



Accelerating the transition to sustainability in the port of Amsterdam

2021 Annual Report

 Port of
Amsterdam

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Key figures for 2021



21.6%
Clean shipping¹

24.4
2020



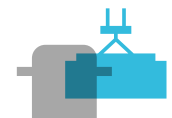
-100 **-10** +100
Port Engagement Score (PES)²

2
2020



1.71 KT
Carbon emissions

1.67
2020



71.3 MMT
Throughput in Amsterdam

74.3
2020



€163.1 MM
Revenue

158.4
2020



€52.9 MM
Result³

51.7
2020

1. Percentage of ships with ESI discount.
 2. Indicator for customer satisfaction based on the degree to which customers speak about us positively, neutrally or negatively.
 3. Concerns the result after corporate income tax payable and excluding deferred taxes.

'The world is in transition. This is certainly true of the port area, where diverse economic and social developments come together.'

Koen Overtoom, CEO
Dorine Bosman, CIO
Alexander Kousbroek, CFO



Introduction

The function of the port is changing. In line with the needs and wishes of society, sustainability is now high on Port of Amsterdam's agenda when it comes to the throughput of raw materials and site leasing. In 2021, we started to see the consequences of strategic decisions we had made earlier.

This year, total throughput in the port area was slightly lower than expected. The non-fossil turnover rose, but liquid fossil raw materials lagged behind. This is because of reduced demand for fuel as a result of the energy transition and the coronavirus pandemic. In addition, gas prices were very high in 2021, making coal a cheaper alternative. Our coal throughput therefore increased. The overall trend, however, is still dropping. Revenue from contracts remained stable this year. However, as we were unable to make a number of investment decisions, our investment agenda is lagging behind.

In 2021, the coronavirus pandemic had a huge impact on our business operations. Although restrictions were eventually eased after the national vaccination campaign, we still had to contend with two stringent lockdowns aimed at preventing the spread of new dangerous variants of the virus. We complied with government policy and followed the guidance issued by the Dutch National Institute for Public Health and the Environment (RIVM) at all times. We would like to thank our staff for their flexible attitude and the resilience they showed.

Dilemmas in times of change

Taking the lead. This is the title of the strategy we intend to follow through to 2025. 2021 was the first year that we implemented this strategy. In order to take the lead, we are strengthening our ties with the city and the region. This is a positive development: the port plays a key role in solving complex issues arising in the Amsterdam metropolitan area.

For instance, since 2019 we have been facing strict regulations on nitrogen emissions, making it difficult to get building projects in the port area off the ground. Together with our partners, we are searching for solutions to this situation. An important step in this respect is next year's launch of a nitrogen bank for the energy transition, circular economy and sustainability in the Province of North Holland.

We are also facing a fundamental lack of space. There is both a lack of physical space in the port area and a lack of environmental space for industry throughout the Netherlands. For this reason, we have become even more critical about our site leasing. We look more closely than ever at the extent to which issuing land to potential customers fits in with our strategy, and whether the company contributes to the existing ecosystem of the companies already operating in our port. If this is not the case, the company is not allowed to establish a base in the port area.

The acceleration of the energy transition and the associated rise in demand for electricity means that the port area has become congested sooner than anticipated. As a result, we may not be able to connect new companies to the power grid. Assisted by the City of Amsterdam, Liander and TenneT, we are looking for ways to solve this problem in both the long and the short term.

Collaboration with partners

Over the past few years, partnerships have become increasingly important for Port of Amsterdam. We belong to the Hydrogen Hub Amsterdam North Sea Canal Area, for example, a regional partnership launched by the alderman responsible for Economic Affairs in Amsterdam last October. The organisations taking part are keen to speed up the transition to a hydrogen economy, by constructing an international hydrogen backbone, for example. In addition, we work together with other seaports to enhance sustainability in shipping.

Various milestones

We reached various milestones in 2021. Examples include Samskip opening a container shipping line to Ireland in early January, thus further expanding the

intermodal short sea network from Amsterdam. The companies Vollers and Commodity Center Netherlands opened warehouses in the port for cocoa storage and transshipment. In addition, Overslag Bedrijf Amsterdam (OBA) took over the stevedoring firm IGMA Bulk Terminal. This takeover makes it easier for OBA to switch to other types of cargo than coal, including agribulk. In June, Gidara Energy was given the go-ahead to establish a biofuel factory in our port. This factory will convert previously non-recyclable waste into renewable methanol. And in September, King Willem-Alexander opened the first Dutch bio-LNG plant in our port. Renewi collects organic material and converts it into biogas. Nordsol then processes the biogas to form bio-LNG, which Shell delivers to customers via LNG filling stations.



The port plays a crucial role in solving complex problems that arise in the metropolitan region of Amsterdam.

