



OUR PEOPLE MAKE THE DIFFERENCE

**KATOEN NATIE**

TECHNOLOGY  
ENGINEERING  
CONTRACT LOGISTICS  
SEMI-INDUSTRIAL SERVICES  
PORT ACTIVITIES



“ *Creating added value for our customers: that is what it's all about. Our employees are hard at work day and night. From Flanders to Brazil, from Singapore to Cameroon.* ”

*Fernand Huts*



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**KATOEN NATIE**

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*The historic buildings of Valkeniersnatie (subsidiary of Katoen Natie)*

## From cotton to... customer-focused business units

Katoen Natie was founded in 1854 by four working partners.

Their first activity consisted of cotton receiving. A ship was discharged in the harbor by captain and crew, assisted by locally recruited stevedores.

Once the crane brought the goods on quay, they were received by the guild.

The guild worked on commission for the buyer of the goods. Katoen Natie (cotton guild) worked in its infancy for the cotton-processing industry. The guild received the bales of cotton and handled their storage, weighing, sampling and distribution.

### Diversification

Katoen Natie quickly diversified its range. It handled the receiving of other goods: jute, coffee, iron, steel, fruit, tomatoes, etc. In the years following World War II, the organisation started new activities: storage in its own warehouses, transport, expediting, customs declaration.

### Step into the water

In 1986 Katoen Natie took the step into the water with its acquisition of Seaport Terminals, a large Antwerp shipping company specialized in general cargo and containers. This acquisition was followed by that of fifteen other stevedoring companies that were all integrated into the parent company Seaport Terminals.

### Specialization

In the nineties, the specialized services for the petrochemical, chemical, automobile industry and major distribution were added.

### Internationalization

In 1995, Katoen Natie invested for the first time abroad with a branch in Sarralbe (France). After Sarralbe, investment abroad rapidly expanded, with additional locations in all parts of the world. Katoen Natie is now a global player.

### Business Units

In 2000, the activities were divided into customer-oriented business units. Katoen Natie works with this structure, to the great satisfaction of our customers.







## From portside activities, to added value logistics to semi-industrial services with the application of process and supply chain engineering

The first activities were carried out in the port of Antwerp. Katoen Natie was active in the port as receiving guild, storage company, transporter and shipping company.

From its warehouse activities, Katoen Natie developed the concept of added value logistics, focused on creating great added value for its customers.

Katoen Natie also developed its own engineering firms, specialized in process engineering and supply chain engineering.

By combining its logistical knowhow and knowledge of the handling of product flows with its specialized engineering firms, new markets were created. New ideas and services were developed for the industry branches:

- Automotive industry
- Industrial production
- Petrochemicals
- Chemistry
- Food

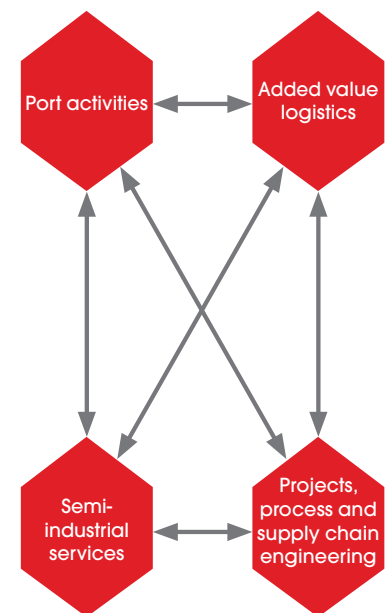
Through its new technological developments, Katoen Natie became the global market leader in providing semi-industrial services, often in combination with logistics.

Industries are attracted to the knowhow of Katoen Natie to develop tailor-made solutions in the handling and upgrading of their products. The strength of the concept is the combination of engineering, technology, logistics and semi-industrial services. The technological solutions of Katoen Natie result in cost savings for its customers.

Katoen Natie gains experience in four industries:

- shipping companies: loading and unloading ships
- logistics: high added value, providing services
- semi-industrial services
- process engineering and supply chain engineering

Through the combination of know how, technology and hardware from these four sectors, Katoen Natie developed for its customers unique products that enable considerable upgrades and savings for their supply chain.









## Port activities, logistics and semi-industrial services with great added value, process and supply chain engineering

Katoen Natie supplies logistics and semi-industrial services to various industries and port services for the shipping companies.

### Sustainable customer relations

Katoen Natie achieves great added value for its customers in the services it provides. The outstanding quality of the service and the continuous cost monitoring form the basis for sustainable customer relations.

