



Electrical engineering



ICT



Mechanical engineering

| 150 YEARS OF TECHNOLOGY & ENTREPRENEURSHIP



150 years of technology & entrepreneurship

1860 - 2010

The history of the European technical
services provider Imtech N.V.





150 years of technology and enterprise

2010 is a momentous year for Imtech. It is the year in which Imtech officially celebrates its 150th anniversary. Imtech is known for always focussing on the future, but in this book we are looking back over the past 150 years. Because what unites us all at Imtech is not only a fascination with technology but also a shared history. The list of Imtech's ancestors is impressive. Drawing-up a proper Imtech family tree is virtually impossible. Nevertheless, this is what, in my opinion, we have achieved in this two-part book. In the first part you will meet our forefathers. All reputable technical enterprises with their own impressive history. The second part encapsulates the history of 'modern-day' Imtech from 1993 onwards. Magnificent illustrations by the renowned Dutch painter Paul Kerrebijn add lustre to the whole book. In short, we are justly proud to share our roots with you in this Imtech jubilee year.

Three of our forefathers stand head and shoulders above the rest and of these three the most important is Van Rietschoten & Houwens. This innovative technical enterprise was founded by Jan Jacob van Rietschoten in 1860. By 1885 Van Rietschoten & Houwens had started merging electrical and mechanical engineering expertise into total solutions; the multidisciplinary approach that today still forms the basis of our strategy. Over the years, these activities have been expanded to include ICT technology. This began during the Electronic Revolution of the 1960s - a revolution in which Van Rietschoten & Houwens marched in the front ranks and established its reputation as pioneer and innovator. A few examples: the first automated on-board systems for ships, the first fully automated generators and the first (mega-sized) computers in Dutch education.

The two other most important ancestors were Internatio and Wm. H. Müller & Co., two companies established in the 19th century that in 1970, more than 100 years later merged to form Internatio-Müller. The initials I and M can still be found in our current name. Internatio and Müller were successful trading and shipping companies that later

developed into conglomerates involved in the most diverse range of activities. The 20th century saw the emergence of increasing numbers of technical enterprises, each with its own rich history, such as the Dutch Van Buuren, established in 1808, or the German Rudolf Otto Meyer (ROM), a company dating back to 1858. Internatio-Müller was the parent company from which, in 1993, Imtech was born. And then, in 2001, the 'child' led its parent to its unequivocal core activity: technology.

Imtech is the product of 150 years of enterprise: visionary entrepreneurs who, driven by their awareness of the added value of technology, stood out from the crowd and came up with technical solutions for people and communities. Just like our founding father, Jan Jacob van Rietschoten. This book tells the story of our fascinating past. We hope it will give you a good overall impression of our roots and that it will be a 'must-have' for everyone who is interested in our company: customers, shareholders, partners and, of course, our thousands of employees. After all, without their technical expertise, drive and total commitment, Imtech would not be where it is today. Imtech: six letters, thousands of employees, active in dozens of European countries and the global maritime market, nearly 20,000 satisfied customers. Imtech: six letters that encapsulate a unique spectrum of technical solutions; technology that improves society and business, technology that works. Our roots: 150 years of technology and enterprise in a nutshell.

Happy reading!



René van der Bruggen
Chairman of the Board
of Management Imtech N.V.

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Imtech

Our roots

According to a well-known Dutch saying: 'Success has many fathers'. This is certainly true in Imtech's case. Imtech has many, many fathers and every one of them can claim a share in our success. Ours is a colourful multi-nationality company. Our forefathers came from many different, mainly European, countries. Singling out one forefather is difficult. But it is an indisputable fact that in 1860 Dutchman Jan Jacob van Rietschoten founded a technical company that would become the 'crème de la crème' when it came to the technology of the time. This thoroughbred entrepreneur with a keen nose for the latest technology would become, via Van Rietschoten & Houwens when it was established, the 'leader of the pack' when it came to innovation. Steam, electricity, electronics: Van Rietschoten & Houwens could be found in the front ranks of every industrial revolution. A few examples? The Netherlands' first steam-powered machines for loading and unloading ships, the first public lighting in Rotterdam, the Netherlands' first electric railway, the first semiconductors used in ships' on-board safety systems and the first (mega-sized) computers used in Dutch schools. The foundation of Van Rietschoten & Houwens' technological innovation and the technology integration still lives on within today's Imtech. In fact, it forms the basis of Imtech's success. So, officially Imtech started 150 years ago with our 'founding father' Jan Jacob van Rietschoten.

At more or less the same time - in 1858 - a German by the name of Rudolf Otto Meyer set up a small company specialising in glasshouse horticulture in Hamburg. This company laid the foundations for Imtech's strong technological position in Germany today. Five years later, a group of entrepreneurs in Rotterdam established an enterprise that would be known, in short, as Internatio. Another thirteen years

later, Wilhelm Heinrich Müller decided to start his own company. These are the companies that out of a long list of our forefathers take pride of place. The initials 'I' (Internatio) and 'M' (Müller) still form an intrinsic part of the Imtech name.

In the following pages you can read a summary of Imtech's many fathers. We have, of course, found space for our 'founding father', Jan Jacob van Rietschoten, and entrepreneurs like Rudolf Otto Meyer, Wilhelm Heinrich Müller, the brothers Henricus and Gustaaf van Swaay, Hendrik Keyser (Nettenbouw), Hendrik van Buuren (who already started a one-man- business in 1808), Frans Tummers and Arjen Vonk. We have also included a profile of Turnkiek because it was the very first ICT company Imtech acquired. You will find ABI and Idéal Chauffage because they were the first two companies acquired by Imtech in Belgium. And we have included the companies that formed the basis for Imtech in every country in which Imtech is active. INTESA for Spain, for example, Meica for Imtech UK and NVS for Imtech Nordic. As you can understand, describing each and every one of these companies in detail would take up many volumes, which is why we have only given short historical summaries. Together they should give you a good idea of our roots; of 150 years of technology and enterprise; of 150 years Imtech.

From the three initiators of this historical Imtech publication: happy reading!

Pieter Koenders
Cees van de Kreeke
Mark Salomons

150 YEARS Imtech = E+ICT+M

Van Rietschoten & Houwens

A keen nose for the latest technology

Van Rietschoten & Houwens, also known as R&H, was a true 'leader of the pack' when it came to innovation. Steam, electricity, electronics: in every industrial revolution, Van Rietschoten & Houwens could be found in the front ranks, not only of the research and development, but also in the implementation of innovations. For example, R&H developed the first public lighting system for Rotterdam, the first electric railway in the Netherlands, the first semiconductors used in safety systems on-board ships and the first (mega-sized) computers used in Dutch education.

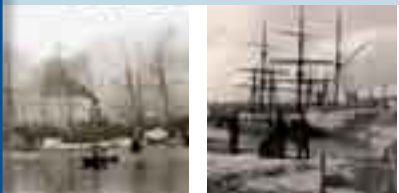


JAN JACOB VAN RIETSCHOTEN

In 1860, sea captain Jan Jacob van Rietschoten bid farewell to his seafaring career and set up shop in Rotterdam as an independent ships' rigging and equipment supplier. He provided ships, at the time mostly sailing vessels, with vital equipment such as rope, steel wire, lamp wick, petroleum and lubricants. In 1863 Van Rietschoten started working with Danish seaman Peter Thomsen and it was in the company they founded together, Van Rietschoten & Thomsen, >

1860

SEA CAPTAIN JAN JACOB VAN RIETSCHOTEN BID FAREWELL TO HIS SEAFARING CAREER >

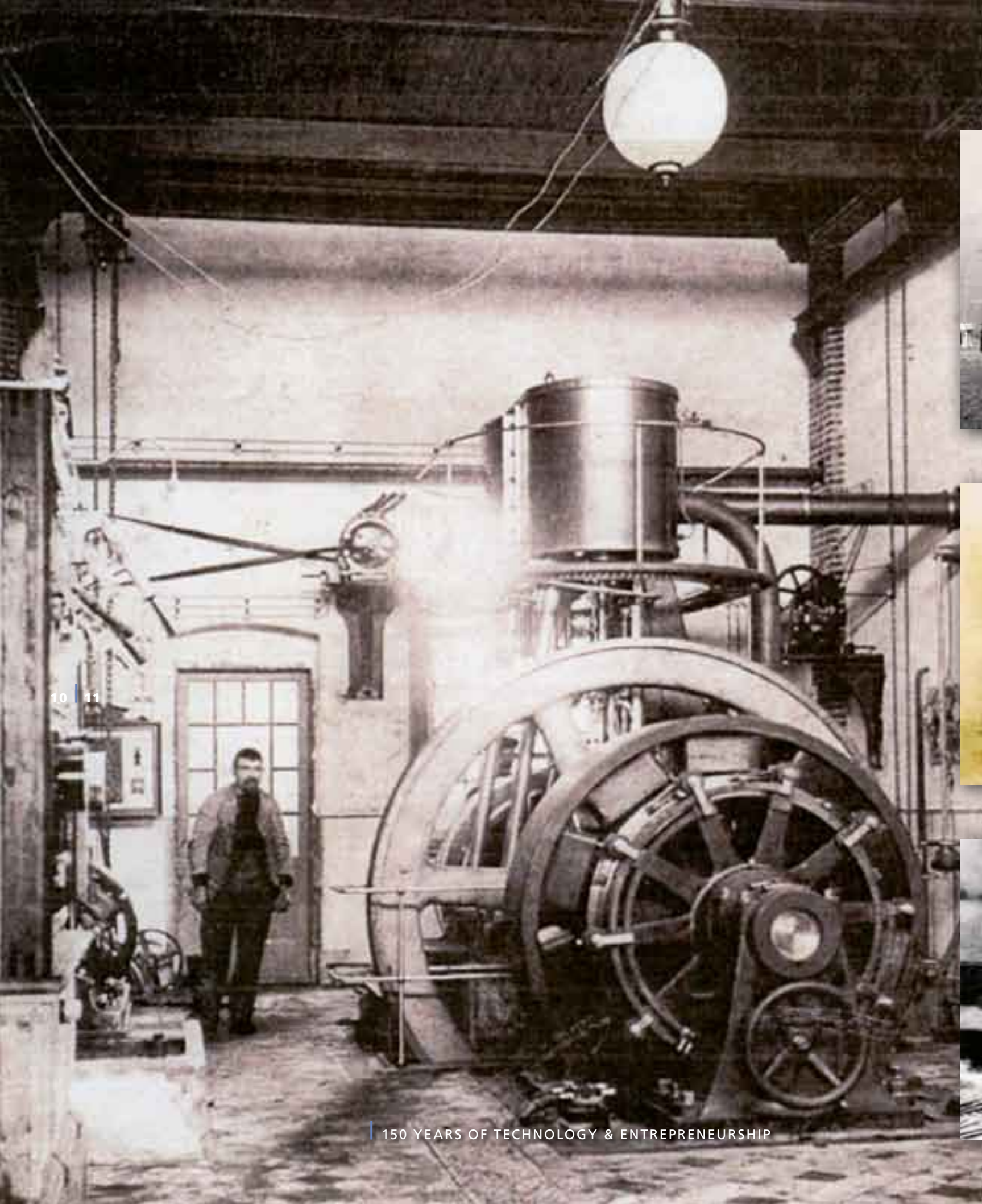


■ Sea captain Jan Jacob van Rietschoten bid farewell to his seafaring career Jan Jacob provided ships, at the time mostly sailing vessels, with vital equipment such as rope, steel wire, lamp wick, petroleum and lubricants.

First electrical public lighting in 'De Glasstraat'

The 'Passage' in Rotterdam, at the time better known locally as 'De Glasstraat', was a covered, pedestrian only, shopping arcade. A hundred metres long, eight metres wide in the centre and six metres at the entrance and exit. In the evenings the one thousand gas lights that lit the row of thirty shops were reflected thousands of times over by the glass dome. In 1888 Van Rietschoten & Houwens installed the electric lighting in this showpiece of Rotterdam; one of the first public lighting systems in the Netherlands. Sadly, the arcade was totally destroyed during the bombing of Rotterdam in 1940.





> that Van Rietschoten's interest in the great technological developments of his time first became very apparent. He was one of the first Dutchmen to use steam-powered machines to make loading and unloading cargo more efficient. To the great displeasure of the dockworkers, who feared for their jobs.

Mechanical engineers

But while Van Rietschoten wanted to focus on (steam) technology, Thomsen saw more in stevedoring activities (see box). Van Rietschoten then met the 19-years younger engineer Willem Houwens and in 1872 they set up Van Rietschoten & Houwens. Van Rietschoten & Thomsen was dissolved in 1873. In the meantime, the Netherlands, which had lagged behind in the field of industrialisation, was working all out catching up and Van Rietschoten and Houwens lost no time in familiarising themselves with new technologies. As a result they developed into mechanical engineers. Around 1875 R&H started hiring out steam-powered machines and, because new and unfamiliar techniques were involved, they also offered their services as mechanics and operators. >

< One of the first combinations of steam and electricity.



Thomsen and Van Rietschoten reunited in Internatio-Muller

In 1870 mining engineer Burchard Derk van Rietschoten launched a company with Peter Thomsen, the business associate of his thirteen-years older brother, Jan Jacob. In 1872 they were joined by a German banker and the three of them managed B.D. van Rietschoten, P. Thomsen en Compagnie. Burchard Derk opted out in 1873 and the two remaining partners continued under the name P. Thomsen & Co. This company expanded and became Thomsen's port company, one of Rotterdam's largest stevedoring companies. In 1968 Thomsen's port company was bought by Wm. H. Müller & Co. and in 1970 Van Rietschoten & Thomsen came together again after nearly hundred years.

1860

> VAN RIETSCHOTEN SET UP SHOP IN ROTTERDAM AS AN INDEPENDENT SHIPS' RIGGING AND EQUIPMENT SUPPLIER >



■ Van Rietschoten shows great interest in the great technological developments of his time.

1863

> VAN RIETSCHOTEN STARTED WORKING WITH DANISH SEAMAN PETER THOMSEN (FOUNDING OF VAN RIETSCHOTEN & THOMSEN) >



■ Van Rietschoten was one of the first Dutchmen to use steam-powered machines to make loading and unloading cargo more efficient.



A ship's bridge in 1900.



A Dutch Navy frigate was deployed to the Dutch East Indies in 1920.



The main switch panel of the 'ss Nieuw Amsterdam' in 1936.



Invitees to the launch of the 'ss Nieuw Amsterdam' in 1937.



A ship from the 1920s.



Van Rietschoten & Houwens' workshop in 1923 showing the technology for three ships: 'Damsterdijk' (front), the 'Kota Pinang' (centre) and 'Baloera' (rear).



One of the first telephone exchanges in the Netherlands, made by Van Rietschoten & Houwens in 1901.



The main switch panel on-board the 'Sibagak' in 1927.



Van Rietschoten & Houwens' workshop (around 1930).

1872

1873

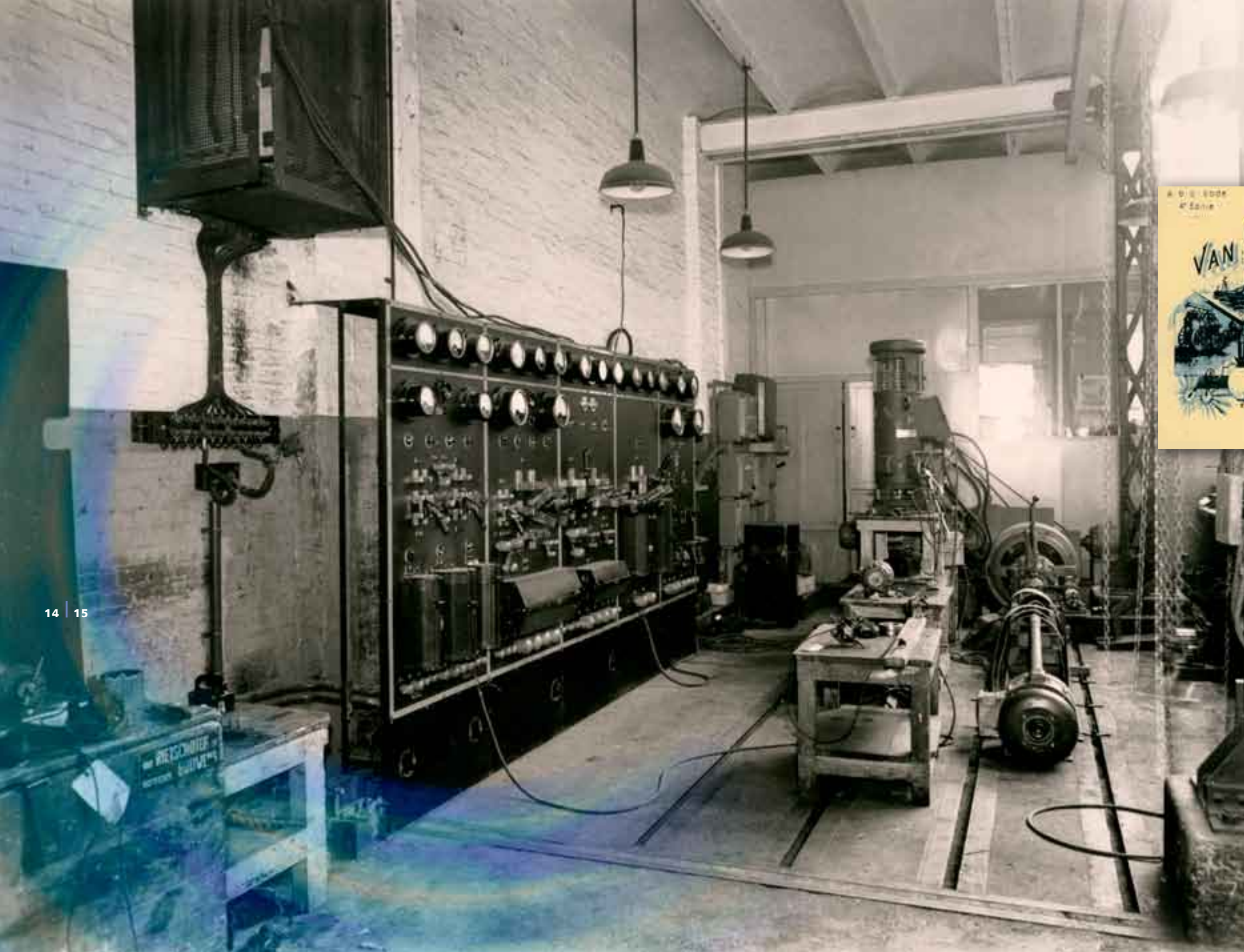
> VAN RIETSCHOTEN MET WILLEM HOUWENS AND THEY SET UP VAN RIETSCHOTEN & HOUWENS >

> VAN RIETSCHOTEN & THOMSEN WAS DISSOLVED IN 1873 >



■ Van Rietschoten & Houwens developed into mechanical engineers.

■ Thomsen sees more opportunities in stevedoring activities.
■ Van Rietschoten wanted to focus on (steam) technology.

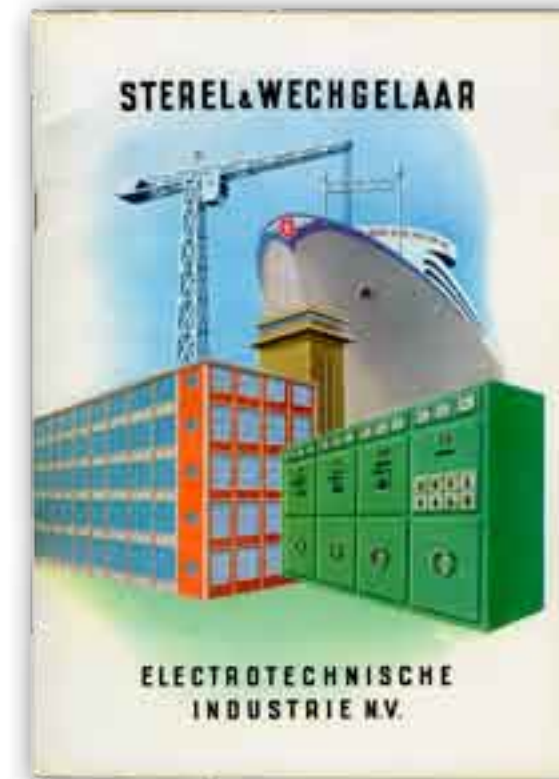


< Van Rietschoten & Houwens' workshop in the 1920s.



An 1897 telegraph stamp.

A for-its-time very modern looking corporate brochure of electrical engineering company Sterel & Wechgelaar, also known as SterWech.

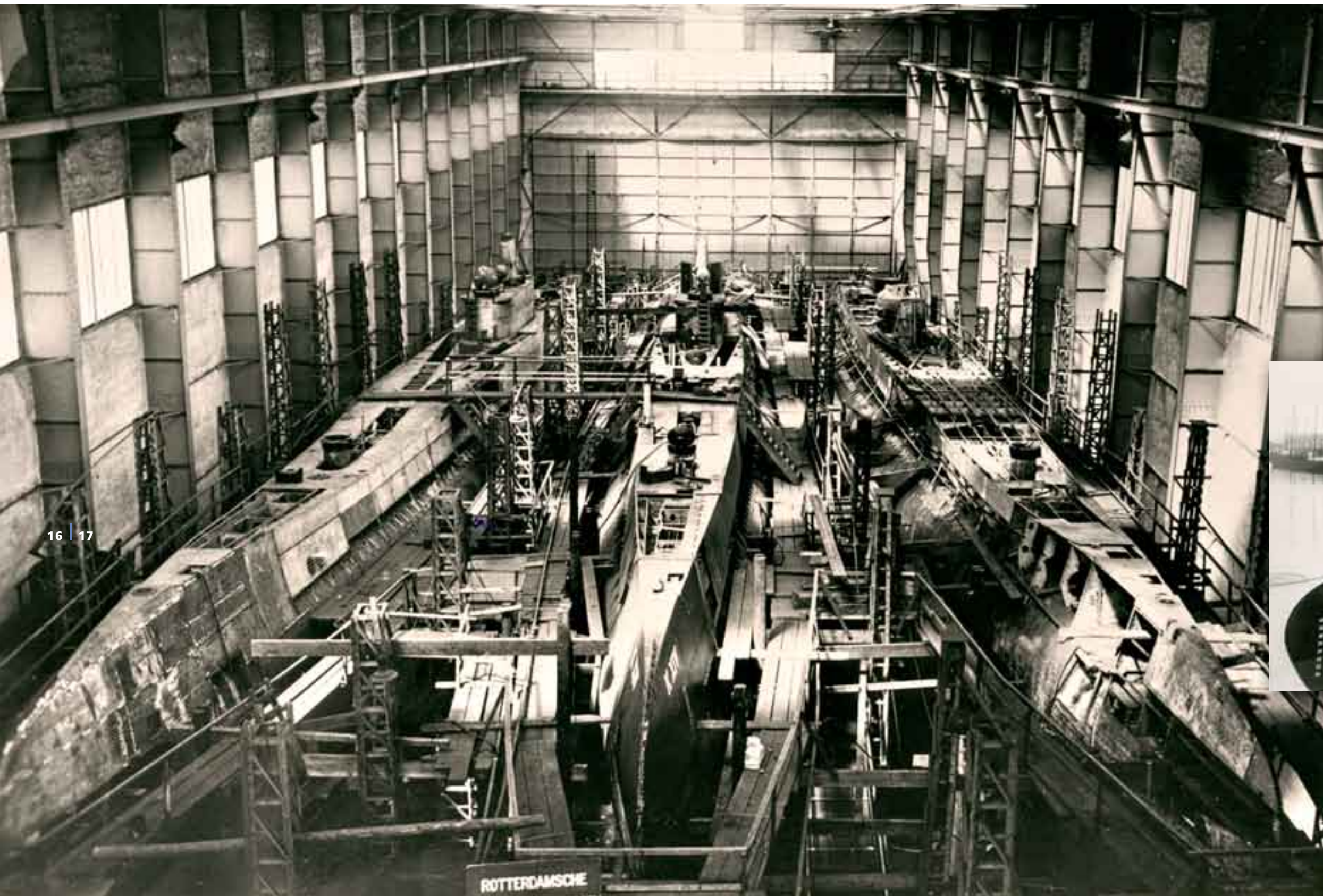


Westinghouse; as famous as Edison

George Westinghouse, an American born in New York in 1846, was a typical child of the industrial revolution. Like Edison he produced one invention after another, which he then put into production. It started with a braking system for trains, which is still in use to this very day. In 1886 he established the Westinghouse Electric Company and ventured into the world of electrical engineering, for example with a new electronic safety system for trains. International expansion started in 1900. Which is how, after the Second World War, Van Rietschoten & Houwens became the representative for the Westinghouse radar system which was installed on-board various ships including the Prins Willem II. During this time the American company took over the Dutch electrical installation company Sterel & Wechgelaar, which soon afterwards started operating under the name of Westinghouse Elektrotechniek en Instrumentatie BV (Electrical Engineering & Instrumentation). Major customers included industrial enterprises closely involved in the activities on the banks of the River Zaan, such as the food sector. In the 1980s the company was incorporated into Internatio-Müller and, like the Analyser Systems unit (active in the oil and gas sector), still forms part of Imtech today.



