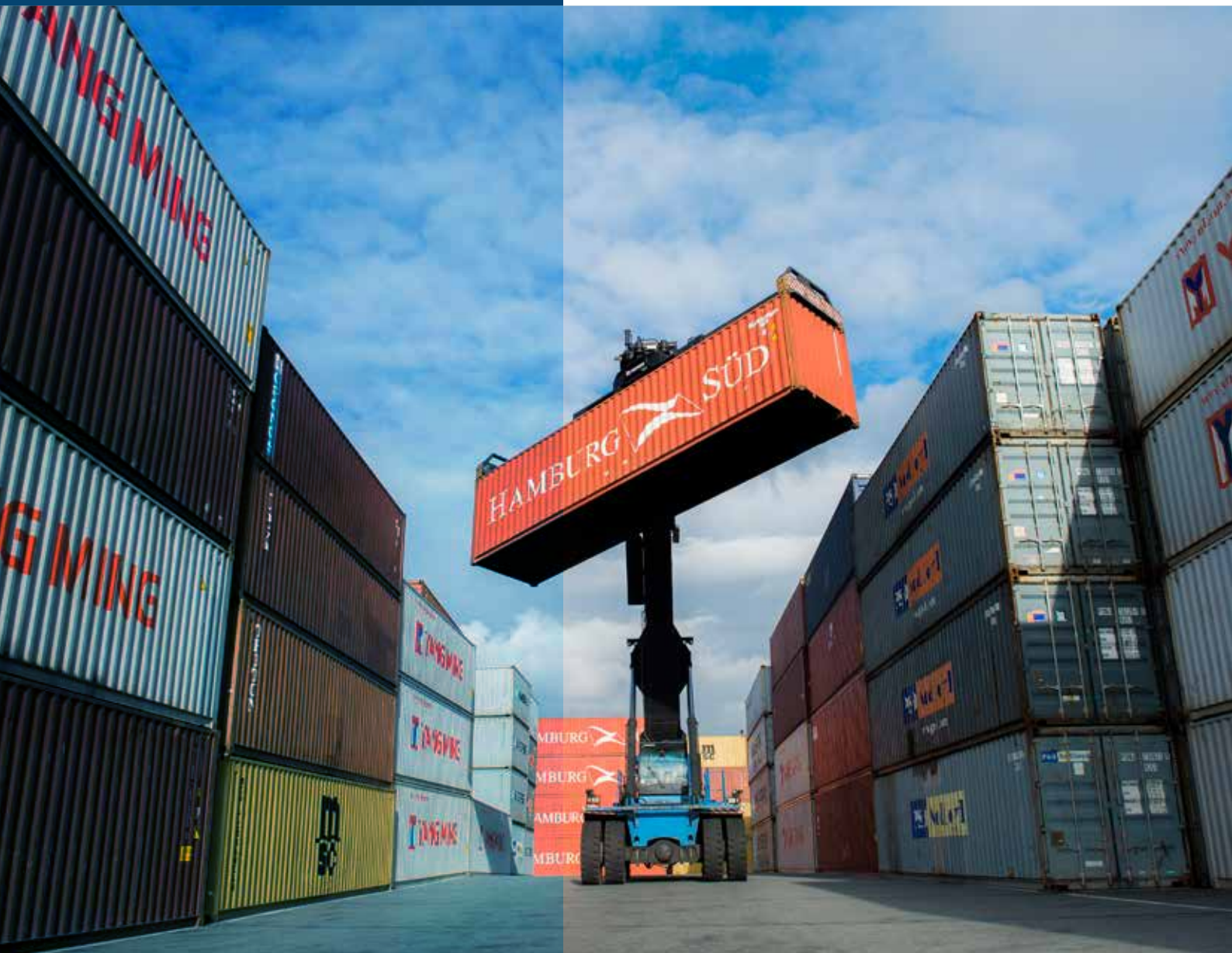




**Around the world,
down to earth.**

2021

Sustainability
is in our DNA



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**“TOGETHER
WE FIND THE
SOLUTIONS FOR
GREENER MOBILITY
AND SUSTAINABLE
GROWTH.”**

**Jo Van Moer,
Founder & CEO**



PREFACE

Jo Van Moer

Growth

Growth is important. Together with all the companies in the port of Antwerp and in Flanders, we must continue to create jobs and prosperity. But this growth must be sustainable. For us, this means that economic growth must be decoupled from the depletion of raw materials and the ecological footprint.

As a partner in sustainable growth, we think creatively and help our customers to continue to achieve this growth in a feasible way. Through our intermodal approach, we ensure that our customers' complex and circular supply chains can run and grow perfectly with the lowest possible impact on people and the environment.

Our sustainable strategy

In this brochure, you can read about our commitment to sustainability. This commitment does not stand alone. Sustainability is an integral part of our strategy. Therefore, this is not your typical sustainability brochure, but a brochure about our vision and strategy.

Our sustainability strategy consists of four pillars, all stemming from the ambition to make a difference as a company for customers, the environment, our people and for society in general.

1. Intermodal solutions
2. Sustainable and efficient operations
3. Commitment to people and safety
4. Social responsibility

We are moving forward

2020 and, unfortunately, much of 2021 were dominated by the pandemic. The corona crisis hit many companies hard, but at the same time led to an accelerated digital transformation. Our employees became familiar with teleworking and were informed in real time via their smartphones using our own app, 'Van Moer Connect'.

We didn't let the coronavirus knock us off our feet. Flexibility, one of our core values, has been even more prevalent since March 2020. Our people in the field continued to work hard and even stepped up their efforts in this difficult period. The past year also left room for reflection. We were given more time than usual to think about goals and strategy and about our operations in the post-corona era. After all, we do so many things and are engaged in so many innovations that it was time to write this story down. That is why we looked at what we are actually doing today and how we are going to further develop this in our strategy for the coming years.

I am very proud of our 1,450 employees who put their shoulders under these commitments every day. I am also grateful to our customers and partners who have been working with us for years to write a story of sustainable growth.

I hope you enjoy reading our story!

Jo Van Moer

02

OUR GROWTH

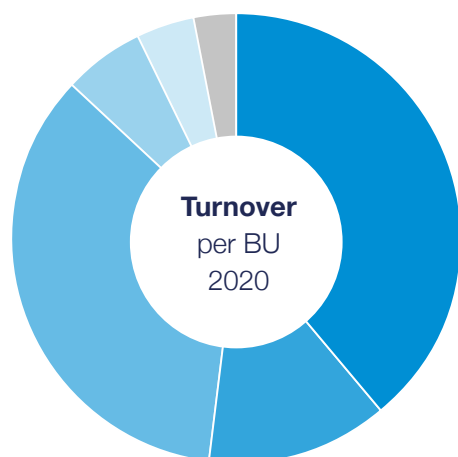
In 1990 it started with two old trucks with which Jo Van Moer drove double shifts and his wife Anne searched for customers and did transport planning. Today we are a total partner for multimodal transport, goods handling and storage, bulk, tank container logistics and so much more.

To get here, we made many daring choices, many times it was all hands on deck, but every time our people managed to get it done again. After all, we are all entrepreneurs and don't give up.

The pioneering years lay long behind us. Over the years, we have invested heavily in solid structures with fantastic employees who share the same enthusiasm for making a difference for the customer. We have made safety, customer focus and efficiency our recipe. Only by thinking along and often thinking beyond the needs of our customers, we can ensure that they can run and expand their business activities in a flexible, profitable and sustainable way. Today Van Moer Logistics is a big player that is well organized towards further growth.



KEY FIGURES



- 39% (91.2) BU Transport
- 13% (28.8) BU Ports
- 35% (81.4) BU Warehousing
- 6% (13.3) BU Chemicals
- 4% (10.5) BU International
- 3% (7.2) BU Forwarding

“We are growing profitably, both organically and through acquisitions, and continue to maintain a strong capital base.”

Ann Cools,

CFO

	2020	2019
Turnover	188,743	175,156
Margin	48,983	42,124
Margin %	26.0%	24.0%
EBITDA	18,996	14,111
EBITDA %	10.1%	8.1%
EBIT	6,386	2,612
Financials	-2,096	-2,154
Exceptionals	-854	2,808
Result before taxes	2,437	3,267

OUR ACTIVITIES

1. TRANSPORT & DISTRIBUTION

We offer our customers a whole range of transport solutions and take responsibility for their supply chain. Our planning is optimally aligned with their processes and we can offer drop & swap integrations. We like to think out-of-the-box and develop customized services.

We offer:

- Trailer transport
- Container & reefer transport
- Tank container transport
- Building material transport
- Exceptional transport
- Transport for retail 24/7
- Breakbulk transport (coils/tubes...)
- Class 1 transport
- Tipper chassis transport
- Silo trailer



463 EURO 6 diesel trucks
36 LNG trucks
1 dual fuel hydrogen truck
650 drivers
150,000 km per day
1,350 chassis & trailers

2. WAREHOUSING & VALUE-ADDED LOGISTICS

We specialize in the storage and handling of various commodities. We offer storage for both palletized and bulk goods. Just-in-time, full service for your inbound and outbound logistics? Repackaging? Heavy machinery and cargo? We take care of it. We have warehouses at various locations, each specialized in a number of goods flows. Dangerous and/or very valuable products? No problem at all. We are well equipped for it. At several customers, we work next to the production site and the transport from production to storage is automated.

We offer:

- Indoor & outdoor storage
- Temperature-controlled storage
- Transfer
- Bagging, bulking, compacting, drumming, blending and repackaging
- Project cargo
- On-site empty container depot
- Tailored value-added operations



5 km railroad
75,000 tons per week
450,000 sqm warehouses in Belgium





3. PORT & INTERMODAL LOGISTICS

Thanks to our scale and the management of several terminals in strategic locations we can organize multimodal transport with numerous additional services in a cost-effective manner.

