

# COMPANY PROFILE



The world's leading independent tank terminal infrastructure company  
for the oil and chemical industry  
with a global network of storage and related service facilities  
built over 400 years on trust and reliability  
by dedicated professionals focusing on customer needs

## The world's number one in bulk liquid storage

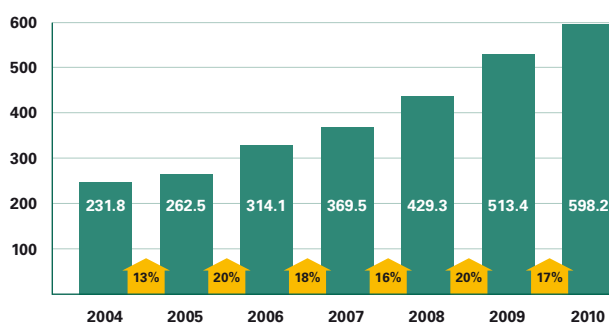
Royal Vopak, headquartered in Rotterdam, the Netherlands, is the world's leading independent provider of conditioned storage facilities for bulk liquids. Vopak operates terminals in 30 countries worldwide, offering storage and handling facilities for oil products, chemicals, vegetable oils and liquefied gases. Vopak's unique network of 80 terminals is strategically located along the world's major shipping routes. At the end of 2010 Vopak's total storage capacity was 28.8 million cubic meters. Including the divestment of the Bahamas terminal (3.4 million cbm) early 2011 and current

expansion projects (4.5 million cbm), Vopak's worldwide storage capacity will be 29.9 million cbm at the end of 2012. The nature of the business requires a long-term investment in strategic locations. For this reason, Vopak invests in long-term relationships with customers, business partners, governments, shareholders, other financial partners and employees. Vopak's shares are listed on the Amsterdam AMX index. With a market capitalization of 4.5 billion euro, the company's annual turnover is 1.1 billion euro (2010). Vopak employs an international workforce of more than 5,700 people including its joint venture companies.



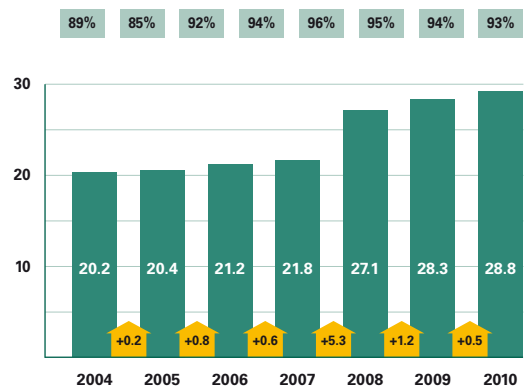
### EBITDA

In EUR mln, excluding exceptional items



### Storage capacity and occupancy rate\*

In mln cbm



\* Rented storage as a percentage of commercial available capacity

## Our past, our future

Vopak's history goes back to 1616. In its earliest form the company offered storage and related services to trading companies such as the Dutch East Indies Company. The goods these traders were bringing to the Netherlands (mainly coffee, tea and spices) had to be stored and redistributed to other parts of the country and beyond. Vopak's predecessors took care of these needs, thereby facilitating the rapid growth of the Dutch economy.

With 400 years of experience in storage and transshipment, Vopak is almost genetically dedicated to safety and customer service. Total commitment to customers' success has resulted in excellent long-term relationships with them. Operations are based on our values, principles of transparency, loyalty and commitment to people and business success.

The continuing growth and the increasing scale of its activities make Vopak an attractive partner for large international and regional clients, offering them a wide range of storage and handling services worldwide.



