

ANNUAL REPORT 2025

WORKING ON A RESILIENT PORT

TEMP
18°C

DEPTH
15.2M

TRAFFIC
HIGH

SHIPPING VOLUME
141,796



Port of
Rotterdam



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FOREWORD

EXECUTIVE BOARD

Working on a resilient port

The title of our 2025 annual report reflects our focus of the past few years on working to ensure a resilient port. A port that is well-prepared for geopolitical, economic and climate developments. In addition, we gave our full attention to security and strengthening infrastructure. These efforts are taken in service of a port that is an economic engine behind Rotterdam, the Netherlands and Europe, with 182,000 jobs and a GNP contribution of over 23 billion euros.

Pressure on the port industry

However, our position is under pressure and we were very aware of this in the previous year. High energy prices, grid congestion, geopolitical tensions and international competition – in part due to a lack of a level playing field – are influencing industry and the investment climate. More businesses in the port are closing while security of supply and strategic autonomy are becoming ever more important. The Jetten cabinet’s coalition agreement contains proposals that partially answer the concerns and wishes of the port. However, the climate transition requires us to take fundamental decisions to ensure the port’s future. We are working intensively with partners to accelerate CO₂ reduction, such as with projects like Porthos for carbon storage. To ensure an attractive investment climate, it is essential that we have competitive energy prices, a modern infrastructure and a strong labour market. Our Corporate Strategy 2025-2029 is the framework for this. Together with the Port Vision 2050, Shore Power Implementation Agenda 2035, the Climate Transition Plan and the Nature Vision, which were published in 2025, the strategy gives direction to our decision-making. They bring focus to our actions, which are aimed at a resilient and sustainable port and a more autonomous Netherlands and Europe.



Investing in tomorrow’s port

Our stable financial result in 2025 allows us to continue investing in infrastructure, innovation and security, to guarantee stability and future prosperity. In 2025, we took significant steps with our partners. The CCS project, Porthos, made significant progress; major investment decisions for new shore power facilities were taken and several shore power installations were commissioned. We worked with grid operators and Deltaliq on solutions for grid congestion. Clients also invested. For instance, the construction of a green hydrogen factory for Air Liquide shows that Rotterdam is the place to be for the new economy. In addition, we introduced discounts on sea port dues to stimulate sustainable choices. Furthermore, we strengthened the accessibility of the port with developments like the start of construction on a new railway yard on Maasvlakte 2 and the widening of the Yangtzekanaal. Moreover, we are exploring the possibility of a seaward expansion of the port.

Joining forces

With our efforts, we are not only strengthening our partners' confidence in us, but we are also demonstrating that resilience and sustainability can reinforce one another. For themes such as investment climate, resilience and transition, intensive coordination is crucial. Therefore, we work with clients, governments and knowledge institutions on future-proof solutions, such as ensuring a good investment climate, collective security initiatives via FERM Seaports and our intensive collaborations with Defence. These collective efforts strengthen our resilience and will help us to tackle the major challenges of the coming years.

Connection to the city and our society

Our social responsibility is rooted in the belief that partnership leads to a strong and inclusive society. In 2025, we paid particular attention to the connection between the port, city and region: via the Youth Education Fund, we support schools and in Rotterdam-Zuid, employees are volunteering. We also opened our new interactive port experience centre, Portlantis, which drew large numbers of visitors from day one. Thank you to our clients, stakeholders and employees for the successful and essential cooperation. Together, we strengthen today's port and build towards a sustainable port for tomorrow.

The Executive Board

Boudewijn Siemons, Vivienne de Leeuw and Berte Simons

2025 AT A GLANCE

2.1 Milestones 2025



2.1 MILESTONES 2025



Port of Rotterdam Authority partner of Jeugdeducatiefonds

We support this initiative with €150,000 annually. This fund helps increase the development opportunities of children growing up in (relative) poverty. This partnership aligns well with our purpose: "Connecting the world. Building tomorrow's sustainable port."



Opening of Portlantis

On March 19, 2025, Mayor Carola Schouten opened the new Portlantis port experience center. This interactive experience center is the place to discover and experience the port of Rotterdam. Portlantis tells the story of the port, both now and in the future.



Shore power installations in the port of Rotterdam

On March 31, 2025 the Cruise Port Shore Power's facility at the Holland Amerikakade was officially taken into use. The AIDA Nova was the first cruise ship to use the new facility. With the commissioning of the shore power facility, Cruise Port Shore Power is anticipating European regulations. In the coming years, shore power facilities will also be installed at three of the four deep-sea terminals by Rotterdam Shore Power, a subsidiary of Eneco and the Port of Rotterdam Authority.



Together towards a competitive, sustainable and resilient port in 2050

The Port Vision 2050 was presented in November 2025. In this new vision, the Port of Rotterdam Authority aims for the port to be climate-neutral by 2050 and make a significant contribution to a circular society. Due to geopolitical developments and threats, "agile and resilient" is a relatively new, yet important, theme in the new Port Vision.



Start construction of Maasvlakte Zuid railway yard

The Port of Rotterdam Authority, ProRail, and Swietelsky Rail Benelux gave the go-ahead for the construction of the Maasvlakte Zuid railway yard (EMZ) in 2025. The first phase of the project includes the construction of the first bundle of six sidings, suitable for 740-meter trains, and various connections to existing rail infrastructure.



The Port of Rotterdam Authority presents the new Nature Vision

The Port of Rotterdam Authority is working towards a nature-inclusive port, where economic development goes hand in hand with the restoration and conservation of nature and biodiversity in the Rhine-Meuse Delta. We present this vision for the future in a new Nature Vision. This vision was developed in collaboration with Naturalis Biodiversity Center and aligns with our ambition to become a net-positive port.



The Port of Rotterdam Authority continues to invest in the surroundings

The Port of Rotterdam Authority is extending the Port Environment Fund until 2030. Starting in 2026, we will make €1.5 million available annually for projects that contribute to improving the quality of life in municipalities in and around the Rotterdam port area.



Most sustainable client in construction

Cobouw and PwC have named the Port of Rotterdam Authority the most sustainable client in the construction industry. For the Cobouw Awards, they assessed the sustainability policies of approximately fifty clients. The Port of Rotterdam Authority stood out. A prime example of sustainable construction is the company's own charging station for the electrical equipment on the Princess Alexia Viaduct.

THE PORT OF ROTTERDAM AUTHORITY

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3.1 PROFILE AND STRATEGY

Profile of the Port of Rotterdam Authority

Purpose

‘Connecting the world. Building tomorrow’s sustainable port’

Our purpose has two pillars:

- **Connecting the world:** As an international port, we connect the world every day – it is in our blood. We have been doing this for years and will continue to do so for generations to come.
- **Building tomorrow’s sustainable port:** Together we are building a future-proof and sustainable port. We take responsibility for contributing to a better living and working environment for everyone. We are working towards a climate-neutral port, enabling smart and ‘green’ supply chains, boosting renewable energy and facilitating circular industry.

Core tasks

The Port of Rotterdam Authority manages, operates and develops the Rotterdam port and industrial complex and is responsible for promoting effective, safe and efficient shipping operations in the port and coastal approach area.

As a world player and regional partner, we serve public interests while achieving commercial ambitions. We take our social responsibility seriously and ensure financially sound operations. Together with governments, companies, partners and residents, we work on solutions that make a difference today while contributing to a sustainable future.

Core values

Connection, respect, resilience and focus are the new core values of the Port of Rotterdam Authority:

- **Focus:** We set priorities, make resolute decisions and finish what we started.
- **Respect:** We respect each other, our environment and the earth.
- **Resilience:** We are flexible, recover quickly and are ready for the future.
- **Connection:** We work with and for our clients, other stakeholders and each other.

These four values have been chosen based on our purpose and are intended to support the new corporate strategy.

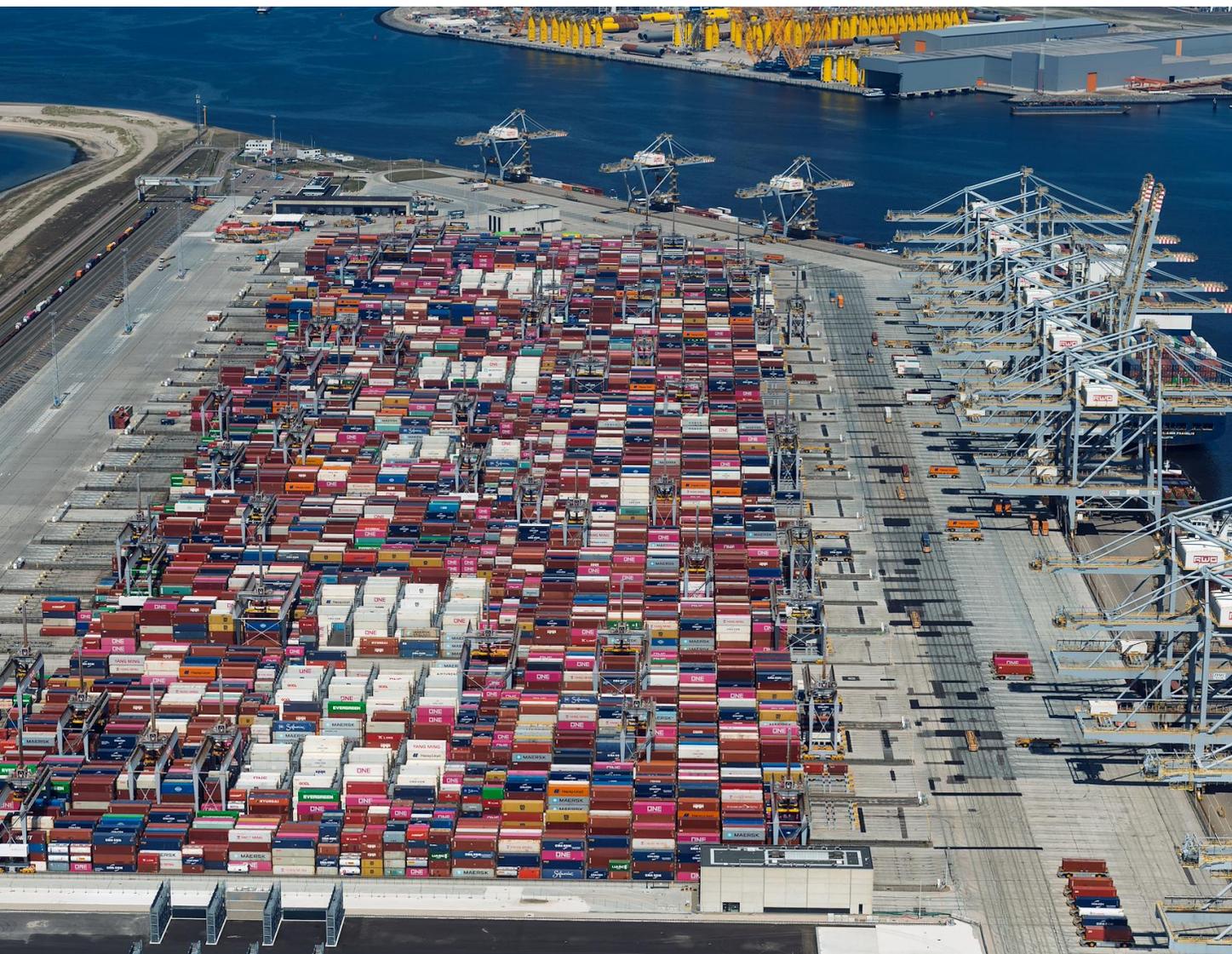
Corporate Strategy 2025–2029

It is our mission to create economic and societal value by working with clients and stakeholders to achieve sustainable growth. Our purpose – ‘Connecting the world. Building tomorrow’s sustainable port’, together with our mission, form the basis for our four strategic focal points:

In balance with society and environment

The Port of Rotterdam Authority is committed to improving the living environment, safety, nature and biodiversity in and around the port. Our ambition is to connect the port to its locality and promote a balanced and inclusive labour market. By balancing our port even more closely with the society and its environment, we guarantee a future with broad-based support.

The material themes underlying this focal point are explained in the table below: air pollution, soil contamination, nature & biodiversity, water contamination, occupational safety, chain security, subversive crime and nautical safety.



Climate neutral and circular

The Port of Rotterdam Authority seeks to play a leading role in the energy and resource transition. We do this by creating the right conditions for our partners in logistics, energy and production. Our ultimate goal is climate neutrality, which we aim to achieve by transforming the port and industrial complex into one that produces clean energy carriers and uses sustainable, circular raw materials.

The material theme underlying this focal point is climate mitigation.

Resilience, security of supply and strategic autonomy

The Port of Rotterdam Authority aims for a resilient and flexible port that can cope with economic fluctuations, disruptions in supply chains and unexpected climate events. Additionally, we aim to contribute to the security of supply of energy, food and other essential materials in Europe, and ensure that the industry in the port remains competitive, so that Europe maintains its strategic autonomy.

The material themes underlying this focal point are digital & physical resilience and climate adaptation.

Future-proof earning power

The Port of Rotterdam Authority aims to promote the business climate in the Netherlands and Europe. We want to achieve this by providing excellent port infrastructure and maritime access, contributing to the availability of affordable (renewable) energy and optimising operational performance within the port itself.

3.2 HOW WE CREATE VALUE

OUR RESOURCES

Our people

- 1,440 employees
- 30.8% are women
- 188 external employees

Financial information

- € 4.8 billion equity
- € 1.4 billion debt

Infrastructure and space

- € 291.4 million investments

Dialogue with stakeholders

We continuously engage with our stakeholders to sustain our social and economic value.

OUR CORE VALUES

| | |
|------------|------------|
| FOCUS | RESPECT |
| RESILIENCE | CONNECTION |

OUR STRATEGY

| | |
|---|---|
| In balance with society and environment | Resilience, security of supply and strategic autonomy |
| Climate neutral and circular | Future-proof earning power |

OUR STAKEHOLDERS

| | |
|--------------|-----------------|
| Shareholders | Local residents |
| Employees | Suppliers |
| Customers | NGOs |

OUTPUT

Climate mitigation

- CO₂ emissions PIC: 19.1 Mton

Air pollution

- Nitrogen dioxide: 19,830 tonnes/year
- Particulate matter: 1,091 tonnes/year
- Volatile organic compounds: 10,571 tonnes/year

Occupational safety

- Lost Time Injury Frequency rate: 1.15
- Total Recordable Frequency rate: 1.53

Climate adaptation

- Quality of port infrastructure: 8

Subversive crime

- Stakeholder appreciation of our role: 8.2

Nautical safety

- Major nautical incidents: 0

Digital and physical resilience

- Incidents in vital systems: 0

CREATING VALUE



SDG 3 Good health and well-being

A safe port for workers and local residents.



SDG 7 Affordable and sustainable energy

Investment in, distribution and use of sustainable energy.



SDG 8 Decent work and economic growth

A port where people want to work.



SDG 9 Industry, innovation and infrastructure

Development of sustainable industry and the stimulation of innovation in the port.



SDG 13 Climate action

Climate change mitigation and contributing to solutions.

As a developer of the port of Rotterdam, we are increasing our positive impact in a targeted way. In this way, we are strengthening both the economic and societal value for our stakeholders. The value creation model below shows how we deploy our resources to achieve our strategic priorities. With the aim of creating sustainable value for the port and society together.

Our resources

We create value with four resources. First, we have **our people**: the employees of the Port of Rotterdam Authority who contribute knowledge, expertise and engagement. Our **financial resources** enable us to invest in infrastructure and the energy transition, among other things. With our **infrastructure and available space**, we build towards a future-proof port. And our ongoing **dialogue with stakeholders** allows us to increase support for the port. Together, these resources create impact and progress.

3.2.1 Employees and organisation

At the Port of Rotterdam Authority in 2025, 1,440 internal and 188 external colleagues dedicate themselves daily to a safe and future-proof port. Our employees fulfil a variety of positions in areas such as commercial, nautical and infrastructure. Within the Harbour Master's Division, 457 colleagues work on public tasks. The other 983 employees focus mainly on private tasks such as development, maintenance and commercial activities. By collaborating intensively – internally and with our clients and stakeholders – we are achieving results in a dynamic and often complex environment. We are proud of our port and the contribution we make to the Netherlands and Europe.

| Headcount | Male | Female | X | Total |
|---------------------------------------|------------|------------|----------|--------------|
| Employees with a permanent contract | 875 | 375 | 0 | 1,250 |
| Employees with a fixed -term contract | 122 | 68 | 0 | 190 |
| Employees with a zero hours contract | 0 | 0 | 0 | 0 |
| Total as per 31-12-2025 | 997 | 443 | 0 | 1,440 |

Satisfied employees

Every year, we collect data on our employees' experiences at work with our employee survey. Among other things, we measure the eNPS (Employee Net Promoter Score). This is an internationally applied method of measuring employees' enthusiasm about the company. Our score was +29 (+28 in 2024). The national average is +6. We are proud of this excellent score.

Organisation & Governance

To properly implement our strategy, we need greater focus. To succeed, we need to ensure that there is clarity on who is responsible for starting, prioritising and implementing initiatives. In this way, we can govern effectively and make the right decisions. That's why we introduced the Organisation & Governance project in 2025. In this project, we research our organisational structure, governance and decision-making. The decisions taken on the organisational changes and the way we create greater focus came into effect on 1 January 2026.

3.2.2 Throughput and financials

Last year was a solid financial year for the Port of Rotterdam Authority. Revenue, consisting of port dues and rental and leasehold income, grew 6.6% to €940.4 million (2024: €882.0 million). The port dues increased, which was partly due to indexation and partly the effect of a lower call size, which leads to a higher price per tonne. Rental and ground lease revenues increased mainly due to new contracts, indexations and price revisions.

Operating expenses rose 12% to €356.8 million. The increase was mainly the result of an increase in IT costs due to various major projects and more extensive cybersecurity activities. Additionally, the effect of the CBA increase is visible in wages, salaries and social security charges.

Earnings before taxes, interest, depreciation and amortisation (€340.9 million) remained the same as in 2024. The net result fell 2.8% to €266.0 million, in part due to higher taxes.

Gross investments came to €291.4 million, including capital contributions to participating interests. The largest investment of 2025 were made in the Alexiaviaduct (€23.3 million) and the Maasvlakte Zuid railway yard (€20.1 million). The chart below shows our investments over the past 5 years.



Throughput in the port of Rotterdam

In 2025, the total volume of freight throughput in the port of Rotterdam was 428.4 million tonnes. Throughput fell by 1.7% compared to 2024. The largest decline was in dry bulk.

| (Gross weight x 1,000 tonnes) | 2025 | 2024 | Difference (number) | Difference (%) |
|-------------------------------|----------------|----------------|---------------------|----------------|
| Dry bulk cargo | 66,562 | 71,190 | -4,628 | -6,5% |
| Liquid bulk cargo | 196,974 | 200,027 | -3,054 | -1,5% |
| Total bulk cargo | 263,535 | 271,217 | -7,682 | -2,8% |
| Containers | 133,167 | 133,400 | -232 | -0,2% |
| Break bulk | 31,669 | 31,182 | 487 | 1,6% |
| Total general cargo | 164,836 | 164,582 | 254 | 0,2% |
| Total cargo throughput | 428,372 | 435,799 | -7,428 | -1,7% |
| Total numbers of containers | 8,150,295 | 7,962,299 | 187,996 | 2,4% |
| Total TEUs | 14,244,954 | 13,819,761 | 425,193 | 3,1% |

Our market share in the Hamburg – Le Havre range in 2025 (through Q3) was 36.6%. Relative to 2024 (37.1% through Q3), our market share decreased.

Throughput of dry bulk

Dry bulk throughput fell by 6.5% compared to 2024. The supply of iron ore and scrap fell by 11.5%, primarily due to larger volumes of iron ore and coking coal as a result of the weak European steel market. Coal throughput fell by 8.7%, largely due to a lower supply of coking coal that blast furnaces use for steel production. The throughput of agribulk increased by 6.3%, chiefly due to a sharp increase in imports of oilseeds such as soybeans, soybean meal, and rapeseed.

Throughput of liquid bulk

Liquid bulk throughput declined by 1.5%. The fall mostly concerned mineral oil products (-12.6%) and other liquid bulk (-3.1%). Reasons: unfavourable market, making storage not lucrative; arbitrage between regions were not open or were more favourable for transport to Asia. The growth in 2023 and 2024 following the sanctions against Russian oil products seems to have run its course and demand remains limited.

The throughput of other liquid bulk decreased by 1.1 million tonnes (-3.1%), largely due to the lower throughput of chemical products. The throughput of crude oil rose by 3.4%, due to improved refinery margins compared to 2024. LNG throughput rose further by 15.1% to 13.0 million tonnes, primarily due to the replenishment of gas stocks in Europe.

Throughput of containers and breakbulk

Container throughput grew in 2025 by 3.1% to 14.2 million TEU (Twenty-foot Equivalent Unit). This increase was primarily the result of increased European consumption. In tonnes, the container throughput fell slightly by 0.2% to 133.2 million tonnes. The import of full containers rose thanks to higher consumer expenditure. The export of full containers declined, however, due to the weaker competitive position of European industry, American import tariffs and China's stronger focus on internal sourcing. Therefore, more empty containers without cargo returned to Asia. This explains why the throughput in TEUs rose, while the throughput in tonnes fell.

Breakbulk throughput (Roll-on/Roll-off (RoRo) and other breakbulk) increased by 0.9% to 31.7 million tonnes. The throughput of RoRo increased by 0.1% to 25.6 million tonnes. Volumes to and from the United Kingdom have not yet recovered from the sluggish economy. Other breakbulk throughput rose 4.4%. This increase was the result of the throughput of pipe parts for the construction of Porthos, steel plates and due to more supplied monopiles.

3.2.3 Quality of port infrastructure

Strong infrastructure and a good connection to the hinterland strengthen the position of Rotterdam as Europe's logistics hub. These are essential for resilient chains and optimal connections via road, rail, water, cables and pipeline networks. Following significant investments in physical infrastructure, we are focusing on digitalisation and innovation. Digitising our assets, such as quays, gives us insight into construction, use and maintenance. This leads to more efficient cargo handling, lower costs and reduced emissions. Transparent chains and efficient data exchange make logistics more resilient. We offer clients multimodal accessibility and sustainable transport options. Together with the State, provinces and business sector, we are working on the optimisation of the Rotterdam hub, strengthening the freight corridors and making the modalities more sustainable.

Innovation and sustainability

With our Infra Innovation programme, we are improving maritime structures, aiming for lower costs and reduced emissions. For example, we use sensors, data analytics and advanced computational tools to extend the life of infrastructure. We are also optimising maritime infrastructure and controlling costs with innovations such as smart dredging, underwater anchors, smart bollards and steel tube piles.

Targeted digitisation with Port Reference Architecture

The Port of Rotterdam Authority wants to make the port of Rotterdam a smart follower. Digitalisation plays an important role in this. To utilise information in the port ecosystem effectively, we developed the Port Reference Architecture (PRA). This model describes how digital information creates value within four layers: space & location, infrastructure, transport and logistics. These layers are connected to four port phases: approaches, port call, in the port and corridors. Each layer provides value to the layer above it. For example, infrastructure supports transport and generates good information about objects' value for other layers. The PRA details where information can be found, when it is valuable and who the owner is.

The future vision is a digitally integrated port in which real-time information from all layers and phases is available. This vision is already implemented in practice. We are already using data about infrastructure and current sailing routes to optimise processes and to better plan maintenance. This integration makes the port more efficient, safer and more sustainable. Supply chains can be better scheduled, maintenance is more predictable and emissions are lower.