A number of incidents also occurred. In April 2021, the My Vision sea-going vessel collided with the North Sea Canal bank, sustaining so much damage that the ship could no longer navigate unaided and its rudder and propeller needed repairs. The Harbour Master's Department's Nautical Safety Team classified the incident as a 'Serious shipping incident,' and conducted an investigation into how the accident was able to occur and what we can learn from it.

New management colleague

A new member joined the Board of Directors on 1 October 2021.

Dorine Bosman has been appointed as Chief Investment Officer (CIO). It is now her job to help raise the profile of Port of Amsterdam as a sustainable European seaport. Dorine spent many years working for Shell, where she acquired vast experience in areas including offshore wind and new energy.

On 1 September 2021, Evert den Boer was appointed as a member of the Supervisory Board. Evert is CEO of Enexis Groep and has a wealth of management experience in the energy sector. He is a valuable addition to our Supervisory Board as a regulator and advisor.

Working towards sustainable links within the region

The world is in transition. This is certainly true of the port area, where diverse economic and social developments come together. The promising developments in the port area are a reason for optimism. In the years to come, Port of Amsterdam will continue its unrelenting efforts to create sustainable links within the region.

However, the unexpected and dramatic escalation of the crisis in Ukraine, which started over a month before we published this annual report, gives cause for concern. We are extremely worried about the humanitarian crisis that is unfolding there. At the time of writing this report, we have no idea of the impact that this war will have on our port, but it will by no means compare with the devastating consequences it is having on the war zone.

Koen Overtoom, CEO

Dorine Bosman, CIO

Alexander Kousbroek, CFO

WATERSTOF H2

We have chosen to take the lead in this transition, in order to accelerate the transition to sustainability in the port of Amsterdam.

Vision, mission and strategy

Taking the lead

Receptive to change

We are living in an age of transition. Far-reaching developments such as climate change, globalisation and the coronavirus pandemic are leaving a lasting mark on our world. Our vision helps us respond to these developments flexibly and proactively.



Vision

By 2030, the Amsterdam port area is a dynamic metropolitan port that brings together the best of Amsterdam’s three worlds by being a globally renowned logistics hub, a regional centre of high-quality industry, and a versatile service provider for the city.

Mission

As an independent port authority we have the power and flexibility 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: *to create value by breaking new ground.*

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, by means of regulation and enforcement. The Central Nautical Management unit for the North Sea Canal Area has bestowed this task on Port of Amsterdam’s Harbour Master’s Department.

Roles

market supervisor

We create an optimum business climate.

matchmaker

We connect parties, sectors and opportunities.

co-creator

We initiate, and invest in, new activities in the port to stimulate developments.

Strategy

2021-2025: Taking the lead

7
strategic
goals



we will **boost** our competitive position and retain our share of the market

we will **expand** our non-fossil turnover

we will **ensure** that practically all shipping departs on time

we will **expand** our storage capacity for alternative fuels

we will strive for a **more** circular process industry

we will **reduce** carbon emissions

we will **create** room for development

In 2020, Port of Amsterdam developed a new strategy for the period from 2021 to 2025. Our ambition is to speed up the process of improving sustainability in the port. 2021 was the first year in which this strategy was implemented.

Our strategy, *Taking the lead: accelerating the transition to sustainability in the port of Amsterdam*, has three focus areas. First, securing sustainable growth in customer numbers, cargoes and activities. Secondly, making the shipping process smoother, safer and more transparent. Thirdly, developing the port's energy infrastructure to speed up the transition. Moreover, we want our business operations to be climate-neutral by 2030. We have formulated seven goals designed to achieve these ambitions. In the [strategy document](#) on our website, we go into this in greater depth.

Taking risks

Many of the developments that we are stimulating, such as the use of hydrogen as a sustainable energy carrier, involve new markets. This provides new opportunities for Amsterdam, but also generates uncertainty. In 2021, we took the initiative of giving these developments a boost by teaming up with partners to investigate the feasibility of clean sources of energy and new infrastructures.

The Vision for Clean Shipping includes two measurement moments to check whether we are on course compared with 2018. We have set up a team known as the Clean Shipping Team to implement activities aimed at achieving our goals.

The markets for clean energy and circular industry are still in the throes of transition. This involves risks. We are prepared to take these risks, as we see it as our duty to encourage and accelerate the required transition. We have chosen to take the lead in this transition, in order to accelerate the transition to sustainability in the port of Amsterdam.

Redefined Vision for Clean Shipping

In 2021, we redefined the [Vision for Clean Shipping](#). The first step was to make a thorough evaluation of the old vision, which applied from 2017 to 2021. Based on this, we drew up a new vision, which was published in early March 2022. This revised vision is more in line with the strategy of Port of Amsterdam. The redefined vision states the intention for all shipping in the port of Amsterdam area to be emission-free by 2050.

