



# Port of Amsterdam

## 2019 Annual Report

The strength  
of water

Faster

Accelerated  
innovation

Smarter

Source of  
sustainable growth

Cleaner

# Contents

## Key figures

3

## Foreword

5

## Vision and mission

8

## Our communities

12

## Strategy

18

## Value creation

21

## Results

25

## Our employees

44

## Governance

50

## Risk Management

53

## Report of the Supervisory Board

63

## About this Annual Report

67

## Financial statements

77

## GRI table

126

## Appendices

134

In addition to this annual report, we have an [online publication\\*](#) that deals more extensively with our themes – faster, smarter and cleaner – based on interviews and case studies, in which our CEO Koen Overtoom outlines his vision for the development of the port in a [video](#).

\* The online publication has not been audited.



# Key figures 2019

## Clean shipping

(% ships with ESI discount)



**31** <sup>27</sup>  
2018

## Solar panels delivered

(cumulative in m<sup>2</sup>)



**91,453** <sup>50,024</sup>  
2018

## CO<sub>2</sub> emissions

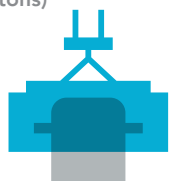
(x 1,000 tons)



**1.97** <sup>2.06</sup>  
2018

## Throughput in Amsterdam

(million tons)



**87.0** <sup>82.3</sup>  
2018

## Revenue

(€ million)



**169.4** <sup>157.4</sup>  
2018

## Result\*



**61.4** <sup>68.5</sup>  
2018

## Customer satisfaction

(score on a scale of 0-10)



**7.8** <sup>7.7</sup>  
2018

\* Concerns the result after corporate income tax and excluding deferred tax.

Amsterdam, Monday 23 March 2020

Dear reader,

The completion of our 2019 annual report has coincided with the coronavirus crisis that has struck the Netherlands. This joint announcement is therefore being made by the Board of Directors and Supervisory Board of Port of Amsterdam.

As a result of the coronavirus and the measures taken to prevent its further spread, we are currently living in an uncertain world and for some people a distressing time. Our lives are being greatly affected but we are trying to continue with our activities. Our shops must be replenished to prevent shortages, our refuse must be collected and processed, energy must be supplied and our drinking water must be treated. The port therefore remains open.

The impact of the virus is also undeniable for the port – and all the people who work in it. In order to stay safe, there must be strict health measures, discipline and a common objective: ensuring that society continues to function as well as possible. We are doing that jointly with the businesses in the port, the partners and of course our own people. We are incredibly proud of the people who are working all out to keep the port and hence also society running. We can only do that through cooperation, prudence and combined effort.

Only a safe port is an open port. Our commitment, energy and attention will be focused on this in the period ahead. We therefore want to express our sincere gratitude to the people who are making all this possible.

The Board of Directors and the Supervisory Board of Port of Amsterdam



# Foreword

"In addition to our traditional tasks, we are playing an active role in the interplay between the city, industry and shipping."



Michiel de Brauw,  
CFO

Koen Overtoom,  
CEO

## Report of the Board of Directors

**2019 was a strong year for Port of Amsterdam. Throughput in the Port of Amsterdam was higher than ever before. As the fourth-largest port in North-West Europe, we are a leading player in the world of transport, logistics and energy.**

We have established ourselves as a transit port for the hinterland and as an international hub. We have also added around €7 billion of value. We have thus made a contribution to employment and innovation in Amsterdam and the surrounding region.

### Port of and for the city

The focus of Port of Amsterdam is gradually changing. In addition to our traditional tasks, we are playing an active role in the interplay between the city, industry and shipping. In the port area we are entering the field of energy transition and circularity.

Port of Amsterdam also worked with the municipality to promote the transportation of waste and construction materials by water, so that in the future far fewer truck movements will be necessary in and around the city. In the summer we developed a solution with Waternet and the Environmental Department when the water treatment sludge from the Westpoort sewage treatment plant could not be incinerated due to the problems at the Waste Energy Authority (AEB).

## Report of the Board of Directors

### **"Port of Amsterdam took important steps in 2019 in the field of hydrogen."**

#### **Contributing to a cleaner future**

In June the Dutch government presented the Climate Agreement which aims to cut greenhouse gases by more than half in 2030 compared to 1990. Five themes are central in that agreement: agriculture, electricity, industry, the built environment and mobility. In all these fields the city and the metropolitan region must be more sustainable. We feel a sense of responsibility to make a major contribution to this task.

A principle of our 2017-2021 strategic plan, for example, was that coal would no longer be transhipped through Port of Amsterdam from 2030. We also have the ambition of growing into the most important circular hotspot in Europe. We are developing sustainable activities in the port and working closely with partners to explore new markets and serve more diverse customer groups.

#### **Hydrogen as a sustainable energy carrier**

Port of Amsterdam took important steps in 2019 in the field of hydrogen. We are working with Nouryon and Tata Steel to jointly build a green hydrogen plant and have entered into a partnership with Groningen Seaports and Port of Den Helder. Under the name of Hydroports we aim to create a hydrogen cluster with infrastructure both above and below ground.

Holthausen Energy Points has also been given the go-ahead to build a hydrogen filling station in the port area. We are also part of Mission H<sub>2</sub>, a consortium of strategic partners with which we aim to put the Netherlands on the map as a hydrogen country during the 2020 Olympic Summer Games in Tokyo. These activities fit in well with our ambition of playing a pioneering role in the energy transition.



**This year we intensified the ambition of creating an efficient, sustainable port and focused on the added value that the port generates for the city and region.**

## Report of the Board of Directors

### Key events in the port area

A number of significant events took place in the port. ILZ Fertilizers started using a new phosphate recycling plant, the sailing yacht builder Royal Huisman began using the shipyard in the Achtersluispolder and the new Royal van Lent/Feadship shipyard with dry docks for super yachts was officially opened by Queen Máxima. In the new HoogtIJ industrial area the CTVrede container terminal and the site of the logistics service provider Gam Bakker entered service.

The first pile was also sunk for the new fire station. The Amsterdam Joint Fire Brigade will be able to reach the scene faster in future. The Fire Brigade also has special equipment for emergencies that could arise in port businesses. The Hemweg power plant was also closed in December. It is the first coal-fired plant to close its doors in the Netherlands. In future the site occupied by the power plant will be used to produce sustainable fuels.

### Clarity in political matters

We are pleased that the Port-City Executive has been reaffirmed. The businesses in the Coenhaven and Vlothaven have now been assured that they can remain at their current sites until 2040.

The municipality and the central government were deadlocked on the Bridging the IJ project. An independent advisory committee was instructed to find a solution. We are impressed by the interim report and are looking forward with interest to the final recommendation, which the committee is expected to publish in mid-2020.

We also have conducted intensive discussions with the central government on the Averijhaven at IJmuiden, where Port of Amsterdam wishes to build an energy port jointly with partners to service the windfarms off the coast. It currently looks as if we will be able to begin the construction of this port in the next two to three years.

### Working jointly for a sustainable society

The climate will be the decisive factor for what we do in the years ahead. This applies to the port and hence also to Port of Amsterdam. Last year we set out our ambition of achieving an efficient, sustainable port that operates increasingly faster, smarter and cleaner. This year we intensified the ambition and focused on the added value that the port generates for the city and region.

We will continue to carry out our work with energy and commitment in 2020. We will do that not alone, but in cooperation with all the parties concerned – as a *Port of partnerships*.

Koen Overtoom, CEO  
Michiel de Brauw, CFO





# Vision and mission

## Creating value by breaking new ground

# Open to change

## Vision, profile and mission

These times are characterised by a large number of social changes, such as the climate crisis, urbanisation and digitisation. Our vision enables us to move with these developments. We implement this vision through our mission and strategic roadmaps.

### Stakeholders

Customers  
Government bodies  
Shareholders  
Strategic partners  
Suppliers  
Media  
Local residents  
Employees  
Social organisations  
Knowledge institutions

### Vision

By 2030, the Amsterdam port region will be a dynamic metropolitan port combining Amsterdam's three core strengths: a world-class logistics hub, a high value-added regional industry and a versatile service provider to the city.

### Profile

- Development of the port region as an attractive location for businesses and constant improvement in services for customers.
- Construction, maintenance and renovation of the physical infrastructure and management of the Amsterdam port area.
- Handling of smooth, safe and environmentally responsible shipping traffic in the North Sea Canal Area, partly through regulation and enforcement. CNB Noordzeekanaalgebied (Central Nautical Management North Sea Canal Area) has assigned this task to Port of Amsterdam's Harbour Master's Division.
- As market supervisor, we create an optimum business climate.
- As business matchmaker, we connect parties, sectors and opportunities.
- As co-creator and risk bearer, we initiate new activities in the port to stimulate developments.

### Mission

As an independent port authority we have the power to deliver growth and value. We create opportunities for innovative and enterprising collaborative work, in both existing and new areas of operation, within and outside the North Sea Canal Area, nationally and internationally. Our mission is therefore: *Creating social value.*

### Strategic roadmaps



Energy transition



Logistics & accessibility



Circular economy



Digitisation

# Creating value by breaking new ground

## Connection

By connecting these three elements we achieve cross-fertilisation, synergy and innovation. And that means we can rapidly respond to developments. Unique opportunities for the port exist particularly at the interfaces between strong sectors. That is where the future value lies.

### Faster

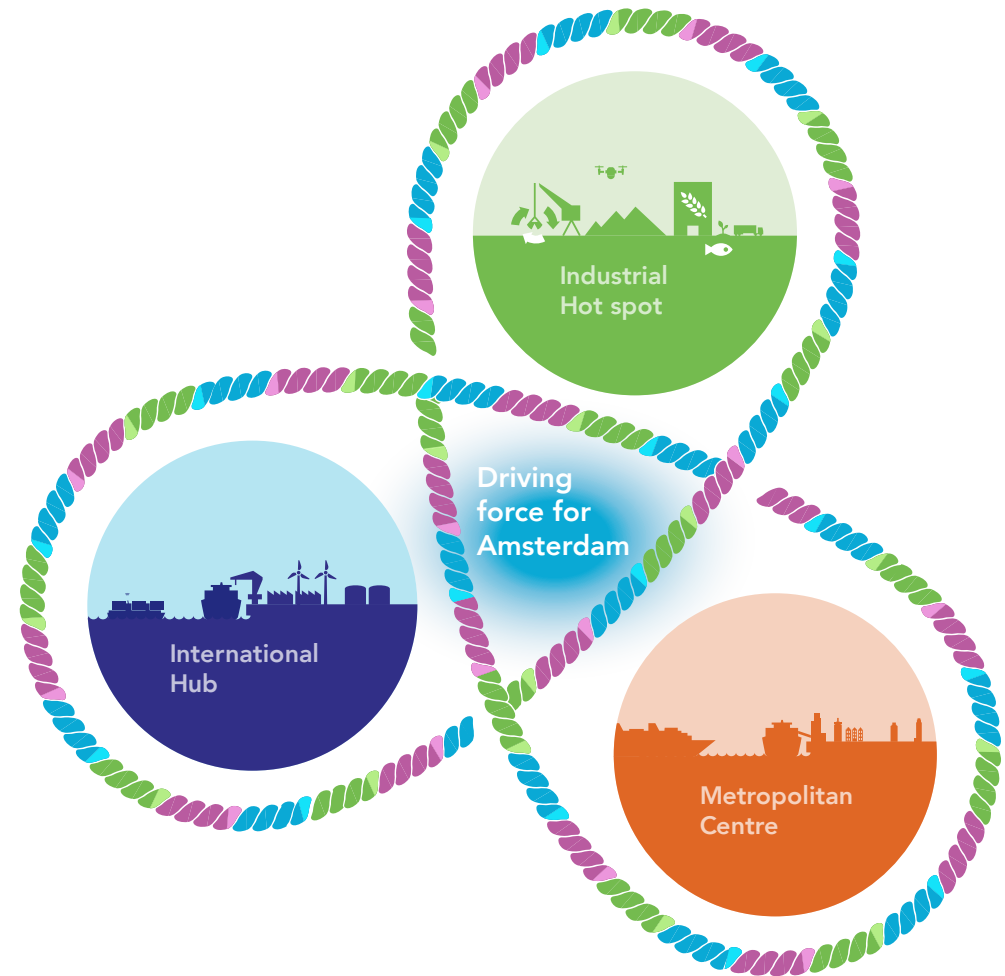
Faster is better for logistics. Opportunities can be exploited more fully by combining the strength of the local with the scale of the regional and global, whether these are in transport, storage and transshipment, traffic, accommodating and facilitating urban dynamics or attracting and establishing specific industries at the strategic intersection of sales and capital markets.

### Smarter

New technology and digitisation contribute to increased sustainability in the Port of Amsterdam. There are numerous opportunities and possibilities for a circular economy at the intersection of cargo, logistics, technology and digitisation. The port provides space for generating capacity and new energy sources. With smart solutions and green energy Port of Amsterdam makes a substantial contribution to the sustainability of the Amsterdam metropolitan region.

### Cleaner

In the transition from fossil to sustainable energy Port of Amsterdam is developing innovative solutions and facilities that contribute to the greening and cleaning of the city. Sustainable energy generation and new green cargo flows are the means and end for the circular economy. The port of tomorrow must be able to serve as a basis for the **circular metropolis of Amsterdam**.







# Stakeholders and materiality

Continuously monitoring the impact  
on our environment

# Our communities

**Port of Amsterdam actively seeks contact with stakeholders We want to know what they expect of us and what they think about our operations, so that we can take this into account. We pay close attention to the impact that the port has, engage in dialogue concerning the issues we face and are open to potential criticism.**

We conduct an annual materiality analysis to survey expectations, wishes and the interests of our communities. This includes dialogue with our stakeholders (see appendix 5). We organise regular meetings and events. If unexpected events occur, we inform stakeholders of the situation and explain our policy. Stakeholders can also contact us by telephone or online to report any nuisance they experience. Below we describe some examples of initiatives we have developed to remain in contact with our stakeholders.

## Stakeholder dialogue



### Party leaders' debate in De Balie

In the run-up to the Provincial State elections Port of Amsterdam organised a debate between the North Holland party leaders on 19 February 2019. There was great interest from the political parties. The audience included representatives of government bodies and civil society organisations, businesses from the region and citizens. The debate concerned growth and space, accessibility and mobility and the energy landscape of the future.

### Meeting at Pakhuis de Zwijger: The Environment Act

On 10 September 2019 the first working conference on the relationship between the Environment Act and the development space of seaport areas took place at Pakhuis de Zwijger. Seaports, municipalities, provinces, environmental departments and the central government came together to shed light on the complex subject of the Environment Act and the National Strategy on Spatial Planning and the Environment (Nationale Omgevingsvisie - NOVI). The NOVI director explained the draft strategy and explained its consequences for seaports. There was also discussion on subjects such as noise, natural resources and air quality. Interaction between the various regions and authorities gave us new insights into these themes.



## Our communities



### Port debate 2019: accelerating the energy transition

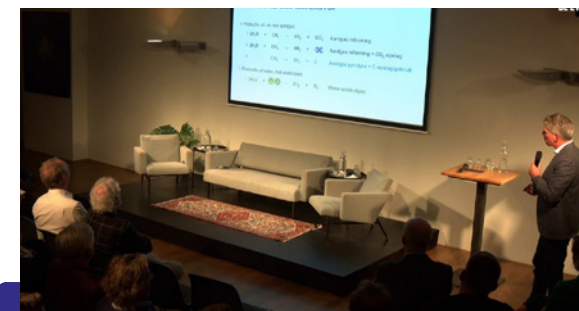
The annual Port Debate took place on 10 October. The theme of this edition was the energy transition. Representatives of businesses debated with directors on the role of Port of Amsterdam in the energy transition. In addition, Ad van Wijk, Professor of Future Energy Systems at TU Delft, argued in favour of hydrogen and Alexander van Ofwegen, director of Heat and Generation at Vattenfall, presented a plan to convert the Hemweg power plant into a fossil-free production plant between 2020 and 2050.

### Cocoa mission to Ghana and Côte d'Ivoire

In the spring a cocoa industry delegation from Amsterdam and Zaanstad visited Ghana and Côte d'Ivoire on the initiative of Port of Amsterdam. Port of Amsterdam was part of the delegation, together with various NGOs, government institutions, businesses and banks.

The delegation aims to develop and stimulate initiatives that strengthen trading relations with Côte d'Ivoire and Ghana and the sustainable development of the cocoa supply chain. The priorities of the Ghanaian and Ivorian authorities in the field of cocoa were addressed during this visit.

The Dutch cocoa cluster aims to contribute to this by sharing knowledge and experience with the Ghanaian and Ivorian partners. Port of Amsterdam and Port Autonome d'Abidjan signed a letter of intent aimed at giving further substance to this partnership.



### Meeting at Pakhuis de Zwijger: Is hydrogen the new gas?

Together with Nouryon and Tata Steel Port of Amsterdam is investigating the possibilities of building a hydrogen plant in the North Sea Canal Area. As part of this project, named H<sub>2</sub>ermes, we held a meeting on 26 November on the question of whether hydrogen was the new gas. In the presence of more than a hundred stakeholders and other interested parties, experts at Pakhuis de Zwijger spoke of the climate agreement, the energy transition and the future of hydrogen.



## Our communities

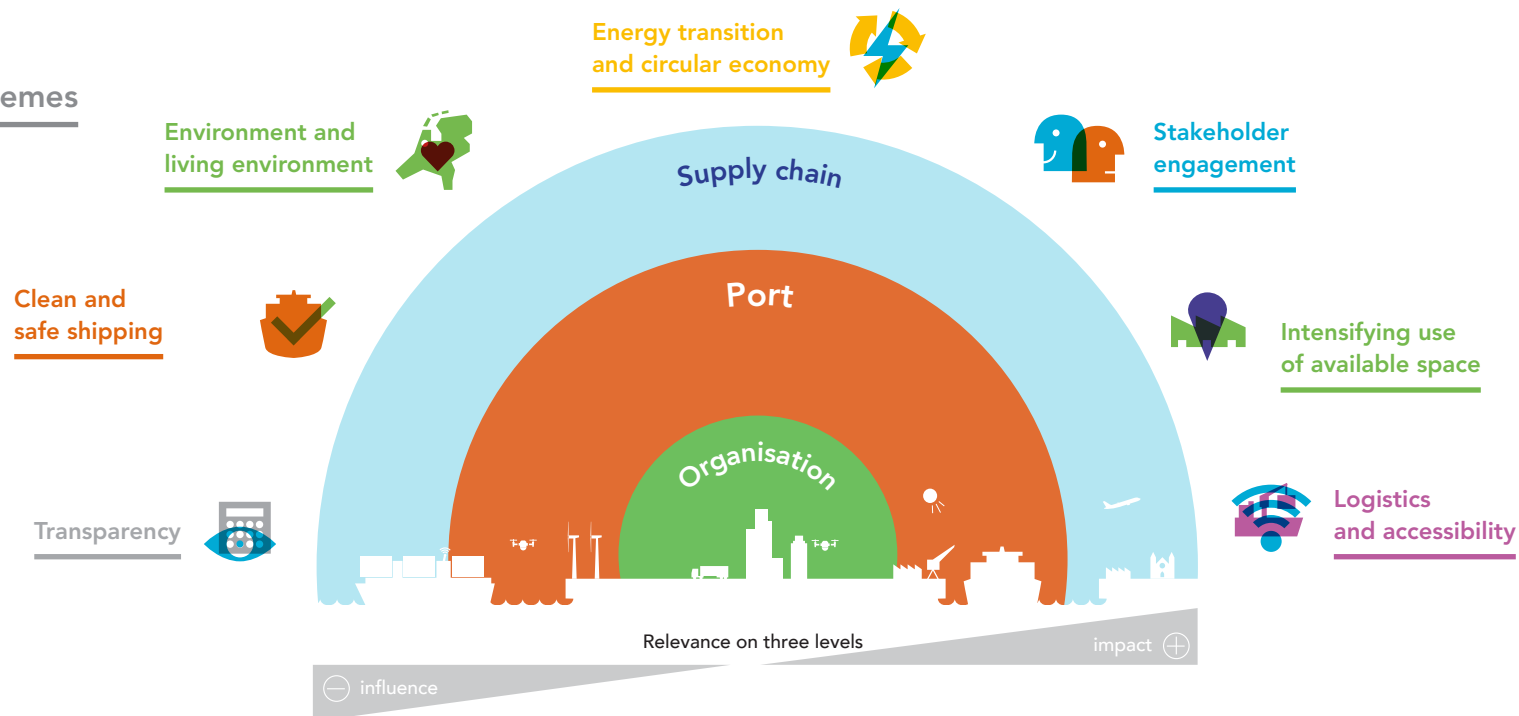
### Themes that matter

Port of Amsterdam redefined its material themes in 2019, as it does every two years. These are themes that matter most to us and our stakeholders. The subjects in the matrix from the 2018 annual report formed our starting point. We reassessed them on the basis of various analyses and a reputation survey.

We assessed the results both internally and externally, partly by conducting our discussions with a representative of each stakeholder group. Appendix 6 contains a detailed explanation of this process, which led to our materiality matrix setting out all the themes. We discuss the most material themes in this annual report.

In all these subjects Port of Amsterdam has particular influence and a particular impact. For example, Port of Amsterdam has a lot of influence on its own organisation, but little impact on the outside world. We have high impact in the supply chain, but that is an area where Port of Amsterdam has relatively little influence.

### The material themes



## Our communities



### Energy transition and circular economy

As an energy port, Port of Amsterdam has a sense of responsibility to play a pioneering role in the energy transition. In 2019, together with our partners and customers, we worked hard to accelerate the transition to cleaner energy. We also made a lot of progress in the field of circularity.

#### Circular accommodation on Capriweg

In the autumn we gave the instruction for work to start on the construction of new accommodation for a number of operating services of the Harbour Master's Division. It is a circular, BREEAM 4-certified building on Capriweg, which among other things generates its own energy, has its own soil energy system and reuses stored rainwater for the toilet facilities.



### Environment and living environment

Port of Amsterdam is aware of the impact that our activities have on the environment and the living environment. We are committed to being a cleaner port. We are doing that not only because the community gives us a licence to operate, but also because we strive to achieve a faster, smarter and cleaner port.

#### Reducing noise nuisance with Neptunes

The past few years have seen increasing complaints about noise from berthed vessels. Port of Amsterdam is taking part in a project in which we are tackling this problem jointly with Port of Rotterdam and 10 major international ports. The emphasis is on cargo vessels and cruise ships. By reducing the noise nuisance from seagoing vessels we are contributing to more sustainable shipping and a better living environment.



### Clean and safe shipping

The Harbour Master's Division guarantees safety in the port. We deal with this in greater depth in the 'Results' chapter. The Clean Shipping programme has been running at Port of Amsterdam for a number of years. We contribute among other things to the increased sustainability of the shipping sector and encourage the arrival of ships with greener engines and fuels.

#### First LNG bunker pontoon in Europe

LNG is liquid natural gas. LNG-powered vessels are cleaner and quieter than ships powered by conventional fuels. The naming ceremony for the FlexFueller, a pontoon that enables LNG to be bunkered in the port, took place in the summer. Port of Amsterdam and the Harbour Master's Division are enthusiastic about the introduction of this pontoon, which helps fulfil our aim of being one of the cleanest and most sustainable ports in the world. The pontoon is being deployed in the ports of both Amsterdam and Rotterdam. The port of Antwerp will soon have its second pontoon in service.

## Our communities



### Transparency

To maintain relationships with our stakeholders, it is essential to be open and honest about our activities and their impact on our environment. We aim for maximum transparency.



### Stakeholder engagement

We have varied groups of stakeholders (see appendix 5). We therefore conduct regular discussions on objectives and developments in the short and long term. Those discussions are based on equality and confidence.

### Honourable mention for the 2018 Annual Report

We believe it is important to improve our social reporting and to be transparent about our policy and actions. Therefore, with our 2018 annual report we took part for the first time in the Transparency Benchmark of the Ministry of Economic Affairs and Climate Policy. A total of 487 parties took part in the benchmark. With a score of 63% we ended in joint 43rd place. In the transport sector we ended in fifth place. The jury gave us an honourable mention as the highest-scoring newcomer.

This assessment means a lot to us. It motivates us to be even more transparent. For the year ahead we have set the following two objectives, among others:

- we will score more points than last year for the Transparency Benchmark;
- we will take steps to obtain assurance with regard to the entire annual report. For 2019 this means that we will have four KPIs verified by our auditor.

We want to tell our story to our stakeholders. We operate in a critical society that readily voices dissatisfaction. It is essential that our stakeholders know our perspective, so that they can hopefully understand why we take certain positions and decisions.

### Open and constructive dialogue

In the autumn we entered into discussions with delegates of all our stakeholder groups. We gave them space to air their opinions and asked them, for example, what they thought of us, what we could and should do better and what opportunities and risks they saw. The input they provide helps us in our decision-making.

In order to incorporate the views of our stakeholders in the organisation, we have set up a structural process. We conduct an open and constructive dialogue once a year with representatives of each stakeholder group. That ensures that we have no blind spot when it comes to the concerns, views and perspectives of the parties around us.



## Our communities



### Intensifying use of available space

Port of Amsterdam aims to manage space efficiently in the port area, particularly now that it is becoming scarcer. We maintain a constant dialogue with our stakeholders and where possible contribute to solutions to this problem.

#### A five-storey car park in the Western Port area

Work started on the construction of a five-storey car park at the new Albert Heijn distribution centre in the Western Port area. Port of Amsterdam and Ahold have thus found a solution to the space problem that would be caused by employees' cars. We have chosen a multi-storey car park to ease pressure on the area surrounding the distribution centre. Once completed the car park will provide space for 500 cars.



**2019 saw the formation of the North West Central Corridor, a partnership of container terminals in the North Sea Canal Area, Northern Netherlands, Utrecht, Flevoland and South Holland.**



### Logistics and accessibility

The port contributes to a positive business climate for the city and is an important access gateway for Europe. Port of Amsterdam aims to ensure that the port remains easily accessible and that the Netherlands can retain its position as an efficient and reliable logistics hub.

#### The North West Central Corridor

The North West Central Corridor was established in 2019 as a partnership of container terminals in the North Sea Canal Area, the northern Netherlands, Utrecht, Flevoland and South Holland. The aim is to transport more containers over water at regular times and provide a high-volume service for the deep sea terminals in Rotterdam. The corridor leads to a more reliable inland shipping product, more sustainable transport and fewer delays in handling in the terminals. Port of Amsterdam supports this initiative, because proper handling of inland container shipping is important for our position as the preferred port and for the development of the Netherlands as a logistics hub in Europe.



# Strategy

Driving force for the energy transition  
and the circular economy

18

## Strategy

**In 2017 Port of Amsterdam accommodated its strategic initiatives and projects in four roadmaps. We continued to implement this in 2019, putting us on course to deliver the corporate strategy. We also started this year developing a new strategy for the period 2021-2025.**

The Port of Amsterdam is among the most important energy ports in Europe. Port of Amsterdam is developing the port over the next few years into a sustainable energy hub. That will have consequences for our business model. The current model is based on port dues and land revenues. We are thus strengthening employment in and the economic growth of the metropolitan region. Because we want to continue fulfilling that important function in the future, we are exploring for existing customers the possibilities of entering new markets and using part of the port as a breeding ground for innovative businesses and start-ups that are able to scale up sustainable applications.

We are also working on an optimum organisation of the port area and the port itself to create a situation in which customers can benefit from each other's presence. In that way the waste from one customer can be used for another customer's production process. We can thereby encourage the circular economy. We also look at how customers can take advantage of facilities such as quays and steam networks. We also want our port to be optimally accessible not only over water but also online. We are digitising in order to process shipping traffic faster and smarter, to make optimum use of our assets and increase the efficiency of our processes for the customer and for ourselves.

### Preferred port for the hinterland

Thanks to its strategic location and unique facilities, Amsterdam is the ideal transit port for the north and east of the Netherlands and parts of Germany across a range of sectors. We remain committed to developing the Port of Amsterdam into a preferred port.

To maintain an attractive business climate we aim to play an important role in the development and promotion of hydrogen. We are focusing increasingly on container logistics, positioning ourselves as a short-sea port.

So as to improve services we listen carefully to our customers, helping them to devise plans, working closely with them and showing flexibility. For example, by working on the basis of the types of customers we want to attract, we can already organise various aspects before they set up here. We also do our utmost to ensure that licences, contracts and financing take no longer than necessary.

### An accessible and predictable port

The port must be easily accessible. Now that personal and goods transport in the metropolitan region is increasing, we must deal inventively with the accessibility of the port area. We do that by optimising and building infrastructure, participating in regional infrastructure projects and advising customers on the infrastructure on their own site. We also develop initiatives to improve the nautical services and optimise logistics processes. For example, we conduct projects to make more effective use of berths and help customers to combine their cargo more intelligently.