Strong data position of Harbour Master's Division

The Harbour Master's Division (DHMR) ensures order and safety in the port of Rotterdam 24/7. With public law powers granted by the State and surrounding municipalities, DHMR guides shipping safely and efficiently. Thanks to intensive monitoring and remote advice, the organisation possesses valuable data, such as arrival reports, hazardous substances, incidents, inspections and nautical infrastructure. The strong data position allows DHMR to continually improve shipping planning and port call. Close cooperation and data sharing with nautical service providers are equally important.

Accessible by water, road, rail and pipelines

All (digital) efforts lead to the good accessibility of the Rotterdam port and industrial complex by inland waterway, road, rail and pipeline.

Collaboration and multimodal approach

Guaranteeing the accessibility of the port of Rotterdam and therefore the leading position of the Netherlands in logistics as an entry port to Europe requires a multimodal approach. Within this, the supply chain in the port area and the hinterland must work together to ensure a quick, efficient, digitalised and sustainable handling of transports. Representatives of the ministry of Infrastructure and Water Management, the Port of Rotterdam Authority, the supply chain, local government, sector organisations and other stakeholders consulted with each other on this important matter in 2025. They agreed to develop a collective multimodal approach, which is to be drafted and agreed upon by the parties concerned by mid-2026.

Water

The port has a maximum depth of 24 meters, making it accessible to the world’s largest deep-draught vessels.



- Total area of the port **12,470 ha**
- land area **8,103 ha**
- Water area **4,367 ha**
- Total length of Rotterdam port area **42 km**
- Issuable land **639 ha**
- Water depth relative to New Amsterdam Level (max.) **24.6 m**
- Quay walls **75.9 km**
- Jetties for sea and inland shipping **123**
- Banks (inclines) **171.3 km**

Deployment of shore power

To reduce emissions and noise pollution, we developed a programme to improve the quality of shore power facilities for inland shipping and to extend it to all public berths. Within this programme, we work closely with the users. We also worked with Rijkswaterstaat to create a good digital connection, so skippers of inland vessels can log in and pay with their own app.

Vessels planned efficiently by the port

Nextlogic is the integrated planning for inland container shipping in the port of Rotterdam. This system optimises planning and thereby provides greater peace of mind, higher reliability, shorter port stay times and lower emissions. Terminals make the best use of their quays and cranes, while inland vessel operators spend less time planning and rotating their vessels.

Expansion and improvement of berths

For inland vessels, there are times when, for example, a terminal quay is not yet available. Then it is convenient to be able to wait in port. We facilitate this by providing public berths. Each year, we renovate and modernise a number of berths in the port.

Robust waterway corridors

Because inland shipping provides much of the hinterland transport to and from Rotterdam, reliable waterways are important. Planned works by Rijkswaterstaat are coordinated to minimise disruption to shipping and other traffic as much as possible. Moreover, we work with our partners in the MIRT programmes south-east and south freight transport corridors, and on a robust waterways network. An important milestone is the widening of the Julianakanaal in Limburg. This will allow larger vessels to sail between Rotterdam and the ports in Limburg, which improves efficiency.

Within the Rotterdam Realisation Pact, we are researching the development of an inland vessel shuttle service in Rotterdam with the Province of Zuid-Holland and the Ministry of Infrastructure and Water Management. This service must be able to operate zero emissions in the long run, and contributes to the transition of cargo from roads to water.

Road

Road infrastructure plays a vital role in the transit of freight to and from the port. The growth of e-commerce and distribution centres makes port and hinterland accessibility increasingly important.

Railway tracks

The rail network is an essential part of the port’s multimodal transportation strategy. The rail modality is especially of important strategic value for longer distances and service areas that are less accessible to inland shipping. It provides a sustainable alternative to road transportation and helps reduce road congestion.

More sustainable rail transportation

We are working to create optimal connections via all modalities and are promoting transport by inland vessels and rail (modal shift) to reduce CO₂e emissions. In collaboration with governments and companies, we are expanding the proportion of rail transport in European freight transport. The subsidy scheme ‘Stimulating modal shifts from road to water or from road to rail 2023-2025’ made an important contribution to this. 9 million euros has been made available from the State budget for the Freight Transport Incentive Programme in the period 2026-2027 to stimulate the modal shift: 7 million for transport by water and 2 million for transport by rail.

Cables and pipeline networks

Cables and pipelines are the backbone of the port’s energy and industrial sectors. They provide safe and efficient transportation of electricity, data, liquids and gases. In the previous year, we invested in the expansion of the pipeline corridor on the Moezelweg.

3.2.4 Stakeholder dialogue

We are in close contact with various stakeholder groups: employees, clients, strategic stakeholders, local residents, the public and suppliers. Strategic stakeholders represent a group and speak from that position. This includes our shareholders, governmental authorities (political and bureaucratic) and NGOs (non-governmental organisations), as well as industry and business organisations, such as Deltalinqs (representing port businesses) and resident groups.

Stakeholder surveys

Once every two years, an independent firm carries out a **stakeholder survey**, the last one being in 2024. The survey provides insight into how strategic stakeholders perceive engagement with the Port of Rotterdam Authority and the port. The Port of Rotterdam Authority is viewed as a strong brand with a good international reputation and is valued for its professionalism, among other things. Our stakeholders rated us with a 7.7 (7.2 in 2020, the stakeholder survey was not carried out in 2022).

In 2025, an external firm carried out a **reputation survey** of the local residents of the port of Rotterdam and the Dutch general public. A good reputation is important for the future success of the port of Rotterdam and the Port of Rotterdam Authority. It results in more understanding, backing and support among our stakeholders and increases our room for entrepreneurship. The good scores in 2025 show that the reputation and support for the port of Rotterdam remain high. The survey of the Dutch population and local residents has a scale of 0 to 100. A result over 80 is excellent and a score between 70 and 80 is good. The table shows the port of Rotterdam’s reputation score among local residents and the Dutch general public:

| Rotterdam port | | 2025 | 2023 |
|-----------------|-----------------|------|------|
| Local residents | Reputation | 82.2 | 81.1 |
| Dutch public | Reputation | 79.7 | 77.3 |
| Local residents | License to grow | 77.2 | 74.8 |
| Dutch public | License to grow | 77.1 | 73.6 |

Local residents and the Dutch public remain proud of the port of Rotterdam. The scores are more positive than the result of the 2023 survey. The fact that the port is world class and offers major economic and societal value remains the cornerstone of the port’s good reputation. There is wide backing for the port’s future growth, both among local residents and the general public. However, the quality of the living environment remains a point of concern. The environment could be nicer, more beautiful and – most importantly – healthier, certainly now the health impacts of industry are being spoken about more often. Striving to be in balance with the environment is therefore a focus of the corporate strategy. Another important point of attention is security, particularly in relation to the storage and throughput of ammonia and tackling drug-related crime in the port.

The Port of Rotterdam Authority’s reputation and ‘licence to operate’ was also surveyed among local residents and the Dutch public. The table below shows the scores:

| Port of Rotterdam Authority | | 2025 | 2023 |
|-----------------------------|-----------------|------|------|
| Local residents | Reputation | 79.8 | 77.1 |
| Dutch public | Reputation | 79.9 | 78.5 |
| Local residents | License to grow | 81.5 | 78.4 |
| Dutch public | License to grow | 80.5 | 78.4 |

In the **Client Satisfaction Survey** conducted in 2025, we received a 7.1 (2024: 7.4). The Net Promoter Score fell from +33 in 2024 to +8 in 2025. This drop can be attributed to infrastructure problems (rail in particular), grid congestion and the Port of Rotterdam Authority’s communication and client-friendliness regarding these subjects. Our clients are of the opinion that the foundations – such as our geographical position and good connections – are good, however, the circumstances, such as the investment climate, changing laws and regulations and uncertainty regarding nitrogen, have worsened.

Our social impact

Our activities affect society, such as the economy and employment, the living environment, energy transition, climate and safety. We aim for sustainable long-term value creation and consider economic, environmental, social and governance impacts. We distinguish between the impact we have directly as a company and the impact of our clients in the port and industrial complex over which we have less direct influence.

Dialogue with civil society stakeholders

The Port of Rotterdam Authority is a relevant social player. We consider it important to be in contact with our locality. This keeps us abreast of what is going on and helps us to explain through dialogue who we are and what we do. In 2025, we had contact with various NGOs. And we have been in dialogue with some for many years. Some of the main topics of conversation were the speed of the port’s transition to a sustainable, climate-neutral and fossil-free industry, the nitrogen issue and the ongoing search for a better realisation of the environmental compensation at sea for the construction of Maasvlakte 2.

As an organisation, the Port of Rotterdam Authority is committed to the Paris Climate Accords commitments and is determined to work with our clients and partners to create a carbon-neutral port by 2050. This involves doing what is reasonably within our power to enable the transition globally and maintain Europe’s security of supply and strategic autonomy.

Connecting the city and port

The Port of Rotterdam Authority feels a strong connection with the city and region. Every day, we work with colleagues from the Municipality of Rotterdam and other partners to develop the city and port. We do this in part by taking care of the security in the port, initiating projects for the energy transition, improving living and working in, for example, the M4H area, acquiring companies and hosting foreign delegations.

We also invest in culture, sports and recreation to make Rotterdam appealing as a place to live and set up a business. Every year, we support more than 30 icons of Rotterdam, such as Blijdorp, De Doelen, Luxor and the Maritime Museum and events like North Sea Jazz and the World Tennis Tournament. We contribute over 2 million euros per year to these initiatives. We also manage the Environment Fund (€1.5 million) for projects that improve the living environment, the DeltaPort Donation Fund (€150,000) for welfare and culture in the city and region, and we make a financial contribution to the Youth Education Fund (€150,000), which supports schools to give children maximum opportunities for development. We are also the main sponsor of the World Port Days, the event that unites the city and port. And last but not least: in 2025, the new port experience centre Portlantis officially opened.

Social innovation

The Port of Rotterdam Authority is working with partners to create a port that is in balance with its environment. We improve the living environment, increase security and protect nature and biodiversity. Simultaneously, we invest in an inclusive labour market that everyone can participate in. We capitalise on our strong starting point and set the course for a future in which the port gives more than it takes.

Social innovation is part of this ambition. We are linking economic growth to social progress by committing ourselves to inclusivity, education and well-being. For example, we're strengthening the resilience of the workforce and business climate in the region. We are contributing to a safe and inclusive port by actively attracting new talent, facilitating labour mobility, promoting diversity and inclusivity and making working in the port more visible, accessible and attractive. To achieve this, we are collaborating with partners: educational institutions, governments and the business community. This allows us to build towards a socially and economically healthy city and port.

We are investing in:

- Strong education and smooth transitions to the labour market;
- Diversity, inclusivity and equal opportunities for everyone;
- Technological and process innovation;
- Social innovation as an answer to labour shortages.

Ongoing initiatives

- Enhancing the visibility, attractiveness and accessibility of working in the port of Rotterdam.
- Increasing the number of applicants per vacancy in the port.
- Encouraging more graduates from vocational (MBO), higher professional (HBO) and university (WO) education to pursue careers in the port.
- Investing more in lifelong learning opportunities for students and employees.
- Promoting diversity and inclusive employment practices.
- Strengthening the port of Rotterdam's positioning in the (international) market.

Room for transition

Together with stakeholders, the Port of Rotterdam Authority is committed to creating an optimal investment climate with room for transition. We are focused on sustainable development of the port and industrial complex, improving infrastructure and industrial sites and strengthening the living environment. We share knowledge, offer space for development, guarantee safety and accessibility and support companies with permit requests.

Freehold land is limited to 639 hectares, and most of the sites are long-lease. It is difficult to find suitable space for many new activities. That is why we are working closely with existing companies on the transition.

Through NOVEX Rotterdam port, the State, region and port are joining forces. The implementation agenda translates collective ambitions to concrete projects and agreements. The focus lies on:

- Accelerating the energy transition in the port;
- Strengthening the metropolitan region;
- Improving the balance with the living environment.

NOVEX partners are researching how we can make smarter and more intensive use of the port area, what opportunities regional industrial sites offer and whether a seaward expansion is necessary, desirable and feasible. In doing so, they take into account flood risk management, nature, nitrogen and sand reserves. Together we take difficult decisions and collaborate closely in the implementation and financing of the changes.

This collective approach strengthens the position of the port of Rotterdam as a sustainable, strategic and future-proof access port to Europe.

Space-intensive sectors

In the port of Rotterdam, space-intensive sectors are rapidly sprouting, however, the number of plots that can be issued is limited. During the transition to climate neutrality and circularity, the existing industry will be converted, which requires space. The construction, conversion and any dismantling over time is complicated and requires timely solutions to any bottlenecks in the timing of space supply and demand. Besides the demand for space for existing sectors, there is an increasing need for space for State programmes, like defence, nuclear power plants (including Small Modular Reactors) and offshore wind power. Small Modular Reactors are small, modular nuclear reactors that are built in factories and assembled on location, with the aim of producing carbon neutral energy. There are also significant social challenges in the area around the port that require sufficient physical and environmental space, including for the construction of new housing and the improvement of the quality of the living environment.

NOVEX Port of Rotterdam

A NOVEX area is a region with national significance, which means there is more intensive collaboration between the State, Province, Municipality of Rotterdam and the Port of Rotterdam Authority. NOVEX is an acronym for Nationale Omgevingsvisie Executiekraacht (National Environment Vision Execution) and is focused on areas where large spatial challenges converge. NOVEX accelerates decision-making, investments and policy alignment towards 2050 and beyond.

Economic impact

The economic significance of the Rotterdam port and industrial complex is huge. The [Havenmonitor 2025](#), a study carried out by Erasmus UPT and Berenschot commissioned by the Ministry of Infrastructure and Water Management, shows that the direct added value of the port of Rotterdam is €15.8 billion. If we include indirect added value, the port of Rotterdam contributes 23 billion euros, which is 2.1% of Netherlands Gross Domestic Product (GDP). The port of Rotterdam provides direct and indirect employment to 182,000 workers.

The Sustainable Development Goals



SDG 3
Good health
and well-being



SDG 7
Affordable and
clean energy



SDG 8
Decent work
and economic
growth



SDG 9
Industry,
innovation and
infrastructure



SDG 13
Climate action

Our efforts to ensure a healthy and attractive environment and a safe working and living environment contribute to SDG 3 and SDG 13. Our energy transition efforts contribute to SDG 7 and SDG 13. At the same time, the theme relates to SDG 9. After all, we provide space for future-proof business activity by investing in physical and digital infrastructure. A vital port is inclusive insofar as it provides direct and indirect employment for all walks of life. This represents our contribution to SDG 8 and SDG 9.

3.3 SCENARIOS PROVIDE DIRECTION

The Port of Rotterdam Authority is looking ahead to 2050 and using four future scenarios to inform its strategic choices. These scenarios explore how geopolitics, technology, economics and societal trends may affect the port. They help us to stay flexible and focused in a world of uncertainty.

- **Connected Deep Green:** Global cooperation on accelerating digital transparency in supply chains and commitments to global climate change targets should result in global carbon neutrality by 2050, high economic growth and a maximum temperature rise of 1.5 degrees this century.
- **Regional Well-Being:** From a shared commitment to transition, it is projected that the lack of sufficient global trust will lead to a tilt towards a regional focus on a clean and healthy environment, privacy and well-being by early 2030. This will result in a deterioration in the investment climate for basic industry in Northwest Europe and subdued economic growth. This is supposed to result in global carbon neutrality by 2070.
- **Wake-Up Call:** After a decade of stable global geopolitics and a focus on efficiency and financial prosperity, growing concerns are emerging about the extreme negative impacts of climate change. This provides a wake-up call, leading to a fast and late transition to renewable energy, strategically strong EU policies and moderate economic growth. This is supposed to result in global carbon neutrality by 2070.
- **Protective Markets:** A world with distrust between power blocs, global geopolitical tensions and suboptimal integration in supply chains. There are competing economic interests in a fragmented world with a focus on self-sufficiency, financial prosperity, resilience and defence. No global carbon neutrality before 2100 and low economic growth.

Transition risks and opportunities: insight and action

The transition to a low-emission economy poses risks for emission-intensive and emission-dependent activities in the port. More stringent policies may make certain resources or fuels scarce or even prohibited. Changing consumer preferences may affect support for companies in the Rotterdam port and industrial complex.

To enable us to better anticipate this, in 2022, we collaborated with Oxford Economics to develop throughput prognoses for the various new and existing freight flows through Rotterdam based on the four future scenarios for 2050. The worldwide dynamics are modelled in a demand-driven model, which brings focus by adding details that are specific to the Rotterdam port and industrial complex. Below, we compare the two most extreme scenarios:

- Connected Deep Green (up to 1.5 °C policy, with more transition risks)
- Protective Markets (minimum 2.5 °C policy, with fewer transition risks)

The main conclusion: the business model will remain resilient until 2030. While policy, technological, market and reputational risks have an impact, revenues will remain stable thanks to long-term leasehold contracts and the price elasticity of port activities. At the same time, opportunities will arise for new freight flows, such as hydrogen, biofuel and circular resources.

ESG REPORT

4.1 General information about our report

4.2 Double Materiality Analysis

- 4.2.1 Climate mitigation
- 4.2.2 Climate adaptation
- 4.2.3 Air quality
- 4.2.4 Soil quality
- 4.2.5 Water quality
- 4.2.6 Nature and biodiversity
- 4.2.7 Occupational safety
- 4.2.8 Value Chain responsibility
- 4.2.9 Subversive crime
- 4.2.10 Nautical safety
- 4.2.11 Digital and physical resilience



4.1 GENERAL INFORMATION ABOUT OUR REPORT

Scope of the annual report

Our annual report, published on 12 March, 2026, gives account to our stakeholders of our activities from 1 January, 2025, to 31 December, 2025. The reporting period of the sustainability report is the same as the financial reporting period, except for the figures on employment, air quality, market share and CO₂ emissions from the port and industrial complex. These figures are one year behind, while the air-quality figures are several years behind. The market-share figures for the Hamburg—Le Havre range are one quarter behind.

Through dialogue and cooperation with our local, national and international stakeholders, we create short-term and long-term value. We share insights on internal and external developments, progress on our goals, situations from which we draw lessons for the future and dilemmas we face. Stakeholders also shine a light on topics important to the Port of Rotterdam Authority. With our annual report, we aim to give greater transparency to how the Port of Rotterdam Authority contributed to achieving a safe, efficient and sustainable port in 2025. We are pursuing this ambition together with our partners.

The Port of Rotterdam Authority manages and develops the Rotterdam port area in the Netherlands and aims to maintain and strengthen its position as a world-class port. We exercise our influence on the port area and its chain through cooperation and dialogue with stakeholders. This is covered in this annual report. The focus being on our performance and results. But the scope and reach are broader. The materiality analysis makes this clear.

PARTNERS IN OUR VALUE CHAIN

SUPPLIERS (UPSTREAM)



PARTNERS OF SUPPLIERS

- Fuels and raw materials
- Seconded staff



SUPPLIERS

- Consultancy, research, and engineering services
- Technological and facility services
- Product suppliers
- Construction, maintenance, and repair services



PORT OF ROTTERDAM AUTHORITY

- Exploitation of port areas
- The promotion of the safe and smooth handling of shipping
- Consultancy services
- Investments

CUSTOMERS (DOWNSTREAM)



CUSTOMERS

- Logistics
- Industry
- Energy
- Vessels



PARTNERS OF CUSTOMERS

- Road haulage companies
- Freight forwarders
- Nautical service providers (boatmen, pilots, tugs)
- Logistical serviceproviders

OUR INFLUENCE

Comparisons with other ports or companies

Where possible, we provide information about our competitive position and comparisons with other ports or companies. These comparisons serve as a reflection of our own performance and position, naturally in line with competition rules. We would like to note that, despite our frequent contact with other port authorities in Europe, we are deliberately cautious about including information about other ports and/or other companies in our annual report. For information about other port authorities or companies, please refer to public sources such as their websites and annual reports.

4.2 DOUBLE MATERIALITY ANALYSIS

The CSRD requires us to perform a double materiality analysis (DMA). We did this in the first half of 2025. We are not yet required to comply with the CSRD, so we are implementing the DMA voluntarily.

The dual materiality analysis helps us comply with laws and regulations and provide transparency on ESG issues. Additionally, this analysis emphasises our social responsibility and supports the realisation of our sustainability objectives.

DMA process

The DMA process follows two main steps: (1) selecting ESG themes; (2) identifying and assessing the IROs.

Selection of ESG themes

We started with an analysis of internal documents (such as strategies, policy plans and action plans) and an external analysis of ESG topics in annual reports and websites of suppliers, clients and other ports. In total, we assessed 89 ESG topics (topics that hardly ever occurred were dropped). The remaining topics form the ‘topic list’, which we compared with last year’s results and linked to our own sustainability themes, such as ‘energy’ and ‘climate mitigation’. Additionally, we added company-specific topics, such as nautical safety.

Furthermore, we conducted a media scan: an analysis of news reports and articles in which the Port of Rotterdam Authority and the port of Rotterdam frequently appear. This media scan revealed ‘subversive crime’ as a relevant company-specific theme.

The CSRD considers the involvement of external stakeholders to be an important component. This year, we deepened our stakeholder assessment by strengthening the link with the IROs. Most stakeholders appear to be important for ESG: they influence the actions of the Port of Rotterdam Authority and are themselves affected by our activities. These include local authorities, trade associations, shareholders and clients. We ensure contact with important stakeholders through our Strategic Stakeholder Management. You can read more about this in the chapter on Stakeholder Dialogue.

We conducted the assessment carried out in 2025 at a more detailed IRO level. This has resulted in changes to the matrix. For example, we have defined climate adaptation as a separate material theme, whereas in 2024 it was included in the theme ‘port disruptions’. The table below shows the changes in the material themes:

| Changes to material themes | Material themes 2025 | Material themes 2024 |
|----------------------------|---------------------------------|--|
| Environment | Climate mitigation | PoR greenhouse gas emissions, port greenhouse gas emissions, port net energy consumption |
| | Climate adaptation | Port disruptions |
| | Air pollution | Air pollution |
| | Soil contamination | Soil contamination |
| | Nature & biodiversity | Impact on nature and biodiversity |
| | Water pollution | Water pollution |
| Social | Occupational safety | PoR working conditions, occupational safety |
| | Chain responsibility | Occupational safety, working and working conditions in the port |
| Company-specific | Digital and physical resilience | Port disruptions |
| | Nautical safety | Port disruptions |
| | Subversive crime | Subversive crime |

Identifying and assessing IROs

Based on the DMA conducted in 2024, the internal and external analysis, and a database, we have identified IROs that are included within the sustainability themes. These IROs were assessed in more than twenty interviews with internal knowledge owners in terms of impact materiality and financial materiality. In some cases, the IROs were first amended or additional IROs were identified. Assessing the IROs involves assigning a score. The materiality threshold is set at 3 on a scale of 0 to 5. An IRO with a score of 3 or higher is material, which can mean financial materiality or impact materiality, but also double materiality.

