

>> WE DELIVER
SITE EXCELLENCE.



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>> PREFACE

Efficiency enhancement and cost optimization are key disciplines for industrial sites in Germany. Excellence in both of these fields is essential to succeeding in the global marketplace. This is true not only for research and production companies facing enormous challenges in a wide variety of industries, but also for the German industrial sector as a whole.

What does this mean in concrete terms? Ideal framework conditions and efficient cost structures are key success factors for enterprises competing on the global stage. And they require one thing: the right partner. Wherever special technical infrastructure is needed, sustainable, cost-optimized end-to-end solutions for secondary processes often hold enormous potential for making research and production companies more competitive. These solutions can, for example, generate compelling site advantages in the operation or management of industrial estates. Infracore Höchst delivers site excellence – that is our mission, and that is what we aim to be judged by.



Jürgen Vormann

CHIEF EXECUTIVE OFFICER



Dr. Joachim Kreysing

CHIEF OPERATING OFFICER

>> SUCCESSFUL SITES ARE **DISTINCTIVE.**

Our customers have one or more sites – and we offer the next-generation site advantages they need to achieve long-lasting success in their markets. We are deeply integrated with the chemical, pharmaceutical, and related process industries; as a site operator, we are the driving force in the market. Our customized, yet end-to-end solutions are rationally, ethically, and practically balanced, add significant value, and transform the sites that we operate into true success stories. If you look closely enough, you can see what site success is based on. Because successful sites have a particular profile.





Successful sites are “infraserviced”. In other words, they are operated efficiently, safely, and sustainably – by an industrial service provider with a strong industrial pedigree: Infracore Höchst. Not only do we know the processes that make up the value chain, but we also understand our customers’ needs. And with our “infraserviced” approach, we can achieve site excellence for them – a key competitive advantage in the marketplace.





>> OUR VISION: NEXT-GENERATION SITE MANAGEMENT.

Our customers operate in the chemical, pharmaceutical, and many related process industries. They research and produce products; they expand and evolve. Sometimes, they have little more than a promising business idea that they want to put into practice. Perhaps they need to reorganize their processes. Or perhaps they plan to carry out an ambitious cost-cutting program. All our customers, however, have two things in common: They have one or more sites, and they need advanced, reliable, and cost-effective industrial services.

This is where we come in. Site operation, site management and site consulting are our stock-in-trade. Like our customers, we have a manufacturing background – and we are based in and operate one of Europe's largest research and production estates: Industriepark Höchst.

We know what research and manufacturing companies need – from utilities to various site services, from waste management to end-to-end logistics. We understand the processes; we know the special needs of each industry; and we put this expertise to work at other sites and industrial parks – such as Industriepark Griesheim and Creative Campus Monheim. We are pioneers in site management. By successfully coordinating site operations for our customers, operating entire sites or developing strategies for successful site operation, we transform mere sites into true site advantages.

>> OUR PROMISES TO CUSTOMERS.

SAFETY_

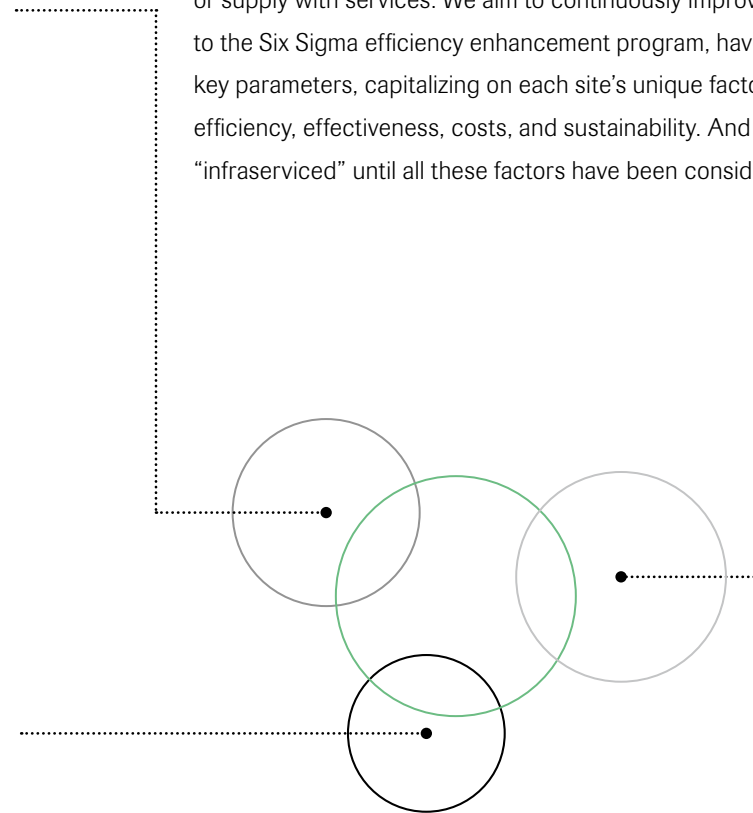
In sensitive industries such as chemicals, pharmaceuticals, or biotechnology, safety is paramount. Not just for companies and employees, but also for local communities. “infraserviced” is always about safety - and we define safety broadly: From the legal certainty that comes from meeting industry compliance requirements to process reliability based on high availability to the protection of people, knowledge, the environment, and plants. Safety is a core issue in everything we do. It requires competence, experience, and reliability in operating advanced infrastructure. Because when it comes to safety, there can be no compromises.