Port of Amsterdam also strives to make the port as predictable as possible. This includes developing digital innovations to optimise logistics. Those enable us, for example, to measure ship movements in the port and to collect and invoice port dues electronically. We try to achieve this predictability not only because it benefits us ourselves but also because our customers tell us they need it.

## Strategy

### One person's waste flows are another's raw material

The port area brings together various material and waste flows and many businesses can generate new value for them. Port of Amsterdam sees this as an opportunity to enable the port to grow into a circular hotspot. In this process we fulfil three roles: as market supervisor, matchmaker and co-creator. We seek to develop circular clusters, bring customers into contact with each other and support innovative businesses and start-ups, for example by sharing knowledge with them or giving them a financial boost.

### Working together towards a climate-neutral Amsterdam

The Port of Amsterdam is an essential link in the energy supply chain for the city and metropolitan region. Port of Amsterdam aims to play a pioneering role in energy transition. The Port of Amsterdam is also a key port for the international trade in fuels. If we want to contribute to the energy transition, we must stimulate and facilitate the throughput of sustainable products, so that we can have a positive overall effect on the supply chain.

Coal throughput in the Port of Amsterdam will be phased out in just over a decade, we are preparing for the arrival of renewable energy and biofuels and investing in solar and wind energy. The changes have fundamental consequences for our way of thinking and operating. Therefore, in cooperation with customers, we are producing answers to the technological, operational and economic issues of the future. We are also jointly deploying our knowledge and expertise to achieve cleaner shipping and a cleaner city.

### How we stay on course

Port of Amsterdam fulfils the strategy with the aid of four strategic roadmaps. Energy Transition, Circular Economy, Digitisation and Logistics & Accessibility. With these roadmaps we carry out concrete projects to achieve our long-term goals. Each roadmap has an owner who heads up the team that carries out the projects. The owners conduct strategic business consultations every month, including with the management team and



**The government is working with business to enable the Dutch economy to run entirely on reusable raw materials by 2050. Port of Amsterdam contributed to this ambition in 2019.**

the Head of Strategy on the progress of the projects. During the consultations they also discuss any desirable modifications. The results of the roadmaps are covered in the 'Results' chapter.





# Value creation

## Our added value for society

21

Shortsea-  
destinations:

Scandinavia  
Baltic states  
United Kingdom

▼ Million tons

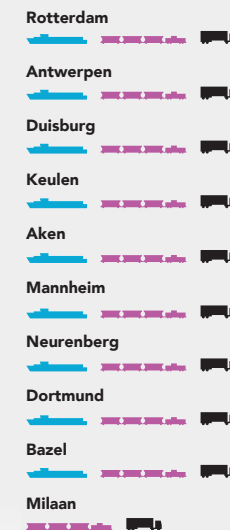


12 mile zone

THROUGHPUT  
(in million tons)

<b>Total</b>	87.1 ▲ +5.8%
<b>Port imports</b>	53.39 ▲ +6.0%
<b>Port exports</b>	33.66 ▲ +5.6%

Main destinations:



Port map

# Our field of operations

Area of operations

CNB management area

Management area



1. Haven Operatie Centrum (HOC), Seinpostweg, IJmuiden
2. Havengebouw, De Ruijterkade, Amsterdam
3. Agidalex, Petroleumhavenweg, Amsterdam
4. Technisch Coördinatie Centrum (TCC), Capriweg, Amsterdam

**372**  
Number of employees



# Our added value

Input	Output	2018
Land available for issue Port infrastructure International hinterland connections Energy infrastructure	<b>Products and services</b> Biobased and circular activities Invested in port infrastructure Port of Amsterdam throughput Amsterdam cruise calls	4.0 hectares ▼ €47.2 million ▼ 87 million tons ▲ 117 ▼
Land and water Flora and fauna	<b>Natural</b> Proportion of clean ships CO <sub>2</sub> emissions Biodiversity projects* Investments in Clean Shipping innovation	31% ▲ 1,970 ▼ 6 ○ €0.7 million ○
Capital Invested capital	<b>Financial</b> Revenue Cash flow from investing activities Added value of NSCA (2017)	€169.4 million ▲ €-52.8 million ▼ 7.2 billion** ○
Information systems Trained employees Knowledge partners	<b>Intellectual and human</b> Employment in NSCA (2017) Personal development of employees Sustainable employability sessions	68,399** ○ €287,000 ○ 4 ○
Cooperation with stakeholders Sustainable relationships	<b>Social and relationships</b> Customer satisfaction Prodock start-ups (cumulative) New consortia / new strategic cooperation	7.8 ▲ 23 ▲ 7 ▲

## Impact and link to SDGs

**Energy transition and circular economy**

**Environment and living environment**

**Clean and safe shipping**

**Logistics and accessibility**

**Intensifying use of available space**

23

### Ambition

### Amsterdam Metropolitan Port

a dynamic metropolitan port

Amsterdam Metropolitan Port is a world-class logistics hub with a high-calibre industrial region and a versatile service provider for the city.

### Strategic roadmaps



Faster

Logistics &amp; accessibility

Smarter

Circular economy

Cleaner

Digitisation

\* Projects to improve or protect biodiversity.  
 \*\* Latest figure from Ports Monitor.

## Value creation

### Explanation of SDGs

Through our actions we endeavour to contribute to the achievement of the Sustainable Development Goals. But if we are realistic, port activities also have a negative impact on these global goals. Our strategy makes a positive contribution, mitigating and reducing our impact. However, we cannot contribute to all 17 goals so we have chosen to focus on those where we can have most impact or on which we are highly dependent.

#### Focus of Port of Amsterdam



Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.



Make cities and human settlements inclusive, safe, resilient and sustainable.



Strengthen the means of implementation and revitalise the global partnership for sustainable development.



Take urgent action to combat climate change and its impacts.



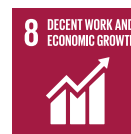
Conserve and sustainably use the oceans, seas and marine resources for sustainable development.



Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.



Ensure access to affordable, reliable, sustainable and modern energy for all.



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



Ensure sustainable consumption and production patterns.





# Results

## Predictability of our activities

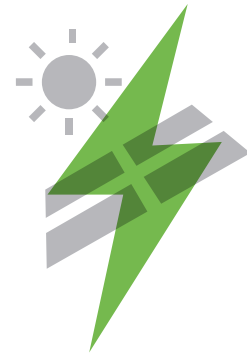
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## Results

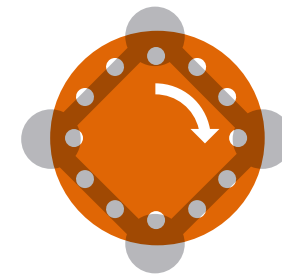
### Strategic roadmaps

**The activities in the port add substantial value to society and the economy, but also have an impact on the environment. Port of Amsterdam uses the positive operating result to manage the port area as effectively as possible and invest in innovations. Through our projects we also contribute to a cleaner port and a more accessible port area.**

We are of course aware that industry and shipping are still generating emissions that have negative consequences for the environment. Port of Amsterdam has a sense of responsibility in this area, particularly with a view to the Paris climate objectives. We endeavour to make a substantial contribution to a cleaner supply chain through our price policy and our infrastructure, which increasingly stimulates clean industry and shipping.



**Energy transition**



**Circular economy**



**Digitisation**



**Logistics & accessibility**

## Results



### Energy transition

Port of Amsterdam is constantly looking for possible ways of attracting customers focused on sustainable activities to the port. We are also involving existing customers in the transition process, by exploring possibilities with them for entry into new growth markets and modifying existing processes and products.

**"Port of Amsterdam is doing its utmost to contribute to the acceptance of hydrogen as a necessary energy carrier to meet the climate objectives of Amsterdam, the Netherlands and Europe"**

**Femke Brenninkmeijer,**  
Head of Energy, Cargo &  
Offshore, Port of Amsterdam



#### Relieving pressure on the electricity grid

Together with the province, the municipality and three network operators, Port of Amsterdam concluded that investments in hydrogen and heat networks are necessary to relieve pressure on the electricity grid in North Holland. Close collaboration is required between all parties involved in electricity and gas infrastructure to guarantee the reliability of the energy system. Port of Amsterdam takes a proactive stance to ensure with other parties that the energy transition proceeds in the best way possible.

#### Hydrogen as a catalyst for a climate-neutral city

Again in 2019 we were actively engaged in the development and promotion of hydrogen as a sustainable alternative to fossil fuels. Nouryon, Tata Steel and Port of Amsterdam are collaborating in the project H<sub>2</sub>ermes to make a green hydrogen cluster in Amsterdam a reality. We have begun working under the name of Hydroports with Groningen Seaports and Port of Den Helder to develop a hydrogen cluster in the north-west of the Netherlands. All three ports see an important role for green hydrogen in the energy transition. The summer saw the launch of Mission H<sub>2</sub>, a coalition in which we are collaborating with companies such as Gasunie and Groningen Seaports. Mission H<sub>2</sub> is intended to promote hydrogen as a new, sustainable energy carrier before and during the 2020 Olympic Games in Tokyo. By developing this kind of initiative Port of Amsterdam is doing its utmost to promote social acceptance of hydrogen as a new energy carrier in order to meet the climate objectives of Amsterdam, the Netherlands and Europe.

#### Solar and wind energy

The total area of solar panels in the port area is now more than 90,000 m<sup>2</sup>. The increase has slowed somewhat in the last few months. The central government subsidy scheme for sustainable energy (SDE+) is often heavily oversubscribed and capacity needs to be found in the electricity grid. We are in discussions on this with Liander and the municipalities.

Some years ago the province of North Holland granted permits to increase the existing line of wind turbines in the port area. Lines of 0.66 MW turbines were removed in 2019 to be replaced in the forthcoming years with 2.2 MW turbines. That will deliver 75 MW of installed capacity in Westpoort. As part of the future Regional Energy Strategy (RES), we are investigating the potential to install new wind turbines.

## Results



### Circular economy

The government is working with business to enable the Dutch economy to run entirely on reusable raw materials in 2050. Port of Amsterdam contributed to this ambition in 2019. In addition to the plastic hub activities, we discussed with customers ways in which they can use waste flows for high-grade applications and we investigated possibilities for building circular clusters in the port area.

**"We are growing fast in circular activity."**

**Roon van Maanen,**  
Head of Circular & Renewable  
Industry, Port of Amsterdam



#### The Port of Amsterdam as a circular plastic hub

Last year we wrote about the circular plastic hub in the Port of Amsterdam. One of the drivers of that hub is Plastic Recycling Amsterdam (PRA), a company that seeks to reduce the impact of plastic waste on mankind's ecological footprint. In 2019 PRA completed the construction of an advanced installation to separate

plastics to a 99% purity level. We also produced a film in which PRA, Plastic Whale and Integrated Green Energy Solutions explain how they turned plastic waste into a lucrative business.

#### Competing biobased chemicals

Another important player in the field of circularity is ChainCraft, an organisation that develops technologies for competing biobased chemicals. ChainCraft began operations at its first demo plant in 2019, converting biomass into fatty acids for use in animal feed. Those fatty acids are generally obtained from palm oil and fossil oil, but the ChainCraft technology enables them

to be produced in an entirely circular manner. GBN Artificial Grass Recycling (GBN-AGR) was also established in 2019. This company plans to build an artificial grass recycling plant in the Western Port area. The plant will turn used artificial grass into new, high-quality raw materials, thus creating a circular system.

#### Not everything succeeds

We are growing fast in circular activity. Nevertheless, we also suffered a major setback this year. A company engaged in environmentally friendly recycling of tyres decided after a long and intensive tender process to leave us for the

Port of Rotterdam. Since our port area accommodates two companies, Granuband and GBN, that are engaged in related activities, this was the ideal company to complete this cluster.



## Results



### Digitisation

Together with our stakeholders we are constantly investigating how we can optimise the processes in the port area to ensure that the port operates more efficiently and safely. Two key IT systems were further developed and previously initiated programmes around cybersecurity were successfully continued in 2019.

**“A strategic objective of Port of Amsterdam is to increase digital resilience because digitisation is increasing all the time.”**

**Arjan Kampman,**  
Head of IT & Digital,  
Port of Amsterdam



### Poseidon provides insight into barges

Barges occupy an important area of water in the port area. It is important to keep sight of their presence and availability.

Therefore we developed Poseidon, a platform that maps the presence of barges in the port area electronically by the use of trackers. The platform is an example of a win-win situation the Port of Amsterdam is aiming for. It offers advantages both for the barge operators and for

ourselves. The use of the barges, which are equipped with a tracker, can in future be charged for automatically for the duration of their stay in the port. Customers therefore no longer have to submit manual declarations. The trackers help us to gain and maintain a view of the capacity utilisation so that we can constantly provide customers with appropriate, up-to-date information. As an open platform Poseidon is also suitable for other ports.

### Infrastructure for API management

In 2019 Port of Amsterdam laid the foundation for an API management infrastructure. API stands for Application Programming Interface and enables other systems and software to access the user's own system. With this access different systems can communicate with each other and exchange data. This technology enables us to carry out

easier and more intensive development work with the partners in our ecosystem. Various APIs have now been produced. These include operational information, berth information and arrival and departure times. We will shortly open the APIs so that we can continue to develop them with our partners.

### Cybersecurity and the digital resilience of the port

Digitisation means an increase in exchanges of data with customers and supply chain partners. That offers a lot of opportunities, but also makes us more vulnerable to disruptions of information. Increasing digital resilience has been a strategic objective of Port of Amsterdam in recent years. Together with a number of public and private parties we are therefore implementing the Cyber Security North Sea Canal Area programme. In this context we have established a reporting point for incidents that may have a major impact on the environment, we are integrating cyber

response processes in the current crisis management agreements in the North Sea Canal Area and are endeavouring to make cyber part of the ISPS certification. There is also an internal security programme under way in order to continue guaranteeing the security and continuity of our digital services. We began the implementation of these programmes in 2019 and are expanding it further in 2020. We are continuing to invest in security awareness and continuing to take technical and process measures to meet the applicable laws and regulations.

## Results



### Logistics & accessibility

Port of Amsterdam is involved in the infrastructure in and around the port area. In this connection we have mentioned the North West Central Corridor. We also achieved positive results in the port itself.

**"Port of Amsterdam recognises the importance of rail connections to and from the Amsterdam port region."**

**Rob Smit,**  
Commercial Manager  
Hinterland, Port of Amsterdam



#### Waiting areas in the Afrikahaven

In the spring new cone waiting areas entered service at the mouth of the Afrikahaven. These cone waiting areas are intended for inland tankers. We have also created berths for coasters. Over time there will be a partial return of natural vegetation along the edges of the mouth, giving

the area an attractive appearance. Part of the released land has also been used to establish the Markerwadden along the Houtribdijk, between Lelystad and Enkhuizen. The waiting area therefore benefits not only port development in Amsterdam but also natural development on the Markermeer.

#### Agreement on multimodal terminal

In the same period Port of Amsterdam has entered into an agreement with Global Petro Storage (GPS) to connect the terminal to the railway, so that it is accessible by goods train. GPS aims to use the rail connection to expand the inward and outward shipment potential for its customers. Port of Amsterdam recognises the importance of rail connections from and to the Amsterdam port area,

particularly because rail transport is generally a safe and sustainable means of transport for markets that are not accessible by inland navigation or road haulage. This development therefore dovetails perfectly with Port of Amsterdam's strategy of being a logistics hub for the region and the hinterland.

## Results

### Other results

#### Clean shipping vision

Port of Amsterdam developed a vision for clean shipping in 2017. We have been active in this area. We referred earlier to the introduction of the LNG pontoon. From next year the Sento Liner will enter service, a hybrid container vessel whose engines can run on both diesel and electricity. This ship has been partly financed by Port of Amsterdam.

#### Harbour Master's Division increases sustainability of the fleet

To promote clean shipping, the Harbour Master's Division is actively increasing the sustainability of its own fleet. We are investigating whether the patrol vessels can be adapted in such a way as to minimise emissions and we have commissioned the building of a new flagship that can run on hydrogen and electricity.

#### Improvement in shore-based power use

In 2019 the management of Port of Amsterdam approved a programme to improve the use of shore-based power. We aim to align supply and demand, so that every ship visiting the Port of Amsterdam can use shore-based power in future. We are in discussions with Alliander on an expansion of shore-based power at De Ruijterkade West, the Westerdoksdijk and in the Passenger Terminal Amsterdam (PTA). We have also assessed the risks of shore-based power, such as the limited availability of power at substations and the steps we can take to address these.

#### Responsible degassing

The provinces of North Holland, Utrecht, South Holland and North Brabant ban degassing of benzene and benzene-containing cargo by vessels under way. Port of Amsterdam is working on a degassing plant that can process the vapours responsibly. We thus contribute to cleaner shipping, emissions reduction and the liveability of the port area. The facility also improves the business climate in Amsterdam. The Port of Amsterdam does not currently



have a degassing facility. We are in discussions with a range of partners on a suitable site and licensing conditions.

#### New steps in the development of a supply chain approach

We have been implementing the OECD guidelines for multinational companies since 2018, working with the other Dutch seaports as well as other parties. Internally we have decided to implement our vision of chain responsibility in a practical way in our policy, our processes and our management. We began this work actively in 2019.

## Results

We referred earlier to the cocoa mission that we organised in the spring (see ‘Our communities’ section). We also conducted an analysis jointly with a firm of strategy consultants on the social, ethical and environment-related risks for nine goods supply chains. This CSR risk analysis led to a prioritisation of supply chains in our CSR policy. We are currently developing a specific CSR agenda for all supply chains.

We have been in discussions with various parties to ensure that those agendas are more aligned with the forecasts and requirements of the Dutch government and NGOs. Those discussions have given us a clearer picture of the expectations for our role in the supply chain and the influence we can exert to bring about change.

The CSR agendas form the basis for Port of Amsterdam’s supply chain approach. Since 2019 they have also been included in the departments’ annual plans, enabling us to embed the supply chain approach even more tangibly in our strategy. We will take a number of concrete steps in the near future. For example, we will increase the sustainability of our business operations in these chains, organise knowledge sessions for colleagues, put supply chain responsibility on the agenda of the Sea Port Sector Organisation (BOZ) and enter into discussions with customers and sector organisations in various supply chains.

### Sustainable purchasing

Port of Amsterdam appointed a purchasing manager in December 2018 as part of the professionalisation of purchasing. The manager has the task of replacing the decentralised ordering process with a process in which we purchase and invite tenders centrally on a coordinated basis.

In 2019 we recruited a central purchasing team comprising the purchasing manager, two purchasing advisors and a purchasing assistant. The replacement of the purchasing systems is scheduled for 2020, to enable central purchasing to take control of all Port of Amsterdam purchase flows.

By gradually professionalising, Port of Amsterdam will be better able to focus on sustainable purchasing. The percentage of sustainable purchasing in 2019 is 68.

In the years ahead we will aim for a percentage of 100 and for a clearer definition of the term sustainable purchasing (see KPI Definition Table on page 69 for the current definition).

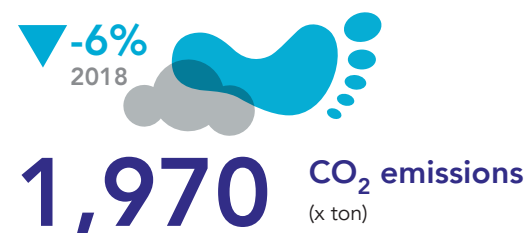
### CO<sub>2</sub> footprint

Our CO<sub>2</sub> footprint was estimated to be 1,970 tons of CO<sub>2</sub> equivalent in 2019. That represents a 6% decline (around 130 tons) compared to 2018. Our objective from 2014 of reducing emissions by 25% was already achieved in 2018. Compared to 2014 our emissions in 2019 have decreased by around 26.7%. That reduction was achieved mainly by switching our patrol vessels from B30 (30% plant-based diesel) to B50 (50% plant-based diesel). The 2,060 tons of emissions reported in the 2018 annual report has been adjusted to 2,100 tons as a result of a marginal adjustment after the publication date.



## Results

### Environment and living environment



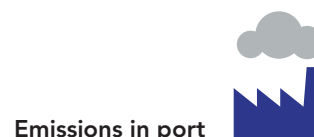
#### CO<sub>2</sub> footprint of the Port of Amsterdam organisation\*

2019	2018	2017	2016	2015	2014
CO <sub>2</sub> footprint of Port of Amsterdam (CO <sub>2</sub> x 1,000 tons)					
1.97	2.06	2.14	2.39	2.52	2.69
Trend in CO <sub>2</sub> footprint in %					
-4.4%	-3.8%	-10.2%	-5.4%	-6.2%	–
Overall development of CO <sub>2</sub> footprint compared to 2014					
-26.8%	-25.6%	-21.8%	-11.6%	-6.2%	–

\* Marginal adjustments have been made to data from 2014 to 2017 inclusive. These changes are due to the retrospective inclusion of the Port Operations Centre (IJmuiden). A further breakdown of CO<sub>2</sub> footprint figures can be found on page 69 'KPI Definition Table' and 'Explanation of CO<sub>2</sub> footprint and energy consumption'.

#### Other emissions in the port

As well as monitoring our CO<sub>2</sub> emissions we track the development of other emissions. The Municipal Health Service (GGD) measures the emissions in and around the port area every year. These emission measurements provide a picture of the trends and developments in the port's air quality. Compared to the previous year we see a slight decrease in emissions of particulates, nitrogen and sulphur.



#### Emissions in port

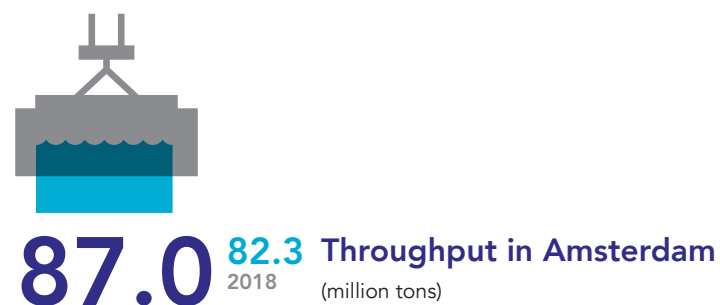
2019	2018	2017	2016
PM10 particulate matter (in µg/m <sup>3</sup> )			
18.7	20.0	19.4	20.4
NO <sub>2</sub> nitrogen (in µg/m <sup>3</sup> )			
23.5	24.0	24.7	25.3
SO <sub>2</sub> sulphur (in µg/m <sup>3</sup> )			
0.7	0.9	1.1	1.1

Source: Annual report of Amsterdam Municipal Health Service on behalf of Port of Amsterdam.

## Results

### Throughput, land allocation and cruise shipping

The entire North Sea Canal Area saw growth in throughput in 2019, except Zaanstad. Growth was recorded in coal, whereas we had expected lower volumes. That is because demand for coal in Europe is low, partly due to the large supply of gas and renewables. As a result, the coal already being stored in Amsterdam was re-exported to markets outside Europe. The throughput of oil products increased by 8%. This growth is due to the volatile market,



Throughput figures per area	2019	2018
Throughput in Amsterdam (million tons)	87.0	82.2
Growth of throughput in NSCA (%)	4.5	3.3
Growth of throughput in Amsterdam (%)	7.0	2.4
Throughput in Velsen/IJmuiden (million tons)	17.5	18.5
Throughput in Beverwijk (million tons)	0.6	0.8
Throughput in Zaanstad (million tons)	0.2	0.3

which offers plenty of scope for trading. Furthermore, the throughput of agribulk remained stable while that of construction materials rose slightly. See appendix 3 for the throughput figures for each cargo flow.

### Land issue and construction activities

In total we issued 17 hectares of land. The figure was higher in the record year of 2018 because many long-term projects were being completed at that time. We therefore see a normalisation of the level of issue compared to that year. Port of Amsterdam will thus be able to continue attracting the right occupants.



### Gross land issue

(in hectares)

Issue of plots in the Port of Amsterdam	2019	2018
In hectares		
Gross land issue	20.3	50.1
Repossessed plots	3.1	5.0
Net land issue	17.2	45.1
Plots issued for biobased and circular activities	4.0	9.1

## Results

### Sea and river cruises

Seaport dues for sea cruises are declining substantially. Income fell from €2.5 million to 1.5 million as a result of the introduction of the tourist tax. In response to the tax the number of calls at Amsterdam has decreased. Slight growth in revenue has been recorded in river cruises.



**117** **180**  
2018

**Number of sea cruises  
calling at Amsterdam**



**1,913** **2,007**  
2018

**Number of river cruises  
calling at Amsterdam**

Sea and river cruise visits	2019	2018
In number of ships		
Number of sea cruises calling at Amsterdam	117	180
Number of sea cruises calling at IJmuiden	62	30
Number of sea cruises calling at Amsterdam and IJmuiden	179	210
Number of river cruises calling at Amsterdam	1,913	2,007
Number of river cruises calling at Zaanstad	235	245
Number of river cruises calling at Amsterdam and Zaanstad	2,148	2,252

### Safety in the port region

#### Regional port regulations

The harbour master enforces international, national and local laws and regulations to ensure the safety of the port region. In 2019 we worked with the Harbour Master's Division of Port of Rotterdam in adopting part of the local laws and regulations in the 2019 Regional Port Regulations of the North Sea Canal Area. These set out the house rules for the entire area and thus not only for the municipalities of Amsterdam, Beverwijk, Velsen/IJmuiden and Zaanstad, but also for Rotterdam and the Drechtsteden.

#### Regulation, supervision and enforcement

The Harbour Master's Division supervises compliance with national laws and regulations, including with regard to the environmental impacts of shipping. It mainly has an alerting role with the involvement of partner organisations. Where necessary, Port of Amsterdam sets and enforces specific rules which are then included in the Amsterdam port regulations, such as rules on waste disposal by ships and compulsory use of vapour return pipes during transshipments of volatile organic compounds, such as gasoline. Thirty-four cases of water pollution were detected or reported to the Harbour Master's Division in 2019, compared to seventeen in 2018 and thirty in 2017 and 2016 (see appendix 4 for details).

#### A safe SAIL Amsterdam 2020

The second edition of SAIL Amsterdam is due to take place in August 2020. We began the preparations in 2019. Port of Amsterdam is responsible for ensuring that the event proceeds safely from a nautical perspective. For example we manage the parade of ships on the IJ and ensure that SAIL has the least possible impact on commercial shipping. Inland vessels are led through the crowds in convoys, accompanied by patrol vessels from various supervisory bodies. During the event we set up a traffic control centre in the port building to support those convoys.

## Results

### Just Culture

With the Just Culture programme we endeavour to create a culture in which employees feel safe to discuss incidents and near-misses and to learn from them.

Our activities in 2019 included evaluating the incident registration and analysing various instructive situations each month. Those assessments and analyses highlighted aspects of the incident process that could be improved in 2020. First, there is room for improvement in the system whereby we record our incidents and the application that we use for that purpose. Second, we can share and discuss near-misses in a more structured way. Third, we can share more information on incidents and near-misses with our nautical supply chain partners. In 2020 we will tackle these improvements to make the North Sea Canal Area even safer in future.

Ship movements	2019	2018
In number of ships		
Ship calls in Amsterdam	5,081	5,087
Lock passages	37,080	38,845
Port visits by inland vessels	37,203	41,242
Nautical incidents	2019	2018
In number of ships		
Nautical accidents	43	49
Of which significant	4	8
Of which groundings*	10	5

\* Fatally or seriously injured persons, major damage to waterway, ships, cargo or a disruption lasting one hour or longer.

### Safety of employees in the port

Port of Amsterdam believes it is important that employees should be able to perform their work safely. This applies particularly to employees in the port because they incur greater risk due to the type of activities they carry out. Various actions are taken to address this:

The HR department is responsible for verifying compliance with the occupational health & safety policy. A prevention employee has been appointed for this purpose with a coordinating role. This officer works not only for the Harbour Master's Division but also for the rest of the organisation covered by the occupational health & safety policy. The prevention employee has periodic consultations with the Occupational Health & Safety Committee through the Works Council, sharing signals and discussing progress of ongoing cases. This Occupational Health & Safety Committee mainly comprises the staff of the Harbour Master's Division, so it will certainly discuss any situations arising there. The HR Business Partner for the Harbour Master's Division is also closely involved in Occupational Health & Safety matters.

To guarantee safety, port officials are periodically examined by the company doctor to assess whether they remain fit enough to carry out all aspects of their job safely. The employees of the Harbour Master's Division also have access as a minimum to the statutory protection equipment. On the basis of the role of the Harbour Master's Division employees, particular attention is devoted to first-aid and life-saving to ensure that any incidents are dealt with appropriately. Employees are also given periodic skills training so that they continue to develop and remain capable of performing their work effectively.



## Results

Compliance with the limits set out in the Working Hours Act is monitored for the alternating shifts. Additional terms are included from the collective labour agreement when scheduling employees and incorporating any overtime or timetabling changes. Work and rest times are thus monitored carefully. When defining duties the aim is to maintain a good balance between workload (including at peak times) and rest, to ensure as effectively as possible that employees remain alert and to prevent overload. In traffic management, for example, staff rotate every four hours between the shipping areas, since one will be busier than the next.

