

Transitioning through strategic partnerships

Sustainability Report 2023



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About this report

At Evos, we strive to have a positive impact in everything we do – and we're committed to doing better.

This report records our strategy, ambitions, and commitments, along with our performance results for 2023.

We approach sustainability with transparency and accountability, regularly reporting to our board, investors, and other stakeholders.

For more information about us and our sustainability report, please visit [our website](#).

Foreword from CEO

To lead a company, you must commit. That means dedicating all your efforts to steering the company in the right direction, never giving up, always striving for better, and sticking to your principles. No matter what.

Our Business Fundamentals turn commitments into promises – for our people, our partners, and society. One of these fundamentals is 'we operate in a sustainable way', a promise we won't break. Because we put sustainability at the heart of our business, and we will stick by what we believe in.

Sustainability is a strategic topic we've brought into our decision-making processes, starting at the top with our Supervisory Board. The Supervisory Board are industry experts dedicated to promoting and enhancing sustainability. To drive progress, the Supervisory Board has a Sustainability Committee that meet twice a year to guide, supervise and challenge us to do better.

We know sustainability is important to our customers. They watch our progress closely because they care about the environment, society, and good governance when choosing their partners. Our expertise in liquid storage can help us and our partners move forward together. But it's more than just meeting customer needs – we believe that we can make a lasting impact on green energy initiatives in Europe.

The energy transition continues to be an exciting opportunity for Evos. To take advantage of this opportunity it's crucial that we work at the right pace and in collaboration with our customers, stakeholders, employees, neighbours, and shareholders. By working together – positive, sustainable change is possible.

Safety and good governance remain fundamental. In 2023, we launched a visible leadership programme that focused on behaviour-based safety, ownership, supervision, and communication. This initiative made a huge impact on improving preventative measures – and demonstrates our success in focusing on personal, process and environmental safety.

A significant milestone was transitioning from Safety Fundamentals to the industry-recognised International Association of Oil and Gas Producer's (IOGP) Nine Life Saving Rules. Looking ahead, we aim to improve our safety performance with campaigns and initiatives, such as a company-wide safety day, safety inductions, safety booklets and videos, and housekeeping days.

But we can't achieve this alone. We're part of a value chain with our suppliers and customers. Everything we do needs a coordinated approach, where we consider and mitigate risks in the transition. That's why we focus on building partnerships. A great example of this is the Hydrogen Corridor Initiative, where we are partnering with the Port of Bilbao, Petronor, EVE, the Port of Amsterdam, SkyNRG and Sunoco to establish a robust supply chain for green hydrogen spanning from the port of Bilbao to Amsterdam.

In the past year alone, we've completely refreshed our business strategy. Starting with an analysis of our current and future product portfolio, we predict the market will evolve and we plan to evolve with it. Whilst certain products will decrease, we know that new products will emerge, and we see huge opportunities for new partnerships to help drive the energy transition.

We're now the largest (bio)ethanol storage provider in Northwestern Europe due to our (bio)ethanol conversion project at our Rotterdam terminal, a sustainable feedstocks conversion project at our Terneuzen naphtha hub, as well as a new low carbon chemical storage development project at our Terneuzen terminal. These actions are turning our promises into reality, and I'm proud of what we've achieved.

Thank you to our people, customers, and partners for your ongoing support and contributions. Looking at what we've accomplished this year, I'm excited to see what we can achieve together in 2024.



Harry Deans
Chief Executive Officer

Foreword from Chair of the Supervisory Board

I'm excited to see the work we've done over the past year to be a more sustainable business.

Becoming more sustainable requires determination, and our progress has been driven by the combined efforts of both our management team and our colleagues, who have worked together to drive our sustainability agenda forwards.

Our sustainability strategy is spearheaded by the Management Board, with support from the Supervisory Board Sustainability Committee. The committee plays a vital role – challenging us to deliver on our sustainability goals. They assess local developments, opportunities, and trends, setting ambitious targets and analysing results. By benchmarking against wider objectives and developments, we aim to stay aligned with industry best practices and emerging trends.

Becoming more sustainable also means being adaptable. The board understands that this requires adopting new processes, seizing opportunities, and facing challenges and the uncertainty that major transitions always comprise.

I'm proud of how embedded sustainability has become core to our business. Integrated through our Health and Safety, Security, Environment and Quality (HSSEQ) framework and Sustainability Framework, deployed

through workshop sessions, and in our Code of Conduct for all new hires. Alongside this evolution, safety remains a top priority.

One example is that we have integrated sustainability into our financing structure. A loan made to us in 2021 was linked to improving our sustainability. Backed by Key Performance Indicators (KPIs) and incentives, it's another step towards making sure we meet our promises.

On behalf of the Supervisory Board, I would like to extend our thanks to our colleagues, partners, and stakeholders for their efforts in making our business more sustainable. It's because of you that we're able to shape a business that supports the communities we serve and the planet we share.

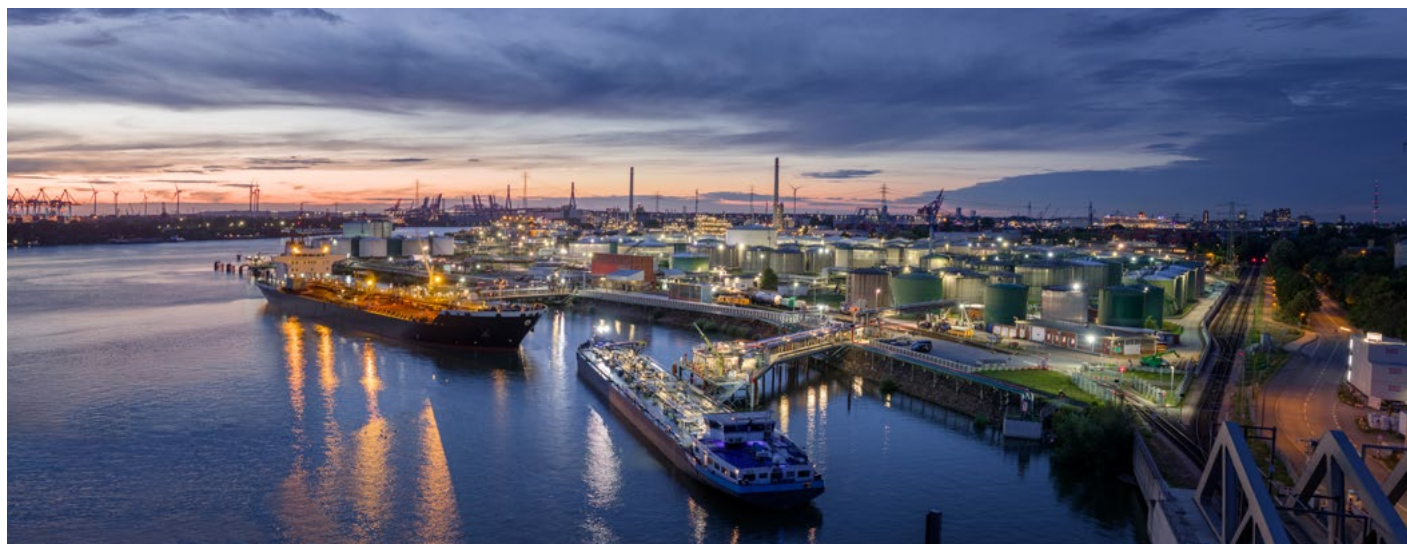
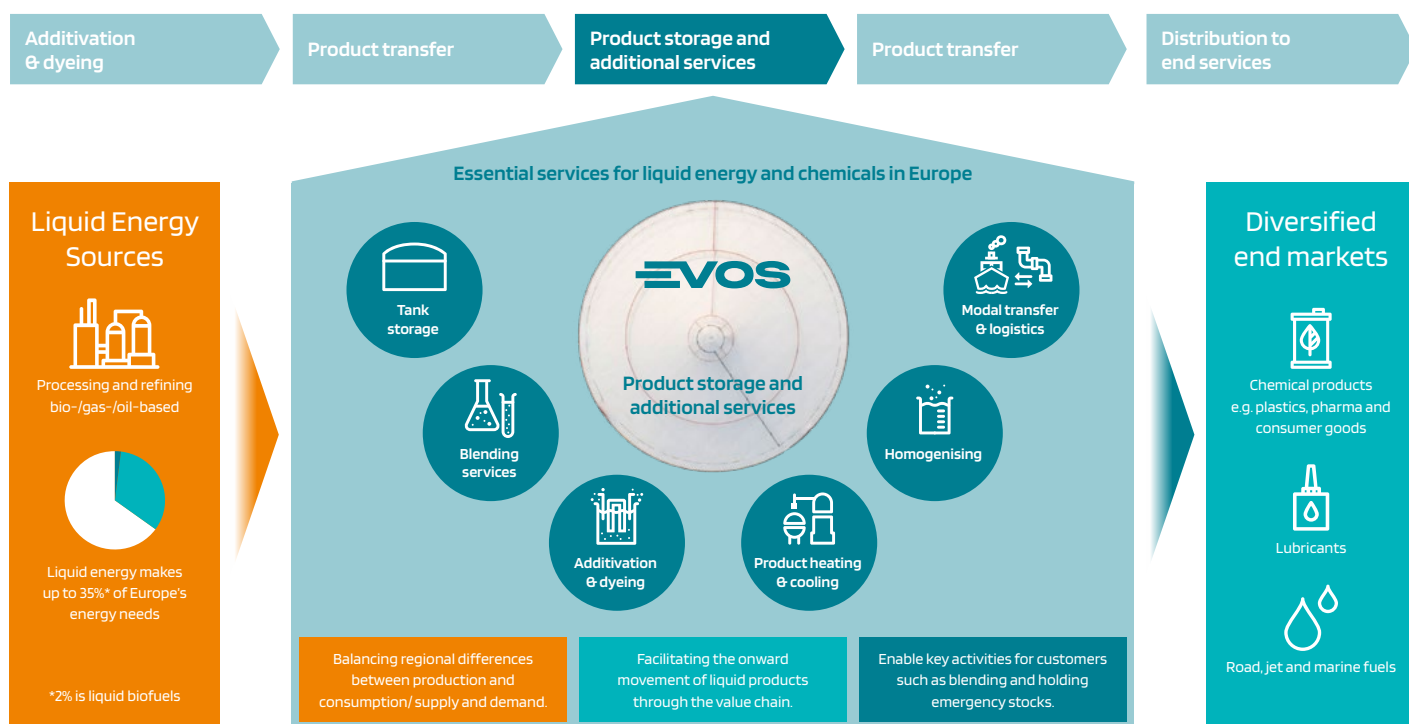
“Our focus is on taking care of today and simultaneously preparing for tomorrow.”