SUSTAINABILITY_

Energy efficiency harbors enormous potential for conserving resources and combating climate change. Our efficient energy production and distribution activities represent a key success factor for companies. As the operator of one of Europe’s largest production and research sites, we are constantly investing in the expansion and optimization of our energy-generation facilities. We particularly focus on utilizing eco-friendly cogeneration technology and low-impact waste-to-energy concepts. However, for us, sustainability is about much more than attaining CO₂ reduction targets. It is also about creating the kind of ideal environment that keeps sites on a sustainable long-term trajectory. And it is about engaging in constructive, sustained dialog with the public and assuming responsibility. Sustainability is part of our day-to-day business. We evaluate every new project based on its benefits for the environment, the workforce, society at large, and the company’s future. All these requirements have to be met before we will call a site “infraserviced”.

EFFICIENCY_

Today’s globalized marketplace requires our customers – and thus us – to remain at the top of our game. To perform at such a high level, you have to seize every opportunity for optimization – not just in your core business, but also in your secondary processes and site infrastructure. These areas often harbor an underappreciated and woefully underutilized potential. There is no definitive, universal formula for assessing site efficiency; it always has to be evaluated on a case-by-case basis. We do, however, have an overriding objective: To maximize the efficiency of every site that we operate or supply with services. We aim to continuously improve our performance and, thanks to the Six Sigma efficiency enhancement program, have done very well by changing key parameters, capitalizing on each site’s unique factors, and constantly balancing efficiency, effectiveness, costs, and sustainability. And we do not view a site as “infraserviced” until all these factors have been considered.



>> IN A WORD

>>ALL OUR KEY CRITERIA – SAFETY, EMPLOYEE SKILLS, RELOCATION AND UNIMPAIRED DELIVERY AVAILABILITY – HAVE BEEN COMPLETELY A SOUND BUSINESS DECISION.<<

>>INFRASERV UNDERSTANDS HOW OUR INDUSTRY WORKS. THROUGH AUDITS, RISK ANALYSES, AND COMPLIANCE CHECKS, WE WORK TOGETHER TO MAKE SURE OUR DANGEROUS GOODS ARE HANDLED AND TRANSPORTED SAFELY.<<

>>**WE PREFER TO INVEST OUR CAPITAL IN RESEARCH AND**

>>HEALTHY, SATISFIED EMPLOYEES ARE OUR MOST VALUABLE ASSET. BOTH ASPECTS AT OUR SITE WITH EVERYTHING FROM PRE-EMPLOYMENT BACK CARE EDUCATION.<<

>>SITE SERVICES – FROM THE CAFETERIA TO THE FIRE DEPARTMENT – ARE NOT OUR CORE BUSINESS; INFRASERV HÖCHST CAN PROVIDE THEM MUCH BETTER AND MORE COST-EFFECTIVELY.<<

RISK, RAW MATERIALS, UTILITIES, COSTS, INFRASTRUCTURE
SATISFIED AND PROVIDE THE ANSWERS WE NEED TO MAKE

DEVELOPMENT, NOT IN INFRASTRUCTURE AND BUILDINGS.<<

**>>AS AN ENERGY-INTENSIVE MANUFACTURER, WE NEED RELIABLE SUPPLIES OF ENERGY AT COMPETITIVE PRICES.
INFRASERV PULLS OUT ALL THE STOPS – FROM LOW-COST PROCUREMENT TO COGENERATION TO PROCESS
OPTIMIZATION.<<**

THANKS TO INFRASERV'S HEALTH SERVICES, WE CAN WORK ON
HEALTH SCREENINGS TO PRE-TRAVEL CONSULTATIONS TO

**>>INDUSTRIEPARK HÖCHST MEETS ALL THE REQUIREMENTS NEEDED TO ASSURE OUR SUCCESS FOR THE NEXT 40 YEARS
IN GERMANY AND THE REST OF THE WORLD.<<**



>> **NEXT-GENERATION** SITE MANAGEMENT: HOW WE ASSURE SITE EXCELLENCE FOR OUR CUSTOMERS.