The passenger liner 'Kungsholm'.



The first Dutch electric railway prevents sour milk

Around 1885 the province of Noord-Holland came up with a plan to use steam locomotives as tractors for tip-up trucks that moved soil. The local farmers were fiercely opposed. They were afraid that the newfangled machines with their steam and whistles would make their cows produce less milk. Van Rietschoten & Houwens advised the builder to construct an electric railway. The steam engine and dynamo were positioned a reassuring distance away from the cows and a quiet electric locomotive was used to pull the tip-up trucks. The Netherlands had its first electric railway!



1875

1885

< Van Rietschoten & Houwens also worked on US Navy submarines. >

Three Dutch Navy submarines built at the RDM (Rotterdamse Droogdok Maatschappij) wharf were packed to the gunnels with Van Rietschoten & Houwens technology.

> AROUND 1875 R&H STARTED HIRING OUT STEAM-POWERED MACHINES >

■ As these involved new and unfamiliar techniques, they also offered their services as mechanics and operators.

> VAN RIETSCHOTEN'S SON JOINED THE COMPANY >



■ He very quickly expanded the company by adding an electrical engineering department.



> **Second generation Van Rietschoten: electrical engineering prompts growth**

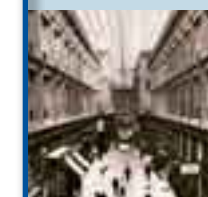
In 1885 Van Rietschoten's son joined the company. 'Junior' had completed part of his training in England where he had learnt a lot about electrical engineering from various companies including Siemens Brothers, supplier of electric machines and equipment. After the pioneering work of his father and his business partner Houwens, the company flourished under Jan Jacob van Rietschoten II. He very quickly expanded the company by adding an electrical engineering department. This was a new field of technology in which, like steam power, R&H specialised right from the very beginning. And with success: in 1888 Van Rietschoten & Houwens installed one of the first lighting systems in the Netherlands in De Passage in Rotterdam. The company was also responsible for the first electric railway line in the Netherlands in the province of Noord-Holland.

'**ss Rotterdam**': **multidisciplinary collaboration before the term had been conceived**

The port of Rotterdam was growing and this necessitated an expansion of shipbuilding activities in the city on the River Maas. Van Rietschoten & Houwens received an order for the electrical engineering on-board naval vessels: the first of many from the Dutch Navy. Van Rietschoten & Houwens was also brought in as partner for all the electrical engineering solutions on-board >

1888

> R&H INSTALLED LIGHTING SYSTEMS IN ROTTERDAM AND THE FIRST ELECTRIC RAILWAY LINE IN THE NETHERLANDS >



- R&H was responsible for the first lighting systems in the Netherlands in shopping area De Passage in Rotterdam.
- The company also realised the first electric railway line in the Netherlands in the province of Noord-Holland.



< The launch of the cruise liner 'ss Rotterdam' in 1957 attracted considerable interest. Van Rietschoten & Houwens (electrical engineering) and Van Buuren and also Van Swaay (air and climate control technology) worked closely together on the project.

1929 - 1935

> the Holland America Line's 'ss Amsterdam'. And it would not be the last time. In 1935 R&H received an order for the electrical engineering on board her big sister: the 'ss Nieuw Amsterdam', the pride of the Dutch Merchant Navy. At the end of the 1950s this was followed by an order for the 'ss Rotterdam', a project in which, as it happened, Van Buuren and also Van Swaay were responsible for much of the air and climate technology. This might very well have been the first multidisciplinary technical collaboration - before the term had been conceived - in what would later become Imtech.

A minor maritime revolution

The New York stock market crash of 1929 took a while to reach the other side of the Atlantic, but eventually Van Rietschoten & Houwens also felt the repercussions of this crisis. Every effort was made to come up with ways to keep as many people as possible at work. Repair work was done in-house instead of being outsourced, acquisition efforts were stepped up and R&H expanded its range of repair services to include fridges and components. In spite of, or perhaps because of, the crisis, during this time major innovations were developed. R&H, for example, brought about a minor revolution in the maritime sector. While carrying out an order to supply the electrical systems for three submarines for the Dutch Navy, it emerged that the cables actually weighed twice as much as had been calculated by a third party. To reduce the system's overall weight, R&H used steel plate for the switch, junction and distribution boxes instead of bronze - the industry standard for years. Nobody in the sector ever used bronze again. >

> R&H RECEIVED ORDERS FOR THE ELECTRICAL ENGINEERING ON-BOARD NAVAL VESSELS >

- R&H received an order for the electrical engineering on-board naval vessels: the first of many from the Dutch Navy.
- R&H was also brought in as partner for all the electrical engineering solutions on-board the Holland America Line's 'ss Amsterdam'.

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Van Rietschoten & Houwens' management team in 1944. The first generation Nagelkerke took its place on 'the Board'.



In the 1950s Van Rietschoten & Houwens was responsible for the technical maintenance of the Dutch Royal ship 'Piet Hein' at the Boele Bolnes shipyard.



On 4 May 1946 the May Fair was celebrated on a grand scale in Van Rietschoten & Houwens' workshop. The war was over and new opportunities were waiting to be grasped.

> **The 'Wheel of Fortune'**

In 1936 things started going in the right direction again for Van Rietschoten & Houwens and orders began flooding in again, especially from the maritime sector. To maintain its leading position in the field of innovation R&H set up its own R&D laboratory. Its first assignment was to develop a new, voltage-independent, reverse-current relay for generators on-board ships. Reliable relays had not yet been invented. When the war broke out in 1939 the lab started researching systems that would protect ships from magnetic mines. In 1940 R&H invented a device for joining anti-mine cables: the 'Wheel of Fortune'.

Growth

All the R&H businesses made a rapid recovery during the post-war reconstruction period. The research department – the lab – kept an eye on the latest developments in the field of automation, electronics and computers. When three American scientists invented the transistor, a semi-conductor to strengthen or switch electronic signals, it sparked a new global industrial revolution. Van Rietschoten

The Imtech building (formerly Van Rietschoten & Houwens' head office) on the Sluisjesdijk in Rotterdam in the 1950s.



DC on board the 'ms Antwerpen' (around 1950).

& Houwens was the first in the Netherlands to use semi-conductors in on-board safety systems for ships. The workforce grew from 350 in 1945 to more than 1,000 in 1950. To make room for the new employees, equipment, parts and research activities, in 1953 the foundation stone of a new building on the Sluisjesdijk in Rotterdam was laid.

New markets

Between 1950 and 1955 R&H launched new companies in Curaçao and Africa and in other countries, such as Belgium. R&H supplied the total production technology for the timber processing industry in Venezuela and Mexico. Activities were carried out in the US, the Dutch East Indies, Australia and Iran. >

1936 - 1953

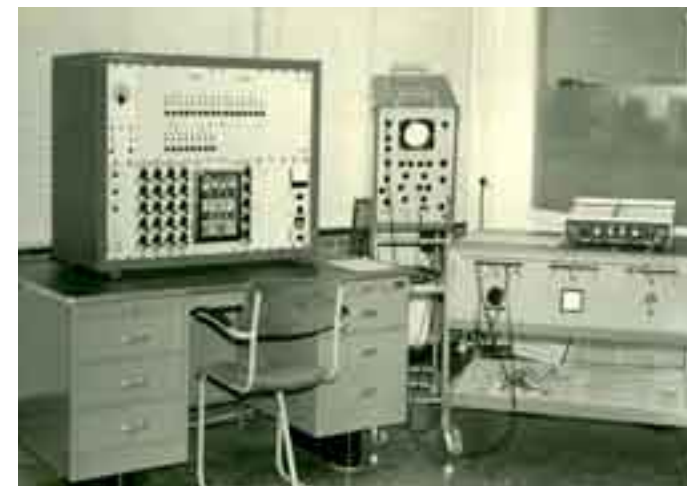
> R&H SET UP ITS OWN R&D LABORATORY.

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- In 1940 R&H invented a device for joining anti-mine cables: the 'Wheel of Fortune'.
- Van Rietschoten & Houwens was the first in the Netherlands to use semi-conductors in on-board safety systems for ships.
- The workforce grew from 350 in 1945 to more than 1,000 in 1950.
- In 1953 the foundation stone of a new building on the Sluisjesdijk in Rotterdam was laid.



The first automatic tram 'washing machine' in the Netherlands (around 1960).



Medical equipment in a test configuration during the 1960s. Van Rietschoten & Houwens was also successful in this market.

Van Rietschoten & Houwens was one of the first companies that introduced radar-based navigation.



The 'Flyer II'.

Conny van Rietschoten: two-times winner of the Whitbread Round the World Race



After R&H was sold to Internatio-Müller, Cornelis (Conny) van Rietschoten, the last descendent active within Van Rietschoten & Houwens, became a world-famous sailing champion. In 1977-1978 he won the Whitbread Round the World Race, the most gruelling sailing competition in existence (since 2001 known as the Volvo Ocean Race), with his ship, 'Flyer'. The route covers some 45,000 kilometres of open sea. The race began, as always, in the autumn in England from where it went to the southernmost tip of Africa via the Atlantic Ocean and then on to Australia across the Antarctic Ocean. It was in this ocean that the participants were confronted with the worst weather conditions imaginable, with waves over 30 meters high and wind speeds up to 110 kilometres per hour. In 1981-1982 Conny van Rietschoten repeated his success with the 'Flyer II'. This made him world famous: nobody has ever won this race more than once. He even managed to break the round-the-world speed record, reducing it to 120 days.

> The growth was not only geographical expansion - Van Rietschoten & Houwens also ventured onto entirely new markets with NV Polypharm, for the sale of medicines.

Electronic controls

The ultimate electronics revolution began in 1960 and the in-house research lab once again played a major role. R&H followed the entire course of modern semi-conductor technology: from the first diode and transistor via logical building blocks, printed circuit boards and integrated circuits, to microprocessors and microcomputers. An automation department was set-up along with an electronics department. Comprehensive research and trials heralded the start of electronic control. R&H was the first Dutch company to construct a system for a fully-automated generator company, including an innovative automated start-stop system. R&H installed this system not only on-board ships but also in the industry sector.

Academic computers

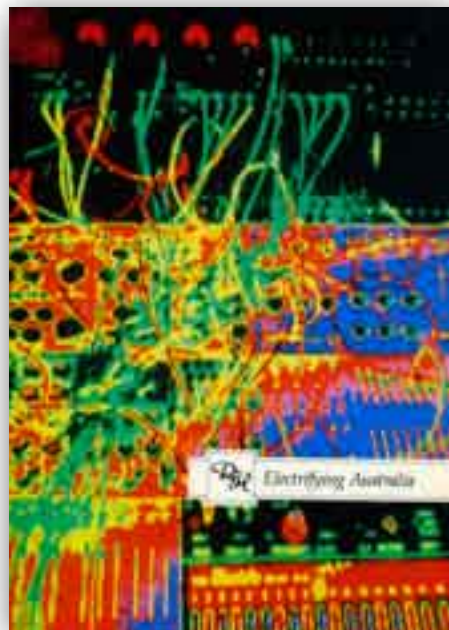
In 1963 R&H installed an Applied Dynamics Incorporated (ADI) analogue computer at the Delft University of Applied Sciences (now the TU Delft); the first (mega-sized) computer in Dutch education. The analogue computer was combined with a digital computer to form a hybrid system ideal for scientific calculations and simulations. >

1960 - 1963

> R&H FOLLOWED THE ENTIRE COURSE OF MODERN SEMI-CONDUCTOR TECHNOLOGY >

- The ultimate electronics revolution began in 1960 and the in-house research lab once again played a major role.
- R&H was the first Dutch company to construct a system for a fully-automated generator company, including an innovative automated start-stop system.
- In 1963 R&H installed an Applied Dynamics Incorporated (ADI) analogue computer at the Delft University of Applied Sciences (now the TU Delft); the first (mega-sized) computer in Dutch education.

During the 1960s Van Rietschoten & Houwens exported their expertise to Australia: 'Electrifying Australia'. Scores of employees lived on the other side of the world for years.



The Ministerie voor Maatschappelijk Werk (Ministry of Welfare) in Rijswijk was built in 1965 using the famous 'Jack Block' building system. In this ingenious logistics process the top floor was built first and the building was then jacked up floor by floor. R&H delivered all electrical solutions.



Imtech's success: E + ICT + M

It was Wil Maas, one of the directors of Van Rietschoten & Houwens, who planted the seed for the success of the current Imtech. The first co-operation between electrical engineering (E) and mechanical engineering (M) within Internatio-Müller took place in 1991. In 1993 Internatio-Müller merged three of its technical companies (Van Rietschoten en Houwens, Van Buuren-Van Swaay and Nettenbouw) into one and E + M was born. The company decided on the name 'Internatio-Müller Techniek', which was later shortened to the more international, and pronounceable, 'Imtech'. The management team of the newly formed, multi-disciplinary Imtech comprised the Managing Directors of the three merged companies: Wil Maas (Van Rietschoten & Houwens), René van der Bruggen (Van Buuren-Van Swaay) and Jan Mussche (Nettenbouw). Together they developed the first blueprint for the Imtech strategy, based on the first ideas of Wil Maas. He is more or less the 'spiritual father' of the idea of combining electrical and mechanical engineering. In 1995 René van der Bruggen drew-up Imtech's first, ambitious, strategic growth plan. The third strategic technical competence (ICT) was introduced and the Imtech principle of total technical solutions (E + ICT + M) was born in Rotterdam. It forms the foundation of Imtech's success.



René van der Bruggen in his younger years.

> R&H became the owner of ADI and met the demand for high-tech computers from universities, technologically advanced industries and laboratories in many Western European countries. Van Rietschoten & Houwens designed the software that enabled the digital computers to control the analogue computers.

What happened next?

Economic developments in Europe called for larger and more powerful conglomerates and, at the end of 1967, Van Rietschoten & Houwens and Internatio merged. A number of R&H businesses were given a new name and incorporated into Internatio. Some of the companies, especially those active abroad, were sold. Only the electrical engineering company 'Elektrotechnische Maatschappij' and the hydraulics department retained their identity under Internatio. Jan Jacob van Rietschoten III joined the Supervisory Board of Internatio and his son Conny, by then the fourth generation, joined the management team. The foundation of technological innovation and technology integration laid by Van Rietschoten & Houwens not only still lives on within Imtech today but almost certainly forms the basis of Imtech's success. Large sections of the current Imtech Nederland evolved from R&H. The maritime branch continued successfully as Imtech Marine & Offshore, which is currently part of the Imtech Marine Group. ■

1967

> VAN RIETSCHOTEN & HOUWENS IS ACQUIRED BY INTERNATIO

■ Economic developments in Europe called for larger and more powerful conglomerates and, at the end of 1967 R&H is acquired by Internatio.

Art for all

Engineer Willem Nagelkerke, a director of Van Rietschoten & Houwens in the 1960s, was a devoted art collector. By lack of wall space at home to hang his collection of etchings, paintings and other works of art he decided to transfer it to R&H and to display it at the office. Not only in the offices, but also in the workshops. This meant not only that he could continue to enjoy it but also that the employees had the opportunity to become familiar with the phenomenon of art. A revolutionary idea at that time. Today Imtech's impressive art collection includes around 1,250 works. In the spirit of founder and inspirer Willem Nagelkerke, all the pieces still hang or stand in our offices and workshops, although they are occasionally loaned out for exhibitions. In 1989 Nagelkerke was awarded the Laurens medal by the City of Rotterdam for his contribution towards bringing visual art 'to the people'.



> A painting from the Imtech art collection: 'The professor' by Horacio Cordero.



The new Erasmus Ziekenhuis (hospital) in Rotterdam was built in 1968. Van Rietschoten & Houwens supplied all the electrical engineering solutions.

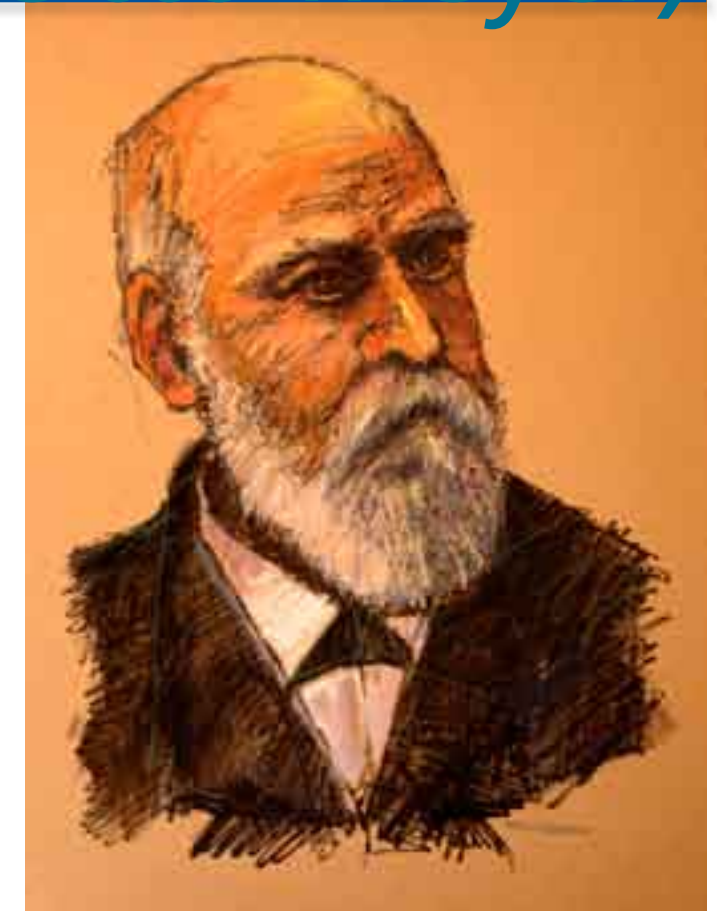
150 YEARS Imtech = E + ICT + M

ROM (Rudolph Otto Meyer)

Innovative ROM warms the Pope's feet

Long before the word 'globalisation' existed, ROM (Rudolph Otto Meyer) was already active in many corners of the world. A branch was opened in Tokyo as early as 1910 and in the decades that followed ROM supplied high-quality climate control technology (HVAC) to customers in all the continents. Thanks to ROM, in 1932 an innovative urban heating system was installed in the Vatican City and in 1975 residents of Tripoli, the capital of Libya, gained access to clean drinking water.

It was in 1858 that the German Rudolph Otto Meyer set up his small company specialising in glasshouse horticulture in Hamburg. He named the company after himself - Rudolph Otto Meyer - but it soon became known as ROM. Although initially specialising in heating systems for the glasshouse horticulture sector, ROM soon shifted its focus towards buildings. A wise decision: within a few decades ROM developed into one of Germany's largest suppliers in the field of buildings technology. Innovation was the key word. Ingenious inventions were developed in-house. In 1893, for example, the 'Strebel-Kessel', the precursor to today's central boiler system was developed.



RUDOLPH OTTO MEYER

ROM was also one of the pioneers of sustainable energy. It was ROM that, at the end of the 19th century, came up with the technology >

1858 - 1895

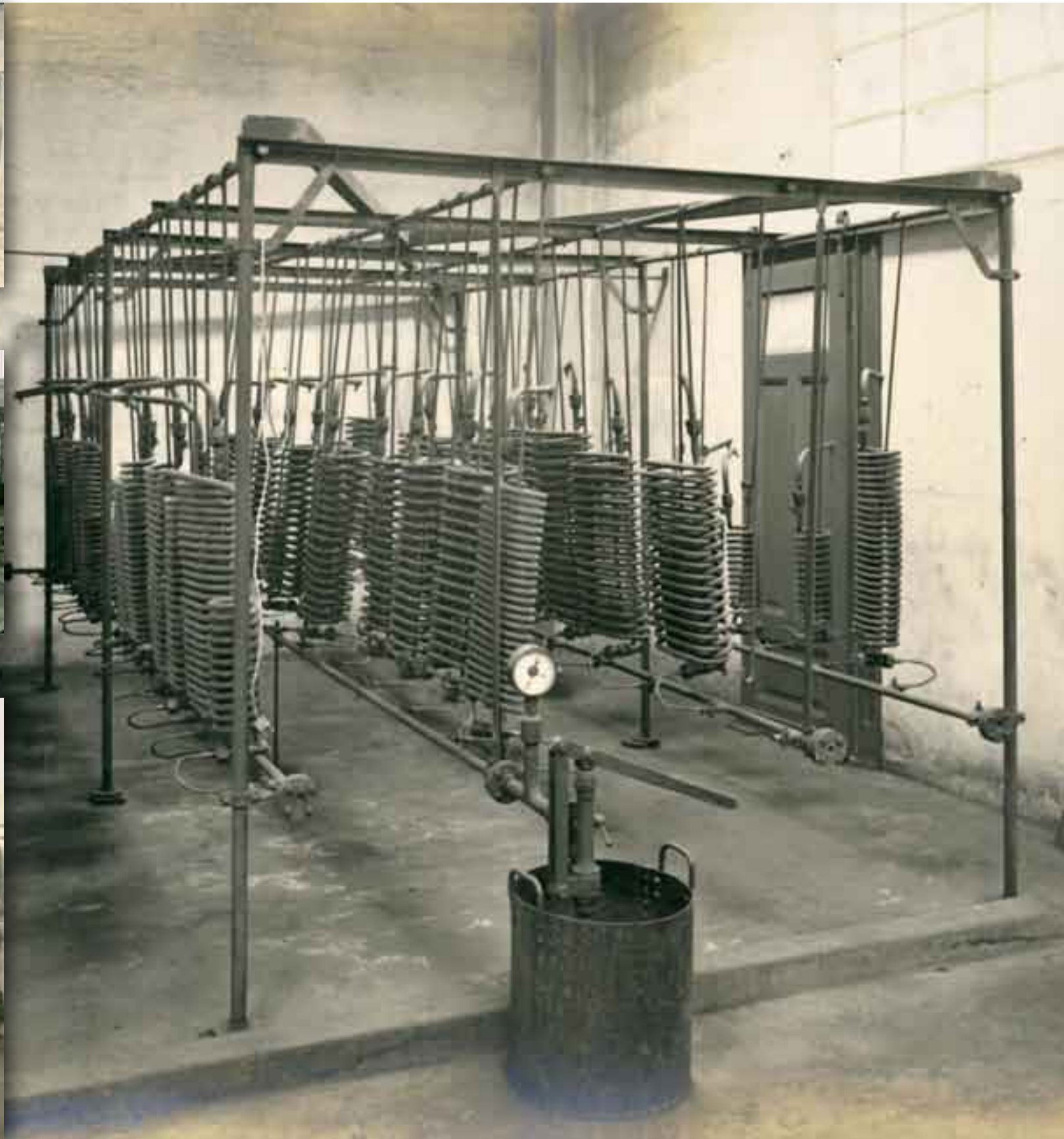
RUDOLF OTTO MEYER STARTS A COMPANY
SPECIALISING IN GLASSHOUSE HORTICULTURE IN HAMBURG >



- 1893: ROM develops the 'Strebel-kessel: the forerunner of today's central boiler system.
- 1895: ROM installs an innovative ventilation/heating system in the Grand Hotel Seiyoken in Tokyo.



Paus Pius XI officially opens the innovative heating system in Vatican City.



> that would later be used for combined heat & power plants in which the residual heat released in power plants is reused for other purposes.

A globalist before globalisation

By 1895 ROM was already building a ventilation-heating system for the Grand Hotel Seiyoken in Tokyo and in 1910 the company opened its first overseas branch in the Japanese capital. In 1932 ROM ensured that Pope Pius XI, who had lived in icy Poland for three years before becoming Pope in 1922, would never have cold feet again. The installation specialist installed the first innovative district heating system based on combined heat & power in the Vatican, without affecting the UNESCO listed buildings. In the 20th century ROM spread its wings to other continents as well. In 1952 heating systems were installed in hospitals in Teheran and Bangkok. In 1975 the company provided Libya's capital, Tripoli, with drinking water thanks to a smart repositioning of the water pipeline system in the Sahara. And in 1976 ROM enabled the workers at a chocolate factory in Cuba to work more comfortably by installing an ingenious air-conditioning system. >

Abraham Margolis (third person from the top right) creates important break throughs in large decentralised power stations in the years between 1930-1940.

