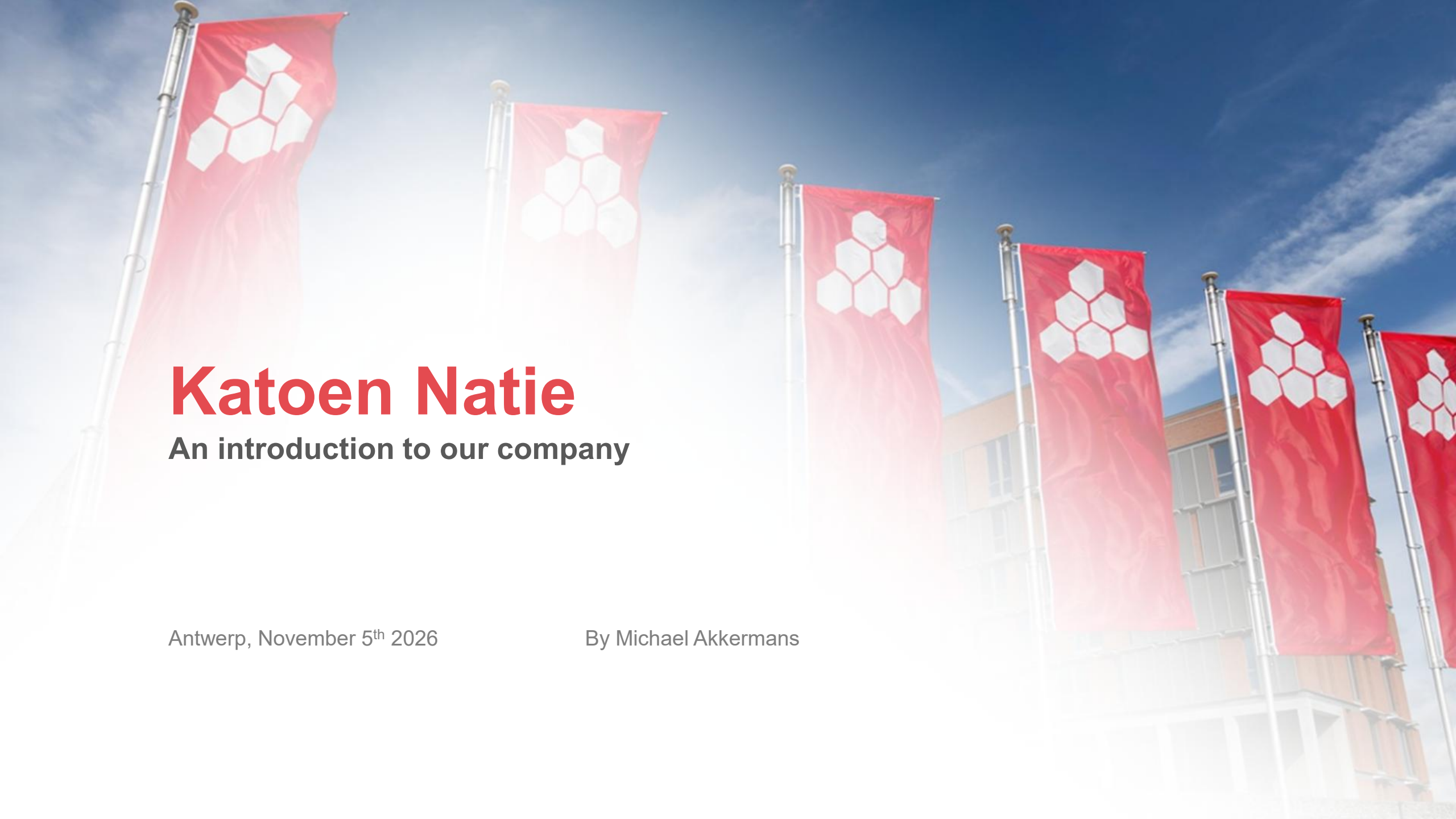


Katoen Natie

An introduction to our company

Antwerp, November 5th 2026

By Michael Akkermans

Our mission & vision

Our mission is simple: Creating maximum added value for our customer

Mission

Katoen Natie delivers **tailor-made** logistics and engineering solutions worldwide, creating **maximum value** for its customers.
We focus on **smarter** services that improve performance and reduce costs, leveraging our expertise, experience, and **innovation**.

Vision

Logistics demands are increasing: customers expect more, supply chains are longer and more complex, and **environmental** and cost pressures are rising. As a result, customers seek more efficient, reliable, and **sustainable solutions**.

Our philosophy & culture

Philosophy

Our philosophy defines how we think about business and how we make decisions. Built on simplicity, common sense, cost awareness, and **entrepreneurship**, it provides a clear and pragmatic framework for management and operations. These principles help us act decisively, stay focused on what matters, and create sustainable, **long-term value** while remaining **agile and efficient** in a complex environment.

Culture

Our culture is the daily expression of our philosophy. It becomes tangible in how people collaborate, take responsibility, make trade-offs, and serve customers. Guided by the Company Bible, our culture emphasises **pragmatic action**, cost-conscious choices, continuous learning, **innovation**, and responsible ambition—ensuring that our values are consistently reflected in **everyday behaviour** and results.



