

K KOCH™

OVERVIEW

Version: Feb 2023



KOCH INDUSTRIES OVERVIEW

GLOBAL SCALE. PRIVATE OWNERSHIP. DISTINCTIVE CULTURE.



90% EARNINGS reinvested in the company



\$125 B in annual revenue*



More than **120,000 EMPLOYEES** worldwide working in nearly **60 COUNTRIES**

*Koch's revenues fluctuate with the price of commodities. They have been as high as \$125 billion.



HISTORY OF KOCH INDUSTRIES



1920s

1925
Texas native Fred C. Koch moved to Wichita, Kansas

1927
Fred developed an improved thermal cracking process



1940s

1940
Fred co-founded the Wood River Oil & Refining Company

1945
Fred co-founded Koch Engineering Company



1960s

1961
Charles Koch began working at the family firm

1967
Following Fred's passing, Charles Koch became Chairman and CEO

1969
Koch Industries began trading crude oil internationally

Koch became the majority owner of Great Northern Oil Co. and its Pine Bend refinery



1980s

1980
Koch Chemical Technology Group was formed

1981
Purchased Suntime Refining's Corpus Christi, Texas, refining assets



1990s

1993
Published the first Market-Based Management® handbook for employees

1997
Acquired Glitsch

1999
Koch's pipeline technology honored by Smithsonian



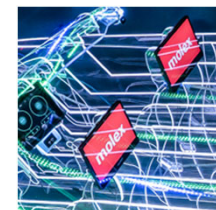
2000s

2003
Acquired Farmland Fertilizer assets

2004
Acquired INVISTA

2005
Acquired Georgia-Pacific

2007
Charles Koch's "The Science of Success" published



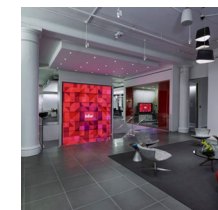
2010s

2013
Acquired Molex

2015
Charles Koch's "Good Profit" published

2017
Acquired Guardian Industries

2018
Significant update of Koch's Vision and Guiding Principles



2020s

2020
Acquired Infor

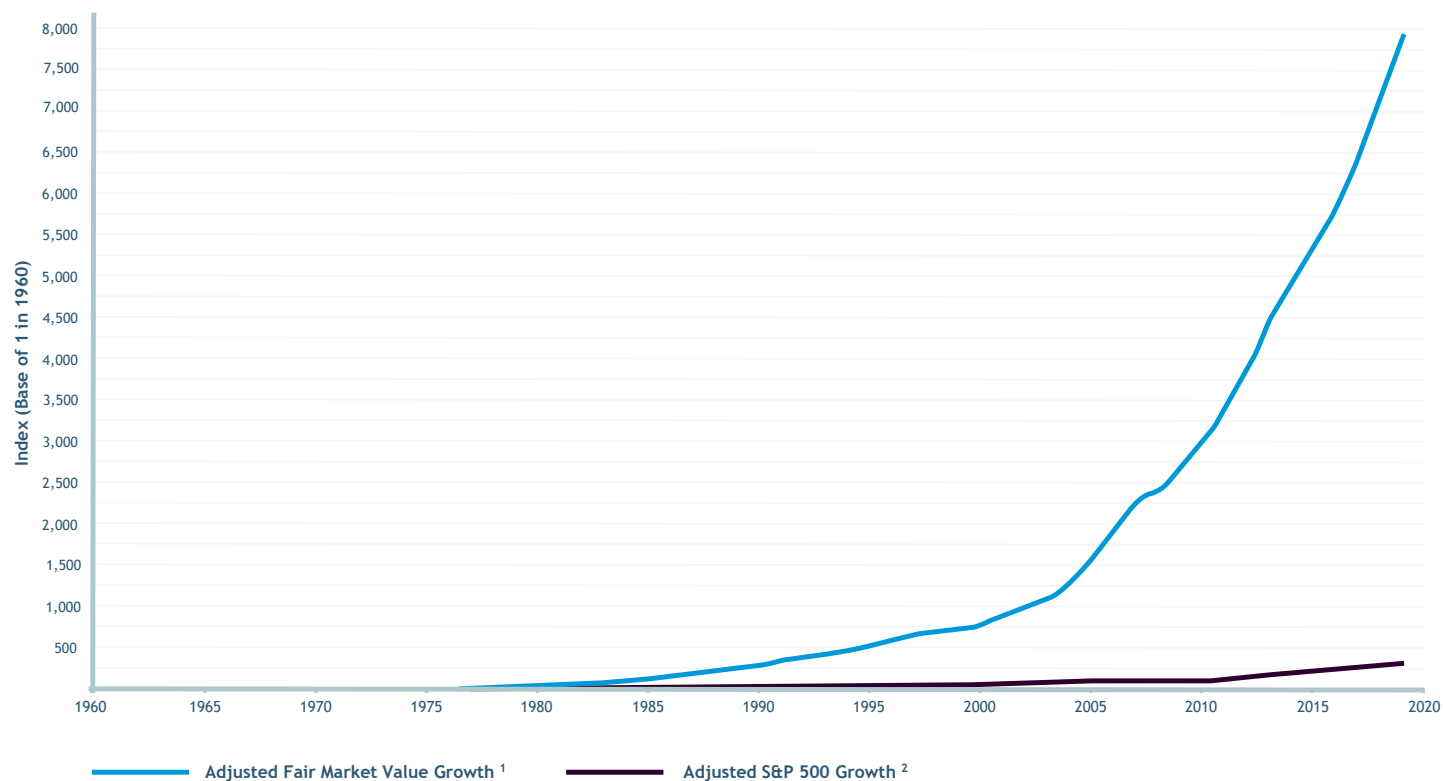
Charles Koch's "Believe in People" published

