



Exportmanagers Vincent Hofstee
and Erwin van den Berg,
active in the most unique countries

Dim-Jan de Visser
Tolsma-Grisnich is completely
ready for the future

Maarten and Jan-Leen
van Nieuwenhuijzen:
The people of Tolsma-Grisnich
are always there for us

Lolke Wijnia
Map Grisnich was
so technically skilled!



BUILT ON COURAGE AND INNOVATION

BUSINESS WITHOUT BORDERS





FOREWORD

This is our magazine, 'Built on Courage and Innovation,' which we created on the occasion of the opening of our new business premises on Cavalier Street in the De Munt B business park in Emmeloord.

It took us over five years to complete the move from our two old business premises in Emmeloord to this new building. You'll understand that we're happy, and also a little bit relieved, to finally have taken this step.

Before we return to our daily work, we believe it's important to share with you in this magazine where Tolsma-Grisnich came from. How our company has developed. Where our strengths lie. What we stand for. How we look to the future.

I'm delighted that Cees and Piet Tolsma, who were at the heart of our wonderful company, were able to contribute to this special publication. We also feature employees from various departments sharing their stories about their work for Tolsma-Grisnich. These are stories from everyday practice. They'll share their specific skills, their experiences with clients, Tolsma-Grisnich as an employer, and sometimes even their future. Clients will also share their experiences and often many years of experience with Tolsma-Grisnich.

From now on, we'll be working on the future from this beautiful building! Built on courage and innovation. From this beautiful new business premises, we'll be ready to serve you in the coming period.

Thank you for attending our open house.
We hope you enjoy reading.
On behalf of the management,
Dim-Jan de Visser, owner TG-Group



CEES AND PIET TOLSMA ON SPECIAL EVENTS, CRISES, CRUCIAL DECISIONS, MISTAKES, AND SUCCESSES

‘IN THE EARLY 1970S, WE DECIDED TO FOCUS ENTIRELY ON STORAGE TECHNOLOGY’

Surprising events, crises, crucial decisions, mistakes, and successes are discussed at a rapid pace at Cees Tolsma's home, where his twin brother, Piet, is visiting. It's fascinating to hear them discuss the history of the company that once belonged to their family. Here's a quick look at the story of Tolsma Techniek through the eyes of Cees and Piet Tolsma.

Sint Annaparochie and Berlikum

That history begins in the nineteenth century and the first half of the twentieth century, when Piet and Cees's grandparents had shops in Sint Annaparochie and Berlikum. They sell and repair watches, clocks, household items, and a few other products. The business next to the shops is called Technisch Bedrijf Tolsma. Auke Tolsma, born in 1920, was sent out by his parents at the age of fourteen to sell produce to farmers by cargo bike. It was the 1930s. The years of crisis.

The agricultural region of North Friesland was home to many mixed farms, primarily dairy farms and seed potato growers. These potatoes were stored in the barn where the cows were kept during the winter, or in a sheltered pile on the farmyard. And that often didn't work out well, as Auke discovered during his many conversations with the farmers. Auke Tolsma took over his parents' business in 1946. Tolsma Technical Company grew into an electrical installation company. Mother Baukje Tolsma was busy in the shop.

In the early 1950s, when everyone had enthusiastically returned to his business, a prominent farmer asked Auke if he had any ideas for better potato storage. He certainly did. Auke developed fans that blew air through the potatoes and developed the later famous triangular ducts. He even received a patent for one component (when it gets too cold, the valve closes automatically). So that system works perfectly.

ZPC

They also got wind of this at the potato cooperative ZPC. When ZPC built large storage facilities in Friesland where potatoes from growers would be stored, they asked Auke Tolsma to install the ventilation system. It was a wonderful assignment that was successfully executed.

Cees and Piet

Cees and Piet were born on October 20, 1947. As boys, they were already running around the shop, but their mother, Baukje, preferred their father, Auke, to keep an eye on the busy duo in the workshop. By the time they were six or seven, they were already doing odd jobs there. By ten or eleven, they were already milling slots and drawing wires.

After primary school, the brothers went to trade school. Their father, Auke, thought they needed to learn a trade. Piet: 'Cees and I found school boring. 'What we had to do there, we'd done so often at home.' After vocational school, Cees went to watchmaking school in Hoorn, and Piet to intermediate vocational school in Leeuwarden. Having his own watch shop appealed to Cees. But Auke was happy to see both his sons working in his business. And so it happened. Cees and Piet are both technically trained. Cees is also learning a thing or two about marketing, while Piet is specializing further in technology and automation.

The company is growing

The company is growing, and Auke wants to have a new building built in Sint Annaparochie. However, he can't reach an agreement with the municipality. It takes years before he has a building permit in sight. Auke Tolsma has already secured several contracts in the Noordoostpolder, a rapidly emerging potato-growing region, through the ZPC, among others. A brother, Romke, who works in public works, lives in Emmeloord. Romke, along with his boss, Eigendaal, invites Auke to Emmeloord to view a space for a new business premises. They drive to a plot on Havenstraat.

To Emmeloord

Auke is enthusiastic, and when he hears that, due to a special regulation, no permit is required for a certain type of standard building, he decides to move part of his business to Emmeloord. Three weeks after this visit, the first pile is driven into the ground on the site where AES is now located. It is 1964. Shortly after, the first Tolsma fans

are produced in Emmeloord.

Meanwhile, the Tolsmas live in Emmeloord. Cees and Piet marry in 1968 and 1969 respectively and then move to Emmeloord. Father, mother, and sister Aly move to the polder capital in 1973. The shop closes in 1968.