We have set up a company-wide team known as the Clean Shipping Team to implement activities aimed at achieving our goals. We have also planned two measurement moments to check whether we are on course compared with 2018. The redefined vision is an example of the way that we put our policy into practice through activities, before evaluating the activities and amending the policy where necessary.

Essential link

Our strategy will make the port an essential link in transporting goods and cargoes, and a vital partner for the city and region in terms of the sustainability problems they face. Thanks to the studies we carried out in 2021, we can now turn our minds to making decisions and ensuring further development, which takes us yet another step closer to achieving our objective of forging sustainable ties between the city, the region, and the world.



Our communities

Maintaining the ties

Supply chain responsibility is an important topic for Port of Amsterdam. This means looking at the impact that our communities have on us, and the impact that we have on the supply chain as a whole.

Stakeholder dialogue

Our stakeholders are crucially important to us. We want to know what they think of us and what they expect from us. We maintain close contact with them to get an idea of our impact, to discuss dilemmas and to hear any criticism they may have. This is how we strive for harmony with our communities.

Every two years, we make an inventory of the expectations, wishes and interests of our communities in a materiality analysis. We base this partly on conversations we have with our stakeholders (see Appendix 3). We organise one-off and periodical events for stakeholders, but they can also give us their feedback by telephone and online. If something unexpected occurs, we keep interested parties well-informed and explain the policy we are pursuing. We remained in close contact with our stakeholders throughout 2021.

Brand positioning

The new strategy (2021-2025) meant that in 2021, we and our stakeholders took a long, hard look at our brand. Although the brand character of specialist and director still suits us, the new strategy demands a higher profile, more visible leadership and courage. The role we have chosen is that of 'ground-breaking director'. In order to evolve into this new role, we needed to modify our communication concept. In mid-2021, we changed the tagline in our stakeholder communications from 'Port of partnerships' to 'Be part of a better port.' This fits in well with our corporate strategy, reflects our ambitions more powerfully and invites stakeholders to work alongside us in creating a better port.



Boegpraat

In 2021, we broadcast a podcast entitled *Boegpraat*. In each of the five episodes, the host invited an expert from Port of Amsterdam and an expert from the field to come discuss a relevant topic. The episodes covered subjects including hydrogen, clean shipping and the circular economy.



Amsterdamse Werken

On 14 October, Pakhuis de Zwijger hosted the first edition of *Amsterdamse Werken*, a series of interviews revolving around large-scale projects that are changing the skyline of the city. This edition was about spanning the IJ: the pedestrian tunnel and bike bridges that are being built under and over the IJ. Our colleague Everhard van den Brakel, programme manager at Port of Amsterdam, represented our company during this meeting.

Port exhibition in the National Maritime Museum

On Thursday 23 June, the new port exhibition was opened in the National Maritime Museum. The event was hosted by Jort Kelder. The exhibition highlights details of the relationship between the port and the city during the past 750 years.

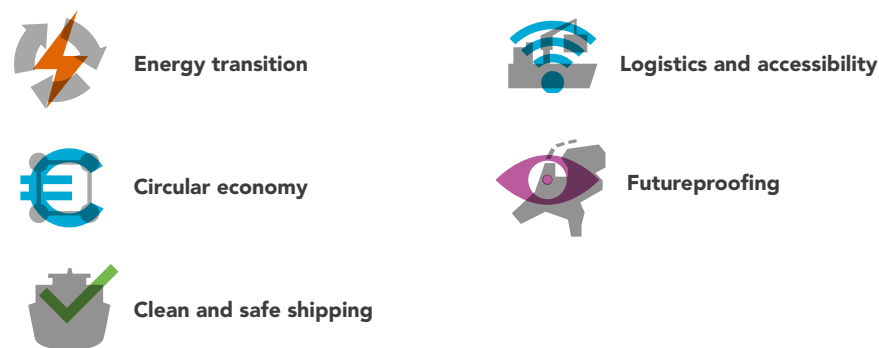


Topics that matter

As part of a two-yearly cycle, Port of Amsterdam defined the material topics in 2021. These topics cover the issues that matter the most to us and our stakeholders.

The topics and the matrix from the 2020 annual report served as the basis. After various analyses and a reputation study, we redefined the subjects. We checked the results both inside and outside the organisation, by talking to a representative from every stakeholder group, for example.