Jesper Lok
Chair of the Supervisory Board

About us

Evos is a leading liquid energy and chemicals storage company. Our mission is to enable the essential flows that empower society. Operating at the heart of Europe's energy supply chain, we support the seamless movement of liquid energy and chemicals vital to economies across the continent.



Our terminals

We operate a network of eight tank terminals in seven key European ports across five countries.

We're backed by Igneo Infrastructure Partners, a long-term infrastructure investor with a \$19 billion AuM*. With 30 years' experience, Igneo's aim is to generate long-term returns for its investors through pro-active asset management with a focus on sustainability and innovation. Our

locations help us integrate into our customers' supply chains, which are crucial to Europe and its regions. All of our operations are designated as 'critical infrastructure', playing an important role in the movement of energy resources – vital for maintaining energy security and economic stability.



Evos Algeciras	
Capacity 403,000 cbm	Modalities Vessel, barge
Products Fuel oil / marine gasoil, chemicals, gasoil / diesel, other petroleum oils	

Evos Amsterdam East	
Capacity 1,700,000 cbm	Modalities Vessel, barge, pipeline
Products Gasoline (components), gasoil / diesel, jet fuel, biofuels	

Evos Amsterdam West	
Capacity 1,200,000 cbm	Modalities Vessel, barge
Products Gasoline (components), gasoil / diesel	

Evos Ghent	
Capacity 988,000 cbm	Modalities Vessel, barge, rail, truck, pipeline
Products Gasoline, chemicals, biofuels, jet fuel, vegoils	

Evos Hamburg	
Capacity 683,000 cbm	Modalities Vessel, barge, rail, truck, pipeline
Products Gasoil / diesel, fuel oil / marine gasoil, chemicals, biofuels, other petroleum oils	

Evos Malta	
Capacity 568,000 cbm	Modalities Vessel, barge
Products Gasoline, fuel oil / marine gasoil, gasoil / diesel	

Evos Rotterdam	
Capacity 257,000 cbm	Modalities Vessel, barge, rail, truck, pipeline
Products Chemicals, biofuels	

Evos Terneuzen	
Capacity 537,000 cbm	Modalities Vessel, barge, rail, truck, pipeline
Products Chemicals	

* Capital Under Management, as of 31st March 2024



Our values

We are guided by strong values and collaborate with other businesses, partners and stakeholders who share our ethos. Our Code of Conduct, based on our values, outlines what we stand for and what we expect from each other, both individually and as a team.



Act responsibly

We offer sustainable solutions for our people, customers, other stakeholders and society:

We act responsibly.



Create wow

We offer our customers value beyond their expectations:

We create wow.



Always improve

When we see things can be done better, we take the initiative and make it happen:

We always improve.

Our business strategy

We focus mainly on storing fossil-based fuels, but we're constantly adapting to the changing market.

Demand for fossil fuels is expected to decline, while sustainable, bio-based products are on the rise. Our business strategy positions us as a stable base for conventional products and a progressive link in the value chain for new products.

We see great opportunities for partnerships to drive the energy transition – and over the past five

years, our employees have helped us build a solid foundation for the future. With our new strategy in place, we have a strong platform to build on.

"We are driven by enabling essential flows to empower society."



Juliana Manolova
Commercial Director

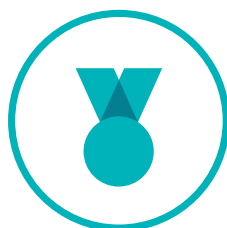
Our strategic ambition

Our business strategy focuses on three pillars:



Transition partnerships

We strive to be the preferred partner in the energy transition. We will aim to offer the best value proposition and work closely with partners to adapt our operations to meet evolving liquid energy and chemical market needs.



Customer excellence

We always aim to meet and exceed our partners' expectations by providing reliable, on-time services for the best customer experience at our locations.



Seamless operations

We ensure future flexibility by running our operations in a smooth, safe and sustainable way, creating value for our customers.

Our business fundamentals

Our non-negotiable promises we make to our people, our partners and to the society. Principles we stick to, no matter what!



We operate safely, securely, and sustainably

- Safety first always in everything we do: We protect our people, the products we handle and our planet.
- We protect our planet by reducing and using our energy wisely.
- We include sustainability in every part of our operation, working closely with our partners.
- We factor Environmental, Social and Governance (ESG) factors into our daily decisions to create lasting value for everyone.
- We take cybersecurity seriously.



We are committed to creating an exciting, inclusive workplace

- We prioritise wellbeing, stimulate professional growth and promote a culture of respect and collaboration.
- We engage with employees through an open, inclusive, and empowering workplace.
- We value diversity and champion equal opportunities.



We act with integrity

- We work with the highest standards of honesty, transparency, and integrity.
- We adhere to all applicable laws and regulations.
- We seek to embed a culture of integrity at all levels.
- We encourage employees to speak up and give voice to their values.



Sustainable product development

Our operations are vital to economies across Europe, which makes us crucial to the evolving energy and chemical markets.

Liquid energy remains the most efficient form of energy storage and is key to future energy solutions. As the industry transitions from fossil fuels to greener alternatives, our ability to manage and distribute these advanced energy and chemical flows is essential.

Liquid energy – now and for the future

Liquid energy to remain important regardless of energy transition speed – fossil fuels will be replaced by other products.

Mature products

Gasoline
Fuel oil / marine gasoil
Diesel and gasoil
Jet fuel

Stable and Growth products

(Bio)ethanol	(Bio)naphtha
(Bio-, e-)methanol	Pyrolysis oil
Biodiesel	Chemicals
Sustainable aviation fuel (SAF)	

Future products

E-fuels
Synthetic fuels
Hydrogen carriers
Clean ammonia

Algeciras	Amsterdam	Ghent	Hamburg	Malta	Rotterdam	Terneuzen
(Bio-, e-)methanol	(Bio-, e-)methanol	(Bio-, e-)methanol	(Bio-, e-)methanol	(Bio-, e-)methanol	(Bio-, e-)methanol	(Bio-, e-)methanol
(Bio)ethanol	(Bio)ethanol	(Bio)ethanol	(Bio)ethanol	(Bio)ethanol	(Bio)ethanol	(Bio)ethanol
Renewable feedstocks	Hydrogen carriers	Renewable feedstocks	Hydrogen carriers	Renewable feedstocks	Renewable feedstocks	Renewable feedstocks
Hydrogen carriers	Synthetic, e-fuels	SAF	Synthetic, e-fuels			Synthetic e-fuels
	SAF	Chemicals	SAF			Clean ammonia
			Clean ammonia			Pyrolysis oil
			Carbon dioxide (CO ₂)			(Bio)naphtha

The majority of the products we handle at our terminals today remain fossil-fuel based, reflecting current customer demand and the global liquid energy market. However, we have increased the proportion of non-fossil fuels and chemicals in our product mix, from 13% in 2019 to 25% today. And at each of our terminals, we're constantly working on

new initiatives based on our strategic objectives and business fundamentals. These efforts aim to identify and manage new types of liquid energy and chemicals for the future.

Traditional sales-driven strategies are no longer enough. We need to deepen relationships, understand stakeholders'

needs, and continuously adapt our value propositions. Business development is now central to our strategy for both existing and new energy products. We integrate business development with a commercial approach to build strategy-driven, future-focused, and innovative long-term partnerships.

(Bio)ethanol

We store and handle (bio)ethanol in Amsterdam, Ghent and Rotterdam, making us the largest (bio) ethanol storage provider in Europe. (Bio)ethanol is a renewable alternative to fossil fuels and is one of the most widely available biofuels and can be blended with gasoline. Because of this, it's gaining market share in the global road transport sector.

We see (bio)ethanol as a lasting solution for achieving decarbonisation, whether through increased use in blending with road fuels to reduce car emissions, in sustainable aviation fuels and green chemicals, and in plug-in flex-fuel hybrid vehicles.

(Bio)naphtha

Also known as renewable naphtha, (bio)naphtha is a byproduct used as a gasoline blending component or a feedstock for petrochemical crackers. It typically has high paraffin levels and minimal amounts of sulphur and other impurities, making it valuable to gasoline blenders and petrochemical producers aiming to reduce the carbon intensity of their products.

We expect the demand for (bio)naphtha will continue to grow across Europe as a key component in the transition to cleaner energy. Since 2023, we've been handling (bio)naphtha at our Terneuzen terminal, alongside conventional naphtha.

(Bio)methanol and e-methanol

At our terminals in Algeciras, Amsterdam, Ghent and Rotterdam, we offer storage of (bio)methanol that meets the International Methanol Producers and Consumers Association (IMPCA) specifications. There are two forms of renewable methanol, (bio)methanol and e-methanol.

