Since 2003, Koch companies have invested about $60 billion in acquisitions and other capital expenditures. Contributing to the company’s continued financial strength is the shareholders’ long-time policy of reinvesting 90 percent of earnings.
Koch Industries, Inc., a privately held company based in Wichita, Kan., is unique in the global marketplace. Its diverse businesses have a presence in about 60 countries and employ more than 100,000 people.

Koch companies manufacture a wide variety of products, including transportation fuels, building and consumer products, electronic components, fibers, fertilizers, and membrane filtration and pollution control equipment.

We are bounded only by our capabilities, not by specific industries or product lines. Koch companies strive for long-term success by creating real, sustainable value in society — providing products and services that customers value while using resources more efficiently.

Wherever today leads you, depend on Koch companies to be there, transforming the products that make life better throughout the world.
Market-Based Management®

Market-Based Management is the engine that powers Koch Industries. Developed by Charles Koch throughout the past 40 years, MBM® is a holistic approach to management that integrates theory and practice and prepares organizations to deal successfully with the challenges of growth and change. It enables long-term success by applying the principles that allow free societies to prosper.

Refining, Chemicals and Biofuels

Koch companies have been in the petroleum business since 1940, growing refining capacity more than 80-fold to help meet the world’s energy needs. Today, these companies engage in petroleum refining, chemicals, ethanol and biodiesel production, crude oil supply, and wholesale marketing of fuels, base oils, petrochemicals, asphalt and other products.

Flint Hills Resources, LLC, through its subsidiaries, is a leading refining, chemicals and biofuels company. The refining business operates refineries in Alaska, Minnesota and Texas, with a combined crude oil processing capacity of about 670,000 barrels per day. The company’s petrochemical business has production facilities in Illinois, Michigan and Texas. The renewables business operates ethanol plants in Iowa and Nebraska, a biodiesel plant in Texas, and has made equity investments in bioenergy companies. The asphalt business produces and markets product in the Midwest and Alaska. A subsidiary owns a 50 percent interest in a lubricants base oil facility in Louisiana.

Koch Pipeline Company, L.P. owns or operates more than 4,000 miles of pipelines that transport crude oil, refined petroleum products, ethanol, natural gas liquids and chemicals.

Another Koch company has a 28 percent interest in Colonial Pipeline Company, owner and operator of the world’s largest-volume refined products pipeline.
Forest and Consumer Products

Georgia-Pacific LLC and its subsidiaries are among the world’s leading manufacturers and marketers of bath tissue, paper towels and napkins, tableware, paper-based packaging, office papers, cellulose, specialty fibers, nonwoven fabrics, building products and chemicals. Its familiar consumer brands include Quilted Northern®, Angel Soft®, Brawny®, enMotion®, Sparkle®, Mardi Gras® and Vanity Fair®, as well as Dixie®.

The packaging business is one of the United States’ largest suppliers of corrugated containers to manufacturers. The building products businesses have long been among the nation’s leading suppliers to lumber and building materials dealers and do-it-yourself warehouse retailers, with brands such as Plytanium® plywood and DensGlass® sheathing.

Its GP Harmon Recycling subsidiary is among the world largest recyclers of paper, metal and plastics.
Fertilizers

Koch Fertilizer, LLC, a subsidiary of Koch Ag & Energy Solutions, LLC, is one of the world’s largest manufacturers, marketers and distributors of fertilizer products. Koch Fertilizer companies own or have interests in nitrogen fertilizer plants in the United States, Canada and Trinidad and Tobago. The companies cover global demand through an extensive supply, storage and distribution system that includes terminals in the U.S., Canada, Mexico, Brazil, Australia, France and the United Kingdom. Koch Fertilizer companies offer an industry-leading portfolio of products such as AGROTAIN® nitrogen stabilizer, and SUPERU™ and NEXEN™ fertilizers, and have the capability to market and distribute more than 13 million tons of fertilizer products annually.
Polymers and Fibers

**INVISTA** and its subsidiaries are among the world’s largest integrated producers of chemical intermediates, polymers and fibers. Their advantaged technologies for nylon, spandex and polyester are used to produce clothing, carpet, car parts and countless other everyday products. **INVISTA** operates in more than 20 countries.

