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Euroports & Fertilizers : Facts & Figures

- ✓ **Volume** : 7 milj MT/year out of +/- 50 milj MT
- ✓ **Main locations** : Antwerp & Ghent, Belgium
Rouen, France
Rostock, Germany
Varna, Bulgaria
Rauma, Finland
- ✓ **Customer base** : main Western European fertilizer producers
- ✓ **Type of activity** : import & export flows, container related operations (stuffing of bulk & bagged product), warehousing (ex. > 700 kMT capacity in Antwerp), organizing cost efficient transportation, value added services like blending/bagging/screening/...
- ✓ **Unique Selling Proposition** : strong focus on safety & quality of our operations – experienced in value adding services like bagging/blending/screening – one stop shop for all the logistical needs of the fertilizers industry.

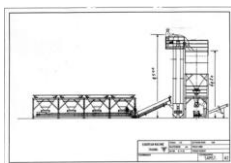


Euroports & Fertilizers : Investment Program

- ✓ Approved +/- 20 milj Euro investment in expansion & renewal of fertilizer storage capacity in Gent & Antwerp (2016/2017) - Expansion foreseen in Rostock (2018)



- ✓ Ongoing investments in expanding Value Added Services :



Dec 2016 – new blending installation Antwerp
Sep 2016 – new screening installation Antwerp



Contract Logistic

Arcelor Ghent - Belgium

- Tasks: Handling of all water related cargo
- IN: 11 Mio T of iron ore, coal,...
- OUT: 2 Mio T of finished product
- Personnel: 80+2



Contract Logistics

YARA – Rauma Finland

- Container stuffing at Yara plant moved to Rauma due to shortage of space
- Annual volume 90 KT
- 4Y initial contract



Contract Logistics

BOREALIS - Rouen - France

- Inbound + feeding of the production plant with raw materials
- Bagging + export of the finished goods.
- Volume : between 130 & 400 kMT/year
- Contract started 2016, first phase operation via Euroports France terminal, second phase Euroports operation on Borealis' concession.



Contract Logistics

Varna-Bulgaria

- 2001 Solvay logistic outsourcing project 1,2 Mio T/Y
- 2004 Devnya Limestone quarry logistics outsourcing 4 Mio T/Y
- Personnel > 200 FTE



Why Outsourcing?

Risks

- What if it does not work out?
- Extra overhead costs
- Knowledge and skills disappear
- Same interests/values?
- Quality assurance
- Core area's

Benefits

- Efficiency increase
- Cost effective
- Flexibility
- Reduction of labor force
- Specialist's expertise
- Best of both worlds concerning safety/quality/environment



Soda Ash Outsourcing case study

- 3 phases of outsourcing (2000-2001-2002)
- Personnel increase subcontractor 1-35-160 – 90% taken over from principal
- 5 years contracts (3th contract running)
- Joined procedures
- ISO certification required within first 2 years period
- Price reduction during execution of the contract



Soda Ash Outsourcing case study

Main tasks

- Operations: packing, storing, warehousing and loading of packed and bulk soda
- Transport: packed and bulk goods to Port of Varna West and final customers
- Maintenance: all packing machines, transportation belts, rolling equipment
- Administration: inventory management of finished product and packing material; reporting of operations in Solvay's ERP system
- Innovations & development
- QHSE implementation of principal's requirements



Soda Ash outsourcing case study

Facts & Figures

Benefit

- Labor force reduction
- Efficiency/flexibility/productivity
- Cost reduction

Result

- 195 → 165
- Volume increase + product mix differences:
 - 2001: 250 KT packed + 545 KT bulk →
 - 2013: 740 KT packed + 360 KT bulk (864 KT 2015)
- After YEAR 1 reduction of 45% in operational and 55% in maintenance costs



Soda Ash Outsourcing case study Facts & Figures

Benefits

- Specialist's expertise/flexibility



Results

- New performant big bag lines
- Centralization of production
- Container loading installations (0 → 15 KTEU's/Year)
- Increased loading capacity
- Quick investments in machinery and rolling equipment



Soda Ash Outsourcing Case Study Facts and Figures

Benefits

- Best of both worlds



Results

- Health & Safety procedures from both Euroports and Solvay implemented
- Audits internal/external on regular basis
- Compliance with ISO requirements and procedures of both companies and HQ's



In Plant Contract Logistics

- Formula for success = Partnership
- Thanks for your attention



SECOND SESSION

Fertilizer Trade and Logistic Facilitation

Session Chair: Anthony WILL, CF Industries, USA
and Chairman of the IFA Production & International Trade Committee

- **Charlie PERKINS**
CSBP Ltd, Australia
- **Henk van DALFSEN**, Trammo Inc., USA
and **Monica BENAVENTE**, Keytrade AG, Switzerland
- **Dirk PERGOOT**
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