Toltronic climate control computer

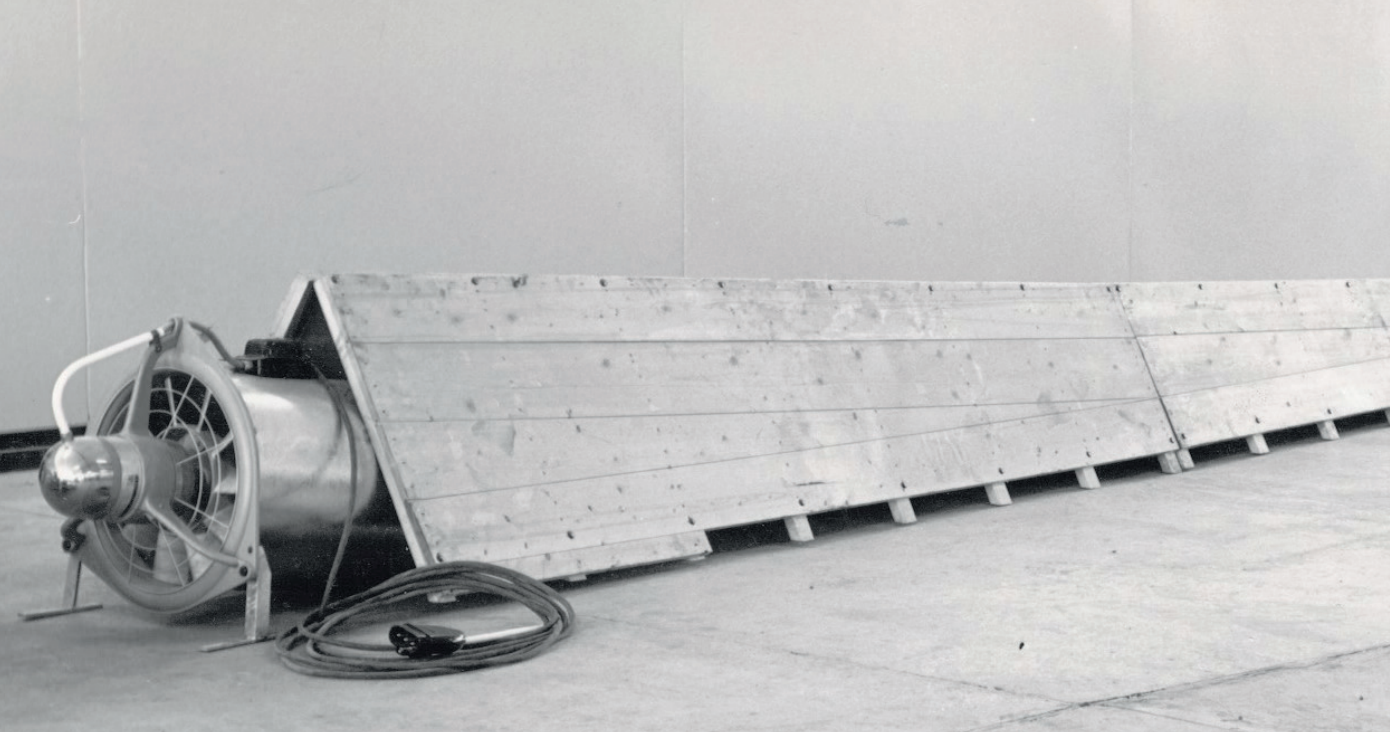
No agriculture

The company Tolsma Techniek already had some adventures under its belt. Auke had been running his business for a while. Arable farming is experiencing a volatile economy. The installation market is more stable. Tolsma even handles the installations for the new retirement home in Emmeloord, De Golfslag. A wonderful assignment. Auke Tolsma is a bit tired of the erratic agricultural landscape. Perhaps it would be better to continue with installation technology, a number of lighting products, doors with remote controls, partition walls, etc. This would allow him to produce year-round.

Auke calls in a consultant through the company magazine 'Success.' He can't quite figure it out. 'What are you good at and what sets you apart?' the consultant asks. 'Potato storage,' Auke Tolsma answers honestly. 'That's where you have to invest.' Piet and Cees agree. Piet: 'Our father was from a generation that, if a customer requested a product, almost always wanted to make it. But because of that, he was busy with many things at the same time. We wanted to get rid of that. And so did he, you know.'

The choice for storage technology

Auke Tolsma listened to his advisor and sons and appointed a salesperson for the storage products in the potato sector. The lighting products disappeared, and ventilation in livestock farming was also discontinued. From that period, in the early 1970s, storage technology became the core business. Knowledge of electrical engineering led to the introduction of more electronics in storage technology, such as the electronic thermostat in 1975.



Triangular air ducts

And then this sector really started to thrive.

In the early 1980s, there was an economic recession in the Netherlands. The government tried to revitalize the economy with targeted subsidies. Innovation subsidies and export subsidies were available for companies that collaborated as exporters. Cees: 'We wanted to be the best in our industry. We invested in developing our own PLC climate control computer, with our own programmers, improving our fans, semicircular ducts, the Tolsma measuring unit, mechanical cooling, and much more. That choice paid off very well.' Sales increased, and we soon moved to larger premises on Fabrieksweg.



Tolsma fan production

Export

Piet: 'We started exporting to Germany and France in the second half of the 1970s. After research, we discovered we already had more than half of the Dutch market. So it was time to look abroad. We subsequently saw the Netherlands, Belgium, France, and Germany as our domestic market.'

After a difficult start, both in Germany and France, the first major projects were launched, thanks in part to these export subsidies. Tolsma also set up storage facilities in countries like New Zealand and China. The largest was in northern China; a project for Tolsma worth 1.4 million guilders! In the period before the Berlin Wall fell, in the 1980s, Agrico was active in Russia, along with various arable farming companies. This was difficult, but when the Berlin Wall fell at the end of 1989, major orders came from there as well. Tolsma has become an export company with a strong domestic market in the Netherlands. Piet and Cees, together with their employees, steadily develop Tolsma Techniek. The Cooltronic and the Compact Cooler are presented.

The twin brothers form a stable leadership team. They are each other's support and confidante. Piet: 'My father sometimes called in a consultant during difficult times. Cees and I were each other's sounding board.' Cees: 'By then, we were both active in technology, marketing, management, and other areas. We could discuss anything together.'

