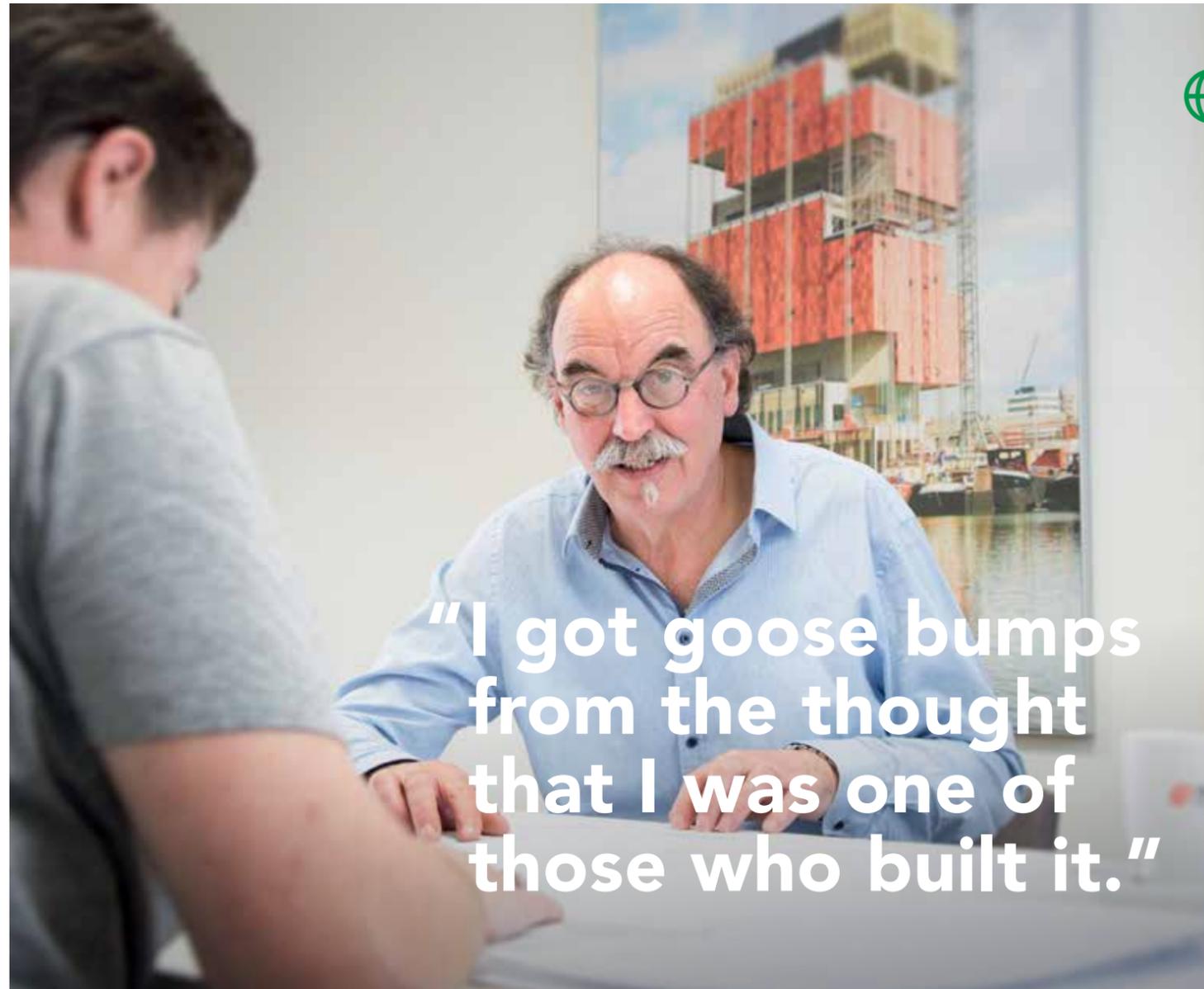
Growth opportunities

In addition, there is something else Leo appreciates highly in Smulders as employer: “The opportunities you get to develop yourself, at all levels. Whether you are a compiler, welder, drawer, project manager or work planner. If you really want to go for it, Smulders gives you the chance to fully realise your ambitions.”

Goodbye

In April 2018, Leo retires. He has then worked for 45 years in Balen. Peggy takes over the helm at work preparation. “A woman who is able to stand her ground,” he says convinced. And Leo himself? He will get the chance to fully enjoy the eight

grandchildren he has with his wife Carine. And to, for example, finish the construction of the airplane he has been working on with a colleague for years! “It would be the cherry on the cake if we could ever really fly it,” he says. We wish for him to succeed. ■



“I got goose bumps from the thought that I was one of those who built it.”



