

2020

SUSTAINABILITY REPORT



**MAKING OUR
BUSINESS MORE
SUSTAINABLE
EVERY DAY**

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About the report

This is the Annual Sustainability Report of Koninklijke Wagengborg B.V. (hereinafter referred to as Royal Wagengborg or Wagengborg) as the consolidated group of companies. The report covers activities during and KPI's over the 2020 calendar year.

Letter from our CEO

“As a sector we have an obligation to reduce GHG emissions as fast as possible. Royal Wagenborg, with its leading position in our markets, takes an active role in this energy transition.”

The year 2020 was full of contrasts. While economic activities slowed down due to Covid-19 restrictions, developments in digitalization and sustainability accelerated. While some markets came to an ultimate low, others flourished.

During the year many borders closed and crew changes were nearly impossible. Despite these challenges, the global presence and leading position of Royal Wagenborg enabled us to flawlessly move goods for our customers. We can be proud on the way we responded to this global crisis by showing resilience, being creative and showing a natural commitment to care for each other and for our customers.

Also our other divisions faced many challenges during the crisis, but all continued their activities without major interruptions.

Sustainability as a business priority

Irrespective of the challenges caused by the pandemic, sustainability remained a priority.

Wagenborg remains fully committed to the reduction of greenhouse gas emissions, as we continue to work towards a target to reduce GHG by 40% by 2030 if compared to 2008. We recognise that

active participation in climate measures is required to accomplish these goals. That is why we appointed a designated 'sustainability team' within Wagenborg in order to embed the agenda and ensure progress across our business activities.

We will actively engage with our customers and industry partners to develop standards and solutions to support this energy transition.

Continued focus on safety awareness

Our safety philosophy is to do our utmost to assure our employees, subcontractors and customers return home safely after work.

During 2020 many HSEQ projects were hampered due to the pandemic, but nevertheless we made significant progress in terms of LTIs. We implemented the 'Safety Ladder' as a tool to measure and improve safety within Wagenborg. In 2020 all division progressed in line with their ambition.

Unfortunately, personal development programs and team building were nearly impossible during the year. We are looking forward to jumpstart all these initiatives once the pandemic measures are lifted.



Innovation

With our relatively young fleet we will be operating the existing fleet for the years to come. So we focus on life extension of our current high quality fleet and operate it even more efficiently to reduce our carbon footprint. These operational improvements will further enable us to reduce our GHG footprint. In addition, we research new technologies, such as propulsion systems based on methanol and hydrogen.

In the coming year we will continue to offer sustainable logistic solutions – together.

Egbert Vuursteen
CEO Royal Wagenborg

A handwritten signature in blue ink, which appears to be 'Egbert Vuursteen'. The signature is fluid and stylized, written over a white background.

This is what we do

About Royal Wagenborg

Royal Wagenborg is active in the field of shipping, towage, stevedoring, heavy lifting, passenger services, ship building & repair, offshore and projects and logistics. Our shipping, offshore and project logistics are worldwide activities, while the focus of our other businesses is in Northwest Europe.

At Wagenborg we provide transport in the widest possible sense. From small loads to big cargoes. Safe and reliable. The Wagenborg companies all carry the same Wagenborg flag that can be seen everywhere. On sailor's jackets. On our vessels and cranes. A flag that binds us together. With our mission: creating transport solutions and implementing them for our customers. Our flag is the sign of our focus on solutions. In other words, a 'Sign of Solutions'.

Royal Wagenborg is founded by Egbert Wagenborg in 1898 and headquartered in the Ems region in the port in Delfzijl, the Netherlands. Since inception, the company has been family owned. The early business of Wagenborg started with the timber trade within the Baltic, North Sea and the Mediterranean. Throughout the years, Wagenborg continued to increase its fleet size and expanded its activities, transforming into a maritime logistics conglomerate. Nowadays, Wagenborg is one of the world's largest multipurpose shipping companies and employs about 3,000 employees.