The company is sold

In the 1990s, Piet and Cees prepared for life after entrepreneurship. They agreed to retire from their intensive entrepreneurial lifestyle at 55. Various scenarios were considered. Not everything they wanted was possible. Ultimately, they decided to sell the company to Netagco in 1998. They contributed their expertise to various Netagco companies from 1999 onwards, retiring in 2002. Cees concludes: 'But Netagco didn't manage the potato division well, which ultimately led to a business fiasco. Fortunately, the existing management in Emmeloord was able to continue Tolsma Techniek in 2003. I remained with the company as a consultant until 2012. Piet and I are delighted that the company has developed so well in recent years.'

LOLKE WIJNIA (82) WORKED
WITH MAP GRISNICH

‘THAT MAN WAS SO TECHNICALLY SKILLED!’



Eighty-two-year-old Lolke Wijnia from Emmeloord is the man who can tell us a lot about the history of Machinefabriek Grisnich for this edition. Before the company became part of Tolsma, Lolke was Grisnich's commercial director.

A remarkable detail is that when Lolke was fourteen, fresh out of junior technical school, he started working at Smederij Gorter in Emmeloord and got Map Grisnich as a colleague. 'That man was so technically skilled! He could draw the work, make it, and it worked perfectly. In my memory, he was better at it than the bosses there at the time.'

Machinefabriek Grisnich

After that, Map Grisnich, who started his own machine factory in 1965, and Lolke Wijnia lost touch. But in 1980, Map contacted Lolke and offered him a sales position. Lolke accepted. 'The great thing about my role as a sales representative was that, with my technical background, I knew how our products were made and that I could also use my experience to sell our products.'

At that time, Grisnich was active in both the agricultural and fish processing sectors. Lolke: 'We made our products for internal transport and storage, among other things. The choice for both fishing and agriculture was because the management didn't want to be dependent on just one sector.'

Sales went well. After a few years in sales, Lolke was asked to take over management as well. Lolke: 'Map said: after you've sold, you can also ensure that what you've sold is made properly. It was our culture to listen carefully to what the customer wanted and then tailor it to their needs.' Box tippers, filleting lines, rinsing machines, transport lines, we made it all.

Map Grisnich retired in 1989. His son Berend became a shareholder and general manager. Map's brother-in-law, Berend van Dijk, became financial director. Lolke Wijnia became commercial director, responsible for sales and operational management. The company had grown from eighteen to 65 employees.

Tolsma came into the picture

'In 2004, I took early retirement, but continued working two days a week, later three. My job was primarily to support sales and advise management. Due to Berend Grisnich's health problems, that shifted back to five days a week again. I was asked to take the lead.'

'During that period, Berend Grisnich decided to sell the company. Machinefabriek Grisnich was in excellent health, and he saw this as a good time to take over the business, after which it could continue in good health. That's when Tolsma came into the picture.' Both companies were convinced this could be a win-win situation. As a result, the product range was expanded. The first few years after the acquisition were difficult. The interim manager who had been appointed was primarily production-oriented, while Grisnich was customer-focused. That manager was replaced after a year or two.

Lolke still visits Grisnich occasionally to meet with former colleagues. 'As far as I can tell, the company is doing very well now. The two companies give the feeling, both internally and externally, of being one company. As far as I'm concerned: keep up the good work!'

Telescopic conveyor belt



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‘WE HAVE MADE GREAT STRIDES AND ARE NOW IN EXCELLENT SHAPE IN ALL AREAS’

Frits Visser, CEO of Tolsma-Grisnich, enthusiastically discusses the company's development. The CEO is a dedicated, all-round leader who is passionately committed to taking organizations to the next level. He has served numerous companies in this role over the past decades and was recruited by Tolsma-Grisnich in 2019, partly to bring his seniority to a relatively young management team. Frits not only leads this management team but is also directly responsible for the HRM, R&D, legal affairs, purchasing, and the new construction project. He is also the point of contact for stakeholders such as financiers, banks, and shareholders.

Growth and professionalization

A key task for Frits Visser was to contribute to increased growth and further professionalization. ‘Together with Dim-Jan de Visser as commercial manager, Johan Wienen as CFO, and Jarno Blokland as COO, we revitalized Tolsma-Grisnich. We’ve made great strides and are now in excellent shape in all areas.’

The long journey to the new building

With two outdated business premises in Emmeloord, you don’t have to be a business expert to know that a move to a single, modern building would be much better for Tolsma-Grisnich. This new building had been on the MT’s agenda for many years. It was a long journey, which culminated last summer with the move to the impressive building on Cavalier Street in the De Munt B business park in Emmeloord. Tolsma-Grisnich is now one company on the work floor, with the same culture, where distances are literally and figuratively eliminated. Customers and employees will notice this in the coming years.

Frits Visser summarizes the benefits of the new premises. ‘For our customers, I’m thinking of faster delivery times, better service, improved logistics, more multidisciplinary collaboration, more innovation, and better training and demonstration opportunities. In short, an even stronger foundation for sustainable collaboration.’

‘Regarding our employees, we’ll be forming multidisciplinary teams and bringing out the best of both companies. We’ve also created a more homely atmosphere in this ultra-modern facility, which encourages more pleasant moments of rest, more social interaction, and more

collaboration. Employees are happy to stay and work for us in that atmosphere, and it gives them an even greater sense of pride. New employees are more likely to sign up. We’re already seeing that.’

The Energy Plaza

‘State of the art,’ Frits Visser calls the energy plaza. ‘With solar panels, batteries, generators, and our energy management system, we’ve developed a state-of-the-art energy plaza. We’re largely self-sufficient and have only a small connection to the energy grid. Very practical in these times of grid congestion.’

And finally. ‘We’re enjoying all the interest during our open house and proudly showing off our new business premises. And afterward, we’ll get back to working hard for our customers.’

Frits Visser





DIM-JAN DE VISSER ON THE MOVE TO THE NEW BUILDING

‘TOLSMA-GRISNICH IS COMPLETELY READY FOR THE FUTURE’

‘It’s fantastic that we’re finally in our new and spacious building. It’s more pleasant to work here for all our colleagues, we can operate more efficiently as a company, and we have an even stronger foundation for further growth of our business.’ Owner TG-Group Dim-Jan de Visser (48) is pleased that the move has finally been completed after about five years of preparation.