As it has grown and evolved over the years, the operation of research, development, and production sites has remained closely intertwined with the manufacturing value chain. However, site operation obeys entirely different economic laws than the core business: Investment and payback periods are significantly longer, expected returns significantly lower. That is why separating core from noncore processes can unleash tremendous growth opportunities for companies.

As a professional site operator with a manufacturing background, we manage and administer every aspect of our customers' sites, including their infrastructure and all the processes and services needed to keep their businesses running smoothly.

We minimize the costs and risks of site operation and boost flexibility and site performance. We transform cost centers into success factors for our customers – and turn their sites into sources of excellence.

SITE OPERATION_

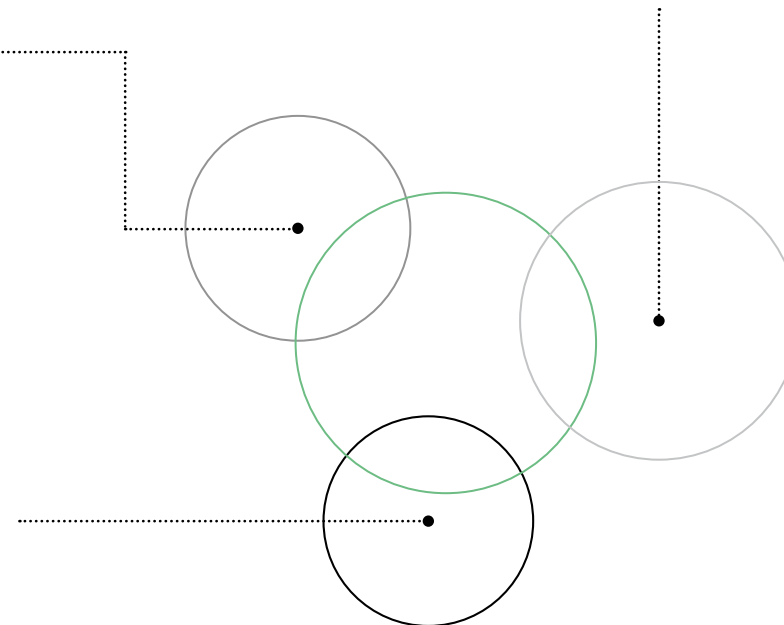
In site operation, we take over selected processes and entire sites and design them to be efficient and legally compliant. We offer our customers a broad, deep service portfolio built on decades of hands-on industrial experience: From supplying utilities to properly disposing of waste. From efficiently engineering supply chains to operating plants and communication networks. From plant safety to occupational health for employees. Most importantly, we integrate all these processes safely, efficiently, and sustainably. That way, our customers can focus on their core business and work with us to achieve site excellence. That is what our “infraserviced” promise is all about.

SITE CONSULTING_

Assuring clarity, identifying prospects, seizing opportunities: In site consulting, we help our customers by thoroughly analyzing sites, assessing their existing structures and processes, and evaluating their potential for development. We advise and assist our clients not only in making sound business decisions, but also in putting those decisions into action. Defined benchmarks and transparent processes make it easier to track our progress. In other words, being “infraserviced” means thinking beyond today and being proactive about shaping tomorrow.

SITE MANAGEMENT_

The only constant is change - even for industrial estates. That is why, in site management, we do not just operate sites efficiently and holistically, but also take responsibility for their future development. This can take many forms: From implementing continuous improvement processes in regular operations to strategically enhancing service portfolios and site infrastructure. If desired, we can also support major investment and transformation projects. However, no matter what we do, it is always fully customized and tailored to the customers' needs - in short: “infraserviced”.



>> OUR CUSTOMERS HAVE THE SITE. WE TAKE CARE OF IT.

Whether our customers are at home at one site or many, we transform their sites into lasting advantages – site advantages. We look after their employees’ health and productivity, ensure the effectiveness of their plants, and keep their facilities running smoothly. We make sure the infrastructure is reliably available and protect the environment, which ensures legal certainty and community acceptance for our customers. Thanks to our site services, our customers only have to focus on one thing: Their core business. Their secondary processes are reliably “infraserviced”.

