

Full steam *ahead*



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Foreword directors

Last year was a year of **change** for us. In 2015 we made a number of decisions and plans; in 2016 we started to implement them.

In the meantime, last year was marked by unpredictability and market fluctuations driven by surprising political developments in the form of Brexit and the US presidential elections. We monitor such changes and trends in the market and society closely as they can affect our business operations and the port region. Meanwhile we continue to move full steam ahead in the pursuit of our goals.

Our organisation started to implement its plans in 2016, as well as commencing work on the construction of the new sea lock at IJmuiden. A major step towards creating new growth opportunities for the region.

Michiel de Brauw, CFO:

"We know exactly what we want to do and achieve with our 10 key objectives."



At the start of the year we firmed up our strategic plan, placing an emphasis on [ten strategic key objectives](#). We know exactly what we want to do and achieve with these projects. This has created much more clarity – the port transition as outlined in our Vision 2030 is actually taking shape. We are firmly committed to initiatives that improve quality of life, sustainability and the circular economy of the city and the port region.

Our responsibilities include providing 1,349 companies (including 710 port-based businesses), which together contribute 67,335 jobs, with excellent port infrastructure such as quays and rail connections. Every year the companies in the Amsterdam port region (North Sea Canal Area, NSCA) contribute 6.6 billion euro in added value to the Dutch economy, of which 4 billion is generated by the port of Amsterdam. Whereas a port's performance is traditionally measured in tonnes, we now also look at the added value of the port activities. Nevertheless, attracting cargo to our port remains an important task for us as a company. After all we are still an international hub and logistical lifeline to the Dutch and European hinterland. Around three quarters of our transshipment comes from the energy cluster. These tonnes generate direct income that pays for our infrastructure, whilst the surrounding industry is a large source of employment. Encouraged by sustainability objectives and for economic reasons, the Port of Amsterdam has started to transform its port with initiatives that create new added value for the metropolitan region. So that the port can continue to grow. The accelerated energy transition is being carried out in collaboration with the terminals by on the one hand creating physical space and on the other hand establishing a loyal base of start-ups and scale-ups that offer diversification and innovation aimed at circular and biobased activities. Excellent examples, described in greater detail later in this document, include the arrival of super yacht builder Royal Van Lent-Feardship and our innovative Prodock testing ground.

The transition must take shape over the coming years with the help of investment in technology and sustainability. This is how we aim to meet our strategic key objectives, by focusing on the circular economy with innovative, biobased companies. In 2016 we received an [SDE+ \(Renewable Energy Incentive\) grant](#) to install the first 19,000 square metres of solar panels on our roofs in the port area.

This marks the first step towards achieving our goal of 100,000 square metres of solar panels by 2020. In December we also bought a [50/50 interest](#) in a wind farm in the port of Amsterdam.

Over the next few years we will work with our customers to achieve the most effective transition to cleaner fuels. It will take time for this change to become successful. The transition from an economy that still largely depends on fossil fuels to one that can operate on an entirely sustainable and circular basis will be a gradual process.

Our commitment to sustainable development extends to the very core of our organisation. Sustainability and circularity are an important part of our strategy. By pursuing these goals we are contributing directly towards the sustainability objectives of the city and the port region. Our sense of social responsibility is not limited to issues of sustainability, but also applies in a broader sense to the chain in which we are active. We aspire to be a port where 'morally clean' raw materials and goods are shipped, which are extracted or produced with respect for people and the environment. In the last year we have invested a great deal of energy in providing insight into our role within the commercial chain. These efforts will form the basis for the broader development of our chain policy in 2017.

Our relationship with the city continues to play an essential role in all changes that affect our activities. For example in the Municipality of Amsterdam's desire to relocate the Amsterdam Passenger Terminal (PTA) and to construct a bridge over the IJ. Amsterdam is growing and needs to take all necessary steps to steer this growth in the right direction with new homes and excellent logistics. We recognise the developments in the city and, like the municipality, acknowledge the need for improved river bank connections. The safe and unobstructed passage of shipping traffic via the IJ is a key precondition, as is the space to continue to develop as a port and contribute towards the development of the Amsterdam Metropolitan Region. In other words: we welcome each and every decision that supports the positive development of both the city and the port, and takes into account the interests of shipping traffic.

"Encouraged by sustainability objectives and for economic reasons, the Port of Amsterdam has started to transform its port with initiatives that create new added value for the metropolitan region."

KOEN OVERTOOM, CEO



In the meantime we are working to make our organisation more flexible and more efficient, first and foremost through greater investment in IT and process digitisation. The guiding factor in these efforts is not just financial return, but also the positive impact on sustainability and society. We expect our revenue to remain stable over the coming years. However, our future dividend agreements with our shareholder will need to take into account the corporation tax to be introduced for all sea ports in the Netherlands from 2017.

Koen Overtoom, CEO: "Our relationship with the city continues to play an essential role in all changes that affect our activities."

The port of Amsterdam has grown to become what it is today over a period of 700 years. We are extremely grateful to Dertje Meijer for everything she has done for the port authority over the past fifteen years, seven of which were spent as Managing Director and CEO. The port will look very different over the coming decades. In the meantime our aim is to maintain the attraction of, and quality of life in, the port area for its inhabitants and visitors, and to continuously innovate to ensure a smarter, faster and cleaner response to the requirements of our customers and our environment.

The organisational structure has changed since Dertje Meijer's departure on 1 August 2016. Based on this new setting, we look forward with high levels of ambition and energy to the opportunities and challenges in 2017. We are proud of and grateful for the dynamic and enthusiastic way in which our workforce is taking this exciting organisation forward; working together to create a bright, sustainable future.

The Board of Directors of Havenbedrijf Amsterdam N.V. (Port of Amsterdam)
Koen Overtoom
Michiel de Brauw

30 March 2017



Port of Amsterdam profile

From its strategic central location in Europe, the port of Amsterdam is a key international logistics hub.

The port provides facilities for the transport, storage and handling of a wide range of goods. As a port authority we have three main tasks:

1. Optimisation of the provision of services and the business climate in the port region;
2. Construction and maintenance of the infrastructure, renovating the port and managing the Westpoort Amsterdam port area;
3. Promoting swift, safe and environmentally benign handling of shipping traffic from 12 miles off the coast at IJmuiden to the Oranje locks, partly through legislation and enforcement. This task has been assigned to us by the Central Nautical Management (Centraal Nautisch Beheer, CNB).

CITY, REGION AND PORT

In the report entitled 'Vision 2030' we described how the port aims to develop in the medium term up to 2030. The Amsterdam port region is a dynamic metropolitan port that combines the forces of the three strong elements at the very heart of Amsterdam: port, city and region. Respectively, they represent a major logistics hub that acts as a key gateway to Europe for raw materials and goods, a multifaceted urban services sector, and an industrial hotspot that is home to a leading food sector, steel production industry and high-quality manufacturing companies.

Optimising the links between these three elements leads to collateral benefits, synergy and innovation.

'Vision 2030' was produced in collaboration with our stakeholders, including the port's business community, knowledge institutes, interest groups, NGOs and the government. A medium-term vision was chosen based on the fact that the world is rapidly changing. The port must be able to adapt quickly and respond promptly to new developments and innovations.

5 CLUSTERS

To ensure the most effective approach to the market, our Commercial Sector works with five clusters: Energy, Logistics, Minerals, Recycling & Agribulk, Real Estate & Cruise. The clusters are a logical combination of chains and represent key economic sectors in the Netherlands and the rest of the world. They strengthen the port of Amsterdam's national and international position and encourage potential synergies between the parties.

3 ROLES

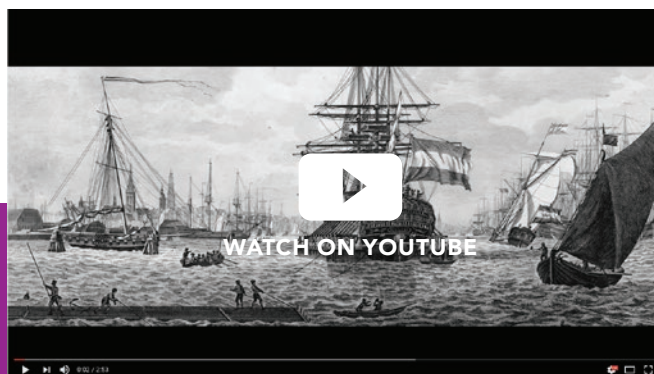
To boost innovation and promote synergy between the clusters (port), industry (region) and services sector (city), we have defined three roles:

- **Marketmaker:** Strengthening the port's five clusters by facilitating customers and laying top-class foundations at a nautical, infrastructural and commercial level (space, accessibility, safety, efficiency, business climate);
- **Matchmaker:** Connecting people, ideas, flows, processes and sectors, to create synergy and innovation throughout the chain and the region;
- **Co-creator:** Achieving innovations that improve the port, by developing, participating and investing as a partner.

VALUE CREATION

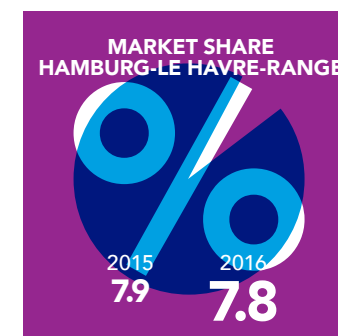
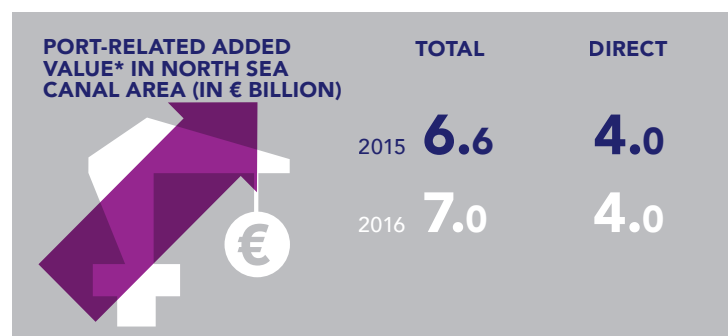
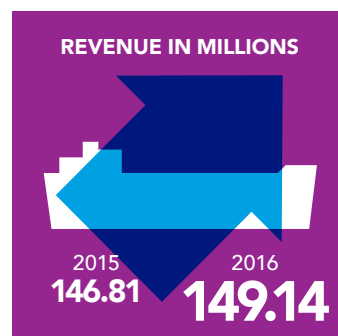
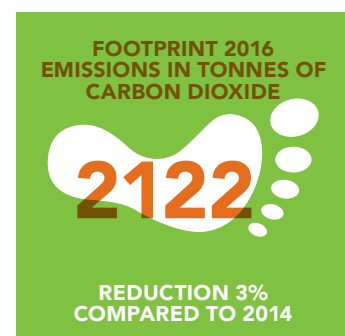
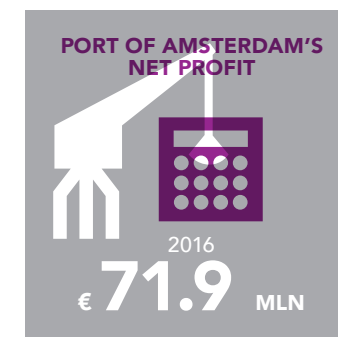
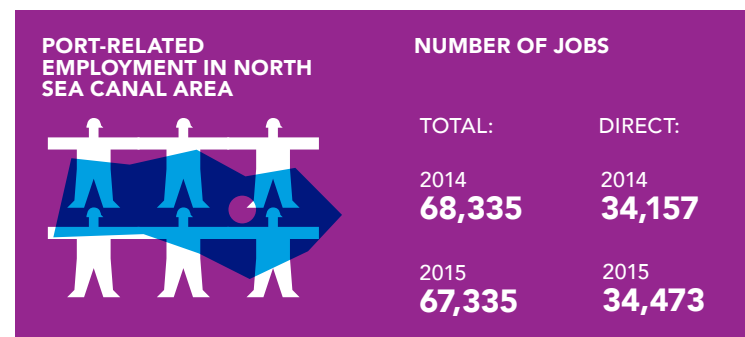
We seek improvements and alternatives by engaging in positive, constructive dialogue with our customers, civil society organisations and authorities. We aim to translate opportunities into business by making it possible as a network port to quickly bring together the right people, organisations and knowledge.

We work with our customers to create a sustainable port that has a minimal impact on the environment and that attracts sustainable innovations. This also means greater added value for the region, and more employment. We pursue our mission to create ground-breaking value based on [five sustainability themes](#).



<http://bit.ly/2nqMNSH>

INFORMATION	2015	2016
Port of Amsterdam's net result in €m	52.58	71.9
Revenue (m)	146.81	149.14
% Non-fossil revenue	57%	55%
Port ranking in Western Europe	4th	4th
Market share Hamburg Le Havre-range	7.9	7.8
Added value (port-based) in NZKG (in bn)	6.623	7
Added value (port-based) in NZKG, of which direct (in bn)	4.038	4
Added value (port-based) in NZKG, of which indirect (in bn)	2.585	-
Port-based companies in NZKG	659	710
Number of companies in the Westpoort port area	1,240	1,349
Total jobs	67,335	-
Indirect jobs	32,862	-
Direct jobs	34,473	-
Customer satisfaction (figure)	7.1	7.4
Number of innovative start-ups in the port	0	5
Total ESI discounts in €	159,784	219,826
Ships with environment-related (ESI) discount (%)	15%	17%
Number of employees	374	375
Port of Amsterdam's CO ₂ footprint (in tonnes of CO ₂)	2,187	2,122
Reduction in CO ₂ compared to 2014 (%)	-7.5%	-3%



The market

As a port authority our market consists of shipping (handling, sea and river cruises), various companies located in our port area and their customers.

Although the economy grew in 2016, further pressure was placed on the competitive position of mainly fossil fuel-dependent companies. We are therefore accelerating the energy transition in collaboration with the terminals and creating space for activities that contribute towards a sustainable and circular economy. By creating physical space we are also attracting new cargo flows and manufacturing companies.

ENERGY AGREEMENT

2016 witnessed a key development in the energy industry that has a direct impact on the port. The Energy Agreement signed in 2013 was reviewed, and additional resolutions adopted in order to meet the agreed objectives for 2020. Central government aims to ensure that 14% of all energy we use in the Netherlands comes from sustainable sources by 2020. One of the effects of these measures is a mandatory energy saving target for energy-intensive industry that will enter into force on 1 January 2018. According to the Energy Agreement Progress Report, presented in December 2016, greenhouse gas reduction will increase to 25% by 2020 compared to 1990, complying with the Urgenda judgment³.

(In the [Sustainability section](#) of this annual report we will focus on the consequences of the Measures for the operation of our customers and the port in general.)

There has been much talk about the closure of the coal-fired power stations in the Netherlands and how this will contribute towards achieving the country's climate objectives. Unfortunately there was no government decision on this matter in 2016, leading to uncertainty for companies and employees.

³ Source: rijksoverheid.nl



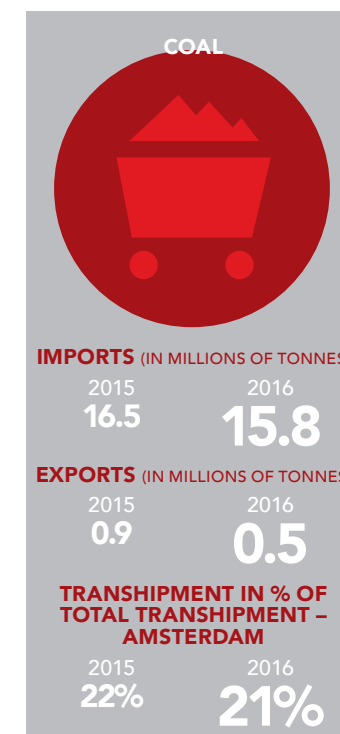
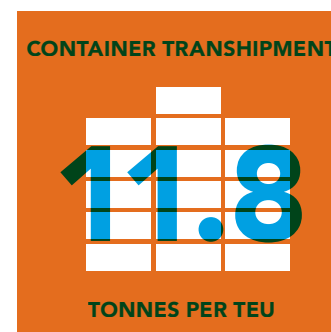
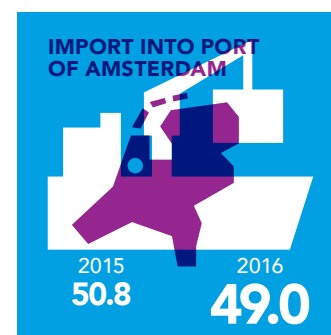
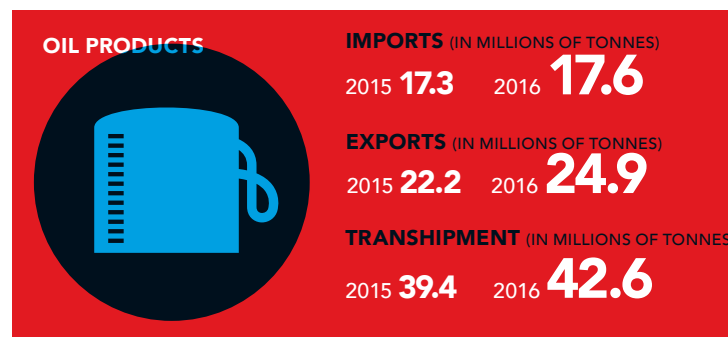
TRANSHIPMENT

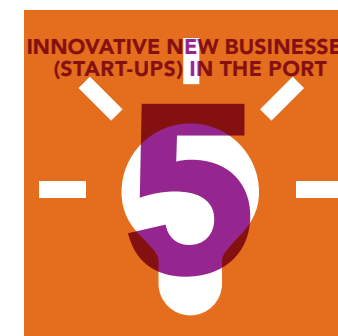
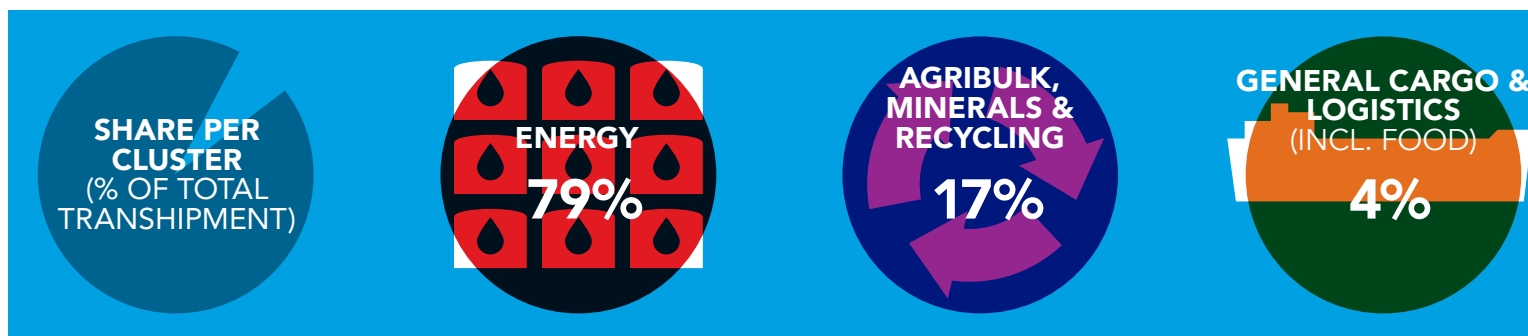
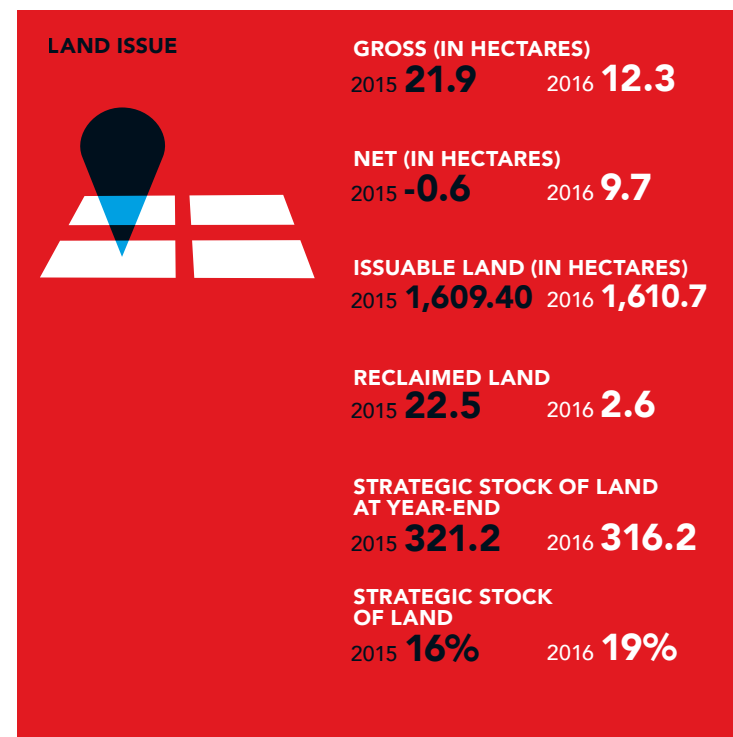
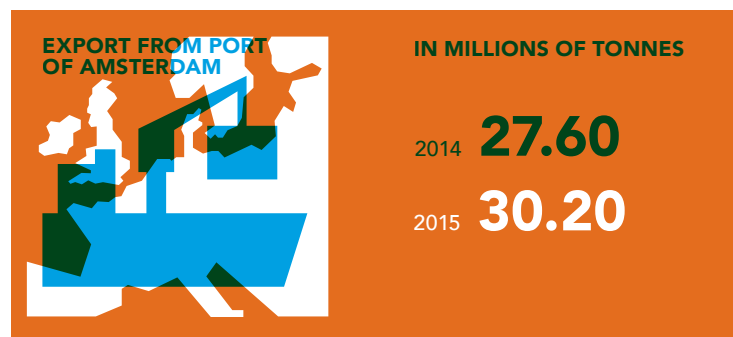
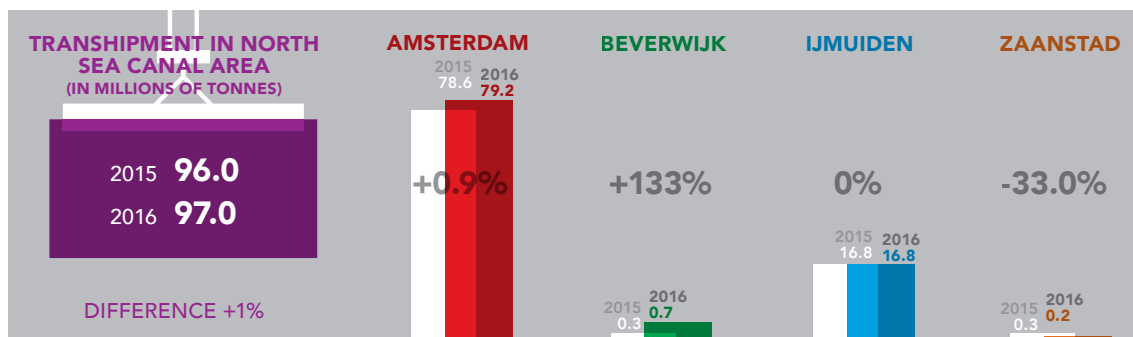
The total transhipment in the sea ports in the North Sea Canal Area (the ports of Amsterdam, IJmuiden, Beverwijk and Zaanstad) grew by 1.0% to 97 million tonnes in 2016. Transhipment in the port of Amsterdam rose in 2016 by 0.9% to 79.2 million tonnes. The total in 2015 was 78.6 million tonnes. In IJmuiden transhipment remained the same at 16.8 million tonnes, Beverwijk saw a rise in transhipment to 700,000 tonnes (+133%), and in Zaanstad transhipment fell to around 200,000 tonnes (-33%). The increase in Amsterdam was largely due to a 5% higher transhipment of other dry bulk (including ores and fertilizer) in 2016: 8.7 million tonnes compared to 8 million tonnes in 2015. Transhipment of petrol and diesel rose by 8.1% to 42.6 million tonnes, while transhipment of agribulk fell by 14% to 6.4 million tonnes. Transhipment of containers remained unchanged in 2016 compared to 2015 at 600,000 tonnes (TEU 51,475). Ro/Ro, vehicles and other mixed cargo fell from 2.2 million tonnes to 1.7 million tonnes. In 2016 a further net 9.7 hectares of land was issued to companies in line with our forecast.