Appendix 4 gives a detailed explanation of this process. It explains how the material topics are embedded in our management cycles, making them an intrinsic part of our policy. In addition, we explain how this process led to the materiality matrix. This shows that the following five topics are deemed to be the most material:



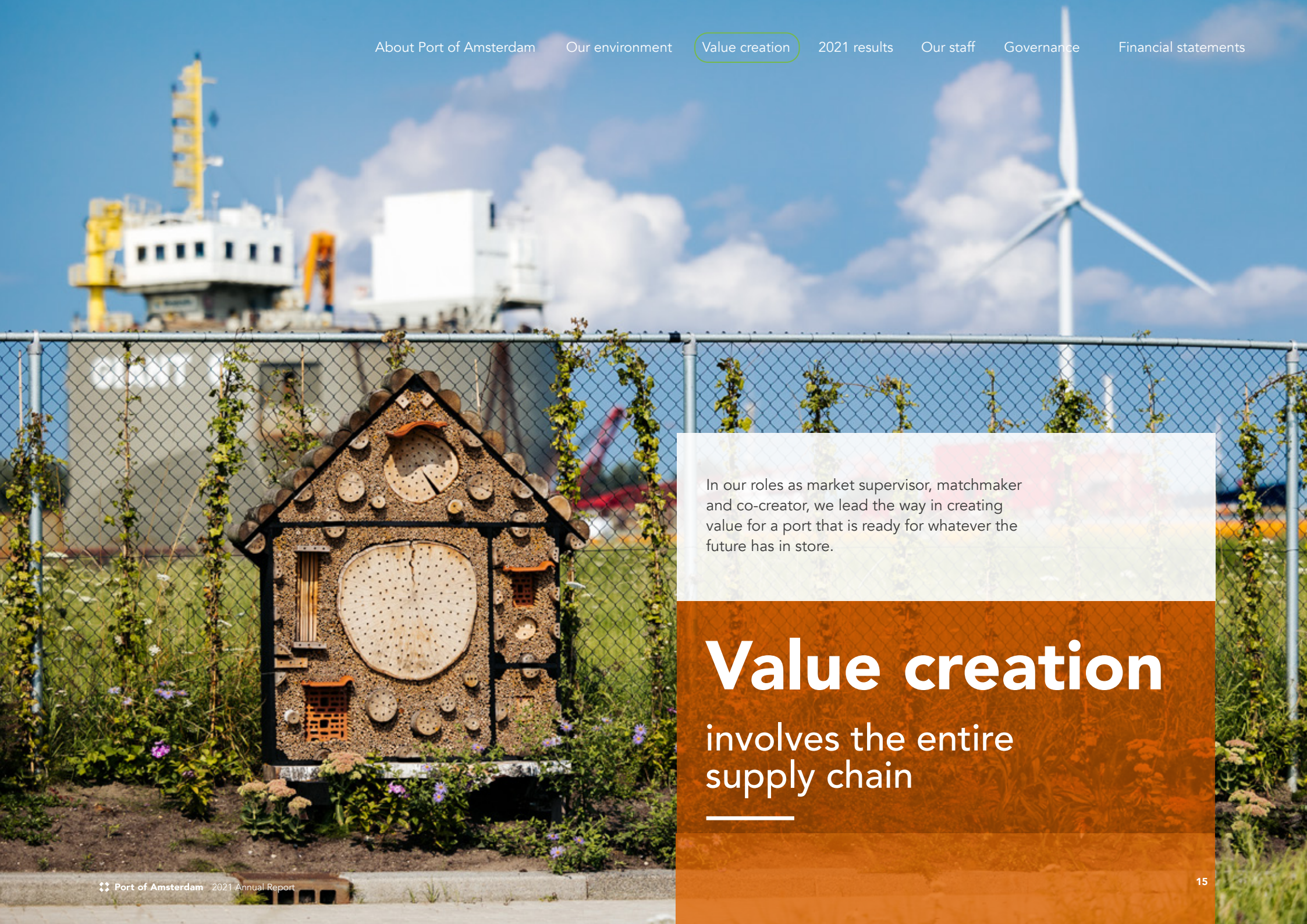
In the *Results* chapter (from page 19), we will go into the results for 2021 based on the first four material topics. The fifth topic, futureproofing, will be addressed in the strategy section and the *Risk management* chapter.

Supply chain responsibility

Supply chain responsibility is an important topic for Port of Amsterdam. For instance, we have been implementing the OESO guidelines for multinational companies since 2018. This is also a topic that we are working on in collaboration with other Dutch seaports and port parties. Last year, we put our vision on supply chain responsibility into practice in our policy, our processes and our management.

In 2020 and 2021, after detailed studies, we compiled an inventory of the CSR risks and possible mitigating actions in the soya and palm oil supply chains, on the back of which we were able to formulate a clear positioning for the palm oil supply chain. Our aim is to process only palm oil in the port that is 100 percent verifiably sustainable. We have converted this ambition into concrete agreements with the new proposed branch of Bunge Loders Croklaan (BLC) in the port area.



A cuckoo clock is the central focus in the foreground, set in a garden with various plants and flowers. Behind it is a chain-link fence. In the background, a large industrial facility with a yellow crane and a white wind turbine are visible against a blue sky with scattered clouds.