Produced from the gasification of sustainable biomass sources, including livestock manure, agricultural and forestry residues, and municipal waste, (bio)methanol is key to reducing carbon emissions across various industries. E-methanol is produced from (renewable) hydrogen and captured (biogenic) CO₂. As a promising alternative to fossil fuels - particularly in sectors where decarbonisation can be difficult - (bio)methanol and e-methanol serve as clean alternative fuels for marine transport and as hydrogen carriers.

Sustainable Aviation Fuel (SAF)

With ReFuel EU targets increasing the minimum share of SAF in aviation fuels from 2% in 2025 to 70% by 2050, we expect significant growth in European SAF demand.

Our Amsterdam and Ghent terminals offer SAF storage and handling compliant with Joint Inspection Group (JIG) standards and we have direct pipeline connections to Schiphol and Brussels Airport. SAF, a low-carbon substitute for kerosene, is made from biofuels, recycled carbon aviation fuels, or synthetic fuels.

Sustainable through collaboration

To support the energy transition, a coordinated industry approach is crucial.

Let's evolve together

By working together across the supply chain, we can manage the risks and challenges of developing large-scale infrastructure, and ensure a smooth transition to more sustainable forms of energy. We recognise the importance key partners play in advancing the energy transition.

Customers

Our customers are established companies in international energy and chemical production. They expect us to store their products safely and securely, meeting all regulations and best practices. We aim to always exceed their expectations. Our dedicated customer service teams are in contact with our customers daily, and we monitor our performance with regular surveys.

Our customers are at the forefront of the energy transition. Each has their own strategic path, and we must be proactive and develop solutions for future market needs together. New developments also bring new players in the market – so we're always looking for new partners to explore opportunities and drive sustainability.

Employees

Our employees are vital to our success. They are the backbone of our company, they work around the clock to deliver our services. Many of our employees have been with us for a long time and have a deep knowledge of our terminals and customers. Many also live near our terminals, connecting us to local communities.

Our employees appreciate a company that prioritises a safe and healthy workplace. Good teamwork and a pleasant work environment foster strong bonds and a sense of inclusion. Employees seek stability and opportunities for personal growth and development. They also value working for a company that acts responsibly and considers the wellbeing of surrounding communities, the environment, and society.

Ports

Our facilities are located in ports that serve as logistics hubs for international energy and chemical supply chains. The role of each of our ports vary, and we align our terminal strategies with the goals of local port operators and partners. Sustainable economic development, operational safety and environmental protection are key priorities for our operators and port authorities.

Our terminals actively participate in local business networks and collaborate on economic development, the energy transition, circular economy and employment opportunities. As public policymakers emphasise sustainable economic development, we aim to be a responsible and proactive partner.



Financial stakeholders

Igneo Infrastructure Partners places a strong emphasis on environmental, social and governance (ESG) principles. As part of Igneo's investment portfolio, we maintain a long-term business perspective based on these principles, which helps drive a more sustainable business that serves all stakeholders and society. We work with Igneo's responsible investment specialists and ESG experts to shape our strategies.

Institutional lenders and banks also increasingly prioritise responsible finance. In our current financing agreements we have emissions, health and safety and renewable KPIs. The ESG incentives help us build a more sustainable future and strengthens our relationship with financial partners.

Government bodies

National governments have strict safety and environmental regulations for our industry, for example around occupational health and safety, emissions and soil or water protection. We aim to not only comply with local laws and regulations, but exceed them as well as the ambitious decarbonisation targets set by the EU, whilst setting an example for industry best practice.

Suppliers

Our maintenance contractors and engineering partners are key to our business. We build long-term, trusted relationships to ensure high-quality service, safe working conditions and respectful treatment. We are working to include ESG considerations in the selection and monitoring of relevant suppliers.

Communities

Our terminals are near large urban areas, and we are responsible for ensuring a safe and healthy environment for nearby residents. We maintain close relationships with local community organisations and support local welfare institutions, sports clubs, and schools.

Industry associations

We are members of national tank storage associations in the countries where we operate, including the Vereniging van Onafhankelijke Tankopslagbedrijven (VOTOB) in the Netherlands, the Union der Deutschen Tanklagerunternehmen (UTV) in Germany, and the Asociación de Empresas de Almacenamiento de Líquidos a Granel (ATLiq) in Spain. These associations are part of the European tank storage association, the Federation of European Tank Storage Associations (FETSA).

In 2023, we founded the [H2A consortium](#) with key players in the hydrogen value chain. Our senior executives hold board positions at VOTOB and FETSA, where they contribute to sustainability strategies. We have partnered with these associations on several research projects looking at the tank storage industry's role in the energy transition.

We're also members of the Methanol Institute, which promotes the use of alternative fuels for decarbonising the maritime industry, and the European Petrochemical Association (EPCA), who host events for major players in the chemical industry. The 2023 EPCA meeting focused on collaboration for energy security, affordability, and sustainability.

Our Ghent and Terneuzen terminals are members of Smart Delta Resources, a transnational partnership aiming for a competitive and climate-neutral industry in the region by 2050. More locally, our Hamburg terminal is a member of the 'Green Economic Dialogue' and leads an initiative to establish guidelines for clean renewable gas and liquid energy carriers.

We value the insights and expertise of all these groups and communicate with them regularly. By sharing our plans and ambitions and receiving their feedback, we can continuously improve our business practices.

To reduce emissions in transportation, our customers are expanding their supply and asset portfolios with biofuels and alternative aviation and marine fuels. They're also investing in low-carbon fuels like renewable hydrogen and low-carbon ammonia to meet new regulations. We keep pace with our customers' needs by closely monitoring developments related to EU climate targets and regulations for renewable and low-carbon fuels in road, marine, and aviation sectors.

Starting in 2024, we're proud members of the International Air Transport Association (IATA), an organisation dedicated to reducing fuel emissions and promoting the use of alternative fuels in the aviation sector.



Case study

Sustainable product development



Evos Ghent – Sustainable aviation fuel (SAF)

Our team in Ghent is proud to be one of the largest SAF terminals globally, leading the way in SAF logistics. In 2023, we made history with the first delivery through the North Atlantic Treaty Organisation (NATO) Central European Pipeline System to Brussels airport.

We expect a rise in demand for SAF storage, so we're repurposing infrastructure in Ghent and Amsterdam to create a SAF blending hub. These projects will help us drive

decarbonisation and meet future SAF blending requirements.

Evos Rotterdam – Bioethanol

In 2023, at our Rotterdam terminal, we began investing in a tank conversion project for bioethanol storage. This project has established a sustainable business for both existing and new customers – and strengthens our position in the market as the bioethanol hub in Rotterdam.

Evos Terneuzen – Bionaphtha

In 2023, Evos Terneuzen made significant progress becoming a

crucial role in the energy transition of our customers with conversion of gasoline tanks to naphtha, including bionaphtha and pyrolysis oil. This project attracted new customers with long-term structural business for supplying sustainable feedstocks to the chemical industry.

Since the project's launch, our customers have given positive feedback, commending our development of the naphtha hub and our choice of market players at the terminal.

Sustainability strategy

Our sustainability strategy, developed in close cooperation with our Sustainability Committee, is evolved from a materiality assessment in 2020 which we updated to match our business developments.

This is in addition to collaborating with our investors to establish and embed five minimum standards into our operations. These standards are now the foundation of our sustainability strategy. See appendix for detailed progress reports.

Our five minimum sustainability standards are as follows:

ESG 1:

Health and safety

- Zero harm
- Life saving rules

ESG 2:

Environmental performance

- 80% renewable electricity usage by 2030 or sooner
- 65% intensity reduction by 2030
- Net zero by 2045

ESG 3:

Diversity, equality and inclusion

- Absence rate at industry standard
- Women make up at least 20% in 2023 and 30% in 2025 of senior positions

ESG 4:

Good governance

- HSSEQ and sustainability framework
- Auditing, business continuity

ESG 5:

Employee engagement

- 70% employee engagement score
- Apprenticeship, traineeship, and graduate programmes

Material factors

Moving beyond the Five Minimum Standards, understanding our other material environmental, social, and governance factors helps us align our strategy with broader societal goals, contribute to sustainable development, and enhance our business.

<p>We have prioritised three key Environmental material factors:</p>	<p>Climate change: We always look for new ways to reduce our impact and prepare for change. This helps us manage operational and regulatory risks, making sure our business is sustainable amidst environmental changes and the shift towards sustainability.</p>	<p>Environmental protection: We protect the environment around our operations. This ensures compliance with regulations, safeguards natural resources, and maintains our social license to operate. All terminals undergo multiple inspections by regulators, and we monitor and report any non-compliance.</p>
<p>We focus on three key Social material factors to create a workplace that makes us, our employees, and communities proud:</p>	<p>and protecting ourselves, our colleagues, customers, contractors, suppliers, and everyone else involved.</p> <p>Employee engagement and wellbeing: We aim to create an open and harmonious work environment where everyone can make the best use of their talents. We value each person's uniqueness and their contribution to our team. Encouraging a variety of ideas and opinions in a respectful setting leads to better business</p>	<p>decisions and makes our company stronger every day.</p> <p>Diversity, inclusion and cultural awareness: We know a diverse workforce and inclusive culture enhances decision making, innovation and company culture. We strive to create a workplace where every employee has an equal chance to join, grow, and succeed. We do not accept or tolerate any discrimination of any kind.</p>
<p>We've identified three key Governance material factors to help run our business ethically and effectively:</p>	<p>employees, government bodies and other stakeholders, enhancing our reputation and operational stability.</p> <p>Procurement across value chains: Strategic, responsible procurement helps us manage risks and enhance sustainability by ensuring suppliers meet environmental and social</p>	<p>standards, boosting supply chain resilience and industry coordination.</p> <p>Customer satisfaction: Customer satisfaction drives repeat business, influences regulatory compliance, and ensures market relevance by meeting customer needs. This supports our long-term sustainability.</p>

Case study

Evos Malta climate change emergency preparation



In February 2023, Storm Helios significantly impacted our Malta terminal. Our emergency preparedness was effective in preventing environmental damage and risks to life.