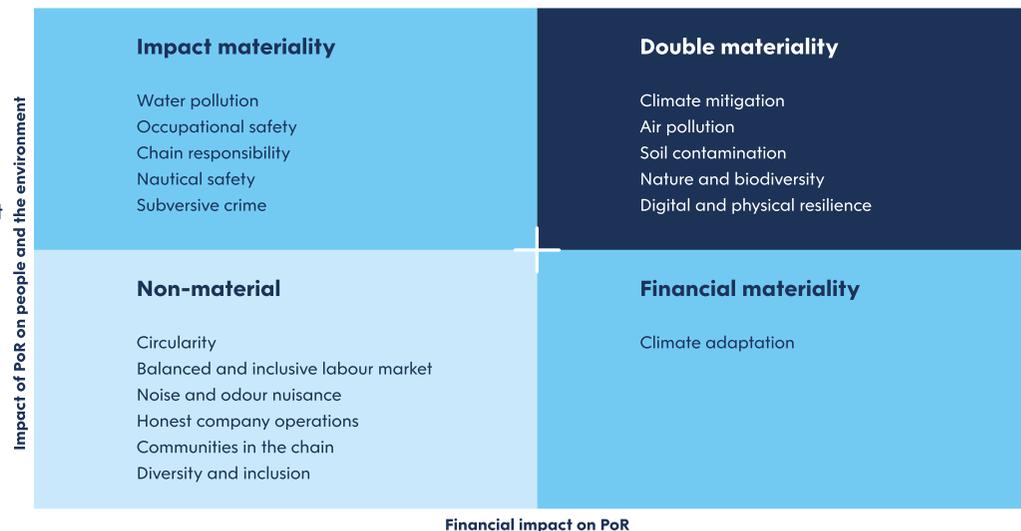
Impact materiality concerns the actual or potential effects of the activities of the Port of Rotterdam Authority and its value chain on the environment, people and society. It is therefore not about our influence on the theme itself, but about the impact caused by our actions. We assess impact materiality based on four indicators: scale, scope, remediability and probability of both negative and positive impacts. Below, we explain what these indicators mean:

- **Scale** is about the severity of the impact. Severity is the extent to which people or the environment are affected.
- **Scope** is about the extent of the impact. From an environmental perspective, this is the size of the geographical area, and from a social perspective, this is the size of the population.
- **Remediability** is about the possibility of repairing the impact.
- **Probability** concerns the chances of an impact occurring.

When determining **impact materiality**, we consider the inherent risk. This means that we assess the potential impact of our activities, without taking into account the measures we already take to mitigate that impact. For example, we cannot rule out safety risks for our employees, even though we know that our efforts minimise these risks as much as possible. **Financial materiality** is scored on the extent of the financial impact and the likelihood of the financial impact. For financial materiality, we took the residual risk into account. This means that when assessing the extent and likelihood of the financial impact, we take into account the control measures already taken. This provides a realistic picture of the magnitude and likelihood of a financial impact.

Outcome of double materiality analysis

The management team validated the outcome of the double materiality analysis. The image shows the final result:



The matrix in the previous image shows impact materiality on the y-axis and financial materiality on the x-axis. Topics where we have a material impact on the environment, people or society are listed in the top two boxes. Topics with a material financial impact are listed in the two boxes on the right. We follow the CSRD guidelines on these material topics. We do this qualitatively (strategy, policy, objectives, actions and governance) and quantitatively (KPIs). All sustainability themes in the matrix are relevant to the Port of Rotterdam Authority. We provide strategic focus and report on 36 materially assessed IROs, spread across 11 sustainability themes.

4.2.1 Climate mitigation

Our goal is to become a climate-neutral port by 2050. We are working on this in three areas: making our own business operations more sustainable, supporting clients in shipping and industry in their transition, and encouraging initiatives further down the value chain. In this chapter, you will read about how we are tackling the reduction of greenhouse gas emissions in order to prevent further global warming (climate mitigation). The policy and activities described stem from our corporate strategy and are decided within our governance structure.

Impacts, risks and opportunities

| | |
|----------------------------|--|
| Focal point: | Climate neutral & circular |
| Climate mitigation: | Mitigating greenhouse gas emissions from scope 1 and 2 activities of the Port of Rotterdam Authority and from scope 3 upstream and downstream activities (purchasing goods and services, commuting, business travel, shipping management area DHMR and land lease clients). |



The greenhouse gas emissions arising from our activities and those in the port are contributing to climate change. Increasing energy demand is putting pressure on the electricity grid, while grid congestion is hindering the energy transition in the port. Nevertheless, the Port of Rotterdam Authority is dedicated to creating a port that supports the national energy transition and strengthens the stability of the Dutch and North-West European energy supply. We are also making our own operations more sustainable by reducing our energy consumption and CO₂ emissions and switching to green energy sources.



Expanding climate legislation and the lack of affordable energy are influencing the investment climate in the port of Rotterdam. In addition, the implementation of our climate transition plan requires substantial investments.

CO₂ and CO₂e

In the annual report, we use the terms CO₂ (carbon dioxide) and CO₂e (greenhouse gas emissions), where the 'e' stands for 'equivalents'. When we talk about CO₂e, we mean that we include greenhouse gases other than CO₂, such as methane and nitrous oxide. Because we want to report a single figure, we add up all greenhouse gases, converted into the warming effect known as CO₂e.

Policy

We construct quay walls, maintain roads in the port and use our own vessels for inspections and patrols. Clients generate emissions through shipping, storage and transshipment of freight such as oil, coal, ores and containers. Additionally, part of the port industry is heavily focused on fossil fuels and chemicals. This activity is important for society, but it is also a significant source of greenhouse gases.

One of the key focal points of our strategy is 'climate neutral and circular'. The objectives under this focal point form the basis for our climate policy:

1. Reducing greenhouse gas emissions from the Port of Rotterdam Authority;
2. Reducing greenhouse gas emissions from companies in the port area;
3. Transforming into a complex with companies that produce clean energy (carriers);
4. Transforming towards a sustainable and circular chemical industry.

In 2025, we published our climate transition plan. This document describes our approach to reducing our greenhouse gas emissions.

Reducing greenhouse gas emissions from the Port of Rotterdam Authority

This concerns, for example, reducing emissions from our own vehicles and vessels, real estate, energy requirements and purchased goods and services. We do this through our travel and mobility policy, our electricity procurement policy, contracts with leasing companies, and framework agreements with contractors for maintenance dredging work, among other things.

Reducing greenhouse gas emissions from companies in the port area

Various reduction pathways should lead to a climate-neutral and circular port area by 2050: electrification, green hydrogen, Carbon Capture and Storage, new infrastructure for electricity, heat and hydrogen, and economies of scale through industrial collaboration. Additionally, we require new clients to operate the leased site in a carbon-neutral manner (we may make exceptions to this rule); when reviewing contracts – such as price reviews or renewals – we agree on sustainability targets in line with our reduction targets. As part of our site allocation and pricing policy, we also offer discounts on rental and leasehold contracts and port dues when companies and vessel owners invest in sustainability.

Shore power strategy 2025-2035 in the spotlight



The Municipality of Rotterdam and the Port of Rotterdam Authority jointly presented an updated shore power strategy in 2025. Ships moor, switch the engine off and switch shore power on: this reduces emissions, noise and particulate matter. In 2030, shore power should be the standard for the majority of shipping, with full zero emission mooring in 2050. The port has now has over 100 installations. In 2025, the Cruise Terminal was connected, which means cruise ships now use green electricity. The strategy divides the implementation into phases and aims for standardisation, collaboration with companies, subsidies and innovation. This will allow shore power to be made widely available, which will contribute to an improvement of the living environment and a climate neutral port in 2050.

Transforming into a complex with companies that produce clean energy (carriers);

We encourage companies in the port to produce more clean energy (carriers). This is how we facilitate and drive forward the energy transition. We consider this important and this reflects our exemplary role. The use of clean energy (carriers) leads to emission reductions for users outside the port. It therefore does not fall within our scope 1, 2 or 3. We refer to this as emission reduction beyond their own value chain.

Transforming towards a sustainable and circular chemical industry

We are working towards a chemical industry that uses sustainable and circular raw materials. In this way, we aim to accelerate the energy transition and strive for the future-proofing of the port with value chains for sustainable and circular raw materials. The use of sustainable and circular raw materials by industry also contributes to emissions reduction outside its own value chain.

Objectives

We have CO₂e targets for scope 1, 2 and 3 emissions. These objectives focus on our entire value chain. For example, we have targets (scope 1 and 2) that focus on our own business operations, a target that focuses on suppliers (contractors' fuel consumption) and targets that focus on our clients (shipping and land-lease clients). The table provides an overview.

| Activity | Objectives |
|---|---|
| Own vessels and vehicles, and own real estate (scope 1) | -90% in 2030 compared to 2019 (net zero) |
| Purchased electricity and district heating (scope 2) | -90% in 2030 compared to 2019 (net zero) |
| Contractor fuel consumption (scope 3: cat. 1) | -45% in 2030 compared to 2019 |
| Business travel (scope 3: cat. 6) | -80% in 2030 compared to 2019 |
| Employee commuting (scope 3: cat. 7) | -50% in 2030 compared to 2019 |
| Shipping up to 60 km offshore (scope 3: cat. 11) | -20% in 2030 compared to 2019 |
| Land lease clients in the port (scope 3: cat. 13) | -55% in 2030 compared to 1990 and climate neutral in 2050 |

We also have objectives that contribute even further to CO₂e reductions in the value chain, namely among our clients' suppliers and consumers. These objectives contribute to emissions reduction beyond their own value chain. They are listed in the table.

| Activity | Objectives |
|--|-------------------------------|
| Replace fossil fuel production by companies in the port with clean energy (carriers) | -20% in 2030 compared to 2019 |
| Replace fossil raw material use by companies in the port with sustainable and circular raw materials | -20% in 2030 compared to 2019 |

For scope 1 and 2, we are aiming for net-zero, in line with the Paris Climate Agreement. This means that by 2030, we will have reduced our scope 1 and 2 emissions by at least 90% compared to 2019. We will reduce or neutralise the remaining emissions, the last 10%, by investing in projects that ensure that CO₂ is absorbed from the atmosphere or prevented from entering the atmosphere by storing it underground.

We calculate our greenhouse gas emissions in accordance with the Greenhouse Gas Protocol. This standard distinguishes between three types of emissions: scope 1, 2 and 3.

In 2022, the Science Based Targets initiative (SBTi) validated our CO₂e reduction targets for 2030. We chose 2019 as the base year because 2020 and 2021 were not representative due to COVID-19. The reduction targets for land-lease clients (-55% in 2030 compared to the base year 1990 and climate neutrality in 2050) are not SBTi-validated; they follow the IPCC climate studies, the Paris Agreement (maximum 1.5 °C warming) and the Dutch and European climate legislation for industry.

The SBTi requires that the scope 3 targets cover at least 67% of total scope 3 emissions. The SBTi confirmed during the 2022 validation that we exceeded the minimum threshold of 67%: our targets cover 98% of our scope 3 emissions. Therefore, we only report on the scope 3 categories that have a validated target. Since the adoption of the climate transition plan in 2025, we have also included the emissions of our land-lease clients in our scope 3, which we also report on. According to the SBTi guidelines, our validated reduction targets must be reassessed every five years. In 2027, we will therefore have our scope 1, 2 and 3 emissions revalidated by the SBTi. The emissions of our land-lease clients will also be validated.

Activities

In order to achieve our objectives, we undertake various activities. In this section, we describe them by emission source and show how they contribute to our objectives.

Reducing greenhouse gas emissions from the Port of Rotterdam Authority

Fleet renewal

Our vessels account for the largest share of our scope 1 emissions. We are reducing this by ensuring our vessels run on biodiesel (HVO100). We are also working to procure new vessels. Our ambition is to be able to sail largely electrically by 2035. Based on current knowledge, this is the cleanest alternative.

Electrification of the vehicle fleet

Our lease and company vehicles run on diesel, are hybrid or are fully electric. We have 107 electric lease cars and 8 hybrid lease cars. Of the company cars, 3 run on diesel, 19 are hybrid and 25 are electric. Since 2021, when a lease contract expires, we have been replacing hybrid or diesel cars with electric cars. They run on green electricity. By 2030, almost the entire vehicle fleet must be emission-free. This is in line with our emission reduction target of 90% for scope 1 and 2 by 2030 compared to 2019.

Purchasing green electricity

We purchase green electricity, thereby reducing our greenhouse gas emissions compared to electricity generated from fossil fuels.

Sustainable property

We are reducing emissions from energy consumption in our property portfolio through sustainability certifications. The BREEAM certification looks at various sustainability categories, such as health, energy and materials. For new construction and renovation, we apply 'BREEAM outstanding', the highest achievable certification.

Sustainable travel and mobility policy

Employees receive a public transport pass as standard, car users receive a lower mileage allowance than non-car users, cycling is rewarded with an extra allowance, and their public transport pass gives lease-car drivers an incentive to leave their cars at home. Our travel policy encourages the use of public transport in the Netherlands, train travel within Europe (if the journey time does not exceed 4 hours) and direct flights where possible. By 2025, the Port of Rotterdam Authority will be in the top three of the Natuur & Milieu benchmark for making business air travel more sustainable.

Making construction contracts more sustainable

We signed the Clean & Emission-Free Construction Covenant and encourage contractors to use electric equipment. We aim to use emission-free construction transport and work equipment for at least 75% of our projects by 2030.

Voluntary carbon offsetting

In addition to all the mitigating measures we take, we offset our greenhouse gas emissions from our own activities (scope 1 and 2) and part of our scope 3 emissions (commuting) by purchasing CO₂e certificates. It is an interim step we are taking: we want to reduce our emissions as much as possible and, where that is not possible, we voluntarily offset the remaining emissions. This does not reduce our greenhouse gas emissions, nor does it affect the targets we have set, which we continue to work towards unabated.

Reducing greenhouse gas emissions from companies in the port area

Making shipping in and around the port more sustainable

We are committed to reducing greenhouse gas emissions from vessels visiting our port. We report emissions from shipping traffic in the area between the Van Brieneoord Bridge in Rotterdam and 60 kilometres off the coast.

We calculate sea port dues discounts based on the load factor, the presence of the Environmental Ship Index (ESI) and possession of the Green Award Certificate (in the case of tankers). A sustainability surcharge of 5% applies to inland port dues. We reserve this surcharge and use it for sustainability initiatives in the inland shipping sector. Skippers who share their emissions data with us receive a 5% discount on inland port dues; lighters that share their location receive the same discount. Skippers also pay less if they have a Green Award certificate (bronze, silver, gold and platinum). The better the certificate, the greater the benefit. In 2025, we granted a total of €47 million in sustainability discounts on sea port and inland port dues.

Moored vessels account for nearly 50% of total greenhouse gas emissions from all shipping up to 60 kilometres from the coast. To reduce this, we are focusing on shore power. This year, we have further strengthened our approach to achieve acceleration and upscaling in the period 2025–2035.

With Port Call Optimisation, we are improving the process from entering the port to leaving the port after a vessel has transferred its freight. By improving, standardising and exchanging data, we increase the efficiency of vessel visits. A container ship that arrives just-in-time and does not have to wait achieves an average emission reduction of 14%.

We are working with bunker service providers, shipping companies and fuel producers to promote the bunkering of sustainable fuels. It is attractive for ship owners to invest in alternative engines and technologies if there is greater certainty about the availability of sustainable fuels and the possibility of bunkering them on certain international routes ('corridors').

Rotterdam Shore Power takes the next step in the realisation of shore power



Rotterdam Shore Power (RSP), a joint venture of the Port of Rotterdam Authority and Eneco was founded in 2019 and has since built successful shore power installations for Heerema, DFDS and Boskalis. RSP is now on the verge of a substantial scaling up, with an expansion of the activities to large container terminals. In 2024, RSP already made its first agreements for new installations at APM Terminals Maasvlakte 2, Hutchison Ports ECT Delta and Hutchison Ports ECT Euromax. In 2025, another milestone was achieved: RSP's investment decision for these three terminals. Construction is expected to begin in the second half of 2026, once the permits and plans are complete. In total, eight kilometres of quays will be fitted with shore power, with 35 connection points for seagoing container ships. Each terminal will have its own installation, which RSP builds and manages. From the second half of 2028, the first vessels will be able to connect to shore power. The government supports these projects via the Temporary Subsidy Scheme Shore Power Seagoing Vessels Climate from the Ministry of Infrastructure and Water Management.

Land-lease clients in the port

The majority of our CO₂e footprint stems from the direct greenhouse gas emissions of land-lease clients in the port. These emissions arise from the use of energy (for example, in production processes) and therefore do not include emissions arising from the use of the products that our clients produce and sell. The oil refining sector is the largest emitter. This is followed by the chemical industry, coal-fired power stations, natural gas power stations and other industries. We enable land-lease clients in the port to reduce their emissions by making agreements, offering positive incentives and working together.

Carbonbid stimulates CO₂e reduction in the port area



In 2025, the Port of Rotterdam Authority took a step towards a targeted reduction of CO₂e emissions in the port area with the Carbonbid project. The programme is aimed exclusively at emission reductions within the port area. Emissions falling under the ETS obligations are explicitly outside of the scope and by setting a maximum budget per project, there was space for a wide range of initiatives. The first tendering round already bore immediate fruit. Eight selected projects realised a total of 575,000 tonnes of CO₂e reduction over four years. The Port of Rotterdam Authority made 3.5 million euros available for this, an average of 6 euros per tonne avoided. The winning projects tackled a diverse range of emission sources. They varied from electric reach stackers, AGVs and mobile shore power to innovative vessel degassing and electric battery-powered inland vessels. Port dredging material processing and efficient hull cleaning also contributed to the overall reduction. With Carbonbid, we demonstrate how targeted support and effective selection can result in tangible climate achievements.

Together with Gasunie and Energie Beheer Nederland (EBN), we are shareholders in Porthos, a large carbon storage project in which CO₂ from industry in the port of Rotterdam is stored in empty gas fields under the North Sea seabed. By working together, we are pooling our knowledge and experience. We are very familiar with the port, the local situation and the market. EBN has expertise in deep subsurface and offshore infrastructure, while Gasunie has extensive experience in pipeline transport. Construction of Porthos commenced in early 2024 and is expected to be completed in the second half of 2026. It will store approximately 37 megatons of CO₂ underground over a period of 15 years. The amount of CO₂ to be stored has been calculated based on the underground storage capacity. The land pipelines are designed to transport more CO₂ than is available in underground storage capacity. In future, other CO₂ capture and storage projects will therefore be able to use the pipeline.

Since 2024, we have been offering clients up to 3.5% discount on rent and ground lease for proven greenhouse gas reduction: 2.5% for measures taken and an additional 1% for climate neutrality. When concluding contracts with new clients, we aim to ensure that they operate in a climate-neutral manner wherever possible. We make agreements with existing clients at contract review and renewal times. We periodically discuss with clients which sustainability measures they intend to take or are able to take, and we make appropriate arrangements in this regard. This is how we are encouraging sustainable industry. In 2025, we granted the first two net-zero discounts.

We are collaborating with grid operators on converter stations for wind energy, grid reinforcement and the prevention of grid congestion. Within the New Energy Task Force, we are working together with Deltalinqs, TenneT and Stedin to find solutions in the short term and thus reduce grid congestion. We are working on smart solutions, such as flexible capacity, temporary generation or exchange of capacity between companies. Our participating interest Distro Energy is an example of a smart solution to grid congestion.

Transforming into a complex with companies that produce clean energy (carriers);

Alternative fuels

We create space and infrastructure for companies that want to produce and distribute clean energy (carriers), including the necessary nautical facilities. Additionally, we are actively committed to ensuring that policy-makers create favourable investment conditions for biofuels. An important part of this approach is the development of a robust hydrogen system, which forms the basis for a future-proof energy ecosystem in the port. Hydrogen can replace fossil fuels and raw materials and has the potential to drastically reduce the CO₂e footprint of industry and transport.

Renewable energy

We create physical space and environmental space for landing electricity from offshore wind farms and realise nautical and land-based facilities for clients in the renewable energy sector. Additionally, we strive to break through market impasses and invest in innovative technologies that contribute to sustainable growth.

Hydrogen network

We create space for hydrogen projects, such as conversion parks on the Maasvlakte, and support initiatives that connect the port with European markets. Together with partners, we are working on infrastructure for storage and transport. Additionally, we are encouraging an attractive investment climate by actively promoting the importance of hydrogen. With our approach, we aim to position Rotterdam as an international hub for hydrogen production, import and distribution.

Transforming towards a sustainable and circular chemical industry

To assist chemical companies in replacing fossil-based raw materials with sustainable and circular alternatives, we are committed to a coherent approach. We advocate market protection and a robust *license to operate* to national and European governments. European regulations must mandate a minimum share of circular raw materials in the chemical and plastics industries. This creates a level playing field and accelerates investments in, for example, the necessary infrastructure.

Energy consumption

We encourage the use of renewable energy by creating space for sufficient infrastructure, but also for clients who can supply the port and industrial complex with sustainable energy. Resolving network congestion in the Rotterdam port and industrial complex is a priority.

Additionally, we report on our own energy consumption. The table provides an overview. The majority of our energy consumption comes from renewable sources, accounting for 86% of the total. The remaining portion (14%) comes from fossil sources.

| Energy sources | Renewable energy consumption in MWh | Fossil energy consumption in MWh | Total energy consumption in MWh |
|--------------------|-------------------------------------|----------------------------------|---------------------------------|
| Diesel | 0 | 410 | 410 |
| Petrol | 0 | 391 | 391 |
| Propane | 0 | 208 | 208 |
| CNG | 0 | 1 | 1 |
| Natural gas | 0 | 622 | 622 |
| Biodiesel (HVO100) | 14.616 | 0 | 14.616 |
| District heating | 0 | 1.335 | 1.335 |
| Electricity | 7.656 | 518 | 8.174 |
| Total | 22.272 | 3.485 | 25.757 |

Our energy intensity contributes 27.4 MWh per million euros of revenue. It is a division of our total energy consumption and our revenue in millions of € according to the financial statements.

Results

Our results are shown in the table and bar chart. For most emissions, we are on track within our own sphere of influence. This applies to scope 1 emissions and emissions caused by fuel consumption by contractors and commuting. We have already achieved the target relating to fuel consumption by contractors and commuting.

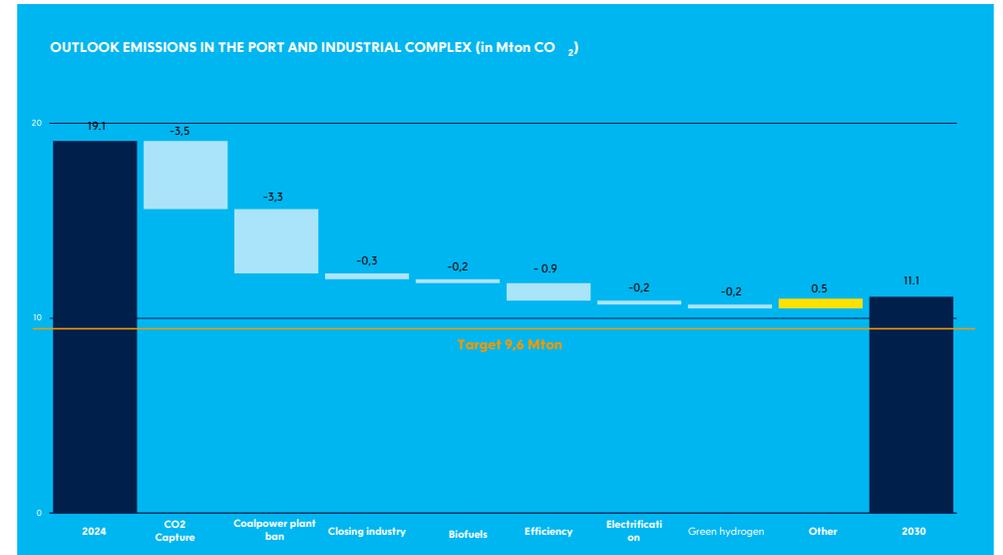
For shipping and land-lease clients, achieving the targeted emission reduction is a complex task, as we are largely dependent on external decisions and events. Part of the emissions can also be attributed to the lock-in effect: companies want to recoup their investment before switching to a sustainable alternative. Despite our activities and plans, the pace is insufficient to achieve the objectives. In our climate transition plan, we published that it is less likely than before that the reduction target for port clients will be achieved by 2030.