## The world of Vopak

### Middle East

Saudi Arabia  
United Arab Emirates

### Africa

South Africa

### Europe

Belgium  
Estonia  
Finland  
Germany  
The Netherlands  
Spain  
Sweden  
The United Kingdom

### Asia

China  
Indonesia  
Japan  
Korea  
Malaysia  
Pakistan  
Singapore  
Thailand  
Vietnam

### Australia



Australia

### North America

Canada  
USA

### Latin America

Brazil  
Chile  
Colombia  
Ecuador  
Mexico  
Peru  
Venezuela

 Terminal(s) at hub location  
 Terminal

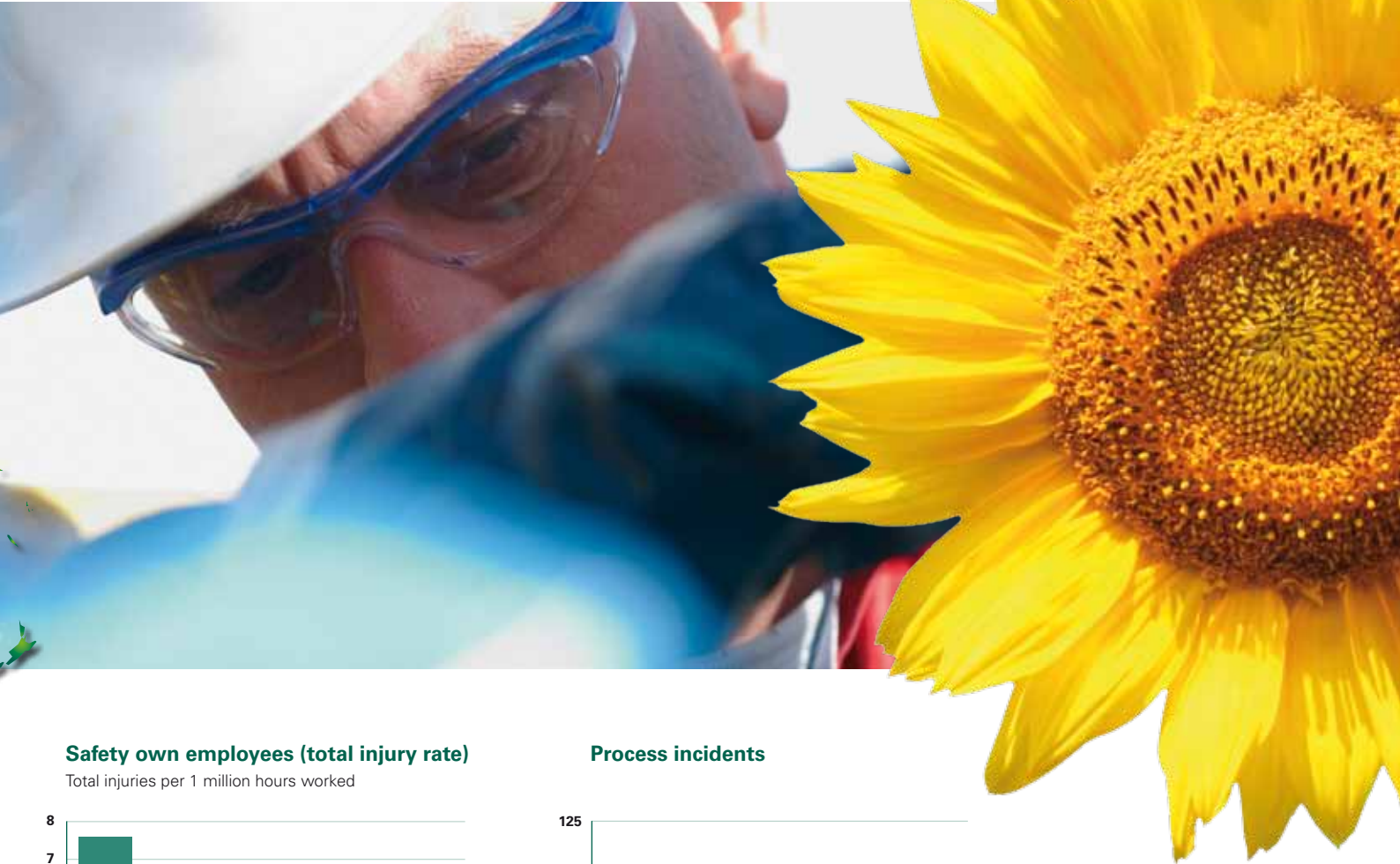
## Excellent service from dedicated professionals

The essence of Vopak's services is connecting companies with their clients, countries with products and people with success. Strategically located storage terminals and state-of-the-art technologies are an important asset, but it's Vopak's people who make the true difference.