Name
Leo Vanlimbergen
Age
62
Employed at Smulders since
1974
Passion
Aviation

Plenty of business in offshore wind

In the last year, the sites of Smulders have done an unprecedented amount of work in the field of offshore wind. We produced transition pieces (TPs) and jackets in series and substations for several projects which are shown on the map.

That doesn't change the fact that the market for Offshore Wind will be showing some ups and downs in the coming period. Still, we believe in this market. It will continue to generate plenty of business at least until 2020-2030.

Investment appetite

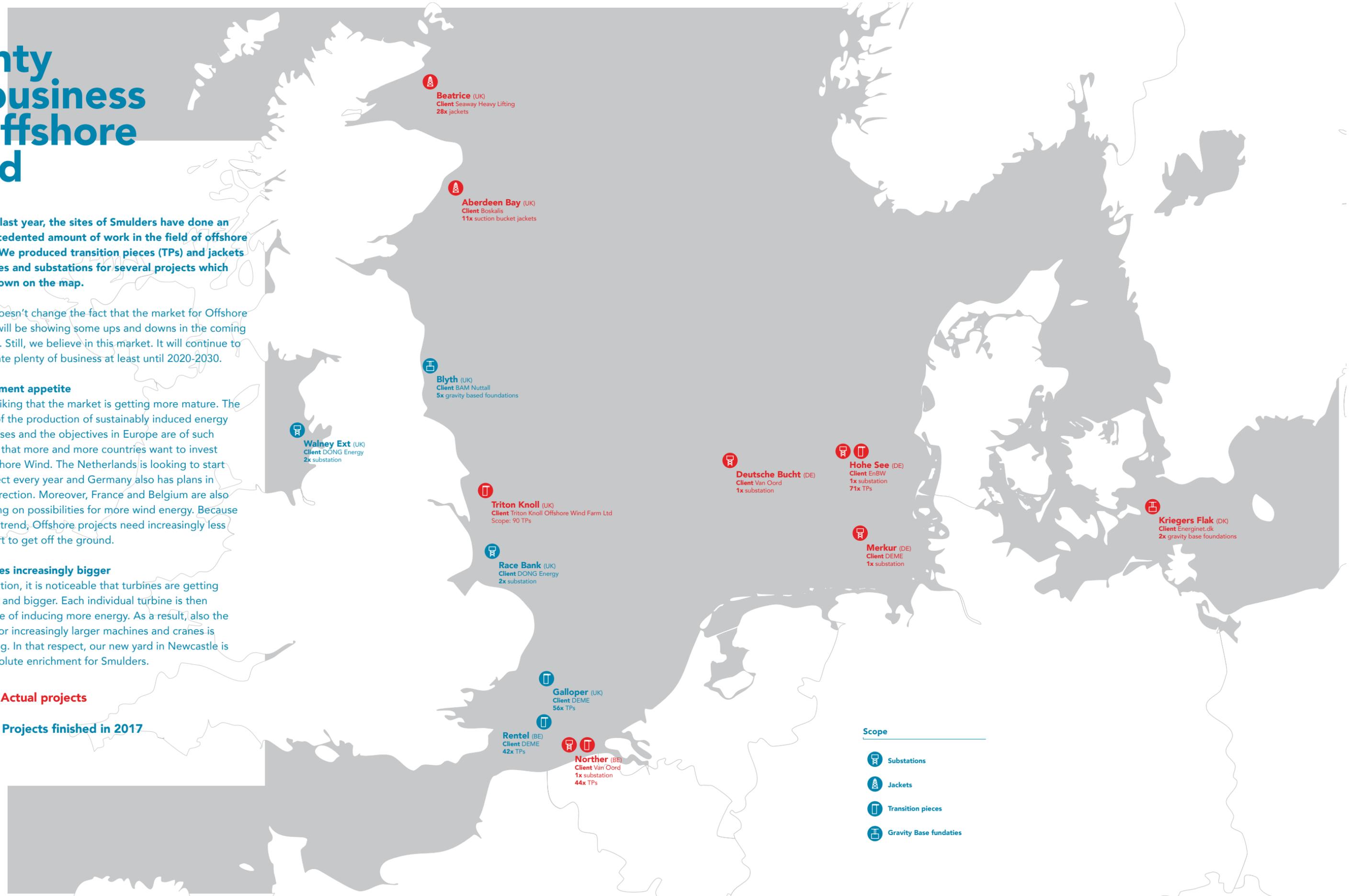
It is striking that the market is getting more mature. The price of the production of sustainably induced energy decreases and the objectives in Europe are of such nature that more and more countries want to invest in Offshore Wind. The Netherlands is looking to start a project every year and Germany also has plans in that direction. Moreover, France and Belgium are also hatching on possibilities for more wind energy. Because of this trend, Offshore projects need increasingly less support to get off the ground.