The owner TG-Group knows where Tolsma-Grisnich comes from. The farmer’s son from the Noordoostpolder region worked for Tolsma as a summer worker in 1996. In 2000, he became a permanent employee of what was then called Netagco-Tolsma. In 2003, there was a management buyout, in 2007 the acquisition of Grisnich, after which Dim-Jan de Visser acquired the shares of

Tolsma-Grisnich in the following years. As owner TG-Group, Dim-Jan’s focus was primarily on promoting exports. He and his family lived in Germany and the United States, among other places, and has visited and assisted customers in dozens of countries. Dim-Jan knows Tolsma-Grisnich, knows the Dutch domestic market, and is aware of what’s happening globally.

Equipment, knowledge, and expertise

Where will Tolsma-Grisnich stand in 2025? ‘We’ve experienced positive development in recent decades. Tolsma-Grisnich offers total solutions worldwide for arable farmers, logistics companies in the agricultural sector, and the French fry industry. Think of machines for cleaning and sorting potatoes, carrots, or onions in

storages, and of course, storage technology. We focus on everything needed within our customers' storages.' What we provide isn't just equipment, but above all knowledge and expertise. Ultimately, it all comes down to enabling our customers, wherever they are in the world, to maximize their profit.

From A to Z

With the Netherlands as a strong home market, Tolsma-Grisnich operates in more than a hundred countries, on all continents. This is and remains a huge challenge. In each country, the culture is different, the circumstances are different, and the demands are different. See also the story of the export managers. But Tolsma-Grisnich has unique selling points. Dim-Jan de Visser: 'In our industry, Tolsma-Grisnich is the only company in the world that delivers complete projects. From control software, machines, cabling, ventilation, to engineering a system, tailored to the customer's specific needs. We supply and handle everything, from A to Z.'

Partners

For many years, Tolsma-Grisnich has collaborated with reliable partner companies on many projects, some of which are also located in Emmeloord. 'Emmeloord is a special place when it comes to arable farming and the related agricultural industry,' says Dim-Jan de Visser. 'Nowhere else in the world will you find such a concentration of companies active worldwide in the cultivation, storage, and processing of potatoes and other arable products. Emmeloord is often called World Potato City.' And then with a smile: 'I visit many places around the world, and there, people often think that Emmeloord, because so many potato companies operate from there, is a very large city, or a country.'

The future

When Dim-Jan de Visser looks into the future, he primarily sees many opportunities. 'The world population is expected to increase by two billion people in the next twenty years. All these people, of course, need to eat. And in that respect, the potato is doing well worldwide, with its high nutritional value and relatively low cost. Naturally, climatological changes and geopolitical developments will impact our markets.' But one thing is certain: in the future, we will continue to create the optimal solution for our customers, ensuring the highest return.

From the new building

Starting this summer, Tolsma-Grisnich will be operating from the beautiful new building on the Cavalier in the De Munt B business park near Emmeloord. Dim-Jan de Visser: 'The employees here have more comfort and more space. Both our locations, formerly Tolsma and Grisnich, are now finally working together under one roof. Much more efficiently, of course. We can accomplish more with the same team. And we offer our customers better facilities when it comes to training and education.'

'As management, we continue to do our utmost to create a pleasant working atmosphere. Our culture is one of action, not whining. We solve problems quickly and efficiently. Together with colleagues, in a familiar atmosphere. And, I emphasize, there's plenty of laughter. Enjoying work is so important! Our customers know this about us and can expect even more from us.' Tolsma-Grisnich is once again completely ready for the future.'





Erwin van den Berg, Jan van Maldegem, Vincent Hofstee

EXPORT MANAGERS VINCENT HOFSTEE AND ERWIN VAN DEN BERG **ACTIVE IN THE MOST UNIQUE COUNTRIES**

Export Managers Vincent Hofstee and Erwin van den Berg travel the world for Tolsma-Grisnich. Vincent travels extensively to North America, France, and Africa. Erwin meets his clients in countries such as Turkey, China, India, and Japan. In each country, they answer the most unusual questions and provide solutions to often complex problems. In almost every country, they encounter different cultures and customs. As commercial diplomats, they maintain their relationships and implement projects for Tolsma-Grisnich from start to finish.

Before joining Tolsma-Grisnich (both in 2012), Erwin and Vincent worked behind the scenes at various other companies. Erwin was involved in equipment sales for French fries producers. After a career in the military, Vincent worked in a commercial role for a company specializing in logistics systems and services. With all their experience, how do they view their current employer in 2025? 'We deliver everything ourselves, or manage everything ourselves. And we do that with the highest quality, focused on the specific request,' they say unanimously.

Gaining trust, in different cultures

An important part of their work, as their story reveals, is gaining and maintaining the trust of their clients. That's

not always easy. Erwin talks about his experiences in India. 'There, my clients sometimes ask detailed questions, about the bolts in the installations, for example. They do that to find out if you know what you're talking about. In India, they also ask about your relationships. They value who you know and whether you have mutual relationships. Preferably at the highest possible level.'

Vincent is active in Africa, among other places. 'In East Africa, you work in former English colonies. In West Africa, they're former French colonies. You find something of that in the local culture. In Zimbabwe, I often work with white descendants of farming families. Gaining trust is done differently everywhere. What's the case every-

where in Africa is that you initially relax during meetings. You make small talk before it eventually becomes more businesslike. And what you also have to be aware of when working in Africa is that there's a strict hierarchy. Ultimately, one man at the top decides whether a project goes ahead or not. I often sit at the table with ministers. Erwin recognizes this. This is broadly the case in Asia as well. Although in China, on the other hand, they are very businesslike. He offers another example of a peculiar habit for the Dutch. 'In the Netherlands, you might sit next to the driver in a taxi. In Africa and Asia, they don't do that. The taxi drivers and others feel very uncomfortable with it. You have to keep your distance. And if you sit in the back, you're more important, especially if you sit diagonally behind the driver.'