Katoen Natie consists of 400 operational units, with 150 terminals and logistics platforms, employing over 10,000 people and active in all parts of the world. Katoen Natie is a private company and is not listed on the stock exchange so decisions can be made as part of a long-term vision.

Due to the short lines of decision-making, management can very quickly decide in the interests of the customer.

### Katoen Natie: a centipede

Katoen Natie operates port terminals, logistics terminals and on-site terminals. The group also provides all kinds of semi-industrial services, designs, builds and manages logistics platforms and complete supply chains.

- A** Katoen Natie operates port terminals for loading and unloading loose cargo, break bulk, containers, automobiles, wood products. For these activities, our customers are the shipping companies.
- B** Katoen Natie operates logistics platforms for the storage and handling of industrial products, commodities, consumer goods, petrochemicals, chemical products and food products.
- C** Katoen Natie operates on-site terminals on the customer's premises, right next to their plant and right before or after the production process.
- D** Katoen Natie provides semi-industrial services, such as: mixing, repackaging, dusting, compounding, demetalizing, pre-assembly, assembly, gluing, etc.
- E** Katoen Natie is active in design, engineering, construction, financing and management of total supply chains and logistics platforms for the industry.



Petrochemicals



Specialty Chemicals



Consumer Goods & Industry



Port Operations



Projects



## Everything for flexible, fast service

To ensure customers receive complete and integrated services, Katoen Natie has also developed the necessary supporting services for them:

- freight forwarding
- customs declaration
- fiscal representation
- transport management
- bulk transport
- container transport
- curtain-sided trailer transport
- barge transport
- quality inspection
- specialized software
- cleaning stations
- tank stations
- office space
- catering facilities



*Bulk transport*



*Container transport*



*Cleaning stations*





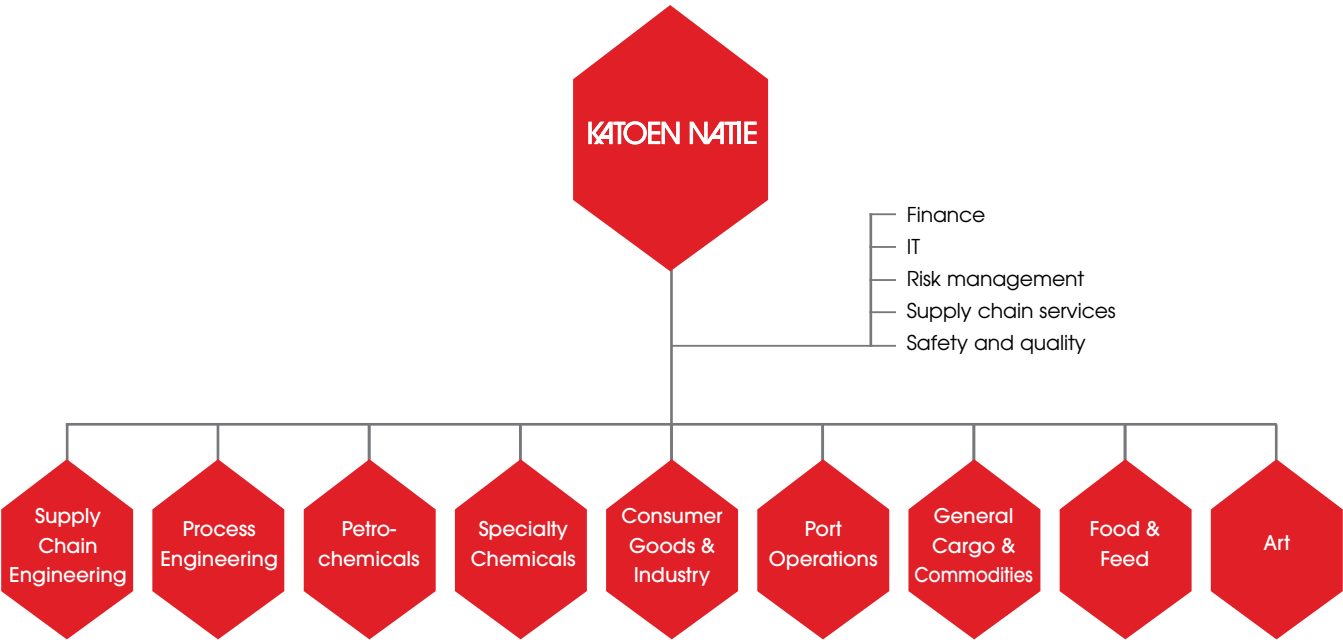
Organization in function of our customers

Every industry has its unique features and requirements. In order to be able to provide optimum service to our customers within their specific industrial sector, the group is structured according to each industry. This is why the business units were created.