> **Fresh air**

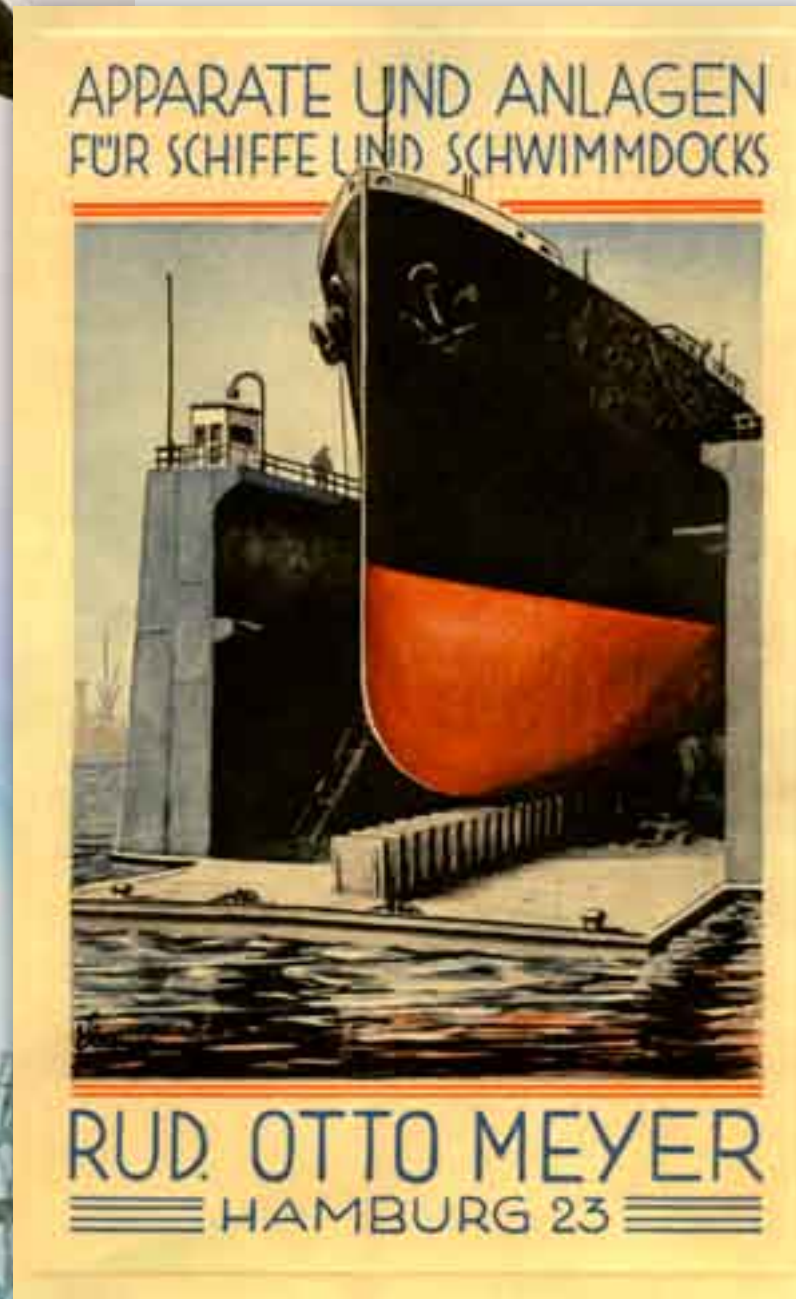
Because an optimal climate means more than heating in the cold months and cooling in the warm months, by 1963 ROM had developed a patented natural air-filtration system. This 'Erdluftbrunnen' used soil, pebbles and sand to filter polluted outside air and ensured it was free of pollen, damaging ozone and pathogenic bacteria. The system also ensured humidity levels indoors were ideal, both in the summer, when humidity is high, and in winter, when the air indoors is often dry.

Own lab

ROM has been a pioneer in the field of air and climate control technology right from the beginning. Staying ahead, especially in times of technological progress, demands a great deal of research. Which is why, in 1975, ROM opened the ZIT (Zentralbereich IngenieursTechnik) - its own state-of-the-art research lab for air and climate technology - in the ROM-Zentrale. Today, over thirty years later, this innovative lab is still one of the most modern research and development laboratories in the field of buildings technology in Europe.

The eco eighties

After a series of environmental disasters in Europe and America in the late 1970s, such as the nuclear disaster at the Three Mile Island reactor in Harrisburg in 1979 during which radioactive gases escaped into the atmosphere, awareness of the need to take much better care of our planet increased world-wide. Greenpeace was established >



In 1915 ROM starts its own 'Schiffbauabteilung' later known as Schiffbau-/Dockbautechnik.

1898 - 1963

1975 - 1997

> 1898: ROM INVENTS THE TECHNOLOGY THAT FORMS THE BASIS FOR COMBINED HEAT AND POWER PLANTS >

> 1975: ROM OPENS ITS OWN TEST LABORATORY SPECIALISING IN AIR AND CLIMATE TECHNOLOGY APPLICATIONS >

- 1932: ROM provides Vatican City with the first innovative district heating system based on combined heat and power.
- 1952: ROM installs heating plants in hospitals in Teheran and Bangkok.
- 1963: ROM patents a high-tech natural air-filtering plant.

- 1980: ROM finds the answer for degassing landfill sites.
- 1988: ROM installs innovative air and climate technology on the luxury cruise liner Crown Odyssey.
- 1997: ROM is sold to Internatio-Müller, the forerunner of Imtech.





> and the first green political parties saw the light. Sustainability and the environment became key issues for ROM as well. In 1980 the company began constructing combined heat & power plants and decentralised power stations and built gas extraction systems for landfill sites.

Cruising in luxury

Cruise ships were not very popular in the 1970s, but this changed during the 1990s. The main difference was that a cruise onboard a luxury liner was no longer reserved for the rich and famous. The pleasure of lounging around in a deckchair sipping cocktails was now within the grasp of 'the masses'. ROM quickly reaped the benefits of this trend. In 1988 its 'Schiffbau-/Dockbautechnik' department was awarded the prestigious contract for the innovative air and climate technology on-board the luxury cruise ship 'Crown Odyssey'. Many similar assignments followed.

The Berlin Wall

In 1989 the Berlin Wall, which had separated East and West Berlin for 28 years, fell. The removal of the wall brought the Cold War to an end, and this in turn meant a host of new opportunities for Western businesses. There seemed to be no end to the stream of orders from the former federal states and the number of orders in other East European countries also rose. This positive trend was, however, short lived. Although ROM still opened a new branch in Russia in 1992, the flow of orders in Eastern Germany dried up. The technology company's new offices suddenly found themselves out of work and Germany's entire building sector slumped. Despite large overseas orders, such as the contract for cutting-edge climate technology for the Jin Mao Building in Shanghai, ROM was compelled to make major cutbacks and about twenty offices were closed. It was not long before the tide appeared to be >



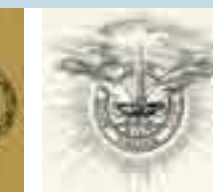
Hermann Rietschel: progressive professor

To this very day, ROM's expertise forms the basis for the principles of climate control technology taught to German technical students. Hermann Rietschel, founder of the ROM subsidiary Rietschel und Henneberg, was the first German professor of Ventilation und Heizungswesen (ventilation and heating sector) at the University of Charlottenburg (the current Berlin University of Technology) and wrote the first textbooks on this subject. His knowledge was so progressive that TU Berlin's faculty of climate control technology was named after him: The Hermann-Rietschel-Institut. Imtech Deutschland, in co-operation with the Berlin University of Technology, awards the 'Imtech-Hermann-Rietschel-Preis' to students who come up with innovative technical ideas.

Realisation of one of the first cogeneration systems in Europe.

2001 - 2002

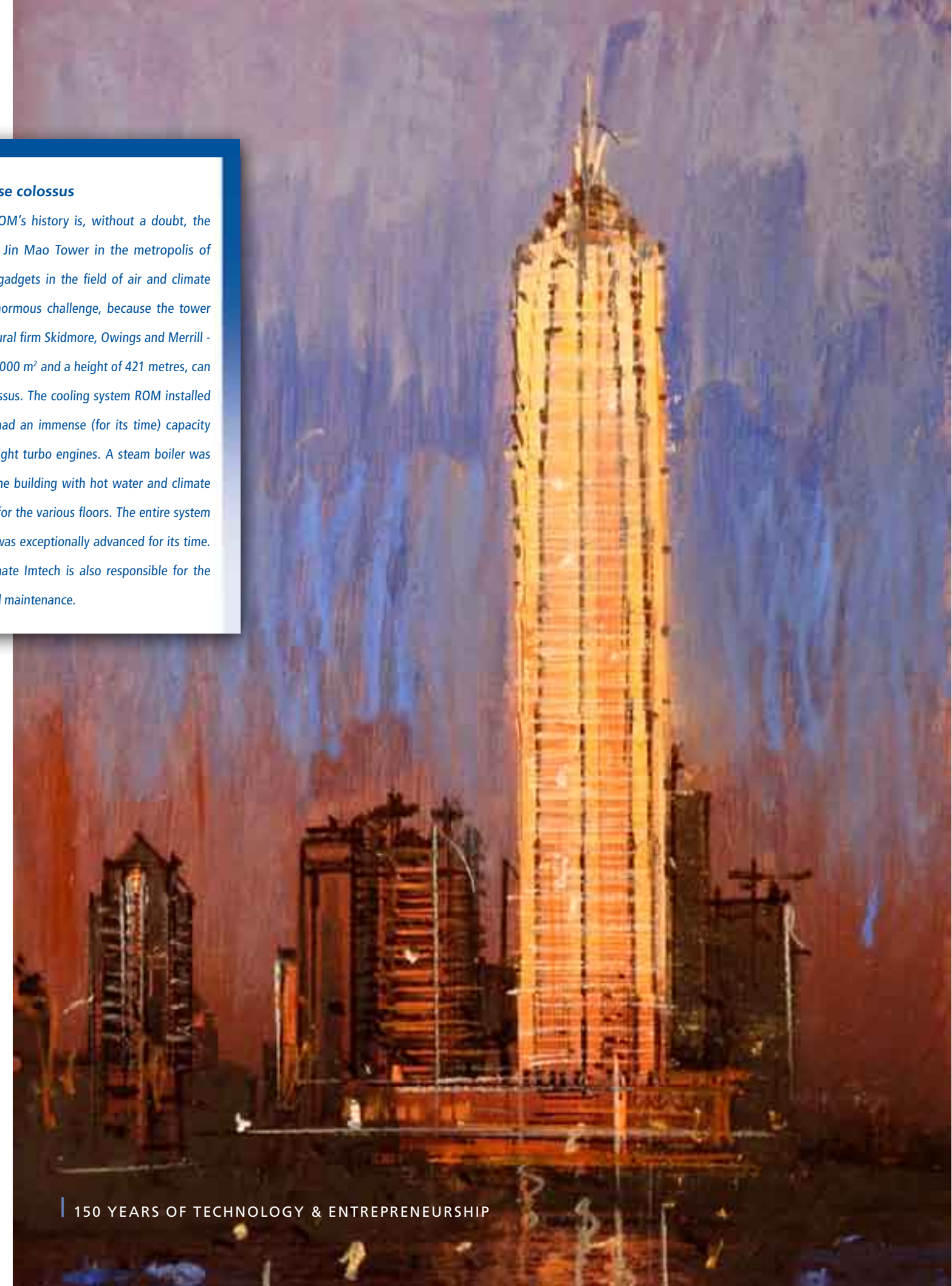
> RHEINELEKTRA TECHNIK (PART OF RWE), AN ELECTRICAL ENGINEERING SPECIALIST, IS ACQUIRED >



■ 2002: ROM and Rheinelektra Technik change their name to Imtech Deutschland.

421 metre-tall Chinese colossus

The largest contract in ROM's history is, without a doubt, the 1994 order to equip the Jin Mao Tower in the metropolis of Shanghai with the latest gadgets in the field of air and climate control technology. An enormous challenge, because the tower - designed by US architectural firm Skidmore, Owings and Merrill - with its surface area of 24,000 m² and a height of 421 metres, can justifiably be called a colossus. The cooling system ROM installed in the tower's basement had an immense (for its time) capacity of 28 MW generated by eight turbo engines. A steam boiler was also installed to provide the building with hot water and climate solutions were developed for the various floors. The entire system is energy efficient, which was exceptionally advanced for its time. To ensure an optimal climate Imtech is also responsible for the technical management and maintenance.



> turning again and profits were again being forecast. But the third and fourth generation of shareholders, did not want to wait. In 1997, after months of talks, they decided to sell ROM to Imtech's predecessor, Internatio-Müller.

What happened next ...

ROM was a crucial acquisition for Imtech which, in one fell swoop, gained the number-one position in Germany. The first step towards large-scale activities in Europe had been taken. Under the Imtech flag ROM soon flourished once more. After the cutbacks in Eastern German operations the business had the wind in its sails again. The acquisition of electrical engineering specialist Rheinelektra Technik in 2001 (taken over from the energy company RWE) was an additional boost: the ROM/Rheinelektra Technik combination immediately



Sony Center in Berlin.

2004 - 2007

became the market leader in multidisciplinary technical services in Germany. Together the companies, with about sixty offices, were represented nationwide and, as 'Technische Generalunternehmer', were able to offer customers the full technological spectrum. This meant the company stood out as an innovative services provider that did not shy away from challenges, as evidenced by the 'XXL' project to provide special technology for drying the paint of some of the world's largest aircraft for Airbus in Hamburg. The 'Imtech concept' enabled the company to respond to Germany's fast-growing demand for 'one-stop-shopping'. Outsourcing their entire technical programme, together with activities such as engineering & implementation and maintenance & management, allows customers to concentrate on their core activities. ROM/Rheinelektra Technik has operated under the name Imtech Deutschland since 2002. Imtech Deutschland is highly successful and serves the German market from six regions. In Germany Imtech focuses not only on buildings, such as the Sony Center in Berlin and the Commerzbank towers in Frankfurt, but also on the automotive sector, airports (with major contracts from virtually all German airports), clean rooms and a wide range of energy solutions. Under the leadership of General Manager Klaus Betz, revenue and results rose year by year. And once again - and this time with success - the target is Eastern Europe. In Poland Imtech has attained a strong position entirely organically. Imtech has been awarded countless projects in Romania, Russia, the Czech Republic and Hungary. Here too the Imtech formula for multidisciplinary technical services has proven successful. The old ROM remains the basis of Imtech's multidisciplinary success in Germany and Eastern Europe. ■

> 2004: IMTECH DEUTSCHLAND WINS ITS FIRST LARGE-SCALE INTEGRATED ENERGY SERVICES CONTRACT FOR INFINEON'S NEW 150,000 M² HEAD OFFICE IN MUNICH



■ 2005: Imtech Deutschland opens several offices in Eastern Europa.



■ 2007: Imtech Deutschland receives an order for high-tech drying technology in the new Airbus factory near Beijing.



Cotton: one of the growth factors of Internatio.

Internatio

A rich tradition of trading in the Dutch East Indies

In 1863 a group of thirty Rotterdam entrepreneurs established the *Rotterdamsche Bank*, of which the letters R and O still live on in the name *ABN AMRO*. The same thirty gentlemen then went on to establish the *NV Internationale Crediet- en Handelsvereeniging Rotterdam*, *Internatio* for short, which concentrated mainly on import, export and financing. From the very beginning *Internatio* focused on trade with overseas territories, especially the Dutch East Indies. The collapse of the once renowned *Dutch East India Company (1789)* and the period of French rule that followed put a damper on the trade between the Netherlands and the Dutch East Indies. With their initiative the Rotterdam group attempted to revitalise trade.

A pepper plantation in the 1930s.



Internatio's office in Medan Kota.

Import and export

The abolition of the culture system (which compelled farmers in the colonies to use 20% of their land for the cultivation of products sold by the Dutch trading company) resulted in an urgent need for capital in the Dutch East Indies, in order to get both industrial activities and agricultural projects off the ground. Internatio provided East Indian entrepreneurs with that capital in return for the right to transport their products to the Netherlands and sell them there. In the other direction, Internatio handled the sale of Dutch consumer goods on the East Indian market. The concept proved successful, because Internatio developed into the largest exporter from the East Indies. >

1863

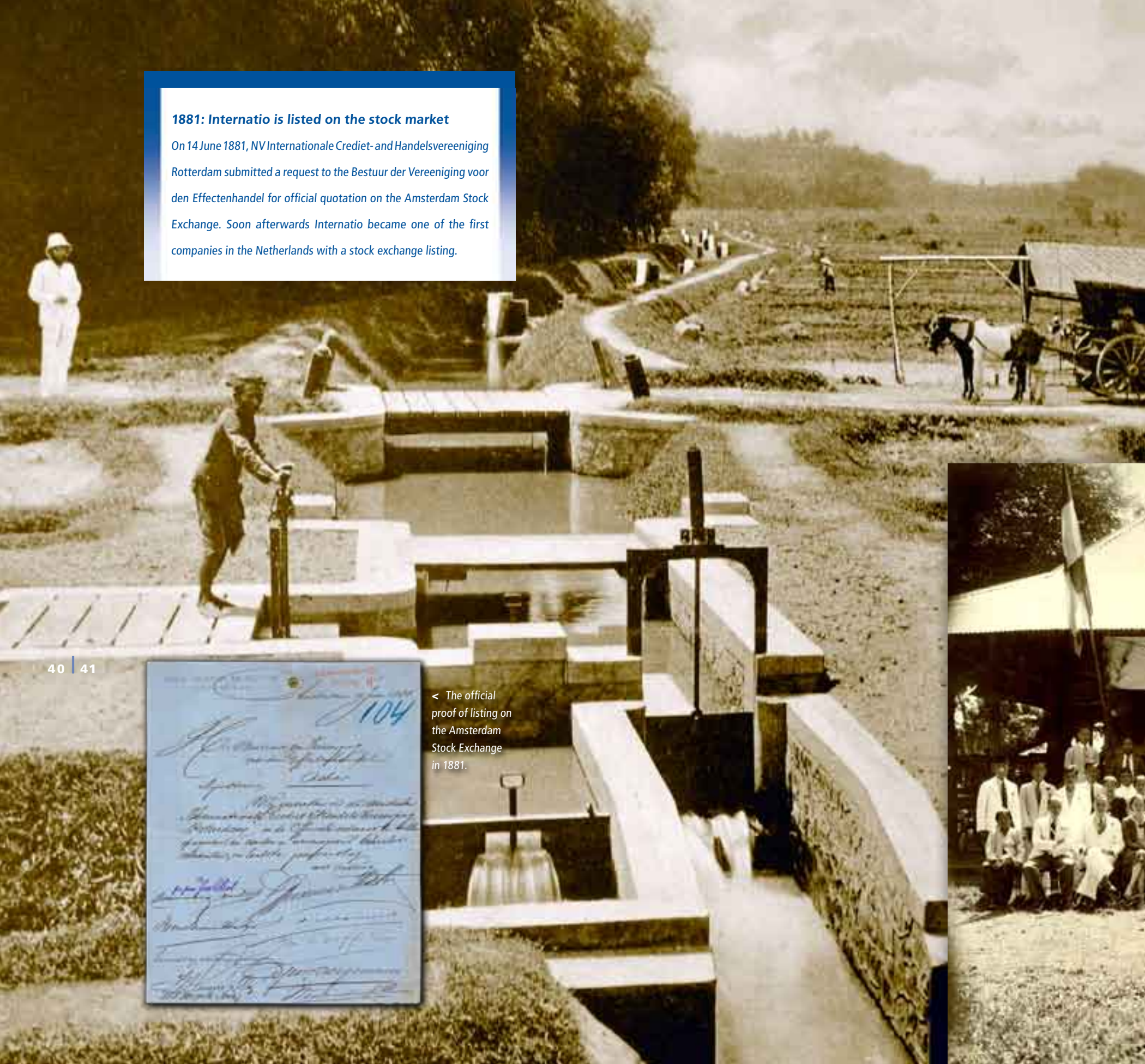
THIRTY ROTTERDAM BUSINESSMEN SET-UP THE ROTTERDAMSCHЕ BANK >



■ Thirty Rotterdam businessmen set-up the *Rotterdamsche Bank*, which lives on in the letters RO in the name *ABN AMRO*. This was followed by the establishment of the *NV Internationale Crediet- en Handels-Vereeniging Rotterdam*.

1881: Internatio is listed on the stock market

On 14 June 1881, NV Internationale Crediet- and Handelsvereniging Rotterdam submitted a request to the Bestuur der Vereniging voor den Effectenhandel for official quotation on the Amsterdam Stock Exchange. Soon afterwards Internatio became one of the first companies in the Netherlands with a stock exchange listing.



< Modern irrigation systems.



Internatio's entire Telok Bajur workforce.

> **Hundreds of businesses under one name**

Although its headquarters were in Rotterdam most of the activities took place in Southeast Asia, with the emphasis on the Dutch East Indies. The first office was opened in Batavia, now Jakarta. Internatio's boom time started around the turn of the previous century and continued until the Second World War. By then, Internatio had seventeen branches in the Far East. To maintain the flow of products, Internatio also set up its own companies in the Dutch East Indies and took over existing businesses such as paper, ceramic and sugar factories. Internatio >

Internatio employees in Balai.



1865 - 1957



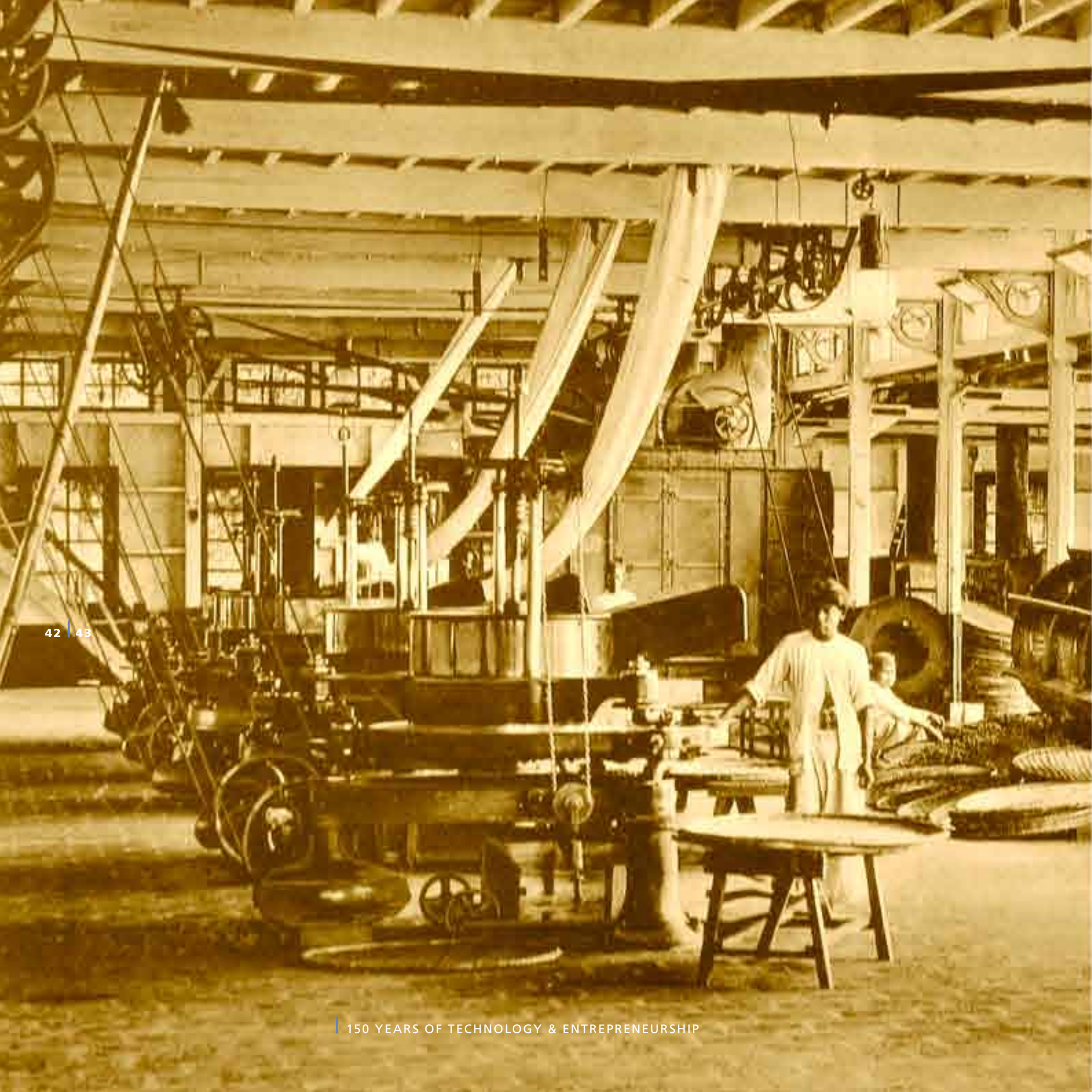
< The official proof of listing on the Amsterdam Stock Exchange in 1881.



Internatio's 75th anniversary in 1938.