Royal Wagenborg divides its logistic service portfolio into several divisions:



Offshore fleet

- 5 dedicated offshore vessels
- 3 accommodation barges
- ~107.000 gangway transfers
- ~7.400 crane transfers



MPP fleet

- 169 vessels
- 88 owned & controlled
- 81 affiliated ships
- ~8.000 port calls
- ~21 million ton cargo
- ~3.500+ voyages
- ~ 28 vessels in Time Charter
- ~6,3 million nautical miles



Crane fleet

- No of cranes Euro 2: 1
- No of cranes Euro 3: 39
- No of cranes Euro 4: 18
- No of cranes Euro 5: 17
- No of cranes Euro 6: 10



Ferry fleet

- 4 ferries, 2 express ferries & 3 water taxi's
- ~14.500 departures
- ~700.000 passengers
- ~87.000 nautical miles



Trucks & company vans

- No of trucks Euro 5: 40
- No of trucks Euro 6: 62



Terminals & warehouses

- 390.000 m² storage (35% covered)
- 31 warehouses (65% insulated)
- 1.800 m quay

Tugs & pontoons

- 6 tugs upto 60 t BP
- 9 pontoons upto 20.000 DWT

Sustainability strategy and goals

6

As sustainability is of strategic and vital importance to Wagenborg, we clearly target our ambitions and intensively track progress against these targets.

Wagenborg's approach to sustainability is focussed on making our business more sustainable every day for present and future generations. We do this through our business activities and in line with our business strategy, while we listen carefully to stakeholders' expectations.

The covid-19 crisis made society more aware of the environment, health and safety. This created further momentum not only for Wagenborg, but importantly also for our customers, who challenge us to deliver responsible logistic solutions

as part of a decarbonizing supply chain. The majority of our key clients seriously consider sustainability in their supply chains, and most of our customers have set or are in the process of setting ambitious carbon emissions targets.

Apart from employees, partners and customers, also financial markets are emphasizing the importance of sustainability in their capital allocation.

Furthermore, rules and regulations – particularly the EU – are developing rapidly. We now operate under EU MRV reporting while in addition EEXI steadily has been adopted and takes effect per 2023. Also, the introduction of CO₂ emissions rights for shipping is eminent.

As a consequence, sustainability is becoming a commercial and strategic imperative for Wagenborg as part of our proposition to customers, capital providers, employees and regulators. It is essential to the continuity of our company: a license to operate.

Our sustainability strategy focusses on three priorities



Committing to a better
climate and environment



Working safely with
talented people



Creating new solutions
by use of innovation

Our sustainability strategy consists of three pillars

We are continuously aware of our impact on the environment and people around us. Our drive is to make our business more sustainable every day and to pass this on to future generations.

In 2020, we renewed our long-term sustainability objectives, which we aim to achieve by 2030. The objectives support the UN Sustainable Development Goals to which we can most contribute and will help to guide us in prioritizing our sustainability related effort and work.



1

WAGENBORG IS COMMITTED TO ACHIEVE A BETTER CLIMATE AND ENVIRONMENT

Wagenborg takes active part in the shipping and transport decarbonizing energy transition. Together with our stakeholders - authorities, clients, investors, public, employees, suppliers - we accept sustainability challenges to reduce our environmental footprint.

- Fuel savings and energy efficiency
- Reduce fuel emissions with transition fuels
- Carbon neutral shipping and transport
- Modifications of the existing fleet
- New design & building leading fuel efficient vessels



2

WAGENBORG WORKS SAFELY WITH TALENTED PEOPLE

As a family owned company we optimize employee health and well-being. Engaged employees are critical to our business. People are encouraged to develop skills and consider new roles and/or responsibilities.

- Safety first
- Long term employability
- Personal development



3

WAGENBORG CREATES NEW SOLUTIONS BY USE OF INNOVATION

We improve customer needs, costs and procedures by use of innovation. Together with our stakeholders, we transform opportunities and processes into next generation solutions.

- Cost competitive solutions
- Digitalization
- Leading vessel design & new building



UN Sustainable Development Goals



Sustainability is part of everything we do. The foundation of our sustainability work consists of three themes covering all our operations. With the strong commitment to our new strategic sustainability 2030 objectives we are building a path to a climate neutral society. Our sustainability work supports the global Sustainable Development Goals (SDGs) set by the United Nations.