Whilst there were no injuries or product leaks, structural property damages were unfortunately substantial due to unprecedented high waves crashing over the main breakwater wall of the port. This incident highlights the challenges we face with increasing extreme weather events due to climate change.

Our cleanup efforts were thorough. We successfully recovered and disposed of all affected materials and structures responsibly. The recovery and rebuilding effort lasted from mid-February to the end of 2023. Despite the conditions prevailing on the terminal, we reinstated the services of our LPG pipeline in a safe and reliable way almost immediately, as this pipeline provides a critical supply service for the island.

We learned valuable lessons about the potential vulnerability of our infrastructure and recognised








the need to design and rebuild with greater resilience against changed climatic conditions. Our new structures are now differently anchored to the ground resting on newly designed supports and strengthened wave crash barriers for pipeline protection which will further provide increased protection against climate change.

We remain committed to continue learning from changing weather patterns to strengthen our infrastructure against future challenges.

Sustainability goals, objectives and targets

Our objectives are designed to drive sustainability across every part of our operations and wider community. We've established ambitious goals and outlined targets for health and safety, carbon dioxide emission reduction, and the use and generation of renewable

energy by 2025, 2030, and 2045, in line with the United Nations Sustainable Development Goals (SDGs). We're dedicated to continually refining our sustainability goals and initiatives to address evolving stakeholder needs and market dynamics.

	Environment	Social	Governance
Goals	Environmental sustainability is integrated in every part of our operation, working closely with our partners.	We work to create a safe, engaging workplace, with a culture of inclusivity.	We operate with the highest standards of honesty, transparency and integrity.
Objectives	<p>Energy usage and efficiency We continuously improve our energy management practices, reducing energy consumption and enhancing our operational efficiency.</p> <p>Net zero and emission reduction We are committed to reducing greenhouse gas emissions across our operations and supply chains through innovative solutions and stringent emission control measures.</p> <p>Environmental protection We focus on minimising our environmental impact through strong Environmental Management Systems (EMS). This includes preventing pollution, reducing waste, and managing Major Accident Hazards in compliance with regulations. We also prioritise conserving biodiversity.</p>	<p>Health and safety We are committed to maintaining the highest standards of safety practices to ensure a safe working environment.</p> <p>Employee engagement and wellbeing We are committed to building an exciting workplace by prioritising employee wellbeing and stimulating professional growth.</p> <p>Diversity, inclusion and cultural awareness We promote a culture of respect and collaboration so that a sense of belonging exists within our teams.</p>	<p>Corporate governance We ensure accountability, fairness, and transparency in all our business dealings.</p> <p>Procurement across value chains We ensure every link in our value chain reflects our commitment to environmental stewardship and social responsibility.</p> <p>Customer satisfaction We aim to surpass customer expectations by consistently delivering excellent service, fostering innovation, and responding to feedback.</p>
Targets	<ul style="list-style-type: none"> Achieve 80% of energy from renewable sources by 2030 or earlier, and generate 15% of renewable energy consumption on or near site by 2025. Attain net zero status by 2045 or sooner, with a yearly reduction in energy consumption and a target of 65% intensity reduction (scope 1 and 2) by 2030 compared to the base year of 2019. Aim for zero process safety incidents. 	<ul style="list-style-type: none"> Decrease Total Incident Rate (TIR) to 0.6 by 2025. Achieve a response rate of over 70% to the employee engagement survey. Maintain a sickness absence rate below 6%. Ensure women make up at least 20% in 2023 and 30% in 2025 of senior positions. 	<ul style="list-style-type: none"> Ensure 100% of employees understand and act with integrity according to our Code of Conduct. Ensure 100% of suppliers agree to work with us according to our Supplier Code and Code of Conduct. Achieve at least an 80% customer satisfaction score.
Sustainable Development Goals Alignment	  	 	 

Sustainability governance

While sustainability is a priority for everyone at our company, it primarily falls under the Management Board's responsibility, reflecting its significance at the highest strategic level.

Informed by the challenges of the energy transition and how Evos positions itself, our sustainability strategy is set annually by the Management Board, which then sets group targets. These targets are reviewed and approved by the Sustainability Committee and the Supervisory Board. The Group Manager HSSEQ and Sustainability actively collaborates with each terminal to align their goals with the broader group targets.

This process is supported by a structured approach, including regular and bi-annual face-to-face meetings with HSSEQ managers, complemented by monthly check-ins, ensuring

that our sustainability initiatives are both strategic and actionable. The Sustainability Committee supports the board by providing deeper insights and facilitating the detailed execution of our strategy.

In addition to making progress on our sustainability strategy, we're focusing on preparing for the Corporate Sustainability Reporting Directive (CSRD), making sure our reporting and compliance meet the latest regulatory standards. The desired process going forward covers materiality (limited, reasonable and double) and specific scope 1, 2 and 3 emission reporting.



Environment

We're committed to doing everything we can to protect our planet. In this section, we describe our environmental footprint and what we're doing to reduce it.

“Beyond standard practices like spill response and vapour recovery, we actively engage in initiatives that further protect the environment, support the wellbeing of the community and drive positive change in our industry. These initiatives include biodiversity projects to enhance local ecosystems, using renewable energy sources to power our operations and having set clear, ambitious targets to reduce waste and CO₂ emissions”

Michael Lübke
Managing Director, Hamburg



Energy usage and efficiency

We recognise the need to enhance our operational efficiency and reduce our energy footprint by improving our energy management practices.

We aim to optimise our energy use at our facilities and always switch to renewable sources whenever we can.

In 2023, we reduced our overall energy consumption by 3.9%. Energy consumption is driven by customer demand, particularly for pumps moving liquid energy products. That's why we adopt a flexible approach to energy efficiency, always seeking new ways to improve our operations and staying open to new, innovative technology.

Most recently, to increase our renewable energy use, we boosted the supply of green energy to our terminals. In 2023, only Ghent and Malta used non-renewable electricity. However, they plan to switch to renewable suppliers or generate more renewable energy on-site in 2024 where available.

In 2022, we added solar panels to terminals in Algeciras, Malta, Rotterdam and Amsterdam. Although we didn't expand further in 2023, the existing panels have been paying off. We've seen a boost in the renewable energy we produce on site, and we're set to install more in 2024.

Our targets for energy usage are:

4%

absolute energy consumption reduction in 2023

80%

of our renewable electricity to come from renewable sources by 2030 or sooner

15%

of our renewable electricity consumption to be generated on or near our site by 2025

In 2023, we led an energy efficiency study across the company to assess our current situation and identify new energy and CO₂ saving projects for 2024. Arcadis supported the audit of all terminals and conducted on-site workshops to identify potential savings.

We updated the energy efficiency plans for each terminal, which will be implemented in the coming years to reduce energy use and CO₂ emissions.

Our performance

Energy usage	2019	2020	2021	2022	2023
Energy purchased (MWh)	41,713 MWh	40,477 MWh	67,245 MWh	61,653 MWh	59,232 MWh
Renewable energy (GoO)	10.6% GoO	41.6% GoO	38.1% GoO	64.8% GoO	88.3% GoO
Renewable energy produced on-site (kWh)	-	-	222,079 kWh	207,000 kWh	408,700 kWh
Diesel consumption (m ³)	423 m ^{3*}	385 m ^{3*}	2,281 m ³	2,296 m ³	2,084 m ³

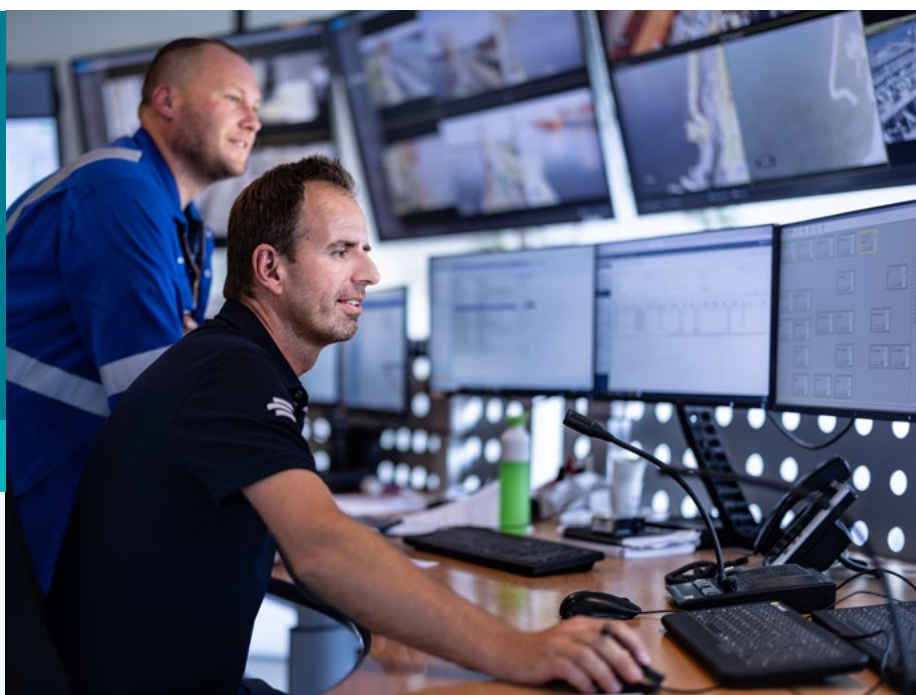
* We acquired two terminals in 2019, two in 2020, and another four in 2021. As a result, our energy consumption significantly increased in the first few years.

Case study

Evos Amsterdam energy efficiency

Our Amsterdam team aims to achieve energy independence for at least 50% of its annual electricity consumption by 2030.