> **1865: INTERNATIO OPENS ITS FIRST OFFICE IN BATAVIA, NOW JAKARTA >**

- 1881: Internatio is listed on the Amsterdam Stock Exchange.
- 1900: Internatio opens its 17th office in the Dutch East Indies.
- 1918: Internatio focuses on a wide range of trade and manufactured goods and becomes a conglomerate.
- 1957: Soekarno, President of the new Republic of Indonesia, confiscates all Internatio's assets. The company seeks new markets in the US, Australia, South Africa and the UK.



A rubber factory in the 1940s.



Wood as export article.



A cotton factory on JAVA in 1936.



Cotton production in 1940.



Weighing coffee in 1936.



A brickyard (around 1950).



An Internatio agency in Pemangkat (around 1930).



Carbonic acid factory in Morton.



Internatio's office in Pangkal-Pinong.



Internatio's office staff (around 1940).



Internatio's packing department in Palembang.



The house, and entire staff, of the Internatio agent in Padang in 1952.

> also owned companies that were involved in the production and sale of rubber, coffee, tea, tobacco, wood, silk and cotton. This helped Internatio develop into a conglomerate of hundreds of businesses all managed from the head office in Rotterdam.

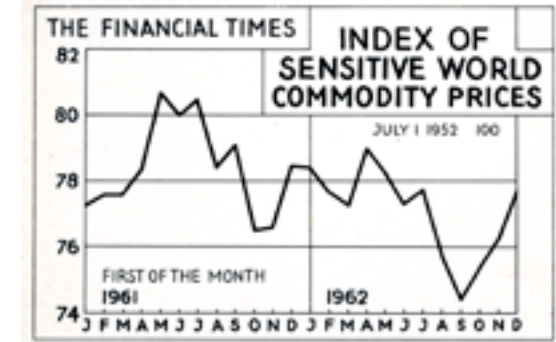
Leaving the Dutch East Indies

The head office on the Wijnhaven was razed to the ground when the centre of Rotterdam was bombed during World War II. This brought the company to a sudden halt. The same happened in the Dutch East Indies when the Japanese invaded in 1942. All Dutch nationals



Mr. H. Jordaen (1906 -1991), member of the Board of Management of ICHVR (NV Internationale Credit- en Handels- Vereeniging Rotterdam), who was with the company from September 1925 to January 1965.

were interred in concentration camps and a number of Internatio employees were set to work on the Burma railway. The international activities were resumed after 1945, but would never be quite the same again. In 1950 the Republic of Indonesia was proclaimed by Sukarno. This was followed by a period of serious unrest during which Internatio debated departing from the former Dutch colony. The Indonesian government's confiscation of the company's assets in 1957 decided the issue. Internatio revised its strategy and established itself in more stable countries such as the US, Australia, South Africa and the UK.



The Commodity Trade Index 1961-1962.

A new ideal partner

As part of the re-orientation process, Internatio shifted its focus towards the trade in labour-saving and sustainable consumer goods of a somewhat lower technical standard. This resulted in Internatio becoming active in the sale of household goods such as washing machines, ovens and heaters. A steady flow of acquisitions began in 1958, often of companies that lacked sufficient capital or were battling with succession problems. This led to the establishment of seven main activity clusters, which a later reorientation reduced to three: trade, manufacturing and installation. After the acquisition of Van Rietschoten & Houwens in 1967 and Van Swaay in 1968 many new opportunities for growth emerged, but the finance was lacking. This was partly the reason why, in 1970, Internatio N.V. decided to merge with Wm. H. Müller & Co., which had ample liquid funds and was looking to extend its range of activities. Internatio, with its wealth of experience in the field, turned out to be the ideal partner. Internatio-Müller N.V. was born! ■

1962 - 1970

> 1962: INTERNATIO CONCENTRATES ON THREE ACTIVITY BRANCHES: TRADE, MANUFACTURE AND INSTALLATION

- 1967: Internatio acquires Van Rietschoten & Houwens.
- 1968: Internatio acquires Van Swaay.
- 1970: Internatio N.V. merges with Wm. H. Müller & Co.: Internatio-Müller N.V. is a fact.

Wm. H. Müller & Co.

Helene Kröller-Müller and Anton Kröller in the Hoge Veluwe (around 1915).

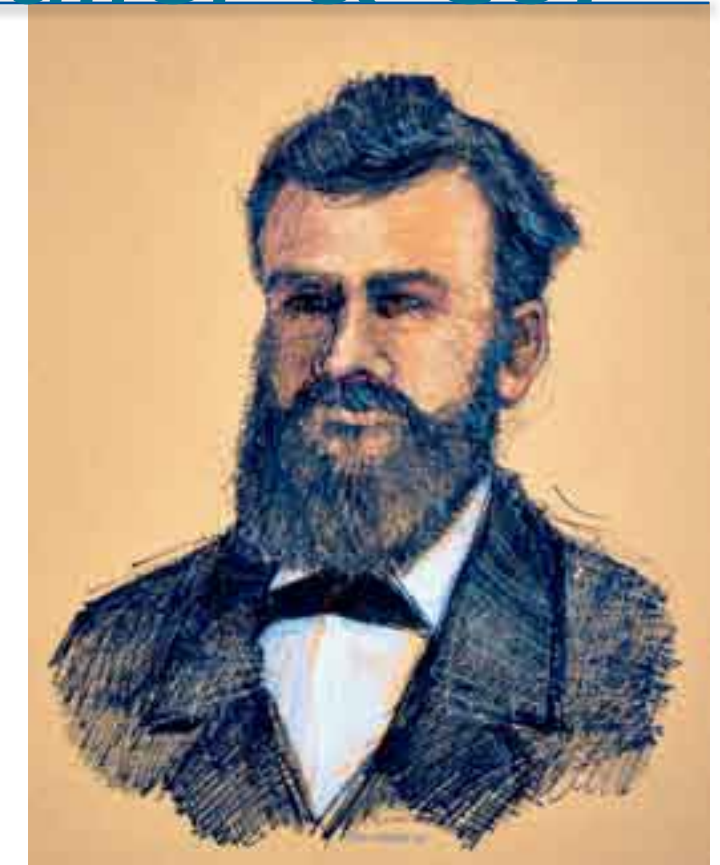


Helene Kröller-Müller and Anton Kröller with Sam van Deventer, their good friend and advisor, in 1925.



Pure-blood entrepreneur at the cradle of IM, KLM and Kröller-Müller Museum

Wilhelm Heinrich Müller set up his company, Wm. H. Müller & Co., in the German city of Düsseldorf in 1876. The 'Co' was his brother-in-law, Willem Neese. The duo started a trading company that initially focused on supplying iron ore to German blast furnaces. After the iron ore was unloaded the ships were re-loaded with the end products of the blast furnaces. It was a world Heinrich knew well because he had worked at a blast furnace for a number of years. A new trading company was born.



WILHELM HEINRICH MÜLLER

Kröller-Müller

In Rotterdam Müller forged close ties with a company called Ruys & Co., where a certain Willem Kröller worked. In 1881 Kröller won the princely sum of 100,000 guilders in the Belgian lottery and >

1876 - 1906

1876: WILHELM HEINRICH MÜLLER SETS-UP HIS COMPANY, WM. H. MÜLLER & CO., IN DÜSSELDORF IN GERMANY >

- 1878: Heinrich Müller moves his company to Rotterdam.
- 1888: Anton Kröller marries Helene Müller.
- 1895: Wm. H. Müller & Co. buys three ships from the Nederlandsche Stoomboot Maatschappij and starts the Batavierlijn.
- 1902: Wm. H. Müller & Co. is the largest iron ore trader in Europe.
- 1906: Anton Kröller buys the farm, Harskamp, the first phase in what is now the 6,000 hectare Hoge Veluwe National Park.



Minister of Art and Culture Welter and Helene Kröller-Müller at the official opening of the Kröller Müller Museum on 13 June 1938.

> 'The Sower' (1888) by Vincent van Gogh at the Kröller-Müller Museum.



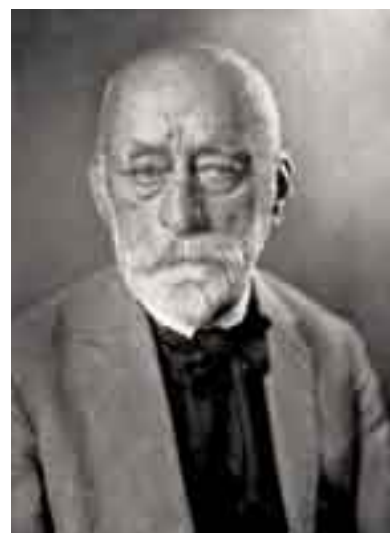
< 'Cypresses with two figures' by Vincent van Gogh at the Kröller-Müller Museum.



> Sculpture 'Black Dish' by Armando at the Kröller-Müller Museum in Otterlo.



> The buildings designed by renowned Dutch architect H.P. Berlage include the Amsterdam Stock Exchange, the Den Haag Municipal Museum and the Sint Hubertus hunting lodge in the Veluwe - the home base of Anton Kröller and Helene Kröller-Müller.



< The 6.000 hectare Hoge Veluwe National Park was purchased and laid-out by Anton Kröller.

The famous Rietveld Pavillion at the Kröller-Müller Museum.



< The Sint Hubertus castle in the Hoge Veluwe National Park.



> decided to invest in Müller's company. The enterprise prospered and opened various offices in Germany. Willem Kröller was responsible for the Rotterdam office, until he fell ill in 1885 and was succeeded by his brother Anton. Anton Kröller met Helene Müller, daughter of the company's founder, and they married in 1888. When his father-in-law died unexpectedly the following year, Anton Kröller became the sole director of the international firm Wm. H. Müller & Co. at the tender age of 27.

Batavia Line

In 1895 Müller took over three ships from the Dutch steamboat company Nederlandsche Stoomboot Maatschappij, which had been ferrying cargo and passengers between Rotterdam and London since 1830. After the first radar steamboat went into service on this route Willem christened his new enterprise the Batavierlijn (Batavia Line), a name that would live on until well into the 20th century. The Batavia Line vessels departed from the St. Jobskade, later also known as Müller pier, which had recently become part of a modern neighbourhood that was home to Rotterdam's creative community.

Europe's largest iron ore trader

Between 1906 and 1916 Anton Kröller gradually purchased a total of about 6,000 hectare of land on the Veluwe, now one of the Netherlands's largest nature reserves. He converted his first purchase, the Harskamp farm, into a model farm where local farmers could come to learn about the latest agricultural methods. Although the Kröller-Müller couple lived mainly in The Hague/Wassenaar, they commissioned the renowned Dutch architect, H.P. Berlage, who also designed the stock exchange building (Beurs van Berlage) in Amsterdam and the Gemeentemuseum (municipal museum) in The Hague, to design the exclusive Sint Hubertus castle on the Veluwe - an architectural statement then and now. Construction, which cost millions of guilders, was completed in 1920. Berlage equipped the lodge with all the latest equipment and gadgets - centrally controlled clocks, a central vacuum cleaner system, the first passenger lift in

the Netherlands and a private bathroom for each of the twenty bedrooms.

Anton Kröller helps secure the Netherlands' neutrality in WWI

The First World War (1914 - 1918) was a conflict between many countries and was fought on almost every continent and ocean. The war was sparked off by the assassination of Archduke Franz Ferdinand of the Austrian-Hungarian empire and a subsequent ultimatum to Serbia. When Serbia refused to accept the ultimatum Austria-Hungary mobilised its armed forces and declared war on Serbia. The Germans supported Franz Josef, the Austrian-Hungarian emperor. Tsarist Russia supported Serbia. This started a chain reaction in which various European countries became embroiled and attacks were also launched on colonies in Africa and Asia. The Ottoman Empire later followed Germany's example and the conflict spread towards the then Arabia. Remarkably, the small country of the Netherlands managed to remain neutral during this global conflict. This was, to an extent, thanks to Anton Kröller who deployed all his diplomatic skills to protect his shipping activities. In part due to his management and top-level global network his ships could sail under the neutral 'flag of Holland'. The Netherlands was spared a lot of misery. It is a historical fact that is seldom mentioned in school books.

Kröller-Müller Museum

During the same period Helene Kröller-Müller began collecting art. She was particularly interested in the works of Vincent van Gogh and the French Impressionists. She purchased her first Van Gogh, a still life of four overblown sunflowers, in 1908. This would be followed by another 97 of the artist's paintings and 185 of his drawings. She once purchased six Van Goghs in a single day. She also collected works by the Old Masters such as El Greco, Tintoretto and Jan Steen and 'modernists' like Picasso, Braque and Mondriaan. Her collection also included furniture by Berlage and Henry van de Velde, who not >



Internatio-Müller's head office on the Westerlaan in Rotterdam.



Via Interpharm Internatio-Müller was one of the larger distributors of medicines in the Netherlands.



Liberian ore as it was sold by Wm. H. Müller Co. in the 1950s.

< In 1968 steel was one of the products shipped from Pier 6 of Thomsen's Havenbedrijf in Rotterdam.

> only designed the Groot Haesebroek villa in Wassenaar for the family, but also drafted the very first plan for the museum on the Veluwe where Helene Kröller-Müller's collection would be displayed. This initiative would later become the world-famous Kröller-Müller Museum of Art which, together with the 6,000 m² nature reserve and the Sint Hubertus hunting lodge, forms the Netherlands' imposing Hoge Veluwe National Park.

At the cradle of KLM

Wm. H. Müller was also one of the nine investors who, in 1919, founded the Royal Airline of the Netherlands and colonies, the present-day KLM - another unique enterprise with a glorious past.



The end of an empire

A period of serious financial setbacks started in 1918 when Müller lost 20 million guilders as a result of the Russian Revolution. The financial crisis of the 1920s and 1930s was another setback. The empire was coming apart at the seams. In the 1930s Müller decided to sell his assets on the Hoge Veluwe to the Dutch government, which then established the Hoge Veluwe Foundation. Müller later also donated the entire art collection to this foundation. These works can still be seen in the museum the Foundation opened for this purpose in 1938. Anton Kröller died during the war in 1941.

Post-war recovery

In 1940 German bombs completely destroyed the Rotterdam head office. This brought a halt to most of the company's activities, with the exception of the iron ore trade and the mining activities in Africa and Latin America. Müller retained its strong position on these two continents. After the war, maritime activities picked up again in the Netherlands, especially those in the field of stevedoring and ship brokerage. The company was back on track and profitable again, so Müller went in search of new investment opportunities. In 1967 Müller was one of the founders of the Rotterdam-based



Internatio-Müller's logo on the gable of the office on the Westerlaan in Rotterdam.



transshipment company ECT which also benefited from the growth in container transshipment activities. In 1970 Wm. H. Müller & Co. merged with Internatio N.V. to become Internatio-Müller N.V. The 'I' of Internatio and the 'M' of Müller still live on in the name Imtech. ■

1908 - 1970

> 1908: HELENE KRÖLLER-MÜLLER STARTS COLLECTING ART AND BUYS HER FIRST VAN GOGH PAINTING (FOUR OVERBLOWN SUNFLOWERS)

- 1919: Wm. H. Müller is one of the nine investors who establish the KLM.
- 1920: Dutch architect H.P. Berlage finishes building the exclusive Sint Hubertus castle in the Veluwe for Anton Kröller and Helene Kröller-Müller.
- 1938: The Kröller Müller Museum in the Hoge Veluwe National Park opens.
- 1967: Wm. H. Müller & Co. is one of the founders of the Rotterdam transshipment company ECT.
- 1970: Wm. H. Müller & Co. and Internatio N.V. merge and become Internatio-Müller N.V.

Van Buuren

Central heating for all

Coming home to a warm house during the winter? Nowadays setting the ideal indoor temperature in advance means simply twisting the dial of the thermostat. Things were different fifty years ago when hardly anyone had central heating. Fortunately this changed with the 'discovery' of natural gas in the Netherlands and a little help from Van Buuren & Zonen.



Van Buuren's office at Spangerekskade 20 in Rotterdam in 1950.

In 1808 Hendrik van Buuren started a small plumbing workshop on the Eendrachtsplein in Rotterdam. Special plumbing items, such as zinc gutters and lead pipes, were made in the Houttuinen workshop. Over the following decades the company grew from a three-man operation to a modest, but solid, family business employing about twenty people. This is how it remained until great-grandson David van Buuren took over the reins from his father at the end of World War II. David, one of the first generation of engineers specialised in heating, began steering the family business on a completely different course. The new focus was the installation of coal-fired heating systems. David, whose studies had helped him build up >



'Save electricity' - in 1955 already a current theme.

1808 - 1953

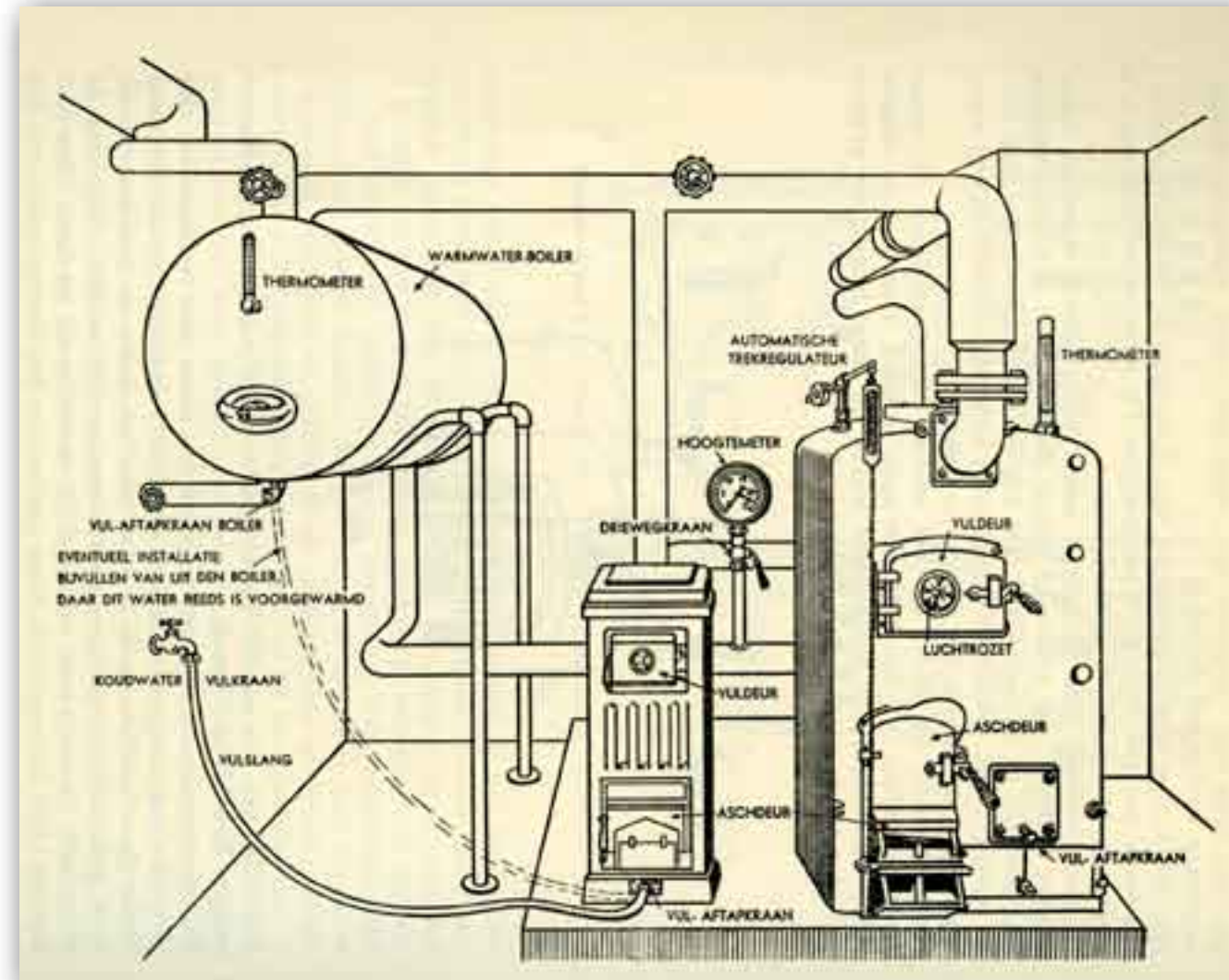
1808: HENDRIK VAN BUUREN STARTS A SMALL PLUMBING BUSINESS ON THE EENDRACHTSPLEIN IN ROTTERDAM >

- 1890: Van Buuren has 20 employees.
- 1945: Mechanical engineer David van Buuren succeeds his father.
- 1947: A new business focus: the installation of coal-fired heating systems.
- 1953: EA period of explosive growth starts, Flamco is established to specialise in oil burners and installation material for heating systems.



'We were pioneers in the field of heating'

Ton Halkes is every inch a Van Buuren, as he himself admits. He joined the company as an apprentice draughtsman in 1954 and was quickly taken under the wing of his 'mentor' David van Buuren. Halkes, Head of Implementation at the Zoetermeer branch of Van Buuren-Van Swaay at the time of his retirement in 1995, recalls: 'I had such a great time. Resources were in short supply after the War. But we were pioneers and what we could not get from other factories we simply invented ourselves.' Halkes continued to work for Van Buuren after the takeover by Internatio. 'From then on we started doing the really big projects.' One of the highlights, he says, was the Lelystad project which entailed building an entire town from scratch in a drained polder in the early sixties. 'From 1962 till 1970 we were responsible for all the climate solutions for the Ministry of Public Works: a huge number of offices, the town hall and even special technology for the soil laboratory.'



A drawing of an installation in a boiler house with a summer boiler and a winter boiler for heating and hot water.



Van Buuren's 'new' office in Rotterdam.

> an impressive network, often travelled to the United States where he would purchase the most up-to-date equipment and learn about the latest techniques. The company grew and moved to new premises with an office and workshop on the Spangensekade (Rotterdam). The workshop soon became too small and a larger building in the Keenstraat (Rotterdam) was purchased. In 1953 the company set up a subsidiary in Gouda called Flamco. Flamco manufactured items such as oil burners and assembly materials for heating systems.

Pressure vessel

The Flamco factory was also the testing ground for new ideas. It was also where components such as fully assembled switch boxes (rather unique for the time) were manufactured. David also developed a revolutionary system that is still used today to ensure the safety and reliability of heating systems: the pressure vessel. Until then factories and households with heating systems had an expansion tank on the roof. Water expands when it is heated so, to prevent too much pressure building-up in the pipes, the extra volume was diverted to an expansion tank. The major disadvantages were that the tank could leak and in winter the water could freeze. The pressure vessel developed by David made an expansion tank redundant. David's pressure vessel had two compartments separated by a membrane. One compartment was filled with water from the heating system and the other with a compressible gas. If the pressure in the heating system became too high, the membrane was pushed in and the gas compressed. This automatically created more room in the heating system. It proved an exceptionally safe system that could be installed indoors with the rest of the system and gained popularity all over Europe.

Natural gas

The late 1950s marked the start of Van Buuren's glory days. Although central heating systems did exist before then - in the form of cast iron radiators - they were only used by industry, government buildings and in the homes of the very wealthy. An average household had to make do with district gas or a coal stove. Every morning Mother fetched

coal from the coal shed, in buckets, and lit the stove - so the family could wash and dress in front of a warm stove. This changed with the arrival of natural gas and the discovery, near Slochteren in 1959, of a large pocket of natural gas - enough for 3,000 billion m3 natural gas - by the Nederlandse Aardolie Maatschappij (Dutch Petroleum Company). Suddenly, 'ordinary' families could afford central heating and the demand for central-heating boilers boomed. Orders also came flooding in from industry and the government when it became clear that natural gas was the ideal source of energy for electricity power plants and district heating. Business was booming for Van Buuren, but David's health started deteriorating. Because there was no 'heir to the throne' (David only had daughters), in 1963 he decided to sell the company and its subsidiary Flamco, which between them employed around 150 people, to Internatio. He died soon afterwards.

What happened next ...

After the acquisition by Internatio Van Buuren continued under its own name as an operating company. The company continued to grow and in 1970 moved from Rotterdam to Bergambacht. In 1982 Van Buuren was merged with operating company Van Swaay, which had been acquired by Internatio in 1968, to form the operating company Van Buuren-Van Swaay. Together with Van Rietschoten & Houwens, Van Buuren-Van Swaay developed into a multidisciplinary enterprise that formed the cornerstone of what we know today as Imtech Nederland and part of the Imtech Marine Group. ■

1955 - 1963

> DAVID VAN BUUREN INVENTS THE PRESSURE VESSEL

- 1955: David van Buuren invents the pressure vessel, a revolutionary system that is still ensuring heating systems are safe and reliable.
- 1960: The company now has 150 employees.
- 1963: Van Buuren is acquired by Internatio.

Nettenbouw

Nettenbouw lights up the Netherlands

Nowadays if we fly into Amsterdam's Schiphol Airport at night we see the Netherlands bathed in a pool of light below us. This is partly thanks to Nettenbouw, which played a key role in the electrification and lighting of our country. Nettenbouw dates back to 1929 when the Netherlands was still swallowed by darkness as soon as the sun went down.

< Nettenbouw brought electricity to the island of Marken and laid a great many underground electricity cables.