The UN Sustainable Development Goal

Wagenborg's strategic focus area

Wagenborg's contribution

	Good health and well-being	<p>Employees are our key 'assets'. That is why we invest in our people and their 'Wagenborg DNA'.</p>	<ul style="list-style-type: none"> • We promote lifelong working and learning. • We embrace a vision of zero accidents. Our health, safety and environment policy supports the campaigns to reach that goal.
	Affordable and clean energy	<p>We are committed to achieve carbon neutral transport by investigating/testing potential new fuels.</p>	<ul style="list-style-type: none"> • Shipyard Niestern Sander has delivered the first fully electric utility vessel in the Netherlands in 2019. • We use GTL fuel on board our W2W vessels.
	Climate action	<p>Wagenborg has the objective to further reduce CO₂ emissions every year.</p>	<ul style="list-style-type: none"> • New technologies and designs have reduced the CO₂ emissions in 2020 per ton-mile by 20% compared to 2008. • Using electric mobile cranes and fork lifts to reduce CO₂ emission. • Our ferries use HVO as a first step to reduce CO₂ emissions • Our ferry terminals make use of solar energy
	Life below water	<p>At Wagenborg we consider ocean health of great important.</p>	<ul style="list-style-type: none"> • As early adopters Wagenborg started using ballast water treatment systems since 2013. We increase the number of installations by 20 per year which makes us fully compliant by 2024. • Wagenborg minimizes antifouling coatings to protect sea life.

	Decent work and economic growth	<p>We promote sustainable, economic growth and decent working conditions for all employees.</p>	<ul style="list-style-type: none"> • We create apprenticeship positions for young people. This provides valuable work experience resulting in high retention rates. • Wagenborg supports employment in the North of the Netherlands. Inside the divisions and through the preferred supplier network.
	Responsible consumption and production	<p>We aim to reduce our footprint year by year.</p>	<ul style="list-style-type: none"> • We construct vessels in a responsible way and we are committed to sustainable scrapping. • On board our ferries we recycle all garbage and have the ambition to move towards a plastic-free ferry line. • At Wagenborg Shipping we focus on the reduction of fuel consumption.
	Life on land	<p>At Wagenborg we reduce our emissions at our land-based activities.</p>	<ul style="list-style-type: none"> • Wagenborg Nedliff reduces the impact on the local environment by the introduction of electric cranes. • We use dedicated filter systems at our shipyard to prevent antifouling and oily water to enter the environment. • To reduce partical matters in IMO polar regions, we do not use heavy fuel oil or VLSFO in these areas.
	Partnerships for the goals	<p>We believe our world can only meet the Paris agreement if we cooperate.</p>	<ul style="list-style-type: none"> • Together with customers and suppliers we are looking for ways to improve entire logistic chains. • We invite independent organizations to audit our environmental performances, such as Clean Shipping Index.

Sustainability goals and targets

In order to give meaning to our sustainability strategy, various goals and targets have been formulated for each pillar.

Wagenborg is committed to a better climate and environment

Wagenborg takes active part in the shipping and transport de-carbonizing energy transition. Together with our stakeholders - authorities, clients, investors, public, employees, suppliers - we take sustainability measures to reduce our environmental footprint.



MISSION

Fuel savings and energy efficiency

We aim to reduce fuel consumption by using available new technologies on board and ashore. We aim to minimize fuel consumption per shipped ton cargo.

Reduce emissions with transition fuels

In collaboration with our stakeholders we aim to use transition fuels to reduce emissions for the transition period towards carbon neutral shipping. We take measurements to prevent pollutions, reduce our CO₂ footprint and protect life under water.

Carbon neutral shipping and transport

We are committed to achieve carbon neutral shipping and investigate and test potential new carbon neutral fuels, such as green methanol and green hydrogen.

Existing vessel modifications

We convert our fleet by applying several smart shipping tools, such as weather routing, fuel consumption meters, combinator mode, etc. in order to reduce fuel and speed if possible.

New design & building leading fuel efficient vessels

We will continue to excel in designing fuel efficient EEOI-leading new build vessels.

GOALS

- + Comply with CO₂ reduction targets as set by the IMO and EU
- + Comply with the Polar Code and use MGO fuel when sailing in IMO polar regions
- + Sail on MGO or VLSFO instead of scrubber installations to reduce CO₂ emissions
- + Apply hard cleanable coatings and minimize the use of anti-fouling to reduce emission of toxic chemicals
- + Comply with the Ballast Water Management Convention
- + New vessel designs have an improved EEDI compared to the previous design
- + Equip fleet with smart shipping tools for fuel monitoring and real time tracking
- + Owned vessels certified by the Clean Shipping Index

PERFORMANCE TARGETS

- + CO₂ emissions reduction (in g/t[nm]) compare to 2008 of:
 - 20% in 2024
 - 40% in 2030
 - 70% in 2050
- + 20 USCG and IMO approved ballast water treatment systems installations per year
- + Equip 100% of the MPP fleet with live fuel, speed and position systems by 2021

Wagenborg works safely with talented people

As a family owned company we care for our employees health and well-being. Engaged employees are critical for our business. People are encouraged to develop skills and consider new roles and responsibilities.