EMPLOYEES_ ENVIRONMENT_ FACILITIES_ PLANTS_ INFRASTRUCTURE SITE SERVICES_

UTILITIES_

WASTE MANAGEMENT_

LOGISTICS_



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SERVICED

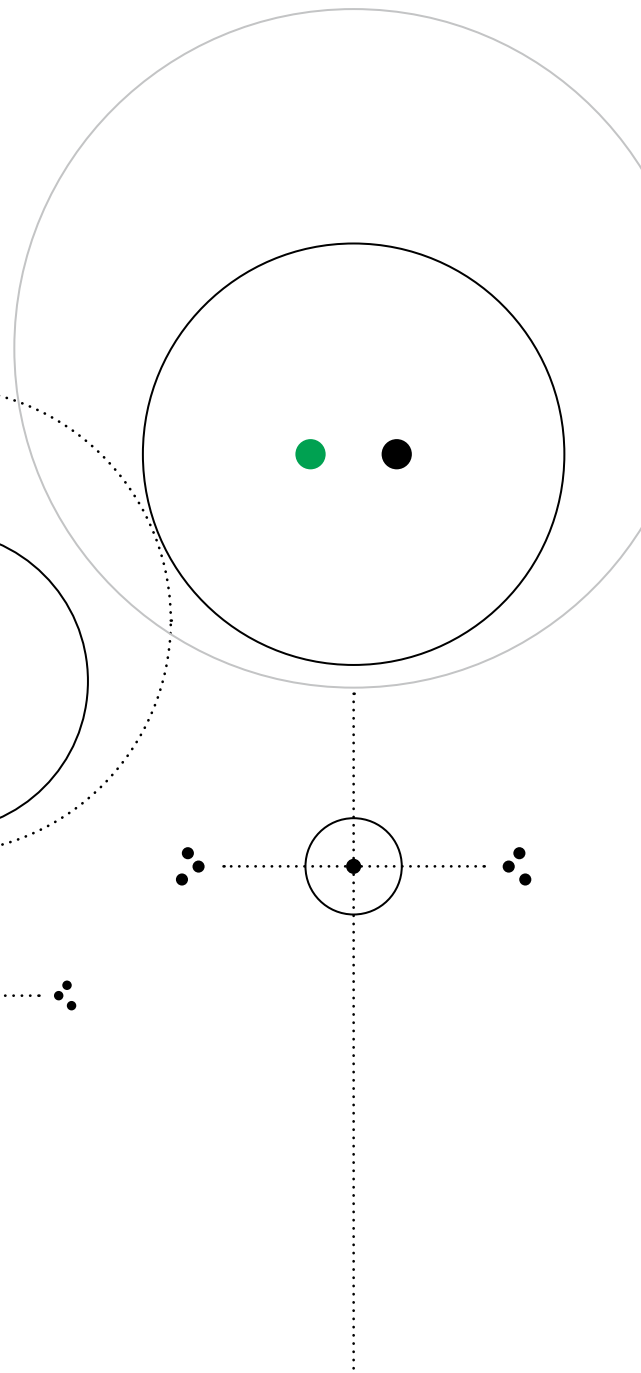
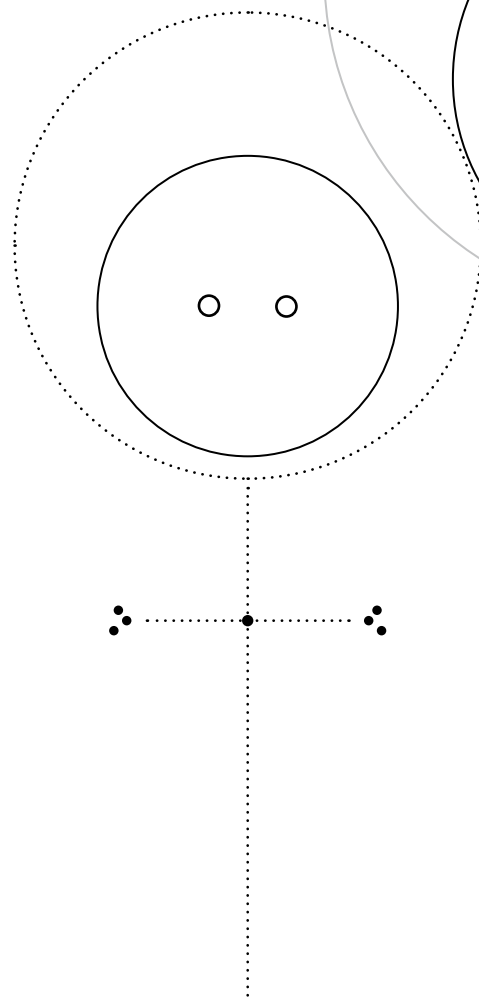
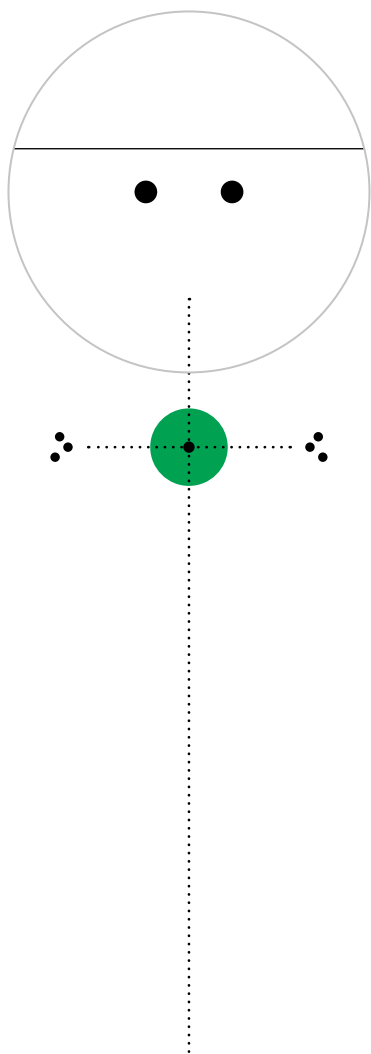