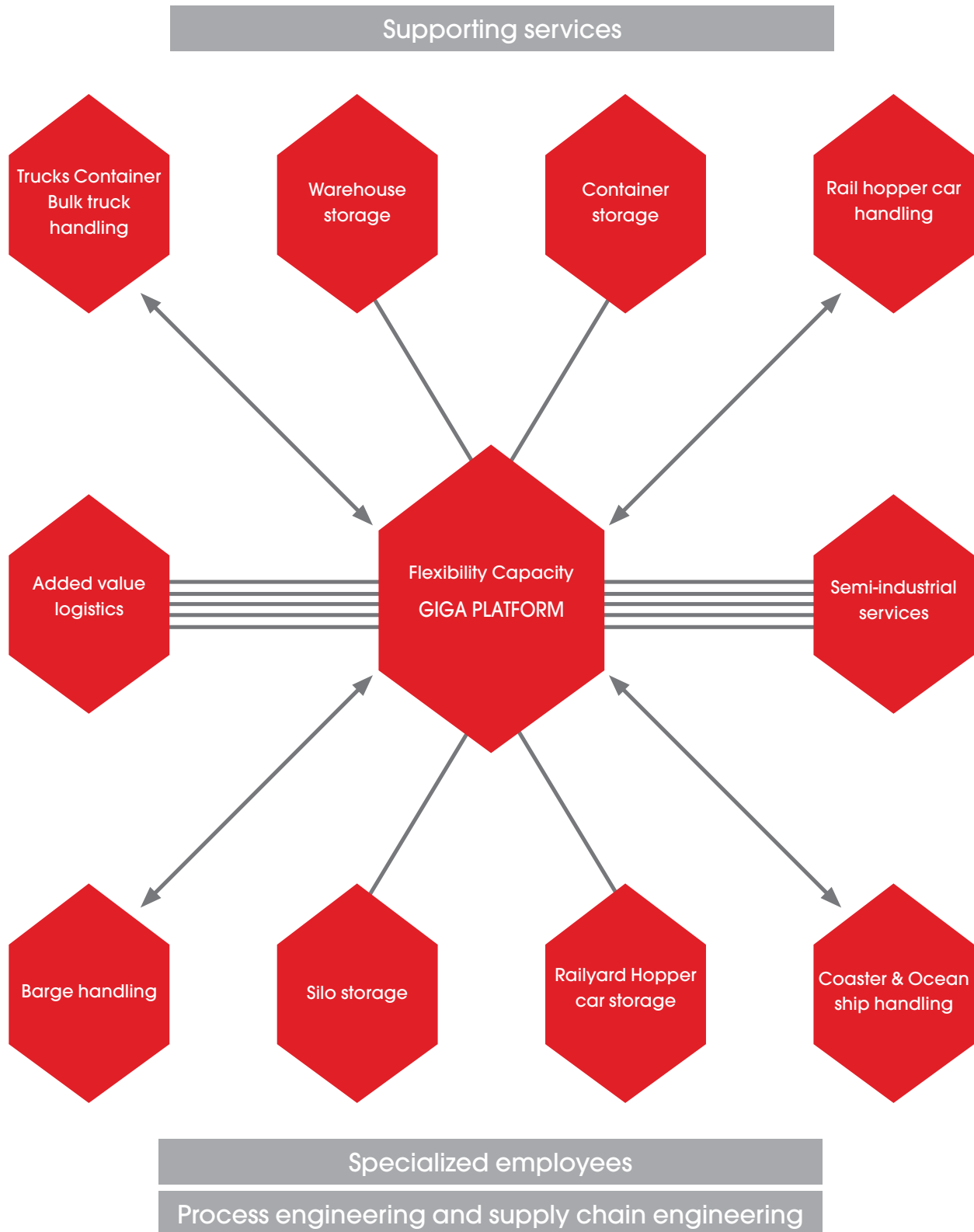
Each business unit has great autonomy. It has its own management, technology, approach and operational set-up.

The strength of the business units is the product knowledge and specialized know how for handling these products.

The business units can count on the support services. These are there to support and advise the business units.