WILLEM KEYSER

Nettenbouw was founded in 1929 by H. Keyser, who foresaw a great future for a company with the installation of outdoor systems, in particular overhead electricity networks, as its core activity. In fact, the name Nettenbouw was derived from the word 'networks'. Keyser initially set up shop in Hengelo, but soon relocated to the building in Amsterdam that also housed Nettenbouw co-founder, N.V. Installatiebedrijf Gebr. van Swaay. Shortly thereafter Keyser >

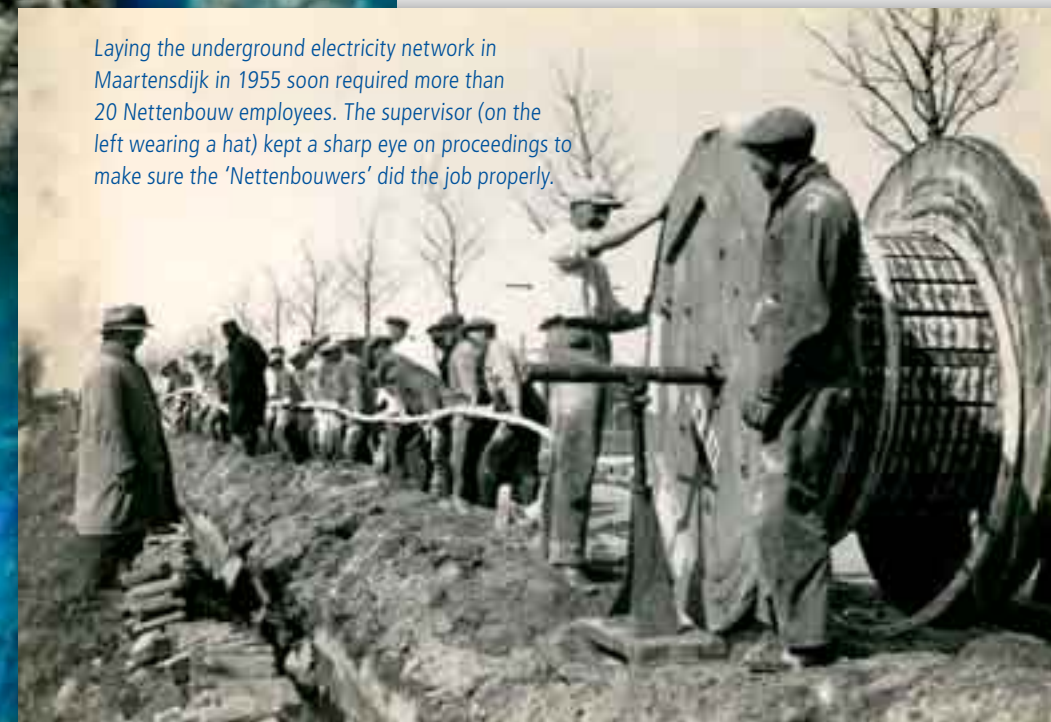
1929 - 1940

1929: WILLEM KEYSER AND FELLOW SHAREHOLDER, GEBR. VAN SWAAY, ESTABLISH NETTENBOUW IN HENGELO >

- 1933: Nettenbouw moves to Amersfoort.
- 1934: Nettenbouw is responsible for the above ground electrification of Goeree-Overflakkee, at the time a peninsular.
- 1935-1940: Nettenbouw carries out its first international projects, including in Egypt en Libya .



Laying the underground electricity network in Maartensdijk in 1955 soon required more than 20 Nettenbouw employees. The supervisor (on the left wearing a hat) kept a sharp eye on proceedings to make sure the 'Nettenbouwers' did the job properly.



Linemen

The Netherlands' original electricity networks ran above ground. The workers who climbed the utility poles wearing 'climbing skates' in order to attach the overhead cables were known as linemen (photo). This profession disappeared with the shift towards underground electricity networks.



The second share in N.V. Electrotechnische Aanneming-Maatschappij 'Nettenbouw' of Amsterdam dating from January 1930.

A handcart loaded with equipment in the 1940s.



A mobile hut from the 1960s.



One of Nettenbouw's first contracts was for the electrification of Goeree-Overflakkee.

Fol. Maand ma 20 19 1929

| ONTVANGSTEN <i>Heuref</i> | | UITGAVEN | |
|---------------------------|--------------------|----------------------------|-----------|
| ma 2 Contanten (100) | Transport f 750.00 | ma 28 Rekening St. Gulpen | 1 f 26.00 |
| | | St. Schuurman | 2 2.00 |
| | | B. Karaga | 3 3.50 |
| | | W. Vrijman | 4 1.00 |
| | | H. Schuurman | 5 1.00 |
| | | H. Schuurman | 6 1.00 |
| | | Jh. Schuurman | 7 3.25 |
| | | Postgeld 6. v. v. v. v. v. | 8 2.00 |
| | | Rekening Goh. Bekraun | 9 40.00 |
| | | Kaart v. v. v. v. v. | 10 22.00 |
| | | Wegens v. v. v. v. v. | 11 34.13 |
| | | .. 9-15 .. | 12 105.65 |
| | | .. 2-8 .. | 13 49.31 |
| | | .. 9-15 .. | 14 58.82 |
| | | Telefonpapieren | 190 |
| | | Rekening v. v. v. v. | 112 |
| | | .. 15 .. | 180 |
| | | .. 15 .. | 190.59 |
| | | .. 15 .. | 359.41 |
| | | .. 15 .. | 359.41 |
| | | Saldo | 750.00 |
| | | Saldo | 750.00 |

The first cash book, from the accountant Hendriks. The bookkeeping starts in May 1929.

N.V. Installatiebedrijf Gebr. van Swaay and Nettenbouw were jointly responsible for the technology behind the first electric tram in Amsterdam.



Installing electricity pylons was a specialized profession.

> moved his company to Amersfoort, which is still home to the current Imtech Infra & Traffic.

Electricity

Although electricity networks were being installed at a rapid pace across the Netherlands in the 1920s, the project was not completed until after World War II. The first contract that Nettenbouw acquired included bringing electricity to Goeree-Overflakkee, installing a cable network in Zierikzee and setting up a high-voltage power line in Retranchement. Later projects included providing electricity to the Island of Marken. Interesting facts and figures from the early years: in 1930 revenue amounted to 605,000 guilders and during the depression a labourer earned 65 cents an hour.

International

In the 1930s Nettenbouw competed in the bid for the installation of a high-voltage power line in Egypt's swampy soil. In the 1980s projects were also carried out in North Africa, including the construction of a veterinary faculty in Libya. During this period Nettenbouw was also active in China (the optical sector) and the Dutch East Indies (abattoirs) and realised projects in co-operation with Van Swaay International Contracting.

A monopoly in lighting

In 1936 Nettenbouw was responsible for the first sodium lighting in the Netherlands. In 1960 it was asked to install innovative public line lighting along the Amsterdam-Haarlem motorway. The armatures were suspended from cables attached to a row of lamp posts along the motorway, a suspension system that Nettenbouw had copied from Paris and the Ruhr region and would later adapt to the Dutch climate with its heavy storms and rainfall. Nettenbouw, which has always been very closely involved in developments in the field of public lighting, maintained its monopoly on catenary lighting for years.

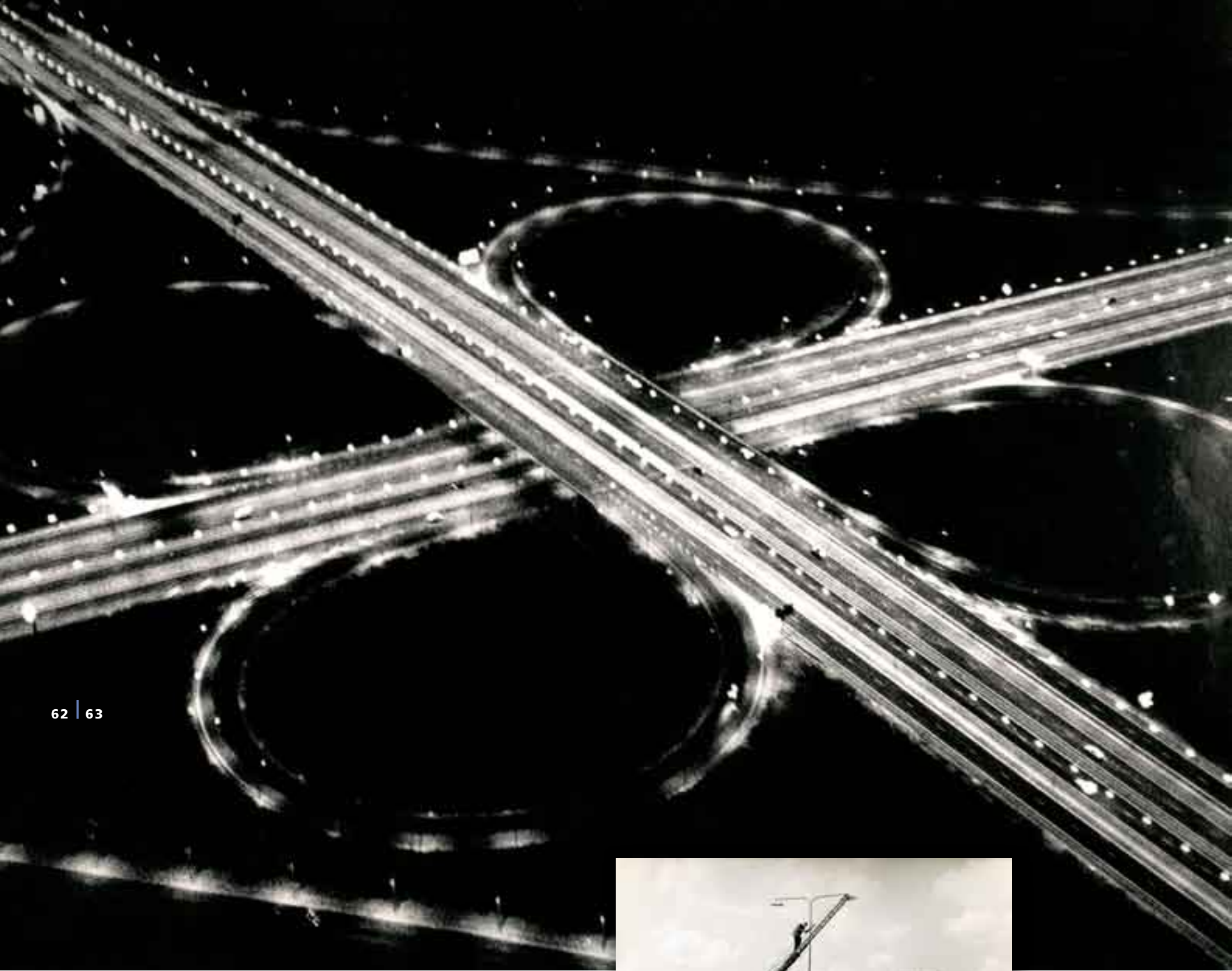
Traffic activities

In the course of the 1950s Nettenbouw grew from a company employing three hundred people to a company with more than >

1936 - 1972

> 1936: NETTENBOUW INSTALLS THE FIRST SODIUM LIGHTING IN THE NETHERLANDS OVER THE AMSTERDAM - HAARLEM MOTORWAY >

- 1953: Nettenbouw has more than 1,000 employees.
- 1967: The Oudenrijn traffic bottleneck becomes the Netherlands' first clover-leaf intersection. Nettenbouw is responsible for the public lighting.
- 1972: The activities are expanded to include the installation of gas networks, water mains, cable television networks, airport infrastructure and traffic technology infrastructure.



In 1967 Nettenbouw was responsible for all the public lighting around the first clover-leaf intersection in the Netherlands.



Maintenance of public lighting in the 1950s.

> thousand employees. During this period the above ground electricity networks were dismantled and replaced with an underground system. Nettenbouw's activities, which had initially only included electrical engineering, were expanded to include gas, water and television cable networks as well as airport infrastructure. In other words, the entire technical infrastructure. Traffic-related activities were added in the 1970s. Nettenbouw became one of the largest providers of traffic control systems and, some time later, of motorway monitoring and traffic control systems.

The mother of all traffic jams

The very first traffic jam in the Netherlands occurred at the Oudenrijn roundabout on Whit Sunday 1955. This resulted in the country's

Peek Traffic: all roads lead to traffic technology

Like Internatio and Müller, Peek has walked a long and interesting road to arrive at technology as its core business. It all started with the company Peek, Winch & Todd, which was established in 1895 and evolved into a supermarket wholesaler during the second half of the 20th century. It was then acquired by CCC (Consolidated Commercial Company Ltd) and renamed Peek Foods. During the crisis of the 1980s two South African business men acquired a share in Peek, but they were more interested in the name and stock market listing than the core activity. Peek started focusing more and more on technology. A lengthy series of takeovers by (mainly American) companies active in the field of mobile technology followed. In 1991, when Philips' senior executive Jan Timmer decided that mobility no longer formed part of the electronics concern's core activities, Peek took over the Philips Traffic and Transport Systems company and later the Traffic Control division as well. Peek Nederland was born. It boosted the international expansion efforts. Today Peek is active on almost every continent. Peek was acquired by Imtech in 2007.



Installing public lighting in the early 1960s.

oldest traffic junction being equipped with traffic lights, a unique phenomenon at the time. In 1967 the junction was converted into the Netherlands's first clover-leaf intersection, with Nettenbouw providing the lighting systems, of course.

Car-free Sundays

The Netherlands first introduced a series of car-free Sundays during the oil crisis of 1973. On 4 November of the same year, the very first car-free Sunday, Nettenbouw started installing the lighting system on one of the country's busiest roads, the stretch of motorway between Oudenrijn - the Netherlands's first traffic junction with a flyover - and Vianen. To save energy it was decided to turn the lighting to a low setting at the same time. >



> **Acquisition by Internatio**

In 1968 Gebr. van Swaay purchased a majority stake in Nettenbouw from the founder's heirs. Soon after that Gebr. van Swaay was acquired by Internatio. In 1972 and 1973, Internatio purchased the remaining Nettenbouw shares and thus acquired full ownership of the company.

No nuclear missiles

In the early 1980s Nettenbouw was involved in the construction of the nuclear missile base in Woensdrecht. Nettenbouw was responsible for the energy cables, low and medium voltage, safety and on-site lighting. After wide-spread protests the Dutch government abandoned its plans to use this base to store nuclear missiles.

Years later Nettenbouw, which in the meantime had been renamed Imtech Infra & Traffic, expanded its activities into Belgium. The acquisition of Peek Traffic in 2007 helped Imtech secure a strategic European position in the field of high-tech traffic management. ■

1968 - 1973

> **GEBR. VAN SWAAY ACQUIRES A MAJORITY INTEREST IN NETTENBOUW**

- 1968 Gebr. van Swaay acquires a majority interest in Nettenbouw and is, in its turn, acquired by Internatio.
- 1972/1973: Internatio acquires the remaining Nettenbouw shares and becomes the sole owner of the company.



Radio Holland

From Morse (...) to satellite

No other sector reflects the technological revolution in the field of communication as well as the shipping industry. Since the Morse Code was invented in 1838, maritime communications have come a long way. Nowadays ingenious docking systems make the mooring of the largest vessels simple and even if you are in the middle of the ocean, you can communicate with the shore via ingenious satellite communications systems. Radio Holland was there from the very beginning and during every step taken towards technological progress.



L. H. F. WACKERS



The first promotional material of Radio Holland..

< Radio station on-board a ship around 1950.

Beep, beep, beep (...) Nowadays we can surf the net, watch TV and make phone calls even when we are on the open seas. Yet it was only just over hundred years ago, in 1906, that the Italian, Guglielmo Marconi, demonstrated that information could be sent across the ocean from on-board a ship by sending three dots - the Morse Code for the letter 'S'. This was a breakthrough for the shipping sector in an era when ships would sometimes spend weeks at sea without any means of communicating with the mainland. Marconi established a factory for telegraph equipment in England. >

1906 - 1926

1906: GUGLIELMO MARCONI WAS THE FIRST TO USE MORSE CODE FOR SHIP-TO-SHORE COMMUNICATIONS >

- 1916: A group of shipping companies establishes the Nederlandsche Telegraaf Maatschappij Radio Holland.
- 1918: Radio Holland opens its own Nederlandse Seintoestellen Fabriek (telegraph and transmitting equipment factory) in Hilversum.
- 1919: Radio Holland opens its first overseas office in Tandjong-Priok (Java, Dutch East Indies).
- 1926: Radio Holland manages 416 radio stations and employs 300 radio telegraphers.

> Radio telephone microphone and morse key of a Marconi mobile radiostation of the 1920s.

The heart of the ship: the bridge and the communication centre.



A morse key.



A radio operator around 1925.

> As the use of Morse Code for ship-to-shore and ship-to-ship communication caught on very quickly around the world Marconi's business thrived. Marconi's telegraph equipment also found a ready market in the Netherlands where it was supplied by the Belgian Compagnie de Telegraphie sans Fil, which represented Marconi from 1913. This came to an abrupt halt when Belgium and the UK became embroiled in World War I and could no longer supply equipment to a neutral country like the Netherlands.

Taking charge

A number of leading shipping companies (several of which amalgamated in 1970 to form the Nederlandsche Scheepvaart Unie, from 1977 known as Nedlloyd, which later became the parent company of Radio Holland) decided to take matters into their own hands. As a result, in December 1916 they established the non-profit organisation Nederlandsche Telegraaf Maatschappij Radio Holland. The business was soon thriving and in 1918 Radio Holland opened its own Dutch Signalling Apparatus Factory in Hilversum. The first overseas branch was opened in Tandjong-Priok (Java, Dutch East Indies) in 1919. Radio Holland grew steadily and by 1926, after twenty years of business, the company was managing 416 radio stations and employing three hundred radio operators.

Overseas radio

Despite the crisis of the 1930s the demand for wireless systems continued to grow in the Netherlands and its overseas territories. Radio Holland opened a distribution centre on Curaçao in the early 1930s and soon became the official agent for the Dutch Press Agency (ANP) in Surinam. The activities in the Dutch East Indies proved equally successful. Radio Holland acquired a monopoly on the public radio station NIROM (Nederlands-Indische Radio Omroep Maatschappij) and opened new offices in Batavia (modern-day Jakarta) and the nearby Weltevreden, Soerabaya, Semarang and Medan. Then World War II broke out, disrupting the entire world including the shipping sector.

Radar

After the war Radio Holland achieved rapid growth. The Dutch fleet was expanding and with it the radio telegraph and radio telephone services and the demand for radio operators. Radio Holland set up new branches in Scheveningen, Den Helder, Rotterdam and Delfzijl. Business was also boosted by the invention of radar, which made it easy to scan for objects in the air, on land and at sea. In 1946 Radio Holland secured its very first radar contract, for the whaler 'Willem Barentsz', and by the late 1940s Radio Holland had installed no less than 195 radars on board Dutch ships. Radio Holland also launched new international activities in Hong Kong and Singapore in the post-war years. After President Sukarno proclaimed the country a republic in 1945 the NIROM was dissolved. In 1957 all operations of Radio Holland were moved to Singapore.

High frequency

In the early 1950s further growth was made possible by the arrival of VHF (Very High Frequency), which greatly increased the range of wireless transmitters. Radio Holland installed VHF systems on-board countless numbers of ships, yachts, tankers and super-tankers. In the late 1950s many shipping companies decided to have new vessels built. The shipping companies that would later be part of >



The official Marconist uniform on-board a ship.



The guardians of Radio Holland's treasures

The arrival of new technologies, such as the transistor, the microchip and satellite communication, changed the systems used on-board ships and made the radio officer (Marconist) redundant. In the mid 1980s this led to the end of the internal Marconist training programme and the office on Keizersgracht in Amsterdam was cleared out. The top floor was filled with radio equipment dating back to before World War II. To preserve this heritage the company appointed a group of volunteers as 'treasure guardians'. They are nicknamed 'Oud roest' (Scrap Iron) and their activities are published in a magazine bearing the same name. One of its members is Henk Middelkoop, former Marconist and currently the QHSE Manager of the Radio Holland Group and Radio Holland Netherlands and Secretary of the current 'Historisch Materiaal Radio Holland Foundation': 'Our objective was, and still is, to not only preserve the materials but to also share our cultural heritage with a wider audience. That is why we lend out the inheritance for special events free of charge. We have, for example, lent out radio stations to museums and ships like the Towage Museum in Maassluis, the IJmuiden Sea and Harbour Museum, the seagoing tugboat Elbe and the 'ss Rotterdam'. Radio Holland's offices also contained a wealth of history. In Rotterdam, these 'treasures' are on display in showcases and in a reconstruction of an old radio room. Replicas of radio stations can also be admired in the Radio Holland offices in Singapore and Antwerp.' For more information visit www.pdrh.nl.

> Nedlloyd, for example, expanded their fleet by an impressive 157 new ocean-going vessels and growth was also evident in the coastal and fishing sectors. Radio Holland was responsible for the communication and navigation systems for most of the projects and the number of radio operators, from then on known as radio officers, increased accordingly. Radio Holland also ventured into new markets, such as yachting, offshore, surveying and nautical colleges.

Digital revolution

Transistors became popular in the sixties and seventies. These amplifiers made systems increasingly compact, light, reliable and inexpensive as well as more energy efficient. But there was still room for improvement. With the introduction of the microchip, which integrates transistors and other components onto a tiny silicon plate, the sky became the limit where technology was concerned. As these developments made on-board equipment far more complex, in the 1970s Radio Holland set itself a new strategic objective: to establish a service point in every major port in the world. America proved to be the greatest challenge, but by 1982 this objective had also been achieved with eight offices in the main US ports.

Wireless communication

In 1988 the International Maritime Organisation introduced the Global Maritime Distress & Safety System (GMDSS). This system uses satellite communication and helps improve safety at sea. The system

1932 - 1995

went into full operation in 1999. Radio Holland supplied many of the world's ships with GDMSS equipment and satellite communication systems. The mandatory introduction of GMDSS marked the end of the wireless telegraph era. The system also made on-board radio officers redundant. Smart technology, such as river radars and integrated bridges, became increasingly popular. Radio Holland was a pioneer in this field and eventually developed into a specialist for the total on-board electronic infrastructure. With a complete range of high-quality products from renowned manufacturers and a worldwide network of offices along the international shipping routes, Radio Holland is still providing customers with tailor-made solutions, from supply and installation to engineering and project management, and from shore-based maintenance to connectivity and training.

What happened next ...

Imtech's acquisition of Radio Holland in 2006, combined with its existing activities, propelled Imtech straight into the top-five in the maritime world. The operating company Radio Holland continued under its own name and formed a strong maritime cluster with the other marine businesses. The service offices were ideally positioned for carrying out maintenance on the installed base of ships equipped with Imtech technology. And speaking of synergy: the Imtech Marine Group was officially launched in 2008. It comprises Radio Holland Group, Imtech Marine & Offshore (including Free Technics), Imtech Schiffbau-/Dockbautechnik, Imtech Marine Germany (formerly HDW-Hagenuk Schiffstechnik with offices in China as well), Van Berge Henegouwen Installaties and Royal Dirkzwager. ■

> 1932-1933: RADIO HOLLAND IS APPOINTED THE OFFICIAL ANP AGENT FOR SURINAME AND ACQUIRES THE MONOPOLY OVER THE DUTCH EAST INDIES RADIO SERVICES COMPANY

- 1947: A boom period starts with the opening of new Dutch offices, an expansion of the telegram services and a high demand for radio telegraphers.
- 1946: Radio Holland is awarded its first radar order for the whaler 'Willem Barentsz'.
- 1954: The arrival of VHF (very high frequency) generates a new growth period.
- 1978: Radio Holland decides on a new strategy: a service point must be opened in every major port in the world.
- 1982: Radio Holland opens offices in the eight largest ports in the US.
- 1988: The Global Maritime Distress & Safety System (GMDSS) is obligatory, Radio Holland installs this new technology in numerous ships all over the world.
- 1995: Radio Holland has become a specialist in marine electronics and global services provider on-board ships.

< Radio Holland's 'treasury'.

Van Swaay

GUSTAAF VAN SWAAY



Van Swaay's management in the 1950s.