>> SITE ADVANTAGE: **SITE SERVICES.**

Chemical and pharmaceutical sites are like cities. They have an infrastructure with roads, walkways, communication networks, utility supply systems and waste disposal facilities. They consist of buildings and plants. They are home to people who work there every day. Sites need to be safe, too: In terms of the environment, regulatory requirements, fire protection, and emergency response. And they are part of the environment and the society which they are responsible for.

We provide services for all these site requirements – with a view to benefiting our customers and advancing their objectives. This big picture assessment of all relevant factors is what enables our customers to enjoy integrated end-to-end solutions and true synergies. That is what we call “infraserviced”.

After all, what is the use of slightly lowering the costs of disposing a particular type of waste if you overlook opportunities for recovering energy, optimizing logistics, updating IT systems, or reducing transaction costs in regulatory management? We understand the big picture, but also delve into the details. And that is what allows us to deliver site excellence.



>> OUR CUSTOMERS HAVE THE SITE. WE SUPPLY **RELIABLE UTILITIES.**

Our cost-effective solutions for delivering utilities give companies access to efficient, reliable, and future-proof supplies of a wide variety of utilities: From electricity and natural gas to heat and cooling to water.



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SERVICED



>> SITE ADVANTAGE: **UTILITIES.**

Utilities are the fuel that keeps companies running. Especially in manufacturing, where they are needed instantly, reliably, around the clock, to a particular standard of quality. At competitive rates and under transparent and completely predictable framework conditions.

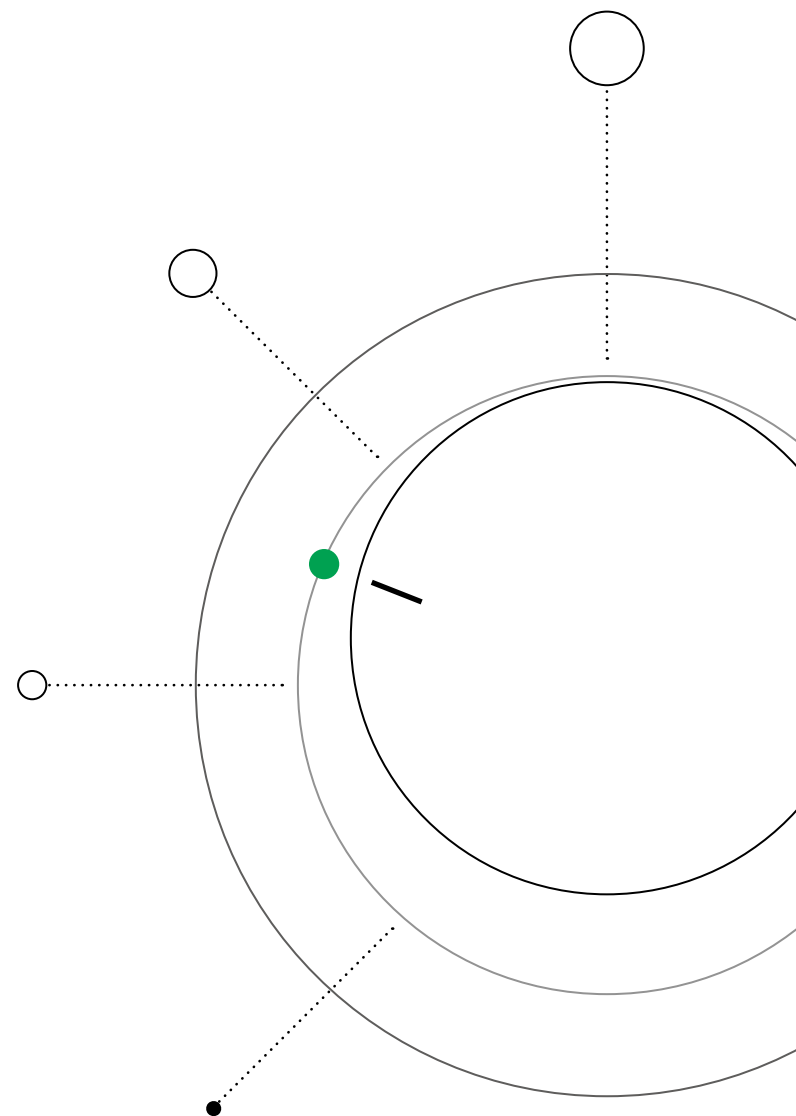
We specialize in developing custom solutions for supplying chemical and pharmaceutical companies with electricity, natural gas, heat, cooling, and water.