The emission figures for land-lease clients in the port are one year behind, because we base our figures on those published by the Emission Registration, a partnership between government bodies and knowledge institutes. The base year also differs from the other results: this is 1990.



Outlook

Our goal is for companies in the port to emit 55% less CO₂e in 2030 compared to 1990, which corresponds to a maximum CO₂e emission of 9.6 megatonnes in 2030. That goal presents an ambitious challenge. In 2025, the Netherlands Environmental Assessment Agency announced that it is highly unlikely that the Netherlands will achieve its climate target of a 55% reduction in CO₂e emissions by 2030 compared to 1990 levels. The same applies to companies in the port: it is becoming increasingly unlikely that the target will be achieved. The graph shows this.



The current reduction lags behind the forecast in our previous annual report. This is partly because we adjust our figures as soon as we gain more insight into reduction projects; we do not know in advance exactly how much reduction a project will yield. Our clients invest in their own reduction projects and encounter various obstacles in doing so. Grid congestion, nitrogen restrictions, regulations, market conditions and infrastructural complexity regularly cause projects to be postponed or halted completely. As a result, projects in the port are being delayed due to grid congestion, and green hydrogen projects are struggling to get off the ground owing to factors such as insufficient guaranteed purchase commitments. These developments mean that we need to adjust our forecasts.

In the coming years, we will gain a better understanding of the progress of reduction projects. New insights may mean that we have to revise our forecast again. Additional measures are needed to create the right conditions for a healthy investment climate and to become climate neutral in the long term. We will therefore continue to work with companies to accelerate the reduction and will do our utmost to encourage and support them, for example with Porthos, which enables carbon storage.

4.2.2 Climate adaptation

Climate change is causing sea levels to rise and extreme weather to occur more frequently, with consequences for the port. Salt intrusion during dry summers can affect the availability of fresh water for industry in the port. Extreme weather conditions limit the navigability of rivers (particularly very high or very low water levels) and the accessibility of the port (storms). These are physical consequences of climate change. To limit these consequences, we are responding to expected climate risks with climate adaptation measures. The policy and activities described stem from our corporate strategy and are decided within our governance structure.

Impacts, risks and opportunities

| | |
|---|---|
| Focal point: | In balance with society and environment |
| Climate adaptation: | Anticipating climate change, such as the effects of sea level rise and extreme weather conditions. |
|  | We are preparing for the effects of climate change by making our port infrastructure and assets climate adaptive. This requires additional investments and possibly higher maintenance costs. |

Policy

In our corporate strategy, climate adaptation is part of the focal point ‘Resilience, security of supply and strategic autonomy’. We investigate the medium- and long-term climate change impacts, map out the potential effects and set priorities. In total, we have identified 26 climate-related topics that could affect the port. Six of these topics entail increased risks and require additional investment in climate adaptation measures. Where we see risks, we deepen our knowledge and take targeted measures to limit the (financial) consequences.

We set priorities based on safety, the impact on transport flows, the performance of our core tasks, or the investment climate. In doing so, we consider the time-frame and the likelihood of effects occurring. We consider the following six medium- and long-term climate issues to be important and are tackling them in a systematic manner:

1. Rising sea levels: increased flood risk for companies and public infrastructure.
2. Salt intrusion and freshwater availability: availability of freshwater supply for industry;
3. Extreme rainfall: ensuring safe accessibility of infrastructure.

4. Extreme wind conditions: safe mooring of vessels.
5. Low river levels in inland waterway corridors: accessibility of the hinterland for inland waterway transport;
6. Extreme weather: limited manoeuvring space in the North Sea.

For all new investment projects and maintenance programmes, we are considering whether to invest extra in adaptation measures now. We do the same when concluding new contracts and contract renewals.

Objective

Our objective is to ensure high-quality port infrastructure and good maritime access. Climate change can adversely affect these functions, including through sea level rise, extreme weather such as heavy rainfall and strong winds, or low river levels that limit available navigational depth. The flow of road traffic may also be affected by climate change. That is why we must be prepared for a changing climate and take climate adaptation measures where necessary. Based on our strategy, we have formulated our objectives in recent years with a view to maintaining the quality (and accessibility) of our port (assets). The progress of our climate adaptation measures ultimately contributes to achieving our goals for maintaining the quality and accessibility of the port (assets). The annual ISO certification helps us to assess the quality of our port assets and gain insight into what actions are needed to guarantee that quality in the future. We express the quality of our port infrastructure in a numerical rating. The target mark is at least 7 out of 10.

We measure quality using five sub-KPIs:

1. ISO certification;
2. Percentage of the water surface at Nautically Guaranteed Depth (NGD);
3. Traffic flow on seven road sections;
4. Availability of shore-based radar systems;
5. Availability of Portbase’s Port Community System (PCS).

We realise that the relationship between, on the one hand, the impacts, risks and opportunities as we currently see and have explained them, and, on the other hand, our objectives and results, is becoming increasingly indirect. In view of a changing climate, we will continue to critically assess whether our objectives and results cover the full range of impacts, risks and opportunities relating to climate adaptation. For now, we will continue to report our results on the aforementioned KPIs, in line with our strategy and as in previous years. At the same time, we are working to further clarify and, where necessary, adjust the relationship between the impacts, risks and opportunities of climate adaptation and our objectives, so that we can continue to provide a clear insight into progress on this issue.

Activities

The systematic approach to the six medium- and long-term climate issues (see Policy) is explained below for each risk.

Sea level rise

The port of Rotterdam is largely located outside the dykes. Climate risks predict a sea level rise of 26 to 124 centimetres between now and the year 2100, which will affect the port's water safety. We monitor this based on the sub-KPI nautically guaranteed depth and ISO certification. The sites are relatively high and storm surge barriers offer partial protection. Together with stakeholders, we developed strategies to take higher water levels into account and take timely measures. Our adaptation strategy enables us to keep our port future-proof and safe from flooding, while also limiting costs and damage. Three types of measures ensure that we are prepared for the consequences of climate change: preventive measures, spatial adaptation, and crisis management. We established this in a cooperation agreement with the Municipality of Rotterdam. In 2025, we commissioned research into the future-proofing of our adaptation strategy. This study showed that our adaptation strategy is sufficient for a two-metre rise in sea level and can therefore be continued.

Within the programmes 'Rhine Estuary-Drecht Towns Delta Programme' and the 'Sea Level Rise Knowledge Programme', we are working together on water safety and accessibility during high water levels.

National Delta Programme

Rhine Estuary-Drecht Towns is a vulnerable, economically important area at the confluence of water from sea, rivers, rain and soil. A preferred strategy for water safety exists within the National Delta Programme. The province, municipalities, water authorities, safety regions, the national government and the Port of Rotterdam Authority are working together on the implementation.

Companies and asset owners in the unprotected areas of the port bear the risks of water damage and must take their own preventive measures. We provide support through information. In cooperation with the Municipality of Rotterdam and other stakeholders, we developed adaptation strategies to ensure resilience to flooding.

Salt intrusion and freshwater availability

Sea level rise and low river discharges are increasing salt intrusion in the port. This has an impact on companies that use fresh water for their processes. Intake occurs from the Brielse Lake freshwater basin. Together with the Hollandse Delta Water Authority and the Delfland Water Authority, measures have already been taken, such as an improved monitoring system and the construction of an additional inlet. We will conduct further research to determine whether we can take any additional measures. We are monitoring the risk based on the sub-KPI nautically guaranteed depth and ISO certification.

Extreme rainfall

Climate change is causing more intense precipitation, which can cause local flooding and affect the safety of (road) infrastructure. We monitor this risk by means of the sub-KPI road traffic flow. In the port, we are tackling identified bottlenecks on a project basis, such as the Flooding on Pipeline Corridors project at Rijnweg, Petroleumweg, Botlekweg and Vondelingenweg. Together with ProRail, we are mapping out flooding around main lines and taking measures. Rainwater must be collected for new projects, land allocations and establishments. The Subsurface Management Regulation

(VBOR) stipulates that rainwater may not be discharged into the municipal sewer system unless a rainwater storage facility is present and maintained. Article 20 requires a storage capacity of 50 mm per new paved surface, which must be available again within 50 hours after rainfall. Discharge into open water is only permitted with a permit from Rijkswaterstaat. Additional design requirements apply to the water system in public spaces.

The Municipality of Rotterdam drew up the Water & Climate Adaptation Programme (WKP). This is a policy and financial framework for implementing measures necessary to fulfil statutory water tasks: the collection and transport of waste water, rainwater management and groundwater management. The WKP sets out how climate adaptation will be implemented, including the issue of extreme precipitation. The WKP also provides a framework for the port to anticipate more extreme weather conditions.

Extreme wind

According to the KNMI climate scenarios, we must factor in an increase in the number of storms in the Rotterdam port area. This may have consequences for shipping, such as the safe mooring of ships. We monitor the risk based on the sub-KPIs availability of the shore-based radar system and availability of Portbase. Large container ships, which have high wind exposure, may break loose from their berths. Together with a knowledge institute, we are investing in better wind forecasting and wind research.

In 2025, we installed four new ultrasonic wind sensors at different heights in the harbour to gain insight into wind patterns in the harbour. We also started using a new 3D model that provides insight into wind speed at different heights and wind directions (see image). This model takes into account objects in the harbour and provides insight into wind speed at the local (berth) level.

In terms of mooring, we focus on smart bollards, quick-release hooks that allow us to measure mooring forces, and ShoreTension systems (an innovative system that allows us to reduce ship movements caused by waves).

All these activities together provide us with certain insights. We combine this in decision-support software, which we use to warn ships that may be at risk in predicted wind conditions. This allows ships to navigate and moor safely in the port.

Low river levels in inland waterway corridors

Climate change means we are faced with extremes more often. The likelihood of (excessively) low water levels is expected to increase, and periods of drought are expected to last longer than before; we already experienced this in 2018 and 2022. Water levels in rivers such as the Rhine and the Meuse will then be lower. Inland shipping may be affected by this. This causes logistical problems and significantly increases transport costs. We are in close contact with relevant partners and ensure that this issue receives continuous attention, even during periods when river levels are not low. Together with partners, we participated in a study on resilient inland shipping chains in 2026. We are investigating whether the current depth of the river allows us to better predict how ships can best be loaded. We monitor this risk based on the sub-KPI nautically guaranteed depth.

Safe manoeuvring on the North Sea

Due to more intensive use of the North Sea and extreme weather conditions, the port of Rotterdam may be less accessible to shipping and the risk of collisions may increase. We are in regular contact with relevant parties involved in this area. By 2025, the International Maritime Organization (IMO) will have expanded anchorage area 5 and designated a so-called No Anchoring Area. Anchorage area 5 is an area in the North Sea off the port of Rotterdam where ships anchor before they can or are allowed to enter the port. The No Anchoring Area is the first area in the North Sea to have this status, which means that waiting ships in this area will continue to sail around in a controlled manner until they can or are allowed to enter the port. A No Anchoring Area reduces the risk of a ship drifting and this increases safety in the North Sea.

Results

The objective for the port clearly states that the indicators used to assess how comprehensive mapping of this material topic is progressing are still under development.

To remain consistent with previous years, the table below shows the scores for the sub-KPIs for port infrastructure quality:

| (Critical) Performance Indicators | Achieved 2025 | Achieved 2024 | Achieved 2023 | Achieved 2022 |
|---|----------------------|----------------------|----------------------|----------------------|
| Quality of port infrastructure sub-KPIs: | | | | |
| <i>ISO certification</i> | 10 | 10 | 10 | 10 |
| <i>% Water surface at Nautically Guaranteed Depth</i> | 10 | 10 | 10 | 10 |
| <i>Traffic flow across seven key road corridors</i> | 2 | 0 | 1 | 5 |
| <i>Availability of shore-based radar systems</i> | 10 | 10 | 7 | 10 |
| <i>Availability of PCS Portbase</i> | 8 | 8 | 9 | 9 |

The combination of physical infrastructure (ISO certification, Nautically Guaranteed Depth and roadway traffic flow) and digital infrastructure (shore-based radar system and Portbase) demonstrates that both components play an important role in the infrastructure of the port and industrial complex. We express quality as a score, with a target of at least 7.0. In 2025, we scored an 8.0, successfully meeting the target. Compared to 2024, the score has increased. With regard to ISO certification, no deviations from the standard have been identified. However, we have received a recommendation for improvement from the certification body. This recommendation concerns the monitoring of developments in the field of marine biodiversity. We will incorporate monitoring into the further elaboration of the nature vision established in 2025, with which we aim to improve the connection between the port and its surroundings.



Outlook

Climate adaptation requires constant attention and an active approach to ensure the continuity and safety of port activities. We are following our strategy and working purposefully towards a resilient port.

4.2.3 Air quality

The Port of Rotterdam Authority is committed to improving air quality in the port and industrial complex in order to promote a healthy living environment. Stakeholder expectations are growing, and local support is crucial for the future and sustainable development of the port. Air quality standards are becoming stricter, while at the same time the national nitrogen issue is affecting the business climate and thus the attractiveness of the port of Rotterdam. The policy and activities described stem from our corporate strategy and are decided within our governance structure.

Impacts, risks and opportunities

| | |
|---|---|
| Focal point: | In balance with society and environment |
| Air pollution: | The presence of concentrations of pollutants or hazardous substances such as particulate matter, volatile organic compounds (VOCs), or ozone (smog) in the air due to our operations or the operations of clients in the PIC. |
|  | Port activities such as construction, industry and shipping influence air quality, which can negatively impact public health. In addition, this leads to nitrogen deposition, which can harm vulnerable nature areas outside of the port. |
|  | To ensure a sustainable and competitive port area, achieving the air quality standards and permit issuance are essential. This is important in order to retain and attract clients. |

Policy

Industry and marine shipping are the largest sources of nitrogen oxide and particulate matter emissions in the port of Rotterdam. Thanks to technological innovations and stricter standards, air quality in the Rhine Estuary complies with the current concentration standards set out in the European Air Quality Directive. Even with further growth, the objective remains the same: to comply with legal standards and contribute to a healthy living environment. In 2030, European standards will be tightened. We are preparing for this by monitoring emissions and encouraging measures that accelerate emission reduction. It is expected that the Rhine Estuary area will comply with the stricter air quality standards by 2030.

Clear division of roles

The Port of Rotterdam Authority promotes better air quality; enforcement and licensing are the responsibility of the Rhine Estuary Environmental Protection Agency (DCMR). DCMR monitors compliance with environmental legislation and carries out measurements. For emission data, we rely on DCMR and RIVM. The RIVM records all emissions in the Netherlands and publishes definitive figures annually. Large emitters submit data to DCMR via an electronic annual environmental report; RIVM checks and verifies this data. This cooperation ensures transparency and provides a solid basis for policy. Final figures are available with a delay of two to three years.

Air pollutants

The European Air Quality Directive sets clear standards for harmful substances. In the port of Rotterdam, nitrogen dioxide (NO₂) and particulate matter (PM₁₀ and PM_{2.5}) are the main pollutants. PM stands for 'particulate matter', with the number indicating the maximum particle size in micrometres. Additionally, volatile organic compounds (VOCs) are important. These are produced during the evaporation of organic products, such as crude oil, and during incomplete combustion. By understanding these substances and their effects, it remains possible to take targeted measures and further improve air quality.

Objectives

Part of our corporate strategy is to monitor air pollutant emissions and achieve an absolute emission reduction (nitrogen oxides, particulate matter and volatile organic compounds) of 30% in the port and industrial complex of Rotterdam by 2029 compared to 2019. This target applies to emissions from port industry, shipping and road traffic. We no longer monitor developments based on concentration standards (such as the European Air Quality Directive and our old KPI), but based on absolute emissions (new KPI). Concentrations are significantly influenced by other factors, such as weather conditions and emissions from abroad, over which the port has no control. This means that the concentration standard does not always provide a representative indication of air quality.

The target of a 30% reduction in emissions is based on the emission estimates for air pollutants made by the Netherlands Environmental Assessment Agency (PBL) for 2025. Emissions reduction is not linear, as the effectiveness of established and proposed policies and economic factors have a significant impact on emissions. We therefore do not apply an annual reduction standard, but set a target value: if the report for 2027 (to be published in 2029) shows a reduction of less than 15% compared to 2019, we will consult with DCMR about a follow-up step. This could be a root cause analysis, for example. To this end, we will contact DCMR and examine the emission figures in more detail. On that basis, we will consult with the competent authority about the feasibility of additional measures.

Activities

The Port of Rotterdam Authority takes into account the minimisation of emissions in its own port projects, so that these projects contribute to achieving the objective set out in the corporate strategy for improving the quality of life in and around the port. We include emission requirements in our tendering policy and have signed the Clean & Emission-Free Construction Covenant. In 2025, Cobouw and PwC named us the most sustainable client in the construction industry. For the Cobouw Awards, they assessed the sustainability policies of around fifty clients.

We actively encourage sustainability through rewards, for example for companies that introduce sustainable measures and for the use of cleaner seagoing and inland vessels. We are also actively working on the use of electricity by moored ships through our shore power programme. This prevents air pollutant emissions.

Result

The target of a 30% reduction in emissions (nitrogen oxides, particulate matter and volatile organic compounds) relates to emissions in the Rotterdam port and industrial complex. We have no direct influence on this, as these are not activities carried out by the Port of Rotterdam Authority. The total reduction across the three substance groups constitutes the percentage. Emissions must be reduced by 30% by 2030. The source of the emission data in the table below – the RIVM’s Emission Registration and Concentration Maps (GCN) – is experiencing a delay. For nitrogen oxides and particulate matter, we have a three-year delay, and for volatile organic compounds, a two-year delay. For this reason, we are unable to report emissions data for 2025. In this annual report, we present the benchmark year for the KPI (2019) and the available intervening years.

| (Critical) Performance Indicators | Achieved | Achieved | Achieved | Achieved | Achieved |
|---|---------------|----------|----------|----------|----------|
| | 2023 | 2022 | 2021 | 2020 | 2019 |
| Nitrogen oxides (NOx) in tonnes | not yet known | 19.830 | 20.171 | 22.232 | 21.549 |
| Particulate matter (PM10) in tonnes | not yet known | 1.091 | 1.057 | 1.149 | 1.170 |
| Volatile organic compounds (VOCs) in tonnes | 9.988 | 10.571 | 10.210 | 10.589 | 11.137 |

The realisation will be monitored by aiming for a 30% reduction in 2030 compared to 2019, with a 15% reduction in 2027 as a target value.



Outlook

Although the Rhine Estuary area complies with air quality standards, we are committed to further reducing emissions in the port, in line with our objective. We are investing in making our own fleet more sustainable. Additionally, we include emission reduction as a condition in our tendering processes. We expect a significant reduction in emissions by focusing on shore power. We participate in Rotterdam Shore Power with the aim of optimally facilitating and stimulating the use of onshore power for seagoing vessels. The goal is to create a healthy and attractive environment for both companies and residents.

4.2.4 Soil quality

Within the broader issue of sustainability and the environment, soil quality demands our attention. That is why the Port of Rotterdam Authority plays a role in preventing and tackling soil contamination. The policy and activities described stem from our corporate strategy and are decided within our governance structure.

Impacts, risks and opportunities

Using the double materiality analysis, we mapped out the impacts, risks and opportunities of soil quality in the port. Activities within the port and industrial complex can have a negative impact on soil quality. Soil quality is material to us in terms of both its potential impact and its financial impact. No material opportunities have been identified within this theme. The image below summarises this.

| Focal point: | In balance with society and environment |
|---|---|
| Soil contamination: | The presence of contaminants in the soil and groundwater of the PIC. |
|  | The port is affected by soil contamination caused by past and present company emissions and incidents. Accumulation of PFAS in ecosystems has a negative impact on the environment. |
|  | Tackling soil contamination requires costly measures to be taken to remediate allocated and unallocated sites. |

Policy

As part of our corporate strategy, the priority area 'In balance with society and environment' focuses on improving the quality of life in and around the port. We strive to adopt an area-specific approach, in which companies and authorities work together to manage and remediate contaminated sites. Currently, there is particular attention being paid to contamination from PFAS (per- and polyfluoroalkyl substances).

Objective

We have not yet been able to formulate a target for soil contamination. The first step towards our goal is to conduct a PFAS inventory survey. We expect to complete this study in the fourth quarter of 2026.

Activities

PFAS has been used in industrial and consumer products, including fire-fighting foam, since the 1950s. Since 2019, there has been nationwide attention for PFAS contamination and the government has set standards. The extent of PFAS contamination is significant. An assessment conducted by the Province of South Holland shows that there are already more than 1,600 locations in the province (excluding the municipalities of Rotterdam, Dordrecht, Schiedam, Leiden, and The Hague) with potential contamination.

PFAS is also present in the port area, including at two former fire-fighting training sites where fire-fighting foam was used. We are investigating the extent of the contamination and exploring appropriate measures. We suspect that there are more contaminated sites in the port, as companies have been using PFAS-bearing fire-fighting foam for a long time (mandatorily).

In order to gain a clear picture of the situation within Rotterdam, we are collaborating with the municipality of Rotterdam to commission a study by a specialised external consultancy firm. It uses public sources for this purpose, such as permits and aerial photographs. Based on this, we develop a vision and approach for a possible follow-up process. We play an active role in this as the port authority.

National policy on tackling PFAS contamination is still in flux. We are working with DCMR, the Municipality of Rotterdam, the Province of South Holland and the Ministry of Infrastructure & Water Management on an exploratory study for an area-specific approach to PFAS contamination in the port area. The ongoing investigations are important building blocks for this.



Result

We expect the investigation to be completed by the end of 2026. We may be able to formulate a KPI from the results.

Outlook

We remain committed to improving soil quality. This means that we comply with Dutch and European directives. The aim is to continue working towards a healthy and attractive environment for both companies and residents.

4.2.5 Water quality

Water pollution in and around the port can seriously damage the environment and nature. Although clients and partners are primarily responsible for waste water, residual flows and discharges, we want to prevent and control pollution. That is why we establish clear preconditions, monitor developments and encourage compliance through supervision, cooperation and facilities. Stakeholders expect us to step up our efforts to benefit nature and the environment. Local support remains important for the future and further development of the port. Water quality is firmly embedded in our corporate strategy and decision-making within our governance structure.