Turbines increasingly bigger

In addition, it is noticeable that turbines are getting bigger and bigger. Each individual turbine is then capable of inducing more energy. As a result, also the need for increasingly larger machines and cranes is growing. In that respect, our new yard in Newcastle is an absolute enrichment for Smulders.

● Actual projects

● Projects finished in 2017



Scope

- Substations
- Jackets
- Transition pieces
- Gravity Base fundaties

Civil & Industry

Smulders realises doubling of the capacity at Holland Malt

At the end 2017, we are finalising the expansion of the malting plant of Bavaria subsidiary Holland Malt in Eemshaven. All the stops have been pulled out to be able to complete the construction of two new malt towers within one year. A big challenge, but it looks as if we will succeed.

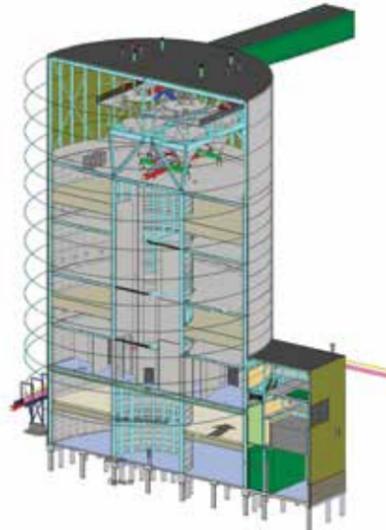
We make this possible by managing the building of the entire construction ourselves. Smulders has delivered the steel, all stainless steel plating for the walls, the roof covering and the waterproofing layer. We then mounted the entire rotating malt system with chutes, valve boxes and soaking tubs. And finally, we also ensure all the hands needed to mount the parts delivered by third parties. The towers should be ready on 1 January 2018 to perform the first product tests.

Precision work

Senior Project Manager Stan Messemackers of Smulders: "The biggest challenge is that there is a rotating structure within a round tower. This means the deviations from the design should only be minimal. For a tower with a diameter of 32 metres, that is a huge precision job. You could compare it to a timepiece at large scale. Everything has to be accurately customised, or it won't work."

From 120,000 to 240,000 tonnes of malt

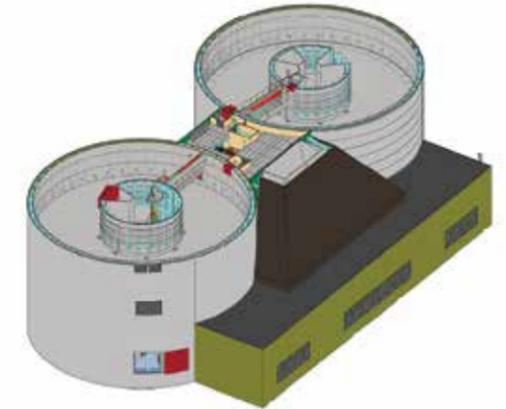
The new malt towers will have a height of 54 and 32 metres. The highest one has three sprouting boxes, the lowest one only two. An ingenious transport system is situated between the towers and the silo. Thanks to the two towers, Holland Malt is able to expand its production capacity from 140,000 tonnes to 280,000 tonnes of malt per year. An expansion that is very useful. Willem Swinkels, finance & operations director of the malting plant: "We want and can now serve the entire beer segment. Whether it concerns non-alcoholic beer, lager or dark beer."



"Everything has to be accurately customised, or it won't work."

This is how a malt tower works

A malting plant is a tower consisting of several floors. The top floor is the soaking tub. Below are the sprouting boxes. Every sprouting box has a large disc that rotates twice a day. The barley enters in the soaking tub where, among other things, water is added. Is the barley wet enough? If yes, it will be transported to a sprouting box. Air is pumped here through the barley which makes it sprout. The sprouted barley is then discharged by means of an ingenious system of screws and ends up at the lowest floor (the kiln) through a chute. There it is dried making the barley transform into malt. The malt is finally transported to the silo. ■



Young talent

Daniel Kozik

Warehouse Specialist

Daniel Kozik has been working in the warehouse of our Polish location for 2 years. He found his way there remarkably easy and was able to develop such a good way of working that the warehouse started running a lot more efficient. With his work, he delivers an important contribution to the production process. It looks as if he has a sixth sense for dealing with unexpected situations, is always there for his colleagues and he does what he promises. What more do you want from a colleague?