This goal is driven by the sharp energy price increases in 2021 and 2022 and the energy consumption limits imposed by the Port of Amsterdam, which have restricted expansion options until at least 2028.



To reach this goal, the terminal is focusing on two main strategies: reduce energy consumption and increase local energy production. To reduce energy consumption, the

team plans to optimise pump flow use, which is expected to result in 30% savings. They also plan to switch to LED lighting, aiming for an 80% reduction in energy usage.

Emissions reduction

Our commitment to reduce greenhouse gas emissions spans our entire operations and supply chains.

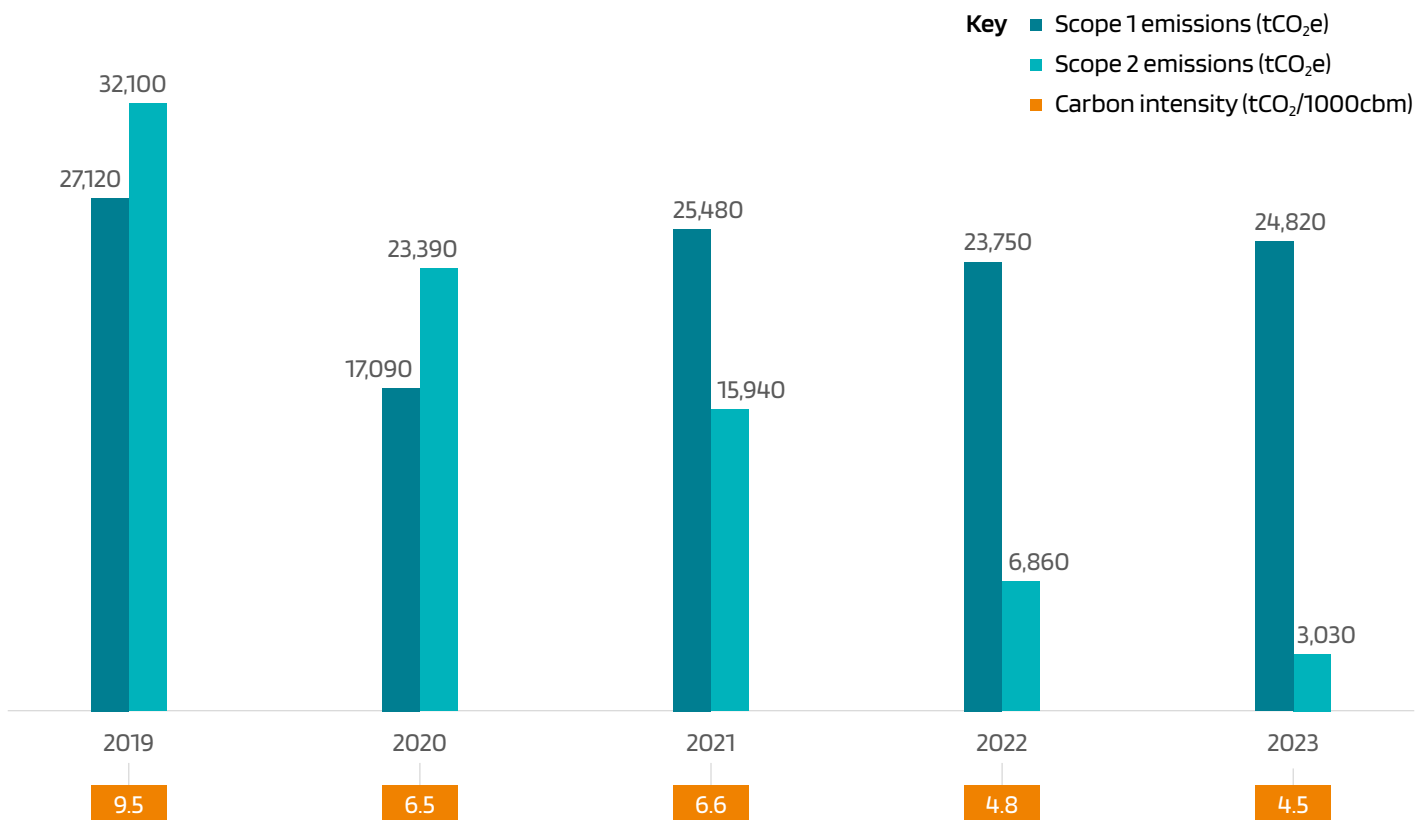
Through innovative solutions and strict emission control, we aim to significantly lower our carbon footprint and achieve our long-term sustainability goals.

Our goal is to reach net zero emissions by 2045 or sooner. To reach this goal, we're committed to reducing our energy consumption year-on-year. By 2030, we're striving for a 65% reduction in intensity (scope 1 and 2 emissions) compared to our base year in 2019.

The slight 4.5% increase in Scope 1 emissions this year is due to higher diesel and fuel oil use in Algeciras, Amsterdam, and Malta, alongside production-related emissions from our Rotterdam chemicals unit. Factors like colder weather and generator use during maintenance shutdowns contributed to this increase. Our focus on making our terminals more energy efficient should prevent these unexpected increases in the future.

However, our shift to renewable energy has made a significant impact – reducing our Scope 2 carbon emissions by 52.9%. We implemented an offsetting strategy at our Hamburg and Rotterdam terminals, in line with our investor Igneo's carbon offset credits guidelines, which helped us reduce emissions.

Our performance 2019-2023



Climate change and disaster risks

We regularly assess climate risks, especially extreme weather conditions that could impact our operations. We update our emergency response plans with actions and mitigation measures based on these assessments.

For example, we've reviewed the impact of recent cold winters and incorporated our findings into future preparation plans. This includes measures to keep equipment running smoothly and extra precautions to prevent slip and trip accidents in winter.

Flooding is a common risk for ports worldwide. Our Hamburg terminal, located in an area prone to flooding, is protected by a flood protection wall which is built under the supervision of the harbour authorities to guard against rising sea and river levels.

We also evaluate other climate risk scenarios:

Heavy rain

Ensure our wastewater treatment installations can handle the capacity.

High temperatures

Monitor pressure in product lines and manage vapour emissions.

Thunderstorms or gales

Establish procedures for when to shut down terminal activities.

Hail and snow

Set guidelines for halting operations under certain conditions.

Drought

Consider how low water levels in rivers might affect vessel access to our terminals.

We regularly update our environmental risk assessments in line with the Seveso directive. Our latest assessments found no major climate risks that haven't been addressed.

Case study

Evos Rotterdam – Strategic product divestment



At our chemicals-focused terminal in Rotterdam, our sustainable product development strategy has resulted in significant reductions in our emissions and energy usage since last year, and boosted efficiency.

We have made strategic changes to our product line-up. We've stopped producing the chemicals paraformaldehyde and hexamine

due to their negative impacts on financial performance.

Compared to 2019 we have:

15-20% annual reduction of Scope 1 and 2 emissions by approximately 5,500 mt of CO₂.

13% annual reduction of Scope 3 emissions by approximately

13,000 mt of CO₂ due to no longer exporting the divested products.

10% reduction in electricity use by approximately 5,700 megawatt-hours (MWh).

20% reduction in gas consumption by around 600,000 m³.

Environmental protection

We are committed to reducing our environmental impact through strong management systems, pollution prevention, waste reduction, and biodiversity conservation.

We follow strict standards and take proactive measures to maintain high environmental integrity, aiming for zero process safety incidents.

Our performance

Our process safety event rate increased in 2023 from 0.41 to 0.47. While there were no major spills in 2023, we have seen an increase in operational related spills, such as commissioning, connection / disconnection and loading arms and hoses.

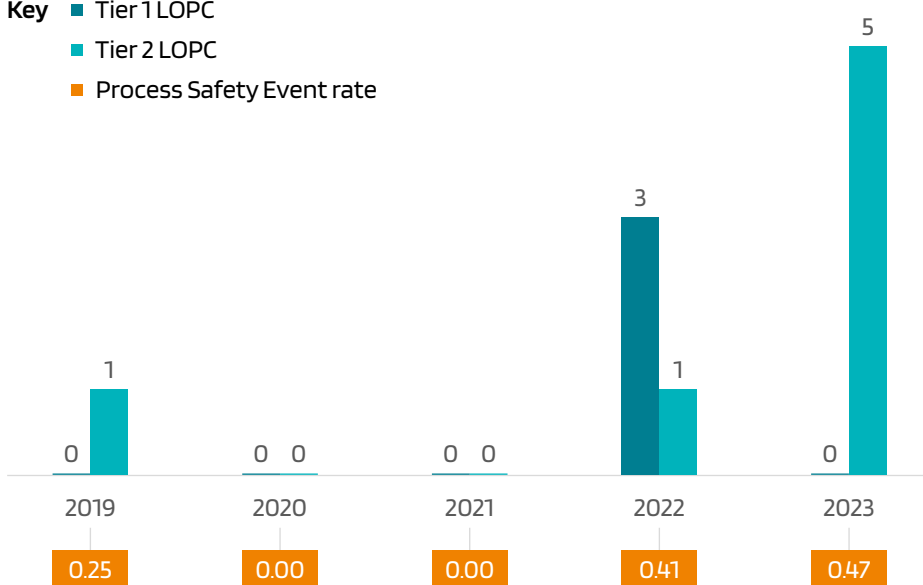
We endeavour to prevent these incidents as much as possible, and a step we have taken is to increase how accurate our reporting of such incidents are. By increasing the precision of reporting we are able to better understand the causes of incidents and evolve our process to minimise any and all process safety event risks.

In 2023, we launched a visible leadership programme focused on behaviour-based safety, ownership, supervision, and communication. Outstanding safety behaviour and performance are recognised at our town hall meetings. This initiative has improved our preventative measures, demonstrating our success in focusing on environmental safety.