We offer:

- Inland waterway transport
- Waterborne port operations
- Waterborne inland operations
- On-site depot empty containers
- Extended gate

9 vessels
5 barges
2,800 TEU barge capacity
8 transshipment terminals



4. BULK & TANK CONTAINER LOGISTICS

We offer a depot with integrated services for bulk and container logistics. Everything is efficiently organized on one site and tailored to our customers' various goods flows.

We offer:

- Storage
- Heating and cooling of tank containers and packaged goods
- Resin and latex circulation
- Repairs and adjustments
- Cleaning of tank containers and bulk carriers
- Nitrogen cleaning and blankets
- Isocyanates cleaning
- Liner and flexi-bag installations
- Transfer of liquids



10 jobs
35 mechanics
30 heating connections
5,750 TEU storage capacity



SUPPORT SERVICES

Our support teams are at the customer's disposal with all their expertise in:

- **Forwarding:** We find the right customized solutions for shipping, storage and distribution of cargo.
- **Customs:** We take care of the legal formalities, arrange inspections, declarations and transits and take care of your administration.
- **On-site logistics:** We offer customized solutions to optimize your operations on your site and integrate production, transport and/or distribution.
- **ICT and automation:** ICT is a business enabler for us. We design or integrate systems to control and analyze your logistics perfectly.

**“WE ARE STRONG IN
THINKING AND ACTING IN
TERMS OF SOLUTIONS FOR
OUR CUSTOMERS. NEW
QUESTIONS FROM CUSTOMERS,
WHICH ARE NOT
WITHIN OUR RANGE, DO NOT
SCARE US, BUT MOTIVATE
US TO LOOK FOR
APPROPRIATE
SOLUTIONS.”**

**Carl Ghekiere,
CCO**

EXECUTIVE COMMITTEE



Jo Van Moer
Founder & CEO



Anne Verstraeten
Founder



Carl Ghekiere
CCO



Bert Calluy
Legal Counsel



Yves Hebb
HR Director



Ann Cools
CFO



Joris Emanuel
IT Manager



Steven Pauwels
COO Warehousing &
Value-added Logistics



Iwan De Block
COO Bulk & Tank Container
Logistics

GOVERNANCE

In terms of governance, we distinguish three major consultative bodies, each with a different task and meeting frequency:

The Board of Directors is the highest governing body. It leads the company and develops its strategic policy. This includes determining a mission and implementing a strategic vision. The Board of Directors meets four times a year but can meet more often depending on current projects and/or opportunities. It is composed of Jo Van Moer, Anne Verstraeten, Luc Van Milders, Bernard Moyson and Ann Cools.

The Executive Committee converts the strategic direction into operational objectives and monitors

progress. It meets every two weeks. Executive Committee consists of the Founders, the CEO, the CCO, the Legal Counsel, the HR Director, the CFO, the IT Manager, the COO Warehousing & Value-added Logistics and the COO Bulk & Tank Container Logistics.

In the management committee, the operational results are discussed and an explanation is given by the Q department, the ESH department, the HR department, the Finance department and the Sales department regarding current and/or upcoming projects. The management committee meets quarterly. It consists of the members of the Executive Committee and middle management.

OUR EXPERTS



Frederick Vermeersch
Expert in Transport & Warehousing



Ellen Wouters
Expert in Transport & Warehousing



Peggy Van Kemseke
Expert in Transport & Warehousing



Werner Cooreman
Expert in Transport & Warehousing



Alexander Volders
Expert in Transport & Warehousing



Anthony De Smet
Expert in Value-added Logistics



Luc Mertens
Expert in Value-added Logistics



Maxim Letange
Expert in Bulk & Tank Container Logistics



Ilse Verdonck
Expert in Port & Intermodal Logistics



Andy Bogaerts
Expert in Port & Intermodal Logistics



Frank Van Geijt
Expert in Forwarding



Hans Verboven
Head of Sustainability & Circular Economy

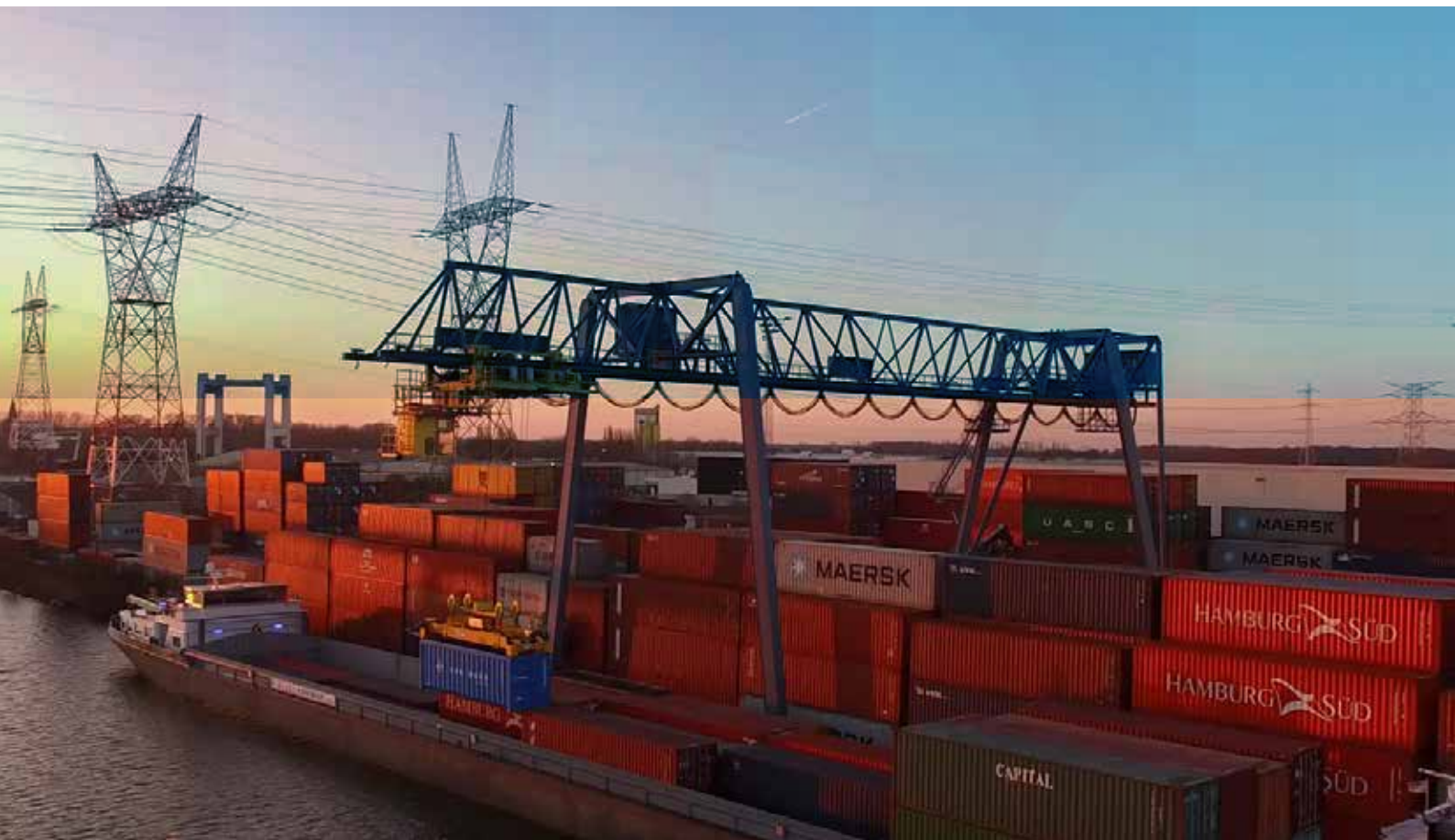
CERTIFICATES

Van Moer Logistics has the following certificates or meets the relevant standard:

- ISO 45001 (safety management)
- ISO 9001 (quality management)
- ISO 14001 (environmental management)
- Ecovadis (environment and sustainability audit)
- AEO (customs)
- ACS G001 | FCA | GMP+ (animal feed)
- ACS G017 | BIO | NOP | FSSC 22000 | EFTCO FOOD (food products)
- Excipact | GDP (pharma)
- SQAS Warehouse | SQAS Tank Cleaning | SQAS Transport (QESSH)

Van Moer Stevedoring NV

66/100



THE WORLD IS CHANGING

The Green Deal: a clear goal

The Green Deal is the European growth strategy to make the EU a modern, resource-efficient and competitive economy. The European Green Deal aims to drastically reduce CO₂ and other greenhouse gas emissions from transport by up to 90% by 2050. To achieve this goal, we must all commit to:

- Increasing the number of low or zero-emission vehicles, planes and ships;
- Developing and rolling out new technologies on a large scale, increasing production of sustainable alternative fuels, and providing a covering charging and refueling infrastructure;
- Shifting passenger and freight flows to more sustainable and low-emission modes of transportation;
- Increasing the efficiency of the entire transportation system through a shift to multimodality;
- Internalizing the actual external costs of transport into the price (if legally imposed, e.g. through carbon pricing);
- Using the opportunities of digitization and automation to optimize smart transportation planning;
- Agile transport systems across Europe that continue to function even in the event of a crisis.

Together with our customers and partners

The logistics sector and road traffic in general account for almost a quarter of the greenhouse gases in the European Union, offering a great opportunity for improvement.