Impacts, risks and opportunities

| | |
|---|--|
| Focal point: | In balance with society and environment |
| Water pollution: | The presence of concentrations of pollutants in water due to both activities in the PIC and upstream activities. |
|  | Client operations in the PIC discharge (potentially polluting) substances into the water, which can harm the environment and any nature that comes into contact with the polluted water. |

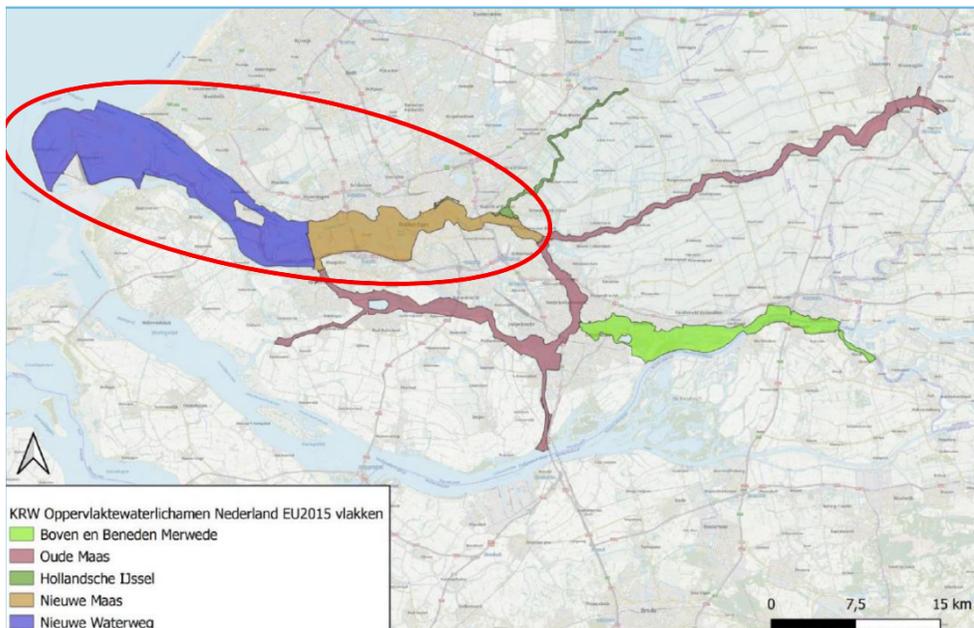
Pollution issues, such as water quality, are closely linked to the state of the environment and ecological health in the port.

Policy

The Port of Rotterdam Authority strives to create an attractive and innovative business climate, while improving the quality of life in and around the port. We create an environment in which companies want to invest and people enjoy living and spending their leisure time. We are committed to limiting the chemical and ecological effects on water quality and strive to comply with European legislation and regulations (such as the European Water Framework Directive).

Tightening of the Water Framework Directive

The European Water Framework Directive (WFD) sets targets for clean and ecologically healthy water, including in the Nieuwe Waterweg and Nieuwe Maas (in the port area). By the end of 2027, groundwater and surface water must be in 'good condition'. Some substances are subject to postponement, but the 'one out, all out' principle remains in force: one substance that exceeds the standard already results in a negative assessment. The Ministry of Infrastructure & Water Management is responsible for achieving the objectives; Rijkswaterstaat implements, monitors quality and grants permits. As deterioration is prohibited, discharge permits may be refused or revoked. Companies must demonstrate that they comply with the WFD obligations. Upstream pollution poses an additional risk. Meanwhile, the European Commission is working on a revision of the WFD, with stricter standards and new substances such as PFAS. The Port of Rotterdam Authority, together with other seaports, is providing input for the review. The government is also investigating lowering the temperature limit for surface water, a measure that will have consequences for cooling-water intake and discharge in the port area. The European Commission will indicate what the tightening of standards and addition of substances such as PFAS means, how the principle of no deterioration can be dealt with, and what new deadlines apply towards 2039 and 2045 at the latest.



Objective

We have a research objective in our corporate strategy: we want to gain insight into water quality in relation to the WFD.

Activities

When developing (our own) projects, we take into account the minimisation of pollution. We prepare each project carefully, including making financial resources available. We describe several projects specifically aimed at improving water quality.

National approach

It is of great importance that we quickly bring Dutch water quality up to standard. VNO-NCW and the Ministry of Infrastructure & Water Management have therefore launched the **Chemical Substances WFD Action Programme**: a national approach that helps companies meet the WFD targets and get their permits in order. This year, a self-assessment WFD check has been made available to enable companies to assess their risks. The Port of Rotterdam Authority and Deltalinqs are drawing attention to this issue in consultations with companies.

Rotterdam approach

Because (cooling-)water discharges can impact water quality, Deltalinqs drew up a **plan** in 2025 specifically for the Nieuwe Waterweg and Nieuwe Maas in the port of Rotterdam. Together with Deltalinqs, we help clients get to grips with the challenge and work together on practical solutions.

Assessment framework for granting licences

Interventions in the water system often affect the ecology. The WFD restricts such interventions. Because the port area has specific characteristics and infrastructure works, the Port of Rotterdam Authority and Rijkswaterstaat developed an assessment framework for permits. This framework shows that activities such as constructing a new quay wall or dredging usually have little negative impact on the WFD objectives and can go ahead.

We focus on positive ecological measures, such as tidal pools, 'ecomodules' on dolphins to promote growth, and 'ecoblocks' on the new quay wall of the Amaliahaven.

Result

We contributed to the study published this year on the challenges and action plan for the Rotterdam port industry under the Water Framework Directive.

We expect to complete the investigation into water quality in relation to the WFD in 2026. Depending on the result, this may lead to an objective.



Outlook

We will continue to work on preventing water pollution and improving the ecological health of the port area. This means adapting to stricter European directives and continuing to invest in sustainable technologies and processes. We will continue to improve our understanding of water quality in relation to the WFD and determine the next steps together with our partners VNO-NCW, Deltalinqs and companies in the port.

4.2.6 Nature and biodiversity

The Port of Rotterdam Authority wants to improve liveability in and around the port by enhancing biodiversity. This is one of the focal points of our corporate strategy. We take responsibility for our impact on nature and biodiversity. In the port of Rotterdam, we are actively strengthening land- and water-based flora and fauna. The policy and activities described above are derived from our corporate strategy and our Nature Vision, which was adopted in September 2025. Decisions are taken through our governance structure.

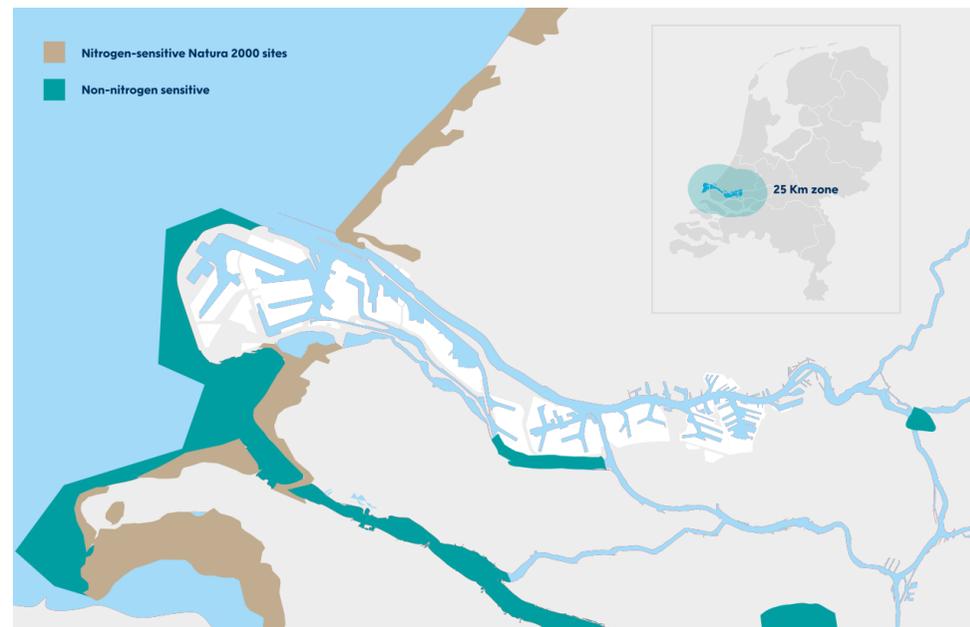
Protected areas

Protected nature reserves are located around the port, including Natura 2000 areas and areas belonging to the Netherlands Nature Network (NNN). Each Natura 2000 site has objectives to conserve plants, animals and their habitats. Management plans contain concrete measures to achieve these objectives.

Nitrogen deposition is an important factor affecting nature in these areas, especially in nitrogen-sensitive and overloaded areas. The map below shows which Natura 2000 areas in South Holland are included.

In order to obtain a permit, projects in the port must assess their impact on Natura 2000 areas. For nitrogen deposition, a limit of 25 kilometres from the project applies (see map). The nitrogen-sensitive Natura 2000 sites within this zone are:

- Solleveld & Kapittelduinen
- Westduinpark & Wapendal
- Meijendel & Berkheide (only southern tip)
- Voornes Duin
- Duinen van Goeree & Kwade Hoek
- Grevelingen (only terrestrial parts are relevant)
- Krammer-Volkerak
- Biesbosch.



Area of land- and water-based nature in the port

Overview of surface area (as at 31 December 2025) of important business locations of the Port of Rotterdam Authority where impacts occur or may occur:

- 789 hectares of greenery and aquatic structures: grasses, trees, drainage ditches and bodies of water in the port.
- 483 hectares of allocatable land that lies fallow and where nature has been given free rein for the time being.
- 376 hectares of pipeline corridors: zones reserved for construction of (underground) pipelines.
- 172 kilometres of slopes: transitions to the open water, influenced by the tide, and the underwater inclines.

We own, lease or manage business locations near protected areas or important biodiversity areas.

We assess the ecological condition based on:

- quality relative to reference,
- species diversity and absence,
- connections between habitats.

Impacts, risks and opportunities

| Focal point: | In balance with society and environment |
|---|--|
| Nature & biodiversity | If the port of Rotterdam is to have a future that is widely supported, it needs to contribute to a robust nature and biodiversity. |
|  | Port activities such as constructing infrastructure, operating wind turbines and dredging impact the ecosystem and biodiversity and can directly or indirectly disturb animal life. |
|  | The nitrogen crisis is leading to restrictions on the development of the port and the activities in the port and is putting pressure on the investment climate. In addition, there are costs involved in purchasing nitrogen rights. |

(Potentially) disruptive port activities

The port area has a rich biodiversity, ranging from protected to unprotected flora and fauna. Our activities have an impact on nature and biodiversity. We lease land and build infrastructure for companies. Keeping areas free of breeding sites and preparing them for construction, as well as demolition and construction activities, disrupts the living environment and the (reproductive) behaviour of animals. Tree felling in the port leads to the loss of important habitats, while dredging waterways causes turbid water and disturbs animal species. Additionally, our activities cause nitrogen to end up in surrounding nature reserves.

Policy

In September 2025, we adopted a Nature Vision for the next 25 years. Together with Naturalis Biodiversity Centre, we are setting a course to strengthen nature and biodiversity in and around the port. The objective: a nature-inclusive port in a vital Rhine-Meuse delta. This is in line with international agreements (COP15) made to combat biodiversity loss. The vision provides the framework for how we incorporate nature and biodiversity into our daily work. For the nature vision, we held workshops with many different parties, including local stakeholders and nature organisations. This resulted in us gaining local and unique insights that have helped to shape the nature vision. We work in a nature-inclusive manner based on three pillars:

- space for nature,
- reducing pressure factors and improving basic conditions,
- integrating nature into the organisation and processes.

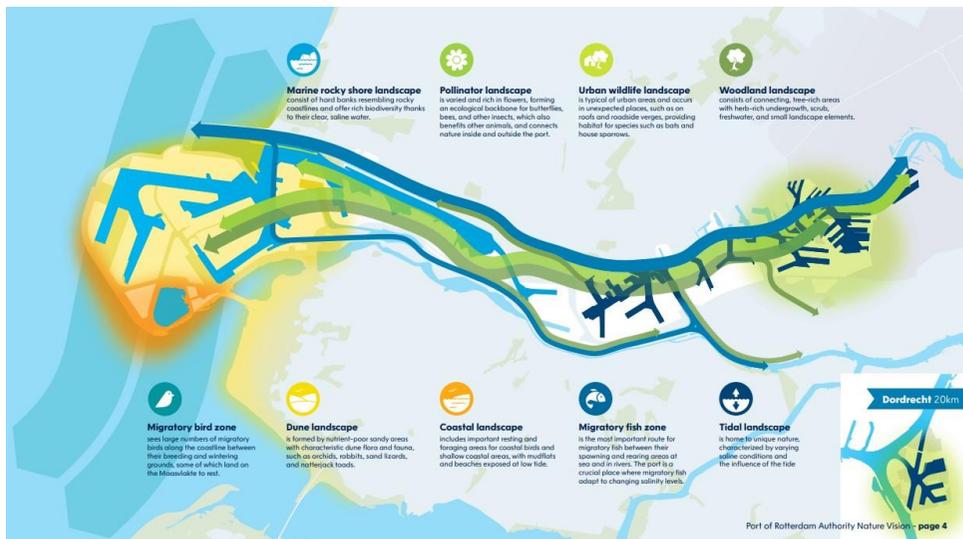
As such, we are going a step further than simply complying with legislation and regulations; we are actively committed to strengthening nature and biodiversity in some of our projects.

Our vision is: 'Together with stakeholders, we are strengthening nature and biodiversity in and around the port, thereby creating a nature-inclusive port in a vibrant Rhine-Meuse delta.' The Nature Vision focuses not only on the port area, but also on the surrounding nature. Good environmental quality is increasingly becoming a prerequisite for development and transition.

The port is part of the Rhine-Meuse estuary and has had a demonstrable influence on it over the past 150 years. That is why the vision offers tools to actively contribute to projects that strengthen nature in an area extending up to 25 kilometres inland and 60 kilometres seaward.



The Nature Vision identifies seven landscapes and two zones. The western port area is characterised by its coastal and dune landscape. The older city harbours of Rotterdam and Dordrecht are part of the urban natural landscape. In the area in between, the woodland and pollinator landscape connect the different parts of the port. The port environment consists largely of water that is influenced by tides and varying salinity levels. Depending on the salt content, the port is classified as either 'marine rocky coastline' (west of the Botlek) or tidal landscape. The migratory fish zone also runs through the port from west to east, while the migratory bird zone runs mainly across the Maasvlakte from north to south.



Nature vision in the spotlight



In the coastal landscape, we increase and improve breeding grounds of vulnerable coastal birds, such as terns and plovers. One way we are achieving this is by creating new breeding grounds, protecting breeding grounds against predators and limiting recreation activity. Port activities such as freight traffic hardly disturb birds. In the dune landscape, we are expanding the surface with common dune vegetation and accompanying fauna, retaining the characteristic soil. This area is of international importance as a breeding ground for large gulls, such as the herring gull. This further also reduces the threat of predators and we are also creating an extra breeding ground on public land. In addition, the Maasvlakte is crucial as a stopover site for migrating birds. We ensure that these stopover sites remain intact.

Objectives

Biodiversity is embedded in our corporate strategy. The Port of Rotterdam Authority aims to create a nature-inclusive port in a vibrant Rhine-Meuse delta. We are in the process of setting an appropriate target that we can measure.

Activities

Each sub-area is characterised by its own habitats and associated species. In order to strengthen habitats and living areas of protected and non-protected species, we worked with Bureau Stadsnatuur to develop a toolbox of nature-inclusive measures for each sub-area. This toolbox is available to anyone carrying out projects in the port.

To prevent damage to protected species, we work according to clear working agreements and a species management plan (SMP). Our clients can also make use of this. Thanks to the Nature Vision, even non-protected species benefit from targeted measures that reduce disruption and strengthen nature. For example, nature-inclusive working is becoming increasingly commonplace in our projects.

We monitor the species composition, distribution and development of butterflies, grasshoppers, bees and plants on grassy vegetation in outdoor areas and on pipeline corridors using representative samples. The 'Management Plan for Protected Species in the Port Area' provides an overview of measures to be taken during work activities for each legally relevant species, including timing, mitigation and compensation. This plan describes all strictly protected species and provides a framework that guarantees their sustainable survival in the Rotterdam port area without hindering economic development. Good planning and risk-mitigating or compensatory measures are important. Monitoring via the Port Scan enables adjustments to be made and provides insight into population health, area and extinction risk.

We tailor measurements of flora and fauna to specific species. Every year, we survey the breeding sites of protected birds and count marine mammals at their regular resting places. We visit known and potential growth sites of flora during the flowering season; we inspect stone embankments and quay walls once every five years for protected ferns. During these visits, we count or estimate numbers. Underwater, we monitor biodiversity on quay walls, slopes and nautical infrastructure, and periodically investigate the fish species in the port. Changes in flora and fauna cannot be directly linked to port activities.



Donkeys assist with nature conservation in the Geuzenbos

In 2025, a special trial began in the Geuzenbos: three Spanish female donkeys are pushing back rampant sea buckthorn on pipeline corridors. These strips must remain short for the safety of pipelines transporting oil products, chemicals and gases. Sea buckthorn makes maintenance costly and labour-intensive. Donkeys offer a natural solution. After health checks and a period of acclimatisation, the animals now roam freely in the 29-hectare area between Europoort and Voorne-Putten, where Tauros cattle also graze. The Zamorano-Leonés breed is ideal: it enjoys eating rough, thorny plants and can withstand harsh conditions. In Spain, these donkeys even help prevent forest fires through their grazing behaviour. The trial will last at least one year to measure their effectiveness in all seasons. In addition to cost savings, this initiative enhances biodiversity and is in line with ecological management in the port. For local residents and visitors, there are information boards with rules of conduct. Safety and animal welfare are paramount, while we are committed to a sustainable, innovative approach.

Results

At present, we do not yet have sufficient data to be able to report reliably on the progress of biodiversity.

Outlook

We are faced with the challenge of implementing the ambitions set out in the Nature Vision. In the coming years, we will work on further strengthening biodiversity and exploiting new opportunities. In 2026, we will establish an implementation agenda, with concrete measures and a research programme. As part of this agenda, we are setting a number of objectives.

4.2.7 Occupational safety

The Port of Rotterdam Authority is committed to creating a working environment where everyone is safe and feels safe. We only accept safe and respectful behaviour from our employees and everyone working for us. Open communication, focused on improvement, is key to this. By focusing on behaviour and awareness and by actively involving employees in risk management, we continuously seek practical solutions that are tailored to our specific activities. In this regard, we aim not only to excel for our own employees, but also to set an example for clients, contractors, and other stakeholders in the port area. The policy and activities described stem from our corporate strategy and are decided within our governance structure.

Impacts, risks and opportunities

| | |
|---|--|
| Focal point: | In balance with society and environment |
| Occupational safety | Guaranteeing occupational safety within the Port of Rotterdam Authority and the outsourced projects and services. |
|  | During work, physical safety incidents may occur, such as serious injuries or in the worst-case scenario, a fatal accident. Employees can also acquire work-related chronic occupational diseases. |

Policy

For our own employees, the risks for personnel who carry out operational work, such as shipping masters, inspectors and maintenance personnel, are greater than for personnel who mainly perform office work. We identify the risks by means of a dynamic risk assessment and evaluation, which we update together with the employees. We also take appropriate measures to prevent accidents or occupational illnesses. For contracted work, the first responsibility for safe execution lies with the contractor. It is our role as the principal to provide a secure context for the projects. Consider, for example, the choices we make about the preferred planning, available space, and whether or not to halt ongoing activities at a construction site. We work with contractors to proactively address as many risks as possible in project risk sessions and health and safety plans.

Additionally, we regularly check whether our contractors are complying with the safety agreements made, for example through Safety Walks. These are part of the operational costs we incur for occupational safety.

The Port of Rotterdam Authority’s Health & Safety Policy Statement ‘Going Home Safe & Sound’ outlines our commitments, actions and accountability. This statement applies to everyone who works for us. The statement has been issued by our Executive Board. They are responsible for ensuring a safe working environment. This year’s update includes the core values of respect, focus, connection and resilience. These values form the basis for everyone to work in a safe and healthy environment. The most important risks are summarised in our Life Saving Rules. Compliance with these rules is mandatory for both employees and contractors.

We share the policy in the induction programme for new staff, in contracts and via our website. The members of the Health, Safety & Environment Committee within the Works Council meet four times a year and support us in implementing the policy. They fulfil a supervisory and advisory role on behalf of all employees.

Objective

Occupational safety is part of the corporate strategy. Our strategy is an integral part of our business operations and was developed after several meetings with input from our own employees, among others. The following KPIs are included under the umbrella of the objective ‘Increasing diversity and inclusion, social and physical safety for all Port Authority employees and contractors’ employees’:

- At Port Authority locations, a Lost Time Injury Frequency Rate (LTIFR) of less than 0.5 and a Total Recordable Injury Frequency Rate (TRFR) of less than 2.0.
- Reduction of the annual number of accidents resulting in injury among contractors working for the Port of Rotterdam Authority to fewer than three cases leading to more than one day’s absence from work.

Activities

To prevent workplace accidents and occupational illnesses, it is essential to identify and manage risks. Risk assessments and evaluations for various activities and locations are an important tool for raising awareness and complying with safety agreements. We assess both the working environment (situation) and the behaviour of all employees to determine whether the physical and organisational measures are appropriate for the risk. Additionally, we encourage employees to carry out a 5xYES (last-minute risk assessment) at the start or change of activities to ensure that the work can be carried out safely.

The risk assessment and evaluation is not limited to physical safety. We also consider risks to the mental and physical health of employees and risks to special groups such as the elderly, young people, pregnant employees, and employees with occupational disabilities. In collaboration with the Netherlands Occupational Health & Safety Service, the HR organisation offers various programmes to promote employee vitality and health. The company doctor plays an important role in sustainable employability and contributes to healthy and safe working conditions.

All employees of the Port of Rotterdam Authority can report unsafe situations, accidents or positive observations via the SafetyNow app. External employees and contractors also have access to this application. We have set up a process from reporting to internal communication via our dashboard. The dashboard provides insight into trends, notifications and actions. In the event of an accident involving injury or a near-accident, we conduct additional investigations, possibly in collaboration with the contractor. We share the results of this survey with our employees on a separate intranet page.

In addition to SafetyNow, we have various ongoing activities within the 'Take Time for Safety' cultural programme to increase safety awareness, such as training, safety minutes, toolbox information and safety supervision.

Each year, we establish a safety plan based on trends and root cause analyses of observations from our own operations and contractor activities. Changes in laws and regulations may also prompt targeted safety initiatives. In 2025, we addressed several specific areas:

In our role as principal

- Increasing safety awareness among project teams during preparation and improving coordination of safety measures during implementation (expansion of safety support)
- Focus on the quality of accident investigations and the prevention of recurrence
- Consistent safety requirements in the contract provisions

For and by employees of the Port of Rotterdam Authority

- Better acceptance and practical applicability of safety measures through regular feedback and updating of risk assessments and control measures.
- Adapting the crisis management organisation to strengthen alignment with various resilience initiatives.

- In 2024, we developed a vision on well-being. Job satisfaction goes beyond mere contentment: it is about meaning, connection and vitality. Our approach rests on five pillars: physical, social, mental, financial well-being and career development. By connecting these pillars, we ensure that employees continue to develop and do their work well, even in a changing environment. We encourage employees to take control of their own well-being and career, and recognise that our support in this regard is crucial. That is why we offer flexibility, opportunities for growth and a healthy work-life balance.

Results

| (Critical) Performance Indicators | Objective 2025 | Achieved 2025 | Achieved 2024 | Achieved 2023 |
|--|----------------|---------------|---------------|---------------|
| At Port Authority locations, the Lost Time Injury Frequency Rate is < 0.5 and the Total Recordable Injury Frequency Rate is < 2.0. | | | | |
| Lost Time Injury Frequency Rate < 0.5 | LITFR < 0.5 | 1,15 | 0,79 | 0.41 |
| Total Recordable Frequency rate < 2.0 | TRFR <2 | 1,53 | 1,59 | - |

In 2025, we had three accidents resulting in absenteeism (longer than one day) among employees of the Port of Rotterdam Authority. This means that we have not achieved the target for the frequency of work-related accidents resulting in lost time (LTIFR). A more positive conclusion is that the total number of days lost due to these injuries amounted to only 49 days. This shows that the severity of the injuries was relatively minor. Last year, we had 266 days of absence due to occupational accidents, while the LTIFR was lower.