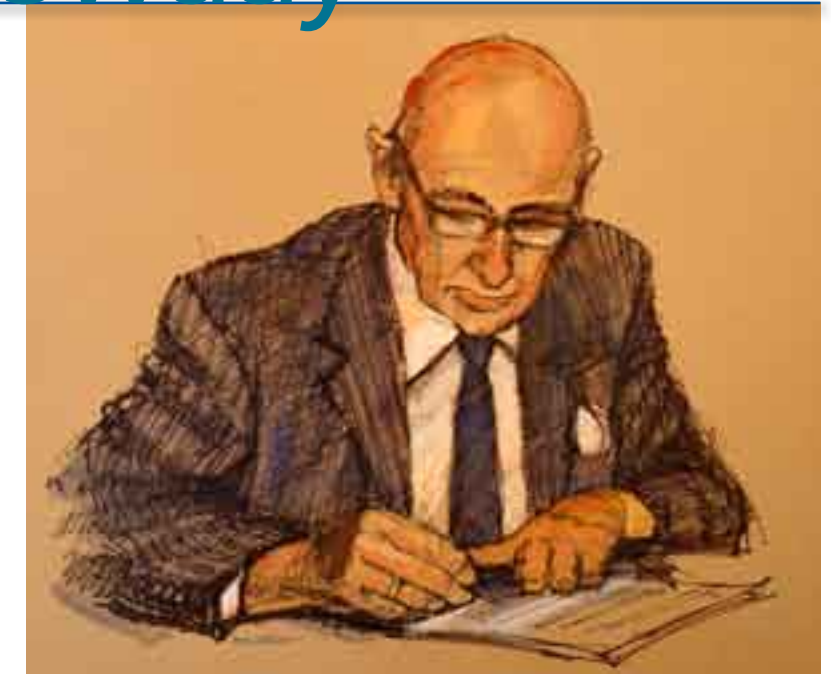
Van Swaay employees were on-board the 'ss Rotterdam' during its first sea trials to make sure the air and climate technology was working properly.



The Van Swaay brothers' Indonesian head office.

Van Swaay brings a breath of fresh air

To this very day Indonesia is grateful to the Van Swaay brothers. In the 1930s they introduced the very first air conditioning systems to this tropical country. The brothers were also pioneers in the Netherlands where they brought fresh air to countless ships, factories and office buildings.

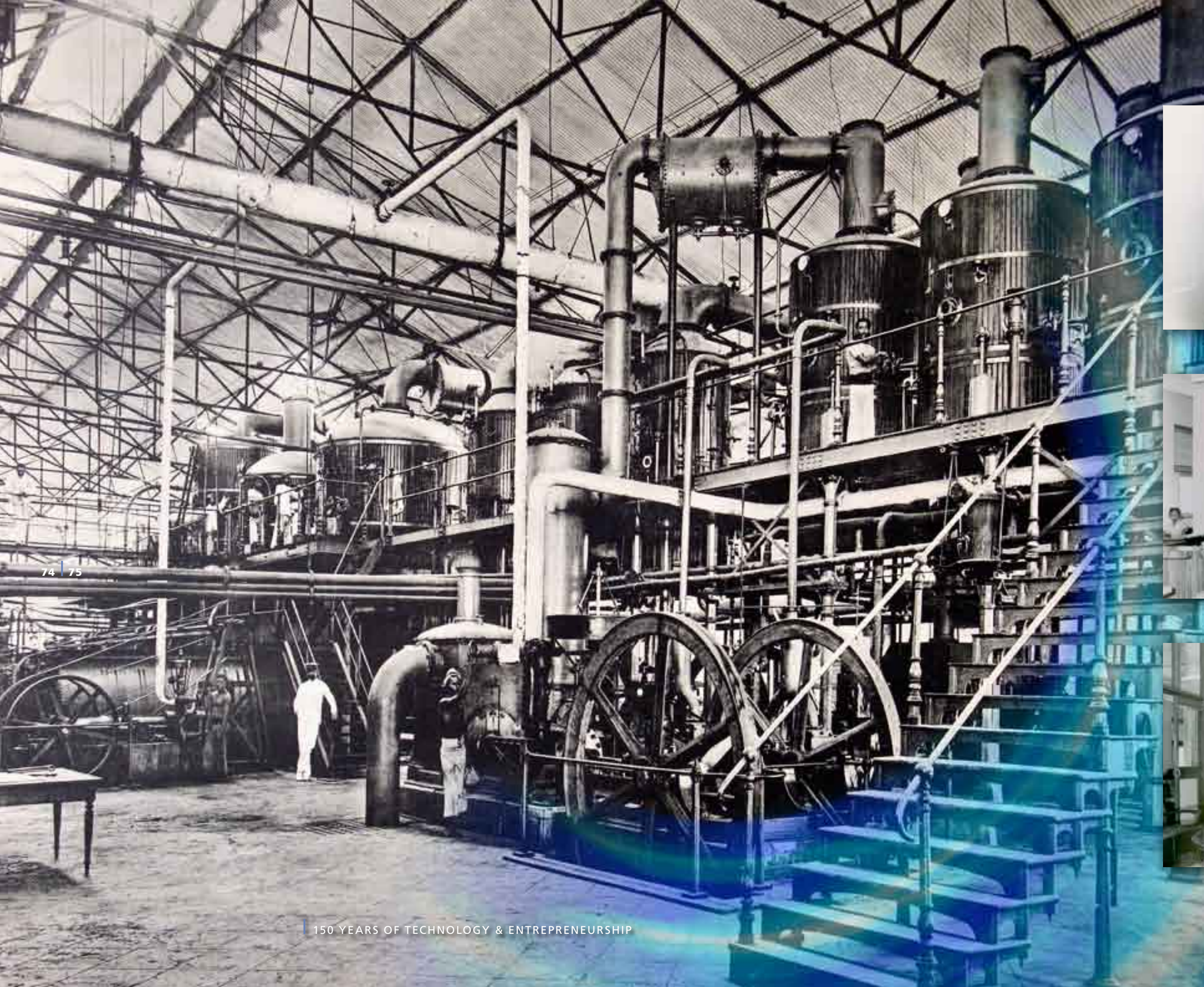


The brothers Henricus (1889) and Gustaaf van Swaay (1895) established the 'NV Industrie Maatschappij Gebroeders Van Swaay' in The Hague in 1924. Both engineers had already acquired all the necessary electrical engineering knowledge. Henricus had recently returned from the Dutch East Indies where he had spent eight years as an electrical engineer and Gustaaf had recently bid farewell to his Swiss employer, Oerlikon Engineering Works, and returned to the Netherlands. But very little came of their plans. Soon after the family business was set-up, Gustaaf's former employer asked >

1924 - 1936

1924: BROTHERS HENRICUS EN GUSTAAF VAN SWAAY SET-UP NV INDUSTRIE MAATSCHAPPIJ GEBROEDERS VAN SWAAY >

- 1928: Van Swaay opens an office in the Dutch East Indies.
- 1930: The core business in the Netherlands and Indonesia is electrical installations for bridges, roads and locks.
- 1931: Van Swaay and Nettenbouw establish NV Installatiebedrijf to supply electricity poles throughout the Netherlands. The poles are treated with Superwolmanzout, an extremely long-lasting solution.
- 1936: Van Swaay starts working with Carrier Corporation, the largest air-conditioning manufacturer in America, and a period of robust growth begins.



Extremely advanced copying facilities.



The showroom in Indonesia with all the latest products on display.



The sales and bookkeeping departments.



The reception, telephonist and cashier in Van Swaay's office in Indonesia.

> the brothers to represent Oerlikon's interests in the Dutch East Indies. As they had also been asked to act as consultants for a large project on Borneo, their decision was quickly made and they decided to divide their time between the Netherlands and the overseas colony. They went on to provide electrical systems for many companies, bridges, roads and locks in both countries.

Wood preservative

Although the two brothers were engineers through and through, electrical engineering was rarely a topic of conversation during family get-togethers. Their father had specialised in timber preparation since 1891, which meant that the favourite topic at events and parties >

1948 - 1956

> VAN SWAAY LEAVES INDONESIA >

- 1948: Van Swaay leaves Indonesia and moves to the Dutch Antilles, Suriname and Venezuela.
- From 1950: In the Netherlands Van Swaay is responsible for the air-conditioning on various large ships including the 'Nieuw-Amsterdam' and the 'Willem Ruys'.
- 1956: Van Swaay installs an air treatment system on the prestigious passenger liner the 'ss Rotterdam'.



The best-looking lab in the Netherlands

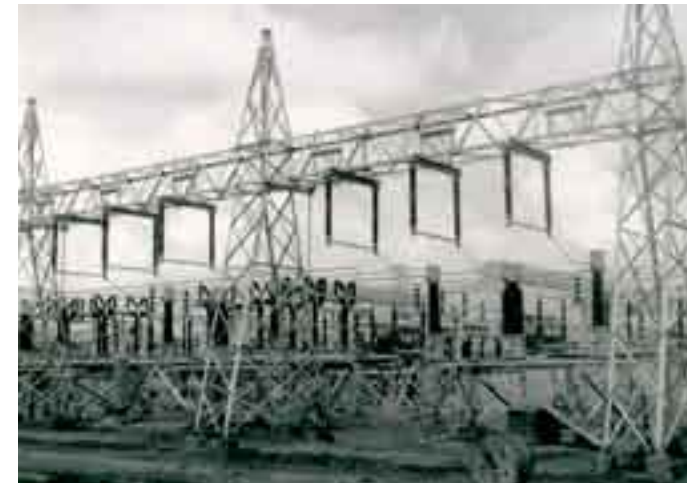
Ask Piet Looij to pick the best project from his Van Swaay period and he has a hard time deciding. Looij, who joined Van Swaay in 1965 as Project Assistant and retired as BU Director Imtech Buildings Northwest in 2003, had been involved in prestigious projects such as the Delftse Poort (the ING/Nationale-Nederlanden building near Rotterdam's Central Station), the Dental Faculty in Utrecht and CERN in Geneva. 'But I would have to say the Unilever research lab in Vlaardingen stands out most in my mind. It was at the end of the 1960s, it was my first large-scale project as Project Leader and I was thrown in at the deep end. We used our own design and supplied well over 250 laboratories with specialised air-conditioning technology.'



A service van from 1960.



The Van Swaay Airconditioning logo in 1964.



In 1940 Van Swaay worked on the first large-scale electricity plant in the Dutch East Indies.



In 1950 the entire workforce went on an excursion to Turmac. Van Swaay was responsible for the air treatment and conditioning in the manufacturing hall.



Internatio made the Van Swaay brothers an irresistible offer and acquired the company in 1968. This is the moment the deeds were signed officially.

> was, in fact, the preservation of wood. As a result the brothers devised a process that, thanks to the use of 'Superwolmanzout' - a wood preservative patented by the brothers - would give wooden utility poles 'eternal life'. The concept was so successful that, in addition to their existing NV, the brothers set-up a new company, NV Houtbereiding, in Nijmegen. In 1931, in partnership with Nettenbouw, they also established NV Installatiebedrijf to supply the whole of the Netherlands with utility poles.

Hidden drawer

Although the businesses in the Netherlands were running reasonably smoothly, in the Dutch East Indies the effects of the financial crisis of the 1930s were severe. Many businesses closed down and the Van Swaay brothers also suffered setbacks. That is until they pulled open a small drawer in a writing desk of a company for which they acted as liquidator. To their surprise they discovered a contract that would have a major influence on Van Swaay's future. The contract was with Carrier Corporation, at that time one of the largest air-conditioning factories in the US. The brothers realised that this was a golden opportunity as air-conditioning had not yet been introduced to the Dutch East Indies despite its tropical climate. They asked the factory if they could take over the contract, set-up NV Nederlandse Airconditioning and were soon supplying many hotels, factories and cinemas with a 'Dutch spring'.

The ss Rotterdam

The demand for air-conditioning systems also increased in the Netherlands. Van Swaay equipped various large ships with cooling systems, including the Holland-America Line's 'ss Nieuw-Amsterdam' and Royal Rotterdam Lloyd's 'mv Willem Ruys'. After the Second World War they were awarded a prestigious contract in the Netherlands for the installation of a climate control system on-board the passenger liner 'ss Rotterdam'. At that time the situation in the Dutch East Indies was less rosy. The political tide had turned. In 1945 President Sukarno proclaimed the republic of Indonesia and a lengthy battle followed that continued until the actual declaration of independence in 1949. Van Swaay did not wait around to see what happened - the activities

were relocated to the Netherlands Antilles, Surinam and Venezuela. During the same period Van Swaay also developed into a specialist in refrigeration and freezer systems and also, thanks to a licence agreement with HAPAM, in oil and heating systems.

What happened next ...

In the space of some forty years Van Swaay grew from a small family firm into a multinational systems specialist. This aroused the interest of Internatio, which made the brothers an irresistible offer and subsequently acquired the company in 1968. Initially the operating companies Installatiebedrijf and Airconditioning continued trading under their own names. This changed when Internatio took over the electrical engineering firm Scheeres in 1973 and, a year later, combined Van Swaay Installatiebedrijf and Scheeres to form the operating company Van Swaay & Scheeres BV (the name of this business unit specialising in access technology was later changed to Van Swaay Toegangstechniek and later still to Imtech Access & Security before being clustered, along with Imtech Security into Imtech Security Solutions (2009). Numerous successes followed, such as 'Parcotax', an automated car park payment system. Van Swaay Airconditioning continued under its own name until the early eighties. In 1982 Van Swaay was merged with operating company Van Buuren, which Internatio had acquired in 1963, and the operating company Van Buuren-Van Swaay was set-up (the later Imtech Projects), which still forms part of Imtech Nederland and Imtech Marine Group. ■

1962 - 1982

> 1962: VAN SWAAY DEVELOPS INTO A SPECIALIST IN REFRIGERATION AND FREEZER SYSTEMS

- 1968: Internatio acquires Van Swaay.
- 1973: Internatio acquires the Scheeres electrical engineering bureau.
- 1974: Internatio integrates Van Swaay and Scheeres: Van Swaay & Scheeres is created.
- 1982: Van Swaay & Scheeres is merged with Van Buuren: Van Buuren-Van Swaay is created.

Vonk

Around the world with Shell

In 1937 Arjen Vonk, son of an ice-skate manufacturer from the Province of Friesland, opened a shop selling radios in Coevorden's market square. In those days radios operated via a distribution system – from a central receiver via a cable to the speakers in the living room. Listeners could choose between four stations. The shop was given the prosaic name of Radio Vonk (Radio Spark), but the range of products was soon extended to include all kinds of household appliances. Vonk also launched a repair and service department which after World War II would form the basis of a fast-growing company.



ARJEN VONK

Although they drilled for, and found, oil in the Coevorden area as early as the 1930s it was not until 1947 that oil was extracted from the Schoonebeek Field by the NAM (Dutch Petroleum Company), a joint venture between Shell and Esso. NAM's employees were housed in Hotel Arends, and Arjen Vonk could often be found in the hotel >

1937 - 1952

ARJEN VONK, OPENS A SHOP SELLING RADIO SETS
ON THE GROTE MARKT IN COEVORDEN >

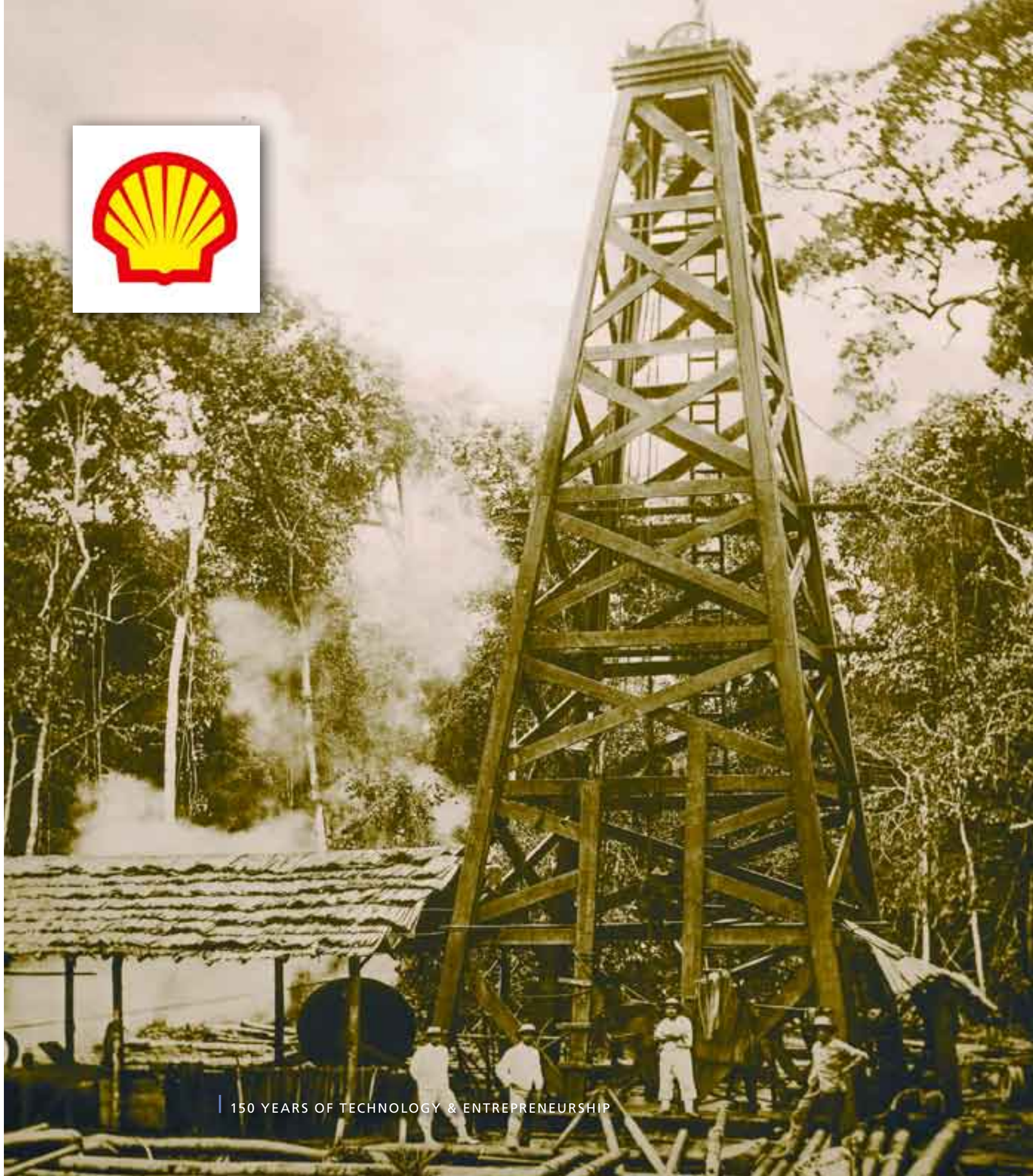
- 1937: Arjen Vonk, the son of a skate maker in Friesland, opens a shop selling radio sets on the Grote Markt in Coevorden.
- 1949: The Schoonebeek gas field is put into production by the NAM. Vonk starts supplying the site's electrical engineering installations and equipment.
- 1952: Vonk develops innovative non-explosive equipment, such as distribution boxes and lighting armatures.



Radio Vonk at Grote Markt 9 in Coevorden, where a global enterprise began.



A presentation of Radio Vonk's products in 1940.



Vonk's 30th anniversary in 1967.



> lobby. So when NAM needed an electrician contact was made very quickly and very soon Arjen was supplying all the site's electrical engineering installations and equipment. Arjen Vonk was an entrepreneur to the core.

Maintenance and repairs

A drilling site is very taxing on materials and tools and breakdowns are not uncommon. Maintenance and repairs are therefore essential. Vonk's business went from strength to strength. In the meantime, he had also developed explosion-resistant equipment such as distribution boards



When Arjan Vonk retired the staff presented him with a painting.

1969 - 1970

> 1967: VONK ALSO STARTS PRODUCING CONTROL AND MANAGEMENT PRODUCTS >

- 1969: Vonk is appointed the NAM partner for the 'Groninger gas field' and supplies all the electrical engineering and measuring & control technology.
- 1970: The first order for the Gasunie is the total automation of Europe's largest compressor station in Ommen.

< Vonk followed Shell anywhere in the world where they were drilling for oil or gas.

1972 - 1975

> VONK BUILDS-UP AN INTERNATIONAL EMPIRE >

- 1972: Vonk builds-up an international empire. Wherever in the world Shell is drilling for oil or gas, Vonk can be found there as well.
- From 1975: Vonk becomes a broad-based technical services provider in a range of disciplines including installation technology, electrical engineering equipment for the oil and gas industry, electronic data transmission equipment and telemetry.

and light fittings. He even built an explosion-resistant plate that would warm up the floor of the oil platform's top section so the person connecting the pipes could at least keep his feet warm in bad weather.

Partner in Groningen gas field

Highly specialised monitoring and control systems were developed, in partnership with NAM, in an effort to improve safety and process control and Vonk also started manufacturing control boxes and command consoles. The range of services continued to expand: engine overhauls, high-voltage systems, panel building and the supply of all sorts of monitoring and control equipment. When the development of the Groningen gas field began in the 1960s Vonk also became the regular partner for all activities related to electrical engineering and measuring & and control technology. Gasunie also became a regular customer. Vonk was responsible for the total automation of the compressor station in Ommen - the largest in Europe and the first of many.

All over the world ...

Oil company employees swarmed across the world and, wherever they went, the NAM employees encountered very similar electrical engineering problems. It wasn't long before they remembered, and called, the customer-oriented company in the Netherlands. This is how Vonk built-up an international empire. Wherever in the world >



Vonk's new office in Coevorden in 1962.

Vonk was active on many oil rigs.

> you found Shell drilling for oil or gas, you would also find Vonk. He also moved into the offshore industry with ease. Thanks to his expertise in the field of explosion safety and process control, Vonk also became a major player in the fast-growing (petro)chemical sector. The company grew in parallel with developments in the market and offices were opened in Hoogezand, Enschede, Den Helder, Rhooen, Rijswijk, Geleen and Emden (Germany). By 1970, the company had around four hundred employees.

Innovation for the gas industry

A few years later Vonk had expanded into a holding company with nine operating companies. Several of them concentrated on

installation activities, others focused on the trade in electrical engineering systems for the oil and gas industry and three of the companies manufactured innovative technical products. One such was Electronic's Coevorden B.V., which developed systems for digital data transmission and telemetry systems. Vonk enjoyed a worldwide reputation as an innovative specialist in the oil and gas industry. Turnkey control rooms ready for immediate use in oil fields or deserts were manufactured in Coevorden and Vonk developed a special valve to regulate the large pressure waves that tended to build up in gas fields; an innovation that found a ready market worldwide.

And then ...

In the 1980s the oil and gas production world was turned upside down, partly as a result of a series of crises. A difficult era began for Vonk. Competition had increased dramatically, existing partnerships were no longer seen as self-evident and a trend towards up-scaling began. Vonk was also forced to go looking for partners. In 1989 the company was acquired by Internatio-Müller. Although this marked the end of the family business, Vonk's reputation and contacts with the major oil and gas concerns remained intact. And still do. Vonk still forms the foundation for Dutch exports of technology for the oil and gas industry and is an important and successful part of (the North East region of) Imtech Nederland. ■



A good relationship with the employees and their families was very important to Vonk.

He also believed families should have fun as this picture of Vonk's annual sinterklaas (St. Nicholas) party shows.



1978 - 1989

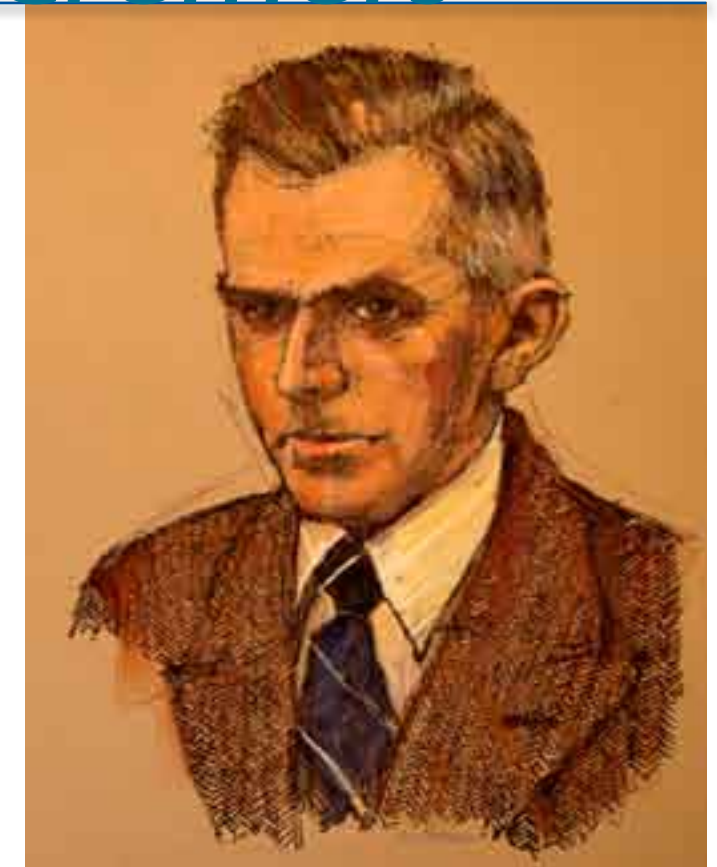
> OFF-THE-SHELF CONTROL ROOMS ARE BUILT IN COEVORDEN

- 1978: Off-the-shelf control rooms that can be supplied to oil fields as turnkey projects are built in Coevorden.
- 1982: Vonk develops a special valve to regulate the enormous pressure waves that can occur in gas fields - an innovation that finds a ready market all over the world.
- 1989: Vonk is acquired by Internatio-Müller.