Almost 75% of all goods in our country are transported by road. By 2030, the need for transport will increase by another 25%. It is unfeasible to transport all of that by road. Our customers also know these challenges. They are increasingly confronted with the constraints of mobility, noise pollution, environmental impacts and the challenges of circular models. They too need to reduce the carbon footprint of their operations while ensuring that goods find their way to users quickly and efficiently. We are there to help within the

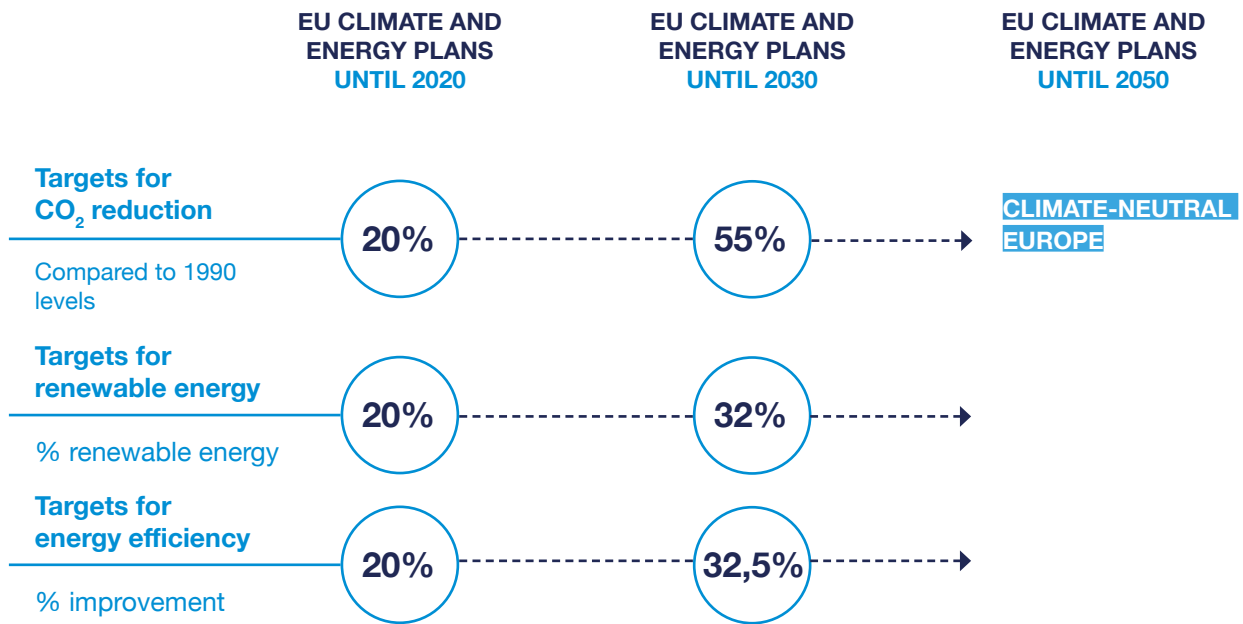
context of an increasingly complex supply chain and the stricter regulations.

We help our customers in the port, in chemistry, in food and many other sectors to carry out their activities efficiently and sustainably. We organize ourselves intermodally, so that we can be the “one-stop-shop” for our customers.

We realize a positive impact by organizing transportation and logistics sustainably for our customers while trying to reduce the environmental impact of our processes. We want to be part of the solution, not the problem. This is how we are preparing for the Green Deal.

**“WE ARE HERE TO
THINK ALONG WITH
OUR CUSTOMERS
AND RELIEVE THEM
OF THE BURDEN OF
AN INCREASINGLY
COMPLEX SUPPLY
CHAIN AND STRICTER
REGULATIONS.”**

**Anne Verstraeten,
Founder**



Our contribution:

- Working on innovative multimodal transport solutions that unburden customers
- Monitoring the balance between economic, social and environmental costs
- Working on intelligent systems that optimize routes, loading rates and transport times in a multimodal mix
- Enforce safety by working on behavior, monitoring and technology
- Build large-scale multimodal infrastructure and efficient warehouse locations
- Investing in eco-efficient means of transport and hydrogen technology



SUSTAINABLE STRATEGY

Long-term sustainable business is in the DNA of our family business. Like our values, it provides a compass to the future.

Our sustainable strategy consists of four pillars that all stem from the ambition to make a difference as a company to customers, to our environment, to our people and society in general.

In doing so, we also contribute to several Sustainable Development Goals.

1. Intermodal solutions

For our customers, we are a total partner in transport and logistics, offering added value and taking care of everything from A to Z. We manage the complexity of multimodal transport. We can quickly, flexibly and efficiently help our customers solve their transport and logistics challenges. We want to be a key facilitator in the transition to a circular economy. Digital platforms and measurement systems provide us with insight and overview in this regard. Our investments and acquisitions are a result from our vision of integrating all elements of intermodal transport into our operations. Through our systemic thinking and intermodal solutions, we contribute to sustainable economic growth, innovation and investment in infrastructure, the development of sustainable cities and communities, and reduce the social

and environmental aspects of transportation and logistics.

2. Sustainable and efficient operations

We are focused on efficiency and try to reduce our environmental impact in everything we do. For example, we are preparing for the European Green Deal and are working to combat climate change. We invest in the latest technologies with the aim to reduce our carbon footprint as much as possible. We have a long-term horizon and do not shy away from major investments. Today, for example, we are already experimenting with a dual fuel hydrogen truck as a test for the delivery to the Delhaize supermarkets. We have reached a point where our size offers many economies of scale. So it is time to speed up even more to achieve the climate objectives more quickly. Through our focus on quality and efficiency, we realize maximum value for our customers with minimum waste of raw materials, time, resources and talent.

3. Commitment to people and safety

We are a family business where, despite growth, people are not just numbers. We talk to each other and help each other. This vision is at the heart of our HR policy. In a sector that is often in the news because of unsafe or poorly paid jobs,



we try to set the good example. Safety and involvement come first for us. We create a pleasant and stimulating work environment, guarantee equal opportunities and continuous learning and development opportunities and contribute to workable work for everyone.

4. Social responsibility

Our social responsibility also extends far beyond our employees, customers and business partners. We are part of the whole community. We have all been given many opportunities and where we can, we give these back. We also support many wonderful initiatives that contribute to a better society, which benefits everyone.

“Through our business strategy, we contribute to the realization of the SDGs.”

Jo Van Moer,
Founder & CEO



Sustainable strategy	SDG no.
Pillar 1	3 7 8 9 11 12 13 17
Pillar 2	3 7 8 9 11 12 13 14
Pillar 3	3 4 5 8 11 16
Pillar 4	3 5 9 8 16 17

OUR SUSTAINABILITY COMPASS



1. INTERMODAL SOLUTIONS

Our goal:

As a director of a multimodal logistics chain, we want to fully relieve our customers in their increasingly complex and circular supply chain. In doing so, we strive for a balance between economic, ecological and social considerations. We are committed to collaborating with various partners to realize the multimodal shift together. We have three clear commitments to this end:

1.1 INCREASING MULTIMODAL TRAFFIC

1.2 CIRCULARITY

1.3 GREEN LOGISTICS

1.1 GOAL 2025

Increase the ratio of inland shipping versus road transport from 50% to 75% by 2025



1.1. INCREASING MULTIMODAL TRAFFIC

We believe in inland logistics: transport of goods from the hinterland to the seaports or vice versa. This can be done by rail, barge and road transport.



The way transports are controlled, or better, directed, has a major effect on the environmental impact through the greenhouse gases CO₂, CH₄ NOx and particulate matter.

Our contribution lies mainly in:

- Making infrastructure and capacity available for inland navigation and road transport;
- Optimal use of each modal form;
- Optimizing the energy efficiency of each modal form;
- Offering a mix that balances economic, social and environmental parameters.

Certain optimizations only come with size. We are horizontally anchored broadly enough and have the volumes and capacity to achieve economies of scale. In addition, through our acquisition policy, we have vertically integrated part of the chain. With our direct access to maritime transport, our inland terminals and regional hubs, warehouses with rail connections, unloading quays, transshipment sites, inland barges and our fleet of nine ships and 500 trucks, we can realize an integrated multimodal approach. This enables us to optimize transport and logistics for our customers.

Inland ports are essential in the transition to a greener supply chain. They can serve as the end and starting point for maritime transport. Inland ports can be an “extended gate” where no in-



intermediate customs checks need to take place. In this way, the transport time is optimized. Today we have eight terminals along Flemish and Brussels waterways. Some were constructed in partnership to suit a customer or specific traffic. Others are open to a broad container flow and are considered as fully-fledged regional hubs because of the framework.

You find the idea of partnerships in our warehouses as well. Some warehouses serve as a hub for a particular customer or specialize in a certain type of goods (chemicals, paper, granulates, food, etc.). Other warehouses even have a direct connection with the client's production hall. And still others are storage and transshipment hubs for a multitude of goods.

From the port of Antwerp, we work in three directions: Brussels, Leuven and Grobbendonk.

Associated Terminal Operators

ATO is a joint venture between Boortmalt and Van Moer Logistics. The terminal in the port of Antwerp has 1,130 running meters of quay, a water depth of 16 meters and is 275,000 sqm in size. ATO has a reliable and fast connection by rail and barge to all deep-sea quays in Antwerp, Zeebrugge and Rotterdam. ATO is fully integrated into the inland terminal network on the Antwerp, Brussels and Leuven axes.

217,180 TEU transported by water
within the port in 2020

35,794 TEU in 2020
21,693 trucks off the road

Dennie Lockfeer Container Terminal

In early 2019, we took over the former Antwerp East Terminal on the Albert Canal in Grobbendonk. A large part of the accumulated volume had meanwhile ended up back on the road, a phenomenon known as "reverse modal shift". We renamed the terminal Dennie Lockfeer Container Terminal (DLCT) and took up the challenge to recover the traffic and to drastically reduce the noise pollution for the local residents. By 2020, the inland terminal kept 21,693 trucks off the road. We use the site as a transport hub to Limburg and Liege.