In the first half of the year transhipment in Amsterdam declined by a further 7% compared to one year previously. This was largely due to the fact that coal deliveries dropped by more than a quarter as the result of a sharp fall in the price of coal. Cargo owners therefore decided to first use up their available stocks before building up new coal reserves. The price of coal rose again in mid-2016 and with it coal transhipment, however coal transhipment ultimately fell overall across the year by 6.3% to 16.3 million tonnes.

INFORMATION	2014	2015	2016
Transhipment in Amsterdam (m tonnes)	79.8	78.6	79.2
Growth of transhipment in Amsterdam in %	1.70%	-1.60%	0.90%
Container cargo in tonnes per TEU (Amsterdam)	11.1	11.9	11.8
Transhipment in Velsen IJmuiden (m tonnes)	17.5	16.8	16.8
Transhipment in Beverwijk (m tonnes)	0.239	0.3	0.7
Transhipment in Zaanstad (m tonnes)	0.232	0.3	0.2
Transhipment in NZKG (m tonnes)	97.8	96.0	97.0
Growth of transhipment in NZKG in %	2	0	1
Imports into Amsterdam (m tonnes)	52.94	50.91	49.06
Exports from Amsterdam (m tonnes)	26.85	27.64	30.27
Share of AMR cluster (% of total transhipment)	19	18	17
Share of GCL cluster (% of total transhipment)	4	4	4
Share of energy cluster (% of total transhipment)	77	77	79
Cargo lightering at IJ piles in Velsen (m tonnes)	-	1.7	2.1

INFORMATION	2015	2016
Import of coal (m tonnes)	16.5	15.8
Export of coal (m tonnes)	0.9	0.5
Coal transhipment as % of total transhipment in Amsterdam	22	21
Transhipment of oil products in Amsterdam (m tonnes)	39.4	42.6
Export of oil products (m tonnes)	22.2	24.9
Import of oil products	17.3	17.6
Transport from or to NZKG of coke and coal	21.5	20.0
Total allocated at year end	1288.2	1293.3
Gross allocation of plots (ha)	21.9	12.3
Net allocation of plots (ha)	-0.6	9.7
Land ready for allocation (ha)	1,609.40	1,610.7
Repossessed plots (ha)	22.50	2.6
Strategic stock of plots at year end	321.2	316.2
Strategic stock of plots	16%	19%
Intensification of revenue (tonnes/m ²)	8.5	8.5
Increase in port tariffs in %	1.1	0.7
Total ESI discounts in €	159,784	219,826
Ships with environment-related (ESI) discount (%)	15	17
Number of innovative start-ups in the port	0	5







Jeroen Brauns, Managing Director of VCK Port Logistics: "All Weather Terminal 4 is an appropriate continuation and further innovation of a concept made possible by our partnership with the Port of Amsterdam. What we started as pioneers in Europe has resulted in a unique combination of facilities."

The terminal of oil company BP was sold in 2016 to Zenith Energy, a Canadian oil and gas company. The transfer took place on 1 April. Zenith Energy then immediately started to upgrade the existing terminal; a huge operation for which 400 employees are deployed every day.

In April the VCK Group, a customer that has been established at the port for over 100 years, commenced [construction](#) of the fourth All Weather Terminal. Sea-going vessels carrying weather-sensitive freight will be able to transfer their cargo dry to other modes of transport in all weather conditions at the new terminal. The terminal will be operational from 2017. The VCK Group will then have a covered transshipment capacity of 1.5 to 2 million tonnes.

SHIPBUILDING

Royal Van Lent-Feadship has started to set up in the Moezelhaven, at the location previously occupied by steel company ODS. The arrival of this super yacht builder will bring significant added value to the port in the form of job opportunities. The construction work is scheduled for completion in two years' time. Royal Van Lent-Feadship is expected to offer employment for around 300 people and the first yacht is expected to be produced in four years' time. The yacht-building industry appears to be shifting slowly but surely from southern Europe to more northern ports. With its central location, Amsterdam seems to offer an attractive alternative, which also presents opportunities for the future provision of maintenance and repair services in the port of Amsterdam.

RECORD NUMBER OF RIVER CRUISES

A record number of river cruise ships visited the port of Amsterdam in 2016. After the previous record was smashed in 2015, the number of calls rose again in 2016 to 1,876. To relieve the pressure on the city and improve the regional offering, additional berths were created for river cruise ships in May in collaboration with the Municipality of Zaanstad. As the existing jetty in Zaanstad was not long enough to accommodate river cruise ships, work was carried out to extend it. Shore-based power was of course also installed here.



SUSTAINABLE DEVELOPMENTS

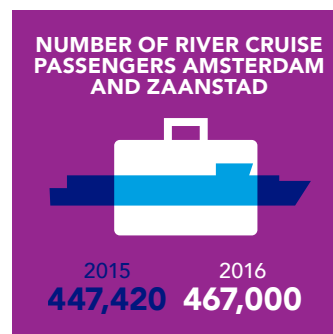
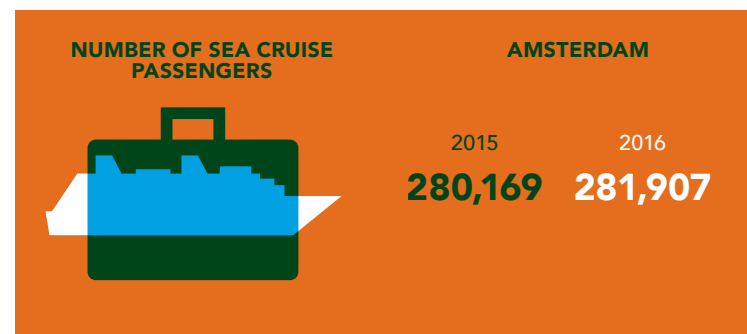
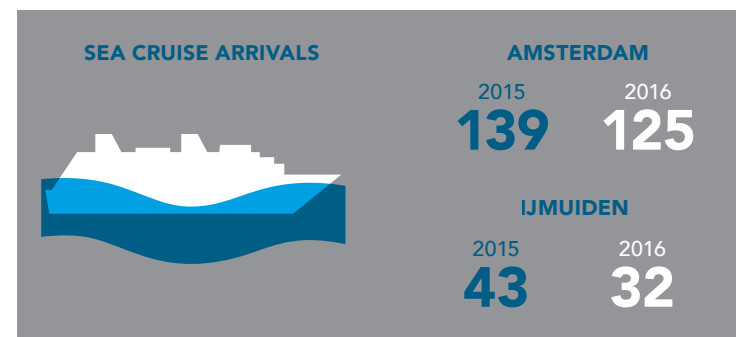
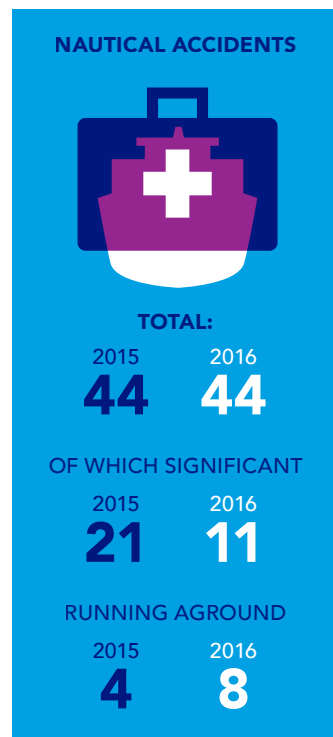
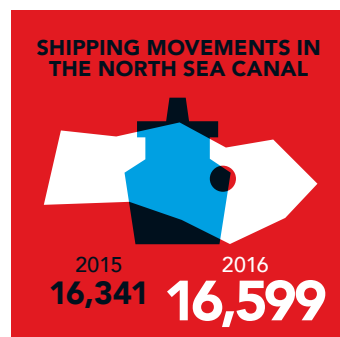
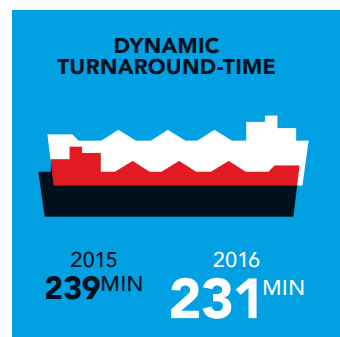
Our customers took steps towards cleaner shipping in 2016. One example is the new [sea-going vessel the Fure West](#), a chemical and oil tanker owned by Swedish shipping company FureTank, which last year became the [first sea-going vessel](#) in Amsterdam to bunker LNG (liquefied natural gas). The ‘truck-to-ship’ bunkering was carried out safely at the Green Quay in the Amerikahaven. Inland vessels have been able to bunker LNG in the Amerikahaven since 2013, and in 2016 this option was also introduced for sea-going vessels. The new facility is part of our sustainability agenda.

Rietlanden Terminals marked another first in 2016 as the first company in the Amsterdam port area to use GTL (gas to liquids) fuel for its floating cranes. This fuel, made of natural gas, replaces sulphurous diesel fuel and is therefore much cleaner. With a terminal that consumes three million litres of fuel each year, this will make a massive contribution towards making the company and its environment more sustainable.

CONSTRUCTION PROJECTS IN THE MINERVAHAVEN AREA

Work has started on the development of an area that offers added value for everyone in the Minervahaven. For a long time, this port functioned as a buffer zone between the emerging housing and the port operators. It currently forms a natural link between the residential and the working environment. 2016 saw the start of many construction projects on plots that had already been allocated. The Phillips-Van Heusen Corporation (PVH), one of the world’s largest clothing companies incorporating brands such as Tommy Hilfiger and Calvin Klein, has already set up business in the Minervahaven. As a result this zone is creating value for the city in the form of jobs and as a recreational area, amongst other things through the creation of a range of catering facilities.

INFORMATION	2015	2016
Number of sea cruises calling in Amsterdam	139	125
Number of sea cruises calling in IJmuiden	43	32
Number of river cruises calling in Amsterdam	1,769	1,876
Number of river cruises calling in Zaanstad	0	66
Sea cruises in Amsterdam and IJmuiden	182	157
River cruises in Amsterdam and Zaanstad	1,769	1,942
Sea cruise passengers in Amsterdam	280,169	281,907
Sea cruise passengers in IJmuiden	0	52,581
River cruise passengers in Amsterdam and Zaanstad	447,420	467,000
Sea cruise passengers in the region	280,169	329,581
Nautical accidents	44	44
Of which significant	21	11
Groundings	4	8
Number of security plans (out of 90) tested in relation to the European regulation	34	34
Security plan compliance inspections	151	243
Dynamic turn around time in minutes	239	231
Number of ship movements in the North Sea Canal Area	16,341	16,599
Number of ship visits to Amsterdam	4,876	4,748
Number of ship visits to NZKG	7,162	6,982
Total number of ships passing through the lock	35,755	31,203

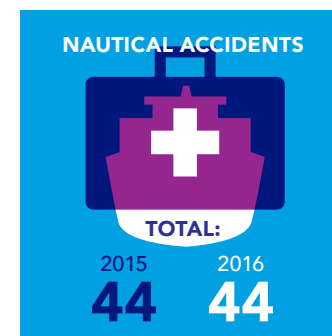


Full steam ahead

As an organisation we recognise the importance of our scope for action; our goal is to always be able to anticipate and adapt to unexpected market developments. Our strategy focuses on further strengthening the organisation and creating value for the port area as a whole.

As described in our 'Vision 2030', the Amsterdam port region aims to become a dynamic metropolitan port that combines the forces of three strong elements: the world-class logistics hub, the first-rate regional industry and the multifaceted urban services sector. We aim to continue to develop the port over the coming years to create an integrated maritime industrial hub where raw materials, goods, waste streams, data, people and ideas will be brought together, where new technologies will be given a chance, where there will be room for experimentation, and that benefits the Amsterdam Metropolitan Area.

Division is responsible day and night for shipping traffic management, operation of the locks in IJmuiden, inspections to assess compliance with safety and environmental regulations, and the monitoring and enforcement of nautical legislation. It also grants exemptions and licences, provides nautical advice and develops new regulations. The Harbour Master's Division carries out these public duties for various contracting authorities: the Ministry of Infrastructure and the Environment, the Directorate-General for Public Works and Water Management, the Central Nautical Management for the North Sea Canal Area (CNB) and the Municipality of Amsterdam. Marleen van de Kerkhof manages the Harbour Master's Division as the Director of the CNB.



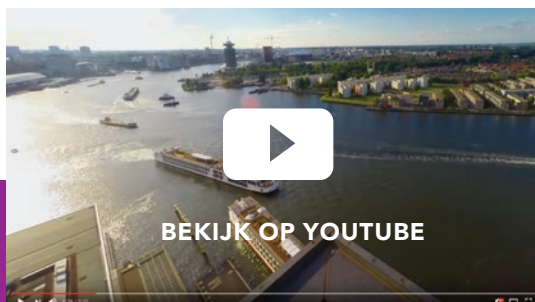
STRATEGIC GOALS

In 2015 the foundations were laid to translate our Vision 2030 into specific strategic objectives. Our strategic plan was fleshed out at the start of 2016 with three strategic goals that will help us move the port full steam ahead towards our vision.

The first strategic goal is to strengthen the existing commercial clusters, the second to establish Amsterdam as a preferred port, and the third to promote diversification and innovation.

24/7

The key precondition for this development is that the port is available and active for shipping 24/7. Together with the North Sea Canal, the IJ is the lifeline to our hinterland. To safeguard the safe, swift and environmentally responsible handling of shipping traffic, the Harbour Master's



<http://bit.ly/2jqEqXU>

Innovation enables us to adopt a smarter and more efficient approach to developments and changes. Robotisation, sensor technology, automation and digitisation of logistics will have a major impact on our port in the future. We are looking on a small scale, often based on a problem experienced by an internal or external customer, at potential applications of these innovative developments and digitisation. We then start the procedure together with the customer and, if it proves successful, we implement and scale up the solution. This is one of the ways we are working to make the port future proof.

Our strong position as a logistics hub means that we form the basis for a great deal of activity. A large proportion of our transshipment volume (79%) – and therefore our income – was generated by the port area's coal and oil terminals in 2016. We support our customers who actively pursue their goals in these areas, and also aim to diversify; by actively targeting new segments we are becoming the port described in our Vision 2030. Thanks to new technologies and other, circular or biobased, innovations our port is becoming more future proof: a port area that is becoming ever faster, smarter and cleaner.

THE TEN STRATEGIC KEY OBJECTIVES

Our strategy for 2017-2021 ("Smarter, faster, cleaner"), approved by the Supervisory Board in October 2015, identifies ten strategic key objectives. In 2016 we started to translate these projects into actual practice.



UPSCALING OF SUSTAINABLE ENERGY [\[VIEW ANIMATION\]](#)

Sustainable energy is one of our [five sustainability themes](#): we aim to play an active role in the energy transition by increasing our capacity to generate and store sustainable energy. By also using smart software to better coordinate demand and supply, energy costs are reduced for companies and residents in the Amsterdam Metropolitan Region (Metropoolregio Amsterdam, MRA) creating more favourable conditions for establishing businesses. This strategic project, which was launched in 2016, covers a number of developments. They include



the signature in late 2016 of an agreement with Eneco to supply the electricity we generate via our wind turbines and solar panels via a software platform to companies in the port area from 2017. This will make it possible to share any surplus energy generated. We coordinate local energy generation and consumption via a local market place using this 'smart grid'. This means that the Amsterdam port area offers extra added value, particularly for companies that carry out a lot of cooling and freezing activities.



2. GREENLANE FOR PERMITS [\[VIEW ANIMATION\]](#)

Innovative, circular initiatives in particular are often faced with long permitting procedures. This project, launched in 2016, will accelerate the permitting process for these companies. As customers have an interest in a smooth and clear permitting and renewal procedure when setting up business or expanding their activities, we are reaching agreements with the North Sea Canal Area Environmental Department and our customers. Smarter and faster wherever possible! The Greenlane project has led to three new customer-focused elements: greater exchange of information, process integration (resulting in time savings and better quality of information exchange) and a leaflet that provides customers with a guide to ensuring a smoother permitting process.



3. AVERIJHAVEN [\[VIEW ANIMATION\]](#)

In order to pass through the sea lock, vessels must be positioned no deeper than 13.75 metres. We want to introduce a quay and mooring on the seaward side of the locks at IJmuiden where sea-going vessels can lighten their bulk cargo. The large vessels will then be positioned higher in the water and will be able to proceed through the lock to Amsterdam. The quay will also enable us to offer a better service to the offshore 'wind' and 'oil/gas' sector, helping to diversify port activities..



4. DIGITAL PORT [\[VIEW ANIMATION\]](#)

The essence of Digital Port is that we use developments in digitisation to work in the most efficient and customer-focused manner possible. Taking advantage of digital data and collaborating with our customers in a digital environment enables us not only to strengthen our own organisation, but also to improve our customers' logistics processes. In doing so this programme contributes towards our diversification objective, namely to strengthen clusters and networks and to establish a preferred port.



5. CRUISE MARKET PROGRAMME [\[VIEW ANIMATION\]](#)

With this project we aim to realise our growth ambitions for [sea and river cruises](#). Following completion of the new sea lock in 2019, even the very largest cruise ships will be able to access the city. We are also making further investments in infrastructure such as terminals and terminal buildings, taking into account potential plans for bridges over the IJ.



6. BIOBASED AND CIRCULAR ECONOMY [\[VIEW ANIMATION\]](#)

The supply of fossil fuel is finite. Our goal is to allocate 25 hectares of land in the port to new biobased and circular activities by 2020. We are working in close collaboration with the scientific field and innovative companies in the chemical manufacturing industry to research and test new possibilities in this field.



7. PLUG & PLAY PLOTS [\[VIEW ANIMATION\]](#)

The construction of 'plug & play' plots and quays allows customers to set up business quickly and immediately commence their activities. This project, aimed at customers that do not require a long-term environmental permit, is designed to intensify utilisation of the available space in the port area. The first two 'turn-key' plots were made available in 2016.



8. PORT UTILITIES COMPANY [\[VIEW ANIMATION\]](#)

We are analysing how we can better safeguard the capacity required for nautical services in the long term. This includes a specific focus on the capacity of towing services and collaboration in the PPS Safe Port initiative. We will then implement the most effective options.



9. RAIL SERVICE CENTER [\[VIEW ANIMATION\]](#)

With the Rail Service Center we aim to further strengthen the port's logistics hub function by making better use of existing rail facilities. In this context we act as a matchmaker between shippers and logistics service providers, in order to combine cargo flows and set up new shuttle services from the Rail Service Center.



10. ATTRACT GAMECHANGERS [\[VIEW ANIMATION\]](#)

To guarantee the long-term continuity of our port authority, we actively focus on attracting start-ups and scale-ups that ensure greater diversification in our port. As part of this project we look at what facilities we can offer these companies, for example at our Prodock test site and in terms of financing.

These ten strategic key objectives, on top of our existing and usual activities, should lead to extra revenue and greater scope for action. As the world can change suddenly and rapidly, however, we also need to be capable of a flexible response. Our focus lies on our ten strategic key objectives, but our priorities may change where specific developments impact on the implementation of these projects.

THE POWER OF COOPERATION

Cooperation with our stakeholders is essential to achieving the goals we have set ourselves. For the various market clusters we enter into smart partnerships and we work on networks aimed at knowledge sharing, synergy and combining capacity for innovation, thus [creating value](#) for the metropolis as a whole.

The central theme of the second [Port Conference](#) organised by the Municipality of Amsterdam, Oram, the Greater Amsterdam Employers Service Point and ourselves was therefore ‘Working together on innovation’. The conference took place in Prodock on 8 November 2016 and was attended by more than 100 participants.

In addition to the previously mentioned collaboration with the Municipality of Zaanstad in relation to [river cruises](#), we have also intensified our collaboration with the Port of Rotterdam Authority in the last year. After joining the HaMIS (Harbour Master Management Information System) in 2015, we have helped to develop this system further in 2016. We have also started to harmonise our other harbour master processes wherever possible. The ‘Melding Schip 2.0’ service enables shipping agents in Amsterdam and Rotterdam to make reports according to a standardised procedure, making the process clearer and more efficient.

Achmed Baâdoud - New-West Urban District Council Chairman said during the port conference: “The port is not a snapshot but a moving picture, everything changes so quickly.”



On top of this, based on our partnership with the Municipality of Zaanstad we have rented a plot on the port-based HoogTij site in Zaandam, in order to construct a quay for companies that want to set up business there on a ‘plug-and-play’ basis.

During 2016 we also agreed rules with lock users regarding cooperation in relation to the Noordersluis passage at IJmuiden. [Dynamic lock planning](#) using a lock planning module has made this process more transparent, which should lead to optimal lock capacity utilisation.

Along with Albeton we have [invested](#) in a structure to cover the concrete firm’s conveyor belt in the last year. This has helped to significantly improve quality of life by lowering sound and dust emissions and made an important contribution to meeting our best-efforts obligation to reduce the noise contour on the Hembrug site. The decision has also been taken to replace the diesel crane in 2017 with a cleaner electric crane.

REPUTATION SURVEY

What is the Port of Amsterdam’s reputation from the perspective of its different stakeholders? In late 2015 we commissioned Bureau Hofkes Reputatiemanagement to carry out our first reputation survey. Six groups of contacts took part in the survey: strategic partners, suppliers, government contacts, civil society organisations, knowledge institutes and media. They identified the aspects of our behaviour and collaboration that are important to them, and rated our performance on these aspects. The results were translated into recommendations in 2016. It is interesting to note that they varied considerably between the different stakeholder groups. For example government contacts and civil society organisations rate our capacity for innovation as moderate, whereas knowledge institutes gave us a high rating for this aspect. Compared to the period before we became an independent entity, stakeholders generally consider us to be more open, more decisive and more professional.

CIRCULAR INNOVATION

There has been a growing desire not just on our part but also on the part of society for a move towards a biobased, circular economy: an economy focusing on reuse and in which biomass is used as a raw material for non-food applications. As our port area is a perfect candidate for such a shift, we are looking for companies and joint ventures to stimulate this transition.

One example is our strategic partnership with the [Innovation Lab Chemistry Amsterdam \(ILCA\)](#) located in Amsterdam Science Park. Through this collaboration born in 2014 we are working to boost Amsterdam's appeal for the chemical sector in order to attract more companies that can help to achieve our ambitions for a circular and biobased economy. We presented the latest developments in the chemical industry in Amsterdam together with the ILCA during the annual press morning held by the Association of the Dutch Chemical Industry (VNCI). Our collaboration with ILCA was further reinforced on 1 April when the ILCA seconded one of their project leaders to us.

The website [cleancapital.nl](#) was launched on 30 August. This is a platform that creates a link between demand and supply of residual materials, sustainable energy innovations and circular raw materials. It is also a place where companies can register their residual materials. Clean Capital then explores whether, and if so how, raw materials can be recovered. The platform has already led to several leads in 2016 in relation to sustainable energy and the conversion of residual materials into valuable raw materials. [Clean Capital](#) was launched in December 2013 and is a joint venture by AEB, Waternet and the Port of Amsterdam. It develops innovative and sustainable projects in the fields of energy transition, biobased and circular economy. Individual innovative, sustainable and profitable projects can be developed in collaboration with the three Clean Capital partners. One specific example is The Calcite Factory. This is a Waternet pilot plant in Prodock where calcium is recovered from drinking water and can then be reused in products such as ceramics and carpets.