MISSION

Safety first

We want people to return home safely after work. We offer a safe working environment for everyone involved: employees, subcontractors, suppliers and other parties concerned. Our HSEQ policy aligns with applicable Safety Management Systems and ISO 9001.

Long term employability and personal development

We invest in our people to keep them motivated, healthy and satisfied. We have an active absence prevention policy. We offer voluntary medical checks for our personnel

Personal development

We aim to promote lifelong working and learning. Our well-trained employees are better able to contribute to the organization's objectives and business opportunities through their professional development.

GOALS

- + Zero accidents
- + Increasing situational awareness amongst our employees in order to prevent harm to persons, equipment and environment
- + Improve Risk Management by training and coaching of personnel to recognize, acknowledge and minimize risks
- + Be a good employer and aim for lifetime employment by sourcing at academies and continuous training during employment
- + Strive for satisfied customers in sustainable open relationships
- + Invest in leadership on board and ashore to create a strong connection between people
- + Continuously focus on 'Good Seamanship at Wagenborg' principles in communication and training programs

PERFORMANCE TARGETS

- + Zero fatal accidents
- + LTI < 5 (Number of lost time injuries for every one million man hours worked)
- + Seafarers retention rate > 90% per year
- + Average absenteeism rate < 2,0% per year

Wagenborg creates new solutions by use of innovation

We improve customer solutions, operational processes and procedures by use of innovation.



MISSION

Cost competitive solutions

We help our customers to develop new solutions, delivering shared value from an innovative idea to implementation. We do this through a unique innovation engine, which is a symbioses of our fleet development, business development and shipyard engineering teams.

Digitalization

We achieve operational excellence and cost reductions by collecting data, predicting performances and adjusting targets. We call this smart shipping. We challenge ourselves to develop new (IT) technologies to accelerate our smart shipping philosophy.

Leading vessel design & new building

We improve every new vessel design to continue a leading position in the EEOI.

GOALS

- + To be recognized as one of the most innovative shipping companies in Europe
- + Develop new customer solutions, reduce carbon footprint by use of innovation
- + Actively participate in R&D projects with a sustainability objective
- + Strive to operate a hydrogen or methanol vessel in by 2025
- + Install Live-data systems on the fleet for real-time information of predictive maintenance, reduction of workload and to share knowledge
- + Develop state-of-the-art ERP software to support workflow processes including smart shipping, client-and employee portals

PERFORMANCE TARGETS

- + Live data systems on 100% of the MPP fleet by 2021
- + Participate in at least 3 relevant R&D projects per annum
- + Delivery of 1 ERP module per year

Stakeholders

In 2020 Wagenborg was a partner / member of the following organizations: BIMCO, Wista, Ecovadis, KVNR, IRO and NMT.

Committed to a better climate & environment

Decarbonisation is a strategic imperative for our industry and our company. We are intensifying our efforts to achieve net zero emissions and support our customers to decarbonise their supply chains.



Environment

Our progress against performance targets

2019 2020

CO₂ emissions measured in gram per cargo transported per nautical miles

CO₂ emissions of fleet > 5.000 GT (74 MPP vessels) related to the total ton cargo carried per nautical mile.



Fuel efficiency

Fuel monitoring systems (cumulative)



Speed and fuel consumption

Average speed in knots (*)



Fuel consumption per day in ton (*)



(*) Based on data fuel monitoring systems

Ballast water treatment systems

annual installations (target: 20)



compliant MPP fleet (169 vessels)



Water bottle filling stations reduces plastic waste

After a successful test on 6 vessels, Wagenborg installed bottle filling stations on another 30 vessels. The taps provide the crew with drinking water, making plastic bottles of water no longer necessary on board. Each year, ~180,000 bottles of water are used on board of our vessels. These bottles result in ~2.8 tons of plastic waste. Although we collect our waste and deliver it separately ashore, we consider this environmental impact difficult to justify and we selected this alternative.

SCR reduces 85% NOx on tugboat

Supported by one of our customers, the 59 year old tugboat 'Waterpoort', is equipped with a Selective Catalytic Reduction system (SCR). This SCR is used to remove nitrogen oxides (NOx) from the exhaust gasses up to 85%.

Working safely with talented people

We want people to return home safely after work. We aim to optimize the added value of our people to contribute to the organization's objectives and business opportunities. We invest in our people to keep them motivated, healthy and engaged during their career.



Social data

Our progress against performance targets

2019 2020

Absenteeism rate

Domestic offices, excluding seafarers.