We are conducting preparatory discussions with an external party who will support us in updating the Risk Inventory & Evaluation (RI&E). Particular attention has been devoted to vessels for which an RE&I is consequently being drawn up. It is also possible to draw up a job-specific RI&E if the situation so requires.



**Matching supply and demand so that every ship that visits the port in future can use shore-based power.**



# Financial results

## Sound financial position

38

# Key financial figures

## Revenue

(€ million)



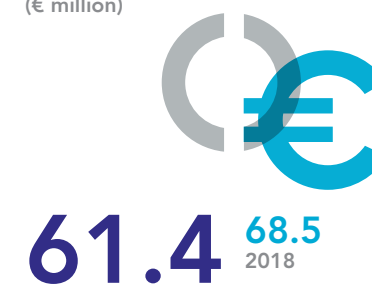
## Operating costs

(€ million)



## Result\*

(€ million)



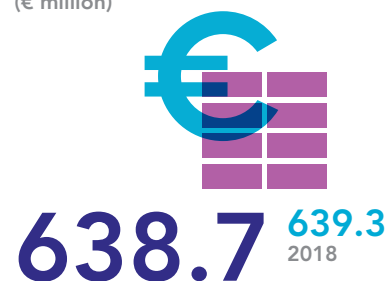
## Solvency

(in %)



## Shareholders' equity

(€ million)



\* Concerns the result after corporate income tax and excluding deferred tax.

\*\* Solvency is calculated after taking into account the proposed dividend in respect of 2019. The dividend will be presented to the general meeting for a decision.

## Financial results

Despite the higher revenue, the operating result of Havenbedrijf Amsterdam N.V. was lower in 2019 than in 2018. This was due to an increase in operating costs. The main causes are a transfer to the decontamination provision and higher personnel expenses as a result of new collective labour agreements. A number of major development projects were also started, leading to higher depreciation expenses.

Key figures	2019	2018
Amounts in €		
Revenue	169,370,887	157,412,776
Personnel expenses	-36,755,331	-34,393,881
Depreciation	-23,972,927	-21,719,023
Other operating expenses	-39,872,152	-28,855,771
<b>Operating result</b>	<b>68,770,477</b>	<b>72,444,092</b>
Financial income	905,700	654,914
Share in results of participating interests	1,146,276	1,374,369
<b>Profit before corporate income tax</b>	<b>70,822,453</b>	<b>74,473,375</b>
Corporate income tax payable	-9,454,812	-5,984,578
<b>Profit after corporate income tax</b>	<b>61,367,641</b>	<b>68,488,797</b>
Movement in deferred taxes	6,168,035	-50,548,728
<b>Net profit</b>	<b>67,535,676</b>	<b>17,940,069</b>

Revenue	2019	2018
Contract income	90,041,916	84,875,740
Seaport dues	61,591,669	57,223,266
Inland port dues	6,884,951	7,470,131
Revenue from mooring reservations	3,580,182	2,675,043
Other	7,272,169	5,168,596
<b>Total revenue</b>	<b>169,370,887</b>	<b>157,412,776</b>

Revenue increased by €12.0 million (7.6%) to €169.4 million. At €151.6 million, contract income (rental and ground lease) and port dues make the largest contribution to our revenue, as is the case every year. In 2018 the figure was €142.1 million.

Contract income rose by 6.1% and sea port dues by 7.6%. These increases were mainly due to a 5% rise in throughput and the issue of 20.3 hectares of new plots. Prices also rose as a result of regular tariff indexation.

### Personnel expenses

Personnel expenses rose in 2019 by €2.4 million (6.9%) as a result of periodic salary rises (2%) and a collective labour agreement rise (3.25%). Social security and pension contributions also rose by 2%.

### Other operating expenses

Other operating expenses increased by €11.0 million in 2019. The main reason was the transfer of €6.2 million to the decontamination provision as a result of changes in the estimated volume of costs of future decontamination. Of this amount €4.7 million concerns transfers relating to the Port-City transformation area and €1.5 million relates to items outside this area. A contribution of €1.1 million was also made for the construction of a bus lane in the Houthaven and €0.6 million for the creation of the joint fire station in the port. We also paid €0.4 million for the use of tugs during the stoppage of the Noordersluis.



## Financial results

Other operating expenses	2019	2018
Amounts in €		
Environment and spatial planning	9,073,436	3,609,071
Management and maintenance costs	7,154,539	6,418,017
ICT costs	6,791,690	6,051,851
Communication, marketing and acquisition	3,748,987	2,827,135
Accommodation expenses	3,049,023	2,616,288
Research and consultancy expenses	3,029,485	2,099,300
Rental and ground lease charges	2,027,052	2,285,012
Other expenses	4,997,941	2,949,097
<b>Total of other operating expenses</b>	<b>39,872,152</b>	<b>28,855,771</b>

### Share in results of participating interests

The decrease in the result from associates was largely due to Portbase and Waterkant CV. Portbase recorded a negative result due to system changes for Brexit. The result of Waterkant CV is negatively affected by a fall in cruise calls (117 in 2019 compared to 180 in 2018). The result for the Windpark Ruigoord, a 50% interest in the field of wind energy, fell compared to 2018. A full list of participating interests can be found in appendix 1.

### Corporate income tax

Port of Amsterdam has been subject to corporate income tax since 1 January 2017. As a result, in January 2019, we prepared a fiscal opening balance sheet as of 1 January 2017, in consultation with the Dutch Tax and Customs Administration (Belastingdienst). The shareholders' equity in the balance sheet is €923 million higher than the shareholders' equity in the commercial balance sheet on that date. The main reason for this difference between shareholders' equity in the commercial and fiscal balance sheets is a higher valuation for 'Prepaid ground lease for land and sites'. The corporate income tax payable amounts to €9.4 million (in 2018 the figure was €6.7 million).

### Development of the balance sheet

The adjusted solvency of Havenbedrijf Amsterdam N.V. amounts to 57.0% (end of 2018: 60.4%). In this calculation, based on agreements with the bank, deferred tax and proposed dividend payments have been deducted from the balance sheet total and shareholders' equity. The bank covenant requires that the adjusted equity is at least 30% of total assets on 31 December 2019. Havenbedrijf Amsterdam N.V. meets this requirement. The solvency is relatively high as a result of the share premium reserve formed when Port of Amsterdam became an independent entity.

### Movements in liquidity

After the operating result is adjusted for depreciation, movements in assets and liabilities, interest received and corporation tax paid, there remains a net positive cash flow of €85.2 million from operating activities. In 2019 investments totalled €52.8 million. This related particularly to the hydraulic engineering works and the acquisition of a site at Hoogtij in Zaanstad. A dividend of €68.5 million was also distributed to the shareholder in 2019. The difference between the operating cash flow and the investments and dividend distribution is covered in part by the bank balance at the end of 2019 (decrease of €5.5 million) and by the raising of additional finance totalling €31.2 million. In addition to the financing facilities available to it Havenbedrijf Amsterdam N.V. does not use financial instruments to hedge operating or financial risks.

### Research and development

€0.6 million was spent on research and development costs in 2019. These investments related in particular to an upgrade of various financial systems such as Inland Port Dues. The assets under construction included expenditure of €0.5 million for the updated Port Waste Plan application that will enter service in 2020. In the near future responding to climate change and energy transition will require a particular research and development effort on the part of the company. Sufficient headroom has been included in the investment agenda for this purpose.

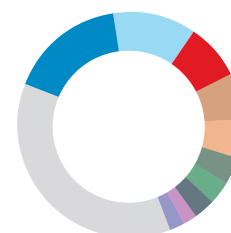
## Financial results

### Forecasts for 2020

The primary functions of the Port of Amsterdam provide a solid basis to continue to meet all financial obligations in the future. The workforce is set to expand in 2020 to approximately 367 FTEs in order to steer all other ambitions alongside the continuation of the primary processes. As well as preserving and improving the existing infrastructure, the investment agenda also fulfils our vision of the future. Additional financing was used from the existing facilities during the reporting year in order to integrate this into the existing operations. A larger financing facility of €65 million was obtained in 2020, as a result of which Havenbedrijf Amsterdam N.V. remains operationally and financially futureproof.



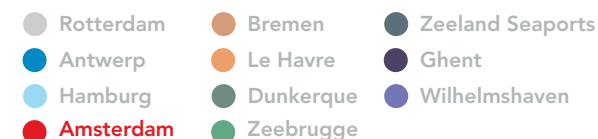
**In the near future responding to climate change and energy transition will require a particular research and development effort on the part of the company.**



**8%**

**Market share of Hamburg-Le Havre range 2018**

**8%**  
2018



Key figures for the North Sea Canal Area	2019	2018	2017
Imports (million tons)	53.40	50.37	50.55
Exports (million tons)	37.70	31.89	30.72
Ranking of port in Western Europe (tonnage)	4th	4th	4th
Market share of Hamburg-Le Havre range	8.0%	8.0%	8.0%

## Financial results

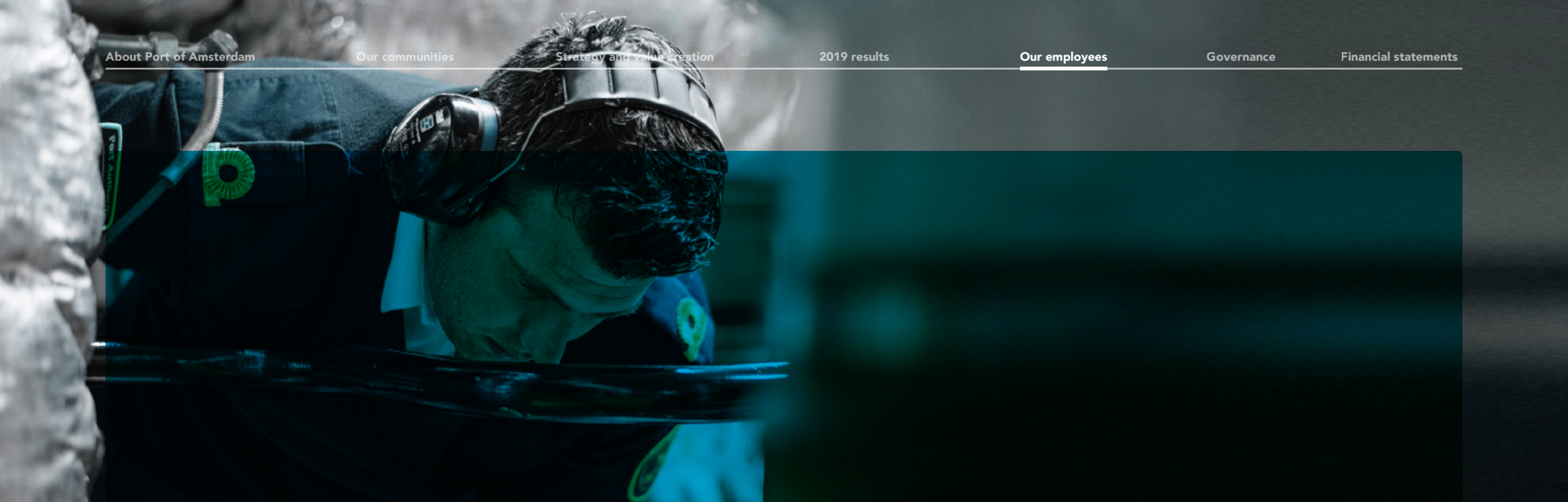
### Coronavirus (Covid-19)

The development of the coronavirus (Covid-19) in the first quarter of 2020 is having a considerable impact on global industry. National economies look set to enter a recession comparable to that of 2008. For the Netherlands an economic contraction is expected for 2020. A contraction is also expected in the German economy, an important sales market, in 2020. The fall-off in demand in various sectors will probably impact the throughput of various flows in the port. If industries have to remain idle for long periods, business activities in the port may come to a halt and the question then is to what extent customers will continue to meet their obligations. The full impact of the coronavirus (Covid 19) on port transport and the market situation cannot be estimated with any accuracy at present.

Port of Amsterdam is monitoring developments in this situation and implementing and adhering to guidelines and measures of the World Health Organisation, RIVM, the Dutch government and the Port Health Authority. Port of Amsterdam will keep vital business units operational as far as possible. All sea shipping must supply a 'Medical Declaration of Health' (MDH). If there are sick people on board, action is taken in conjunction with the Municipal Health Service. Employees in operations then have the least possible physical interaction and no external personnel are admitted to the HOC, TCC and locks. Employees in non-operational posts are working from home. Scenarios have also been developed that can be deployed in the event of an increase in the number of infections. A crisis team discusses the risks on a daily basis as well as the measures to be taken within the organisation.

The crisis resulting from the Covid-19 outbreak is affecting Port of Amsterdam's participating interests on many fronts. The negative financial impact on Port of Amsterdam currently appears to be due mainly to the fact that Port of Amsterdam is required to cover the expected loss of Passenger Terminal Amsterdam (PTA). PTA will probably make a loss in 2020 as a result of the recent decision not to allow any cruise ships to call in Amsterdam until further notice.

No business units were idle as at the date of the financial statements. Currently there are no material post-balance sheet date events in respect of Port of Amsterdam that affect the interpretation of the annual report and/or the operating and financial performance of the company and its participating interests. No fundamental changes are expected in the workforce or the investment agenda.



# Our employees

## Market-focused, innovative and engaged



# Key HR figures

## Number of employees



Unspecified period: 336  
Specified period: 36

**372** <sup>367</sup>  
2018

Unspecified period: 342  
Specified period: 25  
2018

## Number of FTEs



**361** <sup>356</sup>  
2018

## % male/female ratio

(based on FTEs)

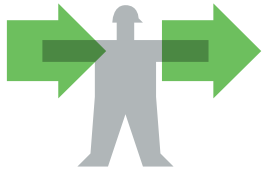


**70<sup>♂</sup> 30<sup>♀</sup>** <sup>69 31</sup>  
2018

45

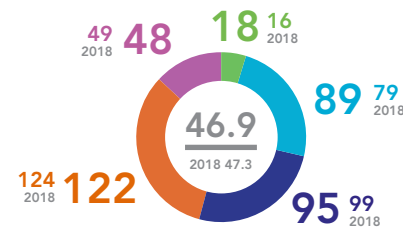
## Joiners/leavers

(number)



**38<sup>IN</sup> 30<sup>OUT</sup>** <sup>27<sup>IN</sup> 36<sup>OUT</sup></sup>  
2018

## Age distribution



● <30 ● 40-50 ● >60  
● 30-40 ● 50-60 — average age

## Number and % of employees using cycles and public transport



**217<sup>+</sup> 58<sup>%</sup>** <sup>210<sup>+</sup> 57<sup>%</sup></sup>  
2018

## Our employees

**In line with the long-term strategy, Port of Amsterdam developed a vision in 2018 to make the organisation agile and futureproof. In 2019 we addressed the impact this vision would have on the way in which we conduct our activities.**

The new vision of the organisation has consequences for the way in which we operate at Port of Amsterdam. For example, employees can decide where and when they work and how they will spend their personal development budget. As expected, we find that everyone deals with that freedom in his or her own way. We are also encouraging employees to collaborate on an interdisciplinary basis. We want them to be led less by the department structure and more by the skills that projects require of them.

### Social dynamics

Our passion for social dynamics comes to the fore in partnerships such as the Alliance for YOUTh, in which Port of Amsterdam works with various umbrella organisations to combat youth unemployment. The worldwide launch of this initiative took place at the World Economic Forum in Davos in January. Together with JINC, an organisation that is a member of this alliance, we are providing job application training at secondary schools in Amsterdam and telling young people about work at Port of Amsterdam. We have also launched a diversity working group to ensure that our own organisation is a better reflection of society.



## Our employees

### Performance system

As part of the performance system we have encouraged all employees to draw up a personal annual plan, which includes at least three progress interviews with their line manager. Those interviews always cover the four core values of the organisation: working together, being passionate, showing respect and acting responsibly. In the annual plan the employees describe how they will contribute to the core values in the year ahead. For example, as an organisation we will ensure that employees remain aware of the business culture and that they convey that culture in their day-to-day work.

Unfortunately not all employees took part in sufficient progress interviews with their line managers in 2019. In 2020 everyone must enter an annual plan in the system and arrange at least three progress interviews.

### Sustainable employability

In 2018 we defined four themes in the field of sustainable employability. An organisational change of course in 2019 resulted in a change in our approach to sustainable employability and the associated budgets. The development budget was introduced in 2019. A number of employees devoted this to sustainable employability.

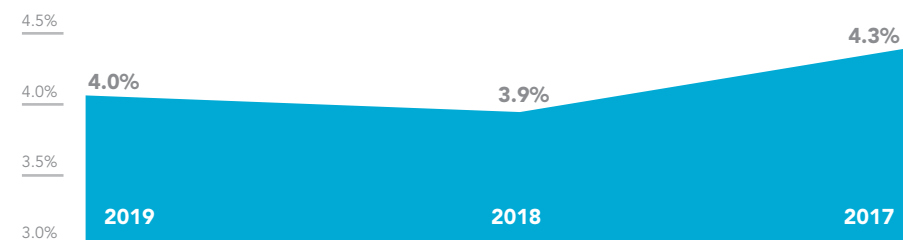
We also organised four workshops that were well attended: Relax to perform, Mindfulness, Positive brain and Energy management. An element that remains unchanged is that each year we offer the Port Fitness programme and provide Tiptrack, an app that helps employees to stay fit and vital. Port of Amsterdam plans more initiatives in the field of sustainable employability in 2020.

### Joiners and leavers

38 people joined Port of Amsterdam in 2019 and 30 left our company out of a total of 372. Hence the number of new employees was higher and the number of departing employees was lower than in 2018 (joiners: 27, leavers: 36). This was because a number of vacancies were filled in 2019 which already existed in 2018. As in 2018 all Port of Amsterdam employees are covered by the collective labour agreement, apart from the members of the Board of Directors and interns.

### Sickness absence

Sickness absence in 2019 was 4.0%. This represents a slight rise compared to 2018 (3.9%). This percentage remains too high compared to the target of 3.0%, despite the fact that the company doctor actively monitors incapacitated employees and despite the fact that line managers and the HR department comply with the letter of the Gatekeeper Improvement Act. In addition to these interventions we have offered workshops to promote the sustainable employability of our employees. The increase in sickness absence is seen particularly in the area of long-term absence. It is difficult to exert any influence on this.



## Our employees

### Employee survey

The annual employee survey was conducted in August. Across the board a satisfactory score was obtained, because there is a clearly rising trend compared to the previous year.

As an organisation we believe it is important that our employees are motivated. The *enthusiasm and commitment* components jointly describe the motivation (see page 69 'KPI Definition Table'). Enthusiastic and committed employees care about the organisation, feel part of it and are pleased to contribute to it. It is good that this motivation has risen from 7.5% in 2018 to 7.7% in 2019. This brings us ever closer to our goal of a score of 8 in 2021. We also see that the culture of trust and feedback has grown and that employees feel more valued.

The HR Department has discussed the results with all departments and, as every year, has been guided by the way in which we can improve the results in the year ahead. On the basis of those discussions the departments have begun to process their results. The HR department has facilitated this where necessary.





## Our employees

### Results of 2019 customer satisfaction survey

In 2019 we conducted a customer satisfaction survey based on a representative sample of 71 established businesses and users of the port.

The results are comparable to those of the previous year. On average our customers award us a score of 7.8. We note that satisfaction has risen. That is a satisfactory development.

Below are the three main reasons why participants award us a score of 9 or 10:

1. Communication about the future, strategy and vision.
2. Delivering on agreements made.
3. Speed of action.

Our customers naturally expect satisfactory nautical infrastructure, nautical services and dry infrastructure to be in place. They believe we stand out positively in terms of business collaboration. In communication and contact with customers we can make the difference.

### Activities to increase customer satisfaction

In 2019 we developed a range of activities to increase customer satisfaction.

We continued to provide a firm basis for establishment and conversion projects.

We communicated clearly, entered into clear agreements and conducted a streamlined approvals process. We also received constant feedback from inland ships' captains and shipping companies. A multidisciplinary team is processing this feedback to deliver concrete improvements in communication with ships' captains and the quality of the facilities in the port.

### Future

From 2020 we will no longer be measuring customer satisfaction once a year. We will regularly request feedback by means of a voice-of-the-customer programme. We request feedback from various target groups at different relevant times on specific parts of our services. We do this, for example, immediately after a visit to the port or after contact



with one of our employees. This procedure will provide us with a constant stream of insights that will enable us to gradually improve our services, the business climate and communication.

### Works Council

The Port of Amsterdam Works Council contributes ideas and advises the Board of Directors on a range of subjects. It has four working groups which each deal with a different subject: the business organisation, the diversity policy, working conditions and staff scheduling. The Works Council considers approval requests, plans and decisions of the Board of Directors and also develops its own initiatives, such as strategic personnel planning. Over the past year the Works Council has dealt with more than 25 cases ranging from reorganisations to reappointments and approval for compulsory leave days through to refinancing. There are currently five outstanding cases.

# Governance

**Port of Amsterdam aims to be an organisation with integrity. We therefore work together, with passion, showing respect and taking responsibility. From these four core values we work day after day to build a healthy, socially responsible and responsive organisation.**

## Organisational structure

Havenbedrijf Amsterdam N.V. is an unlisted public limited company with a two-tier board structure. The general meeting of shareholders appoints the members of the Board of Directors and the Supervisory Board on the recommendation of the Supervisory Board. The General Meeting and the Works Council have recommendation rights with regard to the nomination of members for the Supervisory Board.

The governance structure of Port of Amsterdam is based on Book 2 of the Dutch Civil Code, the articles of association and internal regulations, including the Board of Directors regulations and the Supervisory Board regulations. The municipality of Amsterdam is the sole shareholder and exercises influence through the General Meeting. The approval of the General Meeting is required among other things for the company’s strategic long-term vision (12 years) and the medium-term strategic plan (four years).

The Management and Supervision Act requires the company to pursue a balanced gender distribution on the Board of Directors and the Supervisory Board, with at least 30% of the seats occupied by women and at least 30% by men. The distribution of seats on the Board of Directors (end of 2019) is balanced, with three women and two men. The composition of the Board of Directors differs from the above percentages as it comprises two men. The management team comprises the Board of Directors plus the Harbour Master (female) and the Executive Secretary (male).

## Board of Directors

In 2019 the Board of Directors consisted of Chief Executive Officer Koen Overtoom (CEO) and Chief Finance Officer Michiel de Brauw (CFO). They are collectively responsible for managing the company and its general state of affairs. The duties have been allocated on the basis of consultation among the members, with the approval of the Supervisory Board. The internal affairs of the Board of Directors are recorded in board regulations.

At the beginning of 2019 the management team comprised the CEO, the CFO, the Harbour Master, the Executive Secretary and the Head of HR. Within this structure, the harbour master and the Head of HR have an independent advisory role, strengthening the contribution in nautical and maritime affairs and strategic personnel policy. Harbour master Marleen van de Kerkhof left the company in 2019. Milembe Mateyo was appointed as the new harbour master with effect from 1 November. Milembe previously worked as Head of Spatial Planning and Environment at Port of Amsterdam. The Head of HR, Rob Janse, left the company in October 2019. He was succeeded on 1 December by Janet Zoer, who previously worked as HR advisor at Port of Amsterdam.

Koen Overtoom (1966), Dutch nationality (m)	Michiel de Brauw (1959), Dutch nationality (m)
Appointed in 2013, reappointed to 2020	Appointed in 2015, reappointed to 2023
CEO Port of Amsterdam (from 2016)	CFO Port of Amsterdam
COO Port of Amsterdam (to 2016)	
Additional positions:	Additional positions:
-Member of the General Management of Nederland Maritiem Land	-Board Member of Vereeniging Nederlandsch Historisch Scheepvaart Museum
-Member of the Advisory Board of Port of Zwolle	-Board member of Stichting Waarborgfonds Sport
-Member of the Advisory Board of Stichting Emma at Work	-Member of the Supervisory Board of Aamports
	-Member of the Supervisory Board of Topsport Amsterdam

## Governance and compliance

### Supervisory Board

The Supervisory Board supervises the management of the company and its associated business and provides advice for the management team. The internal affairs of the Board are recorded in Supervisory Board regulations. These include the profile of the Supervisory Board members, including requirements in terms of expertise and experience of the Board members.

The Supervisory Board consists of at least three and at most seven members, as specified by the general meeting. At the beginning of 2019 the Supervisory Board comprised five members. The Board has three committees: the Audit Committee, the Strategy Committee and the Remuneration, Selection and Appointments Committee. These committees meet independently and carry out the preparatory work for the Supervisory Board in the relevant areas.

Two new members joined the Supervisory Board on 1 September.

Two members stepped down on 16 October, so the number of members of the Board at the end of 2019 was again five.

#### Koos van der Steenhoven, Chairman (1949), Dutch nationality (m)

Appointed in 2016 to 2020

Chairman of the Supervisory Board of the Literature and Children's Book Museum  
Chairman of the Hazardous Substances Programme Board  
Chairman of the Supervisory Board of SIVON  
Member of the Board of Directors of the Dutch Standardisation Committee  
Chairman of the Incompatibilities Committee of the Dutch Whistleblowers Authority

#### Jeroen de Haas (1959), Dutch nationality (m)

Appointed in 2013, reappointed to 2023

Chairman of the Supervisory Board of Royal Wagenborg  
Chairman of NPM Energy  
Member of the Advisory Board of DEJONG hot water tanks  
Member of the Supervisory Board of RegMed XB  
Member of the Supervisory Board of Movares Group BV  
Partner of Prorsum Capital AG  
Member of the Advisory Board of SentrYx  
Energy transition advisor of NPM Capital  
Strategic advisor / mentoring CEOs

#### Willemijn Maas (1959), Dutch nationality (f)

Appointed in 2013, reappointed to 2021

Business Director of Nederlands Dans Theater  
Chair of the Supervisory Board of Nationaal Restauratiefonds  
Chair of the Supervisory Board of Amsterdam Dance Event  
Chair of the Board of Concertvrienden

#### Anne Marie Magis (1965), Dutch nationality (f)

Appointed in 2019 to 2023

Director of Digital Banking ABN AMRO Bank NV  
Board member of Betaalvereniging Nederland BV

#### Mieke Pigeaud-Wijdeveld (1964), Dutch nationality (f)

Appointed in 2019 to 2023

Owner of Pi Control  
Member of the Supervisory Board of Consumentenbond  
Member of the Supervisory Board of the Netherlands Institute for Sound and Vision

## Governance and compliance

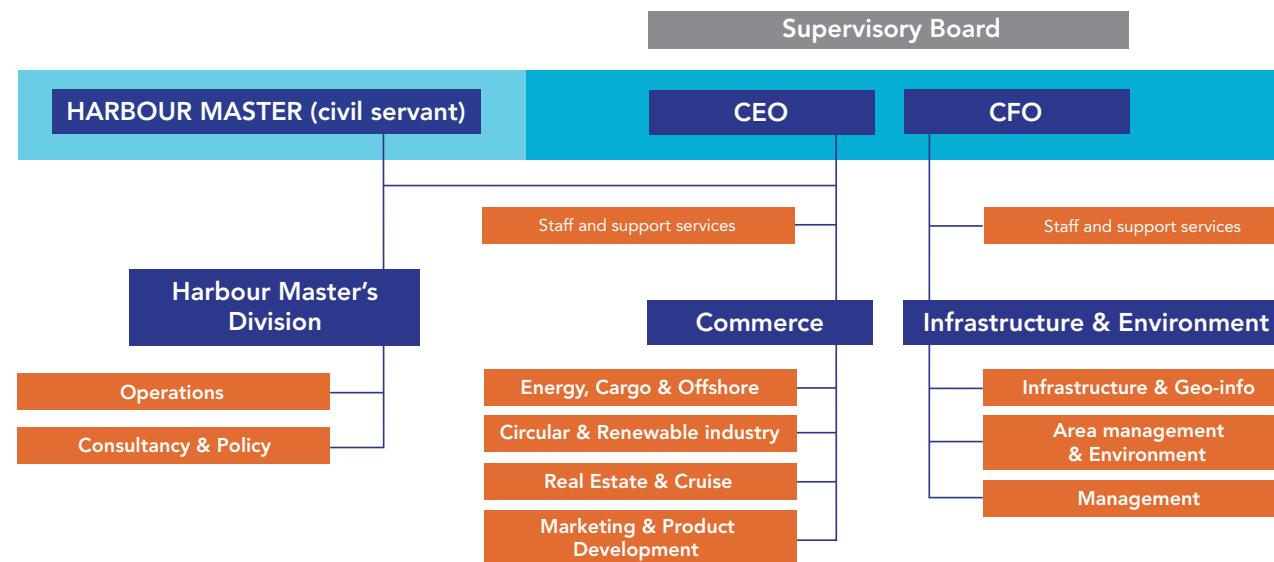
### Compliance, company code and code of conduct

Our compliance policy was reassessed in 2019. Its aim is to identify and manage the relevant compliance risks for Port of Amsterdam. We also aim to foster integrity in accordance with the core values defined by Port of Amsterdam: collaboration, passion, respect for others and individual responsibility.