We provide our customers with water in five different grades, including pharmaceutical water, for example. Steam and natural gas are delivered in all necessary pressures, while refrigeration and cooling are available via various fluids. To keep our customers supplied with all of the cost-competitive utilities that they need, we maintain central facilities that serve entire sites as well as custom-developed local units for specific customers.

By taking steps to improve energy efficiency and rigorously implementing cogeneration technology, we are pulling out all the stops to benefit our customers and the environment. Our sustainability and energy policy guidelines supplement our certifications to ISO 14001 for environmental management and DIN EN ISO 50001 for energy management.



However, we do much more than simply generate and provide utilities. “infraserviced” encompasses far more. We cover the entire range of services: From utility management consulting and the development of utility supply schemes to the design, construction, and maintenance of generating units, pipeline systems and the integration of existing infrastructure. We generate, broker, measure, test, analyze, monitor, document, and service. And we are also the go-to partner when it comes to draining, disassembling, reusing, and disposing of decommissioned systems. 360° service – that is “infraserviced”.



>> OUR CUSTOMERS HAVE THE SITE. WE OFFER **FULL COMPLIANCE DISPOSAL.**

Waste streams are in safe hands with us – from simple to challenging, from gaseous to liquid or solid. And we do much more. We are always looking for new ways to make disposal processes as sustainable and cost-effective as possible.



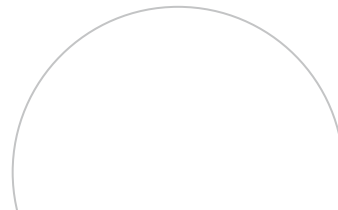
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>> SITE ADVANTAGE: **WASTE MANAGEMENT.**

Wherever products are being researched, developed, produced, and consumed, there will always be production residues, wastewater, and waste. The law distinguishes between 2,200 different types of waste: Solid, liquid, or gaseous, simple or complex, recyclable or nonrecyclable. And we can handle virtually all of these types. We take care of every aspect of waste management for our customers and give them legal certainty and greater acceptance in the community. Our primary goal is to provide our customers with full compliance waste disposal every single day. And our waste-to-energy approach is the foundation of everything we do in this area.

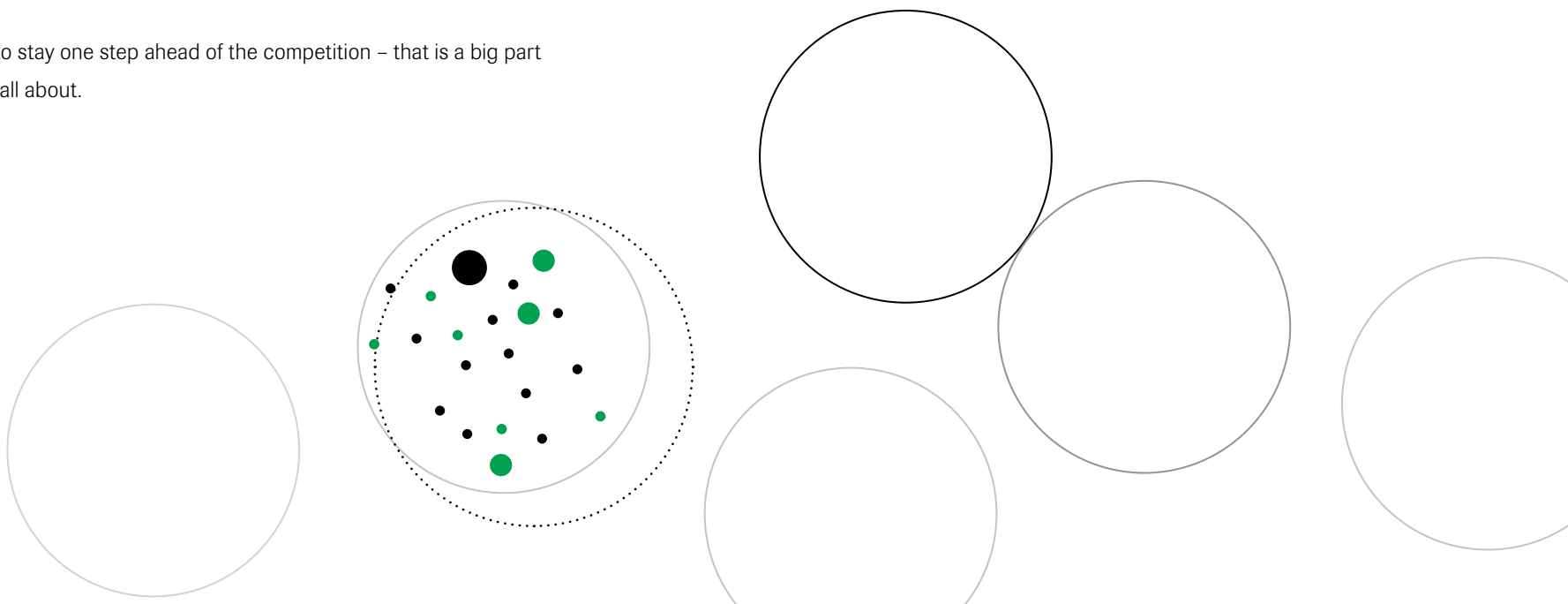
Our integrated waste management system represents the perfect blend of proven and innovative solutions for disposing of waste safely, efficiently, sustainably, and environmentally responsibly. Our industrial co-digester, for example, is the largest of its kind in Europe. It converts co-substrates and sewage sludge from our wastewater treatment plant into biogas. We upgrade the biogas to bio-methane and feed it into the local gas grid. Any residual sludge is combusted in our sewage sludge incineration plant to produce process steam for our tenants. Used process water is treated in our biological wastewater treatment plant.