These are some of the cultural aspects of doing business internationally. Ultimately, it's about the projects, usually the construction and furnishing of large warehouses. Once the quote is on the table, the game begins. Erwin: 'Usually, our clients quickly flip through the last pages. I almost always hear, "You're the most expensive."'

Top quality

Vincent: 'But our strength lies in delivering top quality, from storage to processing, in equipment, advice, and support. Together with other partners, such as potato trading houses, we ensure the realization of a project, from start to finish. With better seed potatoes, we can increase yields, for example. And then we can significantly reduce storage losses. The trick is also to assess whether the initiators have truly serious plans before embarking on a long-term project. Sometimes I invite them to come to the Netherlands. You can tell a lot from whether they come or not.'

Potato Business School

Jan van Maldegem, board member and instructor at the Potato Business School Emmeloord, is also joining us. 'The Potato Business School is also interesting for our sales

people. They regularly incorporate this into their negotiations. Whenever appropriate, they offer a week-long Potato Business School, paid for by Tolsma-Grisnich. Their customers are incredibly enthusiastic after attending. About what they learn and what they see in our company and at others. That's good for their knowledge, good for our relationship, and good for business in Emmeloord.

Financing

Of course, financing for Tolsma-Grisnich projects rarely happens automatically. In China, the government always decides. In Africa, projects are usually realized by private investors. They often come from other sectors. Vincent: 'These are entrepreneurs who want to know how to maximize their invested capital. Sometimes they know absolutely nothing about agriculture.' Erwin: 'It's hard to imagine in the Netherlands, but I was even once asked if potatoes grow on trees.'

Sometimes Erwin and Vincent work on projects for years. Vincent: 'In Senegal, after five or six years of preparation, we had to cancel a project financed by Rabobank. The Dutch government, as a credit insurer, ultimately refused.'

Risks

The work of Tolsma-Grisnich's export managers is not without risk. Erwin: 'I was on a plane flying over Ukraine to Asia. A day later, MH17 was shot down over that country. Vincent: 'I was in a hotel in the capital of Mali. A week later, there was a terrorist attack there.'

But Erwin and Vincent haven't flown out yet. There are still so many opportunities, so many areas in the world where projects can be realized. Erwin: 'Four billion people live in Southeast Asia. Just as many as in the rest of the world.' Vincent concludes: 'And they eat fries, chips, and other potato products everywhere.'

Potato bulk storage



TOLSMA AND GRISNICH

1887 - 1913

Sjoerd Auke Tolsma starts a tobacco shop in Berlikum. His son, Pieter Sjoerd Tolsma, takes over the business over the years.



1914

Pieter Sjoerd Tolsma buys a building in St. Annaparochie and establishes Technisch Bedrijf Tolsma (Tolsma Technical Company).

1929

Moves to a new building in St. Annaparochie. It's a combined residential/retail property, and the product range now includes electrical household devices.

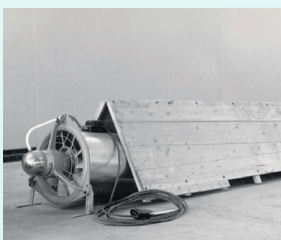


1946

Son Auke takes over the business from his father, Pieter Sjoerd. His wife, Baukje, runs the shop while Auke focuses on installing electrical installations for local farmers.

EARLY 1950S

Auke is asked by customers to find out a better way of storing potatoes. Until then, potatoes were stored outside in piles. He developed the later, famous triangular air ducts and an automatic hatch control system.



1968

Auke Tolsma wanted to expand. Opposition from the local authorities led him to move to Havenstraat in Emmeloord. The shop was closed. The electrical work was continued by two technicians.



1980

Both sons of Auke and Baukje, Cees and Piet, also joined the company after completing their training and internships. Auke (now 60) decided it was time to take things a bit easier. Cees and Piet Tolsma took over the company. Auke remained involved with the company as a chairman of the board for many years to come. The office and factory building on Havenstraat was becoming too small, and a decision was made to set up new premises at the Fabrieksweg in Emmeloord.



1981

That Auke Tolsma was a pioneer and ahead of his time is evident from the fact that in 1981 he had a wind turbine built on Fabrieksweg for his own energy supply.



1982

The Netherlands becomes too small, and Tolsma Lagerungstechnik is founded in Bad Fallingb. From there, all of Germany is served.

1989

The first major international projects are announced. Two large projects are completed in Russia, and a large storage facility is also established in China.



1990

Large projects are piling up, but until then, Tolsma focuses only on ventilation. Refrigeration had always been outsourced until then by third parties. To gain more control over this, P.S. Koeltechniek in Deventer is acquired. From now on, Tolsma delivers everything from its own production lines

1998

Tolsma Techniek is acquired by (Netherlands Agriculture Companies, Netagco), a holding company with a large number of companies in both arable and dairy farming. The Tolsma brothers initially remain as directors.

2003

Netagco Holding collapses. Tolsma Techniek continues with a smaller staff through a management buyout and becomes Tolsma Techniek Emmeloord b.v. Tolsma Russia is established. After sharing an office with Agrico and Bejo Zaden for many years, Tolsma is now operating independently with its own office and staff.

2007

Tolsma acquires the Grisnich machine factory – sorting machines and bunker systems for potatoes and onions. They can now also offer turnkey projects, which is often required, especially in the processing industry.

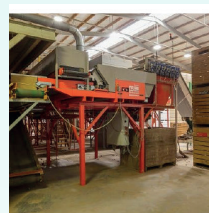
2010

Tolsma outgrows its current size. A large additional production hall is built, and a new office is constructed at the front.



2014

Acquisition of Samro, a Swiss manufacturer of stone and clod separators. This is crucial for processors and large potato growers. Sorting out clods is always a time-consuming activity, for which staff are often unavailable.



2015

Establishment of Tolsma USA. Dim-Jan de Visser and his family move to America for six months to establish the business.