2022
Market-Based Management® changed to Principle Based Management™



ROLE OF BUSINESS IN SOCIETY

- Help people improve their lives by providing products and services they value more highly than their alternatives, and do so while consuming fewer resources
- To the extent a business does this responsibly, its profits are a measure of the value it creates in society



KOCH INDUSTRIES COMPANIES



- World-class crude oil refining
- Operates 4,000 miles of pipelines



- Leading manufacturer of tissue, pulp, paper, packaging, and building products
- Select brands include Brawny®, Dixie®, Quilted Northern®, and Angel Soft®



- Owns Guardian Glass, one of the world's largest manufacturers of float, coated, and fabricated glass products
- Owns SRG Global, a leading manufacturer of high-value coatings on plastic for the automotive and commercial truck industries



- Global leader in business cloud software solutions
- Serves industries ranging from manufacturing to healthcare



- Leading manufacturer of chemical intermediates, polymers, and fibers in the nylon 6,6 and polypropylene value chains
- Products serve automotive, clothing, medical equipment, food packaging, and other essential markets



- Top logistics company managing all modes of freight transportation
- Provider of technologically advanced logistics solutions



- Global provider of products and value-add solutions for agriculture, energy, and chemical markets



- Process and pollution control equipment and technologies
- Provider of engineering services for industries and municipalities worldwide



- KII investment groups providing unique capital solutions
- From early-stage venture, to structured investments, to new platform M&A



- Global trading and investment firm, specializing in commodity products as well as services and investment development



- Leading global supplier of electronic components and solutions
- Owns Phillips-Medisize, a global leader in design, development, and manufacturing solutions for highly regulated industries

FLINT HILLS RESOURCES

Flint Hills Resources is a leading refining company, with operations primarily in the Midwest and Texas (U.S.). The company also produces, markets, and transports fuels, asphalt, chemical intermediates, and other refined products.

Industries

- Refining
- Energy
- Petrochemicals
- Pipelines

Capabilities

- Crude Processing
- Fuels
- Asphalt
- Pipeline Operations



GEORGIA-PACIFIC

Georgia-Pacific is one of the world’s leading makers of tissue, pulp, packaging, and building products. Maker of leading household brands, such as Brawny® paper towels, Quilted Northern® bath tissue and Dixie® paper plates. Our brands are in 65% of U.S. households.

Each day, we handle nearly 1 million cases of paper products.

Industries

- Pulp & Paper
- Building Products
- Consumer Products
- Packaging & Cellulose
- Building Maintenance & Sanitation

Capabilities

- Manufacturing
- Logistics
- Branding
- Retail Channel Relationships
- Recycling