Process safety performance 2019-2023

Key

- Tier 1 LOPC
- Tier 2 LOPC
- Process Safety Event rate



Indicator	2022	2023
Near misses	196	169
Unsafe acts	600	696
Unsafe conditions	751	1,806
High potential incident	Not monitored	14
Safety observations rounds	998	1,175
Town hall meetings	Conducted but not monitored	47
Toolbox meetings	Not monitored	425
HSSEQ / Sustainability recognitions	Not monitored	62

Managing waste and water usage

Residual streams from our operations and industrial processes may contain a certain level of oil or chemical waste. This could be water mixed with product after tank cleaning, sludge from wastewater treatment, or materials that include a certain amount of oil or chemical components. This is all classified as hazardous waste, which we manage in full compliance with the high EU standards on waste management. The increase of approx. 1,900 tonnes of hazardous waste, compared to the previous year, is mainly due to the improvement projects Evos did in Algeciras, Rotterdam, and Terneuzen.

Operating and safety procedures are designed to prevent waste wherever possible. Where residual streams cannot be eliminated – such as during tank cleaning processes – these

residual streams are handled by specialised parties and in accordance with strict regulations.

Our terminals adhere to all environmental and waste management requirements set by local authorities. For the handling of oil and chemical-affected waste streams, we have service contracts with specialised and authorised waste management companies.

Recycling of parts or valuable components is the next step towards more circular operations. We also adhere to EU recycling standards for other waste materials, like paper and cardboard, plastics, and metals. These mainly come from our office activities and make up only a minor share of total waste.

* Two of the four terminals Evos acquired in 2022 did not report on hazardous waste or general waste for 2022.

Hazardous waste (tonnes), 2023 vs. 2022*

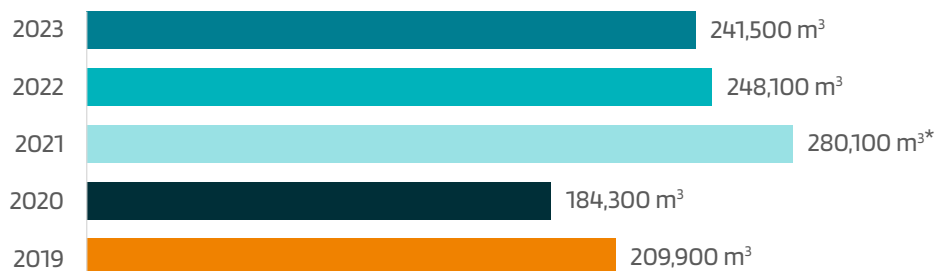


General waste (tonnes), 2023 vs. 2022*



For electronic equipment and spare parts, we hold full service contracts that include reverse logistics, where service suppliers also take care of collection at the end of use. Rainfall or other water passes through a wastewater treatment unit above a certain measurement threshold. All our sites have wastewater treatment installations that filter water in accordance with applicable environmental standards.

Water usage (m³) 2019-2023



Case study

Spotlight on biodiversity at Evos Hamburg

At our Hamburg terminal we are trialling ecological initiatives to assess the effectiveness before rolling them out to wider operations

Our effectiveness measures are maintaining operational efficiency, enhancing local biodiversity, and improving the living environment for local communities.



Our pilot initiatives include:

Beehives

We introduced two beehives to boost local pollination and support plant diversity. While we haven't harvested the honey yet, we plan to donate it to employees, contractors, and other third parties once it's ready.

Bird houses

We provide safe nesting spots to support local bird populations and contribute to natural pest control.

Natural grass maintenance

We rent sheep and goats to manage grass growth organically, reduce our carbon footprint, and improve soil quality.

Wildlife management

We collaborate with local partners to maintain ecological balance on the terminal.

Insect habitats and tiny forest

We establish microhabitats for insects and diverse plant species, to enhance ecological resilience.

* Including 42,000 m3 for testing new tanks.



Social

In this section, we share how we seek to have a positive impact on our employees, local communities, and beyond. And we outline the strategies we're using to make a difference for the future.

"Safety is everyone's responsibility: each of us can contribute to it, playing a tiny or a core role, depending on our function and position. In our organisation, all of us are committed to thinking and behaving safely. That's what I learnt on my first day and it's what we demonstrate every day when we care for ourselves, our families, all our colleagues, our neighbours and our planet."

Belen Gestoso
Managing Director, Algeciras

Health and safety

We're dedicated to upholding the highest safety standards to ensure a safe working environment.

But we know there's always room for improvement. That's why we've set an ambitious goal to lower our Total Incident Rate (TIR) to 0.6 by 2025.

In 2023, we noticed a concerning pattern in our safety performance compared to the previous year. After a root cause analysis, we identified areas needing improvement: risk assessment, communication, supervision, change management, and clarity in health and safety responsibilities.

To address this, we launched a visible leadership programme focused on these areas and recognising safety performance. We now have safety discussions across the business, from the board and leadership teams to toolbox talks and town hall meetings.

After severe accidents, we hold safety stand-downs. And terminals carry out stand-downs after lost time injuries (LTIs) or severe spills. In 2023, we had one company-wide safety stand-down following two incidents in one month.

We're committed to researching and improving our safety performance wherever we can. In the second half

of 2023, we adopted the International Association of Oil & Gas Producers' (IOGP's) Nine Life Saving Rules into our HSSEQ framework. In 2024, we'll launch a two-year safety campaign, focusing on one rule every three months. These rules will also be the basis for our annual safety day.

Safety	2019	2020	2021	2022	2023
Fatalities	0	0	0	0	0
Lost Time Injuries (LTI)	7	1	14	5	8
Lost Time Injury Rate	1.73	0.23	1.34	0.51	0.75
Total Recordable Injuries	7	4	21	14	23
Total Recordable Injury Rate	-	-	2.00	1.44	2.17
Total Incident Rate	1.24	0.00	0.76	0.93	1.23

Case study

Evos safety day 2023

Every year, we dedicate a day to safety. All employees from our eight terminals, along with contractors and local safety partners like the fire department and port authorities, participate.



This year's theme was 'stay safe for all those at home', to highlight the importance of caring for family,

friends, and colleagues and making sure everyone goes home safely at the end of the day.

Employee engagement and wellbeing

Our people are at the heart of everything we do.

We're committed to employee wellbeing and promoting professional growth to make sure our employees reach their full potential and make an impact. We've set ourselves a target to achieve a response rate of over 70% on employee engagement surveys and a sickness absence rate of 6%.

Our eNPS of 12 exceeds the Effactory European Benchmark of 5

Terminal	Engagement survey response rate
Algeciras	94%
Amsterdam East	74%
Amsterdam West	85%
Ghent	77%
Hamburg	70%
Malta	82%
Group	96%
Rotterdam	73%
Terneuzen	88%

Our employee survey aligns to the Effactory Europe index, which allows us to benchmark results. Conducted in November 2023, our survey had a response rate that exceeded the benchmark of 65% – with an overall score of 80%. This shows how committed our employees are to improving our workplace.

The survey measures the Employee Net Promoter Score (eNPS) by asking if employees would recommend us as an employer. Employees were very positive about teamwork, trust, work atmosphere, and the focus on safety. Scores for intervening in unsafe acts and feeling safe at work were very high. However, areas for improvement include communication, strategy deployment, and culture around our initiatives. Since then, we've launched initiatives across the company in line with these improvement areas.

We're committed to improving our culture to match the needs of our people. Each terminal has strong initiatives for employee wellbeing, such as preventive medical check-ups, fruit basket programmes, physical activity support, and mental health and family coaching. We offer formal training and on-the-job learning, and in 2024 and 2025, we'll streamline these initiatives across our company.

In 2023, we started monitoring absences as part of our analysis and improvement plans. Our absence rate percentage is slightly higher than the sector average, mainly due to long-term sickness, which is primarily from non-work-related causes. Due to legislation, we're not always permitted to dive into all the details.

While we recognise this is a notable issue, it presents a chance to challenge ourselves to manage workload efficiently, foster a supportive work environment, and explore strategies to maintain our productivity levels. Over the next year, we will develop initiatives to help us identify areas to improve.



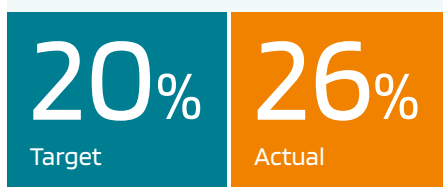
Diversity, inclusion and cultural awareness

Our objective is to promote a culture of respect and collaboration, so everyone can feel like they belong.

Equality is a priority for us, and we believe companies must do more to improve representation in senior positions. That's why we set a target to ensure women hold at least 20% of our senior positions by 2023, 25% by 2024 and 30% by 2025. Our Executive Leadership Team (ELT) already exceeds our targets with 26% of its members being women. When including Terminal Management Teams (MTs) in our calculations, that figure rises to 30.6%.

Our employees and contractors are the driving force behind our business. We can't deliver our strategies without their hard work and dedication. They provide outstanding customer service and drive our projects to completion. Every individual matters, and we value everyone's unique talents.

Evos Executive Leadership Team (ELT) female members



We are committed to equal opportunities, diversity, and anti-discrimination. Our code of conduct reflects this commitment. In 2023, we made significant progress by hiring and promoting more women to senior positions, including our Supervisory Board. We welcome all cultures, and as we grow, the diversity of our team grows too, bringing a variety of valuable skills and perspectives.

We're home to different generations, genders, nationalities, ethnicities, and cultural backgrounds, as well as varying levels of education and experience. This diversity makes us stronger and more resilient.

We're making sure diversity and inclusion are firmly rooted in our workplace. When we hire, we reach out to a variety of channels to attract people from different backgrounds to be part of our mission. This approach has boosted the number of women we've hired, even in roles that have typically been dominated by men.