2016

Acquisition of Farm Electronics, a UK-based company. This company had limited production capacity, but now Tolsma can step in from Emmeloord, eliminating the need to sell a 'no' to the market.

2017

Dim-Jan de Visser acquires a majority stake in Tolsma-Grisnich, and together with investment company Wadinko, they acquire the shares of the Goos, De Visser, and Van Hooijdonk families.



2018

Tolsma-Grisnich Australia is established. Maarten van Delden and his entire family move to 'Down Under' to take charge of and develop both Australia and New Zealand.

2018

After years of working with an agent and individual installers, Tolsma-Grisnich sets up its own office in France, along with its own sales force and technicians for installation work.

2018-2021

To further structure the various companies, Tolsma and Grisnich are now legally merged. From now on, the official name is Tolsma-Grisnich, and the company is one.

GRISNICH GREW GREAT WITH CUSTOM-MADE PRODUCTS

In **1963**, Marius Grisnich founded Machinefabriek Grisnich b.v. in Emmeloord. In a 300 m² hall, he manufactured silos for livestock and poultry farms. Transport equipment for the potato and onion industry soon followed

Founder Marius Grisnich was a pioneer in the field of transport equipment for the potato and onion industry. In the 1970s, Grisnich became a leading supplier of complete systems for unloading, cleaning, sorting, transporting, and storing bulk products. With these customized machines and systems, he acquired a strong position in the global potato and onion processing industry.

Marius (Map) Grisnich (1929-2015) was a true inventor. He invented the fall breaker, which was patented in the Netherlands (**1976**) and the USA. The box tipper was also invented by Grisnich in the second half of the 1970s.

The production of machines for the potato industry now forms the primary activity. Customers from the fishing industry are also joining.



2024

Tolsma-Grisnich adds the Invaro Optica Q and CS optical sorters to its product range.



Tolsma-Grisnich begins construction of a new factory, which will be fully operational in the summer of 2025. Another milestone in the company's rich history.



In **1968**, Grisnich moves into a larger production facility.

In **1977**, Grisnich builds a new building at Constructieweg 2 in Emmeloord. Here, the company continues to expand into its current range of customized machines and installations.

In **1989**, Berend Grisnich succeeds his father as director. The first telescopic conveyor belt and the first book sorting system are introduced, and the factory area grows to 12,500 m².



In **2007**, Tolsma Beheer b.v. from Emmeloord becomes the new owner. The market segment for fishing is being divested and later also the market segment for book sorting systems.

A CLOSE COLLABORATION FOR 52 YEARS
BETWEEN THE KAMPER FAMILY OF ENTREPRE-
NEURS FROM CANADA AND TOLSMA-GRISNICH

‘TOLSMA-GRISNICH LISTENS, THINKS ALONG AND PROVIDES GOOD SOLUTIONS’

The relationship between the Canadian-Dutch Kamper family of entrepreneurs from Canada and Tolsma-Grisnich has existed for 52 years! When the Kamper family were still active as arable farmers in Haarlemmermeer, Tolsma already provided the ventilation technology for a storage. In 2025, the Kamper family is based in Lethbridge in southern Alberta, and Tolsma-Grisnich also supplies (a now much broader range of) products for the rapidly growing company there. Tolsma-Grisnich's knowledge, experience, and culture are the foundation of this relationship, which stands like a foundation. ‘Tolsma-Grisnich listens, thinks along, and provides good solutions,’ say brothers Martien, Pieter, and Henk Kamper in unison.

Father Kees still remembers Auke Tolsma, Cees and Piet's father, driving onto the farmyard in Haarlemmermeer. ‘He delivered a switchboard for our potato storage facility, where we were then storing 500 tons of potatoes. After that, we received excellent help, including with the Digistore storage computer, from Harry Goos and later Sicco Zijlstra. They clearly explained how we could best use the technology. Furthermore, Tolsma-Grisnich's after-sales service was and still is excellent.’ Because expansion opportunities in Haarlemmermeer were limited, and Kees had three successors, the family decided to move to western Canada, in the shadow of the Rocky Mountains.

Solution-oriented

Tolsma-Grisnich was also brought in there, because storages were also being built there. However, the

growing and storage conditions in southern Alberta are very different from those in the Netherlands. The winters are extremely cold. There are nights when it drops to forty degrees below zero! And the climate is extremely dry. Peter: ‘We had to learn how to grow and store our products here. The same applied to Tolsma-Grisnich. Dim-Jan de Visser regularly visited us for storage technology, and later Arnoud Hekkert became our consultant for the processing lines. Tolsma-Grisnich is certainly not the cheapest, but the great thing about them is that they listen, think along, and come up with good solutions.’ ‘The strength of Tolsma-Grisnich,’ Henk adds, ‘is also that they have fifty or sixty years of research and experience worldwide. From there, they continue to develop.’





It's not just the storage technology that's being shipped from Emmeloord to Canada; the warehouses are also filled with conveyor belts, sorting lines, weighers, and packaging machines. The Kamper family doesn't like to talk about the size of their company and the expansions that occur almost annually, but in short, the family business now consists of a company that produces seed potatoes, a company that washes, sorts, and packages its own table potatoes, and a company that grows other arable crops. All of this on a very large scale.

Plans

There are always plans in the entrepreneurial family, Henk assures us. There are detailed drawings for the construction of a storage facility. A processing line is planned within it, with some existing equipment taken over from other lines and buildings. Optical sorters will be integrated into it. 'After that, the biggest growth spurt in our company will be behind us. The core of our business operations in this phase is primarily improvement, optimization, creating more value with our products, and increasing returns,' Kees summarizes briefly.

Tolsma-Grisnich, and in particular Arnoud Hekkert, plays a key role in this. 'Arnoud has his own workstation in our company when he visits us,' Kees laughs. 'We're that familiar with each other.' Peter: 'We discuss our plans with him. What's possible? What's sensible? What scenarios can we imagine? The people at Tolsma-Grisnich always have an open mind. Often, European technologies are more innovative, but North America is better at robust, large-scale projects. Together with Tolsma-Grisnich, we're always looking for the best of both worlds. They're the ideal partner for us.'