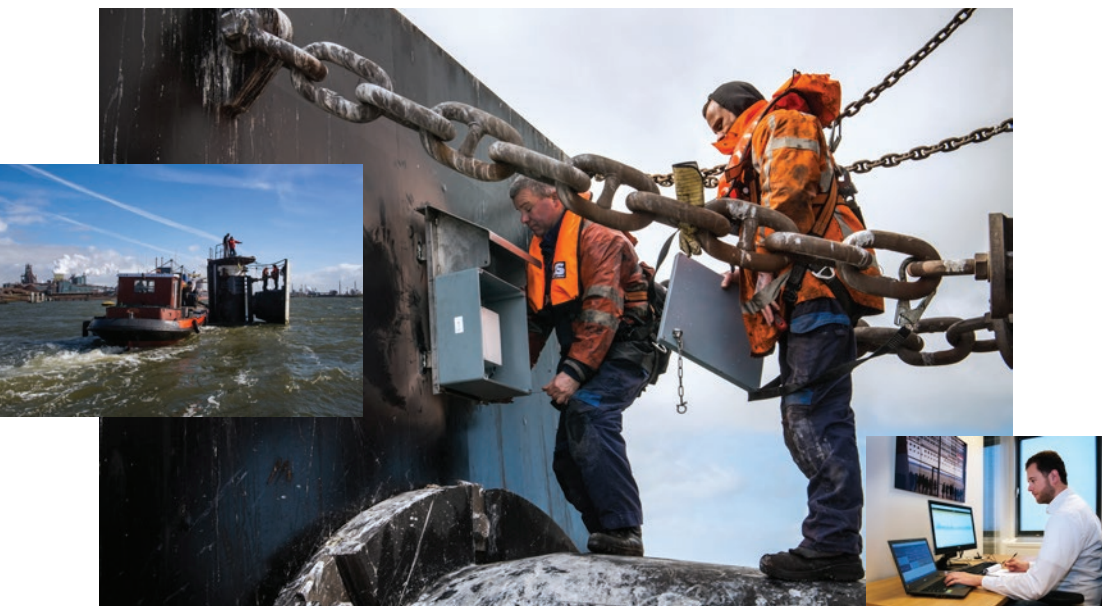


Roon van Maanen, Head of Circular & Renewables: "The arrival of Advanced Minerals, a Waternet initiative, shows that PRODOCK is a suitable location and offers a valuable platform for innovations. This plant also contributes towards the circular ambitions of the port authority and its partners in Clean Capital."

A consortium of twelve parties (including the Port of Amsterdam, Orgaworld, AEB, Twence, the Dutch Waste Management Association, Knowaste, Biobased Delta and Waternet) has launched the innovative [Waste2Aromatics](#) project with the aim of stimulating the circular economy. The collaboration will look at which valuable raw materials can be recovered from waste for the chemical industry. Aromatics are extracted from organic waste, nappies, sludge and manure, which are used in processes such as plastics manufacturing. This is a major step towards a circular economy and the commercial production of bio-aromatics at competitive prices. Aromatics are one of the key raw materials for the chemical industry: 40% of chemicals are aromatic in nature. The standard extraction of aromatics from crude oil produces considerably higher CO₂ emissions.

COLLABORATION WITH SENSORS

As part of the 'IJ piles' pilot project we collaborated in 2016 with the company 30MHz, which develops sensor applications in Prodock, in connection with supervision and safety. Sea-going vessels that have too deep a draught to safely transport their cargo into the North Sea Canal discharge some of their freight outside the locks at IJmuiden into vessels with a smaller draught. These sea-going vessels moor at lightering piles. To ensure that these piles remain in a condition that is acceptable for their mooring function, 30MHz attaches [special sensors](#) that closely monitor all movements of and collisions with the IJ piles. Making it possible to schedule inspections and maintenance more efficiently.



Based on our partnership with The Things Network, which we started in 2016, we have installed a Long Range radio antenna (LoRa antenna) in the port of Amsterdam. LoRa is suitable for long distance communication with limited power. Providing wireless access to sensors using these LoRa antennas means that a large crowdsourced public network can be created over very long distances, allowing us to contribute towards a global open data network for sensors. At the end of 2016 we launched a pilot to make the availability of vacant parking spaces for trucks in the port area online visible.

DEMONSTRATOR FOR INLAND VESSELS CARRYING HAZARDOUS SUBSTANCES

For safety and efficiency reasons it is important to know the location of inland vessels carrying oil products. To increase and improve cooperation within the logistics chain for inland vessels carrying hazardous substances we worked with our partners in 2016 to develop an application that makes all information available within one system. The 'demonstrator' shows ship movements in real time on the port of Amsterdam map. The application was developed by the Netherlands Organisation for Applied Scientific Research (TNO) in collaboration with the shippers (Bugro), charterers (Unibarge, Somtrans, TankMatch, Interstream Barging), surveyors (SGS, Saybolt), terminals (Vopak, Eurotank, Oiltanking), Security Region Amsterdam-Amstelland, sector association BLN-Schuttevaer and digital service provider UAB-Online. The privacy of the various parties in the chain is safeguarded and only information that can safely be shared is visible. The Estimated Time of Arrival (ETA) module states vessels' expected arrival time at the port, improving efficiency in the port area through better planning opportunities. A berth module also shows occupancy for each berth. The next step will be to further develop the demonstrator into an operational tool. The chain parties are once again closely involved in this process.



PPS SAFE PORT

Five public and two private parties have taken the initiative to jointly improve safety in the port area. Under the chairmanship of CEO Koen Overtoom, we took part in 2016 within this public-private partnership in a steering committee whose aim is to construct a physical fire-fighting service facility in the port area. The facility can be extended to encompass other safety aspects at a later stage. We have exchanged initial ideas for this initiative with the Harbour Master's Division, the North Sea Canal Area Environmental Department, ORAM, AMAS, and the Municipality of Amsterdam police and fire services regarding exchange of information, a joint fire service, the development of expertise in port safety, accommodation and training facilities.

NEW CNB JOINT REGULATIONS

In September 2016, a unanimous decision was reached during a board meeting of the Central Nautical Management (CNB) to revise the CNB's Joint Regulations following a period of 22 years. The revision concerns an amendment to the current laws and regulations, thereby safeguarding the collaboration between the four municipalities in the face of the increased complexity that marks the CNB's environment and professional field.

Value



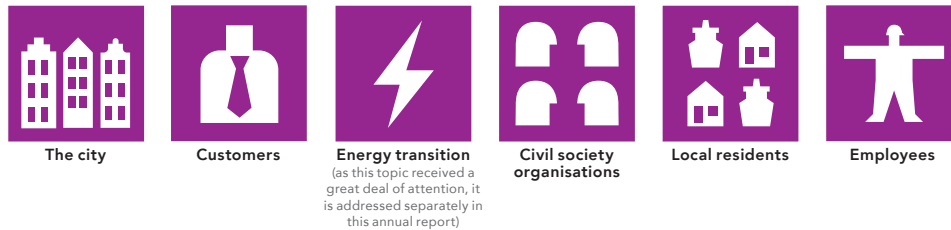
How do we create value for our stakeholders?

With the public mandate of the Harbour Master's Division and as the operator of the port area we have a dual function. We manage and develop the port area whilst also being responsible for ensuring smooth, safe and sustainable shipping traffic within our port.

This places us at the heart of an environment with a single common goal: to add as much value as possible to the area to the benefit of all our stakeholders. We do this by asking our stakeholders questions and listening to them, by innovating, by taking the initiative, and by connecting our diverse group of stakeholders. One of the ways we do this is by conducting a customer satisfaction survey (CSS), a waterway users survey, an employee satisfaction survey (ESS) and content strategy survey, and a reputation survey. In the process of developing a content strategy, the port authority defined 9 stakeholder target groups in 2015: customers, partners, authorities, media, knowledge institutions, civil society organisations, local residents, suppliers and port authority employees.



The needs of these stakeholders range from a demand for information, authority and assistance to dialogue and expertise. We often target our activities at combinations of target groups to create scope for dialogue. In this report we have clustered our stakeholders into groups with related issues in 2016:



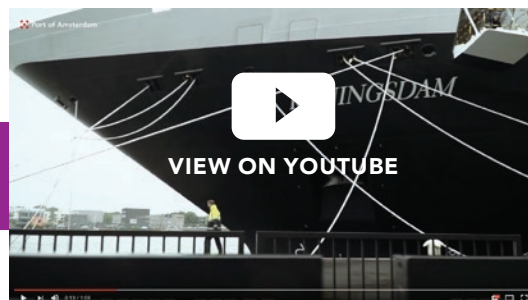
Stakeholders:



The city

In October 2016 the population of Amsterdam totalled 834,713. This means that the city has grown by, on average, more than 11,000 residents per year since 2009 (756,347 residents). A growing city also leads to new social debates. In November, Alderman for Economic Affairs Kajsa Ollongren expressed the desire to remove the PTA cruise terminal from the city centre. The current location, on Piet Heinkade, places too much pressure on the city centre. The construction of a new cycle and pedestrian bridge across the IJ, to accommodate the rapidly growing volume of traffic travelling North, played an important role in the city council's discussions on this matter.

In order to gear the port's interests as closely as possible to developments in the city and the rest of the region, it is important to us to maintain a constant dialogue with all stakeholders involved. Improved river bank connections create value for the city, but will need to be designed in a way that ensures safe and unobstructed passage for shipping traffic. The companies in the port will also need to have sufficient scope to create value for the city.



<http://bit.ly/2nwkmDX>

Stakeholders:



Customers

The port revolves around our customers' activities. This is why we try to provide every company with the best possible support and are constantly searching for new companies that add value to the port, city and the region in line with our vision.

We use the port tariffs and ground lease/rental payments we receive to create value for our customers by for instance managing infrastructure, offering facilities, and achieving logistical efficiency. We acknowledge that our customers depend on us, and aim to welcome, understand and support them to the best of our ability. All projects in 2016 were characterised by customer-oriented thinking.

CUSTOMER SATISFACTION

We are keen to hear what the companies in the port think of us and how we can further improve our services. This is why we carry out an annual customer satisfaction survey. The results of the 2015 survey were announced in 2016. The overall score for satisfaction was 7.4. The previous year's score was 7.2. Our ambition is to score 7.75 for customer satisfaction in 2017 and 9 by 2020.

ACCESSIBILITY

Customer-oriented thinking also played a central role when it came to implementation activities in 2016, such as road surfacing and railway maintenance. Since last year we have coordinated all activities that affect accessibility with our customers. For instance, before the activities take place

we talk to the administrators such as ProRail and the Directorate-General for Public Works and Water Management about how we can minimise the impact on our customers' accessibility and logistics planning.

SHIPPING

Up until 2016, we did not have a sufficient overview of inland shipping. Since 2015 we have processed inland harbour dues and listened more closely to the needs of inland shipping. Based on these needs and due to the low customer satisfaction score in the baseline measurement in 2015, we launched a project entitled 'A focus on inland shipping customers' in 2016. Following on from this we agreed with inland shipping representatives to improve facilities for the disposal of household waste, drinking water points, car landing berths and shore-based power. The decision was also taken to [reduce](#) the shore-based power fee, which was higher in our port than in the rest of the Netherlands, with effect from 2017.

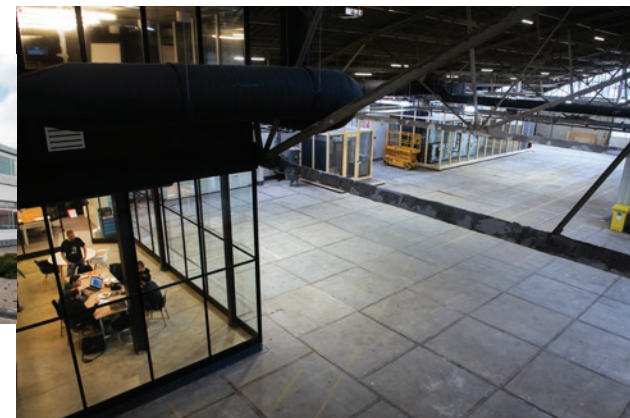
In addition we devised a 'customer journey' to improve the service and information we provide to inland shipping. The inland harbour dues return has subsequently been adjusted: a longer return deadline was adopted in 2016 and customers can now amend their return themselves following submission. On 13 September 2016 we also joined the Inland Shipping Berthing Information System ([BLIS](#)) in the interests of our inland shipping customer group. BLIS provides the inland shipping sector with a more convenient overview of, and more detailed information about, current occupancy (and dimensions) of the public berths in the port of Amsterdam. This enables captains of inland vessels to optimise their course, resulting in time savings, lower fuel costs, fewer emissions and a better flow of traffic in the port.

In 2016 we organised a customer arena for shipping agents: the Agent arena. This group of customers had expressed criticisms on certain points and our goal in setting up the arena was to create transparency in relation to these criticisms. By giving the agents the opportunity to have their say, and listening carefully, we have gained a better understanding of the problem areas.

For instance it emerged that there was some dissatisfaction with the star connection in the harbour master telephone menu, which led to the decision to remove this in 2017. It was also suggested that the compulsory electronic reports to the authorities should be simplified. The decision has been taken to improve this system in 2017 together with the Port of Rotterdam Authority and Portbase.

INDUSTRY

As part of our ambition to add more non-tonne based value to the port area, one of our priorities is to support and encourage innovative manufacturing companies. Prodock was officially opened on 1 June 2016. Prodock is a community of innovative start-ups and scale-ups, brought together in a 2,500 m² warehouse. The warehouse features internal and external workshops where new products and pilot set-ups can be tested. By the end of 2016 five customers had set up business in Prodock: Blackwood Technology, 3oMhz, 3dFix, Drone Addicts and The Calcite Factory. These companies are active in the technological manufacturing industry and involved in biobased initiatives. To attract new types of companies, we have joined together with Schiphol, KLM, TU Delft NS and fund manager NBI to set up the Mainport Innovation Fund II. This is an investment fund targeting 'early stage tech starters' in the field of transport, logistics, airports and sea ports. In 2016 the fund made its first investment in Viriciti: a start-up that uses smart software to enable electric buses and trucks to drive for longer.



Stakeholders:



Energy transition

Back in 2008, when demand was still high, we went against the market trend and stopped new fossil companies from setting up business in the port. This has since proved to be a wise decision, which is now assisting our transition to the handling, storage and production of sustainable energy. However, we also help our existing customers to intensify their existing activities. This requires customers to be innovative and efficient. To stimulate and support our customers, this was the focus of two of our [key objectives](#) in 2016.

Through our strategic programme '[Upscaling sustainable energy production and storage](#)' we aim, as a metropolitan port, to play an active role in the energy transition by increasing our capacity to generate and store renewable energy in the port area. We started to implement this programme in 2016 with a number of new steps in the field of wind and solar energy.



Machiel Bode, ING Sector Manager for Transport & Logistics: "The circular economy can become an influential factor and Amsterdam's profile provides an excellent starting position for growth in waste recycling and storage, the handling of and trade in biofuels."

SOLAR ENERGY

2016 saw the start of the 'Sun in the port' project. During the kick-off in Prodock on 21 June we announced our ambition to have no less than 100,000 m² (15 MW) of solar panels in the port by 2020. In 2016 we received the SDE+ grant for the installation of [19,000 m² of solar panels](#), spread over seven roofs in the port. Most of this roof space (around 15,000 m²) is owned by the Port of Amsterdam itself. Customers will also be approached to install solar panels on the roofs of their buildings. To this end, we launched a programme this year to relieve the burden on our customers in the realisation phase via an options menu. We aim to install solar panels with a surface area of at least 30,000 m² by 2018.



Robin Schipper, Commercial Manager for Circular & Renewables: "Our goal is to double the number of square meters of solar panels every year over the coming period. Alongside biofuel and wind energy we are now focusing heavily on solar energy in order to generate sustainable energy for both our customers and the population of Amsterdam."

WIND ENERGY

The government wants to achieve an onshore (on land) wind energy capacity of 6,000 MW by 2020. The provinces have a key role in granting licences. Whereas other provinces have chosen to meet the government's target as a minimum, the Province of North-Holland has set an upper limit for the number of wind turbines. The province also applies a '2 for 1' scheme under which, for every new wind turbine to be installed, two old wind turbines must first be dismantled.



The Amsterdam currently has 37 wind turbines with a total wind energy capacity of 65 MW. To increase this capacity to at least 100 MW, licence applications were submitted in 2016 for four new lines totalling 28 wind turbines. Eighteen of these were rejected. The plans for ten new wind turbines meet the requirements imposed by the province on new wind farms and are still being processed. This includes a wind farm consisting of six new wind turbines on Nieuwe Hemweg and four new wind turbines on Noordzeeweg, alongside the four existing wind turbines in this location. These plans will now be submitted to an advisory committee and the Provincial Executive. We have appealed against the province's decision to reject our application for the remaining eighteen wind turbines.

MARKET PLACE FOR SUSTAINABLE ENERGY

We are currently also working on creating a local energy market place in collaboration with customers and partners. As a port authority we believe that linking supply and demand for sustainable energy in the port area offers huge opportunities. Sustainably generated energy can then be made available to customers with little intervention from parties in the chain. What's more, purchasing of this green energy can be driven by supply with low prices in the case of a surplus.

INTERNATIONAL

Via our international division, Port of Amsterdam International (PoAI), we also work to create value in and around ports outside the Netherlands. PoAI makes the expertise and experience within Port of Amsterdam in relation to port development and management and cruise terminal development and management available to parties abroad. This enables PoAI to implement the 'Port of Partnerships' by, amongst other things, entering into alliances with ports in other countries where port of Amsterdam customers are active.

Examples include an agreement concluded by PoAI in 2016, together with its partners within Amsterdam Port Consultants, with Port of Fujairah in the United Arab Emirates to further improve maritime services in this port. Fujairah is one of the three largest oil ports in the world. Close collaboration with this port is an attractive prospect for the port authority: it is a central location for the global trade in oil products and a site where our customers (including Vopak) are active. Moreover, the traders in Fujairah are largely the same as those in Amsterdam (such as BP, Shell and Vitol). This partnership allows us to assist our customers from Amsterdam in their international activities. At the same time we can create additional value for Amsterdam, because



Varishna Tewarie of FMO (the Dutch development bank): "I feel that the joint venture between Port of Amsterdam International and FMO is an excellent example of partners that complement one another. Together we have extensively analysed the cocoa chain and identified investment opportunities for the Netherlands and the Ivory Coast."

we can now stay ahead of the very latest developments, exchange knowledge and attract cargo packages. It is a partnership that is very important to both parties.

Knowledge development is one of the strategic pillars of PoAI. Examples include a collaboration between PoAI and development bank FMO to launch a project in 2016, commissioned by the Dutch embassy in the Ivory Coast, with the aim of gathering information about the development of the cocoa sector in the Ivory Coast and to analyse the entire logistics chain. Amsterdam is one of the largest cocoa-importing ports in the world and an important region for cocoa processing. The Ivory Coast is the world's largest producer of cocoa. Developments in the Ivory Coast are therefore of key importance to the port of Amsterdam. The insight gained, including into the social risks, enables our customers to more accurately assess their opportunities and helps us determine the best way to position our port and support our customers. What's more, we see it as our [chain responsibility](#) to focus on the traceability of cocoa trade flows and sustainable storage capacity as part of our analysis.

The Dutch Ministry of Foreign Affairs (BuZa) is a major client of PoAI. In addition to the assignment in the Ivory Coast, PoAI is also carrying out a contract for the Dutch embassy in Benin.



Gert-Jan Nieuwenhuizen, Managing Director of Port of Amsterdam International: "The partnership ensures that our port authorities strengthen each other on several fronts. We are looking forward to continuing the highly effective and pleasant collaboration with APA and the government of Aruba."

Louis Posner, Chair of the APA Supervisory Board: "It became clear during the run-up that PoAI and APA are on the same wavelength in terms of their vision for Aruba and aspirations for the partnership. This agreement is a great example of how Aruba and the Netherlands reinforce one another."



Since 2015, PoAI has contributed in Benin towards the renovation and modernisation of the port in the capital city of Cotonou, with a focus on quality control. By cultivating its relationship with the Ministry of Foreign Affairs, PoAI is helping to strengthen the port authority's network.

In 2016, PoAI entered into a [long-term cooperation agreement](#) with Aruba Ports Authority (APA) focusing on the joint implementation of APA's commercial strategy and vision, the transformation of a large port site in Oranjestad into a multifunctional area, and the mutual enhancement of the parties' international ambitions. A Port of Amsterdam employee has been seconded since January 2017 to Aruba, where he will act as Chief Commercial Officer on the APA management team. Several experts from Amsterdam have also been intensively involved in this project, including in the areas of strategy, infrastructure, spatial development and finances. This means that APA has access to experienced professionals, while the Port of Amsterdam employees benefit from an opportunity for further personal development in an international context, thus strengthening the port authority. For PoAI, this well-founded partnership provides an excellent basis from which to further expand its activities in the Caribbean.

NOISE DISTRIBUTION PLANS

In 2016 we drew up a Noise Distribution Plan to examine the best distribution of sound in the area. Based on noise capacity applications by noise-producing companies, the maximum permitted volume of noise pollution is distributed over a specific surface area. If all available noise capacity were allocated to just one company, this could obstruct other companies and place them at a disadvantage. The plan therefore not only helps local residents, but also offers our customers far more certainty with regard to good locations. In addition, we have produced a distribution plan for nitrogen deposition based on the same principle: we examine the best distribution of the maximum permitted nitrogen emission over a specific area. In both distribution plans we work together with the Municipality of Amsterdam, the Municipality of Zaanstad and the province.

Stakeholders:



Civil society organisations

When we try to create value in relation to a social issue, we often serve the same purpose as civil society organisations such as environmental, nature or human rights organisations. However, this makes value creation more complex. A specific example is the installation of a wind farm: some will view it as improving sustainability, whereas others will see it as landscape pollution. To try to understand and take into account everyone's viewpoint as well as possible, we held discussions in 2016 with various organisations such as Fossielvrij, Natuur& Milieu, Bettercoal, Ruigoord and MVO Nederland as part of our constant strive for improvement and to tighten up our policy.

SUPPLY CHAIN RESPONSIBILITY

In 2016 we started to formulate a chain policy based partly on the OECD guidelines, which we welcome, and the United Nations' Sustainable Development Goals. The aim of this chain policy is, based on our own perspective for action, to analyse social risks in the chain of goods and raw materials transported from and to the terminals in our port and to reduce the negative social impact. We are working with the Port of Rotterdam Authority to develop our chain policy.

In 2016 we received negative press on two occasions in response to so-called 'Colombian blood coal' and 'dirty diesel' in the chain of our terminals.

DIRTY DIESEL

West Africa is supplied with diesel and petrol from the ports of Amsterdam, Rotterdam and Antwerp. A 2016 research report by the Swiss pressure group Public Eye, which had requested random substance lists from tank storage companies, revealed that the sulphur and benzene content of the fuel greatly exceeded the levels permitted in Europe. Suppliers must adhere to the laws in the countries to which they supply their fuels, but due to much lower environmental

requirements diesel in Africa can contain many times more sulphur than in Europe. The fuel sold at the pump in West Africa contains the same amount of sulphur as was used in Europe until 1999. High-sulphur petrol is cheaper and is still used in developing countries for this reason. We are in favour of clean, sustainable fuels and are pushing for international agreements and clear rules for maximum sulphur and benzene levels in petrol and diesel.

COLOMBIAN 'BLOOD COAL'

In 2016 human rights organisation Pax published a [report](#) claiming that the international mining companies Drummond and Prodeco had associated with criminal paramilitary groups in the Colombian region of Cesar (22,905 km²) between the years 1996 and 2006, and still profit from these links. As a result, Pax refers to coal from this region as 'blood coal'. In response to the report, Amsterdam city council insisted that we set out in our strategy for the next few years how we will meet our responsibilities for cargo handled in the Amsterdam port area. Around thirty percent of the coal handled in Amsterdam comes from Colombia. Colombia states that the local situation in this regard improves when western countries invest in its economy and prosperity. Our presence means that we can help to improve the situation; walking out would lead to a greater risk of this situation deteriorating.

