MAAKINDUSTRIE TOP 100

May 21st, 2014, Veghel
Roots in Veghel
Mission

Support our customers in continuously improving their competitiveness, by designing, realizing, managing and optimizing Automated Material Handling Processes.

Vision

• A leading position in all markets
• Recruiting and retaining talented individuals
• Vanderlande is a global leader in the field of automated material handling systems
• A solid financial basis to enhance our reputation
• Developing innovative and sustainable solutions - automation being the key
• A reliable project and service delivery
• With reliable, flexible and competitive global supply chains
Our presence

- Delivered in 100 countries
- Located 17 countries
- Employ over 40 nationalities
Development of Vanderlande

Services, partnership, major customers
Globally
One of the most important suppliers of automated material handling systems in the world.

At this moment:
- 2,800+ people employed
- Present in more than 100 countries
- Executing over 260 projects at the same time

Systems (equipment, engineering)
Europe
More:
- Focus on material handling in EU
- Offices in FR, BE, ES, DE, EN (1964-77)

Engineering and Integrator
Europe +
More:
- IT
- Project management
- Supply chain

Machinery and construction company
The Netherlands
- Founded 1949

Outlook is Profitable Growth

Net sales € x mio

- Founded 1949
- Present in more than 100 countries
- Executing over 260 projects at the same time

Vanderlande - MT MaakIndustrie 100

21-5-2014
65 years of growth

Differentiators:

- market focus
- customer focus
- family culture, teamwork
- go the extra mile
- consistently investing in technology and solutions
- solid financial position
65 years of growth

Regional differentiators:

- entrepreneurial spirit
- technical ecosystem (OEM, suppliers, educational system)
- cooperative attitude
- high trust
- industrial world champions
The market is promising and the current focus is opening a window of project and service opportunities.

### Market Outlook

<table>
<thead>
<tr>
<th>Service</th>
<th>Main growth driver</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baggage handling</td>
<td>&gt; Increasing air traffic passengers</td>
</tr>
<tr>
<td>Parcel &amp; Postal</td>
<td>&gt; E-commerce &lt;br&gt; &gt; Overdue investments</td>
</tr>
<tr>
<td>Food retail</td>
<td>&gt; Cost pressure &lt;br&gt; &gt; Decrease labour intensity</td>
</tr>
<tr>
<td>Fashion</td>
<td>&gt; E-commerce</td>
</tr>
<tr>
<td>Other</td>
<td>&gt; E-tailers (B2C, B2B)</td>
</tr>
</tbody>
</table>
Our profitable growth strategy

The four pillars of our profitable growth strategy:

> **Growth**, margin improvement and increased cost efficiency

> Increasing **teamwork**

> Further **internationalization** and market orientation

> Continuous **innovation** in technology and services
Our strategic ambition results in double sales and a shifting portfolio

Our business strategy

> Profitable growth
  – Growth, Internationalization,
    Innovation and Teamwork

> BHS strengthen its #1 market position

> P&P expand its #1 market position

> WA grow to top-3 market positions

> Services will grow and support all business lines

> Selectively looking for acquisitions
Core Values

- Drive to Win: We aim to be the best
- Every Day Better: Continuously learn, develop and innovate
- Build Reputation with Customers: Improve the competitive position of our customer
- Ownership: Take personal responsibility
- Team Play: Work together as a team
- Safe Base: In a safe and engaging working environment
- We Care: To minimize our footprint
AMBITION: HOW TO WIN

Profitable Growth

Loyal Customers

Best Total Solution for the Customer

Skilled and Dedicated People

Industry Knowledge
Systems & Products
Capabilities
Supply Chain
Flexible Processes & Tooling
Reputation & Core Values

Continuous Learning, Innovation & Improvement
**Baggage Key Fun Numbers**

Source for base numbers – IATA

- Bags handled per year (2012) about 5.8 Billion
- About 94% of the airport World Wide (from very small to very large) handling these 5.8 billion bags use mechanized and/or automated systems
- About 52% of these mechanised or/or automated systems world wide are VI systems
- Means that 2.8 billion bags are handled by VI systems
- Assuming equal spread – about 7.7 million bag per day are handled by VI systems

### Baggage Statistics Since 2007

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Passengers (Billions)</th>
<th>Total Bags MISHANDLED (Millions)</th>
<th>Mishandled Bags per 1,000 Passengers</th>
<th>Total Cost to the Industry (Billion US$)</th>
<th>Cost of Mishandled Bags per Passenger (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>2.48</td>
<td>44.9</td>
<td>18.86</td>
<td>4.69</td>
<td>1.85</td>
</tr>
<tr>
<td>2008</td>
<td>2.51 (+0.69%)</td>
<td>29.2</td>
<td>14.70 (-22.14%)</td>
<td>2.22 (-30.32%)</td>
<td>1.32 (-23.94%)</td>
</tr>
<tr>
<td>2009</td>
<td>2.48 (-1.13%)</td>
<td>23.32</td>
<td>11.39 (-22.5%)</td>
<td>2.92 (-31.81%)</td>
<td>1.14 (+12.97%)</td>
</tr>
<tr>
<td>2010</td>
<td>2.48 (-8.13%)</td>
<td>27.25</td>
<td>12.07 (+3.94%)</td>
<td>2.22 (-16.57%)</td>
<td>1.21 (+2.74%)</td>
</tr>
<tr>
<td>2011</td>
<td>2.82 (+4.8%)</td>
<td>25.92</td>
<td>8.99 (-25.92%)</td>
<td>2.59 (-21.6%)</td>
<td>0.99 (-26.0%)</td>
</tr>
<tr>
<td>2012</td>
<td>2.95 (+3.5%)</td>
<td>25.04</td>
<td>8.83 (-1.78%)</td>
<td>2.49 (-2.02%)</td>
<td>0.88 (-3.81%)</td>
</tr>
</tbody>
</table>

Note that the data for 2011 has been adjusted to reflect final industry data released by IATA after the publication of the 2012 baggage report.
WPP Key Fun numbers

- Worldwide we - Vanderlande Industries - sort about 300 parcels per second every day (source advertentie “sorting at the speed of sound”) so over 20 Million per day

- Biggest sorting system – One of the Megafactories of the world by Discovery Channel – for UPS in Louisville. Up to 300.000 parcels/hour, in peaks > 3 Million/day

- Number 5 worldwide in the solution suppliers top 20 modern materials handling

- Vanderlande has delivered systems to 9 companies out of the top 10 biggest European food retailers (Public/able to mention are: Tesco, Edeka, Carrefour en LeClerc)
References