GUARDIAN INDUSTRIES

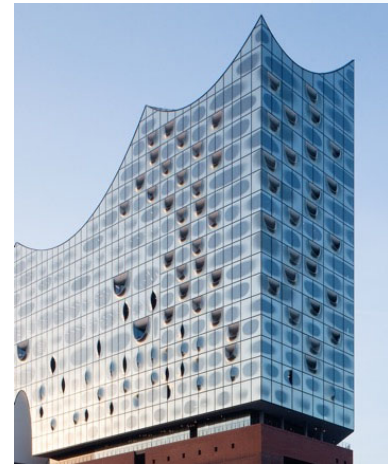
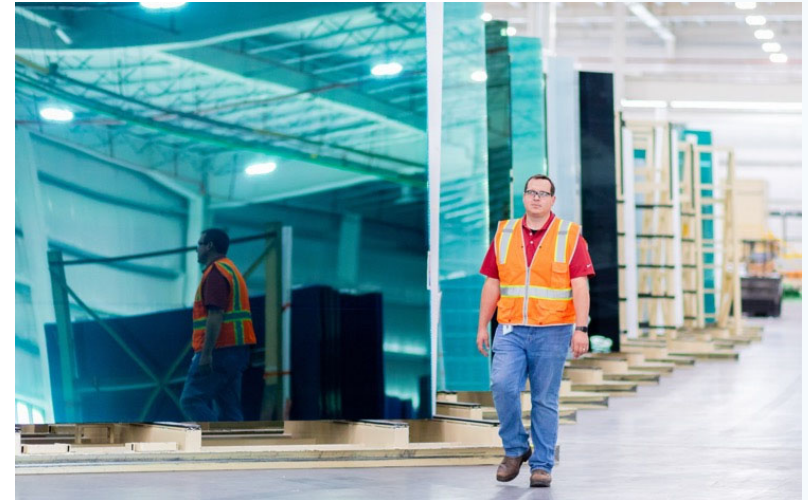
From glass that reduces energy usage and improves comfort in buildings, to high-value coatings on plastic components for automotive and commercial truck industries, Guardian companies make products that improve people's lives.

Industries

- Commercial and Residential Building
- Architectural
- Automotive

Capabilities

- Float Glass Manufacturing
- Coatings
- Chrome Plating



INFOR

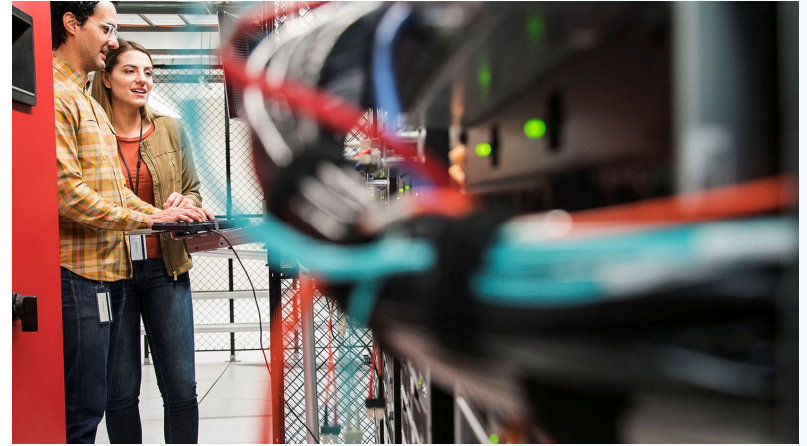
As a global leader in business cloud software specialized by industry, Infor develops complete solutions for its focus industries, including industrial manufacturing, distribution, healthcare, food and beverage, automotive, aerospace & defense, and fashion. Infor's mission-critical enterprise applications and services are designed to deliver sustainable operational advantages with security and faster time to value.

Industries

- Industrial Manufacturing
- Distribution
- Healthcare
- Automotive
- Food & Beverage
- Aerospace & Defense
- Fashion

Capabilities

- Enterprise Resource Planning (ERP)
- Financials
- Supply Chain
- Human Capital Management (HCM)
- Workforce Management (WFM)
- Artificial Intelligence (AI) & Machine Learning (ML)
- Analytics & Reporting



INVISTA

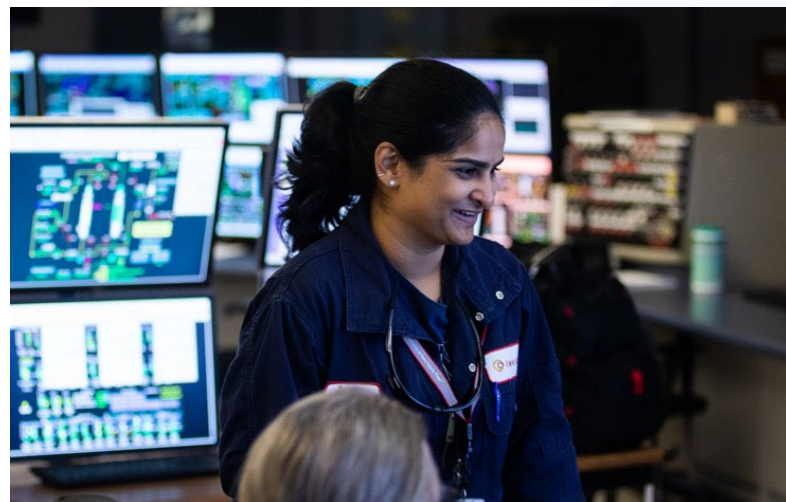
A global manufacturer of chemical intermediates, polymers, and fibers. From parts for the automotive industry to medical equipment, air bags, food packaging and clothing, our ingredients in the nylon 6,6 and polypropylene value chains help bring many of life's essential products to market.