BETTERCOAL

Together with the major coal terminals in Amsterdam we have signed up to BetterCoal: an initiative by big energy companies seeking to improve human rights and working conditions in mining regions. In 2016 we worked with BetterCoal to organise several meetings with the various energy companies and Port of Rotterdam Authority with the aim of creating greater transparency within the chain. BetterCoal is investigating whether the mines where the coal imported to our ports is produced are indeed ethically 'clean'.

In late November, a delegation of energy producers, the Ministry of Foreign Affairs, Action Aid, EMO and the Rotterdam and Amsterdam port authorities paid a working visit to South Africa with BetterCoal. The energy companies entered into an agreement with Minister Ploumen

(Foreign Trade and Development Cooperation) in 2014 with the aim of improving social and environmental conditions in mines around the world. The purpose of this working visit was to gain a better insight into the South African coal supply chain and how we can potentially influence social and environmental conditions surrounding coal mines.

The supply chain policy we are developing will also be defined in detail for our international division Port of Amsterdam International, our business location policy and our purchasing policy. In 2016 we started to formulate a sustainable purchasing policy, which will be completed by mid-2017.

PLASTIC SOUP

In 2016, Amsterdam was the first city in the Netherlands to join forces with parties in the supply chain to ensure cleaner water in and around the city. On 7 September the Municipality of Amsterdam, Waternet, NRK, PlasticsEurope, the Plastic Soup Foundation, Berenschot and Port of Amsterdam put their signatures to the cooperation agreement 'Clean waters in and around Amsterdam'. This three-year programme is a response to the currently large volumes of floating



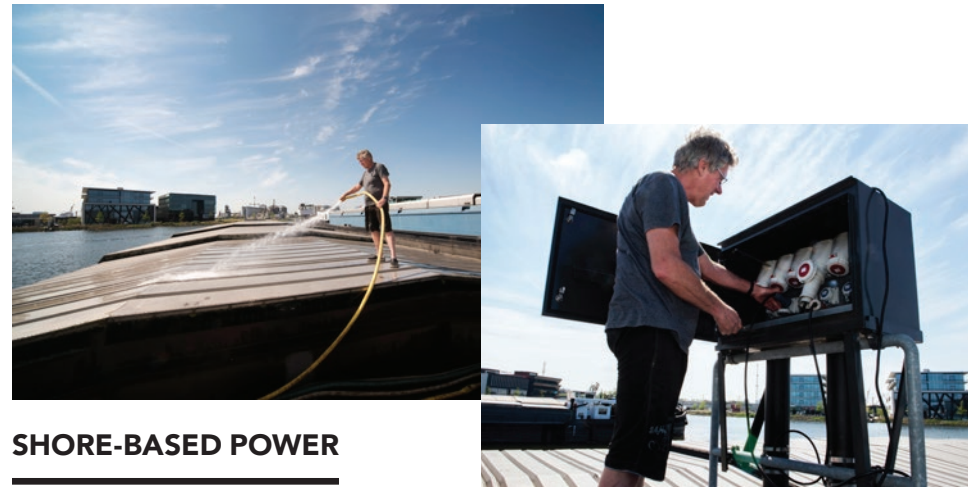
Eduard de Visser, Director of Strategy & Innovation, Port of Amsterdam: "The basic principle of the 'Clean waters in and around Amsterdam' cooperation agreement is that waste retrieved via clean-up operations can be reused in a different way. That fits in perfectly with our aspirations to contribute more towards the (where possible local) circular economy."

debris located in the waters of Amsterdam and on shore sides. This 'local plastic soup' not only has a negative impact on quality of life in Amsterdam; its movement can also cause many other environmental problems. Efforts are being made to achieve a permanent reduction in floating debris in the North Sea Canal and the IJ. Our contribution towards the programme focuses primarily on cleaning up rock-fill embankments. [Read more about the strength of collaboration.](#)

CLEAN SHIPPING



Clean shipping is vital to the future of our port, and is therefore an issue of great importance to us. Together with the other sea ports in the Netherlands we sponsored the documentary [Seabind](#) in 2016. This documentary by Bernice Notenboom addresses pollution caused by ocean shipping. Bernice organised a number of events in June 2016, including a film screening. A number of customers accepted our invitation to attend the screening at Undercurrent (Amsterdam North). The showing included a discussion on the topic of clean shipping in which our harbour master Marleen van de Kerkhof took part. In 2016 we started to formulate a clean shipping programme, which will be completed in the first half of 2017. The aim of the programme is to achieve cleaner fuel and a cleaner port.



SHORE-BASED POWER

At the quay, cruise ships generate the electricity they need using auxiliary motors. This results in fine particle and CO₂ emissions. As part of a European action plan to make sea cruise shipping cleaner, the port has therefore started to explore the possibility of supplying cruise ships at the Passenger Terminal with electricity via shore-based power. The costs were previously found to be too high, and shipping companies were at that time unwilling to adapt their vessels. Today, more and more vessels are suitable for shore-based power. One alternative for the shipping companies is to switch their fuel to LNG, which is also significantly cleaner than fuel oil.

A pilot has also been launched at five shore-based power points, involving the smart purchasing of sustainable energy from the port of Amsterdam. As we know exactly when inland vessels and river cruise vessels will arrive in port, the exact purchase profile is known two days in advance. This information allows the port to buy in green energy according to a highly precise and automated process. The reduction in energy bills has led to a reduction in shore-based power prices for inland vessels and river cruise vessels, making it more attractive for them to consume green energy.



DEGASSING

Vessels are required to clean their own tanks via degassing. [A ban on degassing while sailing](#) was introduced in North-Holland on 1 March 2017. The ban applies to benzene and a number of substances containing > 10% benzene.

The Provincial Executive of North-Holland agreed to this amendment of the provincial environmental bylaw on 20 December 2016. The measure contributes towards a better environment and cleaner inland shipping. We are committed to encouraging sufficient degassing capacity within the region and are discussing this situation with market operators. We are also working with partners to devise an enforcement strategy.

Stakeholders:



Local residents

Living on or near to the banks of the IJ offers beautiful views, with plenty of optical space and vibrancy at the same time. However, the port area is characterised by a wide range of activities, making inconvenience to local residents difficult to avoid in some places. We want to create a pleasant and, most importantly, healthy, liveable environment. We do this by reducing excessive noise, dust, light and odour levels and by increasing the attractiveness of the port (with cycle paths, nature, viewpoints and suchlike).

GEURINZICHT

We made efforts to improve quality of life around the port area with a number of projects in 2016. One example is the [GeurInzicht](#) project (so-called E-noses, electronic noses). Odours emitted by industry and shipping in the port area were measured with sensors at 41 sites in the port, in order to develop targeted solutions to reduce odour nuisance for local residents. The E noses project was in full swing in 2016. Geurinzicht falls within our [theme of environment and living environment](#).



GOLDEN DECIBEL AWARD

The 'Hoorbaar minder' (Audibly less) project showed that successful initiatives can also be very simple. We found a solution to the nuisance experienced by local residents around industrial sites from truck back-up beepers by replacing these 'beepers' with 'puffers'. This innovation brought us a Golden Decibel Award in 2016 and led to a huge international spin-off.

SAFETY DEAL

In 2016 we concluded a [safety deal](#) with our customer Sonneborn. Under this agreement Sonneborn started last year to produce its own sulphuric acid (SO_3), which was previously transported to this site by road. This reduces the risk to local residents as the sulphuric acid remains further away from the inhabited areas in the port's vicinity. Sonneborn produces 'white oils': the company makes crude oil clean using a chemical process and then uses this oil as an ingredient for vaseline or other creams.

GOOD NEIGHBOURS

Along with residents of the Surinamekade and the Sumatrakade we found a successful solution in 2016 to the nuisance potentially caused to residents by the additional berths for inland vessels on both quays. After the licences to increase the number of berths had already been obtained, it emerged during an information evening we had organised that the residents had major objections against the expansion. The port and the city are good neighbours, and talking to one another and searching for a solution led to mutual understanding between the residents and our customers. We therefore reached a compromise without the need for legal intervention: the additional berths will only be used for barges that previously moored in the western port area, while larger inland vessels will be berthed further away from the residential area. This is an excellent example of a successful combination of the interests of two different stakeholders. On 28 November the residents of KNSM Island, the Eastern part of the city and the port authority signed an

agreement confirming the rules for the use of the water to the north of the Surinamekade and the Sumatrakade.



Renee Hoogendoorn, on behalf of the 'Stop Industrialisation of the Eastern Port Area' action committee, whose members also included Gerrit Jan Zijlstra, Eric Petzinger and Menzo Meijer: "It was a challenging process that took a great deal of time and perseverance."

Marleen van de Kerkhof, harbour master, Port of Amsterdam: "When you look at the IJ you see a backyard; when I look at the IJ I see the A1 of shipping. Listening to one another is the start of a long-term partnership. Trust is key."



"The port was in a very strong position: it had already obtained planning consent. Yet they sought a connection. It's a win-win-win situation. A sterling effort and an example of new democracy in which different parties pull together and move forward."

ALDERMAN ERIC VAN DER BURG,
MUNICIPALITY OF AMSTERDAM



Stakeholders:



Employees

As an organisation we aim to offer our employees a pleasant, safe and motivating environment. After all, we rely as a port authority on motivated employees in order to create value for external stakeholders.



Our 2016 Employee Day was therefore entirely dedicated to a customer-oriented approach. Since we introduced this process in 2015, a customer-oriented approach has become a central theme for the entire organisation as evident from the assessment cycle, training programmes and workshops. We adopt a customer-oriented approach in not only our external but also our internal activities: the value we create internally by providing one another with a good level of service has a positive effect on external customers. The four building blocks for a customer-oriented approach are 'clear', 'easy', 'personal' and 'wow' (striving for exceptional results).

ONLINE LEARNING PORTAL

In 2016 we focused heavily on digitisation, to make things easier for internal customers (employees, managers) and to clarify processes. As part of our efforts in this area, all employees were granted access to an unlimited online learning portal where they can follow training courses 24/7 from a range of devices. We offered these tools to enhance our employees' ability to adapt: we believe that everyone must be able to adapt to developments in the outside world and that this makes us more resilient. Special tailored e-learning modules have been developed for the Harbour Master's Division with modules such as Incident Plan, Vessel Visit and North Sea Canal Area Topography.

SCRUM

In the summer we started to work towards our strategic key objectives according to the scrum methodology from the world of IT. The method is all about creating customer value: scrum is a value-driven approach in which the customer rapidly sees the results of the work we do. Making continuous adjustments means that interim results are clear very quickly and provides insight into how the work has contributed towards the established goal. The work becomes effectively more focused and therefore more customer-oriented. We learned a great deal from the initial results of the scrum approach, and have consequently decided to continue to apply this method to our projects in future.

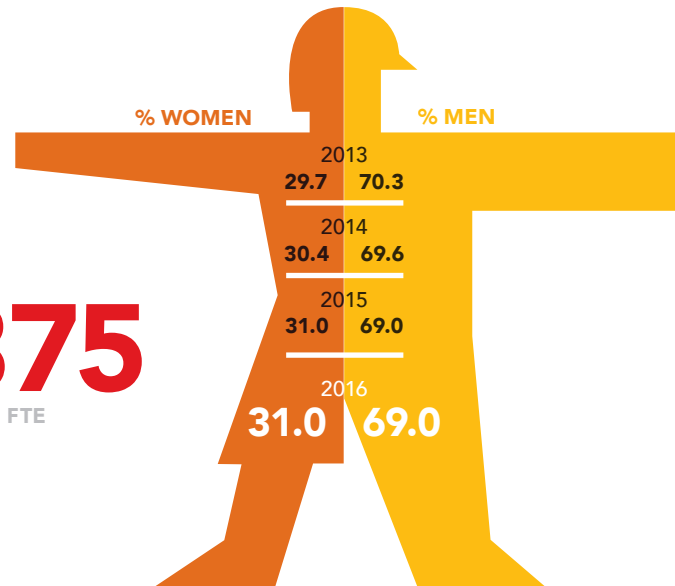
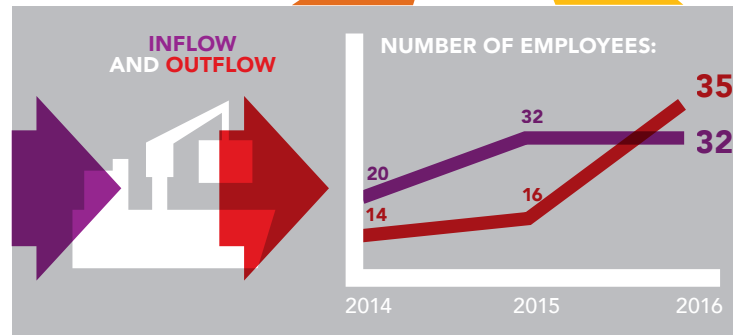
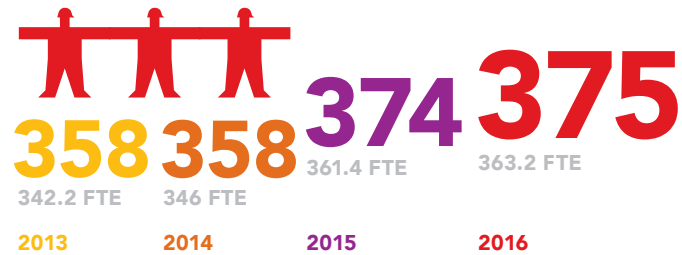
SERIOUS GAMING

We set up a serious gaming project in 2016 as a basis for smarter logistics from, to and within the port. This programme is a collaboration with the Netherlands Organisation for Applied Scientific Research (TNO), TU Delft, ProRail, Port of Rotterdam Authority, the Directorate-General for Public Works and Water Management and the Top Consortium for Knowledge and Innovation (TKI) top sector logistics. 'Serious games' enable logistics service providers and infra managers

to re-enact the logistical organisation within a port area in game form and experiment with other ways of working. This gives the participants a different perspective on the port's synchromodal accessibility, allowing them to identify potential improvements through new forms of cooperation.

INFORMATION	2014	2015	2016
Absenteeism	3.4%	3.2%	3.8%
Employee satisfaction	8	-	7.3
Number of trainees	10	11	21
Number of employees	358	374	375
Number of FTEs	346	361.4	363.2
Female	109	116	118
Male	249	258	257
%Female	30.4	31	31
%Male	69.6	69	69
Inflow	20	32	32
Outflow	14	16	35
Percentage of wage bill spent on training	2.7	3.5	2.8
< 30 years	12	15	13
30 – 40 years	71	77	80
40 – 50 years	113	112	107
50 – 60 years	131	137	137
> 60 years	30	33	38
Average age	48	47	47
Number of employees commuting by bicycle/train	-	205	214

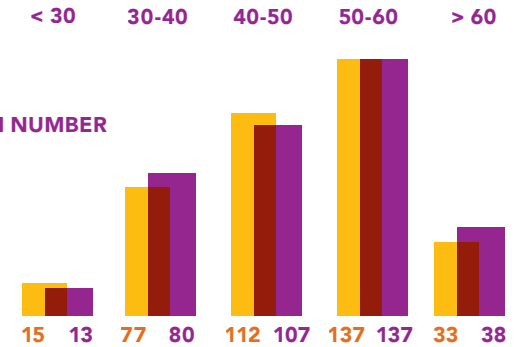
NUMBER OF EMPLOYEES



AGE DISTRIBUTION IN NUMBER OF EMPLOYEES

AVERAGE AGE
2016: **47**

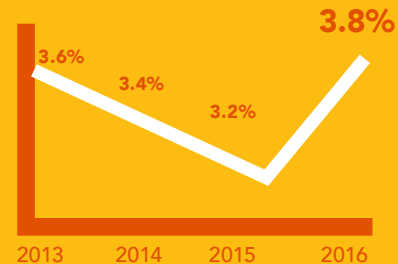
2016
2015



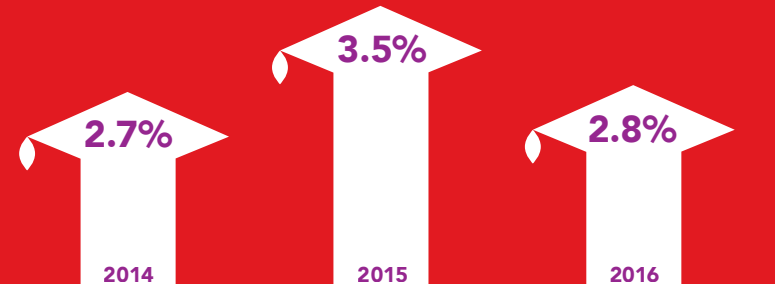
214
Employees
travel to work
by bicycle/train



ABSENTEEISM DUE TO ILLNESS



PERCENTAGE OF THE WAGE BILL SPENT ON TRAINING



Sustainability

As one of Europe's largest energy ports we are aware of growing public concerns about the port's environmental impact on the surrounding area and that of fossil fuels on our climate. We therefore strive to enhance both prosperity and well-being in and around the port area, and to be one of Europe's leading ports when it comes to sustainability. We want to be an economically strong port with a strong competitive position, which looks after the environment and the surrounding area and pays attention to social factors. Only then can we continue to create value for our stakeholders in the long term.



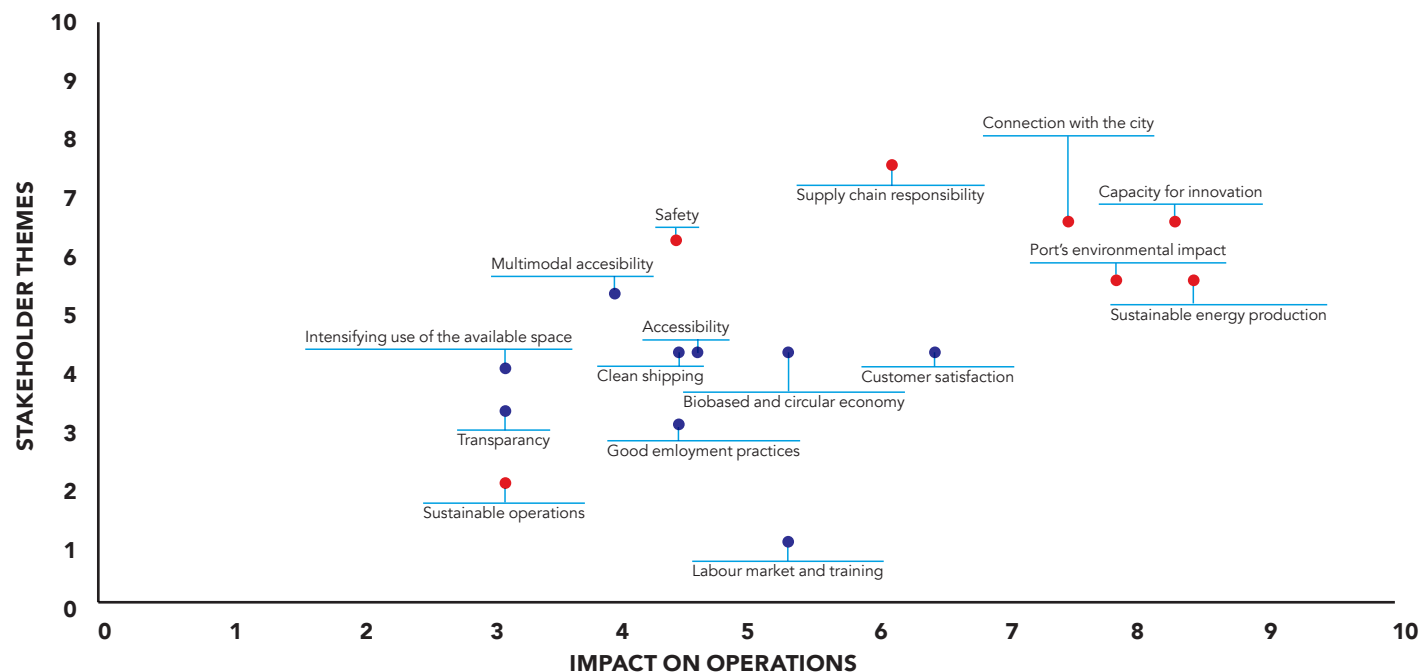
In 2016 we further refined our sustainability policy with a particular focus on the energy transition, the circular economy and our chain responsibility. Sustainable development is a fundamental part of [our strategy](#).

In 2016 we developed a sustainability agenda that explains our ambitions and objectives using five sustainability themes, established based on the materiality analysis shown below.


A Sustainability Manager was appointed in 2015 to monitor and reinforce these ambitions. This manager reports to the CFO (CSR portfolio holder). A Sustainability Steering Committee was also set up last year, and sustainability was integrated into the quarterly report. In addition, we have started to embed sustainability risks more firmly in the port's general risk management. This included the continued development of monitoring of and reporting on sustainability in 2016, and we have ensured that this annual report is in line with the GRI G4 global sustainability reporting guidelines.

MATERIAL TOPICS

Our stakeholders have different needs. We maintain a dialogue with them so that we can assist them as effectively as possible. Together we identify what is needed in order to improve sustainability in the port of Amsterdam. Based on a reputation survey, a customer satisfaction survey and [various meetings](#) (such as environmental dialogue, dilemma sessions and strategy meetings) we have identified a number of topics that are important to our stakeholders and therefore play a vital role in a successful, sustainable future for our company. These relevant topics are:



Topics that are very important to both the organisation and our stakeholders are shown in red above. However, all material topics are important to us and we have translated them into five sustainability themes. We have formulated objectives for all these themes, which form the basis for our [sustainability agenda](#).

	 ENERGY TRANSITION AND CIRCULAR ECONOMY	 ENVIRON- MENTAL ISSUES AND THE LIVING ENVIRON- MENT	 CLEAN AND SAFE SHIPPING	 WORK AND KNOWLEDGE	 RESPONSIBLE COMMERCIAL CHAIN
Supply chain responsibility					
Capacity for innovation					
Connection with the city					
Sustainable energy production					
Port's environmental impact					
Safety					
Customer satisfaction					
Biobased and circular economy					
Multimodal accessibility					
Accessibility					
Clean shipping					
Good employment practices					
Intensifying use of the available space					
Transparency					
Labour market and training					
Sustainable operations					

The material topics customer satisfaction and transparency are placed elsewhere within the organisation..

ENERGY TRANSITION AND CIRCULAR ECONOMY

We want to take forward the international consensus that greenhouse gases should be reduced as soon as possible by encouraging the generation of renewable energy and an energy cycle that converts waste flows from the city into new raw materials and fuels, by providing an attractive breeding ground for innovation and industrial exchange of heat and energy.

ENVIRONMENTAL ISSUES AND THE LIVING ENVIRONMENT

The growing Amsterdam Metropolitan Region is also witnessing a rise in adverse effects on health, [excessive](#) light, noise and dust levels, and CO₂ emissions. We are committed to reducing the port's environmental impact and working to create a healthy and attractive living environment.

CLEAN AND SAFE SHIPPING

The increase in shipping affects safety, the environment and our climate. We guarantee safety on the IJ and encourage [clean shipping](#).

WORK AND KNOWLEDGE

The port is an important source of employment and knowledge development for the region. Responsible employment practices are also one of our key priorities.

RESPONSIBLE COMMERCIAL CHAIN

[Production and commercial](#) chains are becoming more complex, making it difficult to trace the source of raw materials, what is happening with suppliers, how products are manufactured and where they are transported. As a committed supply chain partner we believe we play a role in promoting a [responsible commercial chain](#).



The previous chapters describe our efforts to integrate sustainability into our processes, for instance in the areas of [sustainable energy](#) and encouraging [clean shipping](#). Naturally we have a clear goal to reduce our CO₂ footprint. We have committed ourselves to reducing our organisation's CO₂ footprint by 25% compared to 2014. As much as 53% of our CO₂ footprint in 2014 was determined by our vessels' diesel consumption. As a result, we launched a pilot in 2016 involving the use of (a 30% blend of) sustainable biofuel (HVO) for patrol vessels. The pilot proved to be a success and all vessels will start to run on this fuel from 2017, achieving an estimated CO₂ reduction of at least 10%. (See table for our CO₂ footprint).