What attracted you in Smulders?

"I followed an education in mechanical engineering and really wanted a job suited to my training. I heard a lot of good things about Smulders in Poland. Friends said you could learn a lot there about technology and constructions. I started here as administrative assistant. My job title now is "warehouse specialist"."

What do you like the most about your work?

"The fact that I am able to witness the formation of large constructions from such a short distance, but I am also extremely fascinated by the welding process and quality control. There is no other place nearby where this is done."

What does your workday look like?

"My workday starts by making a round through the warehouse to check whether all materials are sufficiently stocked. Of course this is also possible using the computer, but it is too easy in my opinion to blindly trust that digital information. I then start my most important tasks: order



Name

Daniel Kozik

Age

25

Employed at Smulders since:

October 2015

Passion

Swimming and reading

parts and tools from our suppliers, check whether orders were delivered on time, compare quotations, and update the order administration."

That sounds reasonably relaxed

"It is not. For this work you must be able to carefully divide your attention because a lot of things are happening at the same time. There are also numerous colleagues who come and see me when they have questions. I receive dozens of phone calls and emails per day."

But you can't help everyone at the same time, right?

"Most people here know that of me; when I make a promise, I deliver. I know almost every colleague by name and I try to help everyone as quickly as possible. I do not shy away from problems, I resolve them. Preferably that same day. And that can be a challenge sometimes. I remember one day I had to find a company that was able to cut sheet metal for us in a very specific way. There appeared to be only one company that was able to do this. I then negotiated as long as was needed for them to decide to stop their own production so they were able to do this for us."

In addition, you also seem to make a difference at Smulders with your ideas. "I am always looking for ways to make the work for everyone here even more enjoyable. I have already made suggestions for improving the safety within the company, for checking gas burners and the chains of roll bridges. I have also been rewarded for that but more important is that these ideas have all been implemented. This makes it beneficial to us all."

Any personal ambitions?

"Certainly. And I am very grateful to Smulders that they help me fulfil these. I am getting the opportunity here to follow all kinds of trainings. For performing "visibility tests", for example. I will be an engineer in a couple of months and I will continue to study for a master diploma. I hope that basis will allow me to carry out more technical work at Smulders in the future, for example as an engineer. That seems fantastic to me and I will then also do the best I can to become the best in my field of expertise. In the meantime, I will always continue to make a case of making the work here even more comfortable and safe for everyone." ■

Asbestos contamination nipped in the bud

Everybody knows that a job at Smulders is filled with challenges and surprises, but the last thing we expected was the fact that we would be confronted with a problem such as asbestos. Yet, this small mineral – with a bad reputation – sneaked into our production in Vlissingen and Hoboken through a contamination of blasting snails. This is something we use for blasting larger surfaces of steel in the outside air.

We were absolutely unable to foresee this but, fortunately, we were warned quickly and immediate action was taken. We take the hazards of asbestos very serious. Even when the concentration is very small, as it was in this case. That doesn't change the

fact that the aftermath and the concern will continue to be felt for a while by employees, clients and neighbours. By acting accurately and fast and by communicating directly we have tackled this calamity appropriately as Smulders team. Yet, for the next years we keep a finger on the pulse. Following consultation with the labour inspection and other specialists, annual spirometry will from now be linked to the standard health examination. Spirometry is a simple, painless and very reliable technique to measure the lung function or the lung capacity.

New slogan for our safety policy

Safety doesn't happen by accident

Our "November safety week" is starting to become a tradition. This year it evolved around inventing a new, strong slogan: "Safety doesn't happen by accident". A beautiful concept for all of our actions in the field of HSE in the near future.

It was remarkable that the final top-3 of slogans was the same as the top-3 of our colleague Dieter Verstraeten. However, of all the 70 proposals that were submitted in total, "Safety doesn't happen by accident" was the favourite by far. The 263 colleagues who made their preference known will receive a small present as a token of

appreciation. The slogan is going to be framed by a suitable pictogram and posters. We would also like to thank these volunteers very much. If all goes well, you will see the result hanging in the hallways of all of our locations in the beginning of next year.