Industries

- Automotive
- Medical Equipment
- Air Bags
- Food Packaging
- Clothing
- Electronics & Electrical Connectors
- High-Performance Coatings

Capabilities

- Chemical Intermediates
- Polymerization
- Fiber Production



KBX

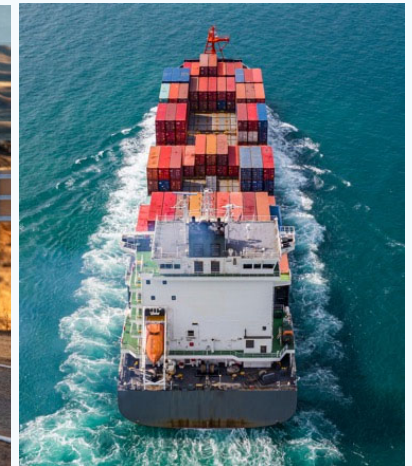
KBX provides solutions to customers across all modes of freight transportation. By providing innovative and technologically advanced solutions for customers, KBX strives to be the top logistics company.

Technology Solutions

- Transport Management System (KBX TM™)
- Shipping Visibility (KBX Track™)
- Site Optimization (TUNE™)

Capabilities

- Freight Management Services - All Modes
- Transportation Asset Management
- Freight Pay and Audit



KOCH AG & ENERGY SOLUTIONS

Koch Ag & Energy (KAES) is the holding company for subsidiaries: Koch Fertilizer, Koch Energy Services, Koch Methanol, and Koch Agronomic Services.

Industries

- Agriculture
- Energy
- Chemicals

Capabilities

- Operations
- Commodities Supply & Optimization
- Logistics
- Plant Performance Technologies



KOCH ENGINEERED SOLUTIONS

Koch Engineered Solutions (KES) is a global solutions provider that encompasses products, services, and expertise across a wide range of industries. KES companies design, manufacture, and install process, pollution control, and sustainability solutions for industries and cities around the world.

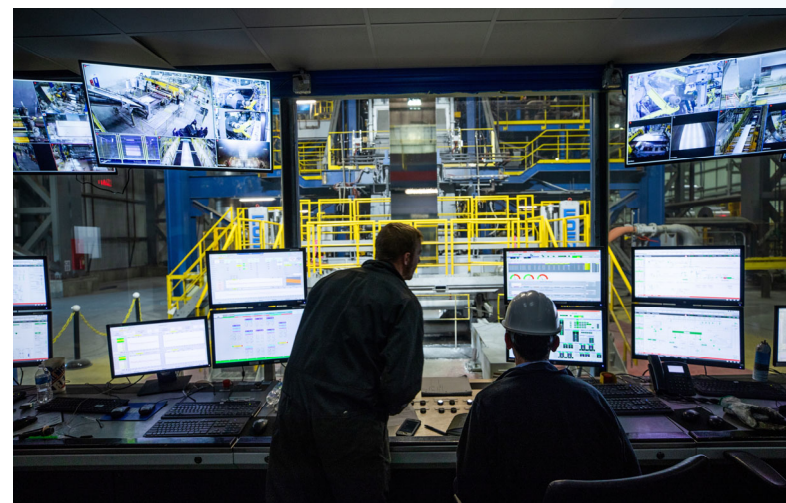
Industries

- Refining
- Chemicals
- Municipalities
- Pulp & Paper
- Pharmaceuticals
- Food & Dairy
- Utilities
- Automotive
- Solar Energy
- Steel



Capabilities

- Combustion
- Heat Transfer
- Mass Transfer
- Separation
- EPC
- Construction Services
- Licensing Technology
- Power Grid Sensors
- Analytics
- Actuation Technology
- Acoustic Imaging