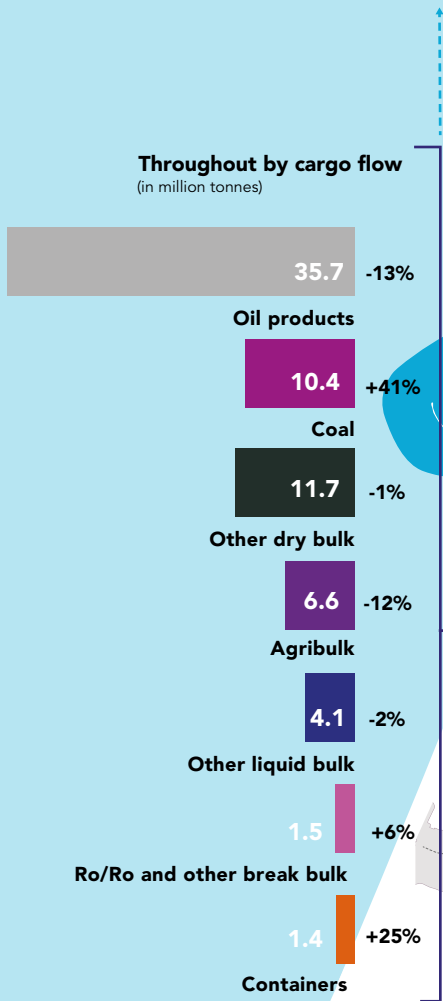
In our roles as market supervisor, matchmaker and co-creator, we lead the way in creating value for a port that is ready for whatever the future has in store.

Value creation

involves the entire
supply chain

Our field of operations

Port map



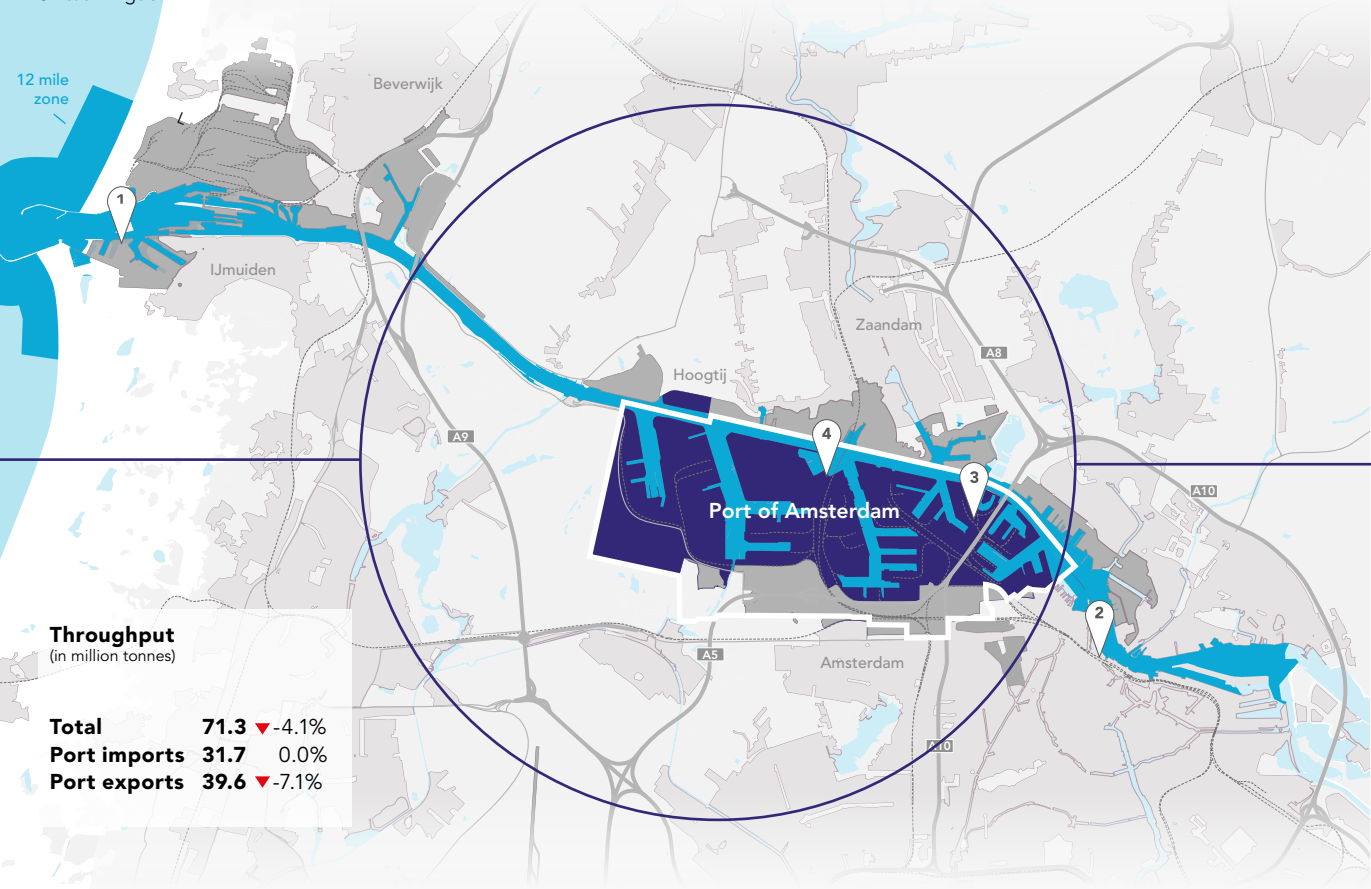
Shortsea-destinations:
 Scandinavia
 Baltic states
 United Kingdom