	2019	2020	2021	2022	2023
Total New Hires	20	38	18	37	79
New Hires – Women	2	11	7	9	15
Senior Management (Leadership Team plus Terminal MTs)	13	5	10	14	16
Total Management – Women (Leadership Team)	3	0	1	2	5
Total Employees	301	326	676	677	667
Total Employees – Women	31	36	80	76	82

Case study

Spotlight on community engagement at Evos Algeciras



In December 2023, Algeciras held a Charity Christmas Event, combining employee volunteer efforts with company support.

The event was built around three principles: childhood, health and opportunities for people in difficulty. The event had three parts:

Employee networking and celebration

We held our traditional 'Ugly Christmas Sweater Day' and organised a fundraiser. The company matched

employee donations, which were distributed to three well-known local charities.

Food bank contributions

In response to economic difficulties in Spain, we contacted a food bank to identify needed products. Employees collected a variety of essential items to distribute to those in need.

Clothing and toy donations

Employees gathered warm clothes for Cáritas and toys for the Three Wise Men Association, making sure that

children who would not have received presents had gifts for Christmas.

We also collaborated with Asansull, an association for mental disabilities, to prepare Christmas presents for employees and visitors. These gifts were crafted by Asansull's users, who visited our terminal.

We're very proud of this event and the huge effort our employees made to make a difference for local communities and those in need.

Governance

In this section, we discuss the importance of holding ourselves to the highest standard of governance to help us reach our sustainability targets.

“With the right governance, we ensure our business operates ethically, transparently, and responsibly, earning stakeholders’ trust. This approach helps us make decisions that minimise environmental, social, and economic risks and ensures compliance in an increasingly regulated world. A well-governed business also adapts better to market changes and innovation, keeping us competitive now and in the future.”

Anicar Brus
Head of Procurement



Corporate governance

Our goal is for every employee to know, and act in accordance with, our Code of Conduct. The Code of Conduct outlines the rules we should all follow in our daily choices, decisions, and behaviour.

It applies to our interactions with employees, business partners, and governmental authorities, ensuring accountability and transparency in all our business dealings. The Code covers "Respect for People and Planet," "Business Integrity," and "Safeguarding Assets and Information." It also encourages employees to be open and speak up about any issues or dilemmas.

We have an agile organisation. Evos unites eight terminals under one company, managed by an experienced, industry-leading team. Our Management Board, our highest executive body, oversees our day-to-day operations and consists of the CEO, Chief Financial Officer (CFO), and Commercial Director. Each terminal is managed by a Managing Director and backed by a terminal management team.

The Management Board is supported by the Supervisory Board, which includes shareholder representatives and non-executive members. This year, we're pleased to announce Jesper Lok as the new Chair of the Supervisory Board.

Jesper brings a wealth of international business experience to his new role, having demonstrated his leadership skills as a board member at various prominent companies across different sectors. Jesper was previously with Maersk for 25 years, held the role of CEO of Svitzer and has since then held CEO and board roles in a number of international companies.



Harry Deans
Chief Executive Officer

"We are thrilled to welcome Jesper Lok as the new Chair of the Supervisory Board at Evos. His extensive and diverse experience and global perspective align perfectly with our company's vision and goals."

Simplified organisational chart

Evos Management Board



Harry Deans
Chief Executive Officer

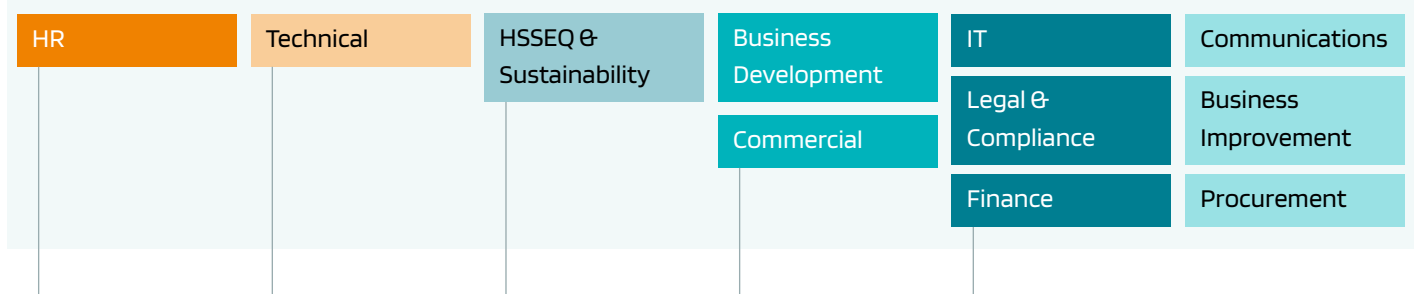


Koert Schouten
Chief Financial Officer



Juliana Manolova
Commercial Director

Company management structure



Terminal Managing Directors (MDs)



Terminal management teams

Group policy framework

We have a group policy framework for policies, working instructions, and terminal procedures.

This framework covers all key areas: commercial, business development, legal, compliance, HSSEQ, sustainability, IT, asset management, talent, communication, and procurement. Our terminal corporate governance policy provides further guidance on governance, appointments and authorisations for us and our affiliates.

A key part of our corporate governance is our Enterprise Risk Management System (ERM). The ERM offers a detailed overview of all relevant risks at our terminals, helping the Management

Board incorporate these risks into strategy and decision-making. The ERM process offers a structured way to assess inherent and residual risks and mitigation measures. Terminals review their main risks quarterly, sharing their assessments with the group. The group then evaluates this input, discusses it with the terminals, and provides additional insights and a broader business perspective.

We support industry accreditation for biofuel storage and managing environmental risks (ISO 14001),

health and safety (ISO 45001), quality (ISO 9001), and information security management (ISO 27001). Six of our terminals are also accredited by the Chemical Distribution Institute (CDI-T). And we're proud to be certified by the International Ship and Port Facility Security (ISPS) code. Our Port Facility Security Officers meet regularly to discuss lessons learned, developments, and to plan exercises and drills.

Policy Document (PD)

Provides guidelines and norms for Evos platform, e.g.

- HSSEQ policies
- Evos governance
- Commercial T&Cs
- Procurement T&Cs
- Travel
- Gifts and entertainment
- Anti-bribery, anti money laundry & corruption
- IT structure and securities
- Treasury
- Accounting
- Credit rating

Group Procedures (GP)

Provides detailed procedure for group processes, e.g.

- Lender management
- Financial reporting
- Cap ex approval procedures

Group Work Instructions (GWI)

Provides work instruction for specific operations by a Group department, e.g.

- GWI: bank payment

Terminal Procedures & Policies (TPP)

Provides procedures tailored for the specific terminal's situation, supported by local Work Instructions, e.g.

- Jetty operating procedures
- Emergency power supply

Case study

EcoVadis Gold for Evos Rotterdam



In 2023, our team in Rotterdam was awarded the prestigious EcoVadis Gold Medal – putting us in the top 5% of all teams evaluated.



This award is a testament to our commitment to being more sustainable. We excelled in environmental practices, labour and human rights, sustainable procurement and ethical operations.

Our aim is for all our terminals to achieve EcoVadis Silver in 2024, and Gold by 2026. Our Rotterdam Terminal has set the pace – giving us vital experience and lessons to learn across the rest of our business to realise our ambitions.

“I am immensely proud of our recognition for having best-in-industry operations. This EcoVadis Gold Medal reinforces our commitment to operational excellence within the sector.

Thank you to the team for setting such a high standard and continuing to drive impactful, sustainable practices across our industry.”

Edgar Leenen
Managing Director, Rotterdam

Sustainable procurement across value chains

We seek to make sure every link in our value chain reflects our commitment to environmental stewardship and social responsibility.

Our target is for all our suppliers to agree to work with us according to our Supplier Code and our Code of Conduct. Moving forward, our focus will shift to rolling out these policies and procedures.

As part of our procurement process, we've brought in sustainable principles and obligations for our teams and suppliers.

These are backed by our framework:

Terms and conditions

Describe business conduct, safety and environmental obligations, and reporting obligations on our request. They also include safety, health, and environmental requirements for equipment and site work providers.

Supplier Code of Conduct

Establishes requirements and vision for quality, health, safety, and the environment, obligating our suppliers to comply with employment integrity.

Procurement policy

Underlines our commitment to making sure supplier selections include objective evaluations of compliance and sustainability performance, starting in January 2024.

Procedures

Require suppliers to only be approved if they demonstrate best practices and ethical standards.

Customer satisfaction

We strive to exceed customer expectations through consistent service excellence, innovation, and being responsive to feedback.

Our target is to maintain our customer satisfaction score of above 80%.