Today we have two ships sailing there, which means we can now offer four departures per week. In this way, the terminal offers a larger capacity and a more flexible service. The Antwerp deep-sea terminals are served daily and a connection to Zeebrugge is also possible from Grobbendonk. The modal shift revolves around cooperation. That is why external transporters can also drop off their export containers at DLCT.

WeBarge

Under the banner of iBarge, we have invested in our own barges since 2016, transporting containers between the two banks of the Scheldt. In 2019, iBarge merged with ATS and continues to sail as WeBarge. We now have nine vessels and five barges. Our focus is on the efficient organization and safe execution of container shipments, both within the Port of Antwerp and beyond. The sailing schedule allows our modern and extensive fleet to call at all of Antwerp's container terminals on a daily basis.



Trimodal Terminal Brussels (TTB) and Container Terminal Cargovil (CTC)

In March 2021, we acquired TTB. Because TTB and our terminal at Cargovil in Grimbergen are close to each other, we will create new synergies. Thanks to the extra terminal capacity, our barges will be able to be deployed more efficiently. We also see opportunities here for other water-bound urban distribution. And we will contribute to the further sustainable development of the Brussels port area and the creation of employment opportunities. In April 2021, we already added a warehouse capacity of 20,000 sqm.

235 meter quay and rail connection
30,000 TEU in 2020 in Brussels
40,531 TEU in 2020 in Grimbergen

Bornem

For Wienerberger, we take care of the consolidation of pallets of bricks for export at the quay in Bornem. With our mobile installations, we are well equipped to unload the bricks from the production site of Beerse in Bornem and to load them afterwards consolidated on coasters. After unloading the stones in Bornem, the barges continue to Grimbergen, where they load non-contaminated soil from infrastructure works in Brussels. This soil is returned to the plant in Beerse to fill up the old clay pits. The latter is done in the context of landscape restoration. In this way, a water-bound transport loop has been created between Beerse, Bornem and Grimbergen. This results in an annual saving of approximately 6,000 freight trips.

Terminal Wilsele

On the Leuven-Dijle canal, we operate a terminal in Wilsele that has been specifically set up to transport household waste from a large part of Flemish Brabant to the waste treatment company Indaver in Antwerp. Every year, approximately 60,000 tons of household waste is transported by inland waterway, thus avoiding some 2,400 truck trips.

5,401 TEU by water from Wilsele

-73.4 % CO₂ emissions compared to road transport

-3,600 trips (via E19 – Antwerpse ring road per year)

Terminal Hoboken

Umicore partnered with us to achieve the modal shift in Hoboken. Every year, Umicore processes some 350,000 tons of raw materials such as electronic waste, automotive catalysts, industrial catalysts and by-products from other metalworking companies. To drastically reduce road transport, we commissioned a new quay along the Scheldt. We take care of the supply of containers by ship and the traction from the quay to the unloading place. In this way, approximately 8,500 trucks are taken off the road each year.

1.2 CIRCULARITY

We want to be a key facilitator in the transition to a circular economy.



The transition to a circular economy will require smart logistics, capable of setting up integrated circular supply chains and managing reverse logistics. A very important role here is reserved for the supply chain director, who is responsible for the efficient matching of supply and demand of materials and raw materials for use and reuse.

Van Moer Logistics supports its customers in designing, shaping and rolling out circular models and value chains. In this process, we fully assume our role as a value-adding circular logistics partner. All this requires the right expertise in chain management, but also the means to work efficiently on a large scale. Through our investments in hubs, infrastructure and our fleet, we have the assets to materially accelerate the transition and fully relieve customers of the burden. Our extensive network of terminals in convenient locations for recycling and chemistry in Flanders ensures that we can make the circular models work efficiently with minimal environmental impact.

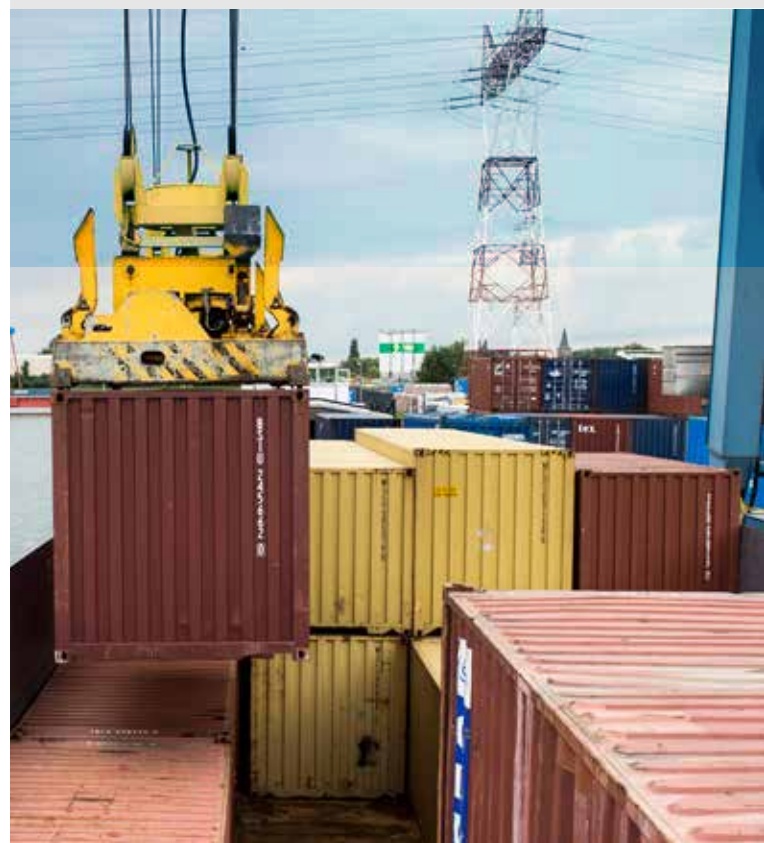
The Port of Antwerp will make a crucial contribution to the circular economy through its chemical cluster. New value chains are emerging based on renewable and circular raw materials. We are ready to relieve the chemical industry of its logistical circular challenges. As an external chain director, we look at the whole picture from a broader perspective. Today we already have several partnerships running and offer on-site logistics solutions for reverse logistics and waste processing. We are further working on partnerships for value-adding circular logistics. The future is circular...

With circularity, we mean an economic system of closed cycles in which raw materials, components and products lose their value as little as possible, renewable energy sources are used and systems thinking is central. The transition to a circular economy is not easy. To organize the circular model feasibly, companies are best to work with an experienced logistics partner who is committed to:

- **Efficiency:** the cost of collecting materials should not outweigh the benefits of reuse. An efficient logistics chain and the right people in the right place are needed here.
- **Effectiveness:** to be economically viable, sufficient volume and scale must be generated. We focus on industry and large volumes where economies of scale are achieved.
- **Environmental cost:** the environmental impact of collection may not exceed the benefits of recycling our multimodal approach, and the optimizations to planning and fleet management reduce the CO₂ impact per TEU transported per kilometer.
- **Focus on core business:** petrochemical companies' sites are often not suited for these specific types of logistics, and expertise in chain management is required. We manage the complete material flows, have our own sites and are familiar with all types of optimizations within the value chain.

1.2 GOAL 2025

Five circular projects with on-site value-adding logistics where we take the lead by 2025





Van Moer Stevedoring Bluegate Antwerp

Petroleum South was once the heart of Antwerp's petroleum industry. Today this site is ready for a new chapter: Blue Gate Antwerp. The climate-neutral business park is reserved for innovative companies that want to grow sustainably, thanks to circular models.

The Blue Gate Antwerp site also has a logistics zone. This zone consists of a terminal on the Scheldt and an area behind it for logistics activities. We operate the terminal and take care of the supply and removal of soil and building materials for the site itself. In time, the terminal will serve as a transshipment center for construction materials, a so-called Circular Construction Consolidation Center (CCCC). Transport flows to and from the city will be carried out there as efficiently and sustainably as possible. Smart urban distribution is a fact.

1.3 GREEN LOGISTICS

We are constantly working on making our transports more efficient, smarter and greener.



We will continue to do a lot of road transport. For a lot of flows and customers, this remains the optimal way to transport goods. We are constantly working on making our transports more efficient. We do this by modernizing the fleet, by smarter loading and routes, by monitoring and rewarding good driving behavior and above all with intelligent logistics.

For us, intelligent solutions mean using hubs on the outskirts of cities, doing the last mile in an alternative way, or with adapted transport. We like to offer our customers total solutions and develop our services to suit their needs. We think in the long term and dare to invest on the customers' behalf.

Digitalization

Both at the terminals and in our road transport, smart planning software ensures that everything runs as efficiently as possible. Every truck that runs empty on a route is a waste. Every container that we have to move to reach another represents a cost. We closely monitor the efficiency of our operations. Our load factor in freight transport is

peaking just above 90% for some time now. We put all our expertise at the disposal of our customers. This enables them to optimize their logistics flows with us. We also optimize the flows of empty and full containers, avoiding extra trips to and waiting times at the busy Antwerp terminals and depots.

Delhaize

The cooperation between Delhaize and Van Moer Logistics already dates from 2011. In 2020 it was extended for another five years. We provide on-site logistics, smart shuttle services at the distribution site and of course the distribution itself. Because we control the entire process, we can offer the customer many optimizations. Today we operate 95 trucks and 135 drivers 24/7. We pick up the Delhaize trailers at the distribution centers in Zellik and Ninove and supply the more than 800 stores in Belgium and Luxembourg. Recently we added 30 LNG trucks to the Delhaize fleet. In November 2021, a test project started with a dual fuel hydrogen truck. After 12 months, we will evaluate whether we can equip our entire fleet with it. In this way, we can potentially reduce the carbon footprint of the supply chain for our customer by as much as 80%.