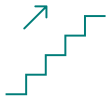
Customer Friendly



Cost-driven



Eager to learn



Ambitious



Inventive



Responsible

Our milestones



1854
Incorporation Katoen Natie
Receiving Cotton Antwerp



1981
Chairman Fernand Huts
Joining Katoen Natie



1986
Vertical Integration
Stevedoring Forwarding Customs & Seaport

Our milestones



1990
Start Internationalization

Constructing
Logistics Sites
Abroad



1999
Acquisition J-Tec

Injecting
Engineering
Into Logistics



2000
New Corporate Structure

Splitting
Into
Business Units



2010
Renewable Energy

Solar panels
Windmills Batteries

Our milestones



2015
Acquisition Indaver

Waste
Handling Recycling

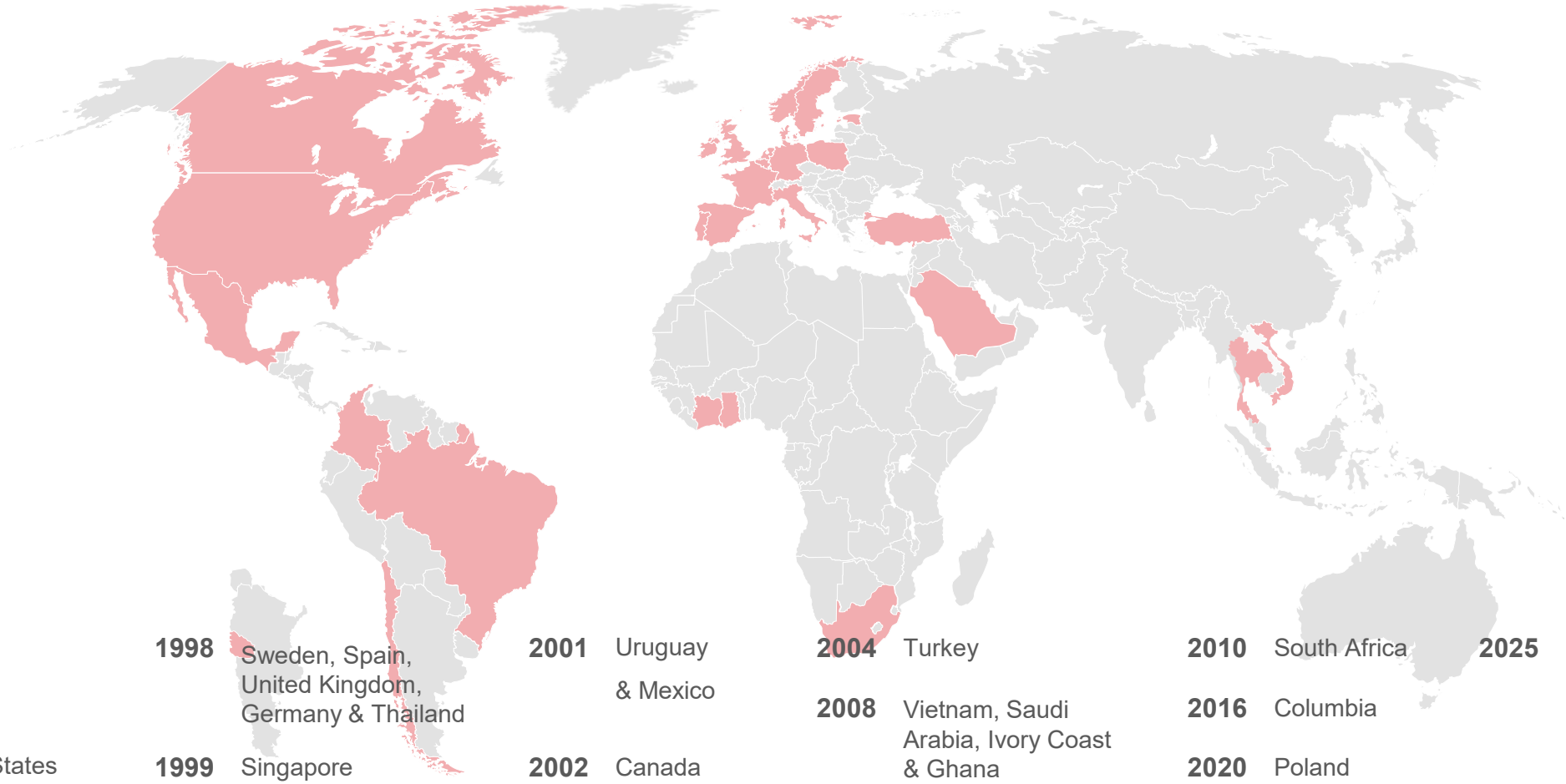


2019
Change IT Concept

Buy - Make - Let Make
External Datacenters

Today
Global Service Provider & Logistics Engineering

Our footprint



1854 Belgium

1995 France

1997 United States & Brazil

1998 Sweden, Spain, United Kingdom, Germany & Thailand

1999 Singapore

2000 The Netherlands

2001 Uruguay & Mexico

2002 Canada

2003 Italy

2004 Turkey

2008 Vietnam, Saudi Arabia, Ivory Coast & Ghana

2009 Estonia

2010 South Africa

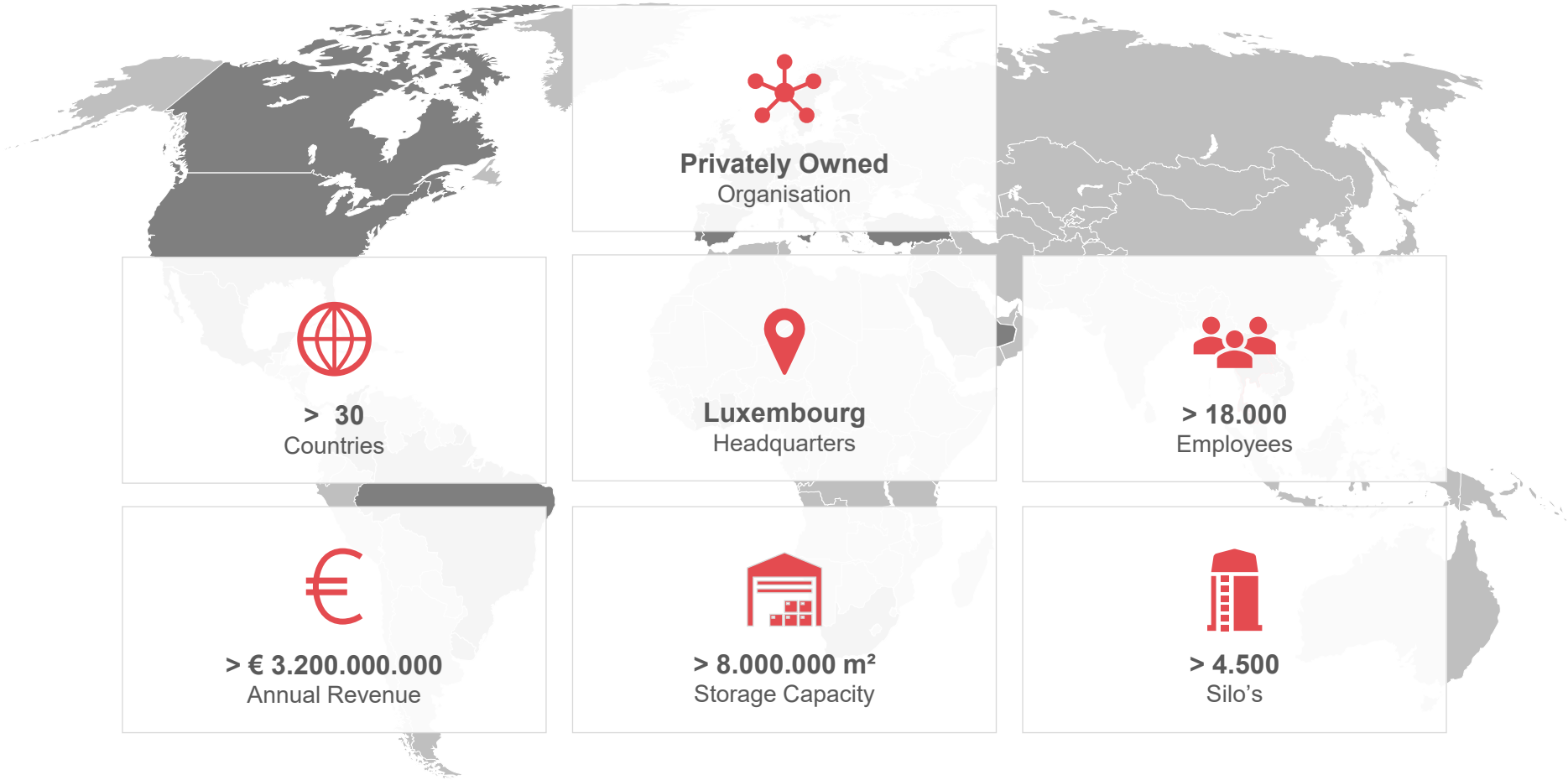
2016 Columbia

2020 Poland

2022 Portugal

2025 Denmark, Chili & Ireland

Our facts & figures



Privately Owned
Organisation

> 30
Countries

Luxembourg
Headquarters

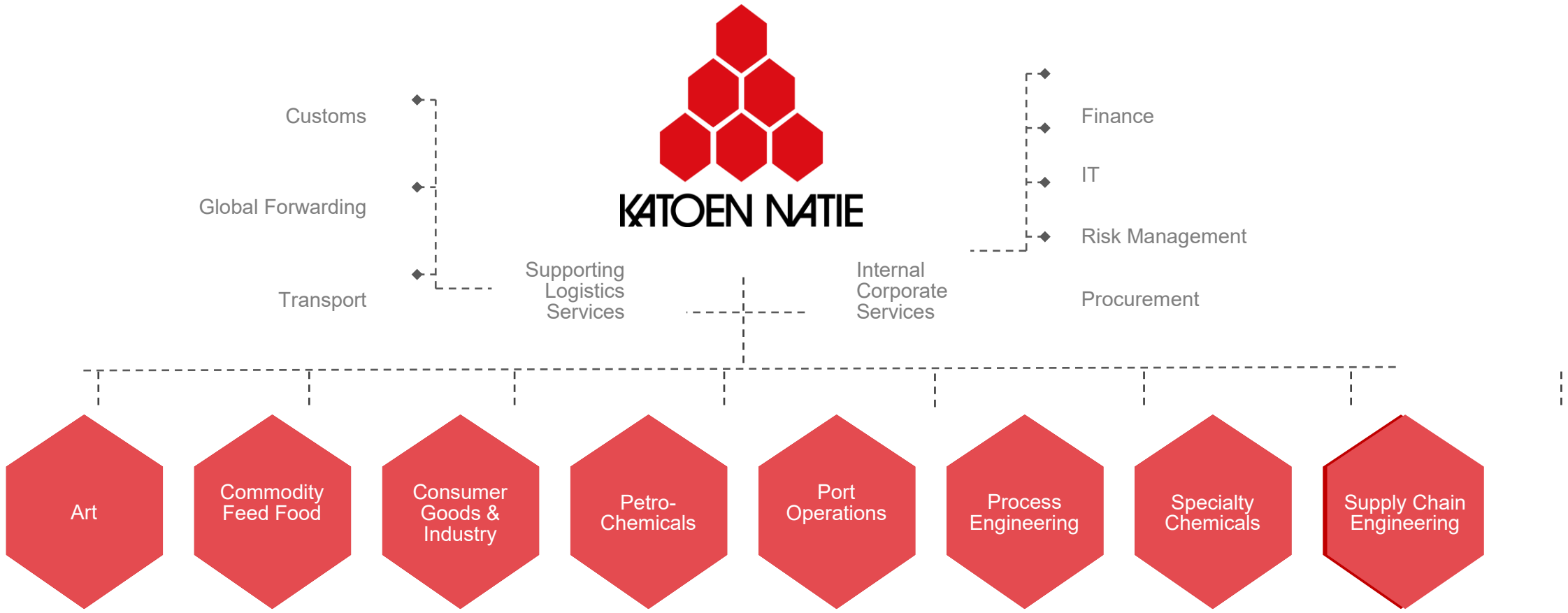
> 18.000
Employees

> € 3.200.000.000
Annual Revenue

> 8.000.000 m²
Storage Capacity

> 4.500
Silo's

Our organization



Our sustainability

Sustainability at Katoen Natie is operational: reducing emissions per ton handled, ensuring safe and skilled workplaces, and maintaining strict control over global operations.

Environment

Low-carbon and resource-efficient operations



We reduce environmental impact through electrification, renewable energy, and efficient handling of goods across our logistics platform.

Social

Safe, skilled and engaged workforce



We prioritize safety, invest in skills, and build inclusive teams to ensure reliable and responsible operations across all locations.