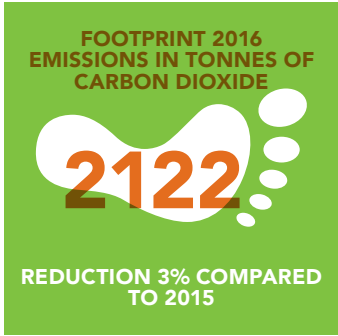
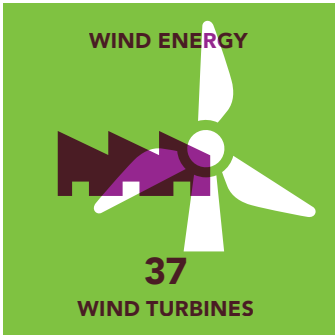
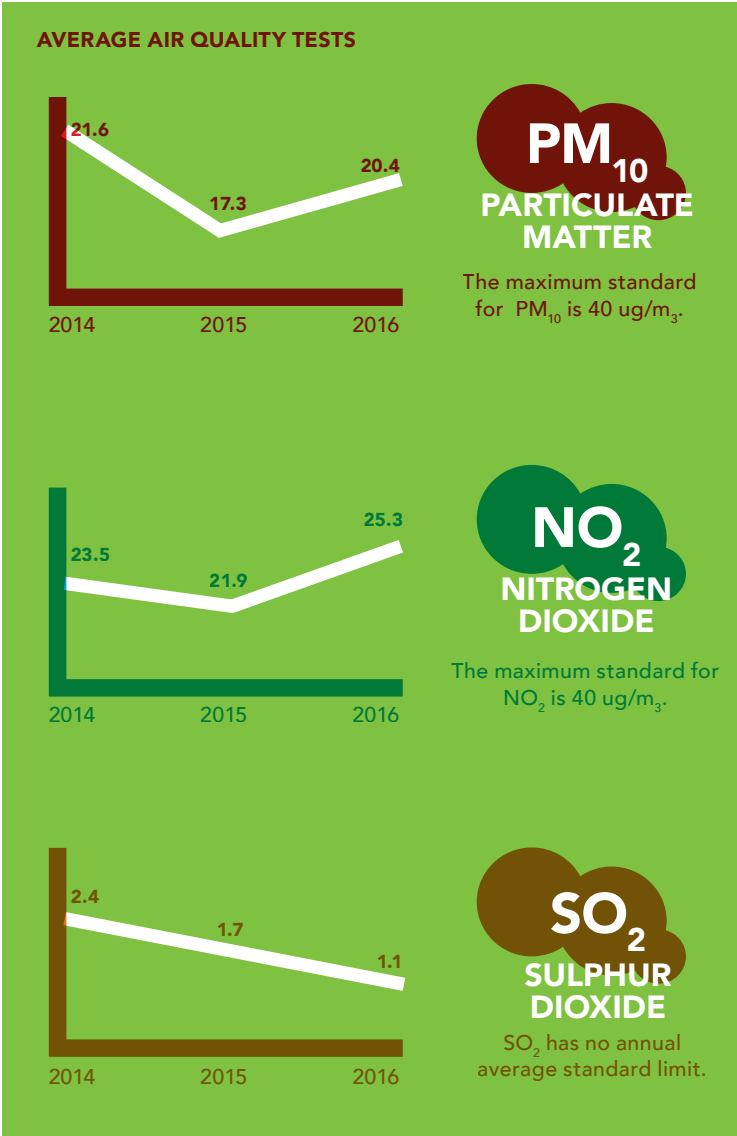
Dirk Kronemeijer, CEO of Goodfuels:
"The port authority is taking the transition from fossil to sustainable very seriously and is putting its money where its mouth is. I am impressed by the port's leadership and entrepreneurship and am proud that our sustainable fuel company has been able to contribute towards this. Together we are moving full steam ahead in terms of both sustainable shipping and the development of new biofuels, and the major economic opportunities in this area."



COMPLAINTS

One hundred and five complaints were recorded in 2016: 84 odour, 6 sound, 6 dust and 9 other (soil, gas, smoke and fire). The number was down from 2015. We have made efforts to improve the quality of life in the surrounding area in 2016 via further analysis of the eNose network and the extension of the 'Hoorbaar Minder' (Audibly less) project, which saw more than 300 back-up alarms (beepers) replaced with a hissing sound source in 2016. During a review of this project, Zaanstad residents stated that these alarms were no longer a source of nuisance.

INFORMATION	2014	2015	2016
Port of Amsterdam's CO ₂ footprint (in tonnes of CO ₂)	2,364	2,187	2,122
Reduction in CO ₂ compared to 2014 (%)	-	-7.5	-3
PM10 particles in ug/m3 (norm=max 40 ug/m3)	21.6	17.3	20.4
NO ₂ nitrogen in ug/m3 (norm=max 40 ug/m3)	23.5	21.9	25.3
SO ₂ sulphur in ug/m3 (has no normal limit)	2.4	1.7	1.1
Reports of Disturbance	-	144	105
Number of shore-based power points in the port of Amsterdam	176	164	166
Shore-based power consumption (in millions of kWh)	2.68	2.1	2.5
Ships' waste collected in m3	40,500	39,000	38,780
Number of wind turbines	37	37	37



Lessons learned in 2016

The world ushered in a new, in some cases surprising, era in the year 2016. Change brings uncertainty but always creates a new dynamic with new opportunities.

We have learned valuable lessons in the last year. Investing proved easier said than done. We recognise that we have little experience of investment and need to improve our skills in this area. As a newly independent company we are still lacking knowledge and experience of project management with regard to the complexity of starting up new businesses. Because we want to do this properly and effectively, it takes time and delays the investment process. This is regrettable. The lesson we have learned is that we need to be better prepared to deal with our limitations. We are translating the insight we have gained to our strategic HR policy.

Another important lesson we have learned is that we need to be better prepared for questions regarding supply chain responsibility. We have been faced with questions on this issue from the public, represented by the media. The internal question of how actively we respond, the internal debate regarding where our actual versus instinctive responsibility lies, and to what extent we want to be transparent. These discussions are still ongoing and will continue to be a focus of attention in the new year. We believe that transparency and openness lead to closer cooperation to identify solutions to complex issues.

In today's rapidly changing world, we as an organisation need to be able to rapidly adapt to and anticipate market trends. At the same time, it is essential to not only have the required ability to adapt but also take on a leading role.

With the help of the right knowledge and techniques we will continue to do in 2017 as we have done in 2016: strive to achieve the future objectives we described in our Vision 2030. Thanks to and despite all changes and influences, we are in the driving seat and continuing to pursue our course full steam ahead.



Financial results



AMOUNTS IN €

	2016	2015
Revenue	149,141,193	146,813,007
Personnel expenses	-36,978,779	-35,513,699
Depreciation and amortisation	-21,687,599	-21,822,596
Other operating expenses	-14,649,469	-33,957,721

OPERATING RESULT	75,825,346	55,518,991
Financial income and expenditure	-4,465,113	-3,100,571
Share in results of participating interests	533,521	165,057
NET RESULT	71,893,754	52,583,477

REVENUE

Revenue was up by €2.3 million in 2016 to €149.1 million (2015: €146.8 million). This rise is mainly due to:

- an increase in sea harbour dues of €1.8 million;
- an increase in rent, ground lease and quay fees of €3.6 million;
- an increase in inland harbour dues of €0.3 million;
- an increase in services for third parties and dredging and land depot of €0.2 million;
- a reduction in other operating income of €-3.6 million.

The increases in sea harbour dues, rent, ground lease and quay fees are mainly due to a higher price resulting from indexation of tariffs, a rise in transshipment, and the allocation of new plots.

The reduction in other operating income relates to non-recurring income that does not result from normal business operations. In 2015, this related to the income on the sale of part of the Westerhoofd port area leading to a book profit of €3.6 million. There was no non-recurring income in 2016.

PERSONNEL COSTS

Personnel expenses rose by €0.2 million in 2016, excluding €2.3 million in severance payments (2015: €1.0 million). This rise is mainly due to an increase in the number of FTE and CLA adjustments amounting to €1.0 million. There was also a reduction of €-0.8 million due to the specific creation of provision in 2015 for service anniversary payments and projects.

OTHER OPERATING EXPENSES

Other operating expenses fell by €19.4 million in 2016, due to the €-11.2 million release of the provision for RON N.V. and a release of the provision for home insulation for which an allocation was made in 2016 (€-4.4 million). The provision for interest claims, due to deferred payment of debts, was also cumulated with the corresponding interest income (€-0.9 million). Finally, five tugboats were hired in 2015 due to a fault with the sea lock. This had an impact of €-1.1 compared with 2016.

FINANCIAL INCOME AND EXPENDITURE

Financial expenditure was €4.5 million in 2016 compared to €3.1 million in 2015. This movement was mainly due to interest expense relating to decontamination provisions (movement of €5.3 million) and interest on employee benefits (impact of €0.4 million). The interest income, due to deferred payment of debts, was also cumulated with the corresponding provision (impact of €0.9 million). This was offset by repayment of the loan to the Municipality of Amsterdam at the end of December 2015 (interest expense in 2015: €5.2 million).

DEVELOPMENT OF THE BALANCE SHEET

The balance sheet total fell by €22.6 million largely due to redemption of the credit facility and normal depreciation and amortisation of tangible and intangible fixed assets. Solvency, calculated as the percentage of equity in the balance sheet total, rose from 64.9% to 71.4% mainly as a result of the increase in net result and fall in the balance sheet total.

A more detailed explanation of the above financial results can be found in the notes to the financial statements.

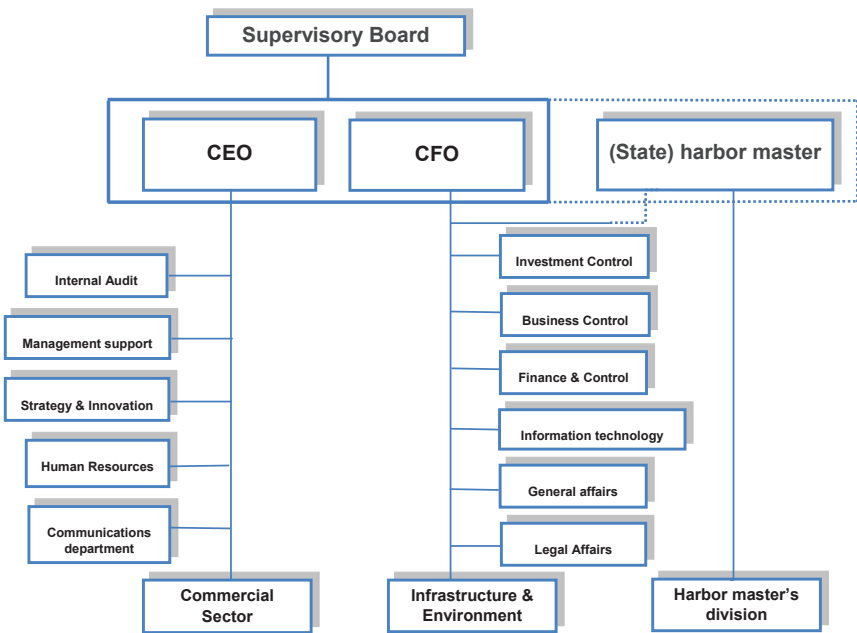
Governance



Organisation

ORGANISATIONAL STRUCTURE

Havenbedrijf Amsterdam N.V. is an unlisted public limited company with a mitigated two-tier board structure. One element of this is that the members of the Board of Directors in accordance with the articles of association and the Supervisory Board members are appointed by the General Meeting of the shareholder on the nomination of the Supervisory Board. The General Meeting and the Works Council have rights of recommendation with regard to the nomination of Supervisory Board members. The Havenbedrijf Amsterdam N.V. governance structure is based on Book 2 of the Dutch Civil Code, the Articles of Association and the internal regulations (including the management regulations and the Supervisory Board regulations). The Municipality of Amsterdam is the sole shareholder. The shareholder exercises influence via the General Meeting. The approval of the General Meeting is required for the company’s strategic long-term and medium-term vision, amongst other things.



Havenbedrijf Amsterdam N.V.		
Bouw- en Handelsmaatschappij "Hallum" B.V. FINANCIAL INTEREST : 100%	Hallum Cruise B.V. FINANCIAL INTEREST : 100%	Regionale Ontwikkelingsmaatschappij voor het Noordzeekanaalgebied N.V. FINANCIAL INTEREST : 33,33%
Bin 2 Barrel Holding B.V. FINANCIAL INTEREST : 10%	Waterkant B.V. FINANCIAL INTEREST : 100%	RON Achtersluispolder I B.V. FINANCIAL INTEREST : 100%
Port of Amsterdam Activities B.V. FINANCIAL INTEREST : 100%	Waterkant C.V. FINANCIAL INTEREST : 100%	RON Deelnemingen I B.V. FINANCIAL INTEREST : 100%
Port of Amsterdam International B.V. FINANCIAL INTEREST : 100%		RON Deelnemingen II B.V. FINANCIAL INTEREST : 100%
Portbase B.V. FINANCIAL INTEREST : 25%		RON Nieuw Bruynzeel B.V. FINANCIAL INTEREST : 100%
Sail Beheer B.V. FINANCIAL INTEREST : 47,50%		RON WESTZAAN B.V. FINANCIAL INTEREST : 100%
Mainport Innovation Fund II FINANCIAL INTEREST : 23,03%		Ringvaart Participatie B.V. FINANCIAL INTEREST : 100%

2 schema's's nog vertalen

BOARD OF DIRECTORS

Until August 2016, the Board of Directors in accordance with the articles of association consisted of three directors. Following the departure of the Chief Executive Officer on 1 August 2016, the Board of Directors continued with two members. The Board of Directors consisted of a Chief Executive Officer (CEO), a Chief Operating Officer (COO) and a Chief Financial Officer (CFO). The Chief Operating Officer has temporarily deputised for the role of CEO since August. On 2 December, the Supervisory Board decided to set the company's number of members of the Board of Directors in accordance with the articles of association at two. The General Meeting appointed the Chief Operating Officer as Chief Executive Officer on 6 December 2016 on the nomination of the Supervisory Board. The duties associated with the role of COO were divided between the CEO and the CFO. The harbour master's position within the senior management structure was adjusted accordingly. In the new structure the harbour master takes part in meetings of the Board of Directors and Supervisory Board in an independent advisory role, thus providing greater nautical/maritime input.

The members of the Board of Directors hold collective responsibility for the management of the company and the general affairs of the company's business. Tasks are allocated between the members in mutual consultation, subject to the approval of the Supervisory Board. The internal affairs of the Board of Directors are laid down in the management regulations.

SUPERVISORY BOARD

The Supervisory Board supervises the company's Board of Directors and its business, and advises the Board of Directors. The internal affairs of the Supervisory Board are laid down in the Supervisory Board regulations. One element of the regulations is the Supervisory Board Profile, which includes further requirements with regard to expertise and experience. The Supervisory Board consists of a number to be determined by the general meeting of at least three and at most seven members.

The General Meeting appointed a new chair of the Supervisory Board with effect from 1 August 2016. The vice-chair had taken over the duties of the chair from 1 January to 1 August. The Supervisory Board consisted of six members in 2016 except during the period from 1 August to 1 October, at which time there were seven members.

The Supervisory Board comprised three committees in 2016: the Audit Committee, the Appointment Committee and the Remuneration Committee. A Strategy Committee was introduced on 1 January 2017. The committees meet independently and carry out preparatory work in a number of sub-areas for the Supervisory Board.

Risk management

Creating social value is not solely a product of entrepreneurship – creating and exploiting opportunities – but also of avoiding risks or limiting their impact. By making a conscious choice between our objectives and the risks we are prepared to take, we aim to ensure that our business practices are sustainable and socially responsible. This improves our chances of achieving our strategic goals. The table on the right provides an insight into our risk appetite.

RISK CATEGORY	RISK APPETITE	NOTES
Strategic	Moderate	Port of Amsterdam is prepared to take moderate risks in the pursuit of its goals. We are constantly seeking a balance between our social function (low risk acceptance) and our commercial ambitions (high risk acceptance)
Operational	Very low	Port of Amsterdam focuses primarily on the smooth, safe and clean handling of shipping. It is also our responsibility to guarantee the continuity of our customers' business operations by providing safe infrastructure. We strive to minimise the risks that could jeopardise these tasks. Our risk acceptance in this area is very low.
Compliance	Nil	Port of Amsterdam aims to comply with all applicable laws and regulations, with a particular focus on legislation and regulations relating to safety and security, the environment, competition, the tendering process and privacy/information security.
Financial	Low	We maintain a sound financial position to safeguard access to the financial markets. Port of Amsterdam is not prepared to take risks that jeopardise this access. In this context we exercise caution in respect of financial instruments and derivatives.

THE RISK MANAGEMENT AND CONTROL SYSTEM

The aim of the risk management and internal control system is to identify, manage, and report on risks. The system used is based on the internationally accepted standards of the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

Risk management is primarily the responsibility of the line employees. They are responsible for risk identification, risk management and reporting, and are supported in this by the secondary staff departments such as legal affairs (compliance risks), treasury (financial risks), financial control (reporting risks) and risk management.

The risk management and control system is embedded within the organisation via the planning and control cycle based on the departments' annual plans and budgets. Monitoring takes place during the year by providing insight into the port authority's financial performance on a monthly basis. An assessment is carried out each quarter to determine the extent to which key performance indicators have been achieved, and the expectations for the remainder of the year. A progress report is also produced on the strategic key objectives and the management of key risks.

Risks relating to incurring expenditure and assuming obligations are limited to the set authorisation limits, internal powers and the list of authorised signatories, which are also embedded in our systems. Finally, the business code sets out our standards and values.

The risk management system has undergone several improvements in the last year.

In 2016 we introduced a Risk Management Steering Committee. The steering committee supervises the organisation and functioning of risk management. As the steering committee assesses the content of the risk reports every quarter, significant improvements have been made in terms of addressing risks within the management teams and risk reporting in the past year. The committee also started to formulate a risk policy and further elaborate the company's risk

appetite in 2016.

Process descriptions are available for our key processes such as contract revenue, sea harbour dues and purchasing, which set out measures to manage financial reporting risks. With effect from 2016, the process owner will issue an in-control statement each quarter on the management of these processes.

In terms of compliance, a programme was launched in 2016 that identified the laws and regulations with the highest risk profile. Compliance officers were appointed, who have up-to-date knowledge of the laws and regulations. Compliance risk awareness was raised by updating the business code and introducing dilemma sessions.

THE MAIN RISKS

Risks are the impact of uncertainties on achieving our objectives. Uncertainties result from a full or partial lack of information about, insight into or knowledge of an event, its consequences, or the likelihood that an event will occur. We have assessed our risks and compared them with our risk appetite. This assessment forms the basis for taking measures to influence the likelihood of a risk occurring or to limit the consequences of a risk. Our main risks in 2016 are described below.

STRATEGIC RISKS

This includes risks and uncertainties that prevent us from achieving our objectives.

BRIDGE OVER THE IJ

Risk: The Municipality plans to build a bridge over the IJ in around 2021. This could potentially restrict the smooth and safe passage of vessels. The construction of a bridge will also limit access to the sea cruise terminal.

Measures: Along with the Directorate-General for Public Works and Water Management, the Harbour Master's Division is taking part in various local authority task forces in order to influence the Municipality's choice of riverbank connection (bridges and/or tunnels) and how this is implemented. There will be no compromise in terms of the requirements for safe passage of shipping over the IJ. In addition, the feasibility of alternative locations for the sea cruise terminal (PTA) is being examined in collaboration with the Municipality of Amsterdam.

DISTRIBUTION OF ENVIRONMENTAL ALLOWANCE

Risk: The noise allowance around Westpoort was increased at the end of 2015. The amendment to the Programme Tackling Nitrogen (Programma Aanpak Stikstof, PAS) was approved in 2016. This provides scope for existing customers to grow and for new customers to set up business. If the total environmental allowance is distributed unevenly across Westpoort there will not be sufficient environmental allowance available for the plots that have not yet been allocated, making them less attractive to buyers.

Measures: A noise distribution plan will be drawn up to avoid a lack of noise allowance on individual plots. This noise distribution will be embedded in a zoning plan. Port of Amsterdam will work with the Province of North-Holland to produce a nitrogen deposition allowance distribution plan, which will be confirmed in the first half of 2017.

TRANSFORMATION

Risk: The port area within the A10 ring road could become more of a residential area. Under the current agreements, this area is scheduled for transfer to the Municipality of Amsterdam in 2040. There is a risk that customers located in this area, particularly those that handle agricultural products, will start to look at setting up business elsewhere in the future.

Measures: The port authority maintains a strategic stock of land so that it can offer attractive alternative business locations with the best possible infrastructure in the Amsterdam port area to these agricultural product customers in particular.

PHASE-OUT OF COAL-FIRED POWER STATIONS

Risk: As a result of the Van Weyenbert/Van Veldhoven motion to phase out coal and the court ruling in the matter of Urgenda, Minister Kamp commissioned research into the phase-out of coal-fired power stations in the Netherlands. Further to this research, Minister Kamp sent a letter to the house in January 2017 stating that he does not see any need for the early closure of more coal-fired power stations in the Netherlands, as the Minister believes that the CO₂ emission targets for 2020 can be achieved without these measures. His letter asserted that if it emerges during the National Energy survey in November 2017 that the Urgenda standards for CO₂ emissions are not being achieved, the Hemweg coal-fired power station may be closed early in 2020.

Measures: Developments in The Hague are being closely monitored. We are working in close collaboration with Nuon to come up with different arrangements for the power station. We are discussing with the coal terminals in the port how we can bring about an accelerated energy transition. Our strategy takes into account a 5% reduction in coal transshipment per year, and a coal-free port from 2030.

ACCEPTANCE BY THE SURROUNDING AREAS

Risk: Reduced support among stakeholders places pressure on port activities, which could prevent us from achieving our ambitions in full.

Measures: Our relationship with our surrounding areas is improving by means of intensive stakeholder management. Examples include environmental dialogues in IJmond and Westpoort, participation in various local authority task forces, the regional programme and internal knowledge sharing on regional developments. There are also a number of ongoing quality of life projects such as atomisation activities during lightering, the installation of E-noses to gain more insight into and find more targeted solutions to odour complaints, and the replacement of back-up beeping with a hissing sound that does not travel as far.

STRATEGIC HR POLICY

Risk: An inability to attract and develop employees with the right, essential knowledge and skills to achieve the port authority's objectives.

Measures: We plan to take a more effective approach towards recruiting the right person to the right job, staff development, working conditions/absenteeism, vitality and mobility via an integrated HR policy. We have used a management development programme for a number of years. The HavenFit programme was also launched at the start of 2017, which focuses on long-term staff employability.

OPERATIONAL RISKS

This includes risks and uncertainties that influence the effectiveness and efficiency of the port authority's operational activities.

SEA LOCK

Risk: Disruptions due to the construction of a new sea lock complex in IJmuiden, which will limit access to the port. The construction of the new lock is expected to cause ten hours of additional disruptions in 2017. This will affect the North Lock.

Measures: The division of roles in the event of scheduled and unscheduled disruptions is set out in the working agreements between the Central Nautical Management (Centraal Nautisch Beheer, CNB) and the Directorate-General for Public Works and Water Management (Rijkswaterstaat, RWS). Monthly consultations are held on planning in the event of disruptions, which can be amended by agreement if desired. The CNB gives waterway users and nautical service providers timely notice of any disruptions.

ACCESSIBILITY BY RAIL

Risk: Activities on and around the railways, for example in connection with the 'Third Rail' in Germany (the extension of the Betuwe line) and the High Frequency Rail Programme in

Amsterdam, could lead to insufficient capacity on the railways.

Measures: We are active in various working groups and steering committees to draw attention to the need for proper goods transport in the interest of our customers. Together with the Municipality of Amsterdam and other parties we are seeking measures such as diversions and a railway overpass to guarantee both sufficient capacity on the rail corridors and emplacements and a safe and smooth flow of traffic at railway crossings.

The effectiveness of the measures taken are discussed with customers and terminals during member sessions and fed back to ProRail.