The compliance policy is also aimed at safeguarding the good reputation of Port of Amsterdam and implementing its mission of creating value by breaking new ground. We also aim to fulfil our motto: Port of partnerships. Our company code contains the principles, core values and behaviour and practices that we consider important and the internal rules that apply to our personnel.

We have appointed a head of department as compliance officer covering the various laws and regulations governing Port of Amsterdam. We want all employees to be conversant with the content of the company code, so every new employee receives a copy of the code as standard when joining the company.

Integrity is an important part of our company code. This part focuses primarily on the prevention of fraud and corruption. Employees and external personnel who wish to report misconduct or suspected abuse can do so through the available channels, including a number of confidential advisors and the Chairman of the Supervisory Board. No reports of corruption were received in 2019.



This year an expert in the field of compliance and integrity held an interactive session on compliance during the monthly consultative meeting of the Board of Directors and senior management.

Each department also organises at least one dilemma session per year which is moderated by the Legal Affairs

department. During the sessions our employees are given space to discuss dilemmas with each other and discuss how they should act in such cases. There is also an e-learning programme on the company code and incidents in departments are reported monthly by the line manager, including the control measures to be taken to prevent similar incidents.



# Risk management

An open mind to stay  
ahead of the threats



# Importance of risk management

**As a public organisation Port of Amsterdam believes in risk management. As a result of our social function and entrepreneurial business operations we are exposed to various risks.**

## The risk management and control system

The system of risk management and internal control is intended to identify, control and report on risks. We apply a system that is based on internationally accepted standards of the Committee of Sponsoring Organizations of the Treadway Commission (COSO) 2013. To manage risks, we follow a three-lines-of-defence model.

## Control environment

The risk management and control system is embedded in the organisation through the planning and control cycle. This also includes the business reviews, which are conducted three times a year with the line departments. The business reviews discuss both the realisation of the annual plan, including the financial impact, and the actual versus budget figures. We also devote attention to the control of processes and risks.

The Amsterdam Harbour Master reports to the Minister of Infrastructure and Water Management and the Director-General for Public Works and Water Management on the level of efficiency, safety and environmentally responsible handling of shipping traffic, as laid down in the Amsterdam Harbour Master Covenant. We are also accountable on financial matters to Central Nautical Management (CNB).

## Risk identification

Port of Amsterdam drew up the risk policy in 2017. In the line departments we have produced a risk inventory relating to the achievement of the port authority's strategic goals. The scale of risks is determined by the management teams on the basis of the risk readiness matrix, with owners appointed for the main risks. We have appointed process owners for the main operational and financial processes.

## Control activities

Control measures have been defined for the prioritised risks. In addition to control in the key financial processes we continued with measures to control the key operational processes in 2019. We also made improvements to various financial processes, particularly through further automation.

Regular workshops are organised to keep compliance officers informed and up-to-date on legal developments in their subject area. We also implement the information security policy. The Port of Amsterdam's treasury policy from 2012 is defensive and risk averse. No financial

instruments have been used to hedge financial risks arising from operating activities.

## Information & communication and monitoring

The risk owners report quarterly to the Board of Directors on the progress with control measures in relation to risks. The process owners issue a quarterly in control statement on the control of the main financial and operating processes every four months. They thus inform the Board of Directors of the progress of improvement measures and the operation of the internal controls in the processes. We achieve constant improvement by formulating improvement points based on second-line assessment findings and regularly evaluating ongoing processes. The Information Security steering group periodically discusses information security and privacy incidents.

## Improvements in the risk management system

In the Harbour Master's Division, a pilot is being launched to automate the risk inventory and assessment process. During an in-house fraud course attention was devoted to ways of recognising and dealing with fraud. Finally, the senior management gave a presentation on compliance.

## Risk readiness

The Board of Directors of Port of Amsterdam has drawn up a risk readiness matrix that serves as a framework for risk prioritisation. In this matrix risk readiness has been formulated around four corporate values: security, financial impact, reputation and customer satisfaction. In general,

## Risk management

due to its social function and long-term perspective, the Port of Amsterdam is a risk-averse company. Risk aversion means that no specific derivatives are used to control financial and operational risks. The policy with regard to the use of financial instruments is cautious. The Treasury regulations provide scope to hedge interest, currency and financing risks, but not to enter into active positions. Apart from the credit facility, there was no need to use other financial instruments during the year.

A large part of the risks have external causes which Port of Amsterdam can only control to a limited extent or at disproportionately high cost. For these risks we accept a slightly higher risk readiness.

























### Expected impact on the results

All of the aforementioned risks can impede the attainment of our strategic objectives. The impact of the risks has an effect not only on our financial results, but also on our objectives in the fields of security and smooth and sustainable handling of shipping. It is not easy to measure the impact on results. Any financial or other effect of risks does not always occur immediately and the duration of the effect is also difficult to determine.

Risks (per risk area)		Control measures				
Strategic						
Lack of space	New establishments contribute to the realisation of the strategy					
	Intensification of use of land and water and transformation of existing customers					
	Expansion of the port area					
Energy infrastructure	Communicating the power requirement to network operators					
	Include identified capacity bottlenecks in 'Regional energy strategy'					
	Energy Transition Programme, 'Masterplan NSC', as a basis for investments					
Bridging the IJ	Discussion partner in the 'Bridging the IJ' Advisory Committee.					
Cruise sector	Information provision and accommodating cancellation policy in relation to day tourist tax					
	Promotion of clean shipping by means of environmental measures for sea and river cruises					
	River cruise policy: clean ships and loyal customers are rewarded					
Acceptance by the community	Vision and strategy formulation in consultation with stakeholders					
	Strengthening of port and city relationship through commitment to energy transition, increased sustainability and logistical accessibility					
	Promotion and facilitation of emission limits					
People, organisation and culture	Assessment of our own flexibility and agility					
	Development of personnel based on review and by means of personal development budget					
	In acquisition and selection focus on diversity, agility and value profiles					

Current perceived risk level ☐ Intended perceived risk level ☐

## Risk management

Operational		    
Sea lock disruptions	RWS constantly surveys the state of maintenance of the lock	
	Action plan for emergency stoppage of lock	
	Deployment of additional tug capacity	
Accessibility	Maritime shipping: bottlenecks have been/are being surveyed and will be resolved in the years ahead through concrete projects	
	Inland shipping: monitoring of berth occupancy and encouragement of shorter stay times	 
	Rail: participation in various working groups to highlight the importance of rail freight traffic	
Consequential damage from emergencies	Recording of safety factors in land-use plans and issuance of environmental permits by the operating services of the Harbour Master's Division: 'Just Culture' programme for registering and evaluating incidents	
	Creating a fire station specialising in industrial firefighting	
Terrorist attack	Supervision and enforcement of the Port Security Act by means of surveillance and inspections	
	Implementation of the improvement proposals following the Maritime Security inspection	 
	Rehearsing the Incident Response Plan	
Cybersecurity and resilience	Increase in cyber risk awareness in the port area and in the port community	
	Internal: risk-based technical and process measures	 
	Port community: expansion of the network and focus on supply chain dependence	
Financial		    
Consequential damage from customer insolvencies	Use of bank guarantees, security deposits, advance payments and direct debits	
	Active debtor monitoring of trade receivables and if necessary agreeing payment arrangements	 
	Obtaining security for soil damage	
Financial report		
Valuation of soil damage provision	Insight into soil damage in Westpoort	
	Calculation of damage by acknowledged expert and application of a risk surcharge	
	Regular updating of the valuation based on up-to-date price details	
Compliance		
Non-level playing field (PFAS, PAS)	Cooperation with various authorities	
	Investigation into the robustness of Natura 2000 areas	 
	Intensification of consultations and information exchange with Environmental Department on granting of permits	

## Risk management

### The main risks

**Risks are the effects of uncertainties in the attainment of objectives. The principal risks are explained below.**

#### Strategic risks

These include risks and uncertainties that prevent us from achieving our short and long-term objectives.

List of specific risks

Lack of space	Energy infrastructure	Bridging the IJ
Cruise sector	Acceptance by the community	People, organisation and culture
Sea lock disruptions	Accessibility	Consequential damage from emergencies
Terrorist attack in the port	Cybersecurity and resilience	Consequential damage from customer insolvencies
Valuation of soil damage provision	Legal and regulatory risks	Liquidity risk

#### Lack of space

**Risk** Increasing scarcity of environmental and other space in Westpoort. Due to the current strong economic growth there is high demand for space on land and water, both to expand existing businesses and to establish new businesses. There is also demand for environmental and other space due to Port of Amsterdam's ambition to deliver added value for the energy transition and a circular economy. The planned housebuilding projects are increasing pressure on available space. This concerns land, nautical space and environmental space. These developments pose complex challenges to our organisational and strategic goals.

**Measures** The available space is monitored monthly by means of a space monitor. Potential sites, strategic reserves or expansions by existing customers are assessed against our strategic objectives. We strive to make maximum use of the land by means of clustering. We also intensify land and water use by customers. In addition, we have acquired new land holdings, such as a site at Hoogtij in the municipality of Zaandam.

#### Energy infrastructure

**Risk** The growth of business activities and the transition to sustainable energy sources is putting the conventional energy infrastructure under increasing pressure. There is also an incipient but as yet unclear requirement for new energy infrastructure (such as heat, biogas, CO<sub>2</sub> and hydrogen infrastructure). Much of this infrastructure materialises after long planning-related decision-making and investment

processes. They require investment by the central government and local operators such as Port of Amsterdam. Failure on our part to provide the right energy infrastructure capacity, or to do so in time, could impede business development in the port and the achievement of the energy transition targets of Port of Amsterdam and the central government.

**Measures** Port of Amsterdam is in constant dialogue with Liander and TenneT to specify its electricity requirement well in advance so that it can be anticipated as far as possible. TenneT, Alliander, Gasunie, the province of North Holland and the municipality of Amsterdam have conducted an integrated system study to identify future bottlenecks in capacity. The results are being monitored in the Regional Energy Strategy (RES) programme for the northern and southern parts of North Holland. We are also developing an energy transition system with the above parties under the name of Masterplan NSCA. This programme is intended to form the basis for the further planning of investments in energy infrastructure and in the generation of sustainable energy in the region.

## Risk management

### Bridging the IJ

**Risk** The growth of Amsterdam North increases the need to cross the River IJ. There are various options for the crossing.

Of these, the expansion of ferry traffic and the construction of a bridge over the IJ would have most impact on the port and maritime through traffic. A bridge would limit the smooth and safe passage of ships and could also lead to a less futureproof waterway. Depending on the location, a bridge or shallow tunnel could also impose fundamental restrictions on the accessibility of the sea cruise terminal.

**Measures** At the end of November 2018 the municipality of Amsterdam and the Ministry of infrastructure and Water Management decided to establish an independent advisory committee. Since September 2019 the committee has fulfilled its assignment to provide independent advice on the river crossings for slow traffic on national waterways within the A10 ring road, viewed from the regional perspective of the Amsterdam metropolitan region.

The advisory committee issued its first vision memorandum to the commissioning parties at the end of 2019. In the memorandum the committee does not call into question the role of the River IJ as a major waterway within Europe. The final opinion is expected in the second quarter of 2020. The Amsterdam municipal executive will wait until then before any new decisions on the river crossings in the planning area are made.

### Cruise sector

**Risk** The rapid introduction of the day tourist tax for cruise passengers has left shipping companies with no time to pass on the increased costs. Sea cruise companies have switched to other ports, such as IJmuiden and Rotterdam. Increasing attention is also being focused on the environment for shipping emissions in general and cruise shipping in particular. For both river cruises and sea cruises there are threats in terms of the number of berths.

**Measures** At the end of 2018 we informed all cruise companies that the day tourist tax would be collected from 1 January 2019. We remain in constant discussions with the shipping companies about developments in Amsterdam and the potential for ships to return.

Port of Amsterdam is committed to increasing the sustainability of sea cruise shipping by means of environmental discounts on port dues. From 2022 we are introducing additional environmental discounts for clean sea cruise ships. We are also investigating the possibilities for LNG bunkering facilities and installing shore-based power for sea cruise shipping. Shore-based power is available to a limited extent for river cruise shipping. Our ambition is to increase the reliability and capacity of the system. In September we adopted the river cruise policy for the forthcoming years, the aim being to allocate the limited river cruise places in a transparent way and to limit any nuisance to the community. In addition to a price rise

we are opting for cleaner vessels and therefore giving loyal customers priority and limiting occupancy at locations where nearby residents may experience nuisance.

### Acceptance by the community

**Risk** If there is less support and understanding among our stakeholders for the port or activities related to the port, this may mean there is less scope for Port of Amsterdam and businesses in the port to fulfil plans and ambitions.

**Measures** We are formulating our vision and strategy in close collaboration with all our stakeholders, with the aim of building acceptance and support from the outset. We also ensure that our ambitions and plans are not only compatible with but where possible strengthen the community. Partly for that reason the port is assuming a prominent role in the energy transition, the circular economy, sustainability of product chains and logistical accessibility.

As a port manager we encourage and facilitate shipping to reduce emissions, both in the port and during the voyage. We are working internationally with other ports to this end. The measures that we take are set out in our vision for Clean Shipping 2030. For example, we are greening our own fleet, expanding shore-based power for inland shipping and river cruises and surveying industrial and shipping emissions in preparation for future measures.



## Risk management

### People, organisation and culture

**Risk** If we do not have the right employee at the right place at the right position in Port of Amsterdam, we run the risk of being unable to fulfil the organisational objectives.

**Measures** A process is currently under way in which we are assessing whether the organisational structure is still appropriate for the developments around us. The need for increased sustainability, automation and shorter work and business cycles compels us to consider the flexibility and agility of Port of Amsterdam.

We are providing a personal development budget to encourage our employees to pursue their own development and sustainable employability. The performance and development cycle, which includes the annual assessment, offers the possibility of discussing growth within and outside the organisation. We also conduct an annual review assessing the organisation's growth potential and how it can be fulfilled.

### Operational risks

This includes the risks and uncertainties that influence the effectiveness and efficiency of the operational activities and particularly the short-term objectives of Port of Amsterdam.

### Sea lock disruptions

**Risk** Unplanned stoppages of the sea lock complex may arise at IJmuiden. These stoppages limit the accessibility of the port and can have a major impact on our customers and other service providers in the North Sea Canal Area.

**Measures** In 2019 the Central Nautical Management (CNB) and Directorate-General for Public Works and Water Management (Rijkswaterstaat, RWS) agreed a new consultative structure to improve the effectiveness and efficiency of the collaboration. The technical condition of the lock complex is surveyed constantly. On that basis maintenance is scheduled for 2020 and beyond. If an unscheduled stoppage nevertheless occurs, the parties involved follow an action plan for the emergency stoppages of the lock. To limit the impact as far as possible, communication is established between the customer and nautical service providers and additional tug capacity is deployed.

### Accessibility

**Risk** By accessibility we mean guaranteeing the ability of transporters, employees and visitors to access our port by water, rail or road. We look at whether the infrastructure and the range of public transport is sufficient to meet the demand from our customers.

**Measures** We have investigated the impact that growth of maritime shipping will have on nautical infrastructure as soon as the new sea lock is operational. The bottlenecks in the access route from port entry to berth are translated into concrete projects that we implement in close collaboration with Rijkswaterstaat.

Port of Amsterdam has cleared backlogs in the dredging activities in the North Sea Canal above the Coentunnel. For inland shipping we have implemented a system to monitor the capacity and utilisation of waiting areas and berths. In 2019 we introduced a reservation system for public wet infrastructure that enables shipping companies to reserve the required capacity in advance.

We take part in various working groups to defend the interests of our customers with regard to accessibility by rail. In this way we aim to guarantee the capacity for rail freight transport to and from Amsterdam. For road transport we work with the Municipality of Amsterdam. To improve accessibility for employees in the port area we engage in consultations with the regional transport authority, the Amsterdam Municipal Transport Company

## Risk management

(GVB), businesses and other stakeholders concerning public transport and possible additional services.

### Consequential damage from emergencies

**Risk** When a major incident or a series of more minor incidents occurs on the water or land, this has an impact on employee and visitor safety and accessibility of the area. In addition, support for the port may decrease and Port of Amsterdam may suffer irrecoverable damage, such as soil damage due to the use of PFAS fire-fighting foam. Finally, the business climate could worsen due to reputational damage.

**Measures** The Environmental Department issues, supervises and enforces environmental permits. Port of Amsterdam works with the municipality to include safety factors in the land-use plans.

The Harbour Master's Division monitors and enforces the safe handling of shipping traffic and the permits granted in relation to organisation and safety at the port. Port of Amsterdam plays a leading role in the Amsterdam Joint Fire Brigade project, as part of the safety centre, together with the Safety Region.

The goal of this PPP project is to build a fire station at the port specialised in fighting industrial fires.

### Terrorist attack in the port

**Risk** A terrorist attack in the port would have implications to employee and visitor safety, as well as accessibility to the area. In addition, support for the port may decrease and the port authority may suffer irrecoverable damage.

**Measures** In the threat phase, the Port Security Plan adopted in 2018 comes into effect. The measures in the plan are regularly rehearsed in multidisciplinary teams. As Port Security Officer, the Harbour Master's Division supervises compliance with the Port Security Act (Havenbeveiligingswet). In June 2019 the European Commission conducted a Maritime Security inspection at various locations in the Netherlands, including in the Port of Amsterdam. The proposed improvement actions have now been initiated. After an incident the North Sea Canal Area Incident Response Plan comes into effect. That plan was also rehearsed in 2019.

### Cybersecurity and resilience

**Risk** Data breaches, cyberattacks or malware infections at Port of Amsterdam or supply chain participants in the port area can have a major impact on the continuity of administrative and operational processes in the port. They may cause great economic and reputational damage.

**Measures** The Port of Amsterdam cybersecurity programme consists of an internal programme and an external part in which we work with the port community. The internal programme has been established to guarantee the security and continuity of our digital service provision.

For port cybersecurity and external security awareness, Port of Amsterdam has launched the Cyber Security North Sea Canal Area programme, in collaboration with key public and private parties.

## Financial position

This concerns the risks and uncertainties relating to the financial position and the possibilities for raising finance.

### Consequential damage from customer insolvencies

**Risk** If a customer goes bankrupt, it is possible that Port of Amsterdam will incur losses. These losses could consist of a default risk, underperforming assees, residual soil contamination or inventories with a negative value. Inventory with a negative value may comprise, for example, waste being stored for upgrading or recycling. As it has not yet been processed, removal would cost more than the potential income.

**Measures** In order to limit credit risk, we use bank guarantees, security deposits, advance payments and direct debits. We monitor our receivables portfolio actively and where necessary agree on payment schedules with debtors. At the time of establishment, contract extension or investment, we negotiate with the customer to obtain assurances such as bank guarantees, compensation for soil decontamination, provision of collateral, etc.

## Risk management

### Financial reporting risks

The risks and uncertainties in the accounting in the financial statements.

#### Valuation of soil damage provision

**Risk** Havenbedrijf Amsterdam N.V. has a liability towards the municipality of Amsterdam under the Port Agreement for soil damage above the industry standard (2013).

Under rental and land lease agreements, part of this liability has been assigned to incumbent businesses under private law. We have recognised a provision for the part for which Port of Amsterdam itself is liable. Uncertainties concerning the various estimated elements are inherent in the calculation of this provision, such as the size of the pollution, the applicable decontamination techniques and the time of decontamination.

**Measures** We always have a soil investigation conducted before an issue or a change of tenant or leaseholder. That produces an accurate picture of the presence and extent of any pollution.

Havenbedrijf Amsterdam N.V. works continuously to optimise the process and the control measures. In this regard we aim for a process in which new damage is investigated by a recognised company. All known damage for which Havenbedrijf Amsterdam N.V. is liable is assessed every quarter. We then endeavour to adjust the decontamination schedule

on the basis of this assessment if necessary. Prices are indexed at the end of the year. Each project is then assessed once every three years by a specialist firm to identify any changes in the scale and price in order to clear the contamination.

### Compliance risks

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

#### Legal and regulatory risks

**Risk** The level playing field between Dutch and European ports comes under pressure. Due to the presence of Natura 2000 areas in the immediate environment of Port of Amsterdam, we are hit harder by the nitrogen crisis than other ports. This leads to delays in major construction and excavation projects, higher costs and possibly limited growth potential for businesses. This situation results in a loss of income for us and our customers.

**Measures** in order to limit the impact of the nitrogen crisis, we work with a number of governments to bring about sustainable solutions. We issue a manual to existing and new customers and promote practicable solutions for all parties within the parameters of the law.

### Key uncertainties from the previous annual report

The 2018 annual report disclosed one key uncertainty. This has since been controlled to the extent that it no longer constitutes any particular risk.

#### Liquidity risk

### Liquidity risk

We conducted further research into the desired capital structure in 2019. We took account of expected major developments, such as the completion of the lock, developments around Port-City and the energy transition. We also obtained an additional credit facility from our current financing consortium. Finally, we are focusing on other financing possibilities in the market.

HbA expects that accounts receivable and the liquidity forecast will be impacted by the coronavirus (Covid-19). Another question is what we are willing and able to do for our customers who run into problems or short-term difficulties as a result of the crisis. In the years ahead HbA will need to determine how its own liquidity will look. The increased credit facility granted in March will already be utilised in this regard. The invoicing of the ground lease for the second half of the year is scheduled for June (approximately €37.5 million) and the 2019 dividend payment is also scheduled. Havenbedrijf Amsterdam N.V. cannot currently estimate the impact of the coronavirus (Covid-19) virus.

## Risk management

### Risks and uncertainties having a major important impact in the past financial year and their consequences

#### Energy infrastructure

The lack of capacity on the main network has had consequences for various customers who have made temporary use of power units. These provide a stopgap solution to energy problems, but also lead to additional emissions in the port area.

In the case of shore-based power for river cruises blackouts are regularly experienced. One of the causes is the limited capacity in berths in the centre of Amsterdam. It is therefore unrealistic to enforce the generator ban at river cruise locations. We have also missed out on unknown amount of gross margin on the purchase and sale of shore-based power.

#### Cruise sector

As a result of the speed with which the day tourist tax was introduced for transit passengers, shipping companies have not had time to anticipate it. A number of sea cruise companies have consequently cancelled their bookings. The forecast and previous bookings suggested there would be 180 calls. The actual total of 117 is significantly lower than the 181 in 2018.

The decrease in 2019 in net revenue from seaport dues and the decrease in the growth of value of the participating interest Hallum Cruise BV amounts to a total of almost €1.5 million compared to the forecast without the introduction of the day tourist tax. The day tourist tax has had a limited impact on river cruises. For the bulk of the river cruise calls Amsterdam is a boarding and disembarkation point, for which no tourist tax is due.

#### Sea lock disruptions

An investigation took place into the state of maintenance of the Noordersluis in 2019. This led to restrictions in the lock passage regime for five weeks, which had a negative impact on the smooth handling of shipping traffic. The stoppages had been announced, so measures were taken to limit the impact as far as possible. These measures consisted of clear communication on the restrictions and the deployment of additional tug services. The net costs for Port of Amsterdam amounted to €419,100. The impact on throughput and customer satisfaction was limited.

#### Valuation of soil damage provision.

In addition to the previous year's work, in 2019 we investigated the final parts of the transformation area (Coenhaven, Minervahaven, Mercuriushaven and Vlothaven) for soil damage. We also reassessed the investigations at a number of damage locations. Where necessary we carried out additional investigations and updated the cost estimates. This led to an additional transfer of over €6.2 million to the soil damage provision. The other locations were indexed in an amount of €0.7 million.

#### Legal and regulatory risks

There are eleven project proposals with urgent delay problems as a result of the cancellation of the Integrated Approach to Nitrogen (PAS). Port of Amsterdam is looking to see how we can support our customers in this regard. The impact on us ourselves cannot yet be determined, because it depends on the duration and the ultimate solution. We must also take account of the fact that the effect not only occurred in the past financial year, but will also have an impact in the coming financial years.

# The Supervisory Board

## Report of the Chairman

"Turnover is growing and profit is being made."



**The Supervisory Board supervises the management of Port of Amsterdam and plays an advisory role where necessary. We ensure that the company implements its financial and strategic policy in a sound and responsible manner.**

The composition of the Supervisory Board changed in 2019. The appointment of two new members is intended to maintain continuity: the board must remain able to engage with a wide range of subjects in the future. All members also sit on one or more Board committees and in that capacity are involved in all current and future aspects of the company.

### Compliments and moving targets

In the first place the Supervisory Board is satisfied with the financial basis of Port of Amsterdam. Turnover is growing and profit is being made. The financial organisation of Port of Amsterdam was not always satisfactory in the past, but once again this year the shareholder and the auditor paid compliments on the current financial policy. There are still concerns and areas requiring attention, but the overall picture is that the organisation is in a good financial position.

Also this year we conducted detailed discussions on the position adopted by the Board of Directors on ongoing matters such as Port-City and Bridging the IJ. In this context we have to contend with moving targets, because the Municipality has not yet finalised the planning and design.

From left to right: Willemijn Maas, Mieke Pigeaud-Wijdeveld, Jeroen de Haas, Anne Marie Magis, Koos van der Steenhoven (Chairman)



## The Supervisory Board

**“The port area generates billions of euros of revenue and the area provides employment for tens of thousands of residents of the city and the metropolitan region.”**

### Constant dialogue

In 2019 the Supervisory Board considered possible future decontamination obligations for land in the port area. Under the agreements entered into when Port of Amsterdam became an independent entity, the land which it holds under a long-term lease from the municipality of Amsterdam must be returned on standard industry terms. This may entail high costs. With the Board of Directors we have considered when those costs must be set aside and discussed with the shareholder the extent to which that this will impact Port of Amsterdam's financial position.

We also discussed the sea lock in IJmuiden and the problems that arose this summer in the Noordersluis as a result of the work interruptions among the sea tugs. The difficulties surrounding the construction of the new large lock are outside the control of Port of Amsterdam, because the accessibility of the North Sea Canal Area is a matter for the Directorate-General for Public Works and Water Management (Rijkswaterstaat).

### An excellent business climate

One may sometimes forget that the Port of Amsterdam is the fourth largest seaport in Europe, but the economic importance of the port to the city is difficult to overestimate. The port area generates billions of euros of revenue and the area provides employment for tens of thousands of residents of the city and the metropolitan region.

The port contributes to a positive business climate in Amsterdam. It is becoming ever cleaner, is easily accessible by land and water and is close to Schiphol Airport. There are also good links to universities, colleges and education in general. These knowledge institutions are co-drivers of innovation and contribute to the development of ideas on themes such as the energy transition. As a company, city and country, we must take care to preserve that business climate.

It all starts with a sound organisation. Port of Amsterdam is a healthy business that makes a positive contribution to society. That must remain the case – not only tomorrow, but also into the distant future.

Koos van der Steenhoven, Chairman

# Report of the Board

## Composition and meetings

The Supervisory Board comprised seven members in 2019. On 1 September 2019 the Supervisory Board was enlarged with the addition of Anne Marie Magis and Mieke Pigeaud-Wijdeveld. The enlargement took place in order to guarantee continuity of supervision and to give fresh impetus to the Board's contribution in the field of digitisation, distribution and financial knowledge. Anne Marie Magis brings knowledge and experience in the field of digitisation and transition processes, while Mieke Pigeaud-Wijdeveld specialises in finance and control and risk management.

On 16 October 2019 Ingrid Doerga and Philip Stibbe resigned as members of the Supervisory Board for personal reasons. Ingrid Doerga had played an active role as Chairman of the Audit Committee since Port of Amsterdam became an independent entity in April 2013. Her expertise helped the new public limited company to professionalise its financial function. Philip Stibbe also demonstrated commitment as a member of the Supervisory Board. He had served as a member of the Audit Committee since 2014 and as a member of the Strategy Committee since 2017. He was also Deputy Chairman of the Supervisory Board.

The Supervisory Board met on seven occasions in 2019. The meetings considered matters such as the mid-term review of the strategic plan for 2017-2021, the vision of the organisation and the area vision. They also considered the cybersecurity programme and the Energy Port project. At the beginning of July 2019 the Supervisory Board and the Board of Directors took part in a work visit to the IJmond region. They visited Tata Steel and Zeehaven IJmuiden and in the building of the Sluis Haven Informatie Punt the Board was updated on the progress of the construction of the IJmuiden sea lock by Rijkswaterstaat.

## Audit Committee

The Audit Committee assists the Supervisory Board in the preparation of decisions on supervision of the integrity and quality of the financial reporting of Havenbedrijf Amsterdam N.V. and the supervision of the effectiveness of the company's internal control and audit systems. The Audit Committee reports its findings to the Supervisory Board and discusses them during the regular Supervisory Board meetings.