Target: <2,0%

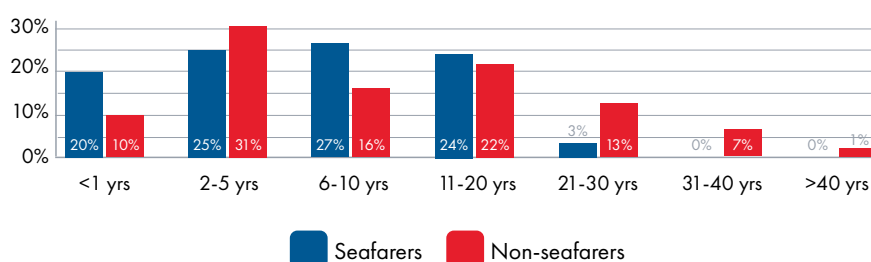


Seafarers retention rate

Target: >90,0%



Years of service



Total Recordable Case Frequency

Average 2017-2020: 22,2



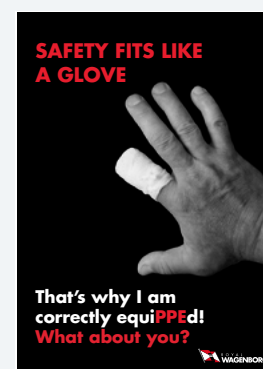
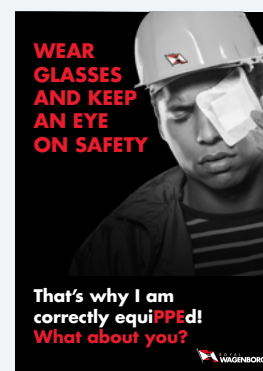
Employee turnover

15

We focus on employee satisfaction. Every year, we talk with employees about their wishes and career opportunities. In 2020, a total of 101 colleagues retired or resigned, 24 thereof were regretted losses. This resulted in 45 evaluation interviews, in which we discussed why employees are leaving and what we can do in the future to prevent outflow.

In 2020 62 colleagues started a new position within Royal Wagenborg. This number includes the domestic offices and excludes seafarers.

PPE campaign



Creating new solutions by use of innovation

We want to be recognized as one of the most innovative logistic companies in our sector by cooperating in relevant projects in the industry. We challenge ourselves to develop new (IT) technologies to accelerate our smart shipping philosophy.



Innovative performance

Our progress against performance targets

2019 2020

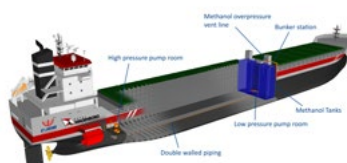
Participation in R&D projects

projects (target: 3)



Green maritime methanol consortium

With the E-class vessel type, Wagenborg participated in the Green Maritime Methanol consortium to investigate the potential application of methanol. In 2020 the ship with propulsion by means of methanol was designed, but has not yet resulted in an order. The lack of a suitable engine to burn methanol is a direct obstacle. Moreover, there must be sufficient bunker options worldwide. In addition, as a shipowner, we cannot bear the additional costs for, among other things, the conversion of the ship and the fuel alone. A launching customer who has a direct interest in decarbonizing their sustainable supply chain is required bring this concept into the water.



READINESS

In 2020 we became partner in the TU Delft project READINESS: 'Robust, effective and adaptable ship designs for uncertain transition paths. The energy transition raises huge challenges. Ships currently designed, will still be sailing three decades from now, requiring multiple modifications to stay relevant. READINESS develops innovative methods to reduce the impact and costs of uncertain future modifications. The developed methods will empower the maritime sector to seamlessly transition from ships nowadays to autonomous ships with zero emissions.

Dimethylether as an alternative fuel

The Passenger Service division within our company gives the possibility to test the application of various alternative fuels on a fast ferry boat. In 2020 we did research on the possibility of dimethylether (DME) to be used as fuel for a fast ferry boat. Derived from methanol, this type of fuel is promising for diesel engines such as installed on the majority of the Wagenborg fleet. DME is free of sulfur oxides and practically free from particular matters. Also the nitrogen oxide content in the exhaust gas is particularly low. In addition, the CO₂ emissions are acceptable because no new CO₂ is released into the environment.



Second EasyMax put into service as MV Máxima

In 2020 the delivery of the sustainable second EasyMax vessel is forthcoming. Building on the success of the award-winning m.v. Egbert Wagenborg, this EEDI world leader will be taken into service as 'Máxima'. In line with the design philosophy of this vessel, the R&D department also worked on the development of a new general cargo trader.