Governance

Controlled, compliant and data-driven operations



We uphold high standards in compliance, risk management, and data quality to ensure consistent performance across our global network.

From strategy to execution: Measurable impact in every operation

Our business units

Welcome to the company

Art



The Art business unit of Katoen Natie combines 170+ years of logistics expertise with a deep passion for art, delivering high-end storage, handling, and transport solutions for valuable collections worldwide.

What we do

- Secure, climate-controlled storage for art and heritage collections
- Fine art transport (air, sea, road) with full tracking & protection
- Art handling, packing, crating & exhibition support
- Inventory management & condition reporting
- Customs, quarantine, restoration & emergency services

What makes us different

- Museum-grade storage facilities with advanced climate control and security
- End-to-end art logistics expertise, from storage to exhibition support
- Tailor-made solutions for each object, regardless of size or value
- Full traceability & collection management via dedicated systems
- Unique combination of logistics know-how and art stewardship

We ensure that valuable artworks and collections are protected, preserved, and accessible, enabling collectors, museums, and institutions to manage their assets with maximum security, transparency, and care.

Art

3
Logistics Platforms

> 22.500 m²
Warehouse Capacity

8
Employees

> 110
Customers

5
Trucks

Climate-controlled storage

Museum-Grade Storage Standards

End-to-End Art Logistics Eco-system

Bonded Warehouses



Wim Ledegen
BU Manager ART



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Wim Ledegen
BU Manager ART



Commodity Feed Food



The Commodity Feed Food business unit combines the strengths of General Cargo & Commodities and Food & Feed, delivering end-to-end logistics and semi-industrial solutions for global commodity and food-related supply chains.