We conduct Customer Satisfaction Surveys across all our terminals to evaluate our service performance. Our group's average customer satisfaction score was 88%, with an average Service Index result of 4.4 out of 5 – where 5 means very satisfied and 4 means satisfied. Overall, this customer

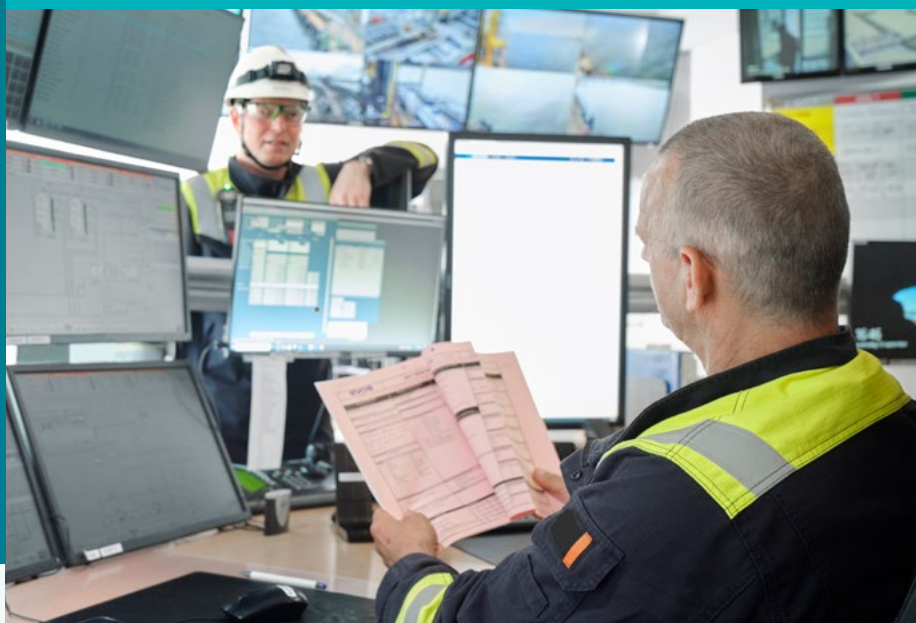
feedback indicates our customers are satisfied with our performance. Service delivery is key to our customer retention strategy, and we will continue to monitor and improve our service levels.

Customers highlighted communication and planning as areas needing improvement. To address these issues constructively, we aim to implement prompt, regular, and transparent

communication practices. Terminals will develop service improvement plans based on survey feedback and share them with customers. Enhancing internal communication among Customer Services teams, operations, and commercial managers is crucial for resolving these challenges effectively.

Case study

Customer flexibility and the value of certified systems at Evos Terneuzen



At our Terneuzen terminal, one of our new customers required an International Sustainability and Carbon Certification (ISCC) EU certificate as a contract condition. The terminal established the required processes and procedures smoothly,

within the limited time available. A certification body conducted the audit, and the certificates were issued in 2023. Since then, Terneuzen has been ISCC EU and ISCC+ certified.

Having these certificates benefits our customers, inspiring compliance and trust in our operations. Good governance pays off.

Spotlight on cyber security

A secure digital environment is integral to our sustainability and resilience.

There has recently been a significant increase in governance requirements due to geopolitical developments, which make cybersecurity a vital ongoing process. We've introduced a series of ambitious initiatives to boost our cybersecurity across all parts of our organisation.

These initiatives have significantly increased awareness of potential risks within our organisation and how to mitigate them. This has resulted in increased reporting of potentially malicious software and phishing attempts and reduced overall risk to our company.

1. Empower our team

Monthly cybersecurity awareness training to foster a culture of continuous learning, equipping our team with the knowledge and skills they need to protect our digital ecosystem.

2. Defend against phishing

Monthly awareness campaigns to combat phishing threats.

3. Innovative policies and procedures

Comprehensive policies and procedures to standardise and incorporate our cybersecurity best practices.

4. Integrated external intelligence

Partnering with leading external intelligence services to proactively counter emerging threats, providing cutting-edge insights and data.

5. Unified defence

Unifying our cybersecurity toolset for a cohesive defence strategy.

6. Collaborative security

Monthly cybersecurity forums to share knowledge and strategies internally and with suppliers.

7. Benchmarking excellence

External cybersecurity assessments to make sure we meet the highest standards.



Data appendix and disclosures

Accuracy and materiality

Our systems allow us to measure and monitor many aspects of our operational performance in detail. When these measurements aren't possible, we've used recognised, publicly available conversion factors for presenting data calculations.

These factors and recognised ratios have been used to calculate our carbon footprint, electricity, water, paper consumption, and the waste produced in our office. All measured or calculated non-financial data presented in this report are unaudited. Reported figures and facts may differ from previously published figures due to improvements in methodology, corrections of past errors, and updated emissions factors. Please note that in some instances, data has been rounded.

Operational boundary / scope

This report covers relevant data for all Evos locations and entities fully owned by Evos:




- Evos Management (Amsterdam, the Netherlands)
- Evos Algeciras, Spain
- Evos Amsterdam, the Netherlands
- Evos Ghent, Belgium
- Evos Hamburg, Germany
- Evos Malta, Malta
- Evos Rotterdam, the Netherlands
- Evos Terneuzen, the Netherlands

















Transparency

Our 2023 report aims to provide a full and transparent picture of our performance for the year. When drafting this report, the following guidelines and standards have been considered in accordance with the principles of transparency:

- GRI Sustainable Reporting Guidelines
- Greenhouse Gases Protocol

5 minimum ESG standards progress

- Key**
-  Achieved / completed
 -  Work in progress
 -  Not started / behind target

ESG standards	Targets 2023-2025	Status
ESG 01: Health and safety	Zero harm target	
	Implement life saving rules	
	Pro-active reporting, report all incidents on time and in accordance with the Evos Group Incident Classification Procedure	
ESG 02: Environmental performance	Reporting material scope 3 emissions	
	4.0% reduction energy consumption	
	Increase of 15% renewable energy (generated on-site or near-site) by 2030 or sooner	
	80% renewable electricity usage (generated or purchased) by 2030 or sooner	
	Establish and implement waste and water management. All terminals operate according to local legal requirements	
ESG 03: Diversity, equity and inclusion	6.0% sickness absence rate	
	20% females in senior positions	
ESG 04: Good governance	Establish and implement framework documents for HSSEQ and sus / esg	
	Customer satisfaction survey with target score of 80% in 2024	
	Targeting for EcoVardis Gold Rating for Evos Rotterdam as the next step on the current silver rating	
	Modern slavery: raise awareness of our existing supplier code of conduct	
ESG 05: Employee engagement	Employee engagement survey with a > 70% response	
	1 trainee at management level per terminal	

GRI index

Statement of use	Evos has reported the information cited in this GRI content index for the period 01.01.2023-31.12.2023 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI standard	Disclosure	Page
GRI 2: General Disclosures 2021	2-1 Organisational details	6,7
	2-2 Entities included in the organisation's sustainability reporting	43
	2-3 Reporting period, frequency and contact point	3
	2-6 Activities, value chain and other business relationships	6, 7, 11, 12, 13, 14, 15
	2-7 Employees	30, 31, 32, 33, 34
	2-9 Governance structure and composition	37
	2-11 Chair of the highest governance body	37
	2-12 Role of the highest governance body in overseeing the management of impacts	21
	2-13 Delegation of responsibility for managing impacts	21
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Glossary

Term	Definition
Arcadis	Arcadis is a global design, engineering and management consulting company based in the Zuidas, Amsterdam, Netherlands. It currently operates in excess of 350 offices across 40 countries.
Cbm or m ³	Cubic metres (storage or used volume)
Contractor	Supplier of (outsourced) engineering and maintenance activities on a terminal site
CO ₂	Carbon Dioxide
CO ₂ emission scope	Scope 1, 2 and 3 according to GHG Protocol
CO ₂ emission intensity	Ratio for: net CO ₂ emissions, of scope 1 and 2, per 1000cbm storage capacity
CSRD	Corporate Sustainability Reporting Directive
ELT	Executive Leadership Team
ERM	Enterprise Risk Management
ESG	Environment, Social and Governance
FETSA	Federation of European Tank Storage Associations
GHG	Greenhouse Gas Emissions
GoO	Guarantee of Origin (certificates for origin of renewable energy / electricity sources)
HSSEQ	Health, Safety, Security, Environment and Quality
H ₂	Hydrogen (gas)
ISCC	A globally applicable sustainability certification system
ISO27001	ISO27001 is the international standard for information security
KPI	Key Performance Indicator
kWh	Kilo Watt Hour
LED	Light-Emitting Diode
LNG	Liquefied Natural Gas
LOPC	Loss of Primary Containment = unplanned or uncontrolled release of material (liquid) from primary containment
LTI	Lost Time Injury
LTIR	Lost Time Injury Rate (# of LTI incidents per 200,000 hours worked)

Term	Definition
MI	Methanol Institute
Mt	Metric tonnes
MTC	Medical Treatment Case (consultation or appointment of a doctor – in a hospital)
MWh	Mega Watt Hour
Offset CO ₂	Compensation of CO ₂ emissions scope 1 that cannot be avoided. E.g. by planting trees.
Petrochemical Feedstock	Feedstocks derived from petroleum for the manufacture of chemicals, synthetic rubber, and a variety of plastics
Product	Liquids from customers that are stored in bulk in the storage tanks
RED	Renewable Energy Directive (EU)
Renewable Energy	Energy generated by solar, wind, water power or biomass sources
SAF	Sustainability aviation fuel
Scope 1 emissions	Direct greenhouse (GHG) emissions that occur from sources that are controlled or owned by an organisation (e.g., emissions associated with fuel combustion in boilers, furnaces, vehicles)
Scope 2 emissions	Indirect GHG emissions associated with the purchase of electricity, steam, heat, or cooling
SDG	UN Sustainable Development Goals
Senior Management	Senior Management is CEO and anyone who reports directly to them in the Leadership Team (including the Managing Directors of the terminal)
SEVESO	EU Council Directive for the control of major-accident hazards involving dangerous substances is a European Union law aimed at improving the safety of sites containing large quantities of dangerous substances. It applies to establishments that have an activity linked to handling, manufacturing, using or storing dangerous substances (i.e. refineries, petrochemical sites, oil depots or explosives depots).
Supply chains	End to end activities from extraction to refining and delivery to end consumers of liquid products
tCO ₂	tonne CO ₂
Tier (1, 2 and 3)	Incident Classification standard from the American Petroleum Institute (API)
TIR	Total Incident Rate (Severe LTI + PSER 1&2)
UTV	Union der Deutschen Tanklagerunternehmen
Vessel	Large boat with curved container to transport liquids
VOTOB	Vereniging van Onafhankelijke Tankopslagbedrijven

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