In our residue incineration plant, we dispose of over 1,800 different types of waste in accordance with the German Waste Catalog Ordinance, including highly sensitive substances and gaseous hazardous waste.

All our innovative solutions enable us to stay one step ahead of the competition – that is a big part of what our “infrased” promise is all about.



>> OUR CUSTOMERS HAVE PROCESS CHAINS. WE PROVIDE SOPHISTICATED **SUPPLY CHAIN SERVICES.**

From transportation and warehousing to value-added services and customs, our services keep supply chains working smoothly. At specific sites or worldwide, by road, rail, water, or air.

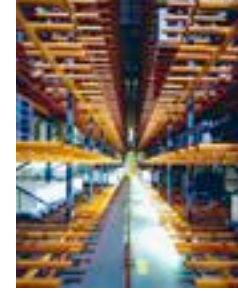
SITE SERVICES_

UTILITIES_

WASTE MANAGEMENT_

TRANSPORTATION_ WAREHOUSING_ VALUE-ADDED SERVICES_ CUSTOMS_ TRAINING & CONSULTING **LOGISTICS_**

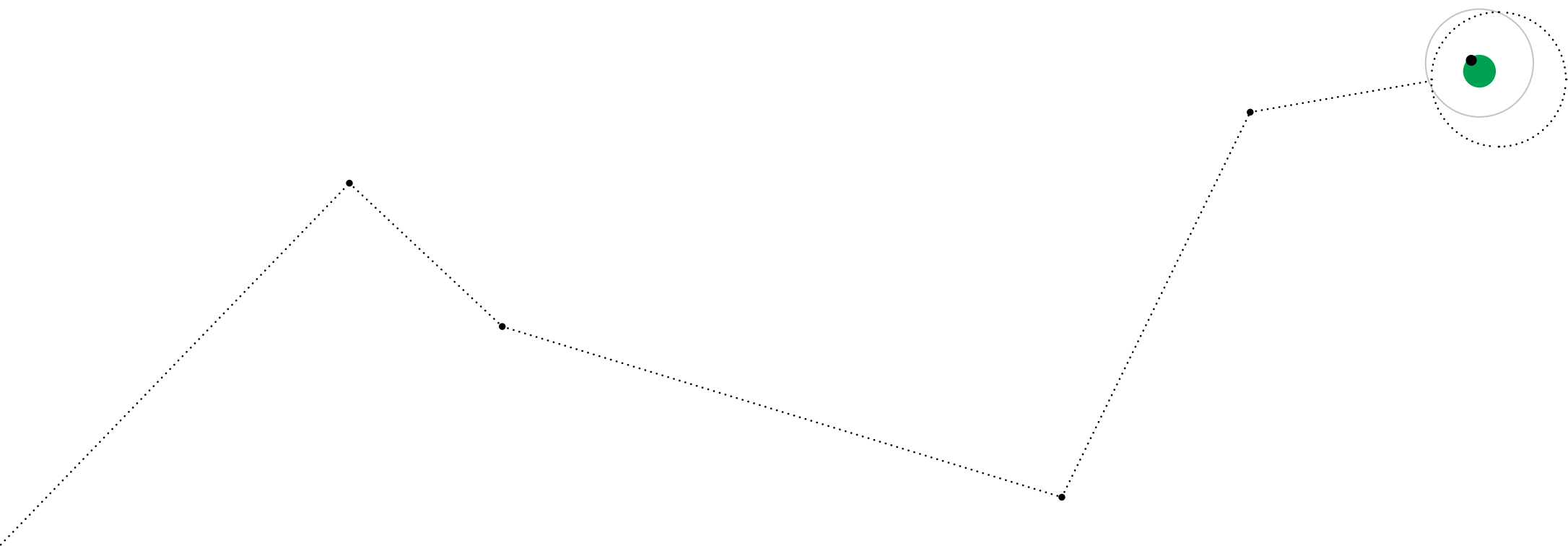




>> SITE ADVANTAGE: **LOGISTICS.**

The complexity of modern-day processes represents a special challenge for logistics service providers. Research, development, and manufacturing companies are – far more than most individuals – dependent on well-organized supply chains and, by extension, on people who understand their regulatory and business requirements in excruciating detail and can translate them into high-performance logistics. The perfect interplay between people, systems, and modes of transportation is what enables logistics processes to achieve their goal: Delivering the right product to the right place at the right time – safely, quickly, and reliably.

We come from an industrial background so we understand what industrial customers need. Our broad and deep service portfolio and our special expertise in handling sensitive chemical goods and pharmaceutical products flow directly from our background. Our logistics offering ranges from contract logistics to full-service packages as a lead logistics provider. We also serve as a dangerous goods safety advisor, clear shipments through customs, and provide consulting and training. From Industriepark Höchst with its state-of-the-art storage, handling and transportation facilities and perfectly orchestrated connections to the road, rail, air, and waterway transport networks to one of our other sites or one of our customer's locations, we drive site excellence wherever we go. Or, to put it another way, every site we serve is "infraserviced".



>> WE ALSO HAVE A SITE: **INDUSTRIEPARK HÖCHST.**

Infraserv Höchst – just our name reveals the depth of our connection to Höchst and the 150-year-long industrial history of this suburb of Frankfurt. This is where we are at home, where the “infraserviced” approach was born, and where it is put into practice every single day. This is where we provide an attractive site for over 90 companies in the pharmaceutical and chemical industries – from multinational corporations to innovative service providers. Located at the gates of Frankfurt, Industriepark Höchst provides ideal access to international goods and financial flows via roads, the railroad, the Main River, and the nearby airport. And with its impressive value chain, Industriepark Höchst is a major driver of the local economy and one of the region’s largest employers. Since 2000, tenants have invested over 6.3 billion euros in the park. It is hard to find clearer proof of the attractiveness of this site.