At the beginning of 2019 the Audit Committee members were Ingrid Doerga (Chairman) and Philip Stibbe. The composition of the Committee changed in October 2019 on the proposal of the Chairman. Since then the Committee has consisted of Mieke Pigeaud-Wijdeveld (Chairman), Anne Marie Magis and Jeroen de Haas. The Committee met on four occasions in 2019. The meetings were attended by the CEO on two occasions and by the CFO on four occasions.

The Audit Committee meetings in 2019, in the presence of the external auditor, considered the 2018 financial statements, including the findings of the external auditor and the auditor's report on the findings of the 2019 interim audit. The 2020 budget, the internal control procedures and the risk management were also discussed. Other matters included the monthly reports, the proposed dividend, IT security and the IT control framework. Finally, the committee met to discuss the 2018 treasury evaluation and the 2019 Annual Treasury Plan.

## Remuneration, selection and appointments committee

This Committee consists of Willemijn Maas (Chair) and Koos van der Steenhoven. The Committee prepared a proposal to amend the profile of the Supervisory Board, to align it better with the vision and strategic plan of Port of Amsterdam. The actual adjustment took place in 2019 and concerned among other things the knowledge available to the Board on energy transition and digitisation.

## Report of the Board

The Remuneration, Selection and Appointments Committee also conducted evaluation interviews with the Board of Directors and set the objectives and learning goals for 2019. This Committee also recruited two new Supervisory Board members, prepared the appointment by the shareholder and handled the reappointment of Michiel de Brauw as CFO.

The 2019 remuneration policy covering the members of the Board of Directors of Port of Amsterdam was adopted by the shareholder in December 2018, based on a proposal of the Supervisory Board. This remuneration policy offers an employee benefits package consisting of a fixed basic salary, possible variable remuneration and a pension contribution. The remuneration policy for the Board of Directors complies with the current municipal remuneration policy for its participating interests.

The remuneration for the members of the Supervisory Board is tied to the maximum applying to the highest-earning director, in accordance with the Standards for Remuneration in the Senior Executives in the Public and Semi-Public Sectors Act (Wet normering bezoldiging topfunctionarissen publieke en semipublieke sector, WNT). For the members, this means 10% of the general WNT standard in 2018. For the chairman the figure is 15%.

### Strategy Committee

The Strategy Committee advises and works with the Board of Directors on key strategic issues. The challenge lies primarily in conducting business with a social function and the impact of the energy transition. In both cases it is important to take the right steps at the right pace. The subjects discussed by the Strategy Committee also arose during the regular meetings of the Supervisory Board. In 2019 consideration was given to matters such as the launch of the new strategic plan for the period 2021-2025 and the impact on the port area of the shutdown of the incinerators of Afval Energiebedrijf, with a particular focus on the processing of sewage sludge.

The Strategy Committee met on two occasions in 2019. With the change to the composition it was agreed that the Committee would in future meet at the request of the Board of Directors. At the start of 2019 the Strategy Committee comprised Jeroen de Haas (Chairman), Willemijn Maas and Philip Stibbe. The composition was amended in October 2019. Since that time Koos van der Steenhoven has been a member of the Committee.

Jeroen de Haas  
Willemijn Maas  
Anne Marie Magis  
Mieke Pigeaud-Wijdeveld  
Koos van der Steenhoven (Chairman)

# About this Annual Report

**Port of Amsterdam believes it is important to be transparent. We therefore inform our stakeholders annually about our results, the relevant themes and the added value of our business activities.**

## Creation of this report

The materiality matrix (see appendix 6) forms the basis for this report. The matrix shows which themes our stakeholders and we ourselves consider most important and on which we are expected to report. In that way, it is clear to all those involved whether we are taking the right course and whether we have to take any measures or additional steps.

The Communications department is responsible for preparing the annual report. It is responsible for the process and supervises the project. There is a team in which colleagues take part at different times, give commentaries and provide input based on their role and expertise. The core team includes the Head of Finance, the Executive Secretary, the Head of Communications and colleagues in Sustainability, Commerce and Business Control.

The day-to-day management of Port of Amsterdam is also involved in the production of the report and gives its opinion on the content. The Finance and Business Control departments are responsible for the accuracy of quantitative financial and social information. Our control departments have internally verified all quantitative information. The core team and the respective specialists have verified all qualitative information.

## Who is this annual report for?

With this report we inform our stakeholders, the parties that have an impact on our operations, but also those affected by our operations. Port of Amsterdam has identified nine stakeholder groups (see appendix 5):

- Government bodies;
- Strategic partners;
- Suppliers;
- Knowledge institutions;
- Social organisations;
- Media;
- Customers;
- Local residents;
- Employees.

In this annual report we have taken the fullest possible account of the needs of all individual stakeholders. As can be seen from the chapter structure, we have looked first at the context in which Port of Amsterdam operates. We have then discussed our business operations.

## Guidelines

We have compiled this report in line with the GRI Standards at Core level.

We also used the framework of the International Integrated Reporting Council (IRC) for the value creation model with which we illustrate the added value contributed by Port of Amsterdam. Other guidelines that we endorse include the Corporate Governance Code, the Raw Materials Agreement, the OECD guidelines, the UN Sustainable Development Goals (SDGs), the United Nations Global Compact (UNGC) and the World Ports Climate Initiative (WPCI).

## About this Annual Report

### External verification

Port of Amsterdam has also requested an external auditor to verify the reliability of a number of social KPIs. As a result of these procedures we receive an assurance report which concludes that on the basis of the procedures conducted there is no evidence that all selected Indicators for material aspects have not been produced in accordance with the reporting criteria explained in the “KPI Definition Table” of the 2019 annual report. This conclusion relates to the four KPIs: Carbon emissions, Sustainable purchasing, Sickness absence and Employee motivation. The auditor uses the Dutch 3000A standard adopted by the Royal Netherlands Institute of Chartered Accountants (NBA) for ‘Assurance engagements other than engagements to audit or assess historical financial information (certification engagements)’, as a guideline.

Port of Amsterdam’s ambition is to have all social information assessed for its reliability. Since that will require significant resources from our organisation, we have drawn up a step-by-step plan. These four KPIs represent the first step: the organisation can become accustomed to this process and understand what it needs in order for the reliability of social information to be assessed. We will incorporate those insights in the production of our new strategy, at the same time reassessing the KPIs.



## About this Annual Report

### KPI definition table

KPI	Definition	Scope	Measurement
<b>Employee motivation</b>	<p>The employee motivation is the weighted average of 'Enthusiasm' and 'Commitment', where:</p> <ul style="list-style-type: none"> <li>Enthusiasm is a proxy for internal motivation.</li> <li>Commitment is a proxy for the employee's external motivation.</li> </ul>	<p>Employees, line managers, management team members, Works Council members and members of our Supervisory Board. This does not include: interns and external staff.</p>	<p>A specialist external provider conducts a consistent series of periodic employee surveys.</p> <p>The employee motivation is expressed as a figure (in decimals) on a scale of 0 (lowest) to 10 (highest).</p>
<b>Sickness absence</b>	<p>Non-performance or incomplete performance of an employee's job due to incapacity for work as a result of sickness or accident.</p> <p>The sickness absence percentage shows the proportion of working time lost in a particular consecutive period due to incapacity for work as a result of sickness or accident. It indicates the scale of the sickness absence in relation to the capacity for work.</p>	<ul style="list-style-type: none"> <li>The absenteeism percentage includes absences longer than one year and covers a sliding 12-month period.</li> <li>Maternity and parental leave is not included.</li> <li>Sickness absence of employees covered by the safety net scheme (for example illness due to organ donation) are included in the figures.</li> <li>Sickness absence due to pregnancy or childbirth is included.</li> <li>Employees who fall ill as a result of an accident are included in the absenteeism percentage.</li> </ul>	<p>Number of days of sickness / 365 calendar days x 100.</p>

## About this Annual Report

KPI	Definition	Scope	Measurement
<b>Carbon emissions reduction</b>	The total volume of carbon emissions due to the activities of Port of Amsterdam, expressed in tons of CO <sub>2</sub> equivalent.	<p>We follow the methodology of the GHG (GreenHouse Gas) protocol. Port of Amsterdam reports on scope 1 and scope 2 emissions. This means we include the following components:</p> <ul style="list-style-type: none"> <li>• Electricity consumption by our facilities (in KWh)</li> <li>• Fuel consumption by our facilities (in KWh) (in litres or m<sup>3</sup> of gas)</li> <li>• Fuel consumption by our own transport (in litres)</li> </ul> <p>Participating interests and leased facilities are left out of scope because we generally have no direct influence on emissions.</p> <p>We measure and report the gross carbon footprint, i.e. without possible compensation by purchase of GOs.</p>	<p>We use the 'Co<sub>2</sub> management-systeem' application (previously Smarttrackers). The CO<sub>2</sub> emission factor is determined using the list of emission factors drawn up on the initiative of the Ministry of Economic Affairs and Climate Policy:</p> <p><a href="https://www.co2emissiefactoren.nl/lijt-emissie-factoren">https://www.co2emissiefactoren.nl/lijt-emissie-factoren</a>.</p>

## About this Annual Report

KPI	Definition	Scope	Measurement
<b>Sustainable purchasing</b>	<p>Sustainable purchasing is purchasing with an estimated value of at least €50,000, with "sustainability" being included during the assessment of the purchasing strategy by the tender board. This relates to at least one of the following aspects:</p> <ul style="list-style-type: none"> <li>• Ground for exclusion, suitability requirements or selection criterion</li> <li>• Implementation condition</li> <li>• Award criterion</li> <li>• Assignment</li> </ul> <p>The tender board is an internal body made up of the CFO, the Head of Purchasing, the Head of Legal Affairs and Head of Finance &amp; Control. They deal with new purchasing strategies, for orders to be placed in the market, with an estimated value of at least €50,000.</p>	All purchases by Port of Amsterdam with an estimated value of at least €50,000.	<p>The number of purchasing strategies that include sustainability as a percentage of the total number of purchasing strategies adopted by the Tender Board in 2019.</p> <p>Purchasing strategies which, for whatever reason, have not been adopted in the Tender Board, therefore do not form part of the calculation. Examples are purchase contracts concluded in the past for purchases in the current financial year.</p>

## About this Annual Report

### Notes on CO<sub>2</sub> footprint and energy consumption

#### Direct CO<sub>2</sub> emissions (scope 1)

Year	2019	2018	2017	2016
<b>Total emissions</b>	0.89 thousand tons of CO <sub>2</sub>	1.14 thousand tons of CO <sub>2</sub>	1.29 thousand tons of CO <sub>2</sub>	1.42 thousand tons of CO <sub>2</sub>
<b>Analysis</b>	<ul style="list-style-type: none"> <li>Gas: 100,915 m<sup>3</sup></li> <li>Fuel: 377,305 litres</li> <li>Biodiesel for vessels: 360,113 litres</li> <li>Diesel for vessels: n/a</li> <li>Petrol for company cars: 11,347 litres</li> <li>Diesel for company cars: 5,845 litres</li> </ul>	<ul style="list-style-type: none"> <li>Gas: 89,496 m<sup>3</sup></li> <li>Fuel: 385,110 litres</li> <li>Biodiesel for vessels: 355,921 litres</li> <li>Diesel for vessels: n/a</li> <li>Petrol for company cars: 22,456 litres</li> <li>Diesel for company cars: 6,643 litres</li> </ul>	<ul style="list-style-type: none"> <li>Gas: 113,524 m<sup>3</sup></li> <li>Fuel: 404,750 litres</li> <li>Biodiesel for vessels: 316,560 litres</li> <li>Diesel for vessels: 54,095 litres</li> <li>Petrol for company cars: 26,199 litres</li> <li>Diesel for company cars: 7,896 litres</li> </ul>	<ul style="list-style-type: none"> <li>Gas: 110,788 m<sup>3</sup></li> <li>Fuel: 377,862 litres</li> <li>Biodiesel for vessels: n/a</li> <li>Diesel for vessels: 346,240 litres</li> <li>Petrol for company cars: 24,569 litres</li> <li>Diesel for company cars: 7,053 litres</li> </ul>

#### Indirect CO<sub>2</sub> emissions due to electricity consumption (scope 2)

Year	2019	2018	2017	2016
<b>Total emissions</b>	0.52 tons of CO <sub>2</sub>	0.44 tons of CO <sub>2</sub>	0.37 tons of CO <sub>2</sub>	0.39 tons of CO <sub>2</sub>
<b>Analysis</b>	<ul style="list-style-type: none"> <li>Electricity consumption: 805,881 kWh</li> </ul>	<ul style="list-style-type: none"> <li>Electricity consumption: 899,257 kWh, of which 162,331 kWh green</li> </ul>	<ul style="list-style-type: none"> <li>Electricity consumption: 1,020,413 kWh, of which 298,399 kWh green</li> </ul>	<ul style="list-style-type: none"> <li>Electricity consumption: 890,619 kWh, of which 147,570 kWh green</li> </ul>

## About this Annual Report

### Indirect CO<sub>2</sub> emissions due to business travel (scope 3)

Year	2019	2018	2017	2016
<b>Total emissions</b>	0.56 tons of CO <sub>2</sub>	0.48 tons of CO <sub>2</sub>	0.50 tons of CO <sub>2</sub>	0.58 tons of CO <sub>2</sub>
<b>Analysis</b>	<ul style="list-style-type: none"> <li>Claimed for use of own car: 1,909,409 km</li> <li>Air travel: 857,578 km</li> </ul>	<ul style="list-style-type: none"> <li>Claimed for use of own car: 1,775,406 km</li> <li>Air travel: 522,896 km</li> </ul>	<ul style="list-style-type: none"> <li>Claimed for use of own car: 1,862,882 km</li> <li>Air travel: 528,010 km</li> </ul>	<ul style="list-style-type: none"> <li>Claimed for use of own car: 2,174,713</li> <li>Air travel: 645,072 km</li> </ul>

### CO<sub>2</sub> emissions of Port of Amsterdam (scope 1, 2 and 3 combined)

Year	2019	2018	2017	2016
<b>Total emissions</b>	1.97 thousand tons of CO <sub>2</sub>	2.06 thousand tons of CO <sub>2</sub>	2.14 thousand tons of CO <sub>2</sub>	2.39 thousand tons of CO <sub>2</sub>

Scope 1: direct emissions from use of natural gas and fuel in operational vehicles.

Scope 2: indirect emissions from electricity consumption.

Scope 3: indirect emissions from claimed business travel by car and air.

Details of the calculation can be found in the “KPI definition table” on page 69.



## About this Annual Report

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### Scope of this annual report

This report covers the activities of Port of Amsterdam in the period from 1 January 2019 to 31 December 2019 inclusive and has been published within the required period.

### Feedback

If you have a comment or question in response to this annual report, please contact us at [info@portofamsterdam.com](mailto:info@portofamsterdam.com).

# Assurance report of the independent auditor

To: the stakeholders of Havenbedrijf Amsterdam N.V.

## Our conclusion

We have conducted an assurance engagement with a limited degree of assurance with regard to selected indicators for 2019 in the 2019 annual report of Havenbedrijf Amsterdam N.V. of Amsterdam.

On the basis of the procedures conducted and the assurance information obtained, and in accordance with the limitations set out in the section entitled 'limitations in the scope of our assurance engagement', have found no evidence requiring us to conclude that the selected Indicators, in all material respects, have not been drawn up in accordance with the reporting criteria set out in the "KPI definition table" on page 69 of the 2019 annual report.

The selected indicators concern:

- CO<sub>2</sub> emissions
- Employee motivation
- Sickness absence
- Sustainable purchasing

## Basis for our conclusion

We have conducted our assurance engagement with a limited level of assurance in accordance with Dutch law, including the Dutch Standard 3000A 'Assurance engagements other than engagements to audit or assess historical financial information (certification engagements)'. Our responsibilities on this basis are described in the section 'Our responsibilities for the assurance engagement concerning the selected Indicators'.

We are independent of Port of Amsterdam N.V. in accordance with the Code of Ethics for Professional Accountants (Verordening inzake de onafhankelijkheid van accountants bij assuranceopdrachten - ViO) and other relevant independence regulations in the Netherlands. This means among other things that we undertake no activities that may conflict with our independent assurance engagement. We have also complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics).

We believe the assurance evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

## Reporting criteria

The selected indicators should be read and understood in conjunction with the reporting criteria. Havenbedrijf Amsterdam N.V. is responsible for selecting and applying these reporting criteria, taking into account the applicable laws and regulations with regard to reporting.

The reporting criteria applied in the production of the selected indicators are set out in the "KPI definition table" on page 69 of the 2019 annual report.

The lack of established practices to assess and measure sustainability information allows a range of acceptable measuring techniques to be used. This may affect the comparability of individual entities over time.

## Comparative information neither assessed nor audited.

No audit or assessment has been conducted in respect of the selected indicators for the period 2016 to 2018 inclusive. The selected indicators included for comparison purposes and the related disclosures for the period 2016 to 2018 inclusive have not therefore been audited or assessed.

## Limitations in the scope of our assurance engagement

Our assurance engagement is limited to the selected indicators in respect of the 2019 financial year. We have not carried out any assurance procedures for other information in the 2019 annual report as part of this engagement.

## Responsibilities of the management for the selected indicators

The management is responsible for producing the selected indicators in accordance with the

## Assurance report of the independent auditor

reporting criteria, including the identification of stakeholders and the applicability of the criteria applied for the stakeholders objectives.

Choices made by the management with regard to the scope of the selected indicators and the reporting policy are set out in chapter entitled 'About this annual report' in the 2019 annual report.

The management is also responsible for such internal control as it deems necessary to enable the selected indicators to be prepared without material misstatement due to fraud or error.

### Our responsibilities for the assurance engagement concerning the selected indicators

Our responsibility is to plan and perform an assurance engagement with a limited level of assurance in such a way that we obtain sufficient and appropriate assurance information for our conclusion.

The procedures performed in order to obtain a limited level of assurance are intended to determine plausibility of information and vary in their nature and timing. They are less extensive than in the case of an assurance engagement intended to obtain a reasonable level of assurance. The level of assurance obtained in the case of a limited level of assurance is therefore considerably lower than that obtained in the case of a reasonable level of assurance. We apply the Regulations for Quality Systems (Nadere voorschriften kwaliteitssystemen – NVKS). These provide a consistent quality control system including recorded

guidelines and procedures for compliance with ethical requirements, professional standards and other relevant laws and regulations.

We have exercised professional judgement and have maintained professional scepticism throughout the assurance engagement, in accordance with the Dutch Standards 3000A, ethical requirements and independence requirements.

The procedures in our assurance engagement with a limited level of assurance included:

- Carrying out a stakeholder analysis and gaining insight into the relevant social themes and issues and the characteristics of the entity to the extent relevant for the selected indicators.
- Evaluating the appropriateness of the reporting criteria used, their consistent application and the relevant notes in the 2019 annual report.
- Obtaining insight into the reporting processes underlying the selected indicators, including the key aspects of the internal control measures, to the extent relevant to our assurance engagement.
- Identifying areas in the selected indicators with a higher risk of misleading or imbalanced information or material misstatements due to fraud or error. On the basis of this risk assessment defining and conducting other procedures to ascertain the plausibility of the selected indicators. These additional procedures included:
  - Conducting interviews with relevant employees responsible for supplying the information,

conducting internal checks and consolidating the information for the selected indicators.

- Obtaining assurance information that the selected indicators are consistent with the entity's underlying records.
- Assessing relevant internal and external documentation on a test basis; and
- Analytical evaluation of data and trends

An evaluation of the consistency of the selected indicators with the information in the 2019 annual report is outside the scope of our assurance engagement.

Amsterdam, 24 March 2020

Ernst & Young Accountants LLP

signed: R.T.H. Wortelboer RA

# Financial statements

We aim to provide comprehensive information on our financial results for 2019

# Financial statements

## Contents

Balance sheet as at 31 December 2019	79
Statement of profit and loss for 2019	80
Cash flow statement for 2019	81
Accounting policies	83
Notes to the balance sheet	90
Notes to the statement of profit and loss	111
<b>Other information</b>	
Provisions of the articles of association concerning the appropriation of profit	122



## Balance sheet as at 31 December 2019

(before appropriation of profit)

Assets	Notes	31-12-2019	31-12-2018
<b>Fixed assets</b>			
Intangible fixed assets	1	3,402,482	1,874,343
Tangible fixed assets	2	556,274,393	533,302,957
Financial fixed assets	3	296,234,888	284,758,391
<b>Total fixed assets</b>		<b>855,911,763</b>	<b>819,935,691</b>
<b>Current assets</b>			
Receivables	4	30,069,820	25,353,143
Cash and cash equivalents	5	1,165,795	6,673,255
<b>Total current assets</b>		<b>31,235,615</b>	<b>32,026,398</b>
<b>TOTAL ASSETS</b>		<b>887,147,378</b>	<b>851,962,089</b>
<b>Liabilities</b>			
<b>Shareholders' equity</b>	6		
Issued capital	7	45,000	45,000
Share premium reserve	8	300,584,972	300,584,972
Legal and statutory reserves	9	4,718,419	2,195,479
Other reserve		265,799,025	318,484,962
Result for the year		67,535,676	17,940,069
		<b>638,683,092</b>	<b>639,250,482</b>
<b>Provisions</b>	10	<b>76,793,468</b>	<b>75,382,521</b>
<b>Non-current liabilities</b>	11	<b>56,519,858</b>	<b>59,313,650</b>
<b>Current liabilities</b>	12	<b>115,150,960</b>	<b>78,015,436</b>
<b>TOTAL LIABILITIES</b>		<b>887,147,378</b>	<b>851,962,089</b>

## Statement of profit and loss for 2019

	Notes	2019	2018
<b>Revenue</b>	13	<b>169,370,887</b>	<b>157,412,776</b>
Personnel expenses	14	36,755,331	34,393,881
Depreciation	15	23,972,927	21,719,023
Other operating expenses	16	39,872,152	28,855,771
<b>Total expenses</b>		<b>100,600,410</b>	<b>84,968,684</b>
<b>Total operating result</b>		<b>68,770,477</b>	<b>72,444,092</b>
Financial income and expenditure	17	905,700	654,914
<b>Total result before tax</b>		<b>69,676,177</b>	<b>73,099,006</b>
Taxes	18	-3,286,777	-56,533,306
		<b>66,389,400</b>	<b>16,565,700</b>
Share in results of participating interests	19	1,146,276	1,374,369
<b>NET RESULT AFTER TAX</b>		<b>67,535,676</b>	<b>17,940,069</b>

## Cash flow statement for 2019

Cash flow from operating activities	Notes	2019	2018
<b>Operating result</b>		<b>68,770,477</b>	<b>72,444,092</b>
<i>Adjustments for:</i>			
Depreciation	15	22,891,083	21,568,122
Increase (decrease) in provisions	10	1,361,085	-1,148,716
Redemption of ground lease		-2,101,507	-2,117,436
		<b>22,150,661</b>	<b>18,301,970</b>
<i>Movements in working capital</i>			
Movement in receivables	4	-2,995,087	-3,609,944
Movement in current liabilities	12	6,321,053	14,961,423
		<b>3,325,966</b>	<b>11,351,479</b>
<b>Cash flow from operating activities</b>		<b>94,247,104</b>	<b>102,097,541</b>
Interest received		917,510	758,625
Interest paid		-32,179	-12,346
Corporate tax paid	18	-9,897,598	-28,105,000
		<b>-9,012,267</b>	<b>-27,358,721</b>
<b>Cash flow from operating activities</b>		<b>85,234,837</b>	<b>74,738,820</b>

## Cash flow statement for 2019

Cash flow from investing activities	Notes	2019	2018
Investments in intangible fixed assets	1	-1,882,116	-1,201,110
Investments in tangible fixed assets	2	-47,166,383	-53,298,564
Investment in financial fixed assets	3	-7,797,050	-15,733,683
Disposals of tangible fixed assets	2	1,657,844	156,174
Third-party contributions to investments		-	1,443,015
Repayment of financial fixed assets	3	1,036,539	1,887,720
Dividends received from participating interests		1,400,000	1,000,000
<b>Cash flow from investing activities</b>		<b>-52,751,166</b>	<b>-65,746,448</b>
<b>Cash flow from financing activities</b>	Notes	<b>2019</b>	<b>2018</b>
Dividends paid		-68,488,796	-60,938,572
Increase in non-current liabilities		53,892	435,408
Repayment of non-current liabilities		-746,176	-2,149,232
Movement in liabilities to credit institutions		31,189,949	25,000,000
<b>Cash flow from financing activities</b>		<b>-37,991,131</b>	<b>-37,652,396</b>
<b>Increase (decrease) in cash and cash equivalents</b>		<b>-5,507,460</b>	<b>-28,660,024</b>
<b>Movements in increase (decrease) in cash and cash equivalents</b>			
Cash and cash equivalents at start of period		6,673,255	35,333,279
Increase (decrease) in cash and cash equivalents		-5,507,460	-28,660,024
<b>Cash and cash equivalents at end of period</b>		<b>1,165,795</b>	<b>6,673,255</b>

## Accounting policies

### Company profile

Havenbedrijf Amsterdam N.V. has its corporate domicile and principal place of business at De Ruijterkade 7, 1013 AA Amsterdam and is registered in the Commercial Register under the number 57398879.

### General notes

#### Principal activities of the legal entity

Havenbedrijf Amsterdam N.V. is principally engaged in the following activities:

- Optimising services and the business development climate for companies based in the port region, focusing on existing customers, attracting new cargo flows and businesses, as well as marketing and promotional activities;
- Construction and maintenance of the infrastructure, renovation of the port and management of the Amsterdam Westpoort port area;
- Promoting swift, safe and environmentally responsible handling of shipping traffic from 12 miles off the coast at IJmuiden to the Oranje locks, in part through regulations and enforcement.

#### Consolidation

The sole shareholder of Havenbedrijf Amsterdam N.V. is the Municipality of Amsterdam. Havenbedrijf Amsterdam N.V. also has participating interests in Hallum Cruise B.V., Bouw- en Handelsmaatschappij Hallum B.V. (hereinafter Hallum B.V.) and Regionale Ontwikkelingsmaatschappij N.V. (hereinafter RON N.V.).

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

#### Related parties

Significant transactions with related parties are explained insofar as they were not concluded under normal market conditions. The explanation includes the nature and size of the transaction, as well as any other information necessary in order to understand the transaction.

#### Estimates

In applying the accounting policies and rules for preparing the financial statements, the Board of Directors of Havenbedrijf Amsterdam N.V. makes various judgements, estimates and assumptions based on circumstances and information available at the time of preparing the financial

statements. Estimates based on future events (or the occurrence of expected events) may be subject to future changes in the market and circumstances outside the group's control. These changes in estimates are recognised on a forward-looking basis. The main judgements and estimates, including the underlying assumptions, are:

#### Depreciation, amortisation and residual value

The depreciation and 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, taking account of any residual value. The depreciation and amortisation periods used are set out in Parts 1 and 2 of the notes to the financial statements. During the year, an assessment is made of whether any changes have occurred in the estimates and assumptions relating to assets that require an adjustment to the useful life. Any such adjustments are made on a forward-looking basis.

#### Provision for deferred tax

Deferred tax assets are recognised if it is likely that there will be taxable profit in the future. The main estimate concerns the forecast results based on the long-term budget.



## Accounting policies

### Provision for doubtful debts

Provisions deemed necessary for possible losses due to the risk of irrecoverability are deducted. These provisions are determined on the basis of individual assessments of the receivables. The estimation elements relate mainly to the age of the receivables and the creditworthiness of the customers.

### Employee benefits provision

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

### Provision for decontamination liabilities

This provision is calculated on the basis of the currently known decontamination costs, taking into account price indexation and the anticipated impact of relevant technological developments on the decontamination costs.

### Provision for demolition

This provision is calculated on the basis of the currently known demolition costs, taking into account price indexation and the anticipated cost impact of relevant technological developments.

## General accounting policies

### The standards according to which the financial statements have been prepared

The financial statements have been prepared in accordance with the provisions of Part 9, Book 2 of the Dutch Civil Code and the provisions of the Guidelines for Financial Reporting issued by the Dutch Accounting Standards Board. The financial statements have been prepared on the basis of historical cost. Assets and liabilities are stated at nominal value unless specified otherwise. Income and expenses are allocated to the year to which they relate. 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.

### Netting

Assets and liabilities are netted 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.

### Translation of foreign currency

The financial statements are denominated in euros, which is both the functional and the presentation currency of Havenbedrijf Amsterdam N.V. Accounts receivable, debts and liabilities in foreign currencies are translated at the exchange rate prevailing on the balance sheet date. Exchange differences resulting from settlement and translation are credited or charged to the statement of profit and loss.

### Policies for the translation and treatment of exchange differences relating to transactions in foreign currencies

Transactions in foreign currencies during the reporting period are recognised in the financial statements at the exchange rate on the date of the transaction.

### Leases

An assessment is made of whether a contract constitutes a lease on the basis of the economic reality at the time it is concluded. A contract is deemed to be a lease 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 lease. Liabilities after the financial year are stated under contingent liabilities.