**INVISTA** delivers exceptional value for its customers through technology innovations, market insights and a powerful portfolio of global trademarked products including **LYCRA®, STAINMASTER®, ANTRON®** and **COOLMAX®**.
Process and Pollution Control Equipment and Technologies

Koch Chemical Technology Group, LLC and its subsidiaries design, manufacture, install, and service process and pollution control equipment, and provide engineering services for industries and municipalities worldwide. Subsidiaries include Koch-Glitsch, LP; Koch Membrane Systems, Inc.; Koch Heat Transfer Company, LP; John Zink Hamworthy Combustion; Optimized Process Designs, Inc.; and Koch Knight, LLC.
Electronic Components

Based in Lisle, Ill., Molex Incorporated is a global manufacturer of electronic, electrical and fiber-optic interconnection systems. It offers about 100,000 products to a number of markets, including mobile devices, infotech, consumer electronics, automotive, telecommunications, industrial, medical, military and aerospace.

The company operates 45 manufacturing locations in 17 countries that can produce some of the world’s smallest microminiature interconnects to the highest performance cable assemblies.
Commodity Trading

**Koch Supply & Trading** companies around the world trade crude oil; refined petroleum products; gas liquids; natural gas, liquefied natural gas and emission allowances; industrial metals; and other commodities. KS&T and other Koch companies have traders or originators in Wichita, Houston, New York, Canada, the Cayman Islands, France, the Netherlands, Singapore, Switzerland and the United Kingdom.

Minerals

**Koch Minerals, LLC** and its subsidiaries are among the world’s largest dry-bulk commodity handlers, marketing and trading more than 40 million tons of product annually, including petroleum coke, coal, cement, pulp and paper, sulfur and other commodities; conducts oil and gas exploration and production, and provides oilfield services. Subsidiaries include **Koch Carbon, LLC; The C. Reiss Coal Company; Koch Exploration Company, LLC; and KMP Holdings, LLC.**
Energy

Koch Energy Services, LLC, a subsidiary of Koch Ag & Energy Solutions, LLC, markets and supplies natural gas. In addition, an affiliate of Koch Energy Services owns and operates a natural gas-fired, combined-cycle electric power generation facility in Odessa, Texas. The facility has a capacity of 1,055 megawatts and provides electric power to the Electric Reliability Council of Texas (ERCOT) system, a power market serving 23 million Texas customers.
Ranching

The Matador Cattle Company operates three ranches in Montana, Texas and Kansas. The ranches total about 440,000 acres under management, including about 230,000 deeded acres. The ranches stock Akaushi cattle whose beef is prized for its marbling and taste.

Matador Ranch in Texas has earned environmental stewardship recognition at local, state and regional levels. Beaverhead Ranch in Montana has also won several major environmental awards. It was the first ranch in the country to achieve Wildlife Habitat Council certification.
Glass

Guardian Industries Corp. is one of the world’s leading manufacturers of coated, value-added glass for residential and commercial facades, interiors, solar and technical glass markets. It is also involved in the building products and automotive industries. Koch Industries owns a 44.4 percent stake in the company.

Investments

Subsidiaries of Koch Industries make substantial investments in companies that are typically not majority owned and operate independently of Koch. Examples include American Greetings Corporation, Colonial Pipeline Company and Colfax Corporation.
Community

Together with our employees, Koch companies provide financial and in-kind support, time and talent to our communities. We focus on programs that enable people to improve their lives, find fulfillment and realize their full potential. Our efforts help organizations such as Youth Entrepreneurs®, Big Brothers Big Sisters, Boys and Girls Clubs, Habitat for Humanity, and The Salvation Army.

Operations Excellence

Koch companies have a vision for excellence and principles of operation that demand safe, environmentally responsible decisions and actions. This commitment is evident in how the companies operate facilities and manufacture products.

Koch Sustainability Vision: We create value by using resources more efficiently; protecting the environment and the safety and health of our workers and others; consistently applying good science; and employing Market-Based Management®. Together, these contribute to the overall quality of life.

For more information, visit www.kochind.com/community and www.kochEHS.com.