Tummers-Cremers

Tummers-Cremers electrifies Limburg

Frans Tummers, born in Sittard in 1902, grew up in an era in which electricity was being introduced in the Netherlands. Overhead networks brought power to the most remote corners of the country; a project that would take several decades to complete. Frans Tummers landed a job with the company responsible for extending the power grid to the Heusden and Altena area. The 15-years old Tummers' task was to scale the thin utility poles in a pair of climbing irons and connect the power lines. When the project was completed he was offered a job in a plumber's workshop that wanted to offer electrical engineering services as well. One thing was certain: Frans had lost his heart to the world of electricity.



FRANS TUMMERS

At the age of 21 Frans Tummers started his own company in Helden. He laid electricity cables to houses, farms, hotels, schools and churches. His first major assignment was to connect the windmill in Roggel to the power grid, a contract worth 1,700 guilders. He also opened a shop selling electrical appliances, run by his wife Maria Cremers. This is also the origin of the name Tummers-Cremers. >

1923 - 1939

1923: AT THE AGE OF 21 FRANS TUMMERS

STARTS HIS OWN ELECTRICAL WIRING BUSINESS IN HELDEN >

- 1923: The first large order is for the electric propulsion of a windmill in Roggel.
- 1925: Frans Tummers opens an electrical equipment shop, which is run by his wife, Maria Cremers. This is the origin of the name Tummers-Cremers.
- From 1935: Tummers-Cremers connects all the villages in North Limburg to the electricity network.
- 1939: Tummers-Cremers becomes the 'in-house' installer of the military base in Meyel and opens his first branch in the village.



Frans Cremer's 'famous' notebook full of comments, estimates, cost-price calculations and logistics agreements.



Two Linemen wearing genuine 'climbing skates' working on the above ground electricity network in the 1930s.

The Tummers family in front of the shop in 1927.



Maria Tummers-Cremers and Frans Tummers, the founders of Tummers-Cremers.

'Lectric Frenske' never went on holiday

'Lectric Frenske' - the Limburg nickname of Frans Tummers - was a true workaholic. In 1920 he worked for the GEB (Gemeentelijke Energiebedrijf) in Panningen in the mornings, as a maintenance engineer for the Stoomverkoop in Mengel in the afternoons, for his own electrical engineering company in the evenings and at night he did the bookkeeping and studied so as to increase his knowledge. He never went on holiday. Not even later when Tummers-Cremers had grown into a successful, medium-sized concern.



The premises in Helden-Panningen.



Several engineers at work in the workshop.



The workshop with switch boxes.

More and more orders were received from the Directorate-General for Public Works and Water Management (Directoraat Generaal Rijkswaterstaat), the sewage treatment companies and the drinking-water companies and the health care sector also proved to be a growth market. The company manufactured control panels, operating desks and switching panels in its own workshop. This technical automation department developed into a fully fledged high-tech arm.



The workshop and several engineers in 1953.

> **Official installer for the military**

Every town in North Limburg had electricity before World War II. Tummers played a key role in this. When he was asked to become the official installer for the military camp in Meyel he opened his first branch in the village. The bicycle that Tummers and his first assistant, Sjeng van der Velden, used to get around in the area was traded in for a Ford Sedan.

Rapid growth

After the Second World War the reconstruction of the largely destroyed infrastructure was approached with great energy. The Provinciale Limburgse Elektriciteitsmaatschappij turned out to be an important customer. After 1947 Tummers concentrated more on his own activities and the company developed into one of the largest installation firms in the south-east of the Netherlands and carried out numerous industrial and building-related projects. The head office was moved to Roermond.

Second generation

In 1960 Gerrit Tummers succeeded his father as General Manager of the company that in the following decade achieved rigorous growth. The government became a major customer in addition to industry.

Prominent position

Tummers-Cremers has been involved in large-scale projects, such as the construction of the Solvay soda factory in Herten, the co-operative coal mine in Roermond (the largest in Europe) and many Philips, Hoechst and DSM factories. The flower auction in Grubbenvorst, the vegetable auction in Venlo, the University of Applied Sciences >

1947 - 1960

> TUMMERS-CREMERS DEVELOPS INTO ONE OF THE LARGEST INSTALLATION COMPANIES IN THE SOUTH EAST OF THE NETHERLANDS >

- After 1947: Tummers-Cremers develops into one of the largest installation companies in the South East of the Netherlands and is involved in numerous industrial and utility projects.
- 1952: The head office is moved to Roermond.
- 1960: Gerrit Tummers takes over from his father as General Manager. The company expands rapidly.



Tummers - Cremers' building on the St. Laurentiusplein in Roermond.



The 'young' Frans Tummers in his workshop.



A certificate thanking Frans Tummers for his efforts and assistance during World War II signed by the Air Chief Marshal Deputy Supreme Commander of the Allied Expeditionary Force.



Co-operation even before Imtech existed.



One of Tummers - Cremers first large projects was the natronchemie project for DSM in Limburg.



Tummers - Cremers was one of the family at DSM.

> in Venlo, the St. Servatius psychiatric institute, the Elkerliek Hospital in Helmond are just a few examples of the company's many projects. Tummers-Cremers worked in close co-operation with machinery manufacturers in the region to develop the electrical engineering for systems used in machinery, systems and fully automated animal feed factories for the agricultural sector, which were subsequently exported to countries in Eastern Europe, Africa and Asia.

Searching for partners

The recession that was the key feature of the 1970s also had a severe adverse effect on Tummers-Cremers as well. For the first time in its history the company was forced to cut jobs. When the economy began to recover it became apparent that the playing field had changed dramatically. Competition had increased and more and more often the large companies in the Randstad conurbation, including Van Rietschoten & Houwens, could be found searching for contracts in Limburg. When, in the middle of the 1980s, both companies found themselves in competition for a contract for the Maastricht University Hospital they decided - led by Wil Maas of Van Rietschoten & Houwens - to join forces to see if they could approach this project as a partnership. This set the ball rolling and in March 1987 Tummers-Cremers was acquired by Internatio-Müller at the request of Wil Maas. Today the legacy of Tummers-Cremers, and the subsequently acquired Installatiebedrijf Roderland, form the basis of the multidisciplinary Imtech Nederland in Brabant and Limburg. ■

1960 - 1987

> 1960: GERRIT TUMMERS TAKES OVER FROM HIS FATHER AS GENERAL MANAGER. THE COMPANY EXPANDS RAPIDLY

- From 1968: Tummers-Cremers is involved in large projects, such as the construction of the soda factory in Herten (Solvay), the co-operative Roermondse egg market (the largest in Europe) and many Philips factories.
- 1983: Tummers-Cremers and Van Rietschoten & Houwens work together on the technology in the Maastricht University Hospital.
- 1987: Tummers-Cremers is acquired by Internatio-Müller.

ABI and Idéal Chauffage

Two gentlemen lay the foundation for Imtech in Belgium

For many years ABI-Temse operated from the villa belonging to founder Willy d’Hulst, which happened to be just a stone’s throw from the current Imtech offices. The villa had a swimming pool in which ABI’s three staff could cool off on hot days – with the permission of their employer who preferred to stay out of the water. Although the atmosphere was informal the amiable Willy was always addressed as ‘Mr.’ D’Hulst.

Willy d’Hulst established Airconditioning en Brander Installaties (ABI) in 1957. ABI was registered as a limited company ten years later. A few years after that Leon van Put became co-owner. The division of tasks between Willy and Leon came naturally: Willy was the thinker, Leon the operations man. Together they formed an inventive team and soon saw their company growing. By the mid 1970s they were employing not only dozens of workers but also three staff (two project leaders and a financial expert). Revenue at that time was around 30 million Belgian francs; well over 0.75 million euro.

A nose for specialties and niches

Although most of the revenue was generated through HVAC contracts (Heating, Ventilation and Air Conditioning), ABI had always had a keen nose for specialties and market niches. This was one of the reasons why the company received many orders from the



‘Mr.’ Willy d’Hulst, the founder of ABI, Airconditioning en Brander Installaties.



‘Mr.’ Willy Michiels, the founder of Idéal Chauffage. Under his leadership Imtech became a major player in Belgium.



Leon van Put, later Director of Imtech ABI.

pharmaceutical sector. Long-term relationships were established with concerns such as Janssen Pharmaceutica and Pfizer; relationships that continue to exist to this very day. ABI also built-up a good reputation in the field of special piping. Prominent projects included the climate control systems for a nuclear fallout shelter in Lier, the offices of the ABB insurance company in Leuven, countless shops for Delhaize and the ILOT6 project - a 60,000 m² office complex. Over a period of 30 years ABI also installed three different heating systems in the Sportpaleis in Antwerp. These are just some of the many activities of the company that serves virtually every market segment.

The second Belgian gentleman

When the trend towards expansion became apparent in the 1980s and it also became clear that a successor for Willy d’Hulst could not be found within the family, the entrepreneur went in search of potential partners. Eventually Van Buuren-Van Swaay, part of Internatio-Müller, acquired ABI in 1988. It is interesting that this was the first acquisition organised by René van der Bruggen, the current Chairman of Imtech’s Board of Management. A second acquisition followed soon after: Idéal Chauffage. This company had been established by ambitious ex-service engineer, Willy Michiels, who not only had a good nose for business, but also knew how to surround himself with the right people at the right time. These qualities were one of the reasons why Willy Michiels became the ‘natural’ leader in Belgium. And that is

Lier Town Hall was an important reference for ABI. The climate control systems had anti-nuclear explosion valves and the cellar could serve as an atom bomb shelter.



ABI’s management team in the early 1970s.

why people never called him by his first name, but always addressed him as ‘Mr.’ Michiels. Under his ambitious leadership and through various smaller and larger acquisitions that were slowly but surely merged into a single company, Imtech managed to work its way up till it became a respected top-3 player in Belgium. Large-scale projects, such as various buildings for the European Parliament and the 38-storey Tour Dexia on Rogier Square in Brussels, would follow. As would innumerable industrial projects, including the automation of robot lines for Volvo. In Belgium ‘Mr.’ Imtech commands respect. ■

1957 - 1973

1978 - 1993

WILLY D’HULST STARTS THE (ABI) COMPANY >

> 1978: WILLY MICHELS STARTS IDÉAL CHAUFFAGE (IC)

- 1957: Willy d’Hulst starts the Airconditioning en Brander Installaties (ABI) company.
- 1963: Leon van Put becomes co-owner of ABI.
- 1973: ABI has become a medium-sized mechanical engineering company.

- 1978: ABI’s first orders from the pharmaceutical industry are received from Janssen Pharmaceutica.
- 1988: Internatio-Müller acquires ABI.
- 1989: Idéal Chauffage has become a medium-sized company.
- 1993: Internatio-Müller acquires Idéal Chauffage.

INTESA (Spain)

Modest beginnings in Barcelona

In 1986 two Spanish cities were selected to organise two global events in 1992: Barcelona was 'awarded' the Olympic Games and Seville would host Expo '92. These events would guarantee major investments and opportunities for local businesses. The EU, which Spain entered in the same year, offered support to engineering and installation companies that wanted to improve their business. This prompted Basilio Rodríguez, Emilio Caballé Aguilar and Marcos Recacha Benito to set up a technical services company (air and climate control technology).



INTESA's most prestigious project in its early days was the air and climate technology in the Barcelona World Trade Center. INTESA was on the map in Spain!



Basilio Rodríguez (right), Emilio Caballé Aguilar (middle) and Jan Schop (Van Buuren, left) signing the memorandum of association of Interservicios y Tecnología SA (INTESA) on 29 May 1987.

Before the trio took this step they went in search of a partner. In consultation with the French, Belgian and Dutch embassies they examined the profiles of businesses active in the same sector in these countries. They then approached Internatio-Müller, which showed signs of interest in the Spanish company. This led to the establishment of Interservicios y Tecnología, SA (INTESA) on 29 May 1987. The company's first contract, for the Hilton Hotel in Barcelona, was signed in September 1987 and, as agreed, on 22 October 1987 Internatio-Müller purchased 40% of INTESA's shares. A year later a further 11% was purchased, which gave Internatio-Müller a controlling interest. Immediately afterwards, INTESA acquired the contract for the total air and climate control technology in the new stadium that would be built for the 1992 Olympic Games.

Multidisciplinary

After the successful start the orders kept coming: the World Trade Centre, the City of Law, the Espacio Mediterráneo Shopping Centre, the Biotechnological Animal Centre, Catalonia National Museum of Art, Barcelona Football Club Museum, the Forum Conventions Building, Scientific Park, Canary Isles Telescope (GRANTECAN). Later Imtech acquired the remaining shares and took total ownership of the company. By this time more than 60 employees were carrying out the core activities under the name of Imtech Spain, business unit Installations Barcelona. Earlier, - in 2001, - Imtech had acquired Novocalor, which was headquartered in Madrid. Manager Javier Llanos, who had been with the company since 1 October 2000,



INTESA acquired the order for the total air and climate technology in the new stadium built for the 1992 Olympic Games.



It was not long before INTESA was appointed as the technology partner of the Museo Nacional de Arte de Cataluña (National Museum of Art).

was responsible for developing both companies into one of the stronger technical mechanical engineering firms in the Spanish buildings market. The acquisition of Mavisa, a specialist in mechanical engineering services with a particular emphasis on the petrochemical, chemicals and steel sectors, meant a significant expansion of the Imtech empire in Spain. Later the scope was broadened, both organically and through the acquisition of Huguet, to include electrical engineering. In Spain too, the multidisciplinary Imtech formula proved a success! ■

1987 - 1988

1989 - 1992

2001 - 2002

BASILIO RODRÍGUEZ AND ASSOCIATES DECIDE TO SET-UP INTERSERVICIOS Y TECNOLOGÍA, SA (INTESA) >

- 1987: The first order is received - for the Hilton Hotel in Barcelona.
- 1987: Internatio-Müller buys 40% of the shares in INTESA.
- 1988: Internatio-Müller buys a further 11% of the shares, which gives it a majority interest.

> INTESA RECIEVES FIRST LARGE ORDERS >

- 1989: INTESA is awarded the order for the total air and climate technology in the stadium for the 1992 Olympic Games.
- 1992: INTESA wins the order for the total air and climate technology in the new World Trade Centre in Barcelona.

> IMTECH ACQUIRES NOVOCALOR

- 2001: Imtech, now a strong player in Spain, sets its sights on further growth, both organically and through further acquisitions.
- 2005: Imtech acquires Mavisa.
- 2008/2009: Imtech acquires Huguet.

Turnkiek

The first ICT acquisition!

When Bert Kiegebelt applied for his first job as sales manager in the field of automation in 1970 he was asked if he knew what the terms 'hardware' and 'software' meant. He admitted that he had never heard of them. But he could sell. He'd proven that in the preceding years. Despite his non-technical background Kiegebelt turned out to be well-suited to the world of ICT. A few years later he set up a new company for Datex – the administrative automation company Data View Nederland. He would later do the same for the company's technical automation activities.

Turnkey – Turnkiek

When Datex was acquired by Getronics Kiegebelt decided to set up his own company. He knew his strengths were mainly in the fields of marketing and commerce and in his ability to retain customers through his in-depth ICT knowledge. With that in mind he established

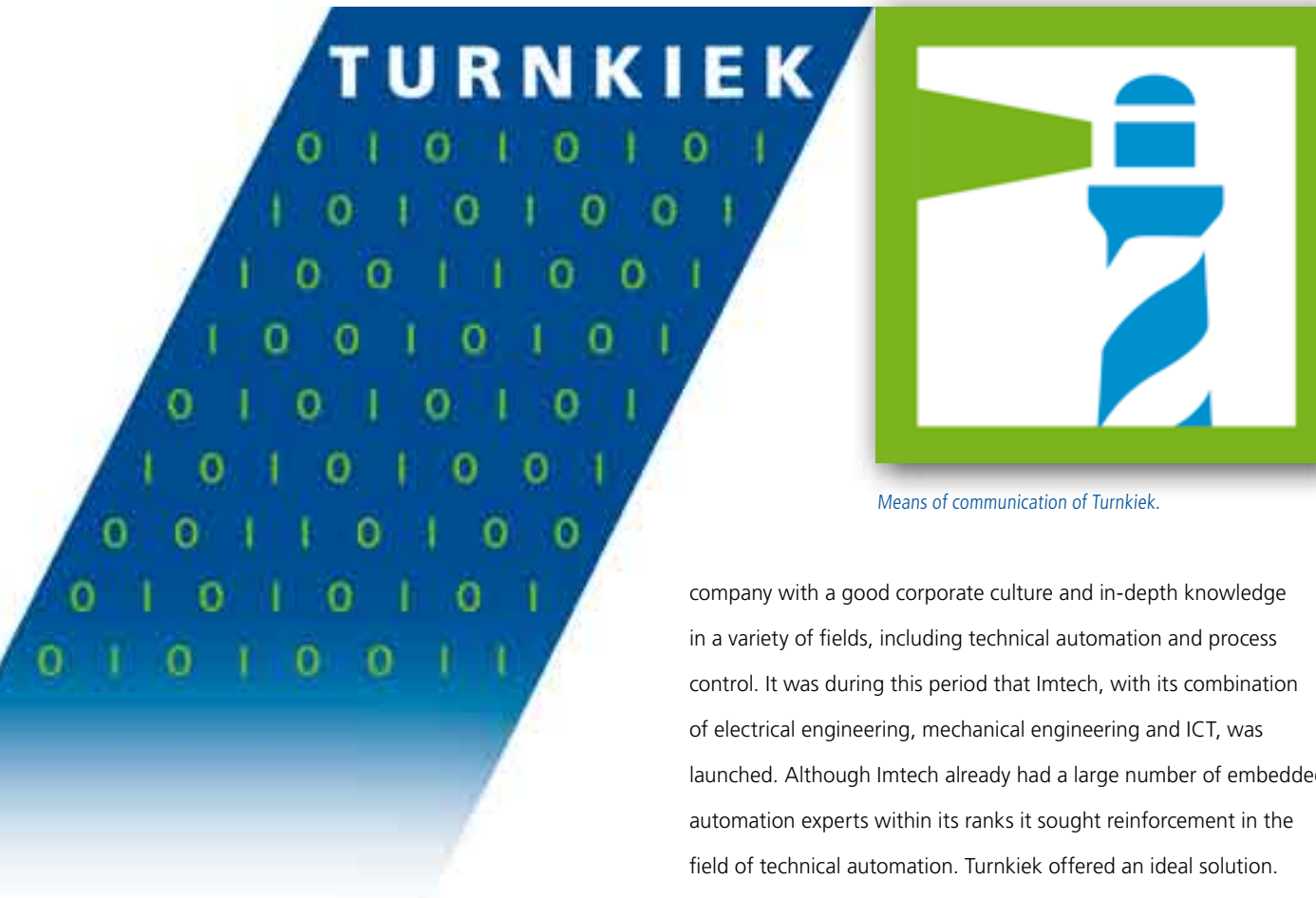


Bert Kiegebelt, founder of Turnkiek, is sitting on the far right.

Turnkiek in 1986. Within 10 years the company had grown into a holding with no less than five automation companies, each focussed on its own market, that provided employment to 140 people. Some of these businesses were joint ventures, for example with NCM in the field of administrative automation and with Honeywell in the field of process control. Most of the employees worked for Technical Systems - the company specialising in technical automation. Some of the revenue was generated through secondment and Turnkiek also carried out (large) projects. Some of these projects, including the technical automation of the Fuji factories in Tilburg, the programming of the software for a new generation of pacemakers for Medtronic and the development of a new series of copiers in partnership with Océ van der Grinten were turnkey projects. Remarkably, one of Turnkiek's largest customers, with which it created advanced traffic technology, was Peek Traffic, which would later be acquired by Imtech (Imtech ICT, Imtech Infra and Peek still co-operate with each other).

No regrets

The early 1990s saw the emergence of smaller computers and PCs and with them a growing demand for management systems. To meet this demand Kiegebelt established the Lights on Computing company. By the mid 1990s Turnkiek had made a name for itself as a stable



Means of communication of Turnkiek.

company with a good corporate culture and in-depth knowledge in a variety of fields, including technical automation and process control. It was during this period that Imtech, with its combination of electrical engineering, mechanical engineering and ICT, was launched. Although Imtech already had a large number of embedded automation experts within its ranks it sought reinforcement in the field of technical automation. Turnkiek offered an ideal solution. The acquisition was completed in 1996, and Bert Kiegebelt has no regrets: 'Not me, not Imtech and certainly not Turnkiek's employees.' Turnkiek, together with Imtech Telematics (which stems from the original Van Rietschoten & Houwens and specialises in networks for data and telephony) and the later acquired PAC (software specialist), formed the basis of Imtech ICT Nederland and later of the European axis of tICT companies that Imtech has at its disposal today. ■



The moment of acquisition has arrived: Peter Groenenboom, CEO of Internatio-Muller (left) and Bert Kiegebelt of Turnkiek (right).



Reception following the signing of the acquisition contract.



Turnkiek's premises in Amersfoort.



Turnkiek developed the software for an innovative bottle filling system for Coca-Cola, which fills all bottles at exactly the same level.

1986 - 1992

1995

1996

1986: BERT KIEGEBELT ESTABLISHES TURNKIEK >

- 1989: Turnkiek excels in the field of technical automation.
- 1990: Turnkiek focuses on turnkey automation projects, for example for Fuji, Medtronic and Océ van der Grinten.
- 1992: Turnkiek comprises five different automation companies and employs 140 people.

> TURNKIEK RECEIVES A PRESTIGIOUS ORDER FROM COCA COLA >

- 1995: Turnkiek receives a prestigious order from Coca Cola: the software for a precise filling system that will ensure all Cola bottles are filled to exactly the same height.

> TURNKIEK STARTS CO-OPERATING WITH PEEK TRAFFIC

- 1996: Turnkiek starts co-operating with Peek Traffic (now also owned by Imtech) to develop the software for advanced traffic technology.
- 1996: Turnkiek is acquired by Internatio-Müller (Imtech).

Meica (UK)

'Personable and Professional': learning from adversity brings business great success

Meica Services (Mechanical Electrical Instrumentation Control and Automation) was established in 1994. The founding partners were three Irish persons who had worked together closely in senior level positions at the Kent Engineering a large international engineering Group working primarily in the Middle East, Europe, South Africa and UK on large projects but which encountered severe financial difficulties on an Olympic project in Barcelona in 1992. The trio decided to set up their own enterprise. They were convinced that the pooling of their culture vision, strength and network could result in a strong company in the engineering and buildings sector. And they were right.

Initially the company was called SHK Services Ltd which was the 1st letter of their surnames of Jim Steele, Kieran Hynes and Paul Kavanagh. It was only later changed to Meica, after the investment group 3iPLC, the largest venture capital Group in England, invested in the company. This laid a solid foundation for rapid growth. As early as 1998, Meica appeared in the top 15 of the Sunday Times fast track 100 companies with a turnover of 18.6 million pound. Meica rapidly gained a reputation as a technical services provider in the field of electrical engineering, instrumentation, mechanical engineering, control and computerisation with activities mainly in the building services and water industry, as well as other sectors. What set Meica apart during its entire existence was its commitment to two objectives (a) always give customers exactly what they expect and (b) devote resource and attention to staff development and training. Not surprisingly the motto from the outset was to be



The beginning of Meica in 1994. In 2010 nearly all employees from those days are still working with Meica.



'Personal and Professional'. This approach was not in vain. In the 1990s in the UK the relationship between the client and contractors was often quite adversarial leading to sometimes long & legal disputes which were costly to both parties. Meica had no interest in going down that path and opted instead for a commercial but strictly non-contractual approach and established long term mutual relationships with large and reliable clients such as Bovis Lend Lease, HBG, Mace and Carillion. On the water purification market, Meica Process also grew steadily with alliance agreements such as Welsh Water, Anglian Water and still holds a strong position and ranks in the top-3 water process business in the UK.

Additional growth spurt

An important starting point for Meica is that it outsourced the assembly activities through a limited number of carefully selected supply chain subcontractors. This allowed Meica to devote its full attention to its customer requirements, engineering, supervision and project management complimented by an acquisition strategy. The Meica Group was acquired by Imtech in August 2003 by which time revenues were in the region of 65 million British Pounds through two operating companies with a profitability in excess of the industry norm. The financial power of Imtech as parent company helped realise an additional growth spurt. The company also attained



Starting out during a recession means working hard!

Jim Steele: 'We launched our company during a period of recession, perhaps not the best time to do it, but people are always willing to work hard during a recession. In our case this led to rapid growth, with a lot of repeat business, which laid a firm foundation for our company. We have always taken an open approach towards our customers, devoted a great deal of time to communication and in this way, distanced ourselves from the 'judicial approach to doing business' which was the norm in the UK at the time. This has enabled us to acquire some great projects over the years, such as the air and climate control technology in Europe's largest shopping centre - Westfield in London's White City. This was a complex project. Two weeks before the hand-over around 7,000 people were working at the construction site. An 'interesting' challenge for our project managers.'