## Accounting policies

### Pension schemes

The company's employees participate in the sector pension scheme of Algemeen Burgerlijk Pensioenfonds (ABP). The average salary scheme is funded by payments to ABP. The pension liabilities are measured according to the 'obligation to the pension provider' approach. In this approach, the contribution payable to the pension provider is stated 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 liabilities exist on the balance sheet date in addition to the payment of the annual contribution 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 the end of 2019 (and 2018) there were no liabilities apart from the payment of the annual contribution to the pension provider.

ABP's coverage ratio as at 31 December 2019 was 97.8% (2018: 97.0%). This coverage ratio is a snapshot of the financial position on 31 December 2019. As the current coverage ratio can fluctuate sharply within a short period, pension funds are required to apply the 'policy coverage ratio' as of 2015. The policy coverage ratio is an average over twelve months. ABP's policy coverage ratio as at 31 December 2019 was 95.8% (2018: 103.8%). The law states that the coverage ratio must be 128% and that it must not be below 104.2% for more than five years.

Measures taken by ABP in recent years in connection with non-compliance with the 104.2% statutory policy coverage ratio include non-indexation of pensions.

## Accounting policies for the balance sheet

### Intangible fixed assets

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

- it is likely that economic benefits will accrue to the company and
- the cost 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 bases) are recognised directly in the statement of profit and loss.

Intangible fixed assets are carried at cost and net of accumulated amortisation and any impairments.

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.

The economic life and the amortisation method are reassessed at the end of each financial year. Intangible fixed assets under construction are not amortised.

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.

## Accounting policies

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

### Tangible fixed assets

A tangible fixed asset is recognised in the balance sheet if:

- it is likely that economic benefits will accrue to the company and
- the cost of the asset can be reliably determined.

Tangible fixed assets are carried at cost less investment subsidies and third-party contributions, and net of accumulated depreciation and any impairments. Depreciation is based on the estimated useful life and calculated on the basis of a fixed percentage of the cost of acquisition, taking account of any residual value. Depreciation commences when the asset is taken into use. Owned land and tangible fixed assets under construction are not depreciated.

Tangible fixed assets under construction are measured at manufacturing cost net of any impairments. The manufacturing cost consists of material costs, direct labour costs and an attributable portion of the indirect production costs

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

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

Scheduled major maintenance is capitalised according to the component approach. The cost includes the cost of major maintenance as soon as these costs arise and the capitalisation criteria have been fulfilled. The carrying amount of the components to be replaced is then treated as a disposal and is charged to the statement of profit and loss.

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 the accounting estimate.

### Financial fixed assets

#### Shares, depositary receipts for shares and other types of participating interest in group companies

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 Havenbedrijf Amsterdam N.V.

Significant influence is deemed to exist if a shareholder's interest exceeds 20% of the voting rights attached to the shares. Participating interests with a negative net asset value are valued at zero. A provision is recognised 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 (in respect of its share). In determining the amount of this provision due account is taken of bad debt provisions already deducted from amounts receivable from the participating interest.

## Accounting policies

### Other receivables

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

### Deferred tax assets

Deferred tax assets are recognised for deductible tax losses and deductible temporary differences between the value of assets and liabilities according to tax rules and the accounting principles followed in these financial statements, on the understanding that deferred tax assets are recognised only if it is likely that future taxable profit will be available against which the temporary differences can be settled and losses can be offset.

### Impairments of fixed assets

On each balance sheet date an assessment is made of whether there are any indications that a fixed asset may be impaired. 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.

### Changes in the value of the securities and participating interests included in fixed assets

Unlisted shares belonging to the investments category in equity instruments are valued at fair value after initial recognition. Changes in value are included directly in the revaluation reserve, with realised changes in value changes being recognised in the statement of profit and loss. Under article 2:390 of the Dutch Civil Code the recognition of impairments must not lead to a negative revaluation reserve, unless article 2:384 (8) of the Dutch Civil Code applies.

### Receivables

Receivables are carried at fair value at initial recognition and subsequently at amortised cost. Provisions deemed necessary for possible losses due to the risk of irrecoverability are deducted. These provisions are determined on the basis of individual assessments of the receivables.

### Cash and cash equivalents

Cash and cash equivalents consist of cash, bank account credit balances and demand deposits with a maturity

of less than three months. Cash and cash equivalents are carried at nominal value.

### Provisions

Provisions are recognised for legally enforceable or constructive obligations existing on the balance sheet date where settlement is likely to entail an outflow of resources whose amount can be reliably estimated.

### Provision for decontamination liabilities

Havenbedrijf Amsterdam N.V., under the land lease agreement with the Municipality of Amsterdam, has the obligation with effect from 1 April 2013 to return the leased port sites on the basis of the 'Industry' standard under the Soil Quality Regulation. This obligation applies on termination of the continuous ground lease contract. An exception to the soil decontamination obligation applies in respect of all pollution arising as a result of acts of war during World War II. In the Port Agreement, the Municipality of Amsterdam indemnifies Havenbedrijf Amsterdam N.V. in respect of the environmental damage caused during that period.

In order to be able to deliver the land according to the industry standard, it is important that there is controllability of any new pollution but also of pollution that was already known and/or present before 1 April 2013, because Havenbedrijf Amsterdam N.V. is also responsible for the 'older' pollution. As part of the deferred restoration

## Accounting policies

obligation under the land lease agreement with the Municipality of Amsterdam, Havenbedrijf Amsterdam N.V. has included a standard clause in the contracts with its tenants or leaseholders stating that the port land must be returned in the state in which they acquired it. The deferred obligation of Havenbedrijf Amsterdam N.V. has therefore been assigned to the leaseholders or tenants of the port site. In the event of new pollution, the decontamination obligation is incumbent in the first instance under the Soil Protection Act (Wet bodembescherming, Wbb) on the party causing the pollution and in the second instance under the restoration obligation clause on the user of the port site, provided the site was not contaminated before it was issued.

On termination of the rental or land lease contract, it is possible that companies may be fully or partly unable to comply with the decontamination obligation or that persistence with the obligation would lead to irresponsible destruction of capital, such as demolition of buildings to eliminate soil contamination. Havenbedrijf Amsterdam N.V. therefore offers its tenant or leaseholder the possibility of buying out the decontamination obligation.

The provision for the deferred soil obligation and demolition of buildings is measured at the nominal value of the expected decontamination expense at the sites concerned, taking into account the risks, uncertainties, price indexation and anticipated impact of technological developments on decontamination costs.

### Provision for demolition liabilities

The provision for demolition liabilities is measured at the nominal value of the expected demolition expense, taking into account the risks, uncertainties, price indexation and anticipated impact of technological developments on demolition costs. The restoration costs are recognised through a provision formed over the expected useful life of the asset equivalent to the amount necessary to settle the restoration obligation. An amount is added to the provision each year as a charge against the statement of profit and loss.

### Provision for personnel

Other deferred employee benefits are payments due to service anniversaries and payments due to former employees entitled to non-statutory unemployment benefits.

The stated liability is the best estimate of the amounts necessary to settle the respective liabilities on the balance sheet date. The liability is carried at present value. Discounting takes place at the market interest rate (effective yield) of high-quality corporate bonds at the balance sheet date.

### Non-current liabilities

Non-current liabilities are carried at fair value at initial recognition and subsequently at amortised cost.

### Redemption of ground lease

Site tenants have the option to redeem ground leases at their present value during the term of the lease. The redemption amounts received are stated in non-current liabilities. Ground lease payments received in advance relating to the following financial year are stated under current liabilities.

### Current liabilities

Current liabilities are measured at fair value at initial recognition and subsequently at amortised cost.

## Accounting policies

### Principles for determining the result

#### Revenue recognition

Revenue is exclusive of sales tax and less any discounts. Sales revenue 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 purchaser. Revenue from services is recognised in proportion to the services performed, based on the costs incurred for 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.

#### Total expenses

The expenses are determined on a historical basis and allocated to the reporting year to which they relate. Foreseeable liabilities and potential losses originating before the end of the financial year are recognised if they became known before the financial statements were prepared and the conditions for recognition of the provision are satisfied.

#### Amortisation of intangible fixed assets

Intangible fixed assets including goodwill are amortised from the time when they are ready to be taken into use over the expected future useful life of the asset.

If there is a change in the estimate of the future useful life, the future amortisation will be adjusted.

#### Depreciation of tangible fixed assets

Tangible fixed assets are depreciated from the time when they are ready to be taken into use over the expected future useful life of the asset. Owned land is not depreciated.

If there is a change in the estimate of the future useful life, the future depreciation will be adjusted. Book profits and losses from incidental sales of tangible fixed assets are included in the depreciation.

#### Financial income and expenditure

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

#### Income tax on the profit or loss

Tax on the result is calculated on the pre-tax result in the statement of profit and loss, taking account of available, tax-deductible losses from previous financial years, insofar as they are not included in the deferred tax assets, exempt profit components and after the addition of non-deductible expenses. Changes to the deferred tax assets and deferred

tax liabilities arising from changes in the applicable tax rate are also taken into account.

#### Share in results of participating interests

The share in the results of participating interests is the share attributable to the company in the results of participating interests over whose business and financial policies the company exerts significant influence. These results are determined on the basis of the accounting policies of Havenbedrijf Amsterdam N.V. In the case of participating interests over whose financial and commercial policy no significant influence is exerted, the dividend is recognised as a profit.

#### 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 paid is included in the cash flow from operating activities. Dividends received are included in cash flow from investing activities. Dividends paid are included in cash flow from financing activities. Transactions that involve no transfer of cash or cash equivalents, including financial leasing, are excluded from the cash flow statement. The lease instalments payable under financial lease contracts are presented as repayments of liabilities for the repayment component and as interest paid for the interest component.



## Notes to the balance sheet

### 1 Intangible fixed assets

	Costs of research and development	Concessions, licences and intellectual property	Assets under construction	Total
<i>Balance as at 1 January 2019</i>				
Acquisition or manufacturing cost	1,139,367	1,353,941	1,727,707	4,221,015
Accumulated depreciation	-1,096,893	-1,249,779	–	-2,346,672
<b>Carrying amount as at 1 January 2019</b>	<b>42,474</b>	<b>104,162</b>	<b>1,727,707</b>	<b>1,874,343</b>
<i>Movements</i>				
Investments	596,828	240,480	1,666,996	2,504,304
Commissioning	–	–	-622,188	-622,188
Depreciation	-259,775	-94,202	–	-353,977
<b>Net movements</b>	<b>337,053</b>	<b>146,278</b>	<b>1,044,808</b>	<b>1,528,139</b>
<i>Balance as at 31 December 2019</i>				
Acquisition or manufacturing cost	1,736,195	1,594,421	2,772,515	6,103,131
Accumulated depreciation	-1,356,668	-1,343,981	–	-2,700,649
<b>Carrying amount as at 31 December 2019</b>	<b>379,527</b>	<b>250,440</b>	<b>2,772,515</b>	<b>3,402,482</b>
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 port dues and the Data Warehouse.

## Notes to the balance sheet

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A number of 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 Profit payroll programme.

The principal investments during the financial year related to new functionalities in the digital duty log and the inland port dues application.

Assets under construction primarily relate to the new scheduling and reservation system for river cruise vessels, the cloud transition and data management. The investments mainly comprise the replacement of the HAP application amounting to €0.5 million, the continued development of the Data platform amounting to €0.4 million and the continued development of the port dues applications for €0.3 million.

## Notes to the balance sheet

### 2 Tangible fixed assets

	Prepaid ground lease for land and sites	Ground, road and water works	Other tangible fixed assets	Assets under construction	Total
<i>Balance as at 1 January 2019</i>					
Acquisition or manufacturing cost	300,354,830	256,531,511	58,227,580	43,235,153	658,349,074
Accumulated depreciation	-36,060,476	-68,190,588	-20,795,053	-	-125,046,117
<b>Carrying amount as at 1 January 2019</b>	<b>264,294,354</b>	<b>188,340,923</b>	<b>37,432,527</b>	<b>43,235,153</b>	<b>533,302,957</b>
<i>Movements</i>					
Investments	21,816	12,755,053	23,462	34,366,055	47,166,386
Commissioning	-	17,457,064	2,100,546	-19,557,610	-
Depreciation	-6,014,024	-12,719,400	-3,803,682	-	-22,537,106
Divestments	-	-4,224,177	-514,205	-	-4,738,382
Depreciation in respect of divestments	-	2,566,333	514,205	-	3,080,538
<b>Net movements</b>	<b>-5,992,208</b>	<b>15,834,873</b>	<b>-1,679,674</b>	<b>14,808,445</b>	<b>22,971,436</b>
<i>Balance as at 31 December 2019</i>					
Acquisition or manufacturing cost	300,376,646	279,953,118	59,323,178	58,043,598	697,696,540
Accumulated depreciation	-42,074,500	-75,777,322	-23,570,325	-	-141,422,147
<b>Carrying amount as at 31 December 2019</b>	<b>258,302,146</b>	<b>204,175,796</b>	<b>35,752,853</b>	<b>58,043,598</b>	<b>556,274,393</b>
Depreciation rates	2%	0 – 10%	2 – 33%	-	

## Notes to the balance sheet

### Classification of movements

Due to the nature of the operating activities, the categories in the statement of movements differ from the legally specified categories. This is permitted because the categories used provide a better insight into the composition of the carrying amount and invested sums.

### Use of the component approach

Before Havenbedrijf Amsterdam N.V. became an independent entity on 1 April 2013 no component approach was used in respect of tangible fixed assets. After that date, however, the component approach was used, due to greater insight. The component approach is used for the asset classes of ground, road and water works, as well as a number of subcategories within the other tangible fixed assets. At the end of 2019 the carrying amounts of the 'Ground, road and water works' assets before and after the company became an independent entity were €122.9 million and €81.3 million (2018: before €133.2 million, after €55.2 million).

At the end of 2019, the carrying amounts of the subcategories within the 'Other tangible fixed assets' before and after the company became an independent entity were €14.5 million and €21.2 million (2018: before €16.3 million, after €21.1 million).

### Prepaid ground lease for land and sites

On its incorporation, the company acquired the port sites under a ground lease. The Municipality of Amsterdam is the legal owner of the port sites. The annual ground lease payments in the first term 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 term (in 50 years). Based on the economic reality of the transaction, the Municipality has made a capital contribution equivalent to 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. Havenbedrijf Amsterdam N.V. charges the prepaid ground lease to the statement of profit and loss on a straight-line basis over 50 years.

### Ground, road and water works

Ground, road and water works concern investments in the infrastructure of the entire port area, as well as land owned by the port.

The main investments and commissioning in 2019 concern the purchase of land at Hoogtij (€12.8 million) and the extension of the Vingerpier in Afrikahaven (€9 million).

### Other tangible fixed assets

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

The main investments in commissioning in 2019 concern solar panels in the PDI Koopman building (€0.4 million), the conversion of the Koopman Car Terminal shed to district heating (€0.3 million) and infrastructure for the cloud transition (€0.2 million).

### Assets under construction

The assets under construction mainly concern the projects relating to the construction of a quay at Hoogtij (€6.9 million), the purchase of a Holland Jachtbouw shipyard (€6.6 million), the replacement of lighter mooring posts in IJmuiden (€3.9 million) and the purchase of Moezelhavenkade (€2.5 million).

The remainder consists of various smaller assets under construction.

## Notes to the balance sheet

### 3 Financial fixed assets

	Participating interests in group companies	Amounts owed by group companies	Deferred tax assets	Other non-current receivables	Total
<b>Carrying amount as at 1 January 2019</b>	<b>8,946,041</b>	<b>–</b>	<b>244,960,095</b>	<b>30,852,255</b>	<b>284,758,391</b>
Revaluation	385,730	–	–	–	385,730
Loans granted	–	3,520,953	–	4,276,097	7,797,050
Movement as a result of rate change	–	–	14,255,337	–	14,255,337
Share in result of participating interests over which significant influence is exerted	1,146,276	–	–	–	1,146,276
Dividends received from participating interests	–1,400,000	–	–	–	–1,400,000
Interest	–	–	–	501,389	501,389
Current portion	–	–	–	–2,085,443	–2,085,443
Repayments	–	–	–	–1,036,540	–1,036,540
Realised	–	–	–8,087,302	–	–8,087,302
<b>Carrying amount as at 31 December 2019</b>	<b>9,078,047</b>	<b>3,520,953</b>	<b>251,128,130</b>	<b>32,507,758</b>	<b>296,234,888</b>

### Participating interests

The company's interests in other companies can be analysed as follows:

	Share in issued capital in %
Bouw- en handelsmaatschappij Hallum B.V., Amsterdam	100.00
Hallum Cruise B.V., Amsterdam	100.00
Regionale Ontwikkelingsmaatschappij Noordzeekanaalgebied N.V., Amsterdam	33.33

## Notes to the balance sheet

Participating interests in group companies	31-12-2019	31-12-2018
Bouw- en Handelmaatschappij "Hallum" B.V.	3,122,263	2,967,212
Hallum Cruise B.V.	3,994,451	4,875,496
Regionale Ontwikkelingsmaatschappij Noordzeekanaalgebied N.V.	1,961,333	1,103,333
<b>Total participating interests in group companies</b>	<b>9,078,047</b>	<b>8,946,041</b>

<i>Bouw- en handelsmaatschappij "Hallum" B.V.</i>	2019	2018
<b>Carrying amount as at 1 January</b>	<b>2,967,212</b>	<b>2,903,527</b>
Revaluation of participating interest	385,730	–
Result	169,321	63,685
Dividend received from participating interest	–400,000	–
<b>Carrying amount as at 31 December</b>	<b>3,122,263</b>	<b>2,967,212</b>

<i>Hallum Cruise B.V.</i>	2019	2018
<b>Carrying amount as at 1 January</b>	<b>4,875,496</b>	<b>4,056,670</b>
Result	118,955	818,826
Dividend received from participating interest	–1,000,000	–
<b>Carrying amount as at 31 December</b>	<b>3,994,451</b>	<b>4,875,496</b>

<i>Regionale Ontwikkelingsmaatschappij Noordzeekanaalgebied N.V.</i>	2019	2018
<b>Carrying amount as at 1 January</b>	<b>1,103,333</b>	<b>1,611,475</b>
Result	858,000	491,858
Dividend received from participating interest	–	–1,000,000
<b>Carrying amount as at 31 December</b>	<b>1,961,333</b>	<b>1,103,333</b>

<b>Amounts owed by group companies</b>		
Amount owed by Bouw- en Handelmaatschappij "Hallum" B.V.	3,520,953	–



## Notes to the balance sheet

<i>Amount owed by Bouw- en Handelmaatschappij "Hallum" B.V.</i>	2019	2018
<b>Carrying amount as at 1 January</b>	–	–
Movements		
Granted in financial year	3,520,953	–
<b>Carrying amount as at 31 December</b>	<b>3,520,953</b>	–

<i>Deferred tax assets</i>	2019	2018
Balance as at 1 January	244,960,095	295,508,823
Allocation	–	12,553,858
Movement as a result of rate change	14,255,337	–51,554,115
Realised	–8,087,302	–11,548,471
<b>Balance as at 31 December</b>	<b>251,128,130</b>	<b>244,960,095</b>

On 19 December 2019 the reductions in the corporate income tax rates due from 2020 were partially reversed. According to the Guidelines of the Dutch Accounting Standards Board, changes must be recognised in the measurement of deferred tax. In 2020 the highest rate was 25% (previously 22.5%) and from 2021 it is due to fall to 21.7% (previously 20.5%). As a result of these future rate cuts, the deferred tax asset has been increased by €14.3 million.

An amount of €6.3 million of the deferred tax asset is expected to be realised within one year.

## Notes to the balance sheet

Other non-current receivables	31-12-2019	31-12-2018
Long-term loans	11,773,134	12,093,324
Prepaid discount and transitional schemes	20,734,624	18,758,931
<b>Total other non-current receivables</b>	<b>32,507,758</b>	<b>30,852,255</b>

The long-term loans include a deferred payment liability of €9.4 million (2018: €9.8 million).

In addition the long-term loans mainly comprise:

Loan to Havengebouw amounting to €0.5 million:

Annual repayment: With effect from Q1 2022 the principal will be offset against the rent in four quarters.

Interest rate: 4.5% per year

Term: 9 years

The loan was repaid in full in February 2020.

Loan to SCS Multiport amounting to €1.5 million:

Annual repayment: €0.1 million

Interest rate: 2% per year

Term: 13 years

Loan to Integrated Green Energy amounting to €0.1 million:

Interest rate: 5% per year

Term: 4 years

The prepaid discount and transitional schemes relate to amounts already paid to customers under longer-term contracts.

Because the discounts granted relate to the entire term of the contracts concerned, they are realised in the result over the whole contractual term.

## Notes to the balance sheet

### 4 Receivables

Current assets	31-12-2019	31-12-2018
Trade receivables	11,078,570	9,474,544
Amounts owed by group companies	869,792	1,810,603
Prepayments and accrued income	8,446,112	6,447,624
Taxes and social security contributions	9,675,346	7,620,372
	<b>30,069,820</b>	<b>25,353,143</b>

A provision for doubtful debts of €1.0 million has been deducted from the total trade receivables (2018: €0.9 million). The receivables from group companies concern ordinary trade receivables, invoices pending and amounts to be settled.

The net figure for taxes and social security contributions in 2018 comprised a corporate income tax receivable. In addition to a corporate income tax receivable of €8.0 million the 2019 net figure includes a VAT receivable of €1.6 million arising due to a land purchase.

Trade receivables	31-12-2019	31-12-2018
Trade receivables	12,273,132	10,361,540
Provision for doubtful debts	-1,194,562	-886,996
	<b>11,078,570</b>	<b>9,474,544</b>

## Notes to the balance sheet

Prepayments and accrued income	31-12-2019	31-12-2018
Prepaid discount and transitional schemes	1,908,726	1,306,358
Invoices pending	4,447,789	3,248,814
Prepaid expenses	1,131,822	1,122,594
Grants to be received	–	100,652
Other receivables	957,775	669,206
<b>Total prepayments and accrued income</b>	<b>8,446,112</b>	<b>6,447,624</b>

The increase in the outstanding invoices is mainly due to an increase in outstanding seaport dues statements.

The outstanding seaport dues statements were invoiced in January 2020.

The other receivables relate particularly to the short-term part of the long-term loans (€0.4 million).

## 5 Cash and cash equivalents

	31-12-2019	31-12-2018
Cash at banks	–	6,673,255
Tourist tax balances at banks	1,165,795	–
	<b>1,165,795</b>	<b>6,673,255</b>

### Deposits

No cash and cash equivalents were held on deposit on the balance sheet date.

### Limited availability of cash and cash equivalents

On 1 January 2019 the Municipality of Amsterdam introduced a day tourist tax for TRANSIT sea and river cruise passengers on vessels berthing within Amsterdam's municipal boundaries. Havenbedrijf Amsterdam N.V. collects the day tourist tax on behalf of the Municipality of Amsterdam. The amounts received are then transferred to the Municipality of Amsterdam. At the end of 2019 the liability to the Municipality of Amsterdam is €1.2 million.

## Notes to the balance sheet

### 6 Shareholders' equity

	Issued capital	Share premium reserve	Legal and statutory reserves	Other reserve	Result for the year	Total
<b>Book value as at 1 January 2018</b>	<b>45,000</b>	<b>300,584,972</b>	<b>2,567,525</b>	<b>22,604,093</b>	<b>356,447,395</b>	<b>682,248,985</b>
Movement in profit appropriation	–	–	–	–	-356,447,395	-356,447,395
Result for the year	–	–	–	–	17,940,069	17,940,069
Profit appropriation for previous year	–	–	–	356,447,395	–	356,447,395
Movement in legal reserve	–	–	-372,046	372,046	–	–
Dividend distribution	–	–	–	-60,938,572	–	-60,938,572
<b>Balance as at 31 December 2018</b>	<b>45,000</b>	<b>300,584,972</b>	<b>2,195,479</b>	<b>318,484,962</b>	<b>17,940,069</b>	<b>639,250,482</b>

	Issued capital	Share premium reserve	Legal and statutory reserves	Other reserve	Result for the year	Total
<b>Balance as at 1 January 2019</b>	<b>45,000</b>	<b>300,584,972</b>	<b>2,195,479</b>	<b>318,484,962</b>	<b>17,940,069</b>	<b>639,250,482</b>
Movement in profit appropriation	–	–	–	–	-17,940,069	-17,940,069
Result for the year	–	–	–	–	67,535,676	67,535,676
Profit appropriation for previous year	–	–	–	17,940,069	–	17,940,069
Movement in legal reserve	–	–	2,522,940	-2,137,210	–	385,730
Dividend distribution	–	–	–	-68,488,796	–	-68,488,796
<b>Balance as at 31 December 2019</b>	<b>45,000</b>	<b>300,584,972</b>	<b>4,718,419</b>	<b>265,799,025</b>	<b>67,535,676</b>	<b>638,683,092</b>

## Notes to the balance sheet

### 7 Issued capital

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

### 8 Share premium reserve

On incorporation, the company acquired the port sites under a ground lease. The annual ground lease payments in the first term of 50 years are deemed to have been bought out, as agreed between the Municipality of Amsterdam and Havenbedrijf Amsterdam N.V. Based on the economic reality of the transaction, the Municipality of Amsterdam has made a capital contribution equivalent to 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.

### 9 Legal and statutory reserves

The legal reserve is maintained for the capitalisation of development costs and participating interests. The legal reserve for development costs has been created up to the amount of capital development costs and the applicable conditions have been met with regard to technical, commercial and financial feasibility. At the end of 2019, the legal reserve amounted to €0.4 million (2018: Zero).

The legal reserve for participating interests has been created to the extent that the company is unable to effect payment of the positive results without limitation. The share of Havenbedrijf Amsterdam N.V. in the direct increases and decreases in assets of the participating interests is included in the legal reserve. At the end of 2019 the legal reserve amounted to €4.3 million (2018: €2.2 million).



## Notes to the balance sheet

A retrospective revaluation of €0.4 million took place in the participating interest Bouw- en Handelmaatschappij Hallum B.V. in 2019. In the 2018 financial statements a participating interest of Bouw- en Handelmaatschappij Hallum B.V. valued its participation in accordance with the applicable valuation principles on the basis of the market value, resulting in an increase in the net asset value. This revaluation was not known at the time of adoption of the 2018 financial statements of Havenbedrijf Amsterdam N.V. This subsequent revaluation has no material effect on the 2018 financial statements of Havenbedrijf Amsterdam N.V. and has therefore been recognised in the current financial year as a direct change in equity in the legal reserve.

### Appropriation of the result for the previous financial year

The 2018 financial statements were adopted at the General Meeting held on 10 May 2019. The General Meeting also adopted the appropriation of the profit in accordance with the proposal submitted, leading to a dividend payment of €68.5 million.

102

## 10 Provisions

Other provisions	31-12-2019	31-12-2018
Provisions for decontamination	74,232,351	72,567,346
Demolition provisions	1,582,659	1,320,027
Personnel provisions	978,458	1,495,148
<b>Total other provisions</b>	<b>76,793,468</b>	<b>75,382,521</b>

Provisions for decontamination	2019	2018
Balance as at 1 January	72,567,346	73,978,916
Allocations	6,229,215	897,000
Indexation	698,447	–
	79,495,008	74,875,916
Withdrawals	–5,262,657	–2,308,570
<b>Balance as at 31 December</b>	<b>74,232,351</b>	<b>72,567,346</b>

## Notes to the balance sheet

The provision is measured as the nominal value of the expected decontamination expense at the locations in which on the one hand the tenant or leaseholder has bought out the contamination obligation or on the other hand Havenbedrijf Amsterdam N.V. has accepted liability for the decontamination of the land based on past events. The expertise of certified environmental firms is used in the valuation of the individual decontamination sites. Havenbedrijf Amsterdam N.V. endeavours to obtain a new assessment of the scale of the decontamination costs at each site after a maximum of three years. At the end of 2019 an amount of €70.4 million from the provision is based on a recent soil report (<3 years old). The environmental firms prepare their calculations on the basis of a system of point estimates. As a result of the system used, uncertainty remains at most sites with regard to the scale of the contamination for which a risk premium is applied. At the end of 2019 the risk premium in the provision for soil decontamination was €9.6 million. (2018: €10.3 million). The risk surcharge applied by Havenbedrijf Amsterdam N.V. varies from site to site because it depends on the uncertainty with regard to expected decontamination costs and can be analysed as follows:

Basis of the decontamination provision on which a risk surcharge is calculated:

Percentage	2019	2018
0%	943,112	474,351
15%	73,289,239	72,092,995
25%	–	–
<b>Total</b>	<b>74,232,351</b>	<b>72,567,346</b>

At the locations for which no new soil report was produced in 2019, indexation has been applied, which has an impact of €0.7 million on the provision. This is based on the change in the price index figures for ground, road and water works in July compared to July of the previous year. In 2019 the indexation was +2.4%.