12 mile zone

Throughput (in million tonnes)

Total	71.3	-4.1%
Port imports	31.7	0.0%
Port exports	39.6	-7.1%

Area of operations CNB management area Management area



- Main destinations:**
- Rotterdam
 - Antwerp
 - Duisburg
 - Cologne
 - Achen
 - Mannheim
 - Nuremberg
 - Dortmund
 - Basel
 - Milan

- Locations**
- Haven Operatie Centrum (HOC), Seinpostweg, IJmuiden
 - Havengebouw, De Ruijterkade, Amsterdam
 - Agidalex, Petroleumhavenweg, Amsterdam
 - Technisch Coördinatie Centrum (TCC), Capriweg, Amsterdam

Total number of employees at the four locations **376**

Shortsea Rail
 Inland shipping Road transport

Value creation

What resources do we have at our disposal?



Port infrastructure
(land, water, and energy)



Financial resources



Human resources



Knowledge and data



Mandate

What is our ambition and how do we pursue it?

We create groundbreaking value by:

1. securing sustainable growth in customer numbers, cargoes, and activities;
2. making the shipping process swifter, safer, and more transparent;
3. futureproofing the port complex.

Port of Amsterdam fulfils three roles:

- Market supervisor
- Matchmaker
- Co-creator

What is the effect of our presence?

We create scope for growth of non-fossil cargo flows and a circular process industry, thus accelerating the new economy.



Together with our customers, we drive economic activity in our area that creates jobs.



Together with the port and shipping industry, we have an impact on our immediate and wider environment (such as through physical nuisance caused by noise, smells, and emissions).



We ensure a safe, swift, and transparent shipping process.



We offer our people training for continued personal development and flexibility.



We promote, initiate, and facilitate collaboration between customers and partners.

What are the main social effects for our stakeholders?

For our customers, we make sure the port remains accessible and ships can call safely and efficiently, thus guaranteeing business continuity.

For future generations, we are developing a port with minimal climate impact that is geared primarily towards adding value for the new economy.

For the region, we create jobs directly and indirectly and strive for an inclusive and socially safe work environment.

For our shareholder, the City of Amsterdam, we invest in the port and generate revenue from our investing activities.

Activity in the port has an impact on **local residents'** day-to-day lives. They may experience nuisance caused by smells and noise, but they may also draw inspiration from the dynamics of the port.

For the City of Amsterdam, we are accommodating processes that are key for our society, such as waste processing, logistics, and energy. We seek to engage with stakeholders and carefully weigh interests to ultimately achieve the best possible result.

What impact do we have on global goals?

