

'YOUR NAME DOES NOT HAVE TO BE KOOYMAN TO BE PART OF THIS FAMILY'

THE STORY OF AN ICONIC
FAMILY BUSINESS IN THE CARIBBEAN



KOOYMAN

INTRODUCTION

Kooyman B.V. is the market leader in hardware, building materials and home improvement on Curaçao, Bonaire, Aruba and St. Maarten. Whether it concerns homes, shops, offices or other building structures, Kooyman materials support the construction phase or maintenance. The company has six locations, including three Megastores on Curaçao, Aruba and St. Maarten. Besides tens of thousands of retail customers, Kooyman also serves construction companies of all sizes. The assortment of Kooyman is unprecedentedly large and diverse with an average of over 25.000 products. Every year more than two million transactions take place in the various branches. The company has six locations, including three Megastores on Curaçao and one on Aruba, Bonaire and St. Maarten and employs 550 people. Kooyman BV celebrated its 75th anniversary in 2014.



HIGHLIGHTS OF THE HISTORY OF KOOYMAN BV

1939
1958
1961
1964
1965
1967
1968
1969
1982
1988
1991

Foundation of Kooyman B.V. by Adrianus (ad) Kooyman on Curaçao

Kooyman starts on Bonaire trough trading company Rincon BV

Opening of Kooyman Santa Maria

Opening of Kooyman Santa Rosa

Kooyman starts on Aruba by taking over the Antillian trading company

Acquisition building materials department of Aruba trading company

Bas Kooyman appointed ceo Kooyman B.V.

Opening of new building antil N.V. on Aruba

Participation Kooyman in general store on Bonaire

Acquisition latra on Curaçao

Kooyman acquires all shares general store on Bonaire

HIGHLIGHTS OF THE HISTORY OF KOOYMAN BV

2000
2006
2007
2011
2014

Opening Kooyman Bonaire

Opening Kooyman St. Maarten

Herbert van der Woude appointed CEO Kooyman B.V.

Opening Kooyman Megastores on Curaçao and Aruba

Start of a new foundation by the Kooyman family
& Opening Megastore Bonaire





**"IT IS A STRONG KOOYMAN COMPANY
TRADEMARK THAT WE ALWAYS KEEP
MOVING, CHANGING AND IMPROVING."**

Herbert van der Woude, Chief Executive Officer

SINCE ITS FOUNDING IN 1939, KOOYMAN HAS SHOWN A STEADY GROWTH.

Kooyman CEO Herbert van der Woude: "We have always been very keen on staying focused, also in successful times. Sitting back is dangerous and does not fit our working mentality. It is a strong Kooyman company trademark that we always keep moving, changing and improving." Van der Woude was appointed Chief Financial Officer in 1999 and took over as Chief Executive Officer in 2007. Like all members of the Kooyman family he was born and raised on Curaçao. "I studied in Rotterdam", he says. "The down to earth mentality in Rotterdam appealed to me very much at the time and today. I also very much recognize and value this mentality in our company. We do not care about status or hierarchy at Kooyman." The Kooyman CEO is proud that his company serves a very diverse group of clients on all islands. "A housewife is treated exactly the same way as a big contractor at Kooyman. Every client has different needs we want to satisfy." Van der Woude sees a strong correlation in how Kooyman treats its employees and the way clients experience the service in the stores. The company invests in its personnel by proactively helping them with their careers and personal development. At the same time, there is a strong desire to involve customers in improving the service. "Only in recent years we specifically labeled our strong focus on innovation, but it has been the Kooyman philosophy from the beginning. Just look at the company's history. It is truly one of our core values." He praises the Board, with Bas Kooyman as Chairman, for its pleasant and constructive atmosphere. "We started the succession process in 2004 to ensure a smooth transition. Several family members in the board and other stakeholders were involved in that process. Without exception, all family members put the development of the company before anything else."