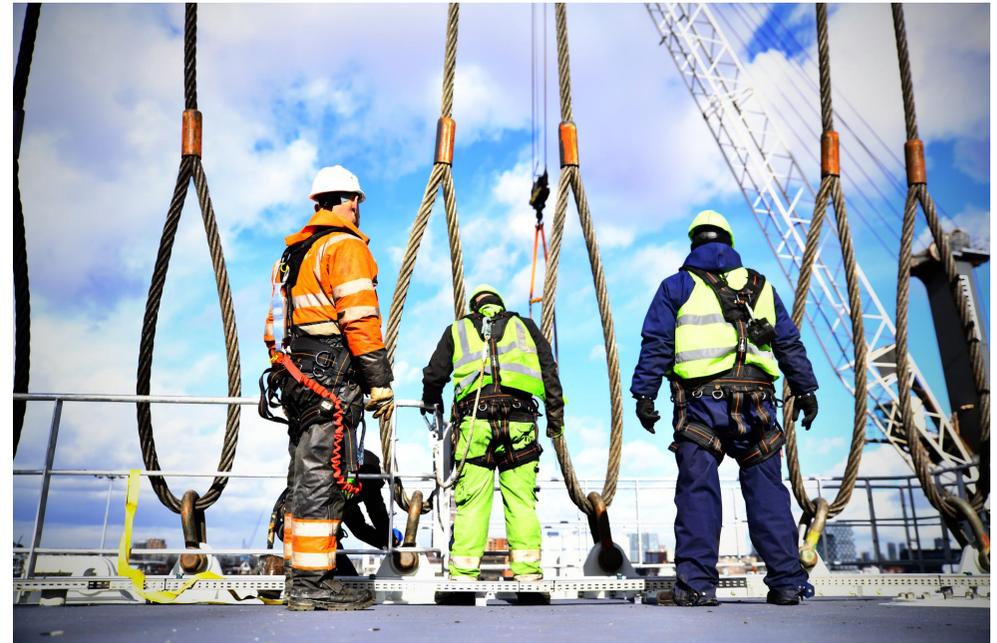
In addition to the two KPIs mentioned above, we measure a number of other data points without associated targets in order to monitor the effectiveness of our activities.

| Other Performance Indicators | | Achieved 2025 | Achieved 2024 | Achieved 2023 |
|------------------------------|--|---------------|---------------|---------------|
| PoR employees | Number of confirmed occupational diseases | 3 | 1 | 1 |
| Work outsourced | Number of work-related accidents requiring medical attention or more serious | 3 | 7 | - |
| | Number of work-related accidents with lost time > 1 day | 4 | 7 | 8 |

Occupational safety was also included in the 2025 employee survey, Employees gave their opinions and rated physical safety in this survey with an average score of 8.7 on a scale of 1 to 10. This is a slight improvement compared to 2024 (8.6). We use the results of the research to improve physical safety.

Complaints and whistle-blower procedure

The Port of Rotterdam Authority’s complaints and whistle-blower procedure is always available via our website for reporting situations that cause a breach of safety, both for Port of Rotterdam Authority employees and for our business relations in the chain. Employees can find information about this on our intranet.



Outlook

In 2026, we will kick off with Contractor Safety Day, where we will discuss a number of safety challenges with our clients. Consider conflicting legislation, the electrification of construction sites, but also dilemmas such as ‘when do we consider risks to be sufficiently mitigated?’.

Furthermore, we will continue to fulfil the exemplary role that we, as the Port of Rotterdam Authority, wish to play in the field of safety. To this end, we engage in discussions about safety with our clients and other stakeholders.

For our projects, we will ensure that the initiatives in the design and implementation phases are better aligned with the prior area planning and the subsequent maintenance phase. This includes recording safety choices in the planning phase of a project and the practical usability of the safety and health file in the management phase of the constructed object.

4.2.8 Value Chain responsibility

Many different supply chains converge in the port of Rotterdam, with links all over the world. We are committed to ensuring a safe, healthy and inclusive working environment for employees in the Port of Rotterdam and monitoring conditions further down the chain. This enables us to contribute to limiting and stopping poor working conditions and violations of labour and human rights. We take a proactive approach – addressing these issues head-on and using our influence to contribute to solutions rather than looking away from potential problems. However, our level of influence varies depending on the situation. We have greater influence over our clients and suppliers in our direct value chain than in the value chains of our clients and suppliers. We use our influence by bringing stakeholders together to raise awareness or take action – by sharing our knowledge and network – and by acting as an example to others. We invest in this by making time and money available, so that together we make a difference.

This chapter focuses on working conditions in the Rotterdam port and industrial complex, such as on seagoing vessels and in freight transport, and on human and labour rights further down the value chain. The policy and activities described above are derived from our CSR statement and are decided upon within our governance structure.

Impacts, risks and opportunities

| | |
|-----------------------------|---|
| Focal point: | In balance with society and environment |
| Chain responsibility | Ensuring human and labour rights and preventing human rights violations. |
| | There are risks of labour rights violations in the Rotterdam port and industrial complex, such as involving employees on seagoing vessels and in freight transport. In addition, there are risks of violations of human and labour rights in the wider value chain, such as for purchases related to civil engineering, facility services and IT from chain partners. |

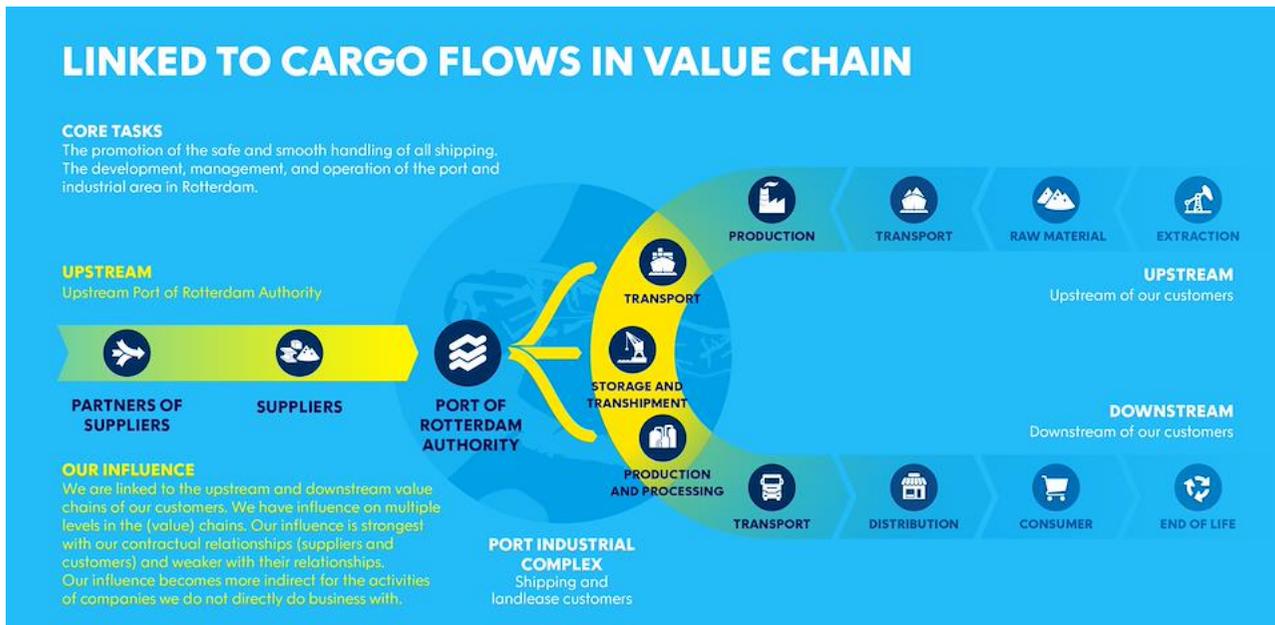


Policy

We consider it important to reduce the negative impact on human and labour rights. We safeguard labour rights through policy instruments. Our human rights policy is set out in our Code of Conduct. Part of this is the option to submit a complaint or whistle-blower report (anonymously). You can read more about this in the whistle-blower policy. The policy is in line with international guidelines, such as the United Nations Guiding Principles on Business and Human Rights (UNGPs) and the OECD Guidelines. We emphasise the importance we attach to a safe, inclusive and healthy working environment in the port in our corporate strategy. We do this under the focal point 'In balance with society'.

By implementing a Human Rights Due Diligence process, we identify where risks of labour rights violations arise in our value chain. Consider the exploitation of flexible workers or inadequate housing for migrant workers. We set requirements for our suppliers through a supplier Code of Conduct in the area of human and labour rights. For certain procurement categories, we set specific requirements that must be met, for example when procuring infrastructure. As port manager, we influence various companies and stakeholders, particularly contractual partners such as tendering partners and clients. For new international activities, we carry out a due diligence check before entering into the activity in order to identify potential negative impacts and limit their consequences.

In addition to our own responsibility, we also emphasise that of our contractors. As principal, we must be certain that contractors are able to minimise risks relating to working conditions. That is why we have laid down our responsibility and vision in our CSR statement. In this regard, we aim to set an example for clients, contractors, and other stakeholders in the Rotterdam port and industrial complex. We invite our chain partners to collaborate on these important themes. This is how we raise awareness and point out the impact they have on the chain. We disapprove of labour law violations, such as unreasonable working hours in the port. By actively implementing our policy, we prevent labour rights violations at our partners.



This figure provides an outline of the degree of influence on supply chains. We then explain our policy in more detail.

Our suppliers

We expect our suppliers to adhere to the same international guidelines as we do. That is why we have a supplier Code of Conduct to ensure good working conditions. These are included in our new contracts. Additionally, we use the Human Rights Due Diligence process to identify the most significant risks of human rights and labour rights violations in our procurement activities. We carry out procurement in a socially responsible manner by setting additional requirements and selection criteria, for example in the risk categories of IT, infrastructure and facilities. We also reserve the right to carry out checks if we suspect non-compliance with this code.

Furthermore, when selecting contractors, we expect them to respect labour rights. Through our due diligence process, we identify the most significant risks of human and labour rights violations in our procurement activities. We drew up additional selection criteria for these risks.

Our clients

Employees in the port must be able to work in a safe, inclusive and healthy environment. Ensuring good working conditions and labour rights in the Rotterdam port and industrial complex is a key priority for us. Our Code of Conduct therefore states that we only do business with socially responsible parties that do not engage in abuses such as violations of human and labour rights. We conduct due diligence investigations on potential (international) partners to ensure integrity and check for sanctions when entering into new major agreements. In line with national legislation, the Port of Rotterdam Authority does not work with sanctioned parties.

Suppliers or clients of clients

The port of Rotterdam plays a crucial role in global supply chains. Our clients, including established businesses and shipping companies, are part of these chains. As the port manager, we have limited influence on cargo flows, but we are connected to our clients' upstream and downstream chains. We leverage our influence by engaging in dialogue with partners and stakeholders, focusing on safe trade and limiting negative social impact. Society is becoming increasingly critical of the origin of goods and is holding us accountable for this. We will actively engage with stakeholders on risks in the value chain, such as in 2025 with actions related to coal and weapons.

Objective

We intend to formulate a target for chain responsibility.

Activities

We strive to prevent and limit risks of violations further down the chain. We also use our influence when it comes to risks of labour rights violations in the Rotterdam port and industrial complex, such as on seagoing vessels and in freight transport. We do this in close consultation with various partners and companies.

Due diligence on cargo flows through the port

Over the past year, we have taken steps in our due diligence process to identify and prioritise negative impacts in downstream chains and relationships. We assessed the risks of the various cargo flows in terms of labour and human rights, environmental impact and responsible business practices. Additionally, we ensured a sharper focus by taking into account the production volume in the port and industrial complex. Finally, we factored in signals from external stakeholders and tested these against external reports on risk sectors. This resulted in the selection of five cargo streams: crude oil, biofuels, hydrogen, coal and LNG. We utilise our influence, including indirect influence, by, for example, engaging in dialogue with relevant parties and partners.

In conversation with NGOs

In 2025, extra attention was given to reports concerning the supply chain for coal from Colombia. The peace organisation PAX and the knowledge centre SOMO, together with the Colombian interest group Asamblea Campesina, have filed a report with the OECD National Contact Point for alleged violations of the OECD Guidelines. The report is directed against the energy companies RWE, Uniper and Vattenfall, the HES transshipment terminal and the ports of Amsterdam and Rotterdam. The report describes how energy companies have contributed to serious negative human rights impacts in Colombia through repeated purchases and processing of coal from the mining companies Drummond and Glencore/Prodeco. According to the report, the HES transshipment terminal and the Port Authorities of Amsterdam and Rotterdam are linked to negative human rights impacts.

The Port of Rotterdam Authority endorses the OECD Guidelines for International Corporate Social Responsibility and acknowledges its connection to negative impacts occurring in the value chains of its leaseholders. Our influence is greatest in our contractual relationships (suppliers and clients) and smaller in their relationships, as we do not do business with them directly. The potential negative impacts described in this specific case by PAX, SOMO and Asamblea Campesina relate to the transshipment and use of coal from Colombia in the port area of Rotterdam by our clients. Our ability to exert influence in this case is limited. Nevertheless, the Port of Rotterdam Authority has been monitoring the situation in Colombia’s mining region for years. We have been involved in the dialogue on improvements in the coal chain in the past and will continue to do so in the future.

The plan is to meet with the relevant NGOs in 2026, under the leadership of an independent chair, to discuss human rights violations, the connection with cargo flows through the port, and our duty of care in performing due diligence and exercising appropriate care. We are preparing this by drawing up Terms of Reference. In 2026, the National Contact Point for the OECD will publish a final statement with the outcomes of the dialogue and accompanying recommendations. A year later, there will be a reflection on what has been done with these findings and recommendations.

Results

No target has yet been set and therefore no measurement method has been formulated for chain responsibility that we can report on.

The Port of Rotterdam Authority evaluates and reports annually on its own chain approach in the field of human and labour rights. This includes measuring the effectiveness of the measures implemented and identifying areas for improvement. The subject is part of the general risk management system and is reviewed twice a year. In addition to activities in the chain, we also raise awareness among our own people, for example by holding information sessions at commercial departments. Additionally, the Executive Board and the Supervisory Board are placing increasing emphasis on the OECD guidelines.

Outlook

We remain committed to enhancing our policy and its implementation in practice. Among other things, we focus on increasing knowledge and engaging in discussions with clients on this subject. Furthermore, we are committed to improving our stakeholder engagement programme in the chain and expanding our CSR procurement policy. By critically examining our influence and collaborating with stakeholders, we strive for a responsible future.

4.2.9 Subversive crime

The port of Rotterdam excels in (logistical) facilities and international accessibility. Unfortunately, criminals also take advantage of this, especially for the transit of drugs. They approach companies and their employees to gain access to information and premises. The recruitment and bribery of these port workers is often accompanied by intimidation. Because we feel very committed to our environment, 'improving the liveability in and around the port' is a theme in our corporate strategy. This also includes our efforts to combat subversive crime.

We are not legally obliged to do so (the Harbour Master has supervisory duties under the Port Security Act), but we feel socially responsible to combat subversive crime. We do this together with our partners from the Port Alliance Rotterdam: Seaport Police, Customs, Public Prosecution Service, Municipality of Rotterdam, Deltalinqs, Regional Information & Expertise Centre, Fiscal Information & Investigation Service, the Tax & Customs Administration, and all companies in the port.

The issue is high on our agenda; we do not want this in our port. Our objective is to 'make it as difficult as possible to misuse the port of Rotterdam for drug-related and subversive crime while protecting our assets'. The policy and activities described stem from our corporate strategy and are decided within our governance structure.

Impacts, risks and opportunities

| | |
|---|--|
| Focal point: | In balance with society and environment |
| Subversive crime | Combating drug smuggling in the PIC. |
|  | Organised crime in the port has a negative effect on the city and its residents, as local residents can start to feel less safe. |

Policy

To make subversive crime in the port more difficult, we are erecting barriers that make the port unattractive for drug-related crime and we are working to raise awareness and resilience among the companies and people who work in the port. Port employees may become unwittingly involved, for example by witnessing illegal practices or being approached to provide information or services. For criminal networks that use the port for drug trafficking, help from within is indispensable. The greatest risk is faced by employees who are visible to the public, both physically and online.

We inform companies and our colleagues about how to recognise and report criminal activities in the port. If a colleague receives a suspicious request potentially linked to criminal activities, they can report it in various ways. For example, to their manager or to the internal and external confidential advisor. The 'confidential advisor guideline' is included in our Code of Conduct. In cases of suspected integrity violations or wrongdoing within the Port of Rotterdam Authority, reports can be made through multiple channels.

Objective

In our corporate strategy, 'in balance with society and environment' is a focal point. We have formulated a question for our chain partners in the Implementation Agenda: 'How successful has the Port of Rotterdam Authority been in increasing resilience to subversion and awareness of subversion in the current year?'

Activities

Together with the companies in the port and Port Alliance Rotterdam, we actively tackle smuggling, threats and disruptions in logistics. We take care of the design and management of the port assets, conclude contracts with new clients and allocate sites. To make drug crime in the port more difficult, we are creating barriers and working to build resilience and awareness among companies and individuals.

Governments and companies are working closely together to make the port safer. Through Port Alliance Rotterdam, the Port of Rotterdam Authority receives subsidies from the Ministry of Justice & Security for projects that enhance security. These resources have been used to implement successful initiatives such as the Secure Chain, the Virtual Fence and Information Sharing Centres. New projects have been launched in collaboration with partners, including tightening ISPS requirements and the 'insider risk scan' to prevent criminal infiltration. We actively seek cooperation with national and international ports and logistics hubs in order to exchange knowledge.

Results

| (Critical) Performance Indicators | Achieved 2025 | Achieved 2024 | Achieved 2023 | Achieved 2022 |
|---|---------------|---------------|---------------|---------------|
| Stakeholders that are affected by subversive crime give us a score of 8.0 for their level of appreciation for our role in tackling this | 8,2 | 7,9 | - | - |

With the ‘subversive crime’ programme, we tackle serious security breaches in the port, such as drug smuggling, human trafficking, fraud, and corruption. To raise awareness, we asked our chain partners in the Implementation Agenda: ‘How successful has the Port of Rotterdam Authority been in increasing resilience to subversion and awareness of criminal infiltration in the current year?’. Of the ten participants (Municipality of Rotterdam, Deltalinqs, Public Prosecution Service, Seaport Police, Customs, Port of Rotterdam Authority, Fiscal Intelligence & Investigation Service, Regional Information & Expertise Centre, Tax & Customs Administration), nine responded to our request. As the Port of Rotterdam Authority, we did not participate in this request. Our target was a rating of 8; we received a score of 8.2, which means we achieved our goal. Although our actions contribute to dealing with the drug problem, they do not solve it entirely.

Outlook

We will continue to work with our partners in the Port Alliance Rotterdam to combat subversive crime and the associated threats and logistical disruptions. This is not only our social responsibility but also crucial for maintaining the integrity, security and competitive position of the port. We will continue to invest in our approach in the coming years in order to reduce the risk of criminal infiltration.

4.2.10 Nautical safety

In 2025, 27,384 seagoing vessels and 93,680 inland vessels visited the port of Rotterdam. Our Harbour Master’s Division (DHMR) is responsible for the safe, smooth, sustainable and secure handling of shipping in the port of Rotterdam. DHMR contributes to promoting the competitive position of the Port of Rotterdam by handling shipping as efficiently as possible. We work together with pilots, towing services, linesmen, terminals and other partners in the port.

In our corporate strategy, nautical safety falls under the focal point of ‘in balance with society and environment’. The policy and activities described above stem from this and are decided upon through our governance structure.

Impacts, risks and opportunities

| | |
|---|--|
| Focal point: | In balance with society and environment |
| Nautical safety | Ensuring a safe nautical environment in the port. |
|  | Port operations are associated with risks of large-scale environmental incidents, such as spills, fires and other emergencies. Such incidents can result in severe damage to the environment, the living environment and the safety of people. |

Policy

We ensure nautical safety by carefully planning, supervising and inspecting shipping. Our policy is aimed at structurally reducing incidents. That is why we carry out risk assessments and work together with nautical service providers. This collaboration enhances focus and quality.

The Nautical Safety Index (NSI) is an indication of nautical safety (safety of shipping traffic) in the port of Rotterdam over a period of one year, expressed on a scale between 0 and 10 (the higher the safer). We determine the NSI based on the total number of shipping accidents (collisions with infrastructure or ships) and incidents. The standard is 7.0.

Our inspectors check whether ships comply with environmental and safety regulations. The extent to which an inspected vessel complies with laws and regulations determines the level of the Safety Environmental Index (SEI). If a vessel meets all standards, it scores a 10 on a scale of 0 to 10. The average score of all ships inspected is the SEI. The standard for this is 7.0. SEI is the average value of compliance behaviour (with laws and regulations) on board seagoing and inland vessels based on physical inspections during a specific period. Based on prioritisation and/or thematic selection, seagoing and inland vessels that are (presumed to be) underperforming are inspected. The standard has been adjusted from 7.5 to 7.0 as of 1 January 2023.



Objectives

In the key results of our corporate strategy, we defined the following objective for nautical safety: ‘zero major nautical incidents’.

Activities

The collision between a water taxi and a water bus in November 2024 made it clear that stricter safety measures were needed on the Nieuwe Maas around the Erasmus Bridge.

We have been advocating for some time now for concrete additional measures to influence sailing behaviour in recreational and passenger shipping. One of these measures is a 20 km/h speed limit for all vessels around the Erasmus Bridge. We discussed this proposal with various parties involved, including the Dutch Safety Board. The Department of Infrastructure & Water Management is incorporating this measure proposed by the Harbour Master into legislation. This speed limit will come into effect following a consultation in the course of 2026.

Results

| (Critical) Performance Indicators | Objective 2025 | Achieved 2025 | Achieved 2024 | Achieved 2023 | Achieved 2022 |
|-----------------------------------|----------------|---------------|---------------|---------------|---------------|
| Zero major nautical incidents | 0 | 0 | 1 | 0 | 0 |

We strive for zero major incidents, and in 2025 there were no major nautical incidents.

The NSI came out at 7.82, which is stable and above the standard of 7.0. In the last quarter of 2025, there were relatively few shipping accidents and no serious shipping accidents. The NSI is calculated continuously over the last twelve months. As a result, the index rises when months with few accidents are added and, at the same time, months with relatively more accidents are excluded from the calculation. The NSI is an index figure that compares the current number of shipping accidents and incidents with the standard period. More serious shipping accidents are weighted more heavily, while less serious shipping accidents are weighted less heavily.

The SEI came out at 7.67 in 2025, which is higher than the standard of 7.0. The index for maritime transport has remained stable. The inland shipping index rose in the last quarter. The SEI is the average value of compliance behaviour (with laws and regulations) on board seagoing and inland vessels based on physical inspections during a specific period. Based on prioritisation and/or thematic selection, seagoing and inland vessels that are (presumed to be) underperforming are inspected.

4.2.11 Digital and physical resilience

In a world full of geopolitical tensions and digital threats, we at the Port of Rotterdam Authority want the port of Rotterdam to be and remain a resilient and robust port. We do our utmost to effectively resist the consequences of physical threats and cyber attacks, among other things, and to recover quickly. The policy and activities described stem from our corporate strategy and are decided within our governance structure.