What we do

- Warehousing, silo storage and handling services - packed & bulk
- Packaging and Re-Packaging services (small bags, big bags, bulk)
- Value added services - blending, sieving, demetallizing, drumming, optical sorting, precleaning, ...
- Supporting logistics services - transport, freight forwarding, customs

What makes us different

- Deep product expertise in niche markets
- In-house developed and supported WMS
- Capacity provider combined with a broad range of value adding services
- Sustained focus on food safety, quality & compliance standards
- International network of strategically located logistics platforms

We help customers in the commodity, feed, and food sectors strengthen their market position through value-adding logistics and engineering solutions, enabling sustainable growth and long-term success.

Commodity Feed Food

9
Countries

> 20
Logistics Platforms

> 1.000.000 m²
Warehouse Capacity

> 2.500.000 mt
annually handled

> 1.500
Employees

No.1 in
Cocoa logistics

Global network

Advanced product handling expertise

Food approved safety & quality mindset



Christophe Vandierendonck
BU Manager CFF



Commodity Feed Food

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Consumer Goods & Industry



The Consumer Goods & Industry business unit delivers end-to-end supply chain solutions in following focus industries, including apparel, sports and leisure, aftermarket, automotive & industry, consumer electronics, e-commerce, healthcare and personal care, home and garden, pet food and pet care and FMCG

What we do

- End-to-end supply chain solutions
- Omnichannel fulfilment (Retail, Wholesale and E-commerce)
- Value-added services, repair & refurbish
- Circular & Reverse logistics
- Transport management

What makes us different

- Owned large scale multi-customer platforms ensuring flexibility and scalability
- Strong digital backbone with state-of-the-art in-house IT eco-system
- In-depth expertise in operational excellence in focus industries
- High quality, Continuous improving and sustainable logistics solutions
- Partnership vision, commitment and high customer satisfaction

We are in business to empower the growth of our customers.

Consumer Goods & Industry

11
Countries

> 38
Logistics Platforms

> 2.900.000 m²
Warehouse Capacity

> 35 billion items
annually handled

> 6.500
Employees

8
Business lines

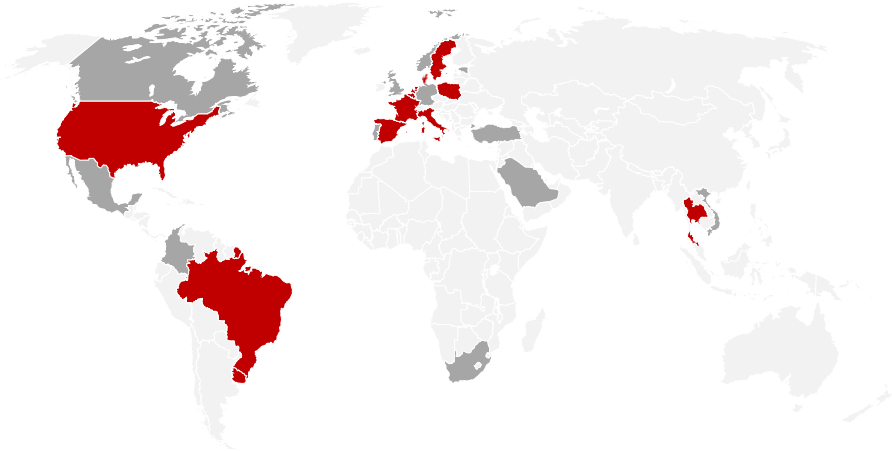
Large scale multi-customer platforms

State of the art IT eco-system

Long-term Partnership



Dirk Callaerts
BU Manager CGI



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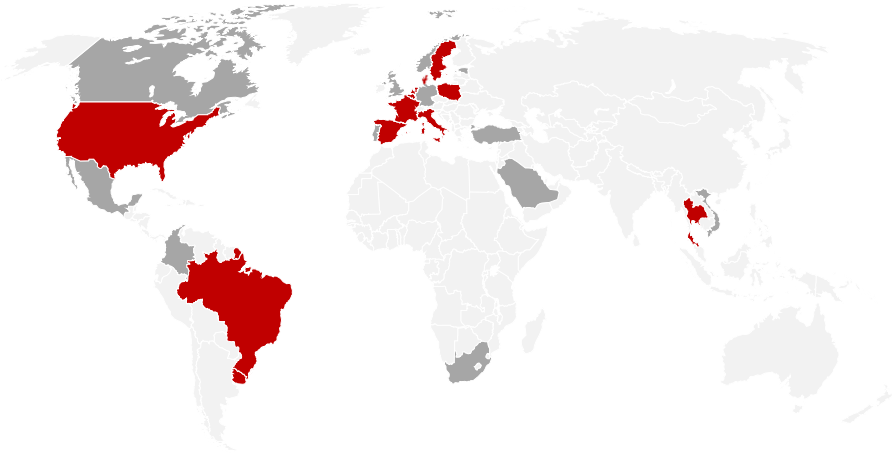
Large scale multi-customer platforms

State of the art IT eco-system

Long-term Partnership



Dirk Callaerts
BU Manager CGI



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Petrochemicals



The Petrochemicals business unit of Katoen Natie delivers integrated logistics solutions for polyolefins and non-hazardous plastics, supporting producers worldwide with safe, efficient, and scalable operations.

What we do

- Packaging, storage & global distribution of polymer products
- On-site and near-plant logistics operations
- Repackaging (bags to bulk), compaction & material handling
- Cleaning, sorting & value-added processing services
- Full design, build & operation of logistics platforms

What makes us different

- Deep product expertise in polymers & bulk materials
- Integrated on-site solutions within petrochemical plants
- End-to-end engineering capabilities (design → build → operate)
- Strong focus on safety, quality & environmental standards
- Advanced automation & system integration (ERP–WMS)

We help customers reduce logistics costs, inventory, and lead times, while improving supply chain performance, safety, and reliability in a global market.