EVERYBODY IS HEARD

BAS KOOYMAN IS THE SON OF FOUNDER AD KOOYMAN AND FORMER CEO OF THE COMPANY. HE WAS AT THE HEAD OF THE COMPANY FROM 1968 TO 2007.

He chuckles when he joins a teleconference from the Netherlands on a Saturday: "The weather is beautiful here and now I have to sit inside for this meeting?" The conversation eventually takes almost two hours when Kooyman starts to talk passionately about the family business. "As a company we provide employment to about 480 full-time employees", he says. "Since the start in 1939 the focus was not just being efficient and making as much profit as possible. We also wanted to be a good employer for our people. That means we create an environment that offers security, continuity and stability." He explains that Kooyman employees have been member of a union since the 60's. "We have an excellent relationship with the union and great mutual respect, as it should be. Within Kooyman we listen to what our people have to say. From top management to people on the floor: there is always someone who can listen."

Juri Kooyman, grandson of founder Ad and the current Senior Operations Manager adds: "That is also reflected in the way we deal with customers. I think part of our success is determined by the fact that we always want to offer more than we promised. It does not matter whether you come for a box of nails or three trucks of wood. A customer is a customer. Of course, there are cultural differences between the different islands, and we take those into account. But our core values are the same everywhere, and we act accordingly."



"IT DOES NOT MATTER WHETHER YOU COME FOR A BOX OF NAILS OR THREE TRUCKS OF WOOD. A CUSTOMER IS A CUSTOMER ."

Juri Kooyman, Sr. Manager Operations

PART OF THE FAMILY

Sandy Evertsz, now Senior Account Manager, has been employed by Kooyman for 27 years. "Bas Kooyman trusted me completely with the opening of the Sta Rosa store back in the day", he says. "It's a family business with a strong focus on entrepreneurship. When you have an idea that will benefit the company, you receive all the support you need at Kooyman." Evertsz is known to be the 'deal maker' within the company and an expert in Customer Relations. "Well, that might be overstated a bit", he responds modestly. "But I have built a large network in the past thirty years, which benefits myself and the company greatly. It makes me a logical point of contact for customers and partners."

He is particularly proud of the tremendous development of the company, headed by Bas Kooyman first and later with Herbert van der Woude as CEO. "Before, people said: if you want a good job, you have to work at Shell or the government. Nowadays, Kooyman is one of those names. That is something to be proud of. If you work here, you are part of the bigger picture, but at the same time you can add your own style and ideas to the company. I always say, your name does not have to be Kooyman to be part of this family."

PERSONAL DEVELOPMENT

Kooyman is known as a solid, established and responsible business within all layers of society. "The character of our organization - with a specific interest in the community and social structures - is also the base of our human resources policy", says Juri Kooyman. "That means for example that we create equal opportunities for men and women, we hire employees based on their qualities, we pay salaries on time, et cetera." His father stressed the importance of continuously training Kooyman employees. "As an employer, I think you are obliged to create an environment in which people can excel personally and professionally. Several years ago we founded the Kooyman Academy. In the Academy people work on personal development and are taught how to fulfill many important roles within the company. I think the Academy really sets us apart from the rest. It's so great to see what we can contribute to the confidence and career prospects of our people."

OPEN DOOR POLICY

JUDITH TIMBER CAN BE CLASSED AS A TRUE KOOYMAN VETERAN.

She started her career as the management assistant of Bas Kooyman in 1975. Now, she is an all-round HR expert. She recently retired as Senior Manager HR. Over the past 39 years she has practically hired everyone who works at Kooyman or gave her approval for the hiring. "Including me," says a laughing Van der Woude. "If I really have to mention a distinct feature of working at this company, it's the fact that you have the opportunity to grow personally and professionally," Timber says. She has witnessed the growth of the number of company employees from 80 to the current 480. "An important characteristic of the Kooyman approach is the open door policy. You can step into the CEO's office at any time regardless of your position. Decisions are made much faster that way, because the management has direct access to information from all layers of the company. I am happy to say we do not like long meetings. Of course there is consultation, but it is always functional and pragmatic. I think that explains a big part of our decisiveness."