KOCH INVESTMENTS GROUP

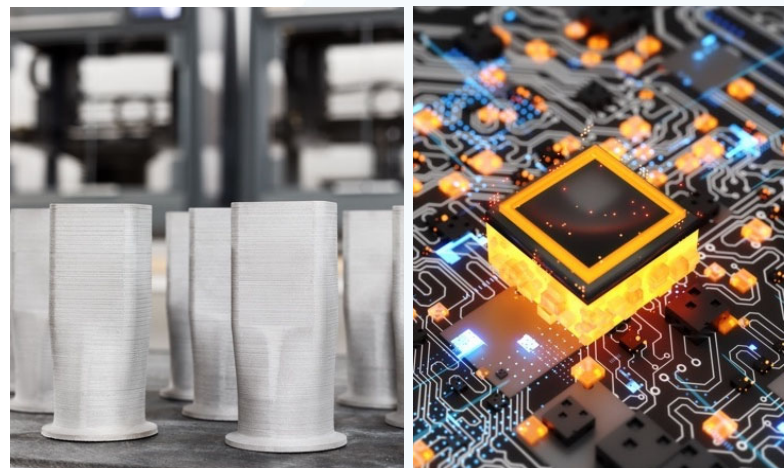
From investing to acquisitions, we seek out opportunities across a broad spectrum of industries. We bring a diverse set of capabilities to the table beyond being a capital solutions provider, including a principled, flexible approach to invest where our involvement can create the greatest value.

Investment Areas

- Special Situation / Minority Equity
- Public Company Equity
- Structured Capital
- Venture Capital
- Liquid and Illiquid Funds
- Real Estate

Capabilities

- Flexible Capital Solutions
- Long-Term Mindset
- Strategic Acquisitions
- Take-Private Transactions
- Asset Management



KOCH MINERALS & TRADING

Koch Minerals & Trading (KM&T) focuses on the real-time trading of real-world resources to create real, long-term value that makes life better all over the world. KM&T companies trade in more than 75 unique commodities across more than 50 countries worldwide, with investments across both public and private capital markets.

We specialize in the innovative procurement, exchange, and delivery of essential commodity products and services that empower daily life.

Industries

- Metals
- Liquid Commodities
- Dry Bulk Products
- Transportation/Logistics
- Specialty Materials & Chemicals
- Technology
- Energy & Renewables

Capabilities

- Trading
- Investments
- Financial Derivatives
- Logistics



MOLEX

Molex is a global electronics leader committed to making our world a better, more connected place. With a presence in more than 40 countries, Molex enables transformative technology innovation in the automotive, data center, industrial automation, healthcare, 5G, cloud, and consumer device industries.

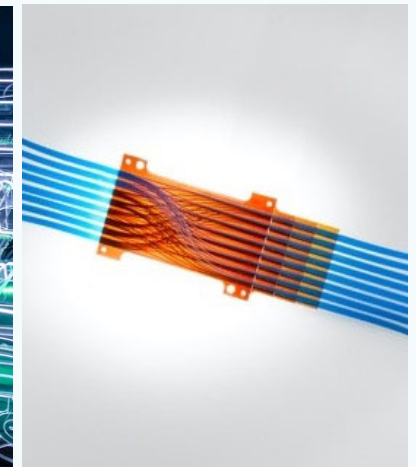
Industries

- Automotive
- Consumer Electronics
- Data Center Solutions
- Telecommunications
- Industrial
- Healthcare

Capabilities

Comprehensive technical capabilities for all stages of design and production:

- Electrical and Mechanical Engineering
- Metal Stamping
- Plating
- Precision Molding
- Assembly
- Testing
- Packaging
- Tooling



molex

Phillips
Medisize

CHALLENGES, OPPORTUNITIES, AND PRIORITIES

- Finding and capturing the opportunities for which our capabilities can create the greatest value
- Overcoming success, driving disruption, creative destruction, and transformation across all our businesses
- Finding the necessary talent to drive profitable growth and innovation
- Equipping current and future employees to create even greater value and become more self-actualized
- Initiative overload and prioritization
- Building knowledge networks and being the preferred partner for all our constituents



PRINCIPLES OF A FREE AND OPEN SOCIETY

We can transform society by breaking the internal and external barriers that prevent people from realizing their potential, enabling all people to improve their lives and find fulfillment by helping others do the same.

This Vision is guided by the following mutually reinforcing principles:

- Equal Rights
- Mutual Benefit
- Openness
- Self-Actualization