The soil survey was updated and/or supplemented at various sites in 2019. Based on the results of these surveys adjustments were made to the estimated polluted soil and the level of the associated decontamination costs. This change of estimate has led to a transfer of €6.2 million to the provision, which has been charged to the 2019 result. €4.7 million of this amount of €6.2 million concerns three sites in the Minervahaven area. The other €1.5 million relates to nine locations in the port area outside Havenstad.

## Notes to the balance sheet

Of the total provision €2,861,918 is of a short-term nature (< 1 year) (2018: €7,198,824) and €70,499,668 of a long-term nature (> 5 years) (2018: €64,295,288).

Provisions for demolition	2019	2018
Balance as at 1 January	1,320,027	413,500
Allocation charged to result	262,632	915,000
	1,582,659	1,328,500
Decrease credited to result	–	–8,473
<b>Balance as at 31 December</b>	<b>1,582,659</b>	<b>1,320,027</b>

The provision for demolition relates to:

### Dismantling of wind turbines

Havenbedrijf Amsterdam N.V. has a ground lease under which the leaseholder is required to pay Havenbedrijf Amsterdam N.V. an annual ground rent of up to €0.7 million, of which €0.1 million will be used for the costs of dismantling the wind farm at Afrikahaven. The wind farm consists of nine wind turbines and will have to be dismantled at the end of its technical life. The net amount of the provision as at 31 December 2019 amounts to €0.4 million (2018: €0.3 million) and is entirely long-term.

### Demolition of foundations

The provision for the demolition of foundations relates to an obligation accepted by Havenbedrijf Amsterdam N.V. to demolish the waste processing slag used as a foundation layer on a site in the port area. The net provision as at 31 December 2019 amounts to €0.8 million (2018: €0.7 million) and is entirely long-term.

### Demolition of buildings

The demolition of buildings relates to the demolition costs accepted by Havenbedrijf Amsterdam N.V. on termination of a rental or ground lease. The provision is measured as the nominal value of the expected expense at the location(s) concerned. This expected expense is estimated on the basis of the current known costs and price indexation. The net provision as at 31 December 2019 amounts to €0.4 million (2018: €0.4 million).

## Notes to the balance sheet

Personnel provisions	2019	2018
Balance as at 1 January	1,495,148	1,763,588
Allocations	239,302	130,837
Interest	49,861	29,278
	1,784,311	1,923,703
Release	-457,279	-131,669
Withdrawals	-348,574	-296,886
<b>Balance as at 31 December</b>	<b>978,458</b>	<b>1,495,148</b>

Personnel provisions have been recognised in the context of non-statutory employment benefits for former personnel and benefits for future service anniversaries. Interest is added annually to the personnel provisions. The provisions are short-term and amount to €0.2 million.

The provision for former personnel as at 31 December 2019 amounts to €0.4 million (2018: €0.9 million).  
The provision for service anniversaries as at 31 December 2019 amounts to €0.6 million (2018: €0.6 million).

## Notes to the balance sheet

### 11 Non-current liabilities

Non-current liabilities	Balance as at 31 December 2019	Remaining term >1 year	Remaining term >5 years
Ground lease payments received in advance	54,624,557	54,624,557	46,623,575
Other liabilities	1,895,301	1,895,301	1,895,301
<b>Total</b>	<b>56,519,858</b>	<b>56,519,858</b>	<b>48,518,876</b>

Ground lease payments received in advance	31-12-2019	31-12-2018
Balance as at 1 January	56,726,064	60,495,724
Less: Realisation of ground lease	-2,101,507	-4,158,514
Plus: Redemption of ground lease	–	388,854
<b>Balance as at 31 December</b>	<b>54,624,557</b>	<b>56,726,064</b>

Other liabilities	31-12-2019	31-12-2018
Balance as at 1 January	2,587,586	2,649,186
Less: Repayment of other liabilities	-692,285	-61,600
<b>Balance as at 31 December</b>	<b>1,895,301</b>	<b>2,587,586</b>

#### Ground lease payments received in advance

The ground lease payments received in advance concern redemption payments from tenants with regard to the future ground lease. Havenbedrijf Amsterdam N.V. is consequently not liable to pay any interest. The 2019 portion of the ground lease payments received in advance is stated under current liabilities amounting to €2.1 million (2018: €2.1 million).

#### Other liabilities

The other non-current liabilities include contributions received from third parties for the implementation of the Houthavens Covenant (€1.1 million) and the deposits received (€0.7 million).

## Notes to the balance sheet

### 12 Current liabilities

	31-12-2019	31-12-2018
Debts to banks	56,188,443	25,000,000
Contract revenue received in advance	24,428,339	25,272,197
Liabilities to suppliers and trade credits	3,810,175	1,396,135
Taxes and social security contributions payable	2,163,937	3,114,677
Debts to shareholder	1,165,795	–
Pension liabilities	454,643	398,997
Other liabilities and deferred income	26,939,628	22,833,430
<b>Total short-term liabilities</b>	<b>115,150,960</b>	<b>78,015,436</b>

#### Debts to banks

Havenbedrijf Amsterdam N.V. has a 'Revolving facilities agreement' for €110 million. Of this facility, € 50 million can only be utilised once construction of the new sea lock at IJmuiden has started. The facility has been granted under market conditions and can be periodically drawn for one, three or six months at an interest rate of one-, three- or six-month Euribor +0.5%. In addition, a covenant has been agreed with the lender in which the adjusted shareholders' equity must be at least 30% of the total equity. This condition was met as at 31 December 2019. No collateral has been provided for this loan. Due account has been taken of additional costs in the valuation of this loan.

As of 31 December 2019, the utilisation of this facility amounted to €56.1 million (2018: €25 million).

## Notes to the balance sheet

Other liabilities and deferred income	31-12-2019	31-12-2018
Invoices to be received	15,138,809	10,633,706
Holiday pay or days	2,957,386	2,612,704
Discounts payable	2,748,225	3,346,730
Revenue received in advance	1,245,330	312,676
Grants received in advance	1,090,000	919,973
Other taxes payable	904,744	3,024,051
Other	2,855,134	1,983,590
<b>Total other liabilities and deferred income</b>	<b>26,939,628</b>	<b>22,833,430</b>

The increase in invoices to be received is due in part to a number of large invoices relating to the installation of an electricity network and property/water tax.

The decrease in other taxes relates to real estate tax. The property tax assessments received have largely been passed on to customers.

The other items relate in particular to the aftercare plan for the dredging sites (€1.4 million) and the reclassification of the credit balances in the debtors (€0.4 million).



## Assets, liabilities and arrangements not included in the balance sheet

### Information covering contingent arrangements

#### Transformation area

In the Port-City 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. On 21 December 2017 the City Council approved the Port-City Development Strategy that provides for Amsterdam to build between 40,000 and 70,000 homes from 2029, some of which will be built in the port areas around Coenhaven, Minervahaven, Mercuriushaven and Vlothaven.

The financial consequences for Havenbedrijf Amsterdam N.V. depend on further decisions and are thus uncertain. In the 2014 coalition agreement, the Municipal Executive decided that the existing businesses located on port sites inside the ring road can remain there until at least 2040. The development strategy provides for new homes to be built gradually among the existing businesses. The other agreements remained unchanged. The following agreements are currently in force:

- Houthaven/NDSM Covenant;
- Existing businesses can remain at their current locations until at least 2040, within the existing environmental contours;
- New allocations and expansions are possible for periods up to 2029, or in consultation with the Municipality;

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

#### Houthavens Covenant

Havenbedrijf Amsterdam N.V. has concluded the Houthavens Covenant with the Municipality of Amsterdam, the Province of North Holland and various businesses in the port. The agreement aims to strike the right balance between on the one hand facilitating the development of the port and the businesses established there and on the other hand developing housing in Houthaven and in the NDSM shipyard. To implement this agreement, an innovation fund has been set up from which businesses can receive a contribution towards environmental measures exceeding the statutory minimum (measures that extend beyond their obligations under the laws and regulations) that help to improve the environmental situation and living environment existing at that time. A maximum of €9 million has been made available for the innovation fund. The maximum contribution from Havenbedrijf Amsterdam N.V. is

€3 million. The residual liability at the end of 2019 amounts to €1.9 million (2018: €1.9 million).

#### HoogTij project

For the purpose of refinancing the HoogTij project, Havenbedrijf Amsterdam N.V. provided security for the Province of North Holland and the Municipality of Zaanstad in February 2016 under certain conditions and up to a maximum of €23.3 million at an annual premium of 0.55% on the principal, covered in part by a mortgage on the property underlying the transaction.

#### Sea lock

As an interested party, Havenbedrijf Amsterdam N.V. has made a financial contribution to the construction of the new lock. The amount of the contribution has been set at €46.5 million and will be paid in two tranches. The first tranche of €5 million was paid in October 2017 and was therefore charged to the 2017 result. The remaining liability at the end of 2017 amounts to €41.5 million. This amount must be paid and included in the financial statements on the completion date or on 31 October 2019, whichever is later.

If the availability date is later than 31 October 2019, Havenbedrijf Amsterdam N.V. will receive €1.3 million in compensation for each full calendar year between 31 October 2019 and the availability date, as well as a proportional share of that sum for each part of a full

## Assets, liabilities and arrangements not included in the balance sheet

calendar year that elapses between 31 October 2019 and the availability date. The expected completion date is currently January 2022.

### Tax group

Havenbedrijf Amsterdam N.V. is the head of the tax group for the purposes of corporate income tax. In 2019 the tax group comprises the participating interests Bouw- en Handelmaatschappij "Hallum" B.V., Hallum Cruise B.V., Port of Amsterdam International B.V. and Port of Amsterdam Activities B.V.

### Information on liabilities not included in the balance sheet

At the end of 2019, Port of Amsterdam had a number of multi-year financial liabilities toward 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 leases, leasing of vehicles, IT services, road cleaning, etc.

The total amount of these liabilities is €115.4 million. Of this amount, €25.5 million is due within one to five years and €81.9 million is due in more than five years.

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.

### Investment liabilities not included in the balance sheet

At the end of 2019 Havenbedrijf Amsterdam N.V. assumed liabilities toward third parties in an amount of €13.2 million (2018: €67.5 million) for the purchase and development of intangible and tangible fixed assets.

### Information on assets not included in the balance sheet

Havenbedrijf Amsterdam N.V. has entered into long-term rental and ground lease contracts for property, land and quays.

The minimum future revenue from these contracts is €2,560 million, of which €94 million is due in the coming year.

Receipts totalling €90 million were recognised in the statement of profit and loss in 2019. The contracts have a term of 20-50 years, with the income being a fixed annually indexed amount.

### Proposed appropriation of result

The net result for 2019 amounts to €67.5 million. The appropriation of the result is adopted by a resolution of the general meeting.

## Notes to the statement of profit and loss

### 13 Revenue

	2019	2018
Rent and ground lease	90,041,914	84,875,740
Seaport dues	61,591,670	57,223,266
Inland port dues	6,884,951	7,470,131
Revenue from mooring reservations	3,580,182	2,675,043
Other revenue	7,272,170	5,168,596
<b>Total revenue</b>	<b>169,370,887</b>	<b>157,412,776</b>

#### Rent and ground lease

The rental and ground lease revenue has increased due to new allocations and regular price rises. A net total of 17.2 hectares of land was issued in 2019. In 2018 the figure was 45.1 hectares. Large port-based issues for which Havenbedrijf Amsterdam N.V. is also building or renovating a quay were Katoennatie, Commodity Centre Netherlands and Paro. Various plots were also allocated for large-scale logistics at Atlaspark, including for Fetim and the developers Delin and Borghese Real Estate. Finally, at Minervahaven work started on the construction of a student hotel and various premises are being developed on previously issued plots.

#### Seaport dues

The revenue from seaport dues increased by €4.6 million in 2019, as a result of a 6% increase in throughput as well as price indexation. The dry bulk tonnage decreased substantially, particularly due to a 18% decline in coal compared to 2018. General cargo increased by 28%, largely as a result of an increase in container volumes. This increase was also reflected in the number of calls, which increased by 7.5%, against the long-term trend. Since general cargo is usually carried in smaller vessels, the average ship size decreased. For this reason and because of the decrease in the share of 'relatively cheap' coal as a whole, seaport dues per ton of throughput increased by 1.6%.

## Notes to the statement of profit and loss

### Inland port dues / revenue from mooring reservations

Inland port dues were higher in 2018 than in 2019. This was because the water level in 2018 was lower than in 2019, so inland vessels had to carry lighter loads and as a result the number of visits rose. Another dampening effect was a shift in revenues from inland port dues to revenues from mooring reservations, as separate inland port fees were no longer paid for river cruises in 2019.

Revenue from mooring reservations increased in 2019 as a result of the earlier start to the river cruise season (revenue from March onwards), resulting in more calls in 2019. Last year the river cruise season started in April.

### Other revenue

The other revenue mainly relates to the Port Waste Plan (€2.4 million), a fee for the management and maintenance of the areas within the remit of the Amsterdam Municipal Development Company (€0.5 million) and revenue from shore-based power facilities (€0.8 million).

112

## 14 Personnel expenses

	2019	2018
Wages and salaries	24,861,108	23,377,021
Social security contributions and pension costs	7,660,888	7,099,571
Other personnel costs	4,233,335	3,917,289
	<b>36,755,331</b>	<b>34,393,881</b>

An amount of €1.3 million has been deducted from wages and salaries as a result of the recharging of wages and salaries (2018: €1.2 million).

## Notes to the statement of profit and loss

Wages and salaries increased due to the regular periodic salary rises, a collective labour agreement increase of 3.25% and a rise in the number of FTEs in 2019.

Social security contributions and pension costs	2019	2018
Social security contributions	3,649,798	3,573,684
Pension costs	4,011,090	3,525,887
<b>Total social security contributions and pension costs</b>	<b>7,660,888</b>	<b>7,099,571</b>

### Number of employees

Havenbedrijf Amsterdam N.V. had the following number of employees at year-end, calculated on a full-time basis and broken down by activity:

	2019	2018
Nautical activities	163.2	162.6
Operation of port sites and overheads	198.2	193.2
<b>Total</b>	<b>361.4</b>	<b>355.8</b>

### Remuneration of the Board of Directors

In December 2018, the shareholder adopted the remuneration policy applicable to members of the Havenbedrijf Amsterdam N.V. Board of Directors for 2019, based on a proposal from the Supervisory Board. This remuneration policy offers an employee benefits package consisting of a fixed basic salary, possible variable remuneration and a pension contribution. The remuneration policy for the Board of Directors complies with the current municipal remuneration policy for its participating interests.

Name	Start of term	End of term	Fixed remuneration	Variable remuneration	Pension contribution	Total
K.J. Overtom	06-12-2016	06-12-2020	167,240	–	21,047	188,287
M.R. de Brauw	01-11-2015	01-11-2023	151,105	–	20,615	171,720

## Notes to the statement of profit and loss

### Fixed remuneration

The fixed remuneration of the members of the Board of Directors increased in 2019 compared to 2018.

The stated amounts include holiday pay and exclude employer's social security contributions.

### Variable remuneration

The members of the Board of Directors may be granted variable remuneration of up to 10% of their gross salary.

No variable bonus was granted in respect of the 2019 financial year.

### Pension costs

The members of the Board of Directors participate in the pension scheme of Algemeen Burgerlijk Pensioenfonds (ABP).

Their pension scheme is the same as that for Havenbedrijf Amsterdam N.V. employees.

### Remuneration of Supervisory Board members

Name	Start of term	End of term	2019	2018
K. van der Steenhoven	01-08-2016	01-08-2020	29,100	28,050
R.I. Doerga	03-05-2017	16-10-2019	16,166	18,700
J.F.J.M. de Haas	15-12-2015	08-12-2019	19,400	18,700
W.J. Maas	03-05-2017	03-05-2021	19,400	18,700
P.G. Stibbe	26-04-2018	16-10-2019	16,166	18,700
A.M. Magis	01-09-2019	23-10-2023	6,467	–
M.E.T. Pigeaud-Wijdeveld	01-09-2019	23-10-2023	6,467	–
			<b>113,166</b>	<b>102,850</b>

Anne Marie Magis and Mieke Pigeaud-Wijdeveld were appointed as Supervisory Directors of Havenbedrijf Amsterdam N.V. with effect from 1 September 2019. Philip Stibbe and Ingrid Doerga terminated their membership of the Supervisory Board with effect from 16 October 2019 for personal reasons. The remuneration for the members of the Supervisory Board is tied to the maximum for 2019 under the Standards for Remuneration in the Senior Executives in the Public and Semi-Public Sectors Act (Wet normering bezoldiging topfunctionarissen publieke en semipublieke sector, WNT). For the members, this means 10% of the general WNT standard in 2019. For the chairman, the figure is 15%.

## Notes to the statement of profit and loss

### 15 Depreciation and amortisation

	2019	2018
Amortisation of intangible fixed assets	353,977	190,253
Depreciation of tangible fixed assets	23,618,950	21,528,770
<b>Total depreciation and amortisation</b>	<b>23,972,927</b>	<b>21,719,023</b>

A book loss on a disposal amounting to €1.1 million was also recognised in the depreciation of tangible fixed assets (2018: €0.2 million). This concerns in particular the writedown of the carrying amount of jetties on De Ruyterkade which were replaced.

### 16 Other operating expenses

	2019	2018
Accommodation expenses	3,049,023	2,616,288
Management and maintenance expenses	7,154,539	6,418,017
ICT costs	6,791,690	6,051,851
Environment and spatial planning	9,073,436	3,609,071
Communication, marketing and acquisition	3,748,987	2,827,135
Rental and ground lease charges	2,027,052	2,285,012
Research and consultancy expenses	3,029,485	2,099,309
Other expenses	4,997,941	2,949,097
<b>Total of other operating expenses</b>	<b>39,872,152</b>	<b>28,855,771</b>

The increase in accommodation expenses is partly due to the energy costs for the property on Kopraweg (Fetim) amounting to €0.2 million.



## Notes to the statement of profit and loss

This increase in management and maintenance costs is mainly due to the maintenance on quay walls (€0.2 million), the cleaning and maintenance of roads (€0.3 million) and the maintenance of the industrial buildings (€0.2 million).

The environment and spatial planning costs were mainly higher in 2019 due to a transfer to the provision for soil sanitation amounting to €6 million.

The increase in research and consultancy expenses is mainly due to costs of establishing a safety house (€0.2 million), costs for the new strategic investment agenda (€0.2 million) and costs for the installation of plug and play (€0.2 million). This year also saw the launch on an agile programme (€0.1 million).

The other costs comprise the costs for the creation of a bus lane (€1.1 million) as well as the contribution to the construction of the Amsterdam Joint Fire Brigade (€0.6 million).

### External auditor's fees

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

	2019	2018
Audit of financial statements	160,000	160,000
Other audit engagements	3,900	3,900
Other non-audit engagements	5,082	13,260
<b>Total</b>	<b>168,982</b>	<b>177,160</b>

Havenbedrijf Amsterdam N.V. has recognised the total fees of the external auditor relating to the 2019 financial year as costs in the statement of profit and loss.

## Notes to the statement of profit and loss

### 17 Financial income and expenditure

	2019	2018
Interest income	987,800	696,543
Interest expenses	-82,100	-41,629
<b>Total financial income and expenses</b>	<b>905,700</b>	<b>654,914</b>

Interest income	2019	2018
Interest on outstanding loans	765,404	509,851
Interest due to deferred payment of debts	222,396	186,692
	<b>987,800</b>	<b>696,543</b>

Interest expenses	2019	2018
Interest on credit facility	20,776	6,669
Interest on employee benefits	49,920	29,283
Interest on late payments to creditors	11,404	5,677
	<b>82,100</b>	<b>41,629</b>

### 18 Taxes

	2019	2018
Taxes for current financial year	-9,419,958	-6,739,658
Taxes from prior financial years	-34,854	755,080
Movement in deferred taxes	6,168,035	-50,548,728
	<b>-3,286,777</b>	<b>-56,533,306</b>

	%	%
Effective tax rate	4.80	77.30
Applicable tax rate	25.00	25.00

## Notes to the statement of profit and loss

The adjustments in respect of taxes for prior financial years (€34,854) concern the difference between the recognised corporate income tax payable for 2017 and 2018 and the returns submitted and due for 2017 and 2018.

### Movement in deferred taxes 2019

Realisation of temporary differences in the year	-8,087,302
Change in deferred tax due to decrease in tax rates from 2020	14,255,337
<b>Total</b>	<b>6,168,035</b>

The effective tax rate in 2019 differs significantly from that of 2018. This is due particularly to a revaluation of the deferred tax asset in respect of changes in corporate income tax rates. The deferred tax asset at the end of 2019 was calculated on the basis of the corporate income tax rates set by the government in December 2019 for the years 2020 and thereafter. The rate set for 2020 is 25% (previously: 22.55%), the rate from 2021 is 21.7% (previously: 20.5%). As a result of these rate changes, the deferred tax asset in 2019 was increased by €14.3 million (2018: reduced by €50.5 million).

## Notes to the statement of profit and loss

The reconciliation between the nominal highest-tier tax rate and the effective tax rate according to the statement of profit and loss is as follows:

	2019 in %	2018 in %
Nominal rate	25.0	25.0
Non-deductible costs and additional tax	0.1	–
Correction to tax to be deducted for prior year	–	-1.0
Additional capitalisation of deferred tax asset due to adjustment to fiscal opening balance sheet 1-1-2017	–	-17.2
Change in deferred tax asset due to change in future tax rates	-20.3	70.5
<b>Effective rate</b>	<b>4.8</b>	<b>77.3</b>

## 19 Result from participating interests

	2019	2018
Result of Hallum B.V.	169,321	63,685
Result of Hallum Cruise B.V.	118,955	818,826
Result of RON N.V.	858,000	491,858
<b>Total share in results of participating interests</b>	<b>1,146,276</b>	<b>1,374,369</b>

## Notes to the statement of profit and loss

### Post-balance sheet events

The development of the coronavirus (Covid-19) in the first quarter of 2020 has had a significant impact on global industry. National economies are likely to suffer a recession comparable to that of 2008. An economic contraction is expected in the Netherlands in 2020. The German economy, an important sales market, is also expected to contract in 2020. The fall-off in demand in various sectors will probably impact the throughput of various flows in the port. If industries have to remain idle for long periods, business activities in the port may come to a halt and the question then is to what extent customers will continue to meet their obligations. The full impact of the coronavirus (Covid-19) on port transport and the market situation cannot be estimated with any accuracy at present.

Havenbedrijf Amsterdam N.V. is monitoring developments in this situation and implementing and adhering to guidelines and measures of the World Health Organization, RIVM, the Dutch government and the Port Health Authority. Havenbedrijf Amsterdam N.V. will keep vital business units operational as far as possible. All sea shipping must supply a 'Medical Declaration of Health' (MDH). If there are sick people on board, action is taken in conjunction with the Municipal Health Service. Employees in operations then have the least possible physical interaction and no external personnel are admitted to the HOC, TCC and locks. Employees in non-operational posts are working from home. Scenarios have also been developed that can be deployed in the event of an increase in the number of infections. A crisis team discusses the risks on a daily basis as well as the measures to be taken within the organisation.

The crisis resulting from the Covid-19 outbreak is affecting Port of Amsterdam's participating interests on many fronts. The negative financial impact on Port of Amsterdam currently appears to be due mainly to the fact that Port of Amsterdam is required to cover the expected loss of Passenger Terminal Amsterdam (PTA). PTA will most probably record a loss in 2020 as a result of the recent decision to ban cruise ships coming to Amsterdam until further notice.

As at the date of the financial statements there are no business units standing idle. Currently there are no material post-balance sheet date events in respect of Havenbedrijf Amsterdam N.V. that affect the interpretation of the annual report and/or the operating and financial performance of the company and its participating interests. No radical changes are expected in the workforce and the investment agenda.

## Signature page

Amsterdam, 24 March 2020  
Havenbedrijf Amsterdam N.V.:

signed: K.J. (Koen) Overtoom  
CEO

signed: A.H. (Alexander) Kousbroek RA  
Interim Financial Director

Amsterdam, 24 March 2020  
Signatures of Supervisory Board members:

signed: K.(Koos) van der Steenhoven  
Chairman

signed: M.E.T. (Mieke) Pigeaud-Wijdeveld

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

signed: W.J. (Willemijn) Maas

signed: A.M. (Anne Marie) Magis

## Other information

### Provisions of the articles of association concerning the appropriation of profit

The dividend policy adopted when the company became an independent entity in 2013 and set out in article 9 of the Port Agreement was amended on 9 January 2018. That policy was replaced by a provision in the articles of association of Havenbedrijf Amsterdam N.V. to the effect that the dividend policy would henceforth be established by the shareholder on the proposal of the Supervisory Board and the Board of Directors. Article 9 of the Port Agreement therefore ceased to apply.

The dividend policy set by the shareholder will ideally match the four-year term of the strategic plan of Havenbedrijf Amsterdam N.V. The shareholder has established the current dividend policy for the period 2017-2021.

The basic principles of the policy for determining the dividend are the continuity of the company and a robust capital structure. There must be sufficient scope for investment, with the investment agenda in the Strategic Plan 2017-2021 serving as a starting point. The policy allows sufficient scope for an effective balance between the investment agenda and the level of the dividend.



## Other information

### Independent auditor's report

To: the shareholders and management of Havenbedrijf Amsterdam N.V.

#### Report on the audit of the 2019 financial statements included in the annual report

##### Our opinion

We have audited the 2019 financial statements of Havenbedrijf Amsterdam N.V., based in Amsterdam.

In our opinion the accompanying financial statements give a true and fair view of the financial position of Havenbedrijf Amsterdam N.V. as at 31 December 2019, and of its result for 2019 in accordance with Part 9 of Book 2 of the Dutch Civil Code.

The financial statements comprise:

- The balance sheet as at 31 December 2019;
- the statement of profit and loss for 2019;
- the cash flow statement for 2019;
- accounting policies;
- notes to the balance sheet;
- assets, liabilities and arrangements not included in the balance sheet; and
- notes to the statement of profit and loss.

##### 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 Wet toezicht accountantsorganisaties (Wta, Audit firms supervision act), the Verordening inzake de onafhankelijkheid van accountants bij assuranceopdrachten (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 the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

##### Spotlight on developments relating to the coronavirus (COVID-19)

The developments relating to the coronavirus (COVID-19) are having a major impact on human health and society and hence also on the operational and financial performance of organisations and the assessment of their ability to remain a going concern. The financial statements and the associated auditor's report are a snapshot and the situation changes from day to day. The effect of these developments on

Havenbedrijf Amsterdam N.V. is set out in the financial results section under Coronavirus (Covid-19) on page 43, under risk management in the liquidity risk section on page 61 and in the notes on post-balance sheet events on page 120. We draw attention to these details in the financial results section on page 43, in the risk management section on page 61 and in the notes on post-balance sheet events on page 120. Our opinion has not changed as a result of this matter.

#### 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 comprising:

- the management 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 all 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.

## Other information

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 substantially less than the scope of those performed in our audit of the financial statements.

Management is responsible for the preparation of the management report and other information in accordance with Part 9 of Book 2 of the Dutch Civil Code.

### Description of 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 it deems necessary to enable the preparation of the 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 engagement 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 detect all material errors and fraud during our audit.

Misstatements can 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 affects 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;

## Other information

- 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.