FOUNDATION

Ever since the days of founder Ad Kooyman the company is determined to make a substantial contribution to society. "We sponsor many good causes and make regular donations, but we do not like to talk about it", Bas Kooyman emphasizes. "We provide a solid contribution to the gross domestic product, but that is just the result of our large scale business on the islands. However, I think our contribution should be more substantial than that. With pride he starts talking about the new foundation that the family is starting. "We are creating a new organization which will contribute to carefully chosen charities and foundations on all the islands."

The new foundation is headed by former senior HR manager Judith Timber. She emphasizes the fact that the foundation will not just provide money and materials. "We are going to train and educate those organizations to make a real difference. I'm going to play a big part in the coordination and execution. Working hard, with a hands-on mentality: the Kooyman way."





"AS AN EMPLOYER, I THINK YOU ARE OBLIGED TO CREATE AN ENVIRONMENT IN WHICH PEOPLE CAN EXCEL PERSONALLY AND PROFESSIONALLY."

Bas Kooyman, Chairman

KNOW YOUR CUSTOMER

An important part of Kooyman's appeal is based on its large and diverse range of products. As several people stress within the organization: the customer should never be disappointed. An important part of the responsibility to meet that goal lies with Michael Knoot. He started working at Kooyman in 1989. Now, as Senior Manager Logistics he is responsible for procurement and supply chain management. "About fifteen years ago we integrated our Bonaire and Aruba stores to centralize our purchasing process. Later, we added Kooyman St. Maarten as well", says Knoot. We were able to set up a large-scale network of strategic suppliers and agents abroad and on the islands. "We benefit from our completely integrated supply chain every day." A major challenge is to prepare for unexpected events, for both the supply and demand. "We have to deal with currency fluctuations or in exceptional cases even hyperinflation. Due to the relatively small markets in which we operate, you also have to expect a fluctuating demand. Kooyman's organization is well equipped for those challenges. We obviously have a scale advantage, but our fully automated processes help us to deal with unforeseen circumstances as well. Our strategic vision helps us to achieve our ultimate goal: ensure continuity and reliability for the customer."

He explains that the introduction of category management has made it easier to meet the demand. "Customers are changing. They have access to more information and they know their options. That is why we really want to know our customers and try to predict what they want, sometimes even before they know themselves. Our Category Managers are experts in knowing what the consumer is looking for. Their predictions give us a huge advantage in the purchasing department."

LOOKING TO THE FUTURE

JURI KOOYMAN IS SR. OPERATIONS MANAGER AND THUS RESPONSIBLE FOR OPERATIONS AT ALL KOOYMAN LOCATIONS, BUT ALSO FOR CREATING AND MAINTAINING A COMMON CULTURE AND WORKING PROCESS WITHIN THE ORGANIZATION.

He regards the opening of the Kooyman Megastores as the best example of the raise the bar principle which is so characteristic for the organization. "We are proud of what we are doing", he says. "But we are always willing to look in the mirror and to point out the areas in which we have to improve. When we innovate in the Megastores or make fundamental changes, we are very decisive to implement those changes in the other stores."

CEO Van der Woude: "I can say without a doubt that we will continue to grow as a company in the next ten years. Not only our assortment will grow, but there are also new markets to explore." Bas Kooyman adds: "Whatever we do, the main goal is to be better than the rest in terms of reliability, quality and excellent service to every customer. Also in the next 75 years."



"OUR STRATEGIC VISION HELPS US TO ACHIEVE OUR ULTIMATE GOAL: ENSURE CONTINUITY AND RELIABILITY FOR THE CUSTOMER."

Michiel Knoot, Senior Manager Logistics