Petrochemicals

23
Countries

87
Logistics Platforms

> 2.100.000 m²
Warehouse Capacity

> 65.000.000 mt
annually handled

> 5.600
Employees

> 110
Silo's

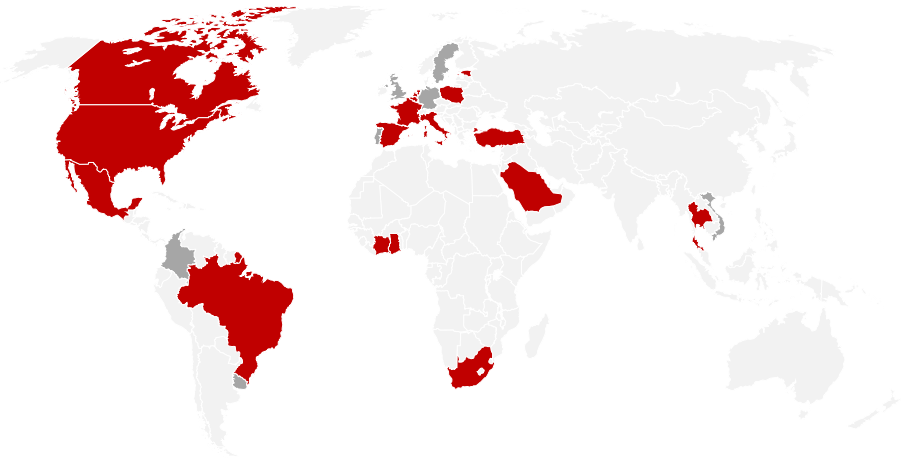
End-to-end supply chain integration

Advanced value-added services

Integrated storage infrastructure



Anton Colpaert
BU Manager PETRO



Petrochemicals

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Countries

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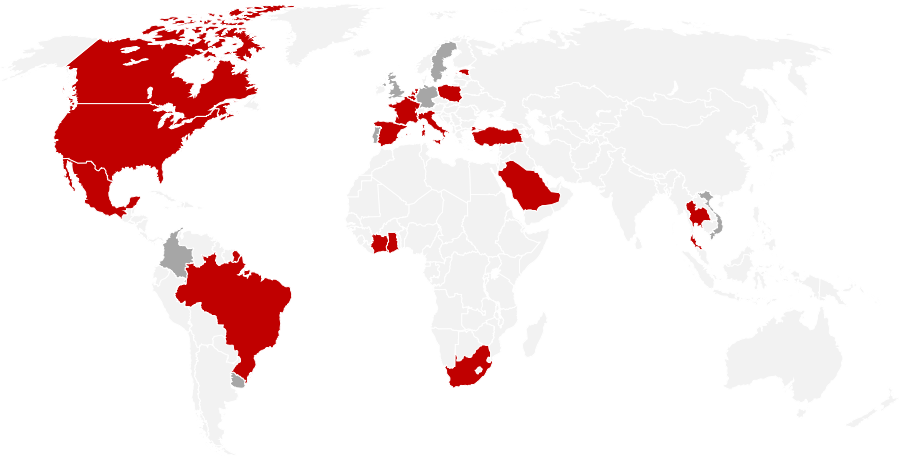
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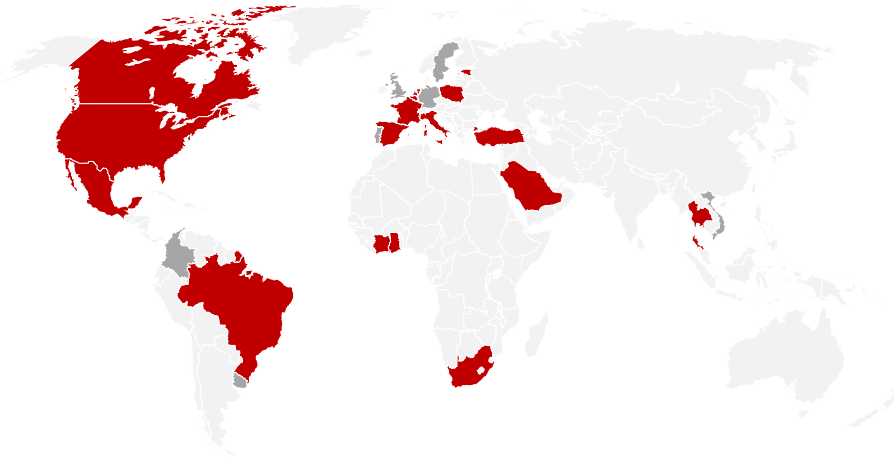
End-to-end supply chain integration

Advanced value-added services

Integrated storage infrastructure



Anton Colpaert
BU Manager PETRO



Port Operations



The Port Operations business unit of Katoen Natie delivers high-performance stevedoring and terminal services, ensuring the seamless flow of goods between sea, inland transport, and storage.

What we do

- Loading & unloading of containers, breakbulk, bulk & RoRo cargo
- Terminal operations (deep-sea & barge)
- Container handling, stuffing & stripping (CFS services)
- Storage, depot services & multimodal connections (road, rail, barge)
- Integrated port-based logistics

What makes us different

- Strategic terminal network (e.g. Antwerp, Montevideo, Rouen)
- High flexibility & productivity in safe environments
- Capability to handle diverse cargo types (containers, heavy lift, bulk, project cargo)
- State of the art equipment & infrastructure (electric mobile harbour & hydraulic cranes, RoRo berths, ...)
- Integration with wider logistics services, enabling end-to-end supply chain solutions
- Electrification strategy

We enable customers to optimize port throughput, reduce turnaround times, and improve supply chain efficiency, acting as a critical link between global transport and inland distribution.

Port Operations

4
Countries

8
Logistics Platforms

> 1.500.000 m²
Warehouse Capacity

> 5.000.000 mt
annually handled

> 800
Employees

> 6.000 m
Quay Length

Strategic terminal network

State of the art equipment & infrastructure

Integration with wider logistics services



Vincent Vandecauter
BU Manager PORT



Port Operations

4
Countries

8
Logistics Platforms

> 1.500.000 m²
Warehouse Capacity

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Employees

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Countries

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annually handled

> 800
Employees

> 6.000 m
Quay Length

Strategic terminal network

State of the art equipment & infrastructure

Integration with wider logistics services



Vincent Vandecauter
BU Manager PORT



Process Engineering (J-TEC Material Handling)



The Process Engineering business unit, operating under the brandname J-Tec Material Handling, delivers end-to-end material handling and process engineering solutions for the food, feed and chemical industries worldwide.