Safety doesn't happen by accident

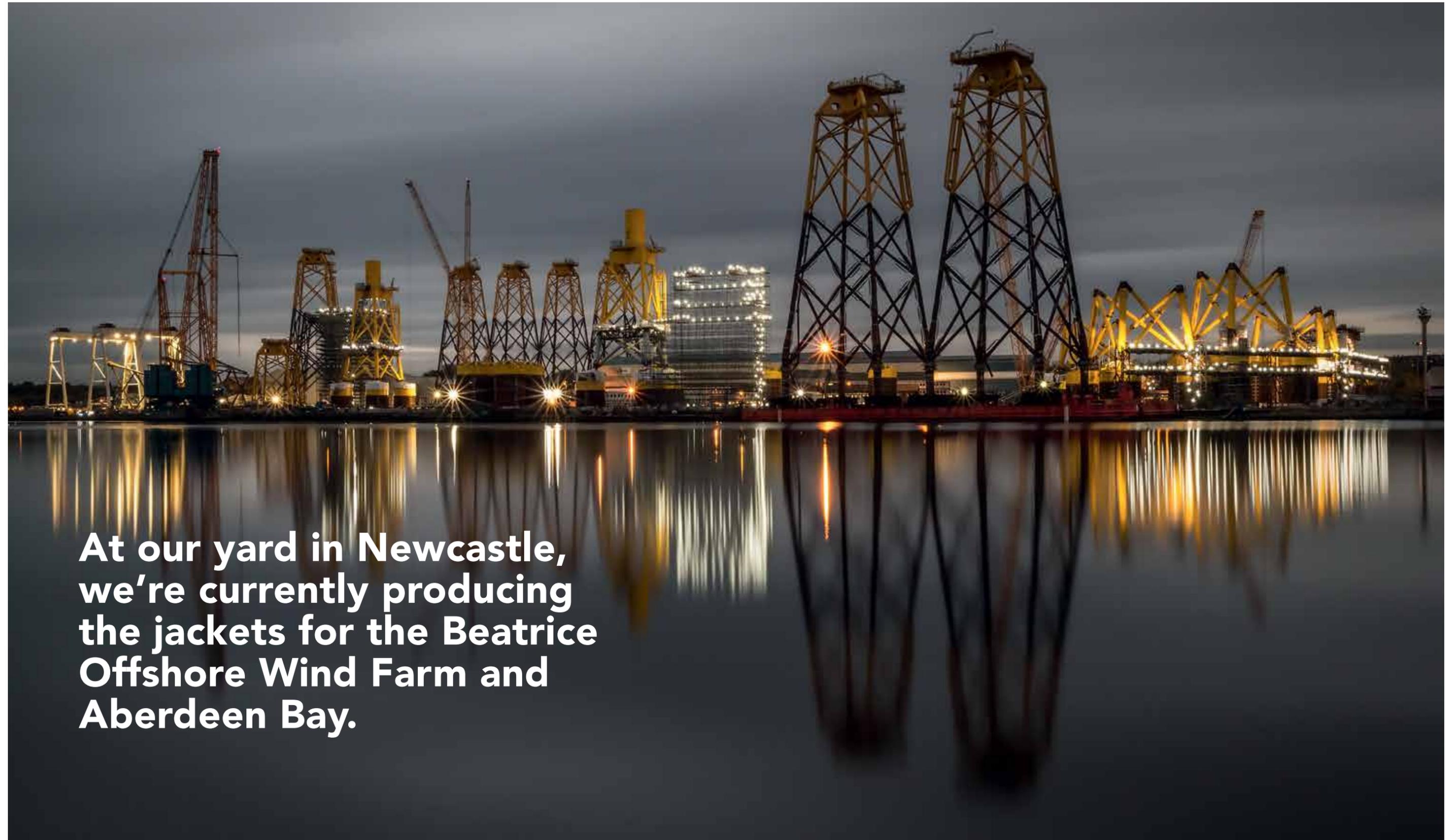


Health, safety & environment

HSE toppers rewarded

Apart from Dieter, who wins an award for his top-3 of slogans, there are some other employees who have been noticed by the client as an absolute example in the field of safety.

Boskalis honoured a few colleagues of final assembly by presenting them with flowers and Vattenfal rewarded HSE project assistant Chantal Uylenbroek with a nice amount of money for her efforts in the field of HSE. An amount Chantal was generous enough to pass on to a colleague who unfortunately is no longer working for us due to a traffic accident. It is great to see that this new approach is an extra motivation for more and more of you to be alert to safety. Both your own and someone else's.



**At our yard in Newcastle,
we're currently producing
the jackets for the Beatrice
Offshore Wind Farm and
Aberdeen Bay.**

Happy New Year!

**“Be lazy, make a toast and
enjoy these holidays.”**

Raf Iemants

Managing Director Smulders