## The building blocks of the giga platforms





## Giga platforms

The construction of logistics platforms for added value in combination with semi-industrial services is based on:

- A** An embedding philosophy
- B** Cost control and cost savings
- C** The multi-service idea for our customer
- D** The customer's bridgehead function

### **A Embedding philosophy**

The embedding of platforms happens:

- a) At the customer's
  - On the site of the customer's factory: an on-site or in-house platform
  - Next to the customer's factory: a wall-to-wall platform
  - In the vicinity of the customer: a satellite platform
- b) In or behind large ports
  - Incoming product flows are stored, handled and distributed via an import platform
  - Outgoing product flows are stored, handled, packaged and sent via an export platform

c) In major industrial centers and/or clusters

- Because of the high concentration of industry, services can be offered via a multi-user/multi-customer platform
- d) Close to the large consumers, users or end consumers
  - These platforms are located domestically and are distribution platforms

### **B Cost control and cost savings**

The choice of the site is made to minimize handling costs and transport costs.

Specialized employees work on the platforms in optimum conditions and under tailored collective labor agreements. The platforms are multifunctional and provide many services required by the customers.

The platforms cover a very large surface of land with a large construction density, usually 50% covered space.

This yields significant volume discounts (and cost savings), in the area of:

- Construction costs
- Surveillance, safety, closures
- Entry routes, gates, entries, road signage

### **C The multi-service idea for the customer**

The customers have the benefit of the multi-service idea and of maximum flexibility:

- (quasi) Unlimited capacity
- The presence of the complete package of services
- The presence of all types of handling material and rolling stock
- The deployment of specialized personnel
- The availability of all possible machines

The platforms are very well accessible, often with different modes of transport: trucks, container, bulk truck, train, barge, coaster and even ocean ships.

### **D The customer's bridgehead function**

The platforms are used by the customers as bridgehead for their logistics, import, export and distribution.

The customers also make use of the semi-industrial services present to give their products external added value.

## Worldwide network

Katoen Natie has built terminals and/or logistics platforms in all parts of the world. They are the bridgehead on which the business is founded in organising its logistics flows and its semi-industrial activities.

The same hands-on mentality applies everywhere, with the same values, philosophy and culture, and the same high level of quality.

Katoen Natie is also active in Japan, Russia and other countries. Predominantly in the tailor-made construction of factories for the food industry, chemical and petrochemical industry (process engineering).

### Benelux and Germany



### Europe and Turkey



## North America (NAFTA)



## South America (Brazil, Uruguay)



## Asia (India, Thailand, Singapore)



## Africa and the Middle East







the company  
**bible**



## A “company bible” as foundation of the group

Katoen Natie is driven by its philosophy, culture and values. These are combined in “the company bible”. They form the heart and soul of the group.

All employees have this little book within reach. There they find the entire framework that they can use when taking decisions.

The staff and management of the company attach great importance to keeping the culture of Katoen Natie intact and ensuring that all employees identify with it.

### Culture

“ A company consists of a group of people who perform an activity together with the intention of creating added value. This added value firstly benefits customers and also benefits the other stakeholders. A piece of that added value stays in the company to pay for investments and finance growth and capital. The mission of a company is simple: creating maximum added value.

*It is of life-or-death importance to an organization to maintain simplicity and simple smarts during its evolution and growth.*

*Healthy common sense, a keen sense of costs and staying clear of complicated systems and theories form the basis for good management.*

*Our company and our mutual cooperation patterns are permeated with our culture. The culture is the foundation of the group.* ”





Enthusiastic people, strong solutions, satisfied customers

At Katoen Natie we believe that we are different and better “because our people make the difference”. Confidence in our people is the basis of their drivenness and dedication for their customers. We invest in the talent of each of our employees and allow our people to grow.

Katoen Natie employees fit the following profile:

- A Customer-friendly:** supplying quality work and placing the bar high for ourselves and for the employees, to optimize service provided to the customer.
- B Thrifty:** using resources wisely and avoiding useless expenses.
- C Hungry for knowledge:** challenging oneself to grow and keep training, with an eye for new ideas and techniques.
- D Effective:** employing their talents enthusiastically and energetically to do their job better.
- E Creative:** developing new ideas and proposals to optimize matters.
- F Diligent:** working with discipline, order and efficiency, with knowledge of their profession and dedication.

Protecting talent: “safety first”

Katoen Natie wants to provide its talent with the best possible protection. That is why we have compiled a “safety bible” with 10 safety commandments. It provides guidance over the safety of our people as well as over outside parties present in our plants and over the environment we all live in. The safety precautions are endorsed by all employees and strictly observed.