CONSEQUENTIAL DAMAGE RESULTING FROM EMERGENCIES

Risk: When a major incident or a series of more minor incidents occurs on the water and/or land this has an impact on employee and visitor safety, accessibility of the port area and Port of Amsterdam's reputation. It could also lead to a loss of support for the port, and the port authority could be left with irrecoverable damage.

Measures: The Harbour Master's Division supervises and enforces nautical facilities and business operations on and along the water. The environmental department grants licences and supervises and enforces these licences.

Port of Amsterdam ensures that the external spaces and road infrastructure comply with the applicable laws and regulations. The maintenance level of public spaces remains high (level B). Safety contours and zones are also included and enforced in the zoning plans.

To limit the consequences of a fire, Port of Amsterdam takes an active approach towards compliance with the regulations concerning the removal of asbestos roofs in the port area and Sloterdijk sites. In addition, the fire service will be allocated a new site in the port area. This will take place in 2017.

TERRORIST ATTACK IN THE PORT

Risk: A terrorist attack in the port. This has implications in terms of employee and visitor safety, accessibility of the area and Port of Amsterdam's reputation. It could also lead to a loss of support for the port, and the port authority could be left with irrecoverable damage.

Measures: The Port Security Plan applies in the threat phase. The measures in the plan are regularly rehearsed in multidisciplinary teams. Various staff members from the Harbour Master's Division carry out surveillance. As Port Security Officer, the Division supervises compliance with the Port Security Act (Havenbeveiligingswet). Each company also has its own 'Port security plan'. These plans are assessed by the integrated assessment team, which includes members of the fire service, the police service and customs, and compliance with the plans is supervised by International Ship & Port Facility (ISPS) inspectors. In an attack phase, the North Sea Canal Area Incident Response Plan comes into effect.

ICT/DATA SECURITY

Risk: Poor IT security processes lead to an inability to sufficiently guarantee available and stable IT facilities. This could result in the failure of critical systems, or unavailable or unreliable data.

Measures: The annual EDP audit carried out by EY concluded that our basic IT is in order. The security level used (NOREA) is a very high target level. To better safeguard our data and offer the best possible protection against cyber attacks and data leaks, we are currently working to transfer our data centre to the cloud. The setting up of the Security Management process will reduce, but can never entirely eliminate, the risk of an external cyber attack.

FINANCIAL RISKS

These are risks and uncertainties relating to the company's financial position and opportunities to attract funding.

FINANCING OF THE SEALOCK

Risk: Due to a favourable tendering process for the new lock, the Province of North-Holland and central government feel that an imbalance has arisen in the financing of the lock. Discussions are being held on this issue and the agreements between central government, the Province of North-Holland and the Municipality of Amsterdam regarding financial contributions towards the construction of the new lock have therefore not yet been finalised.

Measures: Port of Amsterdam does not have a formal role in the discussions regarding the financing imbalance, as the administrative agreement has been concluded between the Municipality of Amsterdam, the Province of North-Holland and central government. Port of Amsterdam will contribute towards the financing of the new lock as an interested party. The amount of the contribution will be determined at a later time.

In consultation with the Municipality of Amsterdam as shareholder, the shift of financing to the port authority will in no way restrict implementation of the strategic plan.

CONSEQUENTIAL LOSSES RESULTING FROM CUSTOMER LIQUIDATION

Risk: If a customer goes into liquidation, the port authority may be left with losses. These losses could consist of a default risk, residual soil contamination, residual assets that need to be demolished, or inventories with a negative value.

Measures: An analysis was carried out in 2016 to identify customers that present a risk of soil contamination and properties and inventories with a negative value. Regular internal discussion of this risk has increased risk awareness. In negotiations with the customer we seek to obtain assurances such as bank guarantees and the acceptance of responsibility for soil decontamination.

COMPLIANCE RISKS

These are risks and uncertainties arising from laws and regulations that have a direct impact on the port authority and its business processes.

COMPLIANCE

Risk: There is a risk that Amsterdam, due to the lack of a 'level playing field' in Europe, will become a less attractive place of business compared to other European ports as a result of compliance with laws and regulations such as the corporation tax for sea ports introduced on 1-2017.

Measures: The lack of a 'level playing field' has been placed on the European agenda via joint lobbying by all companies and central government.

Report of the supervisory board

2016 saw a lot of hard work on the future of the Amsterdam port region. A challenging future, with new requirements and new opportunities. Plus a new management team. The appointment of Chief Operating Officer Koen Overtoom as Chief Executive Officer (CEO) and the departure of Dertje Meijer have reduced the Board of Directors to two members. Together with Chief Financial Officer Michiel de Brauw (CFO), Koen Overtoom has been responsible for managing Port of Amsterdam since December.

Good progress was made in the construction of the new sea lock in IJmuiden in 2016. The Board of Directors is actively implementing our Vision 2030 and making real headway towards establishing the metropolitan port that Port of Amsterdam wants to achieve. Excellent examples include the focus on the generation of renewable energy for the port community and obtaining and processing residual materials from the city as new raw materials. The investment volume

required for these developments was below the expected level in 2016, and will therefore remain a key focus for the Supervisory Board and Board of Directors in the coming years.

The Supervisory Board shares the Board of Directors' view that a port's success can no longer be expressed solely in terms of tonnes of transshipment, but that a port's role in creating added value, such as additional employment in the port area, is at least equally relevant.



The future of sea and river cruise activities in the port of Amsterdam must be viewed in a metropolitan context. Continuing to facilitate the future growth of cruise activities at a high level will be a challenge. A bridge over the IJ is a real possibility, but will have an impact on the waterway and potentially also on the Passenger Terminal Amsterdam situated on the IJhaven. The issue of the bridge requires a joint, constructive approach, and the Supervisory Board wishes to emphasise the importance of a city-facing port.

The development of the HoogTij industrial site located on the north side of the North Sea Channel is an excellent boost for the port region. The Province of North-Holland, Municipality of Zaanstad and Port of Amsterdam are working together in the North Sea Canal Area Regional Development Corporation and in 2016 gave the green light to the construction of a quay on the HoogTij site.

MEETINGS

The Supervisory Board met on seven occasions in 2016, of which two meetings were held on site in the port of Amsterdam and one in the port of Rotterdam. In May the Supervisory Board was invited to the VCK Logistics Waterland Terminal: the covered all-weather terminal in the Westhaven for the handling of climate-sensitive freight. In December a meeting was held at Prodock, the Port of Amsterdam's testing ground for innovative start-ups.

The 2016 joint annual retreat of the Supervisory Board and Board of Directors took place in Rotterdam, with a programme including working visits to Shell and Broekman Logistics. At Shell, discussions took place on the energy transition - a theme that is also very relevant for the port of Amsterdam. One of the main items on the agenda of the Board of Directors and Supervisory Board in 2016 was the elaboration of our Vision 2030 into a medium-term strategy and specific strategic key objectives. The discussions covered topics such as developments in the coal market, the Board of Director's ambitions in terms of renewable energy and recycling, and the financial impact of these developments in the medium term.

Establishing Amsterdam as a preferred port is one of the key objectives. A simple and user-friendly licensing process is an important precondition for a positive business climate, and the port authority has sought to cooperate with the North Sea Canal Area Environmental Department in this area. The director of the Environmental Department visited the Supervisory Board in January 2016 and provided clarification on the collaboration.

January 2017 saw the introduction of corporation tax for sea port companies in the Netherlands. The Board of Directors duly and regularly informed the Supervisory Board in preparation for the corporation tax obligation and its financial impact on the port authority.

In December, the Supervisory Board opted for a new senior management structure and reduced the Board of Directors from three to two members. This decision by the Supervisory Board was supported both internally by the Port of Amsterdam works council and externally by the businesses in the port. In the new structure the harbour master takes part in meetings of the Board of Directors and Supervisory Board in an independent advisory role, thus providing greater nautical/maritime input.

One of the key arguments in favour of the new structure is that it promotes a strong management layer below the Board of Directors. This layer will now have greater leeway and responsibility, and will therefore become more empowered.

The Supervisory Board is fully confident that Koen Overtoom and Michiel de Brauw, assisted by harbour master Marleen van de Kerkhof, will successfully manage the company.

AUDIT COMMITTEE

In 2016 the Audit Committee consisted of Ingrid Doerga (chair), Dook van den Boer (member) until the end of September, and Philip Stibbe from December onwards. The committee met on four occasions in 2016, all of which meetings were attended by the CFO, the CEO and, depending

on the topics addressed, the external auditor, the internal auditor and various senior staff members. Several separate discussions were also held with the CFO.

The Audit Committee addressed a large number of topics in 2016:

- the 2015 financial statements, including the external auditor's findings and the audit report, the 2016 interim audit findings, and the structure of the 2017 audit plan;
- the 2017 budget;
- the financing structure, liquidity and balance sheet ratio, monthly reports and dividend proposal;
- the IT security policy, purchasing policy, internal control procedures and reports;
- the tax position and the associated valuation.

The internal audit function was carried out by external parties in 2016. Port of Amsterdam recruited tax expertise in 2016 and a permanent internal auditor for 2017. The Audit Committee advised on the redesign of the port authority's financial and IT pillar. The Audit Committee has found that significant improvements were made in Port of Amsterdam's internal control in 2016, and expects this trend to continue. The findings of the Audit Committee are reported to the plenary meeting of the Supervisory Board.

REMUNERATION COMMITTEE

The members of the Remuneration Committee in 2016 were Willemijn Maas (chair) and Jeroen de Haas. The committee held appraisal interviews and performance reviews with the Board of Directors and assessed the variable remuneration criteria based on the annual results. It then prepared a proposal in respect of each member of the Board of Directors for the Supervisory Board.

In 2016 the Amsterdam Municipal Executive adopted a new remuneration policy for its participating interests. Some elements of this policy differ from the current remuneration

policy that applies to the Port of Amsterdam Board of Directors. The committee has assessed the implications and is advising the Supervisory Board in this matter.

In December, the Supervisory Board decided to continue with the Remuneration Committee on an ad hoc basis. This means that the committee will no longer have permanent members as of 2017, and mutual working agreements will be reached where necessary.

APPOINTMENT COMMITTEE

In 2016 the Appointment Committee consisted of Dook van den Boer and Philip Stibbe. Van den Boer stood in for René Smit, who as former chair decided he should not be involved in the process of recruiting a new chair of the Supervisory Board.

The Appointment Committee had a busy year with the recruitment of a new chair of the Supervisory Board and a new chair of the Board of Directors. Both vacancies were successfully filled with the agreement of the shareholder – the Municipality of Amsterdam.

As with the Remuneration Committee, the Supervisory Board has decided to continue with the Appointment Committee on an ad hoc basis in 2017.

STRATEGY COMMITTEE

A new Strategy Committee has been set up. This committee will start at the beginning of 2017 and its permanent members are Jeroen de Haas (chair), Willemijn Maas and Philip Stibbe.

EVALUATION OF THE SUPERVISORY BOARD

The Supervisory Board carried out a self-evaluation in 2016 with support from an independent third party. The reference framework for the evaluation was the Dutch Corporate Governance

Code plus current insights on sound corporate governance. The Board opted for a self-evaluation with an emphasis on boardroom dynamics.

PERSONNEL MATTERS

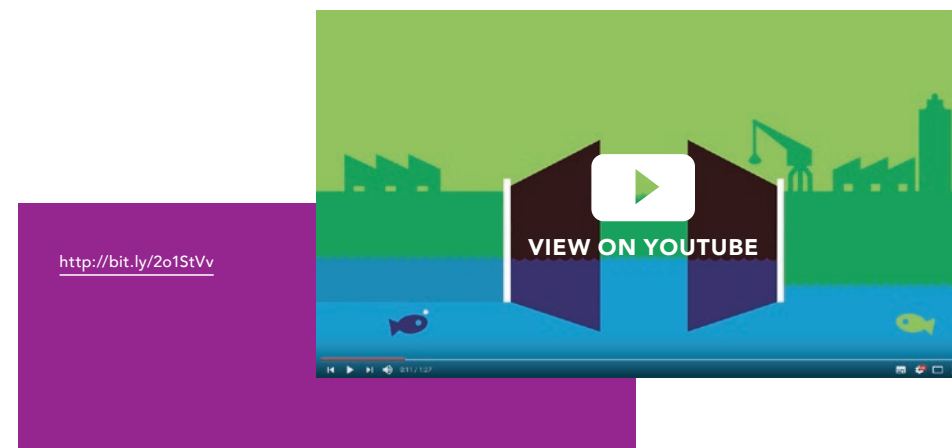
There were two personnel changes within the Supervisory Board in 2016. Koos van der Steenhoven was appointed chair with effect from 1 August. Van der Steenhoven works for the Senior Civil Service within the Ministry of the Interior and Kingdom Relations. His previous roles include secretary-general of that Ministry and of the Ministry of Education, Culture and Science.

Dook van den Boer stood down from the Supervisory Board at the end of his term of office on 1 October. Van den Boer was a member of the Audit Committee, and stood in for the chair of the Supervisory Board from December 2015 to August 2016.

Chief Executive Officer Dertje Meijer resigned from the Port of Amsterdam Board of Directors with effect from 1 August. She had worked for the company since 2001, and served for seven years as Chief Executive Officer. Koen Overtoom is her successor. The General Meeting of Shareholders of Havenbedrijf Amsterdam N.V. appointed Overtoom on 6 December on the nomination of the Supervisory Board. Overtoom has worked for the port authority since 2002 and had served as Chief Operating Officer (COO) since the company's privatisation in April 2013. Overtoom had been acting CEO since 1 August 2016.

WORD OF THANKS

The Supervisory Board would like to thank Dertje Meijer for her contribution towards the port of Amsterdam. Under her management Port of Amsterdam has achieved key milestones including the company's privatisation in 2013, the new major sea lock in IJmuiden currently under construction, and the publication of our Vision 2030, which sets out the port authority's course for the coming years.



We would also like to thank our fellow supervisory board member Dook van den Boer, who decided against reappointment for a new period. Van den Boer had been a committed supervisory board member since the port authority's privatisation in 2013 and has made a positive contribution towards strengthening cooperation within the North Sea Canal Area

Koos van der Steenhoven (Chair)

Ingrid Doerga

Jeroen de Haas

Willemijn Maas

René Smit

Philip Stibbe

Financial statements for 2016



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Balance sheet as at 31 December 2016

Before profit appropriation Amounts in €	NOTES	2016	2015
ASSETS			
Fixed assets			
Intangible fixed assets	2	591,578	1,156,826
Tangible fixed assets	3	494,420,014	503,500,305
Financial fixed assets	4	9,108,125	7,132,439
		504,119,717	511,789,570
Current assets			
Trade and other receivables	5	20,530,727	21,589,157
Cash and cash equivalents	6	34,071,998	47,881,102
		54,602,725	69,470,259
Total assets		558,722,442	581,259,829
LIABILITIES			
Shareholders' equity	7		
Issued share capital		45,000	45,000
Share premium		300,584,972	300,584,972
Legal and statutory reserves		397,134	684,718
Other reserve		26,052,957	23,181,896
Results for the year		71,893,754	52,583,477
		398,973,817	377,080,063
Provisions	8	54,774,037	31,453,327
Non-current liabilities	9	64,973,109	66,541,980
Current liabilities	10	40,001,479	106,184,459
		159,748,625	204,179,766
TOTAL EQUITY AND LIABILITIES		558,722,442	581,259,829

Statement of profit and loss for 2016

AMOUNTS IN €	NOTES	2016	2015
Revenue	13	149,141,193	143,175,224
Other operating income	14	-	3,637,783
Total income		149,141,193	146,813,007
Personnel expenses	15	36,978,779	35,513,699
Depreciation of intangible and tangible fixed assets	16	21,687,599	21,822,596
Other operating expenses	17	14,649,469	33,957,721
Total operating costs		73,315,847	91,294,016
OPERATING RESULT		75,825,346	55,518,991
Financial income and expenditure	18	-4,465,113	-3,100,571
Share in results of participating interests	19	533,521	165,057
NET RESULT		71,893,754	52,583,477

Cash flow statement for 2016

AMOUNTS IN €	TOELICHTING	2016	2015
OPERATING RESULT		75,825,346	55,518,991
Adjustments for:			
Depreciation and amortisation	16	21,539,425	21,822,596
Movement in provisions		18,204,637	17,246,338
Redemption of ground lease	9	-2,130,858	-2,155,484
Book profit on disposals	14	-	-3,637,783
Change in financial fixed asset provision	4	-11,639,643	-263,508
		101,798,907	88,531,150
Change in current receivables		1,085,410	-2,948,346
Change in current liabilities		-6,182,651	975,663
CASH FLOW FROM OPERATING ACTIVITIES		96,701,666	86,558,467
Interest received		561,504	1,698,869
Interest paid		-54,087	-5,176,019
NET CASH FROM OPERATING ACTIVITIES		97,209,083	83,081,317
Cash flow from investing activities:			
Investments in intangible fixed assets	2	-205,763	-315,078
Investments in tangible fixed assets	3	-12,603,985	-19,578,766
Group company paid-in share premium	4	-2,000,000	-700,000
Third-party contribution for investments in tangible fixed assets	3	767,688	781,987
Disposals of intangible fixed assets	2 en 16	148,174	-
Disposals of tangible fixed assets	3 en 14	-	3,935,203
Repayment of non-current receivables		12,313,023	1,990,013
NET CASH USED IN INVESTING ACTIVITIES		-1,580,863	-13,886,641
Cash flow from financing activities:			
New current account debt to credit institutions		-59,999,311	60,000,000
New other non-current liabilities	9	566,699	40,334
Repayment of non-current liabilities	9	-4,712	-105,000,000
Dividends paid	7	-50,000,000	-50,000,000
Net cash used from financing activities		-109,437,324	-94,959,666
NET CASH FLOW		-13,809,104	-25,764,990
Cash and cash equivalents as at 1 January	6	47,881,102	73,646,092
Cash and cash equivalents as at 31 December	6/10	34,071,998	47,881,102
CHANGE IN CASH AND CASH EQUIVALENTS		-13,809,104	-25,764,990

Notes to the financial statements 2016

1. ACCOUNTING POLICIES FOR BALANCE SHEET VALUATION AND DETERMINATION OF RESULTS

The financial statements have been prepared in accordance with the statutory provisions of Part 9, Book 2 of the Dutch Civil Code (*Titel 9 Boek 2 BW*) and the provisions of the Dutch Accounting Standards (*Richtlijnen voor de Jaarverslaggeving*) issued by the Dutch Accounting Standards Board (*Raad voor de Jaarverslaggeving*). The financial statements have been prepared on the basis of the historical cost convention. Assets and liabilities are stated at nominal value unless another measurement basis is stated. Income and expenses are allocated to the year to which they refer. Profits are only recognised insofar as they have been realised by the balance sheet date. Liabilities and potential losses originating before the end of the reporting year are recognised if they became known before the preparation of the financial statements.

ACTIVITIES OF THE COMPANY

Havenbedrijf Amsterdam N.V. (Port of Amsterdam, the Company, Ch. of Comm. no. 57398879), located at De Ruijterkade 7 in Amsterdam, is principally engaged in the following activities:

- optimising services and the business development climate for companies based in the port region. This involves focusing on current customers, attracting new cargo types and businesses, as well as marketing and promotional activities;
- construction and maintenance of the infrastructure, renovating the port and managing the Amsterdam Westpoort port area;
- promoting swift, safe and environmentally benign handling of shipping traffic from 12

miles off the coast at IJmuiden to the Oranje locks, partly on the basis of regulations and enforcement.

COMPANY FORMATION

Havenbedrijf Amsterdam N.V. was established on 1 April 2013 and the business conducted by the Municipal Port of Amsterdam was transferred to the public limited company with effect from 1 January 2013. Upon its incorporation the company acquired the port sites on a lease. The Municipality of Amsterdam has legal ownership of the port sites. The annual ground lease payments in the first period of 50 years are deemed to have been settled, as agreed between the municipality of Amsterdam and Port of Amsterdam. Based on the economic realities of the transaction, the Municipality of Amsterdam has made a capital contribution of the buyout payment and the buyout payment has been capitalised as 'Land and sites acquired on a lease' with share premium as a counterpart on the balance sheet.

SHAREHOLDER

The sole shareholder of Havenbedrijf Amsterdam N.V. is the municipality of Amsterdam.

INTRA-GROUP RELATIONSHIPS

Havenbedrijf Amsterdam N.V. has the following participating interests:

PARTICIPATING INTEREST	INTEREST	PLACE OF BUSINESS
Hallum Cruise B.V.	100%	Amsterdam
Bouw- en Handelsmaatschappij Hallum B.V. (hereinafter Hallum B.V.)	100%	Amsterdam
Regionale Ontwikkelingsmaatschappij N.V. (hereinafter RON N.V.)	33.33%	Amsterdam

EXEMPTION FROM THE CONSOLIDATION REQUIREMENT

Port of Amsterdam applies the exemption from the obligation to consolidate the figures of participating interests if the joint financial significance of the companies to be included in the consolidation is negligible compared with the whole of Port of Amsterdam (DASB 217.304).

ESTIMATES IN THE PREPARATION OF THE FINANCIAL STATEMENTS

In applying the accounting policies and rules for preparing the financial statements, the Port of Amsterdam Management Board forms various judgements and makes various estimates. The main accounting judgements and estimates, including the underlying assumptions, are:

Depreciation/amortisation and residual value

The depreciation/amortisation periods have been determined for each asset class on the basis of the estimated economic life of the assets, which are depreciated to zero on a straight-line basis. The depreciation/amortisation periods used are set out in parts 2 and 3 of the notes to the financial statements.

During the year it is assessed whether any changes have occurred in the estimates and assumptions relating to assets that require a change in the useful life. Any such changes are made according to a forward-looking approach.

Employee benefits provision

The estimated elements primarily relate to the interest percentages used, projected salary trends, the probability of redundancy, retention and retirement, as well as inflation assumptions and career tables.

Soil decontamination provision

This provision is calculated based on the currently known decontamination costs, the expected time of decontamination (in the future), price indexes and anticipated impact on decontamination

costs of technological developments in this field.

REPORTING CURRENCY AND FOREIGN CURRENCIES

These financial statements have been drawn up in EUR. Amounts are presented in EUR, unless otherwise stated. Trade and other receivables, debts and obligations in foreign currencies are converted at the rate applying at the balance sheet date. Transactions in foreign currencies during the financial year are recognised at the exchange rate on the transaction date. These exchange rate variations are included in the statement of profit and loss.

NETTING

Assets and liabilities are only net of each other in the financial statements if and to the extent that:

- there is a reliable legal instrument to net and simultaneously settle the asset and the liability; and
- there is a firm intention to settle the net amount or the two items simultaneously.

INTANGIBLE FIXED ASSETS

An intangible fixed asset is recognised in the balance sheet if:

- it is likely that the future economic benefits embodied in an asset will flow to the company; and
- the costs of the asset can be reliably determined.

Expenses in connection with an intangible fixed asset that do not meet the conditions for capitalisation (e.g. expenditure relating to research and internally developed brands, logos, publishing rights and customer portfolios) are recognised directly in the statement of profit and loss.

Intangible fixed assets are carried at cost and net of cumulative depreciation and impairments if applicable.

Intangible fixed assets are amortised systematically on the basis of the estimated economic life with a maximum of twenty years, calculated on the basis of a fixed percentage of the cost of acquisition, taking any residual value into account. Economic life and the depreciation/amortisation method are reassessed at the end of each financial year. Intangible fixed assets under construction are carried at cost.

Development costs are capitalised if the applicable conditions are met with regard to technical, commercial and financial feasibility. A legal reserve is maintained equivalent to the capitalised amount.

The estimated economic useful life for the intangible fixed assets is as follows:

Licences/right of use	3 years
Software and programs developed in house	3 years

TANGIBLE FIXED ASSETS

Tangible fixed assets are carried at cost minus investment grants and third-party contributions, and net of accumulated depreciation and impairments if applicable. Depreciation is based on the estimated economic life and calculated on the basis of a fixed percentage of the cost of acquisition, taking account of any residual value. Depreciation commences at the time when the asset is taken into use. Freehold land and tangible fixed assets under construction are carried at cost.