Jim Steele.

a leading position in the shaping of Imtech UK. The geographical and technological position was further reinforced in the next few years with the acquisition of long-standing businesses such as Goodmarriott & Hursthouse (in 2005) and Aqua (in 2007). This was followed by the acquisition of Suir Engineering in Ireland in 2008. Imtech had now secured a strong position in Ireland as well. ■

1993 - 1998

1999 - 2003

1993: JIM STEELE, KIERAN HYNES AND PAUL KAVANAGH START SHK SERVICES LTD. >

> 1999: MEICA'S REPUTATION IS THE TALK OF THE TOWN

- 1994: 3iPLC, the largest venture capital Group in England, invested in the company.
- 1995: SHK Services was changed to Meica Services (Mechanical Electrical Instrumentation Control and Automation).
- 1998: Meica appeared in the top 15 of the Sunday Times fast track 100 companies with a turnover of 18.6 million pound.

- 2000: Meica achieves a top-3 position in the UK water purification market.
- 2003: Meica is acquired by Imtech.



NVS (Nordic)

NVS: a long-established tradition of acquisitions

Around the turn of the 19th century electrical and mechanical engineering businesses sprouted up all over the world, including Scandinavia. AB Sana, for example, was established in the Swedish city of Malmö in 1902 and the heating and ventilation company Värme och Ventilations opened its doors in Norway in 1903. Both companies grew steadily until their paths crossed in 1964 and they decided to merge. AB Nordiska Värme Sana was born.



Malmö AB Sana's workshop in Stockholm in 1930.

of Bjorn & Odd Rör AS and Werner Winter, both based in Oslo. And so it goes on.

Successful player

This long series of acquisitions is typical for NVS. In 2007 the concern comprised a conglomerate of 91 branches, businesses that are



Sana's office in Sweden.



AB Nordiska Värme Sana's logo in 1964.

highly accessible to the local market and that work closely together whenever possible. NVS serves a large number of markets with a wide package of services. It is, for example, the dominant player in Scandinavia in the field of HVAC with a focus on growth markets such as energy and water. The company is also active in the maintenance market, with 600 long-term service contracts to its name. NVS is also doing well in the manufacturing industry and responds deftly to new markets such as energy optimisation. Thanks to its decentralised structure and broad scope of activities, NVS has been able to develop



Office, warehouse and workshop in Gothenburg.



A boiler house from 1932.

into the top performer in the Scandinavian market for technical services. It was inevitable that, sooner or later, NVS to attract the attention of Imtech.

On the Imtech radar

NVS was acquired by Tri Installation Acquisition AB, which was owned by investment funds represented by private equity investor Triton, in 2006 and then by Imtech in 2008. This was the start of Imtech Nordic. Incidentally, this had little effect on NVS' 'acquisitions culture' as another six businesses in Norway, Sweden and Finland were added to Imtech Nordic in the same year. And that is only the beginning. The link with Imtech will lead the company to its next growth phase. ■

1902 - 1980

1902: AB SANA IS ESTABLISHED IN SWEDEN >

- 1903: Värme och Ventilations is established in Norway.
- 1964: AB Sana and Värme och Ventilations merge, Nordiska Värme Sana, a strong mechanical engineering player is born.
- 1980: The Swedish construction company, Armerad Betong Vägförbättringar (ABV), acquires Nordiska Värme Sana.

1981 - 1989

> NORDISKA VÄRME SANA MERGES WITH ABV SUBSIDIARY BALKEN RÖR AB >

- 1981: Nordiska Värme Sana merges with ABV subsidiary Balken Rör AB. The new company's name is NVS Installations AB.
- 1988: ABV is bought by Nordstjernan AB and NVS Installations' name is changed to NVS Nordiska Värme Sana.
- 1989: The start of a long series of acquisitions and a period of robust growth.

2006 - 2008

> NVS IS BOUGHT BY TRI INSTALLATION ACQUISITION AB

- 2006: NVS is bought by Tri Installation Acquisition AB, which is owned by the Triton private equity company.
- 2007: NVS achieves a substantial size and is the 'best in class' in Sweden and Norway.
- 2008: Imtech acquires NVS.

De 'ss Rotterdam'.

100 | 101

100 | 101

150 YEARS OF TECHNOLOGY & ENTREPRENEURSHIP

PAUL KERREIJN



Overview main acquisitions of:



Internatio

- 1963: Van Buuren (Netherlands)
- 1967: Rietschoten & Houwens (Netherlands, active worldwide)
- 1968: Van Swaay (Netherlands and the Dutch East Indies)

Internatio-Müller

- 1973: Nettenbouw (Netherlands)
- Saval (Netherlands)
- 1987: Tummers-Cremer (Netherlands)
- 1989: Vonk (Netherlands)
- 1988: ABI-Temse (Belgium)
- 1993: Idéal Chauffage (Belgium)
- 1996: Turnkiek (Netherlands)
- 1997: ROM (Germany)
- WPS (Netherlands, USA, Canada)
- 1998: Van Looy Group (Belgium)
- Elro (Belgium)
- 1999: PAC (Netherlands)
- Baltic Beheer (Netherlands)
- Electro Begaux (Belgium)
- 2000: Inter Networks (Netherlands)

Imtech

- | | |
|--|--|
| <ul style="list-style-type: none"> 2001: Datelnet (Netherlands) Rheinelektra Technik (Germany) Mountside (Netherlands) Novocalor (Spain) IMDEA (Spain) Ravebo (Netherlands) Bostec (Netherlands) EIA (Belgium) 2002: HSC Regelungstechnik (Germany) VABA (Netherlands) CTC (Netherlands) UPS (UK) Vimek (Netherlands) Delen van Landis (Germany, Belgium, UK and Sweden) Farnest Engineering (Netherlands) Brocom (Netherlands) 2003: Meica (UK) 2004: BrightHouse (Netherlands) Deel van HDW-Hagenuk Schiffstechnik (Germany) Eniac (Netherlands) 2005: Synerco (Belgium) Goodmarriott & Hursthouse (UK) Mavisa (Spain) 2006: Part of A. Hak Industrie (Netherlands) Fritz & Macziol (Germany) Tess (USA) Industrieel Onderhoud Emmtec Services (Netherlands) Radio Holland Group (Netherlands, active worldwide) | <ul style="list-style-type: none"> 2007: Metubsa (Spain) Suir Engineering (Ireland) X-Wert Consulting (Germany) Interex (Switzerland) Free Technics (Netherlands) Hoffmann (Luxembourg) BMS (Germany) Aqua Group (UK) Peek Traffic (Netherlands and UK) Seacoast Electronics (USA) Service activities Cegelec (Luxembourg) 2008: Huguet (Spain) Neo (Germany) NVS (Sweden, Norway, Finland) ILS (Austria) STAS (Germany) Fit IT, Ebit en Thinking Solutions (Belgium) IT&T (Switzerland) REAL Solutions Group (UK) Van Berge Henegouwen (Netherlands, active worldwide) Pertec (South-Africa) 2009: Sundsvalls Rörteknik (Sweden) Olav C. Jensen & Søn (Norway) Furustad (Norway) Arconi (Romania) (Part two) Huguet (Spain) |
|--|--|

The history of Imtech: Believe in your own strength!

The history of Imtech from its 'birth' in 1993 is the story of a successful mix of innovative capacity, motivated professionals and ambitious clients. It is the story of people who are excited by technology. Of people who firmly believe that technology can improve operating procedures, make life more pleasant and make the world a better place. People who believe in their own vision, mission and drive, and who are eager and able to share these with other people. The story of Imtech is the story of the success of technology itself as well as the story of having faith in your own strength.

Genesis

To explain how our company started we need to go back to the second half of the 19th century when the world was turned upside down by a large number of technological inventions: electricity, the petrol engine, the telephone, central heating. It was during this period that the parent companies and forefathers of Imtech were born. Visionary entrepreneurs sensed that great changes were in the offing and established innovative businesses that concentrated on technical services. This happened all over Europe. In the Netherlands in 1860 our 'founding father', Jan Jacob van Rietschoten, started an innovative technical enterprise that would later expand and develop into the successful Van Rietschoten & Houwens. Another Dutch company, Van Buuren, established as early as 1808, began to flourish at this time. In Germany, ROM - Rudolph Otto Meyer - and Rheinelektra Technik were established in 1858 and 1874 respectively and, in the US, Westinghouse was founded in 1886. They were all initiatives that would develop into highly regarded companies. In the first part of this book you can read short histories not only of these our oldest Imtech forefathers but also of some of the others.

The I and M of Imtech

Two reputable Rotterdam-based trading and shipping companies, Internatio (1863) and Müller (1878), also played a pivotal role in the creation of Imtech. These two enterprises had operated independently for some time, but in 1970 they decided to merge. Around 1990 Internatio-Müller (IM) was a conglomerate of businesses, approximately 35 of which specialised in technology. All of them were mono-disciplinary electrical engineering or mechanical engineering firms that seldom worked in partnership with one another. It was during this period that René van der Bruggen, at the



Technology for CERN in Genève.

Imtech Profile
 Imtech N.V. is a European technical services provider in the fields of electrical engineering, ICT and mechanical engineering, with approximately 23,000 employees and an annual revenue of more than 4 billion euro. Imtech holds strong positions in the buildings, industry and infrastructure/traffic markets in the Benelux, Germany, Eastern Europe, Scandinavia, the UK, Ireland and Spain and in the global marine market. Imtech serves a total of more than 20,000 customers. Imtech offers added-value in the form of integrated and multidisciplinary total solutions that lead to better operating processes and a higher return for our customers and, in their turn, our customers' customers. Imtech also offers solutions that contribute towards a sustainable society, for example in the field of energy, the environment, water and mobility. Imtech shares are listed on the Euronext stock exchange, where Imtech is included in the Midkap Index. Imtech shares are also included in the Dow Jones STOXX 600 index.

time a director of Internatio-Müller subsidiary Van Buuren-Van Swaay and currently CEO of Imtech, together with Wil Maas (Van Rietschoten & Houwens) and Jan Mussche (Nettenbouw), developed a vision based on the provision of multidisciplinary technical services. In 1993 IM's Board of Management decided to cluster all the technical IM companies. Within the concern



Deutsche Bank, Frankfurt: the most 'green building' in Europe.

Internatio-Müller Technik, which would later be abbreviated to the catchier Imtech, was a fact.

Imtech = E + ICT + M

In 1995 Van der Bruggen, with the support of a small group of inspired people, set down the multidisciplinary vision in a strategic blueprint. The 1995 blueprint, which is really Imtech's 'birth certificate', describes the co-operation between companies in the field of electrical engineering, information and communication technology and mechanical engineering, expressed in the

formula: Imtech = E + ICT + M. The document outlined the ambition to offer the entire spectrum of services and described the first prospects for growth on the European market.

The early years

During the first Imtech years (post-1995) the E and M businesses started working together and this



The 'green' stadium for the Olympic Games 2012 in London.

opened the way for the slow but sure process of integration. This was also the period in which new technologies began to blossom within the concern. Initially still known as 'Telematry' and 'Technical Automation', they later became Information and Communication Technology (ICT). Imtech recognised the potential of ICT early on, partly because it had already learnt a great deal about



the basics of this 'new' technology through Van Rietschoten & Houwens (which decades earlier had applied these 'computer sciences' on-board ships and in scientific computers). With the acquisition of the innovative ICT player Turnkiek in 1996 Imtech took its first steps on the road to 'modern' ICT. Dozens of successful takeovers during the following years gave Imtech a virtually unique portfolio: no other company in Europe was able to offer the combination of electrical engineering, ICT and mechanical engineering on the same scale that Imtech could now offer.



Imtech becomes a brand

From 1998 on the clustering of mono-disciplinary companies into a multidisciplinary organisation started to take shape. One by one, Imtech Projects, Imtech Maintenance, Imtech Marine & Industry and Imtech Systems were introduced to the Dutch market with the slogan 'combined strength in technology'. This was followed by the launch of Imtech Belgium. Each and every one of these companies was a multidisciplinary enterprise with a solid foundation in both electrical and mechanical engineering and even some knowledge of ICT: the multidisciplinary solution to the challenging problems of hundreds



of customers. The introduction of Imtech ICT followed later. Imtech had become a brand. Yet another milestone was the Internatio-Müller conglomerate's decision to dispose of the non-technical core activities and focus exclusively on Imtech's core business - technology. In 2001 the transformation process was completed. Internatio-Müller continued under the name Imtech, a new and ambitious stock exchange fund quoted on the Euronext stock exchange in Amsterdam.

< Energy-efficient (diesel) electric propulsion.



Green Office 2015®.

System Integration

The introduction of the Imtech brand marked the beginning of a new type of technical services provision. Our package of services covers the full spectrum of the technical core disciplines—electrical engineering, ICT and mechanical engineering; we provide our services across the full breadth of the market and, at the same time, we cover the total technology column, from consultancy and design to implementation, maintenance and management. Customers are assigned a single contact point for all the technology-related solutions we provide

< High-tech security.

them. At the time we called it 'System Integration'. We responded successfully to the trend among companies to focus on their own core business and to outsource all of their non-core activities, such as technology maintenance, to companies specialising in these fields. Major projects that involved various Imtech businesses working together as a multidisciplinary unit for the first time included the order for the multidisciplinary technology in a research and production centre of biotechnology firm Amgen in Breda and the order for all the technological solutions in ABN AMRO's new head office in Amsterdam. These projects proved – both externally and internally – that the system integration concept, or total multidisciplinary technical services provision, actually works. Slowly but surely cross-selling between electrical engineering and mechanical engineering generated greater spin-off. Revenue rose dramatically, as did the result.

Digitisation

The emergence of ICT technology and the internet set in motion a process of change as radical as the introduction of electricity had been. Information



A wind tunnel for BMW.

E and M: an impossible combination?

Until the 1990s the two major disciplines existed in two totally separate worlds. There was the electrical engineering world (E) and there was the mechanical engineering world (M) with air and climate control technology. Two disciplines, each with its own culture, expertise, organisation and approach to professional practices. Looked at from this perspective clustering E and M into a single organisation was not really the most obvious concept. And yet that concept was the seed from which Imtech has grown.

and communication technology penetrated into every facet of business operations and daily life. The share of technical ICT solutions in the total investment for buildings, industry, infrastructure, ships and the telecom sector grew rapidly. Logical. Because what would a hospital be without ICT? Or a sports stadium, a university, a tunnel, an intranet? ICT had become the driving force of economic and social development. That is why Imtech decided to accelerate its efforts to build-up a European axis with strong and innovative ICT companies and to intensify its co-operation with global market leaders such as IBM, Microsoft and Cisco. The objective was twofold: to ensure Imtech had new innovative technologies in-house in good time and to achieve a broad cross-pollination of ICT within Imtech.

Enterprise: 'Like father, like son'

Every one of Imtech's innovative 'founding fathers' was a successful entrepreneur and enterprise is valued just as highly within today's Imtech. Imtech is, after all, a decentralised organisation with a full-blooded entrepreneur in each management position. Enterprise and technology are the

ingredients of Imtech's success. Each Imtech organisation (be it country, division, business unit or department) is close to the market, possesses unique knowledge of its market and is able to 'sniff-out' opportunities and respond quickly. New developments are seized with both hands. Is



ICT: the basis for Imtech's success.

Europe's traffic threatening to grind to a halt? We build the traffic control centres that manage traffic flow. Is the internet hype increasing the demand for large-scale data storage? We build innovative data hotels. And when UMTS (third generation mobile communications) makes a breakthrough, Imtech takes care of the roll-out of entire networks. We are also pioneers in the development of new concepts for energy management. Is the demand

A 'green' datacenter.

for sustainable energy increasing? Imtech reacts quickly and today a quarter of its revenue comes from the energy & environment market. But Imtech was also involved in the first projects in the Netherlands and Germany developed as Public-Private Partnerships (PPP). In the marine technology sector Imtech is an innovation leader in the field of platform automation and diesel-electric propulsion on-board ships. Even without a large-scale central R&D centre at its disposal, Imtech has proven time and time again that it is capable of introducing appealing new concepts. Imtech has the ability to translate concept innovation into process and product innovation, which is then developed further in successful new projects.



< Oil & gas: core business of Imtech.

the acquisition candidate was a mono-disciplinary company. The next step was to connect E to M and then to ICT. Many of these E and M companies were still family-businesses and, although they were well managed, were incapable of achieving further strong organic growth: they were at that awkward stage, as the Dutch saying goes: 'too big to be a napkin, too small to be a table cloth'. Sometimes there was also no successor within the company. The risks involved in taking over such companies were limited. Imtech was carrying out its acquisitions in familiar territory and knew the business and the corporate culture inside out. This is how Imtech has expanded step-by-step over the past decade; not only in Belgium, Luxembourg, Germany, Spain, England, Ireland and the Scandinavian countries but also in Austria and Switzerland. This is the roll-out of the successful Imtech formula.

Technological growth

A second growth axis for Imtech is the technology itself: technology for the generation and most efficient use of sustainable energy, marine technology, air and climate control technology,

process technology, fire protection, access technology, parking technology, measuring and control technology, traffic technology, business intelligence, software, power electronics, technical automation, etc. The objective of our integrated technical services provision is to improve our customers' business operations, to be more in tune with the end-user's needs and to reduce the total cost of ownership (the total running costs throughout the lifetime of the technology). The result? Continuity for the customer. Long-term partnerships. Financial strength thanks to a strong balance sheet. Personal development and a pleasant working environment for employees. Innovation and, of course, the creation of shareholder value.

Corporate Social Responsibility

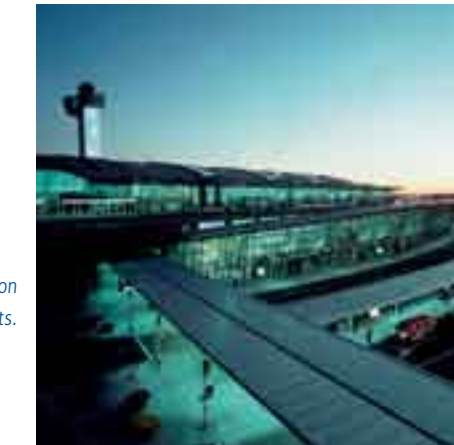
The realisation that business concerns can contribute towards a sustainable society that is



A digital ships bridge.

based on respect for people and nature spread quickly in the first few years of the 21st century. Imtech had realised this long before and had opted

for a pragmatic approach. Many of the projects in which Imtech is responsible for the technology contribute towards sustainability and make a major contribution towards addressing social issues such as bio-energy, energy saving and management, the reduction of harmful emissions and particles, and clean drinking water and waste water. But we are also working on improving food-chain management, the development of eco-friendly cars, patient-orientated health care, optimum security, environmentally aware R&D



Strong player on airports.

and much, much more. The principles of Corporate Social Responsibility (CSR) are embedded in our business operations and are reflected in our Business Principles, our HR Principles and our Quality, Health, Safety & Environment (QHSE) policy. But Imtech goes even further. In addition to a 'green' fleet, 'green' offices, carbon footprint measurement and a CSR-based Code of Supply for our suppliers, we have also taken the initiative for the development of sustainable buildings (Green Office 2015®) and initiated the 'Shared Success in Developing Countries' programme. This programme involves temporarily deploying Imtech employees to developing countries to help

> High-tech cleanroom technology.

find a solution to the local technology-related problems. The key elements are the transfer of knowledge and boosting the local community. This is how we are demonstrating that, for us, CSR is not merely a passing fad.

Driven professionals

The story of Imtech is the story of market-oriented and motivated employees who seek (and find) technical solutions to the issues that society faces today. Employees who want to offer their customers the best possible service by asking themselves what their customers' customers want. People who want to do business honestly and abide by the principle of 'do what you say and say what you do'. People who give of their very best because they know their efforts matter and are appreciated. Imtech employees are often given the top scores for their expertise and dedication in Customer Satisfaction surveys. That says it all... We are also successful when it comes to 'inspiring and retaining' employees and involving their partners and children in activities. Imtech's HR principles (see box) are widely supported and shared by our employees.



Strategy: believe in your own strength!

The past fifteen years have proven that Imtech is on the right track. The CAGR (Compound



Luxury yachts: full of Imtech technology.

Annual Growth Rate - the average annual growth over a unit of time) in the period from Imtech's establishment in 1993 to 2008 was 15% for revenue and 24% for results (EBITA). These growth percentages make Imtech one of the fastest growing technical businesses in Europe and, for many financial analysts, the sector's number-one benchmark. Imtech's broad European portfolio makes further growth possible in the future, especially as customers are being offered increasingly high added value. The demand for total technological services continues to increase. Confidence in Imtech is reflected in the growing number of regular customers and large-scale and long-term maintenance contracts. Imtech is growing rapidly in Europe and is building a strong reputation in the process. In recent years we have made progress on all strategic fronts and this has brought us closer to achieving our objective for 2012: Imtech wants to

Imtech improves mobility in Europe.



Geographic growth

Over the years Imtech has acquired a large number of companies (see page 102/103). The guiding principle behind all these acquisitions was to seek out strong and successful businesses active in one of our 'traditional' fields of expertise: electrical (E) or mechanical (M) engineering. In almost every case



be the best services provider, both in Europe and in the global marine market. We want to achieve a top-3 position in every country in which we are active and in every market relevant to us. Our target for 2012 is to achieve revenue of 5 billion euro while maintaining an operational EBITA margin of 6%. Although the economic playing field changed dramatically during the financial crisis of late 2008 and 2009, we still believe our strategic objectives are attainable. Imtech is active in dozens of countries and hundreds of

Unique drying technology for Airbus.



< Head-office ABN AMRO in Amsterdam: full of Imtech technology.

regions and in numerous markets, segments and niches. We are highly successful in the growth markets of energy, environment and water. We hold thousands of maintenance contracts in the most diverse markets. Imtech is serving nearly 20,000 customers in 2010. Our flexible project organisation is proving time and again that it is highly skilled at responding to new developments. We have great faith in our multidisciplinary solutions, our decentralised market approach and the enterprise and motivation of our employees. In short: Imtech has faith in its own strength.

Imtech's eight HR principles

- *Mutual trust, expressed through integrity, respect and reliability.*
- **Personal development:** *consideration for the development of employees. The growth of employees leads to the growth of the company.*
- **Leadership:** *constant improvement and development of management positions; focused concentration on leadership qualities and performance.*
- **The right people in the right place:** *a job for life is a thing of the past; continuous growth and development fitting for the employee's stage of life and complementary to the needs of the company.*
- **Employment conditions:** *Imtech's salary scales are competitive and aimed at personal performance and development with a focus on more flexibility and adaptation to the needs and situation of employees.*
- **Work safety:** *health, safety and welfare are core issues for every employee in every function and in every working situation.*
- **A balance between work and leisure:** *by seeking more flexible working arrangements, such as working from home and a balance between work and leisure (or caring tasks), employees are given the scope to work longer and remain healthy.*
- **Corporate Social Responsibility:** *pragmatic, in keeping with Imtech's core business, goal-oriented, distinctive, doing more than is legally required.*

In conclusion

This, in a nutshell, is the story of Imtech. It is the story of a group of motivated people with vision; go-getters who work together as one on the integration of innovative technologies. People who are active at the crossroads of economy and society. Imtech's concepts and services provide measurable added-value. Imtech offers total technological solutions that make our works and our lives easier and more enjoyable. Solutions that lead to improved business operations, higher

revenue and returns for our customers and, in their turn, our customers' customers. Solutions that also make a direct contribution towards a general economic growth. But Imtech also works intensively on solutions to social issues, such as energy, the environment, water, health care, mobility and security. We summarise all of this in a catchy payoff: We have the technology. You have the result: Shared Success! ■



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PUBLISHER'S INFORMATION

PUBLISHED BY

IMTECH N.V.

INITIATED BY

PIETER KOENDERS
CEES VAN DE KREEKE
MARK SALOMONS

TEXT

DE NIEUWE LIJN:

ROB DANIËLS
TRUDY VAN DIJK
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PIETER KOENDERS

FINAL EDITING

DENISE COOPER
JACQUELINE HENDRIKS
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NIENKE VAN DER VEER

LAY OUT/LITHOGRAPHY

ANTONISSE VORMGEVING

ILLUSTRATIONS

PAUL KERREBIJN[©]

PRINTING

DRUKKERIJ VAN AS
EUROPOINT MEDIA

WITH THANKS TO

ANNET BOERS
RENÉ VAN DER BRUGGEN
ELS DE CLEENE
SANDRA GARRIDO
BOUDEWIJN GERNER
TON HALKES
YVONNE HAVIK
KATHRIN HOFFMANN
ANN-SOFI HÖIJENSTAM
TREVOR HURSTHOUSE
MEVROUW G. JORDAAN-VAN HASSELT
IRENE KERSSEBOOM

BERT KIEKENBELT
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