Impacts, risks and opportunities

| | |
|---|--|
| Focal point: | Resilience, security of supply and strategic autonomy |
| Digital and physical resilience | Digital and physical security of PoR and the effects of cyber and other incidents on activities in the PIC. |
|  | Critical infrastructure, processes or services can become targets for sabotage or attacks by state actors. There is the risk of a full or partial shutdown of the port of Rotterdam. A cessation of the port operations can lead to social disruption. |
|  | If port operations are disrupted by cyber threats, the Port of Rotterdam Authority may face costs and missed seaport dues. |

Policy

We organise the handling of cargo in the supply chain efficiently and optimally by providing high-quality infrastructure and data. In our corporate strategy, we place strong emphasis on resilience, security of supply and strategic autonomy. We proactively tackle challenges such as physical resilience and cybersecurity. Because the government considers the handling of shipping traffic to be vital, we ensure that our systems demonstrably comply with the Network & Information Systems Act (Wbni). Additionally, we respect the privacy of users and employees by strictly adhering to the General Data Protection Regulation (GDPR).

International tensions emphasise the importance ensuring Europe and the Netherlands are resilient. Both the NCTV (National Coordinator for Security & Counter-terrorism) and the WRR (Scientific Council for Government Policy) emphasise that the Netherlands must prepare for this new reality. This requires commitment from the government and society. As the Port of Rotterdam Authority, we have been taking responsibility in this area for quite some time. We ensure that, regardless of how the world changes, we are always prepared to continue supplying society with essential goods and, if necessary, to support defence logistics.

Objective

Resilience, security of supply and strategic autonomy are key priorities in our corporate strategy. Our objective here is ‘no incidents on vital systems’.

Activities

Cyber security

The digital threat to the port of Rotterdam remains as serious as ever. In 2025, there were no incidents affecting critical systems, but a robust cybersecurity strategy remains crucial. The Port of Rotterdam Authority is working with partners to ensure a safe and resilient digital infrastructure. Since the beginning of 2025, the FERM Foundation has been transformed into a national platform that acts as a coordinator, connector, and advocate for the five seaports of national importance. Through structural cooperation with governments and chain partners, we strengthen the resilience of crucial digital processes.

FERM becomes FERM Zeehavens

Digital attacks pose a growing risk to nautical and logistical processes in Dutch seaports. In order to proactively tackle cyber threats, the FERM Foundation, the Dutch Seaports Association, the Ministry of Infrastructure & Water Management, and the National Coordinator for Security & Counter-terrorism (NCTV) developed the Dutch Seaports Cyber Strategy. This resulted in FERM Zeehavens, a partnership for seaports of national importance that replaces the former FERM Rotterdam.

Physical resilience

We work closely with our stakeholders to mitigate the impact of geopolitical changes. We actively invest in new security partners and remain critical of our own approach: we take every threat to shipping or ports seriously. We see something positive in this: resilience is often already present – in people, processes and organisations. We cannot rule out incidents, but we can ensure that they have as little impact as possible. By preparing well, we can continue to function in all circumstances.

Results

| (Critical) Performance Indicators | Objective 2025 | Achieved 2025 | Achieved 2024 | Achieved 2023 | Achieved 2022 |
|-----------------------------------|----------------|---------------|---------------|---------------|---------------|
| No incidents in vital systems | 0 | 0 | 0 | 0 | 0 |

The standard for ‘no incidents in vital systems’ is always zero. In 2025, no incidents were reported, meaning we met our target.

Outlook

Cybersecurity, geopolitical tensions and climate adaptation require continuous attention and proactive measures to safeguard the continuity and security of port operations. The Port Vision 2050 sets out the following vision for the future:

‘By 2050, the port of Rotterdam will have developed into one of Europe’s most resilient, innovative and strategically important logistics and energy hubs. Technological advances, digitalisation, geopolitical dynamics and the energy and raw-materials transition have led to a fundamental restructuring of logistics, production and energy chains. The emphasis is no longer solely on efficiency, but increasingly on predictability, reliability, resilience, and reducing raw material consumption and safeguarding national security – which is directly linked to the role that Rotterdam plays.’

CORPORATE GOVERNANCE AND RISK MANAGEMENT

- 5.1 Governance and diversity
- 5.2 Due diligence statement
- 5.3 Risk management



5.1 GOVERNANCE AND DIVERSITY

Board structure and governance

The Port of Rotterdam Authority is a non-listed public limited company with two shareholders: the Municipality of Rotterdam (70.83%) and the Dutch State via the Ministry of Finance (29.17%). Through their interest in the Port of Rotterdam Authority, the shareholders safeguard the following public interests:

- Nautical safety in the port;
- The continuity and quality of the port of Rotterdam as a vital link in the mainport, efficient market relations, and sustainable land use;
- The sustainability of the port and industrial complex.

When striving for its statutory objectives, the Port of Rotterdam Authority takes into account the long-term effects of its actions and takes appropriate consideration of the interests of the company and all its stakeholders, including the interests of its shareholders, the public interests of society as a whole and the Rotterdam region.

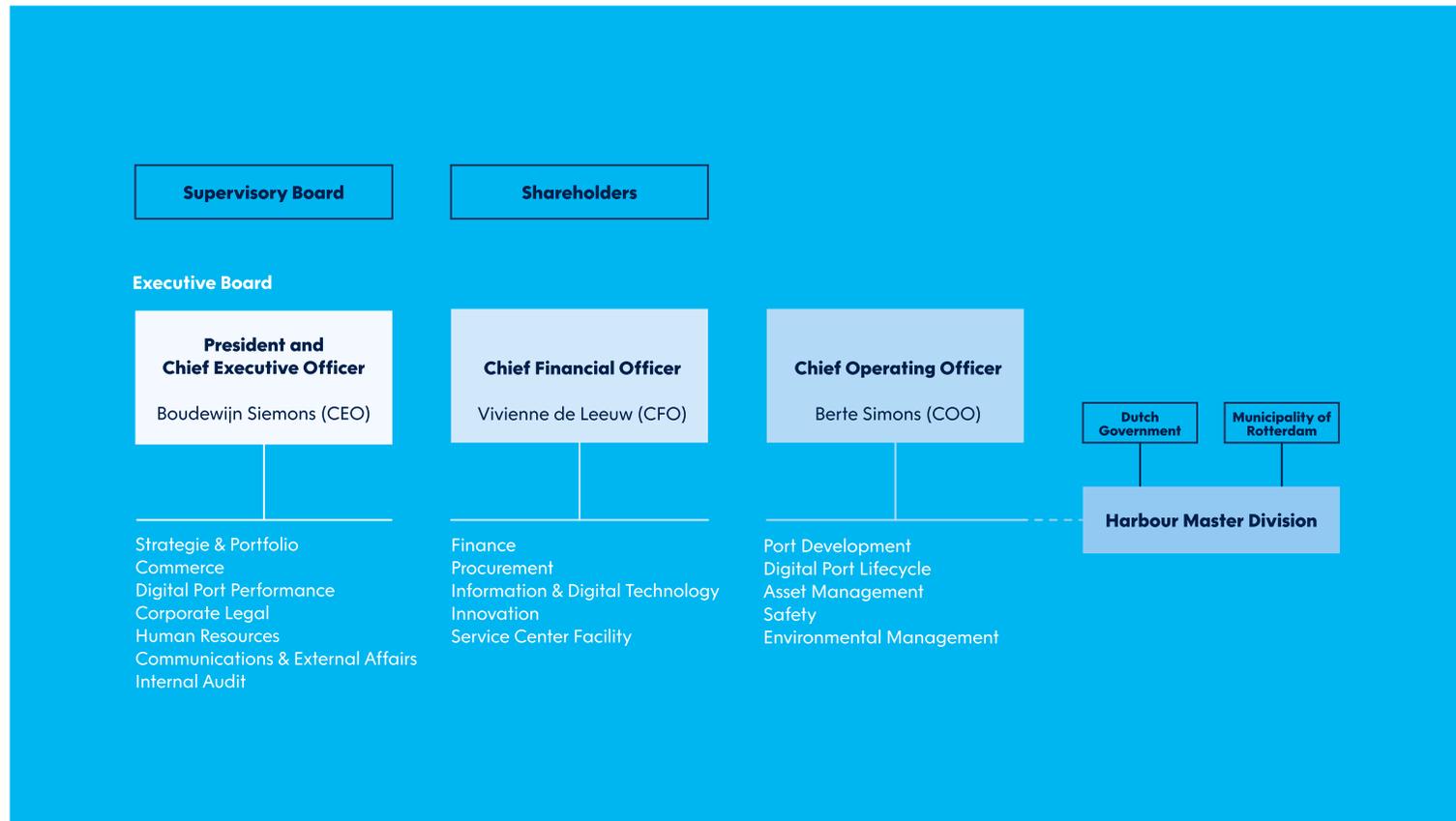
The governance of the Port of Rotterdam Authority is based on a relaxed structure with a two-tiered board structure. The Executive Board is responsible for managing the company, while the independent Supervisory Board oversees the Executive Board and the general affairs of the company. Our shareholders exert influence over the public limited company through the General Meeting of Shareholders.

The powers of the Supervisory Board and the General Meeting of Shareholders are laid down in law and the company's articles of association (see [here](#)). The shareholders have joint authority over major decisions. For example, investments exceeding €50 million and changes to the company's long-term strategy require the approval of both shareholders. The General Meeting of Shareholders also has the authority to appoint executive directors and to determine the long-term strategy of the Port of Rotterdam Authority.

Dutch Corporate Governance Code

The shares of the Port of Rotterdam Authority are not publicly traded. However, the Port of Rotterdam Authority voluntarily applies the principles and best practices of the 2025 Dutch Corporate Governance Code, following the Port of Rotterdam Authority's 'comply or explain' principle. The regulations for the Supervisory Board and its committees (in 2023) and the Executive Board (early 2024) were updated to reflect the latest amendments to the 2025 Corporate Governance Code. The regulations, including the comply or explain overview, can be found [here](#).

Structure



The organisational chart outlines our corporate structure in 2025. Some departments in the Port of Rotterdam Authority are responsible for the development and maintenance of the port and industrial complex, while others focus on commercial activities such as attracting and retaining companies operating in the port. The Harbour Master’s Division carries out public-law duties on

behalf of the (State) Harbour Master, including traffic management, inspections and incident response. Finally, there are support departments such as Human Resources, Communications & External Affairs, and Procurement.

Diversity and inclusion

Diversity and inclusion (D&I) are an important part of our identity. We have strongly anchored D&I in our corporate strategy under the focal point: ‘in balance with society and environment’. We believe that a diverse organisation contributes to better decision-making and more innovation when many perspectives gather at one point. Therefore, we actively work to attract and retain talent with wide-ranging backgrounds. In addition, we are registered with the Dutch Diversiteit in Bedrijf [Diversity at Work].

As such, we continue to work towards a safer and more open culture where everyone can be themselves and have equal opportunities to develop to their fullest potential. We also expect our suppliers to align with this value, as laid down in our supplier Code of Conduct.

To continue to strengthen D&I within our organisation, the Taskforce D&I has been active for several years now. The taskforce consists of a diverse group of colleagues from different departments and plays an active role in promoting an inclusive work environment. The taskforce organises networking activities and training sessions, functions as a knowledge centre and offers advice on D&I-related issues.

Furthermore, we have taken important steps within our recruitment policy and procedures. We are focusing more explicitly on competences, so every candidate is given an equal chance. In this way, the selection process becomes fairer and more inclusive.

Male-female ratio

Increasing gender diversity in our management teams is a key focus. We are aiming for 45% female staffing by 2029. As of the end of 2025, the percentage of women in management positions was 30%. Our Executive Board consisted of three women and five men and here, too, we are aiming for more proportional staffing. Our Executive Board consists of two women and one man. Our Supervisory Board consists of six members, three women and three men and is therefore equally spread. The overall percentage of women employed by the Port of Rotterdam Authority came to 31%.

Employment for people alienated from the labour market

Providing workplaces for people alienated from the labour market is also part of our D&I policy. We therefore structurally make five places available for status holders, people covered by the Netherlands Participation Act or people who have been ill for a long time, for example. The 2025 target was 15 placements. In 2025, 18 people who were previously alienated from the labour market found a place with us at the Port of Rotterdam Authority, up from 11 in 2024.

Governance roles

Executive Board – duties and responsibilities

As of 1 January 2025, Berte Simons is our COO. With this appointment, the Executive Board is complete again from 1 January 2025.

The members of the Executive Board are collectively responsible for the management of the company, the general course of business, and the operations of the group companies affiliated with the company. The Executive Board is also responsible for ensuring the continuity of the company and its affiliated businesses, as well as for the sustainable long-term value creation of both. In fulfilling its duties, the Executive Board takes into account the impact of the company’s actions on people and the environment and considers the interests of relevant stakeholders. The Executive Board is guided by the best interests of the company and its affiliated business.

According to the regulations, the Executive Board’s responsibilities include addressing the socially relevant aspects of business for the company, achieving the company’s corporate and public objectives, and defining the strategy and policies that drive necessary to realise these goals. Additionally, the Executive Board is responsible for establishing, embedding and maintaining values that foster a culture focused on long-term value creation, encouraging conduct that align with these values, and demonstrating them through leadership. Furthermore, the Executive Board ensures compliance with all applicable laws and regulations, assesses and manages risks, and oversees the company’s financial strategy. The Executive Board is accountable for the fulfilment of its duties to the Supervisory Board and the General Meeting of Shareholders.

The composition of the Executive Board and the Supervisory Board ensures the necessary expertise, background and competences to effectively fulfil their responsibilities. The Executive Board is responsible for the company’s impact in the area of sustainability, specifically managing the effects of business activities on people and the environment and addressing the associated risks and opportunities. The risks related to disruptions in port operations, including geopolitical tensions, cybersecurity, and climate adaptation, are incorporated into the company’s risk matrix. The management team, in collaboration with the Supervisory Board, reviews the risk matrix twice a year. Furthermore, the Executive Board works closely with stakeholders such as the Province of Zuid-Holland, the Municipality of Rotterdam, and Rijnmond DCMR Environmental Protection Agency to manage impacts, risks, and opportunities related to air and water pollution, as well as odour and

noise nuisance. The Port of Rotterdam Authority also cooperates with law enforcement agencies to mitigate the risks and impacts associated with subversive crime. The Executive Board has a duty of care to ensure a safe working environment for employees. It is responsible for maintaining good working conditions in consultation with employees. Regular audits and assessments of the processes and responsibilities within the organisation ensure continuous improvement and compliance with human rights standards.

The Executive Board has placed the responsibility for the realisation of climate goals with various direct reports and departments in the organisation. The figure below shows an overview of how the responsibilities for achieving climate goals are divided within the Executive Board.



Supervisory Board – duties and responsibilities

The Supervisory Board oversees, monitors and advises the Executive Board on various matters:

- Achievement of the objectives of the Port of Rotterdam Authority;
- Strategy for sustainable long-term value creation and the risks associated with business activities;
- Design and effectiveness of internal risk management and control systems;
- Financial and sustainability reporting processes;
- Compliance with laws and regulations;
- Relations with shareholders;
- Socially relevant aspects of business operations.

In accordance with the company's articles of association, the Supervisory Board must also approve decisions regarding investments exceeding €10 million and the allocation of sites larger than 25 hectares.

Additionally, the Supervisory Board is responsible for publicly disclosing and maintaining the corporate governance structure of the company, overseeing the selection and appointment process for the external auditor, determining the remuneration and terms of employment of individual Executive Board members, proposing the Executive Board's remuneration policy, and evaluating the performance of both the Executive Board and the Supervisory Board.

The Supervisory Board also oversees the reporting procedure for suspected misconduct and irregularities, ensures that reports are investigated appropriately and independently, and – if wrongdoing or irregularities are identified – ensures that appropriate corrective actions are implemented.

Composition and independence of the Supervisory Board

The Supervisory Board consists of six members. The Supervisory Board elects a chair and vice-chair from among its members. Since 1 January 2024, Koos Timmermans has served as chair, with Wouter van Benten as vice-chair.

The Supervisory Board is composed entirely of independent members. Its composition ensures the necessary expertise, background and competences to effectively fulfil its responsibilities. One-third of the board members are appointed based on recommendations from the Works Council, which reflects strong employee trust.

David Peters and Els de Groot joined the Supervisory Board as of 1 October 2025. Chair Koos Timmermans was reappointed for a period of four years. Therefore, with six members the Supervisory Board of the Port of Rotterdam Authority is operating at full strength.

The Board considers that it meets the independence requirements outlined in best practice provisions 2.1.7 to 2.1.9 of the 2022 Corporate Governance Code. Additionally, the composition of the Supervisory Board aligns with the Port of Rotterdam Authority's diversity and inclusion policy objectives.

Committees within the Supervisory Board

The Supervisory Board has two committees: the Audit Committee and the Remuneration Committee, which also serves as the Selection and Appointment Committee. The composition of these committees is determined by the Supervisory Board. The Audit Committee consists of Els de Groot (chair), Wouter van Benten and David Peters since 17 October 2025. The Remuneration Committee consists of Jacqueline Prins (chair), Thecla Bodewes en Koos Timmermans since 17 October 2025.

The committees advise the Supervisory Board, prepare decision-making processes and contribute to effective decision-making by the Supervisory Board. During Supervisory Board meetings, the committees provide oral reports and share (draft) minutes. However, the Supervisory Board retains collective responsibility for decisions prepared by its committees.

Each committee operates under its own set of regulations, outlining its rights, responsibilities and best practices. The regulations of the Audit Committee and the Remuneration Committee are included in the regulations of the Supervisory Board. The Audit Committee is responsible for overseeing the internal risk management and control systems, the financial and non-financial reporting of the organisation, and the follow-up of recommendations and observations from internal and external auditors. The Audit Committee meets four times per year, and at its request, meetings may be attended by the external auditor and the head of the Internal Audit Department. The audit committee maintains contact with the external auditor, particularly regarding audit activities and in cases where the external auditor suspects irregularities related to the financial reporting.

The Remuneration Committee prepares decisions for the Supervisory Board, including selection criteria, appointment procedures, and performance evaluations of both the Executive Board and the Supervisory Board members. Additionally, it prepares proposals on the Executive Board's remuneration policy, as approved by the General Meeting of Shareholders, and determines the individual remuneration of Executive Board members.

Appointment and dismissal

The members of the Executive Board and the Supervisory Board are appointed by the General Meeting of Shareholders upon the recommendation of the Supervisory Board. The Supervisory Board prepares a profile and a list of candidates, which are submitted for approval to the General Meeting of Shareholders. The nomination and appointment process takes into account the corporate and public objectives of the company, the nature of the business, its activities, the required expertise and experience, and – when appointing a Supervisory Board member – their required independence.

The Port of Rotterdam Authority strives for a composition of the Executive Board and the Supervisory Board that reflects broader society. Since 4 December 2025, the Supervisory Board has implemented an updated diversity policy covering expertise, experience, competences, other personal qualities, gender or gender identity, age, nationality, and (cultural) background for the composition of the Executive Board and the Supervisory Board. In terms of gender, we are aiming for at least one third men and one third women in the composition of the Executive Board and the Supervisory Board. In addition, in the coming years, we are striving to increase diversity in cultural background. These targets are considered appropriate and ambitious, given the number of members in the Executive Board members (three members) and the Supervisory Board (six members). The current composition of the Executive Board and Supervisory Board meets these diversity targets: as of the end of 2025, the Executive Board consists of two women and one man, while the Supervisory Board consists of three women and three men (50% ratio).

In (re)appointments to the Executive Board and the Supervisory Board, diversity objectives are actively incorporated into the profile, recruitment and selection process. The Works Council has the right to provide advice on the appointment of Executive Board members. Additionally, for one-third of the Supervisory Board appointments, the Works Council has a strengthened right of recommendation. The Works Council has exercised this right, leading to the appointment of the Chair of the Supervisory Board and Supervisory Board member Jacqueline Prins, both of whom enjoy special trust from the Works Council.

A director or Supervisory Board member is appointed for a four-year term and may be eligible for reappointment. The maximum tenure is three terms of four years, or 12 years in total. The General Meeting of Shareholders has the authority to suspend or dismiss directors, while the Supervisory Board holds the power to suspend a director. The Supervisory Board periodically evaluates the performance of the Executive Board.

Members of the Supervisory Board

| Name | Term | Appointment | Final year of current term |
|----------------------------|--------|------------------|----------------------------|
| Timmermans | Second | 1 oktober 2021 | 2029 |
| Van Benten | Second | 1 september 2022 | 2026 |
| Bodewes | First | 15 december 2023 | 2027 |
| Prins | First | 15 december 2023 | 2027 |
| De Groot | First | 1 oktober 2025 | 2029 |
| Peters | First | 1 oktober 2025 | 2029 |

Members of the Executive Board

| Name | Term | Appointment | Final year of current term |
|--------------------------|--------|-----------------|----------------------------|
| Siemons | First | 1 februari 2024 | 2028 |
| | First | 1 oktober 2020 | 2024 |
| De Leeuw | Second | 30 juni 2023 | 2027 |
| Simons | First | 1 januari 2025 | 2029 |

Corporate Social Responsibility

The Supervisory Board supports the Port of Rotterdam Authority's leading role in corporate social responsibility (CSR). For the Port of Rotterdam Authority, this role extends beyond the management, operation and development of the port and industrial complex. We recognise that the Port of Rotterdam Authority is a high-performing company in the field of CSR, demonstrating leadership in ambition and reporting. With new reporting obligations, the integration of key ESG themes into daily operations is expected through governance, monitoring and documentation. We also see opportunities to further embed CSR principles into our activities. The Port of Rotterdam Authority actively promotes CSR among its clients, for example, by assisting shipping and industry in their sustainability efforts.

CSR considerations are an integral part of decision-making for both the Port of Rotterdam Authority and the Supervisory Board. This means that sustainability is not treated as a separate agenda item but is discussed per project or investment by the relevant decision-making body. Management team and Executive Board meetings take place every two weeks, while Supervisory Board meetings occur quarterly or more frequently if deemed necessary by the Executive Board and the Supervisory Board.

The Net Positive-CSR (Corporate Social Responsibility) Steering Group oversees the Port of Rotterdam Authority's sustainability efforts in a wider sense. The agenda for the steering group arises from an exploration into the strategic implementation of the long term objective Net Positive and from the integration of social, environmental and economic aspects in the daily work of PoR departments and PoR employees. The Net Positive-CSR Steering Group also acts as a preparatory

body for decision-making on CSR-related topics (e.g. climate targets and human rights policies). Official decisions on these matters follow the standard governance structures. The CSR Steering Group comprises the CEO (chair), direct reports from the departments of Environmental Management, Communications & External Affairs, New Business & Portfolio, Strategy & Analysis, the CSR Program Manager, and a Strategy Consultant. The topics discussed by this Steering Group in 2025 included the climate transition plan, the approach to transition options 2030-2050, implementation of the human rights policy, compliance with OECD guidelines, and dialogue with NGOs.

Employee participation

The Participation Council represents employees of the Port of Rotterdam Authority. The office workers are represented by 8 members in the Works Council, the operational employees are represented by 4 members in a separate sub-committee. The Port of Rotterdam Authority realises participation through a constructive collaboration between the Executive Board, the Harbour Master's Division, the Supervisory Board and the Participation Council.

The Participation Council has exceptional powers that go beyond the statutory requirements, such as a say on certain subjects that fall under its advisory rights under the Works Councils Act. The Participation Council has a Health, Safety and the Environment Committee, which is concerned with occupational safety, a financial committee to handle large investment decisions, and a staff committee that evaluates organisational changes. It is important that the Participation Council properly weighs the Port of Rotterdam Authority's interests against the interests of workers.

The Participation Council enlists 'consultants'; a pool of colleagues the Participation Council can consult based on their expertise. The chairs of the Participation Council have periodic meetings with the chairs of the Works Councils of similar organisations (Municipality of Rotterdam and the Port of Amsterdam) and with a delegation from the unions within the Port of Rotterdam Authority.