What we do

- Design, build & maintain material handling (pneumatic conveying, mixing,…) and process installations for powders, pellets or liquids
- Turnkey projects: concept design → detailed engineering → construction → commissioning
- Process automation & control system integration
- Custom manufacturing of custom process component, process platforms and skid solution
- Testing, inspections, trainings & lifecycle support

What makes us different

- Full turnkey capability from design to long-term support
- Deep expertise in solids & liquids handling and process integration
- Supplier-independent approach, ensuring best-fit solutions
- Strong engineering culture with global presence
- Advanced automation & digital integration improving efficiency and quality

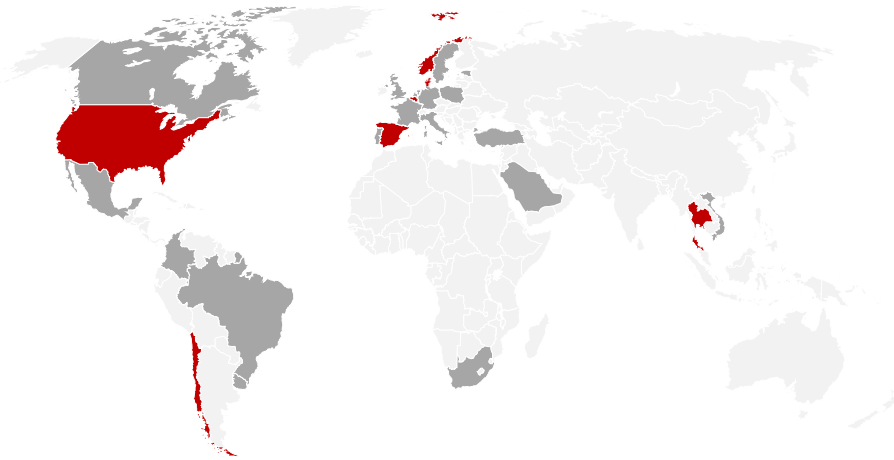
We create true value by leveraging unmatched expertise to design, build, and service tailored process and material handling solutions, delivering better outcomes for customers, people, and the world of tomorrow.

Process Engineering (J-TEC Material Handling)

7 Offices worldwide	Projects in > 50 countries	> 380 Employees
Global Blue-chip Clients	5.000 m² Manufacturing Facility	> 7000 projects executed
Supplier independent process design	Global turnkey project execution capabilities	> 55 years of expertise



Jonathan Van Steelant
BU Manager PRO ENG



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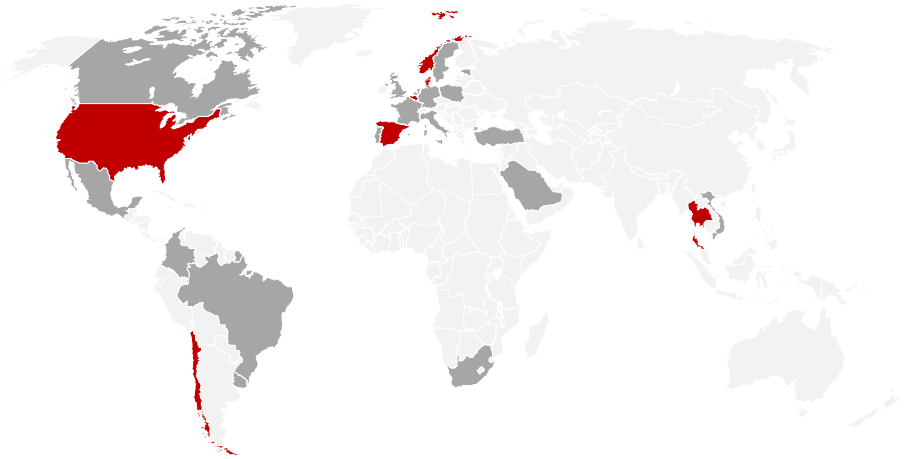
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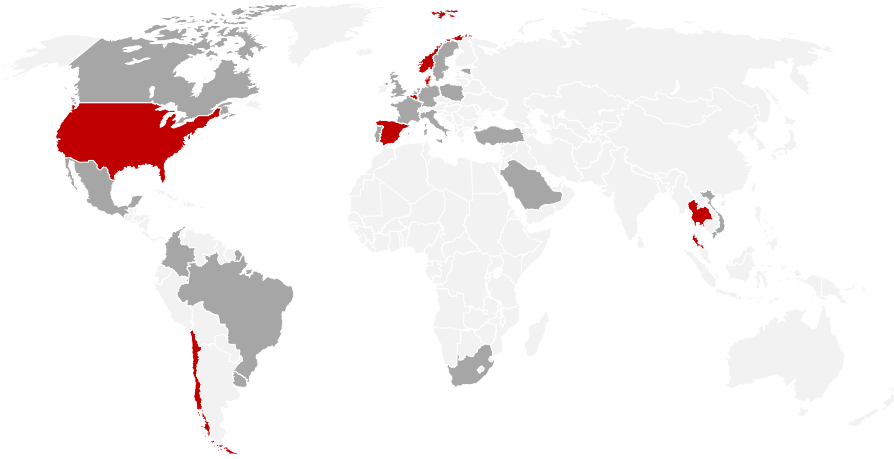
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Jonathan Van Steelant
BU Manager PRO ENG



Specialty Chemicals



The Specialty Chemicals business unit of Katoen Natie provides integrated logistics and value-added services for mainly producers of specialty chemicals and high-tech materials in solid or liquid form.

What we do

- Warehouse, silo and yard storage solutions
- (Re)packing in solids or liquids form
- Quality upgrading (eg. optical sorting, sieving, drying, …)
- Tailor-made manufacturing (e.g. compounding, grinding, blending, …)
- ISO tank container logistics
- Packed and dry bulk transport
- On-site and near-plant logistics operations
- End-to-end logistics platform solutions

What makes us different

- 30+ years expertise in specialty chemicals across solid & liquid handling over 3 continents
- Unique blend of logistics and semi-industrial processing, powered by an engineering-driven approach
- Strong integration within production environments
- Global ISO tank container network, integrated within our liquid handling solutions
- Uncompromising safety and quality standards

We enable customers to focus on their core production, while improving safety, efficiency and supply chain performance through fully integrated and customized solutions.