CO₂ measurements

Just like us, our customers are working on mapping and reducing the CO₂ impact of their business activities. To help them do this, we have developed our own tool that simulates the impact of transport and distribution. We can suggest multimodal alternatives and calculate the considerable CO₂ savings.

1.3 GOAL 2021-2022

1 CO₂ neutral supply chain by 2022

DASHBOARD

Our total transport in 2020 amounted to 600,000 TEU, of which 308,655 TEU were intra-port and intermodal. We therefore organized 51.5% of our traffic by water.

In 2020, we transported 217,180 TEU within the port. If such transports were to go by road, this would amount to 124,103 trips at an average load of 1.75 TEU.

The purely intermodal routes accounted for 60,796 saved trips in 2020 on the following routes:

- Antwerp-Grobbendonk: 81.4% less CO₂ emitted and 21,693 trucks off the road
- Antwerp-Grimbergen: 75.8% less CO₂ emitted and 27,021 trucks off the road
- Antwerp-Hoboken: 80.8% less CO₂ emitted and 8,477 trucks off the road
- Antwerp-Wilsele: 73.4% less CO₂ emitted and 3,601 trucks off the road

(Calculations are based on the CO₂ conversion at www.co2emissiefactoren.nl. The website is an initiative of Milieu Centraal, Stimular, SKAO, Connekt and the Dutch government.)

Track	TEU	Saved trips	Saved km	Emitted CO ₂ kg / year	Saved CO ₂ kg / year	Savings in percentage
Grobbendonk	35,794	21,693	1,325,704	714,693	3,123,649	81.4%
Grimbergen	40,531	27,021	1,876,435	1,290,407	4,033,715	75.8%
Hoboken	9,749	8,477	263,741	137,214	575,614	80.8%
Wilsele	5,401	3,601	256,047	196,504	541,228	73.4%



2. SUSTAINABLE AND EFFICIENT OPERATIONS

Our goal:

Sustainability is at the core of our daily operations. As we have grown, we have naturally begun to think in a more structured way about how we can operate efficiently and sustainably. The motto here is to create as much value as possible for our customers and other stakeholders with a minimum waste of time, resources, money and non-renewable raw materials.

2.1 REDUCE CO₂ FOOTPRINT

2.2 REDUCE ENVIRONMENTAL IMPACT

2.3 CONTINUOUS IMPROVEMENT

2.4 QUALITY

2.1 REDUCE CO₂ FOOTPRINT

Today we are maximally focused on efficiency and reducing our energy consumption. This is how we are getting ready for the European Green Deal.



The Green Deal targets for 2030 are achievable through continuous improvement, behavioral change, technological evolution and smart chain management. To become climate-neutral in 2050, a lot will have to be done and a real breakthrough will have to be forced. Hydrogen may be the solution. In November 2021, we launched a first pilot project with a dual fuel hydrogen truck for delivery to Delhaize supermarkets. The truck aims to reduce CO₂ emissions by up to 80%. After the 12-month test phase, we will see how the technology developed by CMB.TECH can be rolled out further across our entire truck fleet.

Green energy

To date, we have had a total of just over 11,000 sqm of solar panels installed on the roofs of our warehouses, generating 1,500 MWh per year.

DASHBOARD

Site	Total sqm solar panels	kWp	MWh / year	Premises
1054	11,100	1,660	1,500	Property
1994	14,087	821	781	Rental property
1167	9,580	264	233.1	Rental property
Ghent 2	11,778	Under construction	Under construction	Rental property
Ghent 3	4,516	430.31	Under construction	Rental property
Grobbendonk	13,330	317	301	Rental property
Brussels	7,850	1,036	936	Rental property





About half of the power generated is for our own use, the rest is fed into the grid. In total, 15% of our electricity use is self-generated. In addition, we use solar energy from installations on rented warehouses. New investments in solar panels are planned for 2021. To date, we purchased gray electricity from our suppliers to cover the rest of our consumption. In the contract renewals, the grey power will be converted to green power.

Energy savings

We are systematically investing in the energy efficiency of our buildings, warehouses and installations. For example, we are changing all our warehouses to LED lights with motion sensors. This project is 75% finished.

We use a lot of appliances with batteries. We can charge these with our own green electricity. For our electric forklift trucks, we have double battery packs. These allow us to drive on battery power in all shifts.

Investments in sustainable growth

In 2021 we invested a total of 2.8 million euros in our cleaning, heating, repair and storage department. It was expanded and renewed with improved capacity for five chemical, one food and two bulk lanes. A circulation unit for cleaning

resins, resins and latex will also be provided. The heating system will have additional connections through a capacity increase of 40 additional fixed positions. The tanks were already heated by hot water, steam or electricity, and this will soon be supplemented by high-pressure steam (up to 7 bar at 160°C). The heating of ADR and non-ADR products in drums, IBCs or other packaging has recently been made possible thanks to the development of an on-site hot box installation. Expectations for energy efficiency are already high.

More sustainable fleet

We are continually investing in our fleet. All our trucks have a EURO 6 engine, which is mainly reflected in less NOx and fine dust. Of course, we take fuel consumption into account when making our investment decision. There are considerable differences between the various manufacturers. Our fleet now comprises 36 LNG trucks and one dual fuel hydrogen truck.

We monitor the fuel consumption of our fleet very carefully. By monitoring several parameters, we can make our drivers aware of the impact of their driving behavior on actual fuel consumption. The measuring equipment installed in the trucks keeps track of data on cruise control, average speed, hard braking, idling and of course average consumption.

3,751.1 MWh of energy production on the roofs of our warehouses
36 LNG trucks: a saving of 7,100 tons of CO₂ over 5 years
76% of industrial rolling material is electrically powered





2.1 GOAL 2021-2022

Full CO₂ management and reduction plan by 2022 and annual 10% reduction

The graph on page 25 shows the average consumption of the entire fleet. The temporary corona effect with quasi-congestion-free roads is obvious.

We are also trying to make the industrial rolling material in our warehouses or on our sites more sustainable, to continue the trend towards green energy. Today, 76% of our fleet of industrial rolling material is electric.

We always choose 'A' brands for our rolling material, which are often already much more sustainable than 'B' brands. Besides consumption and performance, the quality of the machines and the after-sales service are very important to us. We divide our entire fleet of industrial rolling material (+300 forklifts) between a handful of 'A' brands. When buying, we always ask for input from both unit managers and forklift drivers. It is important that they are satisfied with the vehicles they drive.

2.2 REDUCE ENVIRONMENTAL IMPACT

We have an ISO 14001 certified environmental management system. Our focus is on monitoring and evaluating environmental performance, proactively informing employees about the company's environmental policy to encourage them to pay attention to it, and keeping budgets free to make investments that reduce the environmental impact of business activities.

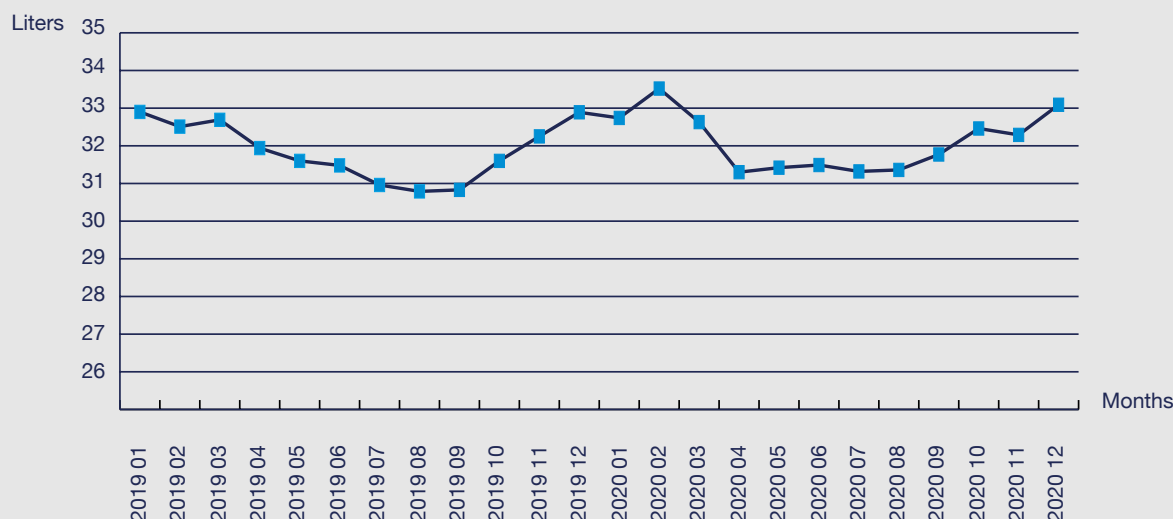


Zero pellet loss

The Port of Antwerp is one of the main production and logistics centers for plastics in Europe. Unfortunately, small plastic pellets sometimes end up in nature during production, storage, transport or processing. To combat this, Port of Antwerp together with Plastics Europe, Essenscia and Voka Alfaport launched the Zero Pellet Loss platform. The platform serves to support clean-up activities in the port area, exchange best practices and give substance to the concrete action plan to combat the loss of pellets. Operation Clean Sweep is an international program to prevent the loss of plastic pellets and their release into the environment (pellets, flakes and powders) during treatment by the various entities in the plastic value chain. We have signed the charter. This means that we are committed to the working group and that we take measures at our sites. Some of our actions and/or investments include:

- Sewer screens that filter out plastics
- Repaving to smooth surface = more manageable and easier to clean up pellets
- Permanent maintenance man appointed for cleaning up
- Attachment for our forklift trucks, so that they can be used as sweepers
- Contract for a monthly sweep by a specialized company
- Fencing site with molded jerseys to keep plastic on site
- Procedures where loaded trucks are completely blown clean to keep plastic pellets on site
- Sensor-based loading systems that prevent manholes from overflowing with product
- Toolboxes to make employees aware of processes and procedures
- Pallet turners to replace damaged bags without loss

Average consumption in liters per month



Water treatment

At our site in Zwijndrecht, we clean chemical containers. Because of this, our site is also recognized as a Seveso site. This implies a whole series of obligations that we follow up on meticulously. We guarantee that all our wastewater is fully treated and returned to nature. We have invested in a VISOP water treatment system that works by flotation.