Employment

Belgium	2.824
Europe (Belgium not included)	2.703
NAFTA (USA, Canada, Mexico)	1.023
Latin America	1.471
Asia and Middle East	1.682
Africa	338
<b>Total</b>	<b>10.041</b>



## Technology and creativity create more efficient product flows

The continued growth of Katoen Natie is based on its technical knowhow, technology and engineering.

### Unique, tailor-made solutions

Katoen Natie combines its knowledge of loading and unloading operations, product flow handling and process engineering with product knowledge and logistics experience.

So we can develop unique, tailor-made solutions. They create an enormous added value in the supply chain of our customers.

### On-site platforms

Katoen Natie builds logistics plants on the customer's premises beside the factory. At the customer's request, Katoen Natie operates these on-site platforms.

### Keep optimizing

Creativity, research and development, cooperation between our two own engineering firms and our operations lead time and time again to new products and solutions. As a result, we can further optimize our customers' product flows day after day. We provide our customers with significant savings, thanks to efficiency and cost reduction.



*Process Engineering*





## Tailor-made software, networks and EDI connections

Software is the driving force behind the efficient systems that manage and optimize the product flows.

Every product flow has its own method of handling. Every customer has their own system for handling logistics.

Katoen Natie develops the software itself to guide product flows as efficiently as possible and to do so on the basis of the product characteristics and customer requirements.

Katoen Natie developed specialized programs for product flows in:

- Petrochemicals
- Chemicals and fine chemistry
- Consumer products and retail
- Port handling
- Industrial products
- Automotive industry
- Commodities
- General cargo
- Food
- Art

The programs improve efficiency and avoid useless expenses. In collaboration with the customer, a direct link can be made with the customer's IT network.



*Software for Specialty Chemicals*



*Software for Petrochemicals*







## Investing with our own resources in our own assets

Katoen Natie embraces a simple financial approach. Returns on investments are barely cashed out. Cash flow is reinvested to expand services provided to customers. A robust balance sheet structure fosters confidence and credibility among customers, suppliers, employees, bankers and other stakeholders.

### Asset driven

Katoen Natie continually invests in expanding its warehouses, terminals, machines, rolling stock, cranes, stackers, tank containers, silos, computers and communication systems.

### Credibility and reliability

The healthy, robust structure of the balance sheet ensures sustainability, solvency and credibility. In this way, we create trust among customers and suppliers and we are capable as a company of fostering solid, long-term relationships with customers, suppliers, bankers and other stakeholders.

### Speed

The company always wants to have enough cash on hand to be able to quickly achieve opportunities for its customers.



*The European distribution terminal at Vrasenedok (120 hectares)*







## Green energy

Katoen Natie pursues an active energy policy, where ecology and economy go hand in hand. The effectiveness and semi-industrial activities that we perform for our customers are driven by environmentally friendly energy.

### Green energy: solar panels and wind farm

Katoen Natie fulfills its social responsibility by complying with regulations for the production of green energy.

Katoen Natie installs solar panels on the roofs of its logistics platforms. It now has solar farms in Antwerp, Beveren, Ghent, Genk, Cremona (Italy), Rivalta-Tortona (Italy). Thanks to the solar panel farms, the group consumes predominantly green electricity. The surplus of green electricity is distributed via the network to the end consumer.

In order to be able to have access to green energy at night and on cloudy and rainy days, Katoen Natie invests in wind turbines on its premises.



Wind farms



Solar energy





## Considerable reduction of CO<sub>2</sub>

Besides an active ecological energy policy, the group is working intensively on lowering CO<sub>2</sub> emissions.

- The trailer fleet is converting to Euro 5 vehicles. This will save a lot of diesel.
- The forklifts at the logistics sites have converted from diesel to gas or electricity, sharply decreasing the CO<sub>2</sub> emissions.
- Katoen Natie's vehicle fleet is being completely upgraded with smaller, more environmentally friendly vehicles with low CO<sub>2</sub> emissions.
- The new buildings of the group are all designed with sustainability and low energy consumption in mind. Great attention is devoted to insulation and environmentally friendly technologies.









## Ecological waste management

Katoen Natie also devotes a lot of attention to its waste policy. The waste flows are constantly monitored and organised in separated collection and pick-up locations:

- paper and cardboard
- plastics
- iron and steel
- wood
- oil
- batteries
- ...