Specialty Chemicals

9
Countries

> 40
Logistics Platforms

> 750.000 m²
Warehouse Capacity

> 110
Silo's

> 1.200
Employees

> 3.000
ISO Tank Containers

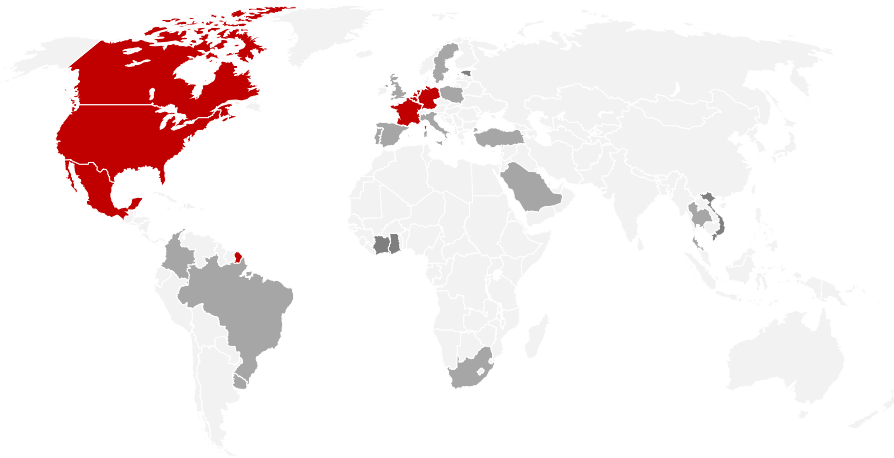
Uncompromising safety & quality standards

> 30 years of expertise

Unique blend of logistics & processing solutions



Suzy Van Goethem
BU Manager SPEC



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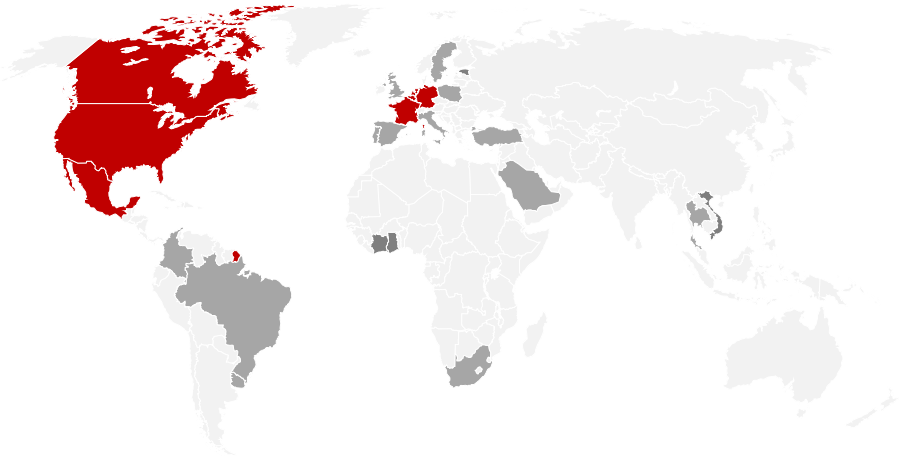
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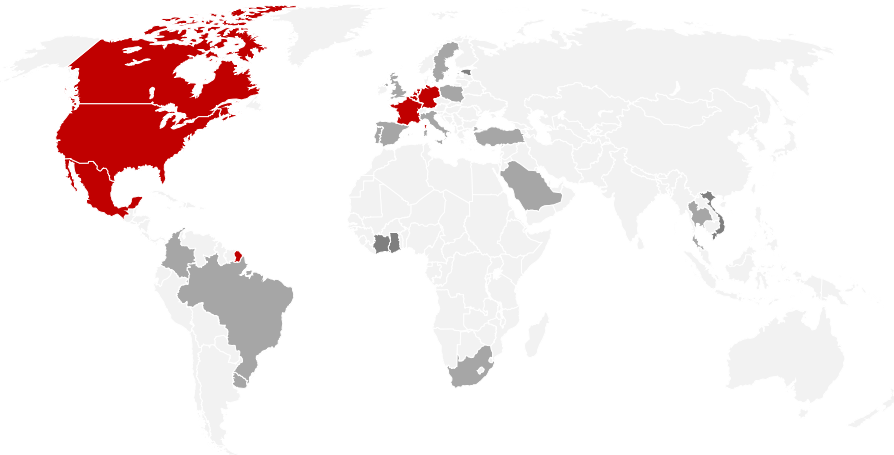
Uncompromising safety & quality standards

> 30 years of expertise

Unique blend of logistics & processing solutions



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Supply Chain Engineering



The Supply Chain Engineering business unit brings together Katoen Natie's most innovative engineers to deliver custom-designed logistics platforms and semi-industrial facilities, supporting customers worldwide with scalable and future-proof solutions.

What we do

- Design & construction of tailormade logistics solutions, from green or brown field to complete logistics terminals serving all key industries
- Development of semi-industrial processing facilities
- Engineering & implementation of complete supply chain concepts with a focus on operational efficiency, reliability, sustainability, innovation and automation
- Project management from concept to realization

What makes us different

- Engineering-driven approach tailored to each customer's needs
- Full project lifecycle capability (design → build → implement)
- Strong integration with logistics and operations expertise
- Innovation-focused teams solving complex supply chain challenges by injecting applied engineering into logistics
- Global execution capability across industries

We enable customers to build efficient, scalable, and optimized supply chains, reducing complexity while supporting long-term growth and operational excellence.