SDG7
Affordable and clean energy

SDG9
Industry, innovation and infrastructure

SDG11
Sustainable cities and communities



SDG13
Climate action

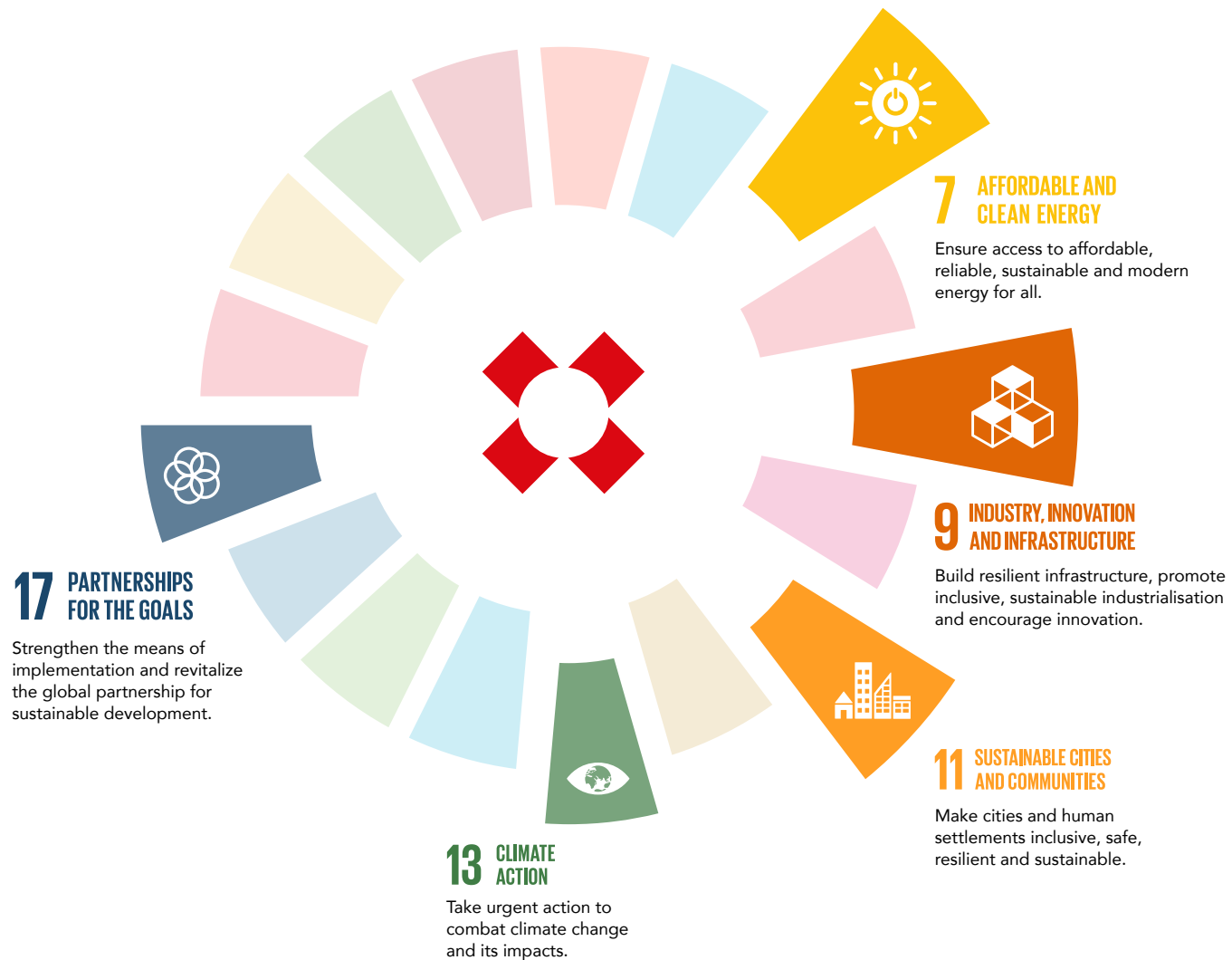
SDG17
Partnerships for the goals

Explanation of the Sustainable Development Goals

Through our [strategy](#), we aim to contribute to the United Nations' Sustainable Development Goals (SDGs). However, certain activities in the port may also have a negative impact on these goals. By following our strategy, we are reducing and mitigating our impact where possible.

We are focusing on the three goals that we can help the most. These are SDG 7 (Affordable and clean energy), SDG 9 (Industry, innovation and infrastructure) and SDG 11 (Sustainable cities and communities). We see SDG 13 (Climate action) and SDG 17 (Partnerships for the goals) as preconditions.