The company continuously invests in training and education of employees in all countries, improving career opportunities and dedication to company goals. All over the world, customers can count on the talent and the service commitment of Vopak's staff.

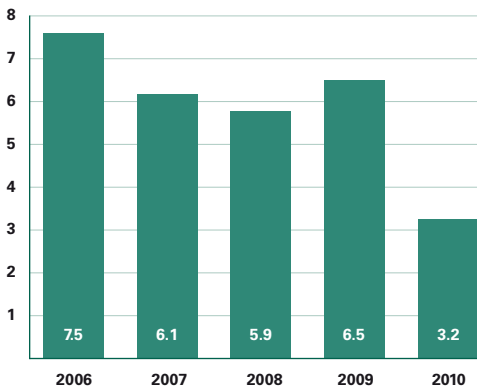
## Sustainability is part of Vopak's identity

Sustainability is an integral part of Vopak's business processes and operations. This is reflected by the consistent application and enforcement of strict standards, rules, codes and procedures, such as Safety, Health, Environment & Quality (SHEQ). Vopak's standards are in keeping with the most trendsetting oil and petrochemical companies, which constitute a major part of Vopak's customer base. The Vopak standards comply with local legislation and regulations at a minimum.

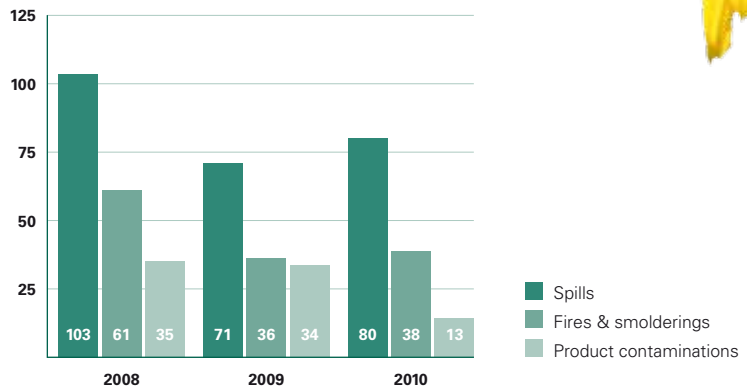


### Safety own employees (total injury rate)

Total injuries per 1 million hours worked



### Process incidents



## Vopak's vision and mission

A growing geographic imbalance exists, at both a regional and a global level, between the areas of production and (industrial) consumption of oil and gas products, chemicals and vegetable oils. As a result, there is a robust need for the physical transportation and efficient and safe storage and handling of these products. This has led to a growing demand for solid infrastructures at critical locations in order to seamlessly link up the logistics networks of producers, traders and distributors. This need is further intensified by new players in the market, the liberalization of previously closed economies and a demand that is becoming more specific for each country. Independent storage and handling facilities can reduce the

pressure on regional and global supply chains. The most important requirements for storage are the right logistic locations, a strong focus on sustainability and safety, reliable and efficient services, and the possibility of anticipating customer needs.

Vopak's mission is to make a sustainable contribution to ensure more efficient logistics processes by being the leading provider of an independent, optimum terminal infrastructure at locations that are critical to Vopak's customers in all regions of the world. To achieve its mission, Vopak will continue to invest in the further growth of its global network, in customer service and in continuous operational improvements.



## Vopak's strategy

Vopak has developed a strategy to realize its mission. This strategy rests on three pillars:

- customer leadership: to be leading in the field of customer service at all terminals
- operational excellence leadership: to be the safest and most sustainable and efficient terminal operator by continuously improving operational processes
- growth leadership, to be the fastest growing in selected markets by:
  - improving and expanding existing terminals
  - developing terminals at new locations
  - collaborating with and acquiring companies
  - building and adjusting terminals for new products and markets, such as LNG and biofuels

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