Facility management

All activities related to the facilities of our sites are monitored centrally. Due to rapid growth and many acquisitions, the priority today is the standardization of contracts, maintenance and working methods. Within our ISO 14001 environmental management system, there is also a waste policy for all our sites. With regard to cleaning, in 2021 the focus will be on more organic and 'green' products.

We like to keep it clean

Several times a year we clean up the company surroundings. Despite the many trash cans and facilities for truck drivers along the roads in our neighborhood, there is still too much littering. By cleaning, we ensure that fauna and flora, and in particular the many birds, rabbits and toads, are not impacted. In this way, we contribute to biodiversity in our highly industrialized environment.

2.2 GOAL 2021-2022

Reduction of non-recyclable (bulky) industrial waste by 10% per year starting in 2021

“Our investments in capacity go hand in hand with increased energy efficiency and sustainable technologies: a win-win.”

Iwan De Block,

COO Bulk & Tank

Container

Logistics

Minimizing nuisance

We are aware that transport and logistics can cause inconveniences. We try to deal with this in the best possible way. An example is the Dennie Lockefer Container Terminal in Grobbendonk. This site is an important link in the intermodal chain, relieving road transport between Antwerp and the Kempen and Limburg regions.

The site was not without controversy because of noise pollution for local residents. At one point the terminal was even shut down for this reason. When we took over the site, we got in touch with the neighborhood committee. Our CEO Jo Van Moer himself goes to the meetings.

We believe that economic activity can happen in harmony with all stakeholders. In situations like this, we put ourselves in the shoes of the person sitting at the consultation table with us. In this way, we understand and do everything possible to reconcile seemingly conflicting interests.

We have done several investments and optimizations at DLCT Grobbendonk and are also working on the awareness and behavior of people on the site to reduce noise pollution. Some of the actions were:

- Position containers in a wall so that they serve as a sound wall
- Create a noise wall at the unloading quay with sound-absorbing walls
- Adapt the crane so that it can work electrically and above all more quietly
- Adjust and/or replace the reach stackers
- Install rubber mats on the surface where the containers are placed
- Invest in staff awareness
- Replace the existing crane with a gantry crane
- Organize shuttle service at the entrance of the site. Only our experienced and trained drivers are allowed to move trailers on the site

In March 2021, the Flemish Waterways Authority decided to raise the existing embankment along the Albert Canal opposite our terminal and to install a noise barrier. That brings us another step closer to our goal. In the meantime, we are learning from this site how we can do things better elsewhere.

2.3 CONTINUOUS IMPROVEMENT

We are always looking for ways to optimize our activities. One way we do this is by investing in young and creative talent that offers new perspectives with a fresh look and is challenged by our experienced specialists. We have no problem questioning our existing way of doing things.

2.3 GOAL 2021-2022

- **Van Moer goes paperless: 50% fewer prints companywide per year**
- **10 vertical stakeholder integrations by 2022**



Process Improvements

A team of process engineers is looking for useful improvements day in and day out. They not only work in newly started entities or projects, but also dare to take a critical look at existing processes.

We have extensive KPI dashboards for the various activities and flows. These offer an objective measurement of the performance of our processes. We can use them to guarantee our service levels and learn a lot from them.

Drop & Swap services

An example of a process improvement are the shuttle services. At several hubs, we already work with a shuttle system. Here, drivers can simply pick up their trailer and immediately take another one with them. In this way, they do not have to queue up to load or unload and they can do what they like doing best: driving. Our warehouse staff can also control their planning better and work more efficiently, because the work no longer comes in waves, but always at the same pace.

2.4 QUALITY

With us, quality is more than a department, it's an attitude. We ensure that customers are satisfied, we want to exceed their expectations and prevent future complaints. Our quality department is closely linked to the daily operations.



By quality, we mean the delivery of products and services according to the expectations of the supplier and customer and according to the requirements of the sector, and this to the satisfaction of the customer. To ensure that the desired quality, both in terms of method and services or products delivered, is also achieved, we have a quality management system. This system is ISO 9001 certified.

Our quality department is at the heart of the business-to-business and is also the customer's guide. It participates in the preliminary process to ensure that we can keep our promise of value-added logistics. Monitoring and data analysis are essential here. We use KPI dashboards that are drawn up together with the customer. As a result, we see a significant improvement in performance and tracking. In many cases, we go through these

dashboards with the customer on a monthly basis and together we look for the reason for certain fluctuations. Where possible, we adjust procedures. In this way, quality becomes a form of partnership.

Quality must also motivate. That is why we use a dashboard to monitor checks that are linked to JO-ker points for our employees. In those checks, quality and safety are measured together. The JO-ker points can be saved up and exchanged for nice rewards.

“We go beyond a mere customer-supplier relationship and always think long-term in terms of our service to customers. We strive for a win-win relationship whereby, as a profitable company, we can create added value for our partners.”

**Anthony De
Smet, Business
Intelligence
Manager**

2.4 GOAL 2021-2022

Monthly tracking of all departments through QESSH dashboards



“Our quality level is one of the most important aspects by which we can distinguish ourselves from peers. It is therefore of great importance that there is a critical focus within the group on measuring and evaluating these parameters. In this way, we can react proactively and continuously improve so that we can build a stable partnership with our customers.”



Jonas Fiers,
Quality Manager



QESSH DASHBOARD

- Additional JO-kers via Blue Diamond appreciation policy
- Can do better
- On hold

11 topics	month 1	month 2	month 3
Number of tours made by prevention officers	●	●	●
Objective: 2 tours per month			
Number of 5S checks per supervisor	●	●	●
Objective: 1 tour per month			
Mystery topic	●	●	●
Objective: topic dependent			
Frequency rate (FG)	●	●	●
Objective: 0			
Severity rate (EG)	●	●	●
Objective: 0,0			
Number of unsafe situations reported + near misses	●	●	●
Objective: based on FG+EG last month			
HSE action management	●	●	●
Objective: max 15% open actions with expired or no deadlines			
Traceability	●	●	●
Objective: 100% of goods at correct location			
Action management Q	●	●	●
Objective: max 15% open actions with expired or no deadlines			
Average score KPI customer dashboards	●	●	●
Objective: >75%			
Completeness of checklists	●	●	●
Objective: 10 checklists completed correctly			

RESULT

Green - orange - red

3. COMMITMENT TO PEOPLE AND SAFETY

Our goal:

We are a family business and a family of employees. Our people are our most important asset. We care for each other and want to provide a safe and pleasant work environment. In doing so, we make five commitments:

3.1 SAFE WORK

3.2 OPEN CULTURE AND FLAT STRUCTURE

3.3 EDUCATION AND TRAINING

3.4 NO-NONSENSE COMMUNICATION

3.5 DIVERSITY



3.1 SAFE WORK

Safety is a prerequisite to work. However, safety is also a verb. We must work on it every day.



Our safety department consists of prevention advisers who are actively involved in operations. They ensure that everything is done according to legal standards, they check whether inspections are in order and they make sure that everyone always has the necessary training to operate the equipment used or to drive vehicles. The diversity of our sites, activities and employees makes this a particularly challenging task. Since 2019, our processes in the area of safety have been ISO 45001 certified.

With the Antwerp port companies and the employer organization CEPA, we have signed the Safety and Health Charter. We commit to making the necessary measurable efforts to avoid fatal occupational accidents and to reduce the frequency rate and severity rate of accidents. We commit to:

- Cultivate safety awareness in our company;
- Create a safe and healthy work environment;
- Actively participate in safety initiatives of the Antwerp port companies and the CEPA employers' organization.



Safety Jack

Safety Jack is our mascot. It refers to the legendary fox Reinaert that once haunted the Waasland region. Safety Jack is cunning and smart. Safety Jack is always on his guard, thinks about every situation and always uses the right PPE. Safety Jack is everywhere.

Safety culture

In 2020, we started an extensive process to improve our safety culture. In doing so, we are trying to turn our employees into samurai of safety, who organize themselves, serve each other and watch over the compliance with regulations.

**“WE ARE MOVING
TOWARD A
PROACTIVE POLICY,
BUT OUR GOAL
IS TO BECOME
PROGRESSIVE.”**



**Koen Cleemput,
HSE Manager**



8 basic rules

We have eight basic rules for safety. It is very simple: if it is not safe, we don't do it.

1. I only drive a machine if I have the proper certificates and attestations.
2. A safe vehicle is placed in service, inspected and visually in order.
3. I have the right and duty to stop an unsafe situation.
4. If I have any doubts about safety, I seek advice first.
5. I always set a good example.
6. I think for another and speak to them about their unsafe behavior.
7. I always wear the correct personal protective equipment.
8. If it cannot be done safely, then we do not do it.

Monitoring safety efforts

To be able to work in a structured way on our safety, we have developed a system that is motivating. Our reward system with JO-kers (a pun on the first name of our CEO Jo Van Moer) rewards the team effort with a form of competition between managers and workers. With the JO-kers, you can order products such as toys or kitchen appliances. The follow-up of this system is done through dashboards that contain specific criteria for all departments.