INDUSTRIEPARK HÖCHST IN FIGURES_

Investment since 2000: over EUR **6.3** billion

Area: approx. **4.6** km²

Companies: over **90**

Employees: around **22,000**, including **4,000** in research and development

Trainees: around **1,400** in **40** different programs

Students: more than **800** at the park's college, Provadis School of International Management and Technology

Raw materials available in the integrated network: **250**

Periodic lease and rental buildings: over **980**, including **259** production buildings and facilities and over **90** lab and office buildings

Pipelines: approx. **800** km

Roads: approx. **72** km

Railroad tracks: approx. **57** km

Cargo handling: **20,000** containers + **700,000** t bulk cargo = approx. **2** mill. t per year





>> WE PRACTICE RESPONSIBILITY. FOR OUR EMPLOYEES AND THE ENVIRONMENT.

Our employees are our most important asset – the basis for our success. We expect our people to be highly skilled top performers; in return, they enjoy our undivided attention. We believe that openness in our management and communication culture is an essential precondition for employee engagement. Extensive benefits and many above-standard programs in and outside the industrial park help maintain a healthy work-life balance. That way, Infraser Höchst will remain an attractive employer in the region today and tomorrow.

Our attractiveness is bolstered by our commitment to active environmental protection as an integral part of our corporate philosophy: We view the development of resource-friendly solutions for industrial applications, sustainable business practices, and the avoidance or at least constant reduction of emissions or waste as key investments in the future. Our activities range from operating the only plant of its kind in Germany for upgrading biomethane to developing a small-scale hydroelectric plant.



Our relationship with the surrounding communities is both a challenge and an opportunity. Community involvement, we believe, is an integral part of corporate social responsibility. That is why we proactively engage in community outreach and support initiatives, local associations, and festivals. We offer information events and forums and even operate a platform (www.ihr-nachbar.de) designed specifically to encourage communication between the park's tenants and its neighbors. We want to model the site excellence philosophy in everything we do, even in our relationships with our neighbors. We want our site to offer excellence for everyone.