Tangible fixed assets under construction are stated at manufacturing cost and net of impairments if applicable. The manufacturing costs consist of material costs, direct labour costs and an attributable portion of the indirect production costs.

Investment grants and contributions are deducted from the cost of acquisition of the assets to which the grants and contributions relate, which results in lower depreciation charged to income.

Tangible fixed assets put out of operation are valued at cost or the lower net realisable value. A tangible fixed asset is no longer recognised in the balance sheet on disposal or when no future performance units are expected from its use or disposal. The gain or loss resulting from disposal is recognised in the statement of profit and loss.

Scheduled major maintenance is capitalised according to the component approach under which the aggregate expense is allocated to the respective components. Tangible fixed assets are depreciated on a straight-line basis as follows, based on the estimated useful life, taking any residual value into account:

Land and sites acquired on a lease	50 years
(relating to long lease from the Municipality of Amsterdam up to and including 31-03-2063)	10-50 jaar
Ground works and road works	10-50 years
Quay walls, sheet pile walls, docks and canals	10-50 years
Jetties	10-20 years
Buildings	10-20 years
Vessels	8-25 years
Installations	10 years
Computer equipment, networks, office equipment	5 years

If expectations concerning the depreciation method, useful life and/or residual value undergo any changes over time, this is accounted for as a change in accounting estimate.

FINANCIAL FIXED ASSETS

Participating interests

Non-consolidated participating interests over whose business and financial policies significant influence can be exerted are carried at net asset value, but not below zero. This net asset value is calculated on the basis of the accounting policies that apply to the Port of Amsterdam.

Significant influence is deemed to exist if the shareholders' interest is more than 20% of the voting rights attached to the shares. Participating interests with a negative net asset value are valued at zero. A provision is included if all or part of the debts of the relevant participating interest are guaranteed by the company or the company has an actual obligation to enable the participating interest to pay its debts (for its share). In determining the amount of this provision, account is taken of provisions for uncollectibility already deducted from amounts receivable from the participating interest.

Participating interests over which no significant influence is exerted in terms of financial and commercial policy are valued at the acquisition price and net of impairments if applicable.

Loans receivable and other receivables

At initial recognition, the loans and other receivables recognised under financial fixed assets are carried at fair value plus the directly allocable transaction costs. After their initial recognition, the loans receivable and other receivables are carried at amortised cost in accordance with the effective interest method. Income and expenditure are recognised in the statement of profit and loss via the amortisation process.

Impairment of fixed assets

On each balance sheet date an assessment is made of whether there are any indications that a fixed asset may be subject to impairment. If such indications exist, the realisable value of the asset is determined. If it is not possible to determine the realisable value of the individual asset, the realisable value of the cash-generating unit to which the asset belongs is determined. An

impairment loss is recognised if the carrying amount of an asset or of the cash-generating unit to which it belongs exceeds the realisable value. The realisable value is the higher of the net realisable value and the value in use. Impairment losses are recognised directly as expenses in the statement of profit and loss.

Trade and other receivables

The trade and other receivables are carried at fair value on initial recognition and subsequently at amortised cost. Provisions deemed necessary for possible losses due to the risk of uncollectibility are deducted. These provisions are determined on the basis of individual assessment of the trade and other receivables.

Cash and cash equivalents

Cash and cash equivalents consist of cash resources, deposits on current accounts and demand deposits with a maturity of less than three months. Cash and cash equivalents are carried at nominal value.

Provisions

Provisions are formed for legally enforceable or constructive obligations existing on the balance sheet date for the settlement of which a cash outflow is likely and the amount of which can be reliably estimated.

Provision for decontamination liabilities

The provision for deferred decontamination liabilities and demolition of buildings is stated at the present value of the expected decontamination expenditure at the location(s) concerned, taking into account the expected time of decontamination (in the future), price indexes and anticipated impact on decontamination costs of technological developments in this field.

Pension provision

The company's employees take part in the General Pension Fund for Public Employees (Algemeen Burgerlijk Pensioenfonds, ABP) sectoral pension scheme. The average salary scheme is financed by payments to the ABP. Pension liabilities are stated according to the 'obligation to the pension provider approach'. In this approach, the contribution to be paid to the pension provider is shown as an expense in the statement of profit and loss.

The pension administration agreement is used as a basis for assessing whether and, if so, which obligations exist on the balance sheet date, in addition to the payment of the annual contribution payable to the pension provider. These additional obligations, including any obligations under the pension provider's recovery plans, lead to expenses for the company and are included in a provision in the balance sheet. At year end 2016 (and 2015) there were no obligations apart from the payment of the annual contribution payable to the pension provider.

ABP's funding ratio on 31/12/2016 was 96.6% (2015: 97.2%). This funding ratio is a snapshot of the financial situation on 31 December 2016. As the current funding ratio can fluctuate sharply within a short space of time, pension funds must use the 'policy funding ratio' as of 2015. The policy funding ratio is an average over twelve months. ABP's policy funding ratio as at 31 December 2016 was 91.7% (2015: 98.7%). The law states that the funding ratio must be 128% and that the funding ratio must not be less than 104.2% for more than five years. Measures taken by ABP in recent years in connection with failure to comply with the 104.2% statutory policy funding ratio include non-indexation of pensions.

Employee benefits

Other deferred employee benefits are payments due to service anniversaries and payments due to former employees who are entitled to non-statutory unemployment benefits. The liability stated is the best estimate of the amounts that are necessary to settle the relevant liabilities and losses on the balance sheet date. The liability is stated at present value. Discounting takes place at the market rate (effective yield) of high-quality corporate bonds at the balance sheet date.

Other provisions

The other provisions concern liabilities relating to insulating homes. These provisions are carried at the nominal value of the expected expenditure required in order to settle the relevant liabilities and losses.

Non-current liabilities and current liabilities

The non-current and current loans and liabilities stated are carried at fair value on initial recognition and subsequently at amortised cost.

Investment grants

Investment grants and contributions are deducted from the cost of acquisition of the assets to which the grants and contributions relate, which results in lower depreciation charged to income.

Grants related to operations

Grants related to operations are credited to the statement of profit and loss in the year in which the expenditure to which the grant relates is recognised, in which income has been lost or in which the operating deficit has occurred.

Redemption of ground leases

Site lessees have an option to redeem ground leases at present value over the term of the contract. The redemption amounts received are carried under non-current liabilities. Ground lease payments received in advance relating to the next financial year are recorded under current liabilities.

Lease agreements

It is assessed whether an agreement is a 'lease' based on the economic realities at the time a contract is entered into. A contract is classed as a lease agreement if the right to use an asset is ceded to another party for an agreed period and for a specified fee.

Operating leases

Liabilities relating to operating leases are recognised in the statement of profit and loss over the term of the contract. Liabilities after the financial year are set out under the contingent liabilities.

Revenue

Revenue is exclusive of turnover tax and less any discounts. Revenue arising from sales is recognised in the statement of profit and loss when all significant rights to economic benefits as well as all significant risks have been transferred to the buyer. Revenue arising from services is carried in proportion to the services performed, based on the costs incurred in the context of the services up to the balance sheet date in proportion to the estimated costs of the total services to be performed. The cost of these services is allocated to the same period.

Other operating income

Other operating income mainly consists of book profits on the sale of tangible fixed assets.

Book profits on the sale of tangible fixed assets

Book profits arising from the sale of tangible fixed assets are recognised when all significant rights to economic benefits as well as all significant risks have been transferred to the buyer.

Expenses

The expenses are determined on an historical basis and are allocated to the reporting year to which they relate. Liabilities that can or cannot be foreseen and possible losses from before the end of the financial year are recognised if they became known before the financial statements were drawn up and the condition for creating the provision have otherwise been satisfied.

Share in the results of participating interests

The share in the results of participating interests recognised in the statement of profit and loss is the share attributable to the company in the results of participating interests over whose business and financial policies the company exerts significant influence. This result is determined on the basis of the accounting policies of Havenbedrijf Amsterdam N.V. For participating interests over which no significant influence is exerted in terms of financial and commercial policy, the dividend is recognised as a profit and stated under financial income and expenditure.

Financial income and expenditure

Interest income and interest expenses are recognised on a time proportionate basis, taking into account the effective interest rate of the relevant assets and liabilities. Interest expenses are added to provisions and non-current liabilities whose balance sheet value is determined based on a present value calculation.

Taxes

All shares in the company are held by the Municipality of Amsterdam. Pursuant to Article 2 paragraphs 3 and 7 of the Corporation Tax Act (Wet op de vennootschapsbelasting), this means that the current activities are exempt from the levy of corporation tax. This exemption will no longer apply with effect from the 2017 financial year.

Cash flow statement

The cash flow statement has been prepared in accordance with the indirect method. The cash resources in the cash flow statement consist of cash and cash equivalents. Interest received and dividends received are included under the cash flow from operating activities. Interest paid and dividends paid are included in the cash flow from financing activities. Transactions that involve no transfer of cash or cash equivalents, including finance leasing, are excluded from the statement of cash flows. The lease instalments payable by virtue of the finance lease contract are presented as repayment of liabilities for the repayment component and as interest paid for the interest component.

2. INTANGIBLE FIXED ASSETS

	COSTS OF RESEARCH AND DEVELOPMENT	CONCESSIONS, LICENCES AND INTELLECTUAL PROPERTY	ASSETS UNDER CONSTRUCTION	TOTAL
Cumulative acquisition value	1,399,297	1,526,967	-	2,926,264
Cumulative depreciation	-927,919	-841,519	-	-1,769,438
BOOK VALUE AS AT 1 JANUARY 2016	471,378	685,448	-	1,156,826
Investments	-	-	205,763	205,763
Divestments (acquisition value)	-	-254,013	-	-254,013
Disposals (cumulative depreciation)	-	105,839	-	105,839
Depreciation and amortisation	-238,890	-383,947	-	-622,837
Commissioning	-	-	-	-
	-238,890	-532,121	205,763	-565,248
Cumulative acquisition value	1,399,297	1,272,954	205,763	2,878,014
Cumulative depreciation	-1,166,809	-1,119,627	-	-2,286,436
BOOK VALUE AS AT 31 DECEMBER 2016	232,488	153,327	205,763	591,578
Depreciation rates	33%	33%		

The costs of research and development relate to the amounts paid to third parties with respect to proprietary software, such as applications for the collection of harbour dues and the expansion of the Data Warehouse.

Concessions, licences and intellectual property relate to investment in new ICT applications and major maintenance of these applications for the benefit of the business operations of Port of Amsterdam. This item include licences with a carrying amount as at year-end 2016 of: €113,001 (2015: €249,724).

A few investments in intangible fixed assets have been amortised in full, but are still in use. The most important of these are: Ophelia ZHG system, DataWarehouse and the AFAS payroll programme.

The assets under construction primarily concern projects such as the Digital Port (berths and water way monitor), Digital Duty Log and the development of E-learning modules.

3. TANGIBLE FIXED ASSETS

	PREPAID GROUND LEASE FOR LAND AND SITES	GROUND WORKS AND ROAD WORKS	WATER WORKS	OTHER TANGIBLE FIXED ASSETS	ASSETS UNDER CON- STRUCTION	TOTAL
Cumulative acquisition value	300,354,830	81,478,710	134,636,211	42,271,526	6,575,715	565,316,992
Cumulative depreciation	-18,021,291	-18,091,260	-15,395,858	-10,308,278	-	-61,816,687
BOOK VALUE AS AT 1 JANUARY 2016	282,333,539	63,387,450	119,240,353	31,963,248	6,575,715	503,500,305
Investments	-	-	-	-	12,603,985	12,603,985
Divestments (acquisition value)	-	-	-	-	-	-
Disposals (cumulative depreciation)	-	-	-	-	-	-
Third-party contributions	-	-553,818	-213,870	-	-	-767,688
Depreciation and amortisation	-6,013,061	-6,662,589	-4,645,813	-3,595,125	-	-20,916,588
Commissioning	-	4,326,297	2,058,422	1,799,614	-8,184,333	-
	-6,013,061	-2,890,110	-2,801,261	-1,795,511	4,419,652	-9,080,291
Cumulative acquisition value	300,354,830	85,251,189	136,480,763	44,071,140	10,995,367	577,153,289
Cumulative depreciation	-24,034,352	-24,753,849	-20,041,671	-13,903,403	-	-82,733,275
BOOK VALUE AS AT 31 DECEMBER 2016	276,320,478	60,497,340	116,439,092	30,167,737	10,995,367	494,420,014
Depreciation rates	0 - 2%	2 - 10%	2 - 10%	5% - 20%		

Prepaid ground lease for land and sites

Upon its incorporation the company acquired the port sites on a lease. The Municipality of Amsterdam has legal ownership of the port sites. The annual ground lease payments in the first period of 50 years are deemed to have been settled, as agreed between the municipality of Amsterdam and Port of Amsterdam. An option to update the ground lease and revise the general terms and conditions of the principal ground lease is provided at the end of the first period (in 50 years). Based on the economic realities of the transaction, the Municipality has made a capital contribution of the buyout payment and the buyout payment has been capitalised as “Prepaid ground lease for land and sites” with share premium as a counterpart on the balance sheet. Port of Amsterdam is charging the prepaid ground lease to the statement of profit and loss in equal amounts over a 50-year period.

Ground, road and water works

Ground, road and water works concern investments in the infrastructure of the entire port area.

Other tangible fixed assets

Other tangible fixed assets include vessels, installations, computer equipment and office equipment.

Assets under construction

The largest item in the assets under construction is the quay development project for the 4th All Weather Termination (€3.1 million), which will be completed in 2017.

Investments

Investments mainly comprise major maintenance of the infrastructure. The most important investment in this respect is the Nieuwe Hemweg major maintenance project (€1 million). There has also been investment in the Prodock building (€1.5 million).

Disposals

There were no disposals in the financial year.

4. FINANCIAL FIXED ASSETS

	PARTICIPATING INTERESTS IN GROUP COMPANIES	NON-CURRENT RECEIVABLES	TOTAL
BOOK VALUE AS AT 1 JANUARY 2016	6,018,265	1,114,174	7,132,439
Paid-in share premium	2,000,000		2,000,000
Repayments	-	-12,200,819	-12,200,819
Interest	-	471,400	471,400
Movement in provisions	-	11,639,643	11,639,643
Share in result of participating interests over which significant influence is exerted	533,521	-	533,521
Current portion	-	-468,059	-468,059
BOOK VALUE AS AT 31 DECEMBER 2016	8,551,786	556,339	9,108,125

The non-current receivable from RON N.V. of €11.2 million was paid in the year under review. This debt was paid in full.

The non-current receivables include an amount due from ACT B.V. (€10.4 million), which was paid in full. The other main non-current receivable is an amount due from Havengebouw N.V. (€0.4 million).

PARTICIPATING INTERESTS IN GROUP COMPANIES

	HALLUM CRUISE B.V.	HALLUM B.V.	RON N.V.	TOTAL
BOOK VALUE AS AT 1 JANUARY 2016	3,605,187	2,413,078	-	6,018,265
Paid-in share premium	-	-	2,000,000	2,000,000
Share in results	156,164	377,357	-	533,521
BOOK VALUE AS AT 31 DECEMBER 2016	3,761,351	2,790,435	2,000,000	8,551,786

5. TRADE AND OTHER RECEIVABLES

	2016	2015
Trade receivables	8,126,983	8,951,681
Amounts owed by group companies	490,961	400,514
Prepayments and accrued income	11,912,783	12,236,962
TOTAL AS AT 31 DECEMBER	20,530,727	21,589,157

A provision for doubtful debts of €1,245,600 has been deducted from the total trade receivables (2015: €1,758,593). The receivables from group companies concern ordinary trade receivables and invoices pending. The ground lease contracts invoiced but not yet paid have been eliminated from the trade receivables, to the sum of €15,270,300 (2015: €13,508,925).

PREPAYMENTS AND ACCRUED INCOME

	2016	2015
Invoices pending	2,183,573	5,618,893
Prepaid discount and transitional schemes	5,070,651	3,018,965
Prepaid expenses	1,179,119	1,587,117
Grants to be received	-	622,256
Taxes and social security contributions	2,696,404	223,418
Other receivables	783,036	1,166,313
TOTAL AS AT 31 DECEMBER	11,912,783	12,236,962

6. CASH AND CASH EQUIVALENTS

	2016	2015
Cash at bank	34,071,998	47,881,102
TOTAL AS AT 31 DECEMBER	34,071,998	47,881,102

There are no cash and cash equivalents placed on deposit at the balance sheet date. The cash and cash equivalents are freely available. The changes are set out in the cash flow statement.

7. SHAREHOLDERS' EQUITY

	ISSUED SHARE CAPITAL	SHARE PREMIUM RESERVE	LEGAL AND STATUTORY RESERVES	OTHER RESERVE	RESULTS FOR THE YEAR	TOTAL
BALANCE AS AT 1 JANUARY 2016	45,000	300,584,972	684,718	23,181,896	52,583,477	377,080,063
Paid-up share capital	-	-	-	-	-	-
Changes in legal reserves	-	-	-287,584	287,584	-	-
Dividend paid for 2015	-	-	-	-50,000,000	-	-50,000,000
Profit appropriation for 2015	-	-	-	52,583,477	-52,583,477	-
Results for 2016 financial year	-	-	-	-	71,893,754	71,893,754
BALANCE AS AT 31 DECEMBER 2016	45,000	300,584,972	397,134	26,052,957	71,893,754	398,973,817

SHARE CAPITAL

The authorised capital is €225,000 divided into 225,000 shares, each with a value of €1. The issued and paid-up share capital upon incorporation on 1 January 2013 is €45,000 and consists of 45,000 ordinary shares of a nominal value of €1 each.

SHARE PREMIUM RESERVE

Upon its incorporation the company acquired the port sites on a lease. The annual ground lease payments in the first period of 50 years are deemed to have been settled, as agreed between the municipality of Amsterdam and Port of Amsterdam. Based on the economic realities of the transaction, the Municipality of Amsterdam has made a capital contribution of the buyout payment and the buyout payment has been capitalised as “Prepaid ground lease for land and sites” with share premium as a counterpart on the balance sheet.

LEGAL AND STATUTORY RESERVES

The legal reserve is maintained for the capitalisation of costs of development and participating interests. The legal reserve for development costs has been created up to the amount of capital development costs whereby the applicable conditions have been met with regard to technical, commercial and financial feasibility. At year-end 2016 the legal reserves amounted to €232,488 (2015: €471,378).

The legal reserve for participating interests has been created to the extent that the company is unable to realise payment of the positive results without limitation. The Port of Amsterdam’s share in the increases and decreases in assets of the participating interests is included in the legal reserves with the exception of revaluations of assets that are processed in the revaluation reserve. At year-end 2016 the legal reserves amounted to €164,646 (2015: €213,340).

8. PROVISIONS

	DECONTAMINATION LIABILITIES	EMPLOYEE BENEFITS	OTHER PROVISIONS	TOTAL
BOOK VALUE AS AT 1 JANUARY 2016	26,859,519	1,934,808	2,659,000	31,453,327
Allocations	20,734,599	1,185,017	10,000	21,929,616
Withdrawals	-1,022,961	-352,218	-131,512	-1,506,691
Release	-	-559,288	-1,659,000	-2,218,288
Interest accrual and change in discount rate	4,939,852	176,221	-	5,116,073
BOOK VALUE AS AT 31 DECEMBER 2016	51,511,009	2,384,540	878,488	54,774,037

DECONTAMINATION LIABILITIES

	2016	2015
Deferred decontamination liabilities	51,140,601	26,303,369
Demolition of buildings	370,408	556,150
TOTAL AS AT 31 DECEMBER	51,511,009	26,859,519

DEFERRED DECONTAMINATION LIABILITIES

The provision for deferred decontamination liabilities relates to the residual pollution accepted by Port of Amsterdam on termination of a site lease or ground lease. The provision is stated at the present value of the expected decontamination expenditure at the locations concerned. This expected decontamination expenditure is estimated based on the currently known decontamination costs, the expected time of decontamination (in the future), price indexes and anticipated impact on decontamination costs of technological developments in this field. Annual interest is added to the provision. The provision has a short-term nature of €1,395,876.

The financial statements do not include any provision for soil contamination on other sites. For these sites, the standard Port of Amsterdam contract provisions stipulate the ground must be delivered to Port of Amsterdam in its

original state on termination of the contract. It is therefore expected that future decontamination expenditure will be largely paid by the polluter. In addition, the contamination caused by the lessee is not measured until the contract is terminated, which means that the contamination is not known prior to termination of the contract. Decontamination of these sites will also usually take place over a very long period of time.

DEMOLITION OF BUILDINGS

The provision for demolition of buildings relates to the demolition costs accepted by Port of Amsterdam on termination of a site lease or ground lease. The provision is stated at the present value of the expected expenditure at the locations concerned. This expected expenditure is estimated based on the currently known costs, the expected time of demolition (in the future), price indexes and the anticipated impact on the costs of technological developments in this field. Annual interest is added to the provision. The provision has a short-term nature of €30,301.

EMPLOYEE BENEFITS

	2016	2015
Former employees	1.710.071	1.198.298
Anniversary bonus	674.469	736.510
TOTAL AS AT 31 DECEMBER	2.384.540	1.934.808

Provisions have been formed for long-term (2017-2020) obligations in connection with non-statutory benefit payments to former employees and future service anniversary payments. Annual interest is added to the employee benefits. The provisions have a short-term nature of €280,983.

OTHER PROVISIONS

The other provisions concern a provision for reducing noise in homes as a result of the expansion of the Westpoort noise zone. The net present value is almost identical to the nominal value.

9. NON-CURRENT LIABILITIES

	REPAYMENT 1-5 YEARS	REPAYMENT > 5 YEARS	2016 TOTAL	2015 TOTAL
Ground lease payments received in advance	8,648,848	54,027,975	62,676,823	64,807,681
Other non-current liabilities	-	2,296,286	2,296,286	1,734,299
OTHER NON-CURRENT LIABILITIES	8,648,848	56,324,261	64,973,109	66,541,980
TOTAL AS AT 31 DECEMBER	8,648,848	56,324,261	64,973,109	66,541,980

GROUND LEASE PAYMENTS RECEIVED IN ADVANCE

Ground lease payments received in advance relate to the redemption amounts received from lessees in respect of future ground lease. Ground lease payments received in advance relating to 2017 is recorded under current liabilities, to the sum of €2,175,659 (2016: €2,193,245).

OTHER NON-CURRENT LIABILITIES

The item 'other non-current liabilities' includes contributions received from third parties for the implementation of the Covenant Houthavens (€1.1 million) and the guarantee deposits received (€1.1 million).

10. CURRENT LIABILITIES, ACCRUED LIABILITIES AND DEFERRED INCOME

	2016	2015
Trade creditors	1,554,495	5,048,558
Amounts owed to credit institutions	-	59,999,311
Taxes and social security contributions	2,293,946	5,457,589
Pensions	323,295	326,156
Contract revenue received in advance	19,756,898	20,594,850
Other liabilities and deferred income	16,072,845	14,757,995
TOTAL AS AT 31 DECEMBER	40,001,479	106,184,459

AMOUNTS OWED TO CREDIT INSTITUTIONS

Port of Amsterdam has a 'Revolving facilities agreement' to the sum of €110 million. €50 million of this facility can only be claimed at the start of construction of the new sea lock at IJmuiden. The facility is based on standard market terms and conditions and can be used periodically for 1, 3 or 6 months of cash at an interest rate based on the 1-month, 3-month or 6-month Euribor rate + 0.5%. An agreement has also been concluded with the credit provider that stipulates the adjusted shareholder's equity must equate to at least 30% of the total capital. This requirement was comfortably met in 2016. No collateral has been furnished for this loan. This financing arrangement has been valued with due regard for additional costs.

This facility had not been used as at 31 December 2016. The facility was used in 2015, however, and presented as 'amounts owed to credit institutions'.