Monitoring of our drivers

Our drivers are our ambassadors on the road. They have a great responsibility. New drivers receive training from us and are assisted by a driving instructor. We help them through the driver's manual, which is also available through the internal communication app. Even after their start-up period, we continue to guide them intensively.

More than 80% of our trucks are equipped with intelligent sensors and measuring systems. This allows us to provide monthly individual driving style reports to our drivers with some basic parameters, an overview of damage, fines, braking behavior, speed and idling. Depending on the trip profile, we can thus see whether a driver is exhibiting inefficient or careless driving behavior. Good behavior will also be rewarded with JO-kers. In 2021 we will start a pilot project that will also monitor the driving behavior of our forklift drivers.

Frequency rate of accidents

	Goal	Achieved		Sector (CEPA)
2019	27	28.9	●	56
2020	23	28	●	40.5
2021	20.7	/		

Severity rate of accidents

	Goal	Achieved		Sector (CEPA)
2019	0.74	0.74	●	2.1
2020	0.63	1.03	●	1.85
2021	0.57	/		

3.1 GOAL 2021-2022

- Evolution to level 4 on the safety ladder by 2022
- Annual improvement of 10% for our safety ratings



3.2 OPEN CULTURE AND FLAT STRUCTURE

We have an open culture and a flat structure, where everyone is accessible and approachable. We offer every employee who is able and willing to do so the opportunity to grow in expertise, roles and tasks.



We are careful to maintain our flat and agile organizational structure. In this way, everyone is approachable and we keep in touch with each other. By not creating too many levels, we remain a very agile and flexible organization. There is an open atmosphere and a culture of trust. Initiative and entrepreneurship are always appreciated.

A flat organizational structure also means that there are few management layers. As a growth company, everyone helps to create the opportunities and promotion possibilities of tomorrow. This means that some people evolve spontaneously into more managerial roles. We see the growth of our people primarily as a combination of personal development, the focus on specific projects and the gradual assumption of other roles within the same or other services or business units.

3.2 GOAL 2021-2022

Five internal staff mobility tracks per year

All our vacancies are made available internally. We speak to every internal applicant. After all, by applying, they are indicating that they want to grow or do something else. Sometimes there is no match with the job, but these interviews often lead to other opportunities within the company. In this way, we ensure internal mobility throughout the organization.

“It is our staff that makes the difference and ensures that we live up to our reputation as a reliable, value-adding logistics player. Sometimes there is no match with the job, but these interviews often.”

Steven Pauwels,
COO Warehousing
& Value-added
Logistics

Values are central

We don't put our values on the wall, but we live by them. They are the core of our DNA.

- **No-nonsense:** what you see is what you get. Our horizontal and open organizational structure keeps us with both feet on the ground.
- **Flexible:** we like to think out-of-the-box. We offer a wide range of solutions and always look for the perfect fit for each customer.
- **Partnership:** our goal is to build sustainable long-term relationships with our customers and employees.
- **Make a difference:** we never give up. Where others walk away, we just battle on. That's why we invest in the talents of our employees, so they can meet any challenge.
- **Enthusiasm:** enthusiasm is contagious and our enthusiastic employees are our best ambassadors. Our employees take initiative.

3.3 EDUCATION AND TRAINING

Our industry is changing and our company is growing. Our people need to grow with us. That's why a structured policy on education and training is a top priority.



Today, training still happens in a fragmented way and is mainly focused on what is needed within the legal standards. Because we are growing, we are going to do things differently. The establishment of the Van Moer Academy is planned for 2022. This is a virtual campus that encompasses the full range of training for our employees.

We want to map out a number of functional and personal growth paths, which our people can follow when their changing role or function requires it.

In this way, we are evolving towards a culture of lifelong learning. In a company like Van Moer Logistics, standing still is not an option: everyone must continue to invest in their own growth..

3.3 GOAL 2021-2022

Launch of Van Moer Academy





3.4 GOAL 2021-2022

Promotion Van Moer Connect App

- 90% adoption rate
- 75% of the employees at least active once a week
- 50% of the employees at least active twice a week

3.4 NO-NONSENSE COMMUNICATION

Our family is growing. The number of branches is increasing. Therefore it is extremely important to let the Van Moer Logistics culture and identity live in the same way everywhere. Communication is the absolute priority here.



We communicate with our stakeholders through multiple channels. Our approach is no-nonsense and together leads to a win-win. Because we are growing in many places, our communication is becoming more complex. In the future, we want to communicate in an even more structured way in the form of a stakeholder dialogue.

Communication with our employees is a top priority. After all, well-informed employees are engaged and motivated employees. With Van Moer Connect, we have found an alternative for the classical way of internal communication, such as mail traffic and intranet. It concerns a digital platform that can link existing systems (such as mail, leave requests, reward system, order platform for

“We expect everyone to have a practical and hands-on attitude. We like to roll up our sleeves and have an informal style of working. With us, a good result is more important than hierarchy. We think in terms of solutions and - if necessary - come up with out-of-the-box solutions.”

Yves Hebb,
HR Director

work clothes,...) and groups them under one platform. Our employees now receive all communications through a single app on their cell phones. Of course, we can also send the communication to specific departments, site locations, people, etc. Interaction is also possible. The recipients can send feedback or reading confirmations. This makes communication both bottom-up and top-down.

“80% of our employees don’t work at a desk. They too need to feel involved. That is why we invested in a communication platform that is accessible to everyone through an app. This keeps everyone informed just as quickly and in a clear and uniform way.”



Felien Van Oost,
Marketing &
Communication
Manager

3.5 GOAL 2021-2022

One team! We are all “Van Moerians”. Project on tolerance.

3.5 DIVERSITY

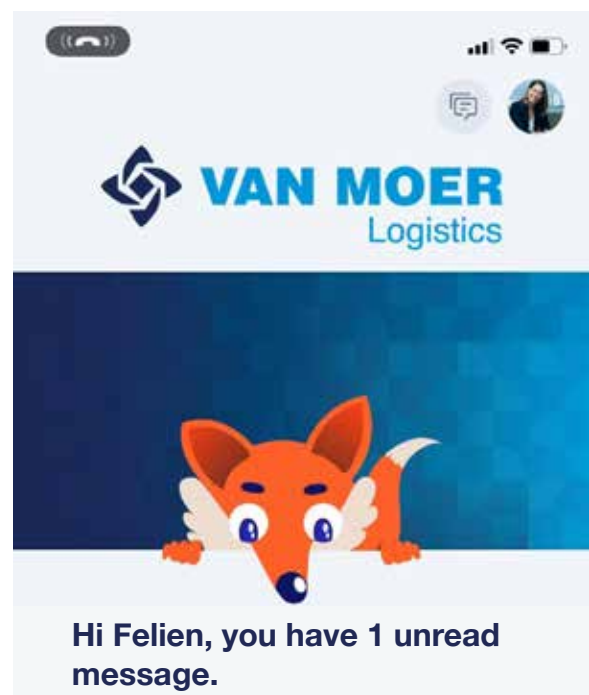
As a company, we also want to be a reflection of society and offer the same opportunities to anyone who wants to seize them.

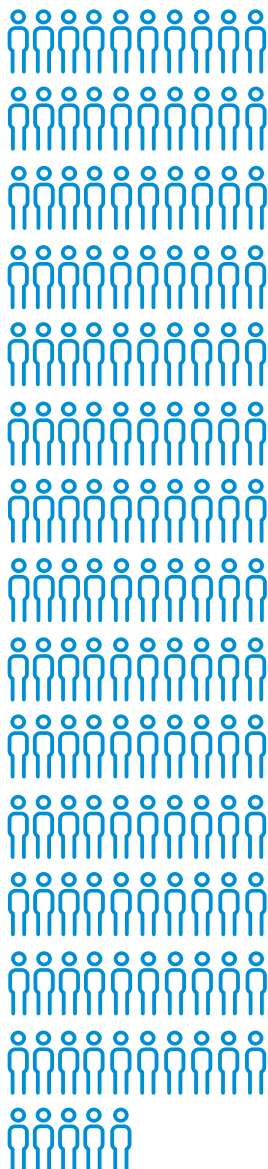


Our port and logistics are a gateway to the world. We also like to let the world itself in through our company gates. Diversity is an opportunity to make us even more creative and agile. Gender, origin or age play no role in this.

Today we have almost 50 nationalities working for us. Although our profession is still very much a male stronghold, we do everything we can to attract female employees as well.

When it comes to recruitment and selection, we try to be flexible in terms of language requirements, as long as it does not compromise safety and good operational practice. We translate our safety instructions into several languages and closely monitor other nationalities who do not speak Dutch and sometimes English. In this way, they too can grow.





1450
employees

44
nationalities

“I am a truck driver, but because I always had the best driving reports, I was asked to become an instructor in addition. That way I can teach our men something.”



Adriana Lijsters,
Driver Instructor

4. SOCIAL RESPONSIBILITY

Our goal:

We are acutely aware of the great responsibility we bear as a company. We therefore try to live up to our role model in society. Our social responsibility policy is aimed at:

4.1 DOING BUSINESS ETHICALLY

4.2 SHOWING INVOLVEMENT

4.1 DOING BUSINESS ETHICALLY

By working long term from a solid value compass, we ensure that everyone feels good about their job and the decisions they have to make.



No opportunity without a fair deal. In its policy statements, the management has endorsed several commitments in which we guarantee all stakeholders that we always aim for:

4.1 GOAL 2021-2022

- 20% higher score on our external sustainability audits through Ecovadis
- Zero violations against our internal policies



- Quality and diversified services
- A safe and healthy work environment
- Risk management
- Behavior-based safety principles
- Care in all we do
- Sustainability
- Ensuring employee rights
- Social commitment and involvement
- Fair and ethical business practice
- Attention to human rights
- Privacy and GDPR
- Zero tolerance for racism, discrimination, violence

Policy documents only have an impact when they are alive. It is our ambition that this vision flows through throughout the organization. The example starts at the top. Through the personal commitment of each manager, the entire company subscribes to these principles. Using targeted actions, we regularly put several focus points back in the light. Our commitments also translate into concrete guidelines for behavior on the shop floor. Our suppliers and partners also commit themselves to follow our standards.