HENRIËT MEIJER, THE ONLY WOMAN
IN THE SERVICE, MAINTENANCE,
AND INSTALLATIONS DEPARTMENT

THE QUEEN OF THE FIELD SERVICE

The queen of the field service. That's Henriët Meijer's (25) nickname. 'Probably because I'm the only woman in the service, maintenance, and installations department,' Henriët says cheerfully.

During high school, Henriët, who lives in Kuinre, close to Emmeloord, was still searching. What do I like? What suits me? She chose electrical engineering at the ROC (Regional Education Center) in Emmeloord, in the form of a vocational training program. So: four days of work and one day of school. Her workplace changed to Tolsma-Grisnich about seven years ago. 'My father is an acquaintance of Nico Liefthoef from Tolsma-Grisnich. And when he heard I was studying electrical engineering, he immediately said, 'I have an internship for her!'

Henriët started at the panel building department. 'Back then, my colleagues called me the panel princess.' Now she works with about 25 colleagues in the service, maintenance, and installations department. She regularly travels across the country, and sometimes even to Belgium, primarily to install new storages for arable farmers, sometimes to help arable farmers with malfunctions in their storage warehouses, or simply to maintain the installations. She finds it enjoyable and varied work. 'Every farmer is different, every job is different, and every day I learn something new. I've gained so much experience that I can solve almost any problem. If I can't figure it out, I call one of my colleagues and I'll sort it out.'

Henriët enjoys visiting the farmers. 'Most of them are very welcoming. You walk in and there's a cup of coffee waiting for you. I don't enjoy the maintenance work as much. It's a bit more monotonous. Occasionally, I work at Tolsma-Grisnich's premises, building new control panels.' 'That's also nice.'

Great colleagues

Henriët doesn't mind at all that she's the only woman in her department. 'No, not at all. Everyone's actually nice and extra helpful. I often get help when I have to lift something heavy. I have great colleagues.'

The interview with Henriët takes place before 'the big move,' an event Henriët has been looking forward to for a long time. 'I think it would be nice to be under one roof with all my colleagues. Sometimes I was working on a machine at Grisnich and had to go back to Tolsma to pick up my tools. Very annoying. We're done with that now. Finally together.'

Henriët sometimes cautiously dreams about the future. 'I now work four days a week, Monday through Thursday. The working hours are sometimes irregular. If my partner and I are allowed to have a child, I'd like to work in the office. The hours are more regular there. The work preparation seems really enjoyable.'



IBRAHIM BANGURA

‘I HAVE GREAT COLLEAGUES’

Ibrahim Bangura proudly walks through the hall where he works every day. He explains what he does with the various machines, how they work, and why they sometimes don't work as well. 'This old machine needs replacing. That's going to happen when we move.' He communicates fluently with his colleagues nearby. 'I have great colleagues. That's partly why I enjoy working for Tolsma-Grisnich so much.'

Sierra Leone

About 25 years ago, Ibrahim fled from Sierra Leone in West Africa to the Netherlands. A intense civil war was raging in his native country. Ibrahim was granted asylum in the Netherlands and settled in Emmeloord. 'In Emmeloord, I had to go to school. I wanted to be a car mechanic, but there wasn't a place for that. I received metal training at the ROC (Regional Education Center). I had no choice, but I was fine with it; I just wanted to work. Earn my own money.'

After an internship at Autosloperij Chaos and a few other jobs, Ibrahim ended up at Grisnich in May 2007. 'I did, and still do, all kinds of things. First, I worked in the service department, here at the company and sometimes with customers. Then it turned out I was allergic to dust and chemicals. When I was with a customer, I was sneezing all day. That wasn't nice. Now I work in various departments, wherever they need me.' Ibrahim's manager, Martin, walks by. 'Ibrahim is a great colleague who can work very independently.'

The Dutch-African has also found his place in his personal life. 'I live in an apartment in Emmeloord, not far from my work. At Flevo Boys football club, I train and coach a youth team with a lot of great guys in the team. On weekends, I'm often in Almere, where I meet fellow countrymen.'

Moving

When asked if he's looking forward to working in the new building, Ibrahim looks doubtful. 'I don't know. Everything is familiar here. And when we have lunch, we have a beautiful view of the busy road that runs along. But maybe it'll be even nicer in the new building.' Ibrahim concludes by saying he doesn't have any grand plans for the future. 'Office work isn't for me,' he laughs. 'I like my current job. I'm not leaving for a higher salary. Money isn't the most important thing. I'd like to continue working at Tolsma-Grisnich.'



MAARTEN AND JAN-LEEN VAN NIEUWENHUIJZEN
FROM NIEUWE-TONGE

‘THE PEOPLE OF TOLSMA-GRISNICH ARE ALWAYS THERE FOR US’

Maarten (33) and Jan-Leen (24) van Nieuwenhuijzen from Nieuwe-Tonge calmly and modestly tell their story about working with Tolsma-Grisnich. Being in the spotlight is definitely not their thing. But at the insistence of Arjan van Hassel, their account manager, they decided to do it anyway. ‘Because he’s always there for us too.’

The Van Nieuwenhuijzen family business slowly took shape when Maarten and Jan-Leen’s grandfather took over his uncle and aunt’s farm, an arable farm with beef cows. Leen, the brothers’ father, started growing Brussels sprouts.

The business grew. The cattle were sold. The acreage for potatoes and onions increased. They also began cultivating tulip bulbs.

First contact with Tolsma

For product storage, storages were needed. Leen contacted Tolsma in Emmeloord, where he had previously purchased fans, and was visited by salesman Harry Goos. Maarten: ‘We don’t know exactly how this all happened. But what we heard is that Harry Goos supplied the technology and the expertise. My father learned a lot from him.’

