

## Operational Excellence: Key in Vopak's Sustainability

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Vopak aspires to be the world's greatest terminal company for liquid chemicals, oil products and gases, admired by its strategic partners for an outstanding corporate reputation. This is a clear ambition that not only requires smart, well-formulated and workable strategies but also accelerated implementation plans in order not to miss valuable opportunities.

It has become increasingly clear that operational excellence will be key in achieving our ambitions and also to ensure the sustainability of Vopak. Mitigating SHE impact is good business and socially responsible. To be world-class, our SHE practices and performances must be excellent and even admired by our customers. To achieve this, the process actually starts pretty early - from the way we evaluate new investments, smart design and build project management, to operations and asset management. We need to be best-in-class in each of these individual yet interlinked processes involving every single employee from project and business developers to sales, engineers, operators, logistics and customer services, etc.

Operational excellence plays a central role in the Vopak strategy. We have a lot of hard work ahead of us. But we have strong discipline and solid foundations to get there and we will – from GOOD TO GREAT!