4.2 SHOWING INVOLVEMENT

We are part of our community and take responsibility in all areas.



Social involvement is also expressed in our commitment to contribute to the sustainable growth of the Antwerp port area and its hinterland. We grow strongly organically, but also through investments and our acquisitions. We are committed to the port community and to various organizations.

As a company, we owe a lot to our environment. We give back opportunities where we can. We support education and research, as well as social causes.



Chair Dennie Lockefeer

On January 11, 2019, at the mere age of 42, our dear colleague and strongman within the Executive Committee, Dennie Lockefeer, passed away. Dennie was managing director of Port & Intermodal Logistics. It is impossible to forget someone who gave so much to remember.

Dennie was highly regarded in the port community and particularly in the world of inland shipping for his insights and expertise. For example, he often worked with the Port of Antwerp, the Flemish Government, the University of Antwerp and so many other institutions. To honor Dennie's memory, a chair for fundamental research on intermodal transport has been established at the University of Antwerp. Professor Christa Sys and Marc Van Peel presented the initiative to Jo Van Moer. Jo immediately supported the initiative and managed to obtain a starting amount of 300.000 € from the port community and other companies.

The Dennie Lockefeer Chair focuses on three pillars: research, education and services in inland navigation.

- Initially, the chair consists of a doctorate in inland navigation. Specifically, the chair will look for 'future vision for inland navigation'. This falls under the first pillar: Research.
- In the area of Education, the Dennie Lockefeer Chair annually awards a prize for the best inland navigation thesis and a biennial fee for the Antwerp Inland Navigation School.
- The third pillar, Services, includes a lecture series. The Dennie Lockefeer Chair organizes an annual lecture linked to inland navigation. All the expertise of the Chair is brought together and students and young employees are involved and enthused about inland navigation.



Jo Van Moer at the inauguration of the Chair



Dennie Lockefeer

Animal Assisted Projects

AAP stands for Animal Assisted Projects. The non-profit organization is based in Zwijndrecht and relies on three enthusiastic employees and a lot of volunteers with their sweet, furry buddies who are committed to bringing people and animals into contact with each other. AAP deploys well-trained pairs of owner and animal for therapeutic purposes and in residential care centers.

Dogs and cats are fascinating animals. They manage to create a special bond and contribute to people's physical and emotional well-being. Simply by being who they are. Thanks to the teams of AAP vzw, elderly people can experience the positive effect of a playful, cuddly dog or cat.

A team consists of a trained volunteer and their pet. Their goal? To bring companionship, happiness, friendship and improvement to residential care centers and to give the residents pleasant moments. A fun activity with the dog or cat? A cuddle session? Or a short walk? The team takes care of it.

We sponsored the training of 15 pairs. As a result of our sponsorship, one of our colleagues was also selected as an AAP volunteer together with her faithful four-legged friend.

4.2 GOAL 2021-2022

- Structured dialogue with 10 stakeholders in 2021 and 2022
- Sponsorship of 5 socially relevant projects

Research projects Novimar and Novimove

As a partner in the Novimar Vesseltrain project, supported by the European Commission, we contribute to the development of knowledge on the bundling of inland vessels (so-called platoons) and the optimization of container terminal activities. We are also involved in Novimove, which focuses among other things on optimizing the use of waterways.

Thanks to this research, academics can continue to develop inland shipping knowledge, incorporate it into scientific output and translate it back into education and practice. In this way, students gain knowledge about chain optimization and other current developments in inland navigation. Of course, we also learn from it.





“As a young person, a motivating and stimulating environment is very important to continue to grow as an athlete. Today I ride for Lotto Soudal, but my roots lie in the company’s cycling team.”

Brent Van Moer,
Professional cyclist
Lotto Soudal

Van Moer Logistics Cycling Team

We are big fans of cycling and like to offer children and young people the chance to learn about this sport. That is why we sponsor the youth work with full conviction.

Since the creation of the Van Moer Logistics Cycling Team, many young cyclists have successfully ridden in the club’s colors. Our team is active in a number of different cycling disciplines: road cycling, track cycling and cyclocross. The team strives for a good balance between performance-oriented sports and fun and social activities in a team.

The cyclists are coached by an enthusiastic group of trainers. They are assisted by youth coaches and experienced cyclists. Cycling is possible with the minie-men from the year you turn 8. The final destination of the Van Moer Logistics Cycling Team is the Juniors, after which you can grow into higher categories.

The Van Moer Logistics Cycling Team started the 2021 season with 128 riders. In all categories there is a substantial increase in the number of members. The start of the girls’ team is also a great success. For the first year 9 women Juniors and 7 Newcomers signed up.



10 ASSURANCE

This report was made in collaboration with the sustainability consultancy business Sustacon. The data in this report were validated by Professor Dr. Hans Verboven (UAntwerpen). For questions regarding our sustainability report, please contact Felien Van Oost at felien@vanmoer.com.

Overview table SDGs



1	INTERMODAL SOLUTIONS												
1.1	Increase multimodal traffic	●			●	●	●	●	●	●			●
1.2	Circularity					●	●	●	●	●			●
1.3	Green logistics					●	●	●	●	●			●
2	SUSTAINABLE AND EFFICIENT OPERATIONS												
2.1	Reduce CO ₂ footprint	●			●				●	●			
2.2	Reduce environmental impact	●							●	●	●		
2.3	Continuous improvement					●	●		●				●
2.4	Quality					●	●		●				●
3	COMMITMENT TO PEOPLE AND SAFETY												
3.1	Safe work	●				●		●					
3.2	Open culture and flat structure					●						●	
3.3	Education and training		●										
3.4	No-nonsense communication					●						●	
3.5	Diversity		●	●		●						●	
4	SOCIAL RESPONSIBILITY												
4.1	Doing business ethically			●		●						●	
4.2	Showing involvement	●				●	●					●	●

GRI

In the table on page 43, we provide the index of this report according to Global Reporting Initiative (GRI), the international standard for sustainability reporting. This report provides information on most of the 'foundation principles', the 'core of general disclosures' and a number of 'topic specific' disclosures. We do not claim completeness here, but consider this a first step towards purposefully strengthening our reporting process in the future.

GRI Standard	Disclosure title	Page number
102-1	Name of the organization	Certificates (p. 11)
102-2	Activities, brands, products and services	Transport & distribution (p. 6) Bulk & tank container logistics (p. 6) Warehousing & value adding logistics (p. 7) Port & intermodal logistics (p. 7) Support services (p. 8) Certificates (p. 11)
102-3	Location of headquarters	p. 44
103-8	Workforce information	Commitment to people and society (p. 30-37)
102-9	Supply chain	Sustainable and efficient operations (p. 22-29)
102-14	Statement from senior decision-maker	Preface (p. 3)
102-15	Key impacts, risks and opportunities	Preface (p. 3) The world is changing (p. 12-13) Sustainable strategy (p. 14-15)
102-16	Values, principles, standards and norms of behavior	Preface (p.3) Open culture and flat structure (p. 33)
102-18	Governance structure	Governance (p. 9) Certificates (p. 11)
102-22	Composition of the highest governance body and its committees	Governance (p. 9)
102-43	Approach to stakeholder engagement	The world is changing (p. 12-13) Social responsibility (p. 38-41)
102-45	Entities included in the consolidated fin. statements	Key figures (p. 5) Certificates (p. 11)
102-47	List of material topics	The world is changing (p. 12-13) Sustainable strategy (p. 14-15)
102-50	Reporting period	2020
102-51	Date of most recent report	n/a
102-53	Contact point for questions regarding the report	Assurance (p. 42)
102-54	Claims of reporting in accordance with the GRI standards	Assurance (p. 42)
102-55	GRI content index	GRI (p. 42)
102-56	External assurance	Assurance (p. 42)
201-1	"Direct economic value generated and distributed"	Key figures (p. 5)
204	Procurement practices	Sustainable and efficient operations (p. 22-29)
205	Anti-corruption	Social responsibility (p. 38-41)
301	Materials	Sustainable and efficient operations (p. 22-29)
302-1	Energy consumption within the organization	Intermodal solutions (p. 16-21) Sustainable and efficient operations (p. 22-29)
302-4	Reduction of energy consumption	Intermodal solutions (p. 16-21) Sustainable and efficient operations (p. 22-29)
303	Water	Efficient and sustainable operations (p. 22-29)
305	Emissions	Intermodal solutions (p. 16-21) Sustainable and efficient operations (p. 22-29)
306	Effluents and waste	Sustainable and efficient operations (p. 22-29)
307	Environmental compliance	Intermodal solutions (p. 16-21) Sustainable and efficient operations (p. 22-29)
401	Employment	Social responsibility (p. 38-41)
402	Labor/management relations	Social responsibility (p. 38-41)
403-1	Occupational health and safety management system	Commitment to people and society (p. 30-37)
403-2	Hazard identification, risk assessment, and incident investigation	Commitment to people and society (p. 30-37)
403-9	Work-related injuries	Commitment to people and society (p. 30-37)
404-2	Programs for upgrading employee skills and transition assistance programs	Commitment to people and society (p. 30-37)
405	Diversity and equal opportunity	Commitment to people and society (p. 30-37)
406	Non-discrimination	Social responsibility (p. 38-41)
412	Human rights	Social responsibility (p. 38-41)
413	Community engagement	Social responsibility (p. 38-41)



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