As a royal company, we are particularly honoured that Her Majesty has been pleased to associate her name with our sustainable new-build vessel.

Electric port facilities

At Wagenborg Stevedoring all diesel-powered forklifts are replaced at the end of their service life by units with a battery. One third of diesel forklifts have been replaced in 2020.

In addition, the overcapacity of the electric port cranes is used for shore power facilities. This is also used to supply electricity to the mobile conveyor belts replacing traditional diesel generators.

Performance data

SOCIAL PERFORMANCE	2020	2019	Change
Our employees			
Number of employees (FTE)	2.509	2.599	- 90
Number of employees (headcount)	2.900	2.917	-17
Seafarers	1.761	1.655	106
Gender - female (% based on headcount)	8%	9%	-1%
Contract - permanent (% based in headcount)	60%	63%	-3%
New employees	62	128	-66
Employees out of service	101	149	-48
Absenteeism	2,2%	1,9%	0,3%
Total recordable Case frequency	17,5	23,0	-5,5
Number of fatalities	0	1	-1

ENVIRONMENTAL PERFORMANCE

Energy consumption¹

Fuel Oil (HFO, VLSFO)	[ton]	123.649	122.789	1,9%
Gas fuels (MGO)	[ton]	184.464	164.839	6,0%
Other fuels (Diesel, GTL, ChangeXL)	[ton]	8.685	9.563	-9,2%
Electricity	[kWh]	543.129	586.000	-7,3%
Gas	[m ³]	52.771	42.500	24,2%

Green House Gas Emissions

Direct GHG emissions (Scope 1) ²	[ton]	773.129	793.051	-2,5%
MPP fleet >5.000 GT ³	[ton]	741.234	757.479	-2,1%
Ferry fleet	[ton]	13.246	14.709	-9,9%
Offshore fleet	[ton]	15.414	15.736	-2,0%
Crane, truck & car fleet	[ton]	3.235	5.127	-36,9%
Indirect GHG emissions (Scope 2)	[ton]	449	484	-7,3%
Emissions MPP fleet per ton cargo carried	[gCO ₂ /t.nm]	21,06	22,54	-6,6%
Relative CO ₂ reduction MPP fleet (baseline 2008)		-22,0%	-17,0%	-5,0%

1 Fuel oils and gas oils are related to all MPP vessels, including owned vessels and affiliated owners (169 vessels).

2 Direct GHG emissions (scope 1) of Wagenborg Towage are excluded

3 Figures related to all vessels, including owned vessels and affiliated owners, applicable to MRV regulation (78 vessels).

Notes to the performance data

SOCIAL PERFORMANCE

Our employees

FTE data is taken from the audited 2020 Annual Report of Royal Wagenborg where more information can be found.

All personnel related information is exported from the operational HR administration system and Crew management and planning ERP system and includes all employees on the pay roll at 31 December 2020.

New employees within domestic offices, excluding seafarers.

Employees out of service within domestic offices, excluding seafarers.

Employees within domestic offices, excluding seafarers.

Total recordable Case frequency

Number of fatalities

ENVIRONMENTAL PERFORMANCE

Energy consumption

Fuel oil is the total of MRV and IMO DCS reported volumes for vessels >5.000 GT and bunker procurement.

Gas oil is the total of MRV and IMO DCS reported volumes for vessels >5.000 GT and bunker procurement.

Other fuels are the total of all bunkered GTL (m³), Diesel (liters) and Change XL fuels (liter).

Electricity volume is based on the final statement of annual electricity usage.

Gas volume is based on the final statement of annual gas usage.

Direct Geen House Gas Emissions (Scope 1 GHG protocol)

Direct GHG emissions are all emissions from the activities of Wagenborg or under her control as per GRI standard 305-1.

The CO₂ emissions are based on MRV, IMO DCS reporting using ISO emission factors for MPP vessels > 5.000 GT.

The CO₂ emissions are based on the bunkered volume and calculated on <https://www.co2emissiefactoren.nl/>.

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The CO₂ emissions are based on the bunkered volume and calculated on <https://www.co2emissiefactoren.nl/>.

Indirect GHG emissions are all emissions from electricity purchased and used by Wagenborg as per GRI standard 305-2.

CO₂ emissions of MPP vessel > 5.000 GT are related to the total ton cargo carried per nautical mile.

Direct GHG emissions of MPP fleet > 5.000 GT are compared to the calculated CO₂ emissions in 2008.



sign of solutions

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