Thanks to careful monitoring, our waste flows are recycled.

### Zero waste

In the development of its logistics concepts, Katoen Natie strives to have product flows occur in bulk. That renders packaging unnecessary. This saves work and energy and prevents the use of enormous quantities of packaging materials that would later have to be processed. Avoiding packaging results in zero waste.

### Cleaning stations

Katoen Natie has various cleaning stations where tanker trucks and tank containers can be cleaned professionally. The wastewater is collected and ecologically purified.



Cleaning station



Water purification



## Reinforcement of the cultural image of the region

Katoen Natie has a great love for heritage, architecture, archives, books, works of art, lovely buildings, etc. It makes people, knowhow, buildings and financial resources available to translate that love into concrete projects.

### An interesting story

Companies are associated with the architecture of their buildings and the integration of art into their environment. Art and culture add value and help transcend the banality. They create a better relationship between the employees and the company and its customers.

### Architecture and art

Beautiful architecture and art give a company an allure. Attractive buildings and art are the jewel and calling card of a company. Architecture and art contribute toward building the corporate culture, they attract people and business and ensure that employees love their company, a feeling that is the starting place for dedication and engagement.

### Added value for the company and society

An environment of art and culture stimulates the creativity of management and employees. Attention to art and culture also reflects the social engagement and dedication of Katoen Natie to its city, region, district and the countries in which it is active. It is the expression of its "Corporate Social Responsibility".



Port heritage



Renovation of port buildings

### The core of the support policy of Katoen Natie

- A** Architectural efforts to establish valuable new buildings.
- B** Cultural added value created by high-caliber renovation of buildings and heritage.
- C** Support of the Maritime and Logistics Heritage non-profit.
- D** Support of the Headquarters non-profit, that seeks to make architecture, heritage and art accessible to the greater public.
- E** Support of the Pallas Athena Foundation.
- F** Publication of art books and history books on business, goods handling, architecture, region, heritage, art, textiles...





## Support for art and culture

The Huts family is dedicated to the operational extension of the Katoen Natie group. Besides its engagement in economic achievements, family members are also involved in the social environment which they live and work in.

With their dedication to art, culture and social causes, family members contribute to the greater wellbeing of society.

Art and culture are food for society and the glue that holds it together. Where it flourishes, it sparks countless new impulses and enhances cohesion, dynamics and the appeal of the surroundings in numerous respects. Art and culture are an antidote against acidification and disintegration of society.

Art and culture ensure that people are proud of their region and that they love their surroundings. A feeling that plays a great role in people's wellbeing.



- A** Art and culture are of vital importance to make the world more liveable and appealing.
- B** Art and culture are a basic necessity to attract more and better employees and more talent and creativity to the company.
- C** Art and culture are the glue that strengthens our social fabric.
- D** Art and culture bridge the differences and can be an answer to the increasing acidity of our society.
- E** Art and culture help create a social interface that makes it nicer and more comfortable for all parties in our region to live and work in.
- F** Art and culture are a sponge that takes in a tremendous amount and releases as much when you squeeze it.
- G** Art and culture form a social catapult.
- H** Support of art and culture means great moral and financial support of artists and of everyone involved with art.





## A philanthropic foundation: Pallas Athena Foundation

To structure the philanthropy and render it sustainable, the “Pallas Athena Foundation” was established. The art collection is owned by this foundation. This is a legally separate target sum.

### Long-term vision

The Pallas Athena Foundation offers the great advantage that an independent legal framework is created. Within this framework, a very long-term approach can be conceived. Art and cultural policy can be worked out as part of a long-term vision, without having to factor in sales, creating added value, investment yields, inheritance, etc.

The policy can be mapped out as a function of patronization of the arts and the creation of added value for the city, region, district and country.

### Philanthropy and allure go together

The art and cultural happenings are philanthropic, in other words they are in the public interest and not for profit. That does not detract from the fact that the group of companies receives something in exchange in the form of allure, name recognition, image, prestige, customer loyalty, creation of a unique working environment, etc.

#### The foundation's objectives

- A** To acquire, maintain and restore works of art and to make them accessible to the larger public;
- B** To display the works of art in suitable locations and to keep them in suitable circumstances;
- C** To make the arts of work available for academic and scientific research and to provide assistance for such research;
- D** To promote works of art so that their cultural value will also increase;
- E** Other philanthropic or charitable objectives that fit the objectives listed above.

*Port Operations*



*Specialty Chemicals*



*Art archival*



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