Eindhoven, 24 March 2020

Ernst & Young Accountants LLP

Signed by M.H. de Hair RA

## GRI table

Category	Standard	Reference 2019	Notes 2019
<b>Organisational profile</b>	102-01 Name of the organisation	Title page Publication details	
	102-02 Main brands, products or services	Vision and mission Value creation	
	102-03 Location of the organisation's headquarters	Value creation: our field of operations Publication details	
	102-04 Number of countries where the organisation operates	Value creation: our field of operations	
	102-05 Ownership structure and legal form	Governance	
	102-06 Markets served (geographic reach, sectors served and types of customers and beneficiaries)	Vision and mission Our communities Strategy Value creation	
	102-07 Scale of the reporting organisation	Vision and mission Our communities Our employees Financial statements Appendix 1	
	102-08 Employees and other workers	Our employees	102-8b and 102-8e: Port of Amsterdam has no employees stationed outside the Amsterdam region and no seasonal employees.
	102-09 Description of the supply chain	Vision and mission Strategy Value creation	
	102-10 Significant changes during the reporting period: Size, structure, ownership or supply chain of the organisation	Report of the Supervisory Board	Change in the composition of the Supervisory Board for reasons of continuity; Ingrid Doerga and Philip Stibbe have made way for Mieke Pigeaud Wijdeveld and Anne Marie Magis.
	102-11 Precautionary principle	Risk management	

## GRI table

Category	Standard	Reference 2019	Notes 2019
	102-12 Externally developed economic, environmental and social charters, principles or other initiatives which the organisation endorses	About this annual report	
	102-13 Memberships of associations and national or international advocacy organisations	Appendix 2	
<b>Strategy</b>	102-14 Statement from the most senior decision-maker about the relevance of sustainability to the organisation and its strategy	Foreword	
<b>Ethics and integrity</b>	102-16 The organisation's values, principles, standards and norms of behaviour	Our employees Governance	
<b>Governance</b>	102-18 Governance structure of the organisation	Governance	
<b>Stakeholder engagement</b>	102-40 Stakeholders engaged by the organisation	Our communities About this Annual Report Appendix 5	
	102-41 Percentage of the employees covered by collective bargaining agreements	Our employees	
	102-42 Identifying and selecting stakeholders with whom to engage	Our communities Appendix 5	
	102-43 Approach to stakeholder engagement	Our communities Appendix 5 Appendix 6	

## GRI table

Category	Standard	Reference 2019	Notes 2019
Reporting	102-44 Key topics and concerns that have been raised through stakeholder engagement and how the organisation has responded	Our communities Strategy Value creation Appendix 5	
	102-45 Entities included in the consolidated financial statements	Financial statements Appendix 1	
	102-46 Process for defining the report content and the topic boundaries	Our communities About this annual report Appendix 6	
	102-47 List of the material topics identified in the process for defining report contents	Our communities Appendix 6	
	102-48 Restatements of information given in previous reports	About this annual report	There are no restatements of information given in previous reports
	102-49 Changes in reporting	About this annual report Appendix 6	
	102-50 Reporting period	About this annual report	
	102-51 Date of most recent report	About this annual report	
	102-52 Reporting cycle	About this annual report	
	102-53 Contact information	About this annual report	
	102-54 Statement in the text that report has been prepared in accordance with the GRI Standards	About this annual report	
	102-55 GRI content index	GRI table	
	102-56 Policy and current practice for obtaining external assurance for the report	About this annual report	

## GRI table

Theme	Standard	Reference 2019	Notes 2019
Environment and living environment	103-1 Explanation of the material topic and its boundary	Our communities Results Appendix 6	
	103-2 Management approach	Our communities Strategy Appendix 6	
	103-3 Evaluation of the management approach	Our communities Strategy Appendix 6	
	203-1 Development, current or expected impacts and type of investments in infrastructure and services	Foreword Our communities Strategy Value creation Results Risk management Report of the Supervisory Board Financial Statements	
	203-2 Significant indirect economic impacts	Foreword Our communities Strategy Value creation Results Risk management Report of the Supervisory Board Financial Statements	



## GRI table

Theme	Standard	Reference 2019	Notes 2019
	302-1 Energy consumption within the organisation	About this annual report	Omission for 302-1d. This information does not apply.
	302-4 Reduction of energy consumption	Key figures Strategy Results About this annual report	
	305-1 Direct (scope 1) greenhouse gas emissions	About this annual report	
	305-2 Energy indirect (scope 2) greenhouse gas emissions	About this annual report	
	305-7 Other significant air emissions by type and weight	Our communities	Omission for 307-2a. Information not available on iii to vii because this information is not measured.
	413-1 Impact of operations on the local community	Foreword Vision and mission Our communities Strategy Value creation Results Report of the Supervisory Board	
	413-2 Operations with significant actual and potential negative impacts on local communities	Risk management	

## GRI table

Theme	Standard	Reference 2019	Notes 2019
Clean and safe shipping	103-1 Explanation of the material topic and its boundary	Our communities Results Appendix 6	
	103-2 Management approach	Our communities Strategy Appendix 6	
	103-3 Evaluation of the management approach	Our communities Strategy Appendix 6	
	306-3 Total number and volume of significant spills	Results Appendix 4	Omission for 306-3bi, 306-3bii and 306-3c. This information is not available.
	403-1 Management for health and safety at work	Our communities Results	
Intensifying use of available space	103-1 Explanation of the material topic and its boundary	Our communities Results Appendix 6	
	103-2 Management approach	Our communities Strategy Appendix 6	
	103-3 Evaluation of the management approach	Our communities Strategy Appendix 6	
	Port of Amsterdam criteria	Our communities Results Risk management	

## GRI table

Theme	Standard	Reference 2019	Notes 2019
Energy transition and circular economy	103-1 Explanation of the material topic and its boundary	Our communities Results Appendix 6	
	103-2 Management approach	Our communities Strategy Appendix 6	
	103-3 Evaluation of the management approach	Our communities Strategy Appendix 6	
	Port of Amsterdam criteria	Foreword Our communities Strategy Results	
Logistics and accessibility	103-1 Explanation of the material topic and its boundary	Our communities Results Appendix 6	
	103-2 Management approach	Our communities Strategy Appendix 6	
	103-3 Evaluation of the management approach	Our communities Strategy Appendix 6	
	Port of Amsterdam criteria	Foreword Vision and mission Our communities Strategy Results Risk management	

## GRI table

Theme	Standard	Reference 2019	Notes 2019
Transparency	103-1 Explanation of the material topic and its boundary	Our communities Appendix 6	
	103-2 Management approach	Our communities Appendix 6	
	103-3 Evaluation of the management approach	Our communities Appendix 6	
	Port of Amsterdam criteria: Transparency benchmark score	Our communities	
Stakeholder engagement	103-1 Explanation of the material topic and its boundary	Our communities Appendix 6	
	103-2 Management approach	Our communities Appendix 6	
	103-3 Evaluation of the management approach	Our communities Appendix 6	
	Port of Amsterdam criteria	Our communities Appendix 5 GRI Table: 102-40 to 102-44	

## Appendix 1

### List of participating interests

	Participating interest
Bouw- en handelsmaatschappij Hallum B.V.	100%
Port of Amsterdam Activities B.V.	100%
Port of Amsterdam International B.V.	100%
Windpark Ruigoord B.V.	50%
Sail Event Partners C.V.	47.5%
Hafen Duisburg Amsterdam B mbH	34%
Portbase B.V.	25%
Mainport Innovation Fund II B.V.	24.25%
Bin2Barrel Holding B.V.	10%
Hallum Cruise B.V.	100%
Waterkant B.V.	100%
Waterkant C.V.	100%
Regionale Ontwikkelingsmaatschappij N.V.	33.33%
Hydroports	33.33%

## Appendix 2

### List of strategic partnerships and memberships

Port of Amsterdam enters into partnerships and memberships with these partners to achieve the goals.

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AIVP (the worldwide network of port cities)

Amports

Amsterdam Airport Area

Amsterdam Cruise Port

Amsterdam IJmuiden Offshore Ports (AYOP)

Amsterdam Logistics Board

North Sea Canal Area (NSCA) Administrative Platform

Bettercoal

Sea Port Sector Organisation (BOZ)

North Sea Canal Area Central Nautical Management

Organisation of Own-Account Carriers (EVO)

Emma at Work

European Sea Ports Organisation (ESPO)

Hydroports

International Association of Ports and Harbors (IAPH)

International Harbour Masters' Association (IHMA)

Holland International Distribution Council (HIDC)

Maritime by Holland (NML)

Dutch Wind Energy Association (NWEA)

Network Council Amsterdam Economic Board

Pantar

Heating & Cooling Programme for Amsterdam Metropolitan Region

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## Appendices 3 and 4

### Throughput figures per cargo flow

Throughput figures per cargo flow	2019	2018*
Throughput of oil products in Amsterdam (million tons)	47.0	44.6
Throughput of agribulk in Amsterdam (million tons)	7.9	8.3
Throughput of coal in Amsterdam (million tons)	15.6	13.1
Throughput of other dry bulk in Amsterdam (million tons)	10.5	10.3
Throughput of other liquid bulk in Amsterdam (million tons)	3.0	2.8
Throughput of containers in Amsterdam (million tons)	1.2	1.1
Ro-ro and other break bulk throughput in Amsterdam (million tons)	1.5	2.1
Throughput of containers (in TEU)	114,579	108,270

\*After correction.

### Spillages

In 2019, 34 cases of water pollution were detected or reported to the Harbour Master's Division, compared to 17 in 2018.

Location	2019	Final total
01 West Sluis IJmuiden	4	4
04 NZK Sluis Houtrak	1	1
05 Ports Beverwijk	2	2
07 Amerikahaven cluster	7	7
08 Westhaven cluster	5	5
09 Oil ports cluster	5	5
10 Mercuriushaven and Coenhaven cluster	6	6
11 Centre cluster	2	2
12 Eastern port area cluster	2	2
<b>Final total</b>	<b>34</b>	<b>34</b>



## Appendix 5

### Identification of stakeholders

Every two years Port of Amsterdam together with stakeholders determines what the most material themes are.

We do this on the basis of our own position but also by looking at the world around us from the stakeholder's perspective and we involve the stakeholders themselves. We have identified nine different stakeholder groups:

- **Government bodies:** municipalities, provinces, ministries, government organisations and the European Union.  
This group also includes official and political bodies, including the mandate issuers for the Harbour Master's Division;
- **Strategic partners:** partners with which a partnership agreement has been entered into to achieve shared goals;
- **Suppliers:** operators supplying goods or services to Port of Amsterdam;
- **Knowledge institutions:** research institutions, colleges and universities;
- **Civil society organisations:** organisations with a social objective;
- **Media:** journalistic organisations and opinion leaders;
- **Customers:** businesses that are established or looking to locate in the Amsterdam Port area or the port region.  
Businesses that store, transship, transport or produce goods, provide services or develop new services and users of the waterways that we manage;
- **Local residents:** private individuals and organisations based around the Port of Amsterdam and the surrounding region;
- **Port of Amsterdam:** from employees to the Supervisory Board and our shareholder, the Municipality of Amsterdam.

These stakeholders were identified on the initiative and with the support of the Communications department and a specialist external firm. The stakeholder groups were defined for the first time in 2015 as part of our content strategy. We critically assess this selection of stakeholder groups every two years. In that way we maintain appropriate contact with our communities.

All our stakeholders are important to us and we believe it is essential to know what subjects are relevant to them. We also value our own vision of our impact, role, future and strategy. That enables us to guarantee a 'from outside in' and 'from inside out' perspective on the organisation.

## Appendix 5

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We maintain contact with our stakeholders in various ways (see ‘Our communities’ chapter for more information), for example by holding discussions with them every two years. These are open and informal discussions with a representative of each group, whom we select with the management team on the basis of a question-and-answer session in the organisation.

During these constructive discussions we cover matters such as what we are doing well, what we could do better and what opportunities and risks there are? We also ask probing questions to learn whether we are anticipating these matters correctly. We also want to know from our stakeholders how they view Port of Amsterdam and whether they think we are fulfilling our role.

There is always scope for stakeholders to raise matters themselves. At the end of each discussion we request our discussion partner to award scores. This is important for our materiality analysis.

## Appendix 5

Below is a summary of the stakeholder groups with explanatory notes.

Stakeholder group	Example of regular dialogue	Examples of themes discussed	Specific issues discussed	Expectations and interests
<b>Government bodies</b>	Several times a year there are meetings with different partnerships such as the North Sea Canal Area Industry Forum, the North Sea Canal Area Management Platform and the Dutch Seaports Industry Organisation (BOZ)	Energy transition (CCUS, synthetic kerosene, biofuels), transition to circular economy (biobased and processing of urban waste), digitisation, innovation, changing political circumstances on an international level (Brexit, China, US), rail and road connections, local themes such as Port-City, cruises	AEB, the nitrogen issue, clean shipping, climate agreement	Government bodies on all levels influence what happens in the port. In consultation with government stakeholders it is very important to maintain sufficient physical and environmental space for port activities
<b>Strategic Partners</b>	We participate in a number of consultative bodies with Strategic Partners. For example, together with our partners and customers, we worked hard to accelerate the transition to cleaner energy	<ul style="list-style-type: none"> <li>● Partnerships</li> <li>● Logistics and accessibility</li> <li>● Sustainable port</li> </ul>	Project Neptunes with Port of Rotterdam and ten other major international ports to assess and reduce noise nuisance from shipping	Current strategic partners expect us to increase the number of new partners because they have an interest in a rapid transition to cleaner energy

## Appendix 5

Stakeholder group	Example of regular dialogue	Examples of themes discussed	Specific issues discussed	Expectations and interests
<b>Suppliers</b>	<ul style="list-style-type: none"> <li>● Market consultations to determine the feasibility of objectives, the scope, the specifications and the purchasing strategy for the placing of contracts in the market</li> <li>● Purchasing processes for business operations assignments and projects</li> <li>● Contract and supplier management</li> </ul>	<ul style="list-style-type: none"> <li>● Sustainable operations</li> <li>● Environment and living environment</li> <li>● Energy transition and circular economy</li> <li>● Innovation</li> <li>● Responsible commercial chain</li> <li>● Sustainable port</li> </ul>	<ul style="list-style-type: none"> <li>● Various market consultations and purchasing processes to determine the purchasing strategy for matters such as the development of the new circular management vessel, the construction of a new Prodock 2.0, the circular cycle path on Aziëhavenweg, the emissions survey in the port area, the conversion of patrol vessels to hybrid electric propulsion etc.</li> <li>● Active discussions with parties to improve their services for the Port of Amsterdam</li> </ul>	<ul style="list-style-type: none"> <li>● By engaging in a dialogue with market participants prior to and during purchasing procedures we arrive at successful purchasing strategies and a good supply to meet our purchasing needs</li> <li>● Market participants understand our question better and we are better informed of market developments and solutions</li> <li>● With active contract and supplier management we can ensure that agreements are complied with and suppliers develop, so that they can contribute or continue contributing to the organisational objectives of Port of Amsterdam</li> </ul>

## Appendix 5

Stakeholder group	Example of regular dialogue	Examples of themes discussed	Specific issues discussed	Expectations and interests
<b>Knowledge institutions</b>	Cooperation with the Centrum Wiskunde & Informatica, VU Amsterdam and Amsterdam University of Applied Sciences, the IT cluster for IT-related matters and the main port logistics cluster for logistics matters	IT cluster, logistics matters and digital port development	On average there are around three assignments per year, ranging from internships to graduation projects and literature studies	<ul style="list-style-type: none"> <li>● The expectation is that the existing collaboration with knowledge institutions can be further formalised</li> <li>● The interest for knowledge institutions lies in developing a continuous learning line</li> <li>● We have an opportunity to offer workplaces to students and to promote learning and working in the port</li> </ul>
<b>Social organisations</b>	With our partnership with Natuur & Milieu we hold discussions around four times a year to assess how we can help each other	On the circular economy in the Amsterdam port area, on opportunities and on anything that is going less well in the nature and environment area	Natuur & Milieu's vision of chemical recycling of plastics in the port area	It is important to remain in discussions with relevant social organisations and this is expected to happen more frequently
<b>Media</b>	Regular discussions take place on various themes with representatives of the media	<ul style="list-style-type: none"> <li>● Environment and living environment</li> <li>● Energy transition and circular economy</li> <li>● Logistics and accessibility</li> <li>● Responsible commercial chain</li> </ul>	Our communication staff received various information requests from the media in 2019. A response was sent to each enquiry	<ul style="list-style-type: none"> <li>● Media attention is expected to continue on the same basis</li> <li>● Our interest lies in showing through the media what Port of Amsterdam stands for and the added value that we offer for the city</li> </ul>

## Appendix 5

Stakeholder group	Example of regular dialogue	Examples of themes discussed	Specific issues discussed	Expectations and interests
<b>Customers</b>	<ul style="list-style-type: none"> <li>● Structural consultations with inland shipping sectors</li> <li>● Two meetings on the theme of 'rail'</li> <li>● Event on logistics</li> <li>● Event for river cruise customers</li> <li>● Annual strategy session with customers</li> <li>● Agents dinner with agents and terminals</li> <li>● Multiple meetings with businesses on the storage of water treatment sludge</li> </ul>	Increasing customer satisfaction and jointly delivering a better result	<ul style="list-style-type: none"> <li>● Improvement of the Port of Amsterdam for inland shipping</li> <li>● Rail and hinterland</li> <li>● River cruise strategy aimed at better facilities (shore-based power) and sustainability (Green Award)</li> <li>● Possible nuisance from storage of water treatment sludge</li> </ul>	It is expected that customer meetings will continue to be held because it is important to stay in contact with the customers and to know what they want
<b>Local residents</b>	<ul style="list-style-type: none"> <li>● Communication on social media (webcare)</li> <li>● A monitoring meeting takes place every quarter with the residents of the Surinamekade and Sumatrakade jointly with Stadsdeel Oost</li> <li>● Subjects include nuisance and enforcement of rules governing inland vessels</li> <li>● Discussions with an employee of a port area business on waste in the port, which led to a port clean-up</li> </ul>	Quality of life and the environment	<ul style="list-style-type: none"> <li>● Communication has taken place on social media concerning various subjects such as odour and noise nuisance</li> </ul>	It is expected that the dialogue with local residents through social media will continue to increase and it is important to devote attention to this and send out the right message

## Appendix 5

Stakeholder group	Example of regular dialogue	Examples of themes discussed	Specific issues discussed	Expectations and interests
<b>Works Council</b>	Management communication with regard to developments in the organisation	<ul style="list-style-type: none"> <li>● Changes in the Supervisory Board</li> <li>● Changes to role and duties of prevention officer</li> <li>● Changes in the HR department</li> <li>● Reorganisation of the ISPS assessment organisation</li> <li>● Interim evaluation of five-shift roster</li> <li>● Optimisation of Port Waste Plan activities</li> <li>● Evaluation of reorganisation of Harbour Master's Division Advice and Policy</li> <li>● Recommendations from 2018 employee survey</li> <li>● Privacy regulations</li> <li>● Appointment of confidential advisers</li> <li>● Harbour Master's Division rostering rules (increase in leave)</li> </ul>	<ul style="list-style-type: none"> <li>● Agile organisation (Berenschot project)</li> <li>● Strategic personnel planning</li> <li>● Diversity policy</li> <li>● Sustainable employability, generational pact</li> </ul>	The Works Council expects to raise and assess current issues on the same basis and to continue representing the interests of the employees

## Appendix 6

### Determination of materiality

We define our material themes during a two yearly process. We determined our material themes once again in 2019. This was based on the subjects identified in 2018. We updated this list of subjects with the aid of various analyses: a media analysis, a peer analysis, a trend analysis and a reputation survey.

We are using the findings of these analyses to update the list of themes that matter:

Theme	Explanation: Why do we tackle this subject?	Level
<b>Energy transition and circular economy</b>	For the North Sea Canal Area the Port of Amsterdam is an important catalyst for the energy transition. We are therefore committed to stimulating and accelerating the energy transition and a circular economy.	Port of Amsterdam, port area and supply chain
<b>Environment and living environment</b>	As part of the Amsterdam Metropolitan Region the port is a busy, densely populated area that combines residential, business and leisure use as well as natural resources. Port of Amsterdam therefore has firm plans for sustainability in and around the port. And we aim to minimise our impact on the environment, devote attention to flora and fauna on land and water (biodiversity) and with due regard for our immediate environment.	Port of Amsterdam, port area and supply chain
<b>Clean and safe shipping</b>	The Amsterdam port area is important logistics hub for maritime, inland and cruise shipping. Shipping is one of the most polluting sectors, so we encourage the development of a clean shipping sector.	Port of Amsterdam, port area and supply chain
<b>Responsible commercial chain</b>	The Amsterdam port region is one of the world's most important logistics hubs where international cargo flows are stored and transshipped. Some of these cargo flows are associated with undesirable conditions in the supply chain for people and/or the environment. We therefore believe that as a supply chain partner we have a responsibility to help improve this, to the extent that we can exert our influence.	Port of Amsterdam, port area and supply chain
<b>Work and knowledge</b>	Over 70,000 people work in and around the port and the port provides space to pioneer, innovate and test. The port is therefore a hugely important source of employment and knowledge for the region.	Port of Amsterdam, port area and supply chain
<b>Digital port</b>	Efficient logistical improvements in and around the Amsterdam port area are impossible without a professional digital environment. We therefore aim to provide efficient support and help our customers to organise their logistics processes in a faster, smarter and cleaner way (hyperconnectivity).	Port of Amsterdam, port area and supply chain
<b>Intensifying use of available space</b>	The Amsterdam Metropolitan Region is growing, making land distribution issues increasingly complex for industry, housing, employment and leisure. We must therefore be willing and able to deal critically with the available space and use it more intensively.	Port area



## Appendix 6

Theme	Explanation: Why do we tackle this subject?	Level
<b>Logistics and accessibility</b>	Good accessibility of the port is very important for the competitive position. Freight transport must be able to flow as efficiently as possible by sea, inland waterways, rail or road, and so must passenger transport to and from the port. We are therefore committed to optimum accessibility.	Port area and supply chain
<b>Partnerships</b>	We operate in a playing field with many different stakeholders. We therefore like to work with other parties so that together we can create value and achieve our strategy.	Port of Amsterdam, port area and supply chain
<b>Preferred port</b>	We want to have a good competitive position and be of value to the region as an industrial cluster. It is therefore important that we maintain a good reputation. We are building a port that delivers value for customers and stakeholders. We are therefore committed to being a smart, fast, clean port.	Port area and supply chain
<b>Transparency</b>	Open and honest communication on our activities and their impact on our environment is essential for good relations with our stakeholders. We therefore aim to be as transparent as possible and to communicate openly.	Port of Amsterdam
<b>Power of innovation</b>	We aim to anticipate and move with the changing world around us. We want to remain agile and therefore actively encourage innovation and new forms of cooperation and organisation. We do so both with partners and within our own organisation.	Port of Amsterdam, port area and supply chain
<b>Stakeholder engagement</b>	We work with varied groups of stakeholders and therefore aim to maintain a structural and open dialogue with them, based on equality and trust.	Port of Amsterdam, port area and supply chain
<b>Futureproofing</b>	We want to be futureproof, so we manage risks and thereby ensure the resilience of the organisation. It helps us to focus on the course of our organisation so that we maintain our value, now and in the future.	Port of Amsterdam, port area and supply chain
<b>Good governance &amp; leadership</b>	We set store by leadership and sound governance with a view to the future and the achievement of ambitions. We therefore focus on achieving long-term objectives and play a pioneering role where possible.	Port of Amsterdam, port area and supply chain
<b>Operating result</b>	We work hard with each other and with our partners to fulfil ambitions, achieve objectives and add value. We aim to be a socially and financially healthy organisation; it is not only about financial results.	Port of Amsterdam, port area and supply chain

## Appendix 6

After this step we presented the list for assessment both internally and externally:

- Do you think any subjects are missing?
- Would you like to see any changes made to the explanations?
- How do you rate the subjects?

We do this internally with colleagues and our management team. The HR Department sends us a list of employees who are a balanced reflection of our organisation. Everyone on this list takes part anonymously and has the same context. Comments and additions are considered by the Strategy & Innovation department. This year the process did not result in any modification.

After this internal assessment we approach our external stakeholders. For each stakeholder group we assess a representative. We ask various departments to nominate an individual. We also consult our CEO and CFO. Ultimately the Strategy & Innovation department makes the selection. In some cases it is very clear whom we must choose, particularly if a name is quoted several times. In some cases it is more difficult to find the right people and achieve a good balance.

With each representative we discuss subjects such as the following:

- What matters to you?
- How do you see Port of Amsterdam?
- How do you see our role?
- Which subjects do you find important?
- What do you really dislike?
- What strikes you negatively and positively?
- What role or what position should we take?
- How should we relate to the sustainable development goals?
- How do we create the most value in the long term?
- What you want to tell us?

## Appendix 6

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After the end of the discussion or later by e-mail we ask for scores for the subjects on the list. The interviews are conducted as far as possible by the same two people from Port of Amsterdam. There is also an interview guide. In this way we maintain the comparability and a robust process. Another measure is that we recognise that there may already be many different opinions in a group of stakeholders.

We cater for this by asking people with an overview of the stakeholder group to award scores for the subjects on behalf of the group as a whole. We therefore ask them to look from outside in as representatives of the group. We take the average score of the representative and the person with an overview into account in our analysis.

Once the internal and external scores have been collected, the materiality analysis is complete. On that basis we design the materiality matrix.

## Materiality matrix

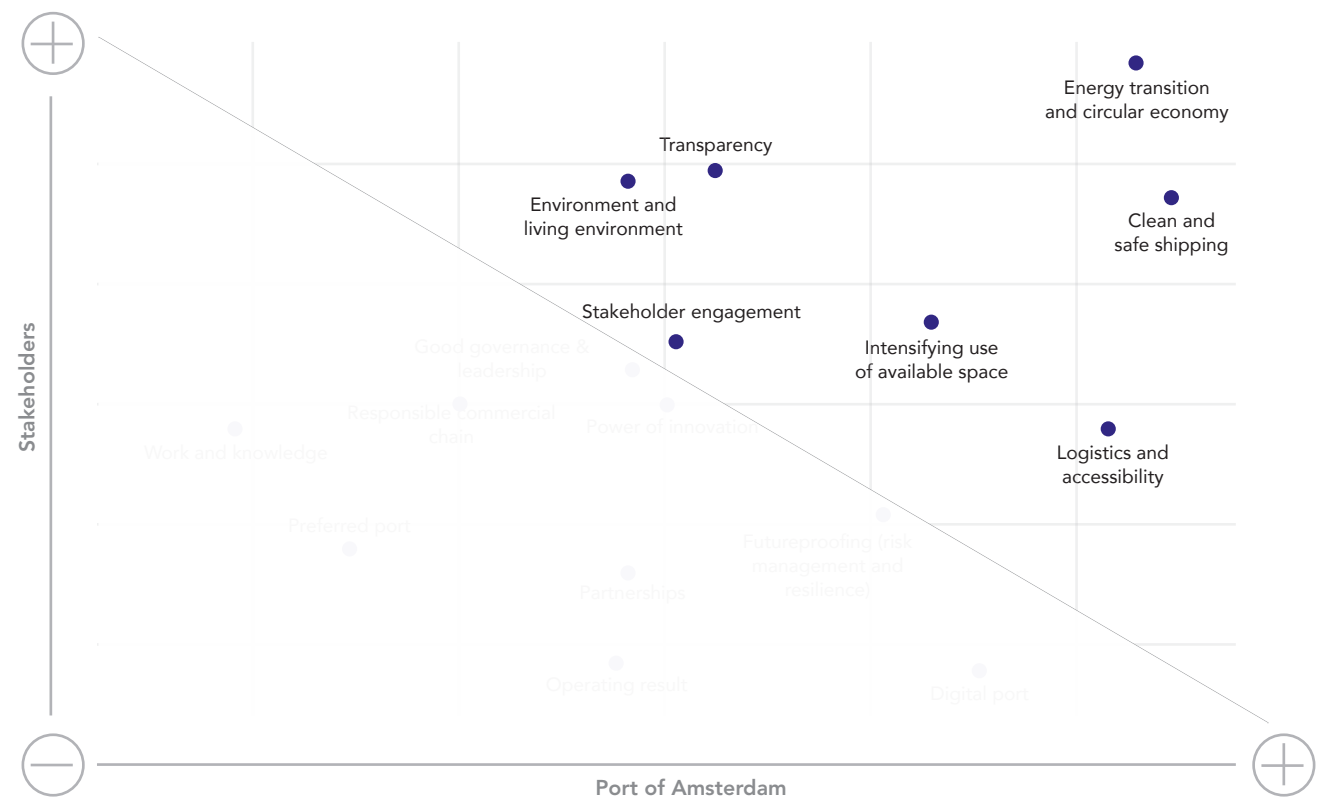
The most material themes are the focus for our annual report. If we compare the results with the analysis in 2018 we see the changes below:

Newly identified themes:

- Operating result (social and financial);
- Good governance and leadership;
- Futureproofing (with 'risk management' and 'resilience' below);
- Stakeholder engagement;
- Diversification;
- Reputation.

Mergers and demergers:

- 'Biodiversity' is included in the existing theme of 'Environment & Living environment';
- 'Customer satisfaction' is included in the newly identified theme of 'Stakeholder engagement';
- 'Sustainable business operation' is included in 'Futureproofing';
- The newly identified theme of 'Diversification' is included in the existing theme of 'Innovative strength';
- The newly identified theme of 'Reputation' is included in the existing theme of 'Preferred port'.



## Appendix 6

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The results of the new analysis show that some themes are considered more important or indeed less important than previously. Stakeholders have said they consider the theme of 'Energy transition and circular economy' and 'Transparency' to be more important. On the other hand 'Employment and knowledge' and 'Responsible supply chain' are considered less important.

The themes have also shifted in our own organisation. For example, 'Logistics and accessibility', 'Clean and safe shipping' are considered more important. 'Energy transition and circular economy' is considered somewhat more important.

The themes of 'Innovative strength' and 'Environment and living environment' are considered somewhat less important.

The themes 'Responsible supply chain' and 'Work and knowledge' are considered much less important.

This year's result has confirmed that we are on the right track. We adopt an integrated approach in dealing with the most important themes. These themes are important on various levels and have a different impact on each level. Transparency, for example, means something different to our own organisation than to the port area or the supply chain. On each level we fulfil these themes in a specific way. The subjects are embedded in the roadmaps or strategic programs. The themes form part of existing consultation cycles, are assessed for effectiveness and linked to objectives and accountability.

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