5.2 DUE DILIGENCE STATEMENT

For a number of years, the Port of Rotterdam Authority has been putting in place a full due diligence process in line with the OECD Guidelines for multinational companies and the UN Guiding Principles on Business and Human Rights (UNGPs). We have mapped out the risks in our chain and understand our role within this (causes, contributions to or linked to). We are committed to Corporate Social Responsibility, for example, by integrating human rights into the general risk management system and carrying out a due diligence check for new international activities. We are in talks with stakeholders and offer suitable damages for those affected. The human rights policy is also part of our Code of Conduct. You can read more about this in our annual report, under the chapter Chain Responsibility.

5.3 RISK MANAGEMENT

Vision on risk management

At the Port of Rotterdam Authority, we see risk management as an essential part of our corporate strategy and operations. We voluntarily follow the Dutch Corporate Governance Code. The Corporate Governance Code was amended in 2025. The principles and the declarations to be made by the Executive Board regarding the reporting on risk management by the company have been expanded to include sustainability reporting, operational and compliance risks in addition to the management of the financial reporting risks. As a consequence, this chapter of the report has also been expanded.

We recognise that there will always be risks involved in the realisation of our ambitions and execution of our activities. Therefore, we strive not to avoid risks per se but to identify, assess, manage and report about them transparently.

Risk management is not a goal in and of itself, but an inherent part of our operations. It helps us to deal with the uncertainties that can affect our objectives in a conscious and structured way. These objectives are wide-ranging: from realising our strategy, including a safe and efficient handling of shipping traffic, to reliable reporting and a healthy financial position. Risk management ensures that we limit risks, deploy resources efficiently and have more certainty regarding the achievement of our objectives. We realise that no single approach can offer full certainty, and that we can never fully prevent all inaccuracies, fraud, incidents and violations of laws and regulations.

Risk appetite

The Port of Rotterdam Authority's risk appetite is minimalist to cautious: this means risks are weighed against strategic opportunities, social responsibilities and operational continuity. Our home base is caution, in particular when dealing with risks that affect our public tasks within the Harbour Master's Division, as well as security, compliance with laws and regulations and reliable financial and sustainability reporting. We are prepared to take bigger risks that contribute to innovation, sustainability and competitiveness, as long as these are clearly delineated and adequately monitored. We intend to bring further differentiation to our risk appetite and make it a more explicit and structured part of our risk management and control system.

Risk management and control system

The RJ 400 guideline and the Corporate Governance Code 2025 are the framework for our accountability regarding our risk management and control system. Our risk management and control system is based on the COSO Enterprise Risk Management framework. Below, we explain key elements in our risk management and control system.

Norms, values and culture

The Code of Conduct shows what we consider to be important in our dealings in business and society and what we consider desirable and undesirable behaviour. We hold annual training sessions for our employees on these topics to reinforce our message. Via the employee survey, we periodically evaluate aspects like culture, work stress and awareness of the Code of Conduct. Maintaining and expanding our employees' risk awareness is an important ongoing focus for us. This also applies to our core values: Focus, Respect, Resilience and Connection. We actively bring them to the attention of our employees.

Organisation and governance

The department managers and project/program managers are the first line of responsibility to ensure a controlled execution of processes, projects and programmes, including risk management. Within their activities, the first line utilises specialist functions like Corporate Legal with a specialisation in various legal domains, purchasing specialists or specialists in nautical law, security or contract law.

Risk management advisors, compliance advisors and controllers provide support and together form the Risk, Control and Compliance community, which meets to share knowledge and coordinate. This is overseen by Corporate Risk and Compliance, which sets frameworks from the second line for the execution of risk management and compliance activities. The IAD is also a member of this community from the third line. It is not part of the second line but is a member of the community in order to gain insight into the activities of the first and second lines. In addition to these meetings, there is informal bilateral coordination. Furthermore, the IAD periodically carries out audits and evaluations of components of the risk management and control system. This is carried out on the basis of an audit plan, which was drafted in consultation with the Executive Board and the Supervisory Board's Audit Committee.

Based on the information arising from the three aforementioned lines, the Executive Board is ultimately responsible for the risk management and control system, while the Audit Committee of the Supervisory Board supervises its functioning. It achieves this through ways such as discussing quarterly reports that provide an insight into performance and progress in various areas like occupational and nautical safety, cybersecurity, privacy, sustainability, compliance, investment projects and finances and the Internal Audit department's reports that give an insight into the functioning of all or part of the risk management and control system. The general financial risk management is also given consideration through discussions on the internal reporting and results of the Fraud Risk Assessment. In addition, the Audit Committee discusses the most important risks (PoR top risks) twice a year and the compliance maturity once a year with the Executive Board.

Policy and regulation

We apply policies and guidelines that collectively are there to ensure the realisation of the objectives and consistency, compliance and quality in our processes. In this way, we minimise the risks when taking on tasks and obligations through authorisation limits, determined in the internal authorisation policy and the procurement regulations. In addition, we have policy and guidelines for tendering, participating interests, privacy, accounting, financial management and the management of the security of automated systems. For the most crucial automated systems used by external service providers, an ISAE 3402 attestation is requested. Operational risks are mitigated through the way in which processes are set up and through procedures such as those for security, maintenance and purchasing. Our project management approach further guarantees that our projects go according to plan. Project and product boards give direction to our project portfolio.

Risk analyses and control frameworks

Risk management starts on a **strategic level** as part of the strategic planning process. The management team is responsible for outlining strategy, determining our organisational objectives, laying down the most important company-wide risks (PoR top risks) and budgetary allocations.

On an **operational level**, departments, project teams and domains such as occupational safety and nautical safety carry out risk analyses. Additionally, we carried out risk & control assessments for the operational departments in 2025: Harbour Master's Division, Asset Management and Port Development and the Digital & IT department. These assessments give an insight into the risks and measures per department and lay the basis for an integrated picture of the risks. The assessments strengthen the link between strategic and operational risk management. They can also bring new risks to light that are missing from the top-down list arising from the risk management on a strategic level.

Compliance risks are part of the risk analyses on all levels. In 2024, we introduced an approach that provides an insight into our compliance maturity and points of improvement via annual 'compliance maturity self-assessments'. These assessments made by owners and knowledge holders in legal and regulatory domains (such as taxes, privacy, purchasing or tendering) form a core part of our compliance framework. In addition, the IAD, in collaboration with Finance, has carried out an overarching inventory of potential fraud risks and management measures within the Port of Rotterdam Authority.

Assessing **ESG/sustainability risks** and the management hereof is an integral part of our risk management and control system. Reliable sustainability reporting is guaranteed within the 'integrated reporting' process, involving direction and management of material themes and our impact on the environment and the IAD's annual audit of text claims and KPIs.

One instrument used to alert us to **financial risks** and to predict our financing needs is our long-term Financial Plan. We take different financial scenarios into account. Financial control frameworks are in place to manage financial reporting and other risks. This applies to key processes such as contract revenues, port dues and purchases. In addition, every quarter, an internal report is generated that contains analyses and statements about the progress of the items on the balance sheet and in the income statement.

Planning & control including monitoring and reporting

In 2025, we introduced the Annual Business Review/Quarterly Business Review methodology in our planning & control cycle. Every year, activities carried out to realise the company strategy are assigned priority levels and budgets are allocated based on fixed (run) and one-time (change) activities and then translated to the annual plan. The results of these activities and expenditures are then assessed on a quarterly basis and adjustments are made where necessary. Accountability is provided through quarterly reporting.

The quarterly report also includes all relevant recent developments, achievements and progress in various areas, such as occupational and nautical safety, cybersecurity, privacy, sustainability, compliance, investment projects and finance. The monitoring of our top risk landscape and our compliance maturity is part of the planning and control cycle. The Management Team, Executive Board and Supervisory Board discuss the top risks twice a year and our compliance maturity once a year. Our top risks and compliance maturity are also shared with our shareholders.

In addition to the quarterly reports, there are in-depth reports that provide an insight into the status of various safety and security domains, such as nautical safety, occupational safety and cybersecurity. On an operational level, our project reports are an important part of our monitoring of investment projects. The selection and controlled execution of the right projects are key factors for realising the corporate strategy. On a portfolio level, the Executive Board monitors the realisation of our corporate strategy and the making of future-proof choices. Project and product boards give direction and management to the realisation of our project portfolio.

Our risk landscape

In 2025, we once again identified and evaluated our top risks. These risks affect whether we can achieve our corporate strategy and take into account our material themes, internal factors, external developments, trends and events that represent either opportunity or threat. The measures and initiatives taken to influence the risks are divided between internal management, and actions taken towards the port and chain partners.

Below is a description of the top risks, categories according to RJ 400: strategic, operational, compliance, financial and sustainability reporting. Due to the expansion of the Corporate Governance Code 2025, we have added sustainability reporting as a risk category.

The evaluation method and substantiation of the effectiveness of the risk management and control system by the management team

Top risks and risk dialogue in the Executive Board

The most important company-wide risks (top risks) are identified twice a year by the Executive Board. These risks have been assigned to risk owners within the organisation, who are responsible for developing and monitoring appropriate measures. The Executive Board periodically discusses the status of top risks, including the progress of measures initiated by or on behalf of a risk owner.

In addition, the Executive Board discusses the quarterly management reports. These reports provides insight into the management of financial risks – including those related to financial reporting – sustainability reporting, compliance and operational risks. Moreover, the recommendations from audits carried out by the Internal Auditing department are followed up via these reports.

Further explanation of evaluation by risk category by the Executive Board

Below is a further explanation of the way in which the Executive Board of Port of Rotterdam Authority has assessed the performance of the internal risk management and control system.

A financial report is generated four times a year with in-depth analyses and explanation of the financial results over the course of the year. This explanation is extensively discussed twice a year by the Executive Board. In addition, for the most important financial processes, control frameworks have been set up that are evaluated annually by the Finance department to check their design, existence and functioning. This provides insight into the extent to which these processes contribute to accurate financial reporting. In addition, the management evaluates the long-term Financial Plan once a year, taking into account various financial scenarios. Supplementary analyses were carried out in 2025 due to the geopolitical and economic developments. This has not led to any changes to the continuity predictions.

Financial reporting

These tasks form the basis for our evaluation of the design and functioning of our risk management and control system with respect to financial reporting. The aim of this system – taking into account our risk appetite – is to guarantee the reliability of the financial reporting at the assurance level that the management strives for and which is declared in the management declaration (reasonable level of assurance).

Sustainability reporting

The sustainability information is partially generated within the process of integrated reporting, in which direction and management occurs of the determined material themes, as established by the Executive Board. The double materiality analysis is the basis for this. The preparation of the annual report is carried out by the Finance department, after which the draft version is discussed by the Executive Board prior to publication. Our Internal Audit Department conducts an annual audit of both text claims and KPIs based on the material themes in our annual report. We are working towards evaluating the performance of management measures to hedge sustainability reporting risks.

The design of the process for integrated reporting and the audit carried out by our Internal Audit department are the basis for our evaluation of the design of our risk management and control system in relation to the sustainability reporting. The aim of this system – taking into account our risk appetite – is to guarantee the reliability of the sustainability reporting at the assurance level that the management strives for and which is declared in the management declaration (limited level of assurance).

Operational risks

Our quarterly report also includes all relevant recent developments, achievements and progress in various areas, such as occupational and nautical safety, cybersecurity, privacy. Every two weeks, the Executive Board also discusses the relevant state of affairs and events relating to the operational activities including risks and management measures. At these meetings, notable events in the areas of security, IT including cyber, projects and maintenance are discussed, where relevant. In addition, 2025 risk and control assessments were carried out within the operational departments of the Harbour Master's Division, Asset Management, Port Development and Digital & IT. The findings were discussed in the management teams of the departments concerned and then by the Executive Board, in the presence of the heads of Finance and Internal Audit department. These assessments provided us with insights into the primary risks and the design of the existing management measures per department. The findings form an important building block to strengthen the overall picture of the effectiveness of our risk management and control system. For instance, we continue to develop our IT management with the implementation of an overarching IT management framework and the strengthening of authorisation management within our core systems. With this, we work towards evaluating both the design and operation of management measures with respect to operational risks.

The periodic meetings on the operational activities, the quarterly reports and the insights from the risk and control assessments from the operational department form the basis for our evaluation of the design of our risk management and control system in relation to the operational risks. The aim of this system – taking into account our risk appetite – is to effectively manage these risks at the assurance level that the management strives for and which is declared in the management declaration (some level of assurance).

Compliance risks

The compliance policy is set by the Executive Board and is based on a total overview of relevant laws and regulations. The policy is checked to assess that it is up to date and complete with the help of experts in the organisation and the support of an external expert.

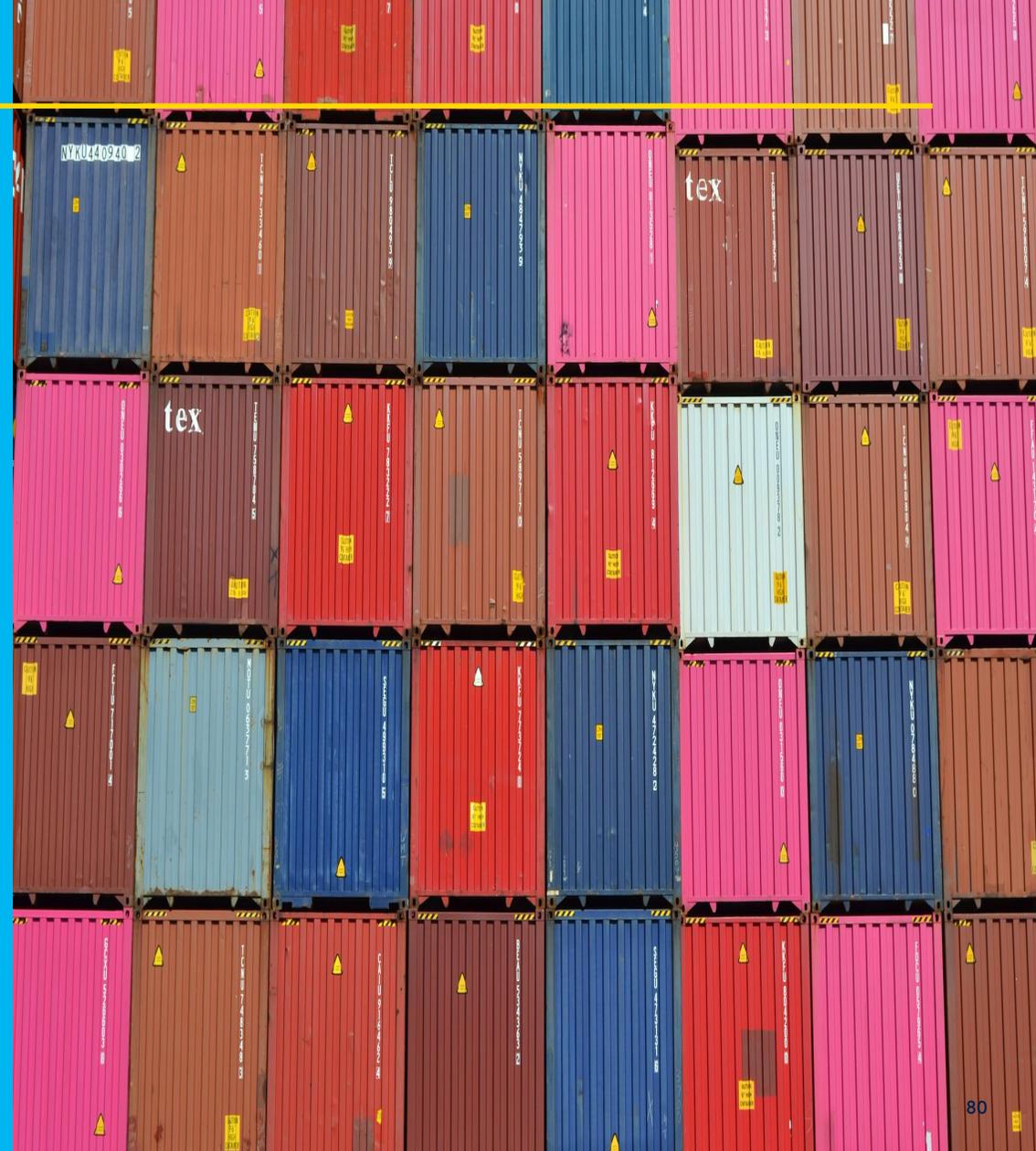
In addition, a compliance control self-assessment is carried out annually. With this assessment, we gained insight into the maturity of the compliance organisation and the extent to which we are complying with relevant laws and regulations. The results, including the suggestions for improvements are discussed by the Executive Board as part of the Q2 quarterly report. Suggestions for further improvements are: guaranteeing compliance in the realisation of process descriptions that are currently carried out in phases and checking the effectiveness of the management against individual laws and regulations – with possible improvements as the next step. We are working towards evaluating the functioning of the management in relation to compliance risks.

The insights from these analyses are the basis for our evaluation of the design of our risk management and control system in relation to the compliance risks. The aim of this system – taking into account our risk appetite – is to effectively manage these risks at the assurance level that the management strives for and which is declared in the management declaration (some level of assurance).

OTHER INFORMATION

6.1 Key figures

6.2 Credits



Balance sheet

| Balance sheet (Before result appropriation x € 1.000) | 31. December 2025 | 31. December 2024 | |
|--|----------------------|----------------------|--|
| Assets | | | |
| Fixed assets | | | |
| Intangible fixed assets | 82,831 | 98,287 | |
| Tangible fixed assets | 4,102,466 | 4,058,206 | |
| Financial fixed assets | 1,496,052 | 1,565,019 | |
| | 5,681,349 | 5,721,512 | |
| Current assets | | | |
| Inventory | 856 | 858 | |
| Accounts receivable | 319,355 | 276,504 | |
| Cash and cash equivalents | 230,084 | 309,293 | |
| | 550,295 | 586,655 | |
| Total assets | 6,231,644 | 6,308,167 | |
| Liabilities | | | |
| Shareholders' equity | | | |
| Issued share capital | 900,000 | 900,000 | |
| Share premium reserves | 391,200 | 391,200 | |
| Legal reserves | 160,567 | 165,374 | |
| Other reserves | 3,087,049 | 2,964,203 | |
| Result for appropriation | 265,977 | 273,727 | |
| | 4,804,793 | 4,694,504 | |
| Provisions | 43,433 | 46,050 | |
| Long-term debts | 1,150,665 | 1,322,612 | |
| Short-term debts | 232,753 | 245,001 | |
| Total liabilities | 6,231,644 | 6,308,167 | |

Income statement

| Profit and loss account (Amounts x € 1000) | | 2025 | 2024 |
|--|----------|-----------------|-----------------|
| Net revenue | 894,461 | 845,017 | |
| Other operating income | 45,894 | 36,984 | |
| Total operating income | | 940,355 | 882,001 |
| Wages, salaries and social security | -153,459 | -139,825 | |
| Depreciation and impairment of tangible fixed assets | -200,207 | -178,930 | |
| Other operating expenses | -203,337 | -178,713 | |
| Total operating expenses | | -557,003 | -497,467 |
| Operating results | | 383,352 | 384,533 |
| Financial income and expenditure | | -42,411 | -43,724 |
| Result from ordinary activities before taxation | | 340,941 | 340,809 |
| Taxation | | -84,702 | -77,536 |
| Income from participating interests | | 9,738 | 10,454 |
| Result after taxation | | 265,977 | 273,727 |

Throughput

Throughput Greater Rotterdam includes transshipment terminals Hoek van Holland, Dordrecht, Schiedam and Vlaardingen. This throughput represents 3.9% of the total throughput volume of transport for 2025. The associated seaport dues are not received by the Port of Rotterdam Authority and are therefore not included in the financial reporting.

| Throughput (Gross weight x 1,000 tonnes) | 2025 | 2024 | Difference (number) | Difference (%) |
|---|----------------|----------------|---------------------|----------------|
| Ores and scrap | 26,275 | 29,701 | -3,426 | -11.5% |
| Coal | 17,300 | 18,952 | -1,652 | -8.7% |
| Agribulk | 10,940 | 10,296 | 644 | 6.3% |
| Biomass | 1,278 | 998 | 281 | 28.1% |
| Other dry bulk | 10,768 | 11,243 | -474 | -4.2% |
| Sub total dry bulk | 66,562 | 71,190 | -4,628 | -6.5% |
| Crude oil | 101,175 | 97,822 | 3,354 | 3.4% |
| Mineral oil products | 48,528 | 55,555 | -7,026 | -12.6% |
| LNG | 12,992 | 11,292 | 1,700 | 15.1% |
| Other liquid bulk cargo | 34,278 | 35,359 | -1,081 | -3.1% |
| Sub total liquid bulk cargo | 196,974 | 200,027 | -3,054 | -1.5% |
| Total bulk cargo | 263,535 | 271,217 | -7,682 | -2.8% |
| Deepsea containers | 90,294 | 86,701 | 3,593 | -1.5% |
| Feeder containers | 19,826 | 23,089 | -3,263 | -14.1% |
| Shortsea containers | 23,047 | 23,609 | -562 | -2.4% |
| Containers | 133,167 | 133,4 | -232 | -0.2% |
| Roll-on Roll-off | 25,558 | 25,343 | 216 | 0.9% |
| Other general cargo | 6,111 | 5,840 | 271 | 4.6% |
| Break bulk | 31,669 | 31,182 | 487 | 1.6% |
| Total general cargo | 164,836 | 164,582 | 254 | 0.2% |
| Total cargo throughput | 428,372 | 435,799 | -7,428 | -1.7% |
| Total numbers of containers | 8,150,295 | 7,962,299 | 187,996 | 2.4% |
| Total TEUs | 14,244,954 | 13,819,761 | 425,193 | 3.1% |

Key figures

| Keyfigures | Unit | 2025 | 2024 | 2023 | 2022 | 2021 |
|---------------------------------------|----------------|---------|---------|--------|---------|---------|
| Added value | Bln € | 23.27 | 29.6 | - | 30.6 | 24.4 |
| Employment | Jobs | 182,174 | 192,364 | - | 193,427 | 183,004 |
| Throughput total | Million tonnes | 428.4 | 435.8 | 438.8 | 467.4 | 468.7 |
| Throughput containers | TEU million | 14.2 | 13.8 | 13.4 | 14.5 | 15.3 |
| Ship calls (seagoing) | Number | 27,384 | 27,617 | 27,886 | 29,029 | 28,876 |
| Ship movements | Number | 74,737 | 77,916 | 79,045 | 76,769 | 77,869 |
| Very serious nautical incidents | Number | 0 | 1 | 0 | 1 | 0 |
| Nautische Safety Index | Score | 7.82 | 6.07 | 7.51 | 6.39 | 7.46 |
| Port reputation among local residents | Score | 82.2 | - | 81.1 | 79.0 | 83.2 |
| Carbon emissions HIC | Mtonnes | 19.1 | 20.2 | 22.6 | 23.5 | 22.5 |
| CO2 footprint HIC | Ktonnes | 0.55 | 0.74 | 1.52 | 2.65 | 2.70 |
| Proportion of women (total) | % | 30.8% | 30.3% | 29.4% | 28.5% | 27.2% |
| Proportion of women (management) | % | 29.9% | 29.0% | 29.3% | 31.8% | 29.4% |

6.2 CREDITS

Publisher

Port of Rotterdam Authority

Feedback

We would like to hear your thoughts on our annual report. You can give your feedback via the [contact page](#).

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