Supply Chain Engineering

> 42
Countries

> 165
Logistic Platforms
Designed

> 75.000.000 m²
Warehouse Capacity
Engineered

> 4.500
Silo's Designed

> 70 FTE
Engineering Experts

> 5.000
Industrial Projects
Delivered

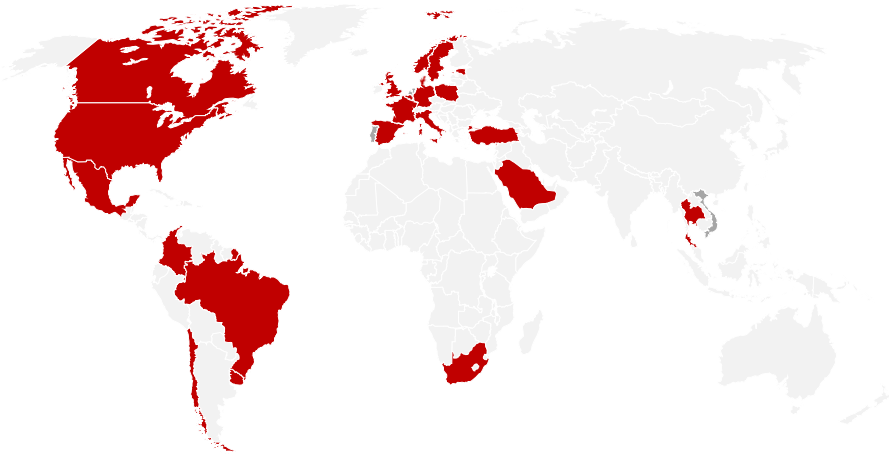
Serving Multi-sector installations

Design - Build - Operate Integrated Model

Operational knowledge meets applied engineering



Ivo Creton
BU Manager SCE



Supply Chain Engineering

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Countries

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Logistic Platforms
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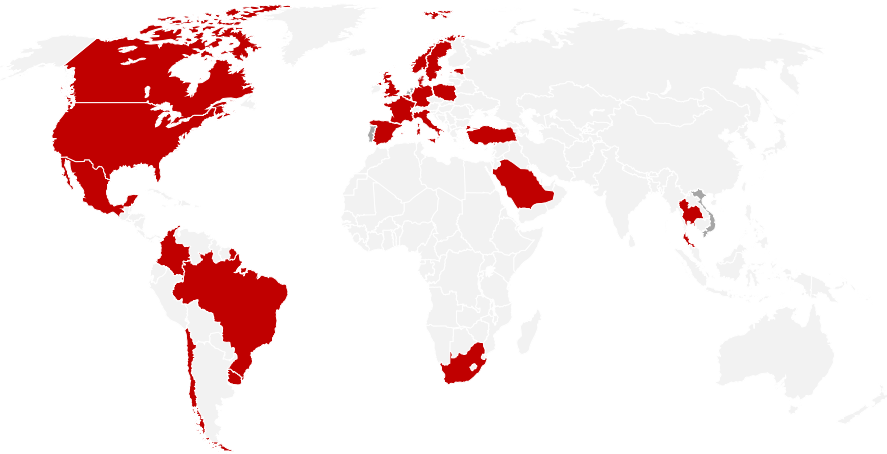
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Warehouse Capacity Engineered

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Silo's Designed

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> 5.000
Industrial Projects Delivered

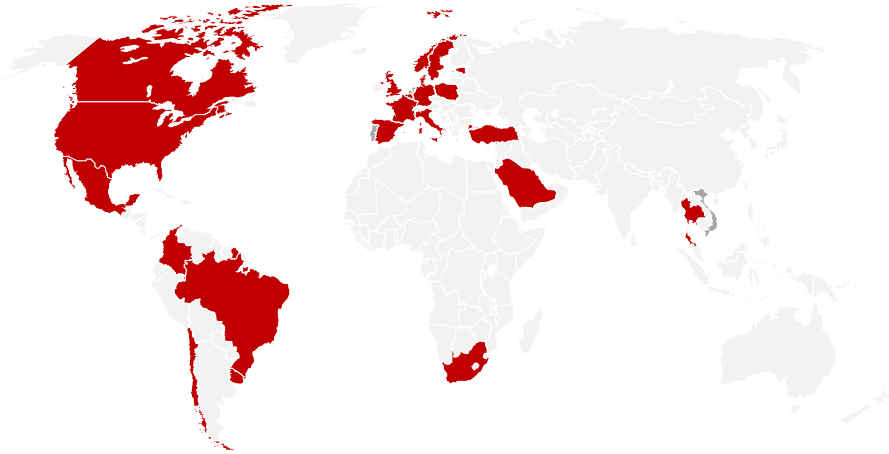
Serving Multi-sector installations

Design - Build - Operate Integrated Model

Operational knowledge meets applied engineering



Ivo Creton
BU Manager SCE



Our supporting logistic services

Welcome to the company

Transport



The Transport business unit of Katoen Natie provides integrated and flexible transport solutions, supporting both industrial and end customers with a strong focus on efficiency, reliability, and operational excellence.

What we do

- Dedicated transport solutions for large-volume logistics
- Short-distance distribution with delivery within a day's work
- Bulk, container, packed & barge transport solutions
- Long-distance transport via trusted, approved carrier network
- Seamless integration with Katoen Natie logistics operations

What makes us different

- Strong in-house fleet combined with strategic acquisitions and growth
- Expertise across transport types (bulk, containers, packed goods, barge)
- Hybrid model: own operations + high-quality partner network
- Focus on efficiency and reliability in daily operations
- Commitment to sustainability (e.g. introduction of electric trucks)

We ensure reliable, cost-efficient, and timely deliveries, enabling customers to optimize local distribution and large-volume flows while maintaining high service levels.

Transport

> 650 FTE
Drivers

> 850
Trucks

> 225
Silo trucks

> 60
Packed Trucks

> 10
E-Trucks

> 45 FTE
Dispatchers

Large-volume logistics

Various Transport Type

Hybrid Business Model



Patrik Naenen
Business Unit Director



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> 650 FTE Drivers	> 850 Trucks	> 225 Silo trucks
> 60 Packed Trucks	> 10 E-Trucks	> 45 FTE Dispatchers
Large-volume logistics	Various Transport Type	Hybrid Business Model



Patrik Naenen
Business Unit Director



Global Forwarding



The Global Forwarding department of Katoen Natie delivers integrated and flexible transport management solutions, enabling seamless international flows across all logistics operations. It supports both internal business units and external customers with a strong focus on reliability, cost efficiency, and end-to-end coordination.

What we do

- Coordination of international freight (sea, air, road, rail, barge)
- End-to-end shipment management (door-to-door solutions)
- Carrier sourcing and contract management
- Customs clearance and trade compliance support
- Multimodal transport optimization across global networks

What makes us different

- Strong integration with Katoen Natie warehousing and logistics platforms
- Hybrid model: internal expertise combined with global partner network
- Centralized control with local operational flexibility
- Focus on cost optimization and service reliability
- Scalable solutions tailored to complex and high-volume flows

We enable efficient and reliable global transport flows, reducing complexity and cost while increasing visibility and control across the entire supply chain.

Customs



Katoen Natie Customs Services provides integrated customs solutions that support seamless international trade flows. The department ensures efficient handling of customs formalities, enabling compliant, fast, and reliable movement of goods across borders as part of Katoen Natie's end-to-end logistics offering.

What we do

- Customs clearance for import and export flows
- Preparation and management of customs documentation
- Support for international trade compliance and regulations
- Handling of bonded warehouse procedures and transit flows
- Advisory on customs processes across global supply chains

What makes us different

- Strong integration with warehousing, forwarding, and port operations
- In-house expertise across multiple industries and geographies
- Ability to manage complex, multi-country customs requirements
- Seamless coordination with physical logistics flows (port-based model)
- Focus on efficiency and reduction of administrative burden

We streamline international trade by ensuring compliant, fast, and efficient customs processes, reducing delays and enabling uninterrupted global supply chain operations

Katoen Natie

Our people make the difference



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