OTHER LIABILITIES AND DEFERRED INCOME

	2016	2015
Incentives and discounts payable	2,686,919	3,294,217
Holiday pay/days	2,498,179	2,534,696
Grants received in advance	1,577,990	1,730,554
Revenue received in advance	672,681	900,709
Other liabilities	8,637,076	6,297,819
TOTAL AS AT 31 DECEMBER	16,072,845	14,757,995

11. FINANCIAL INSTRUMENTS

GENERAL

For the notes on primary financial instruments, reference is made to the notes on each item. The policy of the company with respect to financial risks is included below. With regard to risk management, the underlying principle is that Port of Amsterdam's treasury policy from 2012 with respect to financial risks is defensive and risk-averse.

INTEREST-RATE RISK

Havenbedrijf Amsterdam N.V. incurs an interest rate risk on interest-bearing receivables (particularly under financial fixed assets), cash and cash equivalents, the provision for decontamination liabilities, employee benefits and interest-bearing non-current and current liabilities. For receivables and debts with variable interest rate agreements, Port of Amsterdam incurs risks in respect of future cash flows. Port of Amsterdam also incurs risks on the fair value of fixed-interest loans and receivables. Port of Amsterdam did not enter into any derivatives contracts in 2016.

CURRENCY RISK

Port of Amsterdam performs transactions almost exclusively in EUR. Foreign currency transactions involve very small amounts and relate mainly to transactions in US dollars and British pounds.

CREDIT RISK

Port of Amsterdam mainly incurs credits risks in the case of large customers. The use of financial instruments to limit this risk is not necessary due to the payment terms applied and our customers' payment history. New large customers are asked to provide a bank guarantee. Port of Amsterdam has formed a provision for doubtful debts.

COUNTERPARTY RISK

The principle for depositing cash and cash equivalents and attracting external financing is that Port of Amsterdam only does business with highly reputed financial institutions with a good credit standing that are under the supervision of a professional supervisor. A second basic principle is that Port of Amsterdam strives for a good spread when depositing any surpluses. As at December 2016, the S&P ratings of the parties with which Port of Amsterdam currently banks were as follows:

- BNG: AAA
- Rabobank: A+
- ABN AMRO: A

LIQUIDITY RISK

Liquidity risk relates to the risk of Port of Amsterdam being unable to fulfil its financial obligations on time. The premise of liquidity risk management is that, as far as possible, sufficient liquidity is available to meet current and future financial obligations in both normal and difficult conditions, without incurring unacceptable losses or damaging the reputation of Port of Amsterdam. At the end of 2015 Port of Amsterdam converted its funding into a more advantageous financing arrangement, resulting in favourable terms and rates. This facility had not been used as at 31 December 2016.

CASH FLOW RISK

Port of Amsterdam has no exposure to cash flow risk as almost all cash flows take place in the Netherlands, which means there are no monetary restrictions.

12. CONTINGENT ASSETS AND LIABILITIES

Port of Amsterdam has made provisional arrangements and taken on long-term financial rights and commitments with municipalities and external parties. These arrangements and commitments primarily concern the development and maintenance of the port area and internal business operations.

The most important off-balance sheet arrangements are as follows:

ONGOING CLAIMS AND DISPUTES

In accordance with the applicable accounting standards, the financial consequences of the legal claims and disputes known to us are recognised in the financial statements.

PROVISIONAL ARRANGEMENTS

Transformation area

In the Havenstad Transformation Strategy, which was adopted in the City Council meeting of July 2013, it was determined that the Municipality of Amsterdam would pursue a gradual transformation strategy, starting with the non-port sites. The rate and content of the transformation will be reassessed in 2025. The financial consequences for Port of Amsterdam depend on this decision-making process and are therefore still uncertain. In the 2014 coalition agreement, the Municipal Executive decided that the existing companies located on the port sites inside the ring road can remain there until at least 2040. The other agreements remained the same. The following agreements are currently in force:

- Covenant Houthaven/NDSM;
- Existing companies can remain at their current location until at least 2040, within the existing environmental contours;
- New allocations and expansions are possible with a term up to 2029, or in consultation with

the Municipality;

- The city will reimburse Port of Amsterdam for all current assets at the time of transformation at the then-applicable carrying amount;
- Major new investments in the area with a depreciation period that exceeds 2029 must be agreed with the Municipality, with the possibility that Port of Amsterdam will not be reimbursed the full carrying amount for all of the new investments on transfer;
- The land must be delivered clean, whereby clean means 'industry' level.

Covenant Houthavens

Port of Amsterdam has concluded the Covenant Houthavens with the municipality of Amsterdam, the Province of North-Holland and various companies in the port. The aim of the agreement is to achieve the right balance between facilitating the development of the port and the companies established there and the development of housing in Houthaven and on the NDSM shipyard. To give this agreement concrete form, an innovation fund has been set up from which companies can be paid a contribution towards environmental measures that exceed the statutory minimum (measures that extend beyond the companies' obligations under the laws and regulations) that help to improve the environmental situation and living environment existing at that time. A maximum sum of €9 million has been made available for the innovation fund. Port of Amsterdam's maximum contribution is €3 million. The remaining liability as at year-end 2016 was €1.9 million (2015: €2.0 million).

ODS

Port of Amsterdam took over the buildings on the former ODS site from ODS B.V. (ODS) on 1 May 2015. The Municipality of Amsterdam Development Authority (Ontwikkelingsbedrijf Gemeente Amsterdam, OGA) also took over the land from ODS on that date and let it to Port of Amsterdam on a long-term lease. The agreed fee for the buildings as at 1 May 2015 was €3 million, provided the buildings are acquired by a third party. According to the agreements reached between ODS and Port of Amsterdam, the fee to ODS will be reduced by 0.1 million every month and after 30 months Port of Amsterdam will gain possession of the buildings 'without financial consideration'.

One of the properties was included in a new contract in late 2016, resulting in a payment of €350.000. The remaining buildings have not yet been acquired by a third party. The remaining liability as at 31 December 2016 is €0.7 million (2015: €2.3 million).

Ruigoord

An agreement has been concluded with the Ruigoord foundation, under which Port of Amsterdam has undertaken to contribute to the renovation, expansion and construction of artists' studios. The remaining liability for Port of Amsterdam is €0.1 million (2015: €0.2 million).

Soil remediation

Various types of contamination have been identified in the port area for which the costs of decontamination are at Port of Amsterdam's expense and responsibility. Some of the known contaminants are located in the transformation area. No provisions have been formed for these decontamination liabilities as the amount of the costs to be incurred cannot be reasonably estimated, because the timing and method of decontamination are not yet known or determinable.

Waterkant guarantee

Port of Amsterdam stands surety up to an amount of €0.9 million (2015: €1.0 million) ensuing from the social plan if Waterkant C.V. is unable to meet its financial obligations under that plan. The guarantee applies for a maximum period of three years, namely from 1 January 2016 to 31 December 2018 inclusive.

Hoogtij Project

For the purpose of refinancing the Hoogtij project, in February 2016 Port of Amsterdam provided security to the province of North-Holland and the municipality of Zaanstad subject to specific conditions and up to a maximum of €23.3 million at an annual premium of 0.55% over the principal amount, covered in part by a right of mortgage on property underlying the transaction.

INVESTMENT COMMITMENTS

At the end of 2016, Port of Amsterdam assumed liabilities towards third parties to the sum of €3.7 million (2015: €8.9) in respect of the purchase and development of intangible and tangible fixed assets.

MULTI-YEAR FINANCIAL OBLIGATIONS

At the end of 2015, Port of Amsterdam had a number of multi-year financial obligations towards third parties relating to ground leases, maintenance of the port area and infrastructure, and internal business operations. These concern multi-year contracts for ground leases that have not been settled, office rents, leasing of vehicles, IT services, maintenance of plants and shrubs, road cleaning etc.

	2016	2015
period < 1 year	6.1 miljoen	7.6 miljoen
1 year <= period <= 5 years	16.4 miljoen	18.1 miljoen
period > 5 years	96.0 miljoen	95.5 miljoen
TOTAL	118.5 MILJOEN	121.2 MILJOEN

A number of contingent liabilities have also been entered into with suppliers in the form of framework agreements for the management and maintenance of the port area, for example.

MULTI-YEAR FINANCIAL RIGHTS**Rental and ground lease contracts**

The group has entered as a lessor into financial lease contracts relating to property, sites and quays. The future minimum lease revenue from these contracts can be broken down as follows:

	2016
period < 1 year	76.4 million
1 year <= period <= 5 years	296.3 million
period > 5 years	1,618.3 million
TOTAL	1,991.0 MILLION

A total sum of €76.8 million in lease receipts was recognised in the statement of profit and loss in 2016. The agreements have a term of 20-40 years, whereby the lease income is a fixed amount per year and is indexed annually.

13. REVENUE

	2016	2015
Sea harbour dues	53,741,675	51,959,655
Inland harbour dues	7,467,371	7,125,068
Rent, ground lease and quay fees	79,357,589	75,783,079
Other revenues	8,574,558	8,307,422
TOTAL	149,141,193	143,175,224

The other revenues relate mainly to the fees charged on to OGA for the management performed of the public space in the OGA Westpoort area (€3.0 million), income from the Port Waste Plan €2.2 million), internalisation of energy costs (€0.9 million), income from services for third parties (€0.6 million) and dredging and land depot €0.6 million). De overige bedrijfsopbrengsten betreffen incidentele baten die niet uit de reguliere bedrijfsuitoefening voortkomen. In 2015 betrof dit het resultaat op de verkoop van een deel van het haventerrein Westerhoofd.

14. OTHER OPERATING INCOME

	2016	2015
Book profit on sale of assets	-	3,637,783
TOTAL	-	3,637,783

The other operating income relates to non-recurring income that does not result from normal business operations. In 2015, this related to the income on the sale of part of the Westerhoofd port area.

15. PERSONNEL EXPENSES

	2016	2015
Wages and salaries	23,858,796	22,667,155
Social security contributions	3,684,851	3,347,827
Pension costs	2,811,636	2,782,969
Other personnel expenses	7,328,497	7,218,293
Charged-on employee expenses	-705,001	-502,545
TOTAL	36,978,779	35,513,699

Port of Amsterdam had the following number of employees at year-end, calculated on a full-time basis and broken down according to activities:

	2016	2015
Nautical activities	175.6	174.7
Operation of port sites and overheads	187.6	186.7
TOTAL	363.2	361.4

16. DEPRECIATION, AMORTISATION AND IMPAIRMENT LOSSES

	2016	2015
Amortisation of intangible assets	771,011	575,382
Depreciation of tangible fixed assets	20,916,588	21,247,214
TOTAL	21,687,599	21,822,596

A book loss on a divestment to the sum of €148,174 is also recognised under amortisation of intangible assets.

17. OTHER OPERATING EXPENSES

	2016	2015
Management and maintenance expenses	8,030,185	8,711,539
ICT costs	5,883,948	6,710,181
Environment and spatial planning	619,356	4,861,251
Communication, marketing and acquisition	2,760,766	2,840,149
Accommodation expenses	2,433,421	2,485,494
Research and consultancy expenses	2,443,982	2,518,450
Rental and ground lease charges	1,878,189	1,571,765
Other expenses	-9,400,378	4,258,892
TOTAL	14,649,469	33,957,721

A release of the provision for the non-current receivable from RON N.V. to the sum of €11.2 million is recognised under other expenditure.

18. FINANCIAL INCOME AND EXPENDITURE

	2016	2015
Interest due to deferred payment of debts	318,662	1,248,353
Interest on decontamination provisions	-	382,805
Interest on employee benefits	-	239,150
Other interest income	385,367	267,302
TOTAL FINANCIAL INCOME	704,029	2,137,610
Interest on late payments to creditors	-41,133	-2,742
Interest on Municipality of Amsterdam loan	-11,936	-5,235,439
Interest on decontamination provisions	-4,939,852	-
Interest on employee benefits	-176,221	-
TOTAL FINANCIAL EXPENSES	-5,169,142	-5,238,181
TOTAL	-4,465,113	-3,100,571

19. SHARE IN RESULTS OF PARTICIPATING INTERESTS

	2016	2015
Results of RON N.V.	-	-
Results of Hallum B.V.	377,357	-142,131
Results of Hallum Cruise B.V.	156,164	307,188
TOTAL	533,521	165,057

20. REMUNERATION OF THE MEMBERS OF THE BOARD OF DIRECTORS AND SUPERVISORY BOARD**DIRECTORS****Remuneration policy**

The shareholder adopted the remuneration policy applicable to members of the Port of

Amsterdam Board of Directors in 2016 on 5 December 2013, on the basis of a proposal from the Supervisory Board. This remuneration policy offers an employee benefits package consisting of a fixed basic salary, variable remuneration and a pension contribution. The Municipality of Amsterdam drew up a new remuneration framework for its participating interests in February 2016. Following an evaluation of the current remuneration policy, the Supervisory Board will present a proposal for a new remuneration policy.

DIRECTORS	START OF TERM	END OF TERM	FIXED REMUNERATION	VARIABLE REMUNERATION	SEVERANCE PAYMENT	PENSION CONTRIBUTION	2016 TOTAL
D. Meijer	01-04-2013	01-08-2016	102,389	-	99,595	9,568	211,552
K.J. Overtoom	01-04-2013	01-04-2017	151,986	15,199	-	15,710	182,895
M.R. de Brauw ¹	01-11-2015	01-11-2019	138,375	13,838	-	15,193	167,406
TOTAAL			392,750	29,037	99,595	40,471	561,853

Dertje Meijer stood down as chair of the Port of Amsterdam Board of Directors with effect from 1 August 2016. Chief Operating Officer Koen Overtoom was acting chairman from 1 August 2016 and was appointed chair of the Port of Amsterdam Board of Directors by the shareholder on 6 December 2016. In addition to the above-mentioned remuneration, Dertje Meijer was affiliated to the Port of Amsterdam as a consultant to the Board of Directors following her resignation, from 1 August 2016 to 31 December 2016. She received a salary including pension contribution to the sum of €80,080 for this role.

Fixed remuneration

The salaries of the members of the Board of Directors were increased in the 2015-2016 period by a percentage that is equal to the wage cost increase agreed in the Collective Labour Agreement. In addition, the Supervisory Board can increase salaries in individual cases. The amounts stated are inclusive of holiday pay and exclusive of employer's social security contributions.

Variable remuneration

The members of the Board of Directors under the articles of association may be granted variable remuneration of a maximum of 10% of their gross salary. The Board of Director's annual variable remuneration is determined on the basis of a number of performance criteria established by the Supervisory Board. These criteria are set in such a way that they follow or arise from the commercial performance and strategic objectives of Port of Amsterdam. Variable remuneration is based on the following objectives:

- one or more commercial objectives, related to the overall financial result of Port of Amsterdam;
- one or more social objectives;
- one or more objectives relating to the performance of the team;
- one or more objectives relating to the performance of the organisation.

The commercial objectives and social objectives are valued equally.

Pension costs

The members of the Board of Directors take part in the General Pension Fund for Public Employees (*Algemeen Burgerlijk Pensioenfonds, ABP*) pension scheme. Their pension scheme is the same as the scheme for Port of Amsterdam employees.

SUPERVISORY BOARD MEMBERS

Koos van der Steenhoven was appointed chair of the Supervisory Board with effect from 1 August 2016. Van der Steenhoven succeeds René Smit, who stood down as chair on 1 December 2015. Dook van den Boer took on the role of acting chair in the intervening period. Dook van den Boer resigned as supervisory board member at the end of his appointed term on 1 October 2016.

Until the new chair was appointed, the remuneration of the chair of the Supervisory Board was €30,000 per year. The shareholder set the remuneration received by the new chair at 15% of the Senior Executives in the Public and Semi-Public Sector (Standards for Remuneration) Act (Wet normering bezoldiging topfunctionarissen publieke en semipublieke sector, WNT) 2 standard (€26,850 in total) with effect from 1 August. Supervisory Board members receive a remuneration of €20,000 per year. In addition, members who serve on the Audit Committee, the Remuneration Committee or the Appointment Committee receive an annual remuneration of €5,000. All members served on one of the aforementioned committees in 2016.

The new remuneration policy for participating interests of the Municipality of Amsterdam is based on a maximum remuneration for new supervisory board members, linked to the WNT standard.

	AANVANG TERMIJN	EINDE TERMIJN	2016	2015
J.F.C. van den Boer	06-03-2013	01-10-2016	21,667	25,000
R.M. Smit	06-03-2013	06-03-2017	25,000	29,583
R.I. Doerga	06-03-2013	06-03-2017	25,000	25,000
J.F.J.M. de Haas	15-12-2015	08-12-2019	25,000	18,750
W.J. Maas	06-03-2013	06-03-2017	25,000	25,000
P.G. Stibbe	15-04-2014	15-04-2018	25,000	25,000
K. van der Steenhoven	01-08-2016	01-08-2020	11,187	-
TOTAL			157,854	148,333

21. RELATED PARTIES

Transactions with related parties take place on the basis of the arm's length principle. The Municipality of Amsterdam is the 100% shareholder of Port of Amsterdam. Port of Amsterdam has the following participating interests:

IN PROCENTEN	PLACE OF BUSINESS	2016	2015
DEELNEMING PER 31 DECEMBER:			
Hallum Cruise B.V.	Amsterdam	100%	100%
Waterkant B.V.	Amsterdam	100%	100%
Waterkant C.V.	Amsterdam	100%	100%
Bouw- en Handelsmaatschappij Hallum B.V.	Amsterdam	100%	100%
Amsterdam Westpoint v.o.f	Amsterdam	33,33%	33,33%
Mainport Innovation Fund II B.V.	Amsterdam	23,03%	23,03%
Port of Amsterdam Activities B.V.	Amsterdam	100%	100%
Port of Amsterdam International B.V.	Amsterdam	100%	100%
Hafen Duisburg/Amsterdam Beteiligungsgesellschaft mbH	Duisburg	0%	34%
Portbase B.V.	Rotterdam	25%	25%
Keyrail B.V.	Zwijndrecht	15%	15%
Sail Beheer B.V.	Amsterdam	47,5%	47,5%
Bin2Barrel Holding B.V.	Amsterdam	10%	10%
Windpark Ruigoord B.V.	Amsterdam	50%	50%
Regionale Ontwikkelingsmaatschappij N.V.	Amsterdam	33,33%	33,33%

The interest in Hafen Duisburg/Amsterdam Beteiligungsgesellschaft mbH was sold on 19 August 2016.

The interest in Windpark Ruigoord B.V. was acquired on 30 December 2016, as of which Port of Amsterdam and Eneco will work together in the area of wind energy. Both companies aim to supply the green energy generated to local companies and households. It is one of the next steps

in the strategic partnership the companies entered into in 2015 in order to improve sustainability within the port of Amsterdam.

Transactions with the Board of Directors and Supervisory Board under the articles of association

For a breakdown of the remuneration received by management, please refer to section 20 of the notes to the financial statements. The notes on related parties relate entirely to the senior management of Port of Amsterdam, namely the Board of Directors (key management) and the Supervisory Board under the articles of association. Total remuneration is recognised as part of staff costs (see note 15 of the notes to the financial statements):

22. EXTERNAL AUDITOR'S FEES

The breakdown of the fees paid to the external auditor Ernst & Young Accountants LLP is as follows:

	2016	2015
Financial statement audit	82,500	116,313
Other audit engagements	5,100	5,900
Other non-audit engagements	12,890	18,530
TOTAL	100,490	140,743

Port of Amsterdam has recognised the total fees relating to the 2016 financial year as costs in the statement of profit and loss.

23. APPROPRIATION OF THE 2015 PROFIT

The 2015 financial statements were adopted in the General Meeting of 09 May 2016. The General Meeting also determined the appropriation of the profit in accordance with the proposal submitted to that effect.

24. NET RESULT APPROPRIATION PROPOSAL

The net result in 2016 is €71.9 million. In accordance with the provisions of Article 24.3 of the Port of Amsterdam articles of association and Article 2:392 paragraph 1 of the Dutch Civil Code, the Board of Directors proposes that a dividend of €50 million be distributed over the outstanding share capital and that the remainder of the net result, €21.9 million, be added to the other reserves.

25. SUBSEQUENT EVENTS

There have been no events after the balance sheet date which provide further information about the actual situation as at the balance sheet date or are of material importance for users of the financial statements in forming an opinion.

AMSTERDAM, 30 MARCH 2017

For the 2016 financial statements:

SUPERVISORY BOARD

signed: K. (Koos) van der Steenhoven
Chairman

signed: R.I. (Ingrid) Doerga

signed: J.F.J.M. (Jeroen) de Haas

signed: W.J. (Willemijn) Maas

signed: R.M. (René) Smit

signed: P.G. (Philip) Stibbe

BOARD OF DIRECTORS

signed: K.J. (Koen) Overtoom
CEO

signed: M.R. (Michiel) de Brauw
CFO

Other information

26. PROFIT APPROPRIATION UNDER THE ARTICLES OF ASSOCIATION

When Havenbedrijf Amsterdam N.V. became an independent entity, agreements were made concerning the dividend distribution to the municipality of Amsterdam. Reference is made to the relevant provisions in the Port Agreement (Havenovereenkomst, Article 9) and the Articles of Association (Article 25) of Havenbedrijf Amsterdam N.V.. The dividend policy provides for a minimum dividend and contains provisions which serve to guarantee that any dividend payments will not jeopardise Havenbedrijf Amsterdam N.V.'s financial continuity. The Amsterdam Municipal Executive has set a lower limit (a fixed dividend rate) of €25.6 million.

27. INDEPENDENT AUDITOR'S REPORT

To: the shareholders and the Board of Directors of Havenbedrijf Amsterdam N.V.

Report on the audit of the financial statement 2016 included in the annual report

Our opinion

We have audited the 2016 financial statements of Havenbedrijf Amsterdam N.V., based in Amsterdam.

In our opinion the accompanying financial statements give a fair and true view of the financial position of Havenbedrijf Amsterdam N.V.'s as at 31 December 2016 and of its results for 2016, in accordance with Part 9 of Book 2 of the Dutch Civil Code.

The financial statements comprise:

- the balance sheet as at 31 December 2016;
- the statement of profit and loss for 2016;
- the notes comprising a summary of the accounting policies and other explanatory information.

Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the Our responsibilities for the audit of the financial statements section of our report.

We are independent of Havenbedrijf Amsterdam N.V. in accordance with the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore, we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics).

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Report on other information included in the annual report

In addition to the financial statements and our auditor's report thereon, the annual report contains other information that consists of:

- the Directors' report; and
- other information.

Based on the following procedures performed, we conclude that the other information:

- is consistent with the financial statements and does not contain material misstatements;
- contains the information as required by Part 9 of book 2 of the Dutch Civil Code.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements. By performing these procedures, we comply with the requirements of Part 9 of Book 2 of the Dutch Civil Code and the Dutch Standard 720. The scope of the procedures performed is less than the scope of those performed in our audit of the financial statements.

The Board of Directors is responsible for drawing up the other information, including the Directors' report and the other details in accordance with Title 9, Book 2 of the Dutch Civil Code.

Description of the responsibilities for the financial statements

Responsibilities of management for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Part 9 of Book 2 of the Dutch Civil Code. Furthermore, management is responsible for such internal control as management determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, management is responsible for assessing the company's ability to continue as a going concern. Based on the financial reporting framework mentioned, management should prepare the financial statements using the going concern basis of accounting unless management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so. Management should disclose events and circumstances that may cast significant doubt on the company's ability to continue as a going concern in the financial statements.

Our responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit assignment in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not have uncovered all material errors and fraud.

Misstatements may arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality effects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional skepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit included:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists

related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a company to cease to continue as a going concern;

- evaluating the overall presentation, structure and content of the financial statements, including the disclosures
- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Amsterdam, 30 March 2017

Ernst & Young Accountants LLP

signed by J.M.A. Drost RA



PUBLISHED BY

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Adopted on 3 May 2017

Editorial Team

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Final editing

Havenbedrijf Amsterdam NV

Design and execution

NR6

Photography

Daisy Komen, Eveline Renaud