The Van Nieuwenhuijzen company continued to grow. Regular investments were made in a new storage, where Tolsma-Grisnich technology was also installed. Arjan van Hassel, operating from the TG branch in Steenberg, has been the account manager for the Van Nieuwenhuijzen family for many years. 'The Tolsma-Grisnich products are of good quality, but Arjan's role is just as important,' Maarten emphasizes. 'He has a lot of knowledge, and we can always call him. Even in the evenings or on weekends if necessary.' Problems rarely arise, but if they do, they're resolved quickly. That's very important to us.'

The condenser dryer

Then the story about the Tolsma-Grisnich condenser dryer comes up, which they purchased a few years ago on Arjan's advice. Maarten: 'With this condenser dryer, we can quickly dry onions that have just been harvested and are still green, giving them a beautiful yellow color. This system has more capacity than the heaters and works faster. Incidentally, we also dry tulip bulbs with these condenser dryers.' The brothers also specifically mention Bart Hoogveen. Jan-Leen: 'Bart helped us with condenser drying and is also a specialist in bulb storage.'

In 2024, a tragedy unfolded in the Van Nieuwenhuijzen family. Leen, only 63 years old, died after an accident. The full weight of the business operation suddenly fell on the shoulders of Maarten and Jan-Leen. Together with their mother, José, and sister, Lianne, they continued the business.

Behind the house and the canteen at Armenweg 2, we see

a large, U-shaped yard with storages. Maarten and Jan-Leen stroll leisurely across their property and explain all the processing and storage activities taking place in those buildings. They store potatoes, onions, and tulips, both in bulk and in boxes. Despite the completion of a new storage this year, all the storage cells are full already, the brothers explain.

New large storage

The plan for the newest storage started a few years ago. Construction took place across the road, on a property also owned by the family. It was completed this year, complete with the latest storage technology. Arjan played a key role as advisor of the construction team.

It's frustrating that this new business premises hasn't yet been connected to a large-scale power connection due to grid congestion. The tulips can be dried, however, with fans and heaters. Maarten and Jan-Leen will have to do with it for a while. The family has had a very tough year. Together with their loyal employees, they've pulled together to keep the company running as smoothly as possible. The oldest employee is 78! He was previously employed by grandfather Van Nieuwenhuijzen.

Regarding the future of their business, the men are brief. Jan-Leen: 'We first need to find calmer waters.' 'Not that we will stand still', Maarten adds with a smile. 'That's not possible as a business. If we see an opportunity, we might respond to that.'



THE POWER OF COLLABORATION AND EMMELOORD PROMOTION

Twice a year, in June and September, eager students from around the world come to the Potato Business School Emmeloord to learn about potatoes. In the morning, there's a theory lesson, and in the afternoon, they visit companies. Emmeloord boasts a unique concentration of knowledge and experience across the entire potato production chain, including variety selection (seed potatoes), quality management, fertilization, crop protection, mechanization, storage, and business management. At the Potato Business School Emmeloord, these local companies share their knowledge and expertise.



Tolsma-Grisnich: Initiator

Tolsma-Grisnich is one of the initiators of this unique project. Jan van Maldegem, product manager at Tolsma-Grisnich, board member, and one of the instructors, is happy to talk more about the power of collaboration and Emmeloord promotion. Jan, a farmer's son from the Noordoostpolder, trained as a scientist in Wageningen and knows everything about agricultural technology and measurement and control in storage technology. Besides his work for Tolsma-Grisnich, he's also an arable farmer.

Before we discuss the Potato Business School, what is Jan's role as a product manager? 'I play a role between the development of the technology and sales. I also operate between departments on several other fronts. I essentially follow the entire supply chain within our company and find that incredibly interesting.'

Transferring knowledge

In the Potato Business School, Jan has a lot of knowledge to share, both theoretically and practically. Practically speaking. Jan: 'When I was a ten-year-old boy, we had rot in the store. I can still smell those potatoes and feel

the tension it caused my mother and father.' Since then, I've learned what it means for a farmer when a big part of their business capital is sitting in the store.

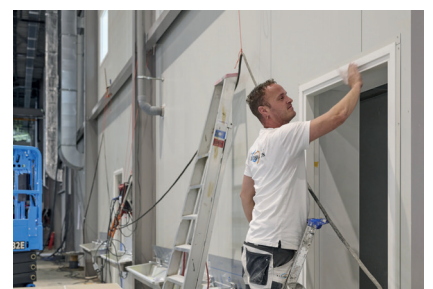
Jan leads the group one morning to transfer theoretical knowledge. For example, Potato Business School attendees learn how to limit the weight loss of their stored potatoes.

Practice

In the afternoon, he takes the participants into practice. 'We might visit a grower or a fellow company from the Potato Business School, depending on the participants' needs. We have many interesting companies here in Emmeloord and the surrounding area, of course. It's especially rewarding to see new business relationships develop among participants. Sometimes even friendships. They share knowledge, develop new projects, or simply enjoy each other's company.'

Finally: 'Our Potato Business School was founded in 2012. Since then, we've had 350 participants. From 75 countries! This initiative has proven itself beyond any doubt!'

CONSTRUCTION







The editorial board: Femmy Meisner, Ronald Takes and Jan van Maldegem

AFTERWORD

You, the reader, have reached the end of this magazine, 'Built on Courage and Innovation.' We, along with copywriter Huib van der Wal, thoroughly enjoyed creating this edition.

This magazine began with an idea. Many months later, it became a beautiful, colorful publication. In it, we chronicle the past, present, and future of Tolsma-Grisnich. The stories of the colleagues and clients featured in this magazine also reflect the stories of many others. As Tolsma-Grisnich employees, we fully realize that we are privileged to work for a special company. The stories in this edition underscore that.

The construction of our new business premises also began with an idea and was later developed into a plan, a design. Ultimately, it became a magnificent building, right next to the A6 highway, with a fantastic appearance. The construction itself naturally took a little longer than the magazine itself. But now we have the space and facilities to do our work even better and with even more enjoyment. We hope you enjoyed the stories and photos in this magazine.

The editorial board:
Femmy Meisner, Ronald Takes, and Jan van Maldegem.

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