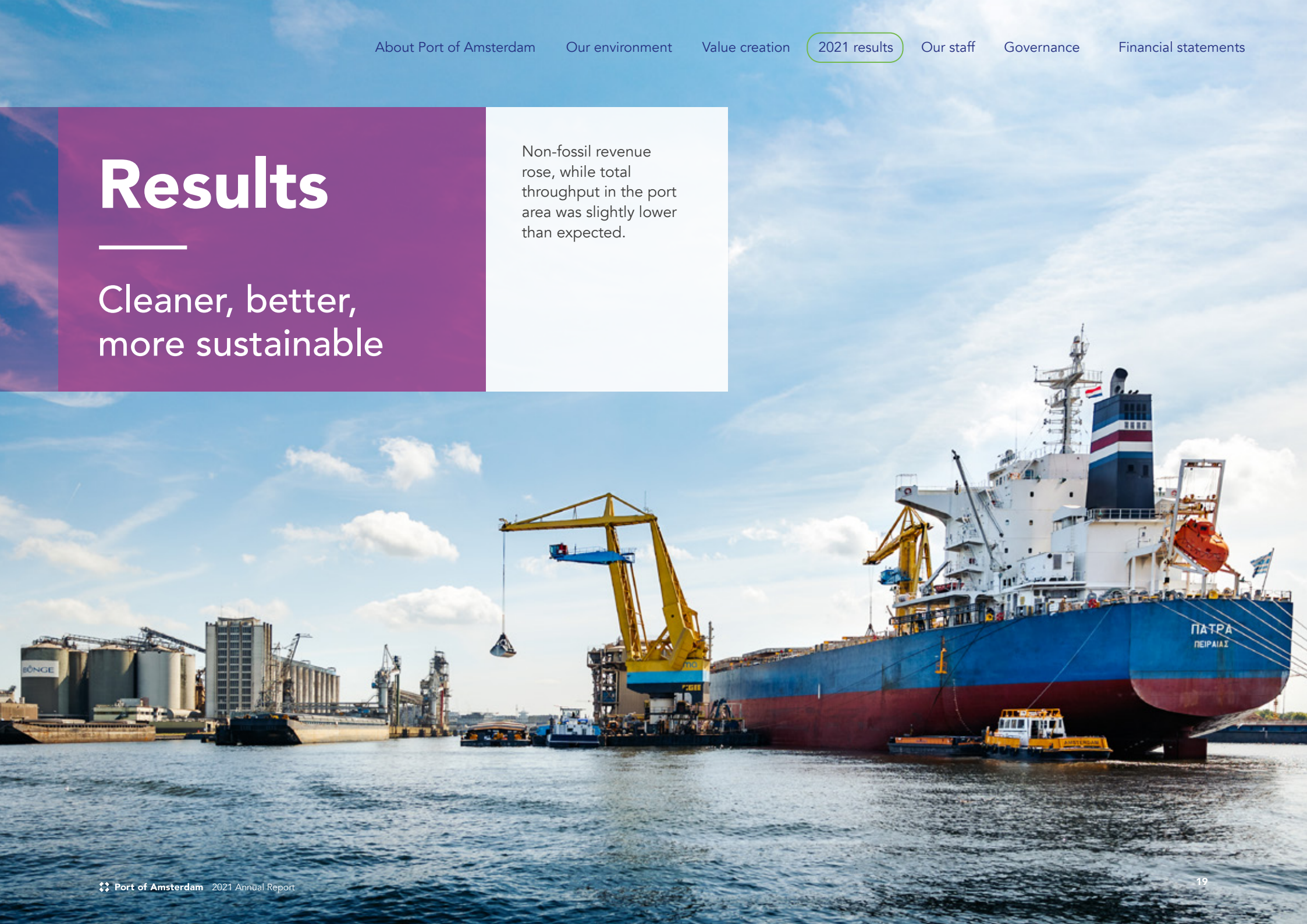
We constantly strive to work alongside partners to drive the energy transition forward.



Results

Cleaner, better,
more sustainable

Non-fossil revenue rose, while total throughput in the port area was slightly lower than expected.



Our activities are contributing to a cleaner port, a more accessible port area and a sustainable society. In this chapter we will discuss the results achieved in 2021, per material topic.

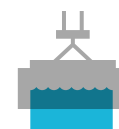


Port of Amsterdam



Throughput

This year, total throughput in the port area was slightly lower than expected. Non-fossil revenue rose. Liquid cargo flows fell behind due to a drop in demand for fuel during the coronavirus pandemic. However, we saw a higher throughput of coal. This is because the price of gas rose steeply in 2021, and coal was seen as a cheaper alternative. All the same, the long-term trend for coal is dropping and the port is still on course to achieve its goal of being coal-free by 2030.



71.3 MMT

Throughput Amsterdam

Throughput figures per cargo stream	2021	Δ	2020
Throughput of oil products in Amsterdam (MMT)	35.7	-13%	41.0
Throughput of agribulk in Amsterdam (MMT)	6.6	-12%	7.5
Throughput of coal in Amsterdam (MMT)	10.4	41%	7.4
Throughput of other dry bulk in Amsterdam (MMT)	11.7	-1%	11.8
Throughput of other liquid bulk in Amsterdam (MMT)	4.1	-2%	4.3
Throughput of containers in Amsterdam (MMT)	1.4	25%	1.1
Throughput of Ro-Ro and other break bulk in Amsterdam (MMT)	1.5	6%	1.4

Throughput figures per area	2021	2020
Throughput Amsterdam (MMT)	71.3	74.3
Growth of throughput North Sea Canal Area (as a %)	-4.1	-12.0
Growth of throughput Amsterdam (as a %)	-4.1	-14.6
Throughput Velsen/IJmuiden (MMT)	16.9	17.7
Throughput Beverwijk (MMT)	0.4	0.5
Throughput Zaanstad (MMT)	0.3	0.2

The volume of throughput is, and remains, an important indicator for the performance of the port. But whereas the importance of other indicators of added value (such as carbon emissions and the leasing of sites for biobased and circular activities) is increasing, relatively speaking, the importance of throughput is dropping. For this reason, we decided to halt the six-monthly press releases about throughput figures. From now on, we will only publish throughput figures via our annual reports and new reporting formats if relevant.

Site leasing and building activities

In 2021, we ran up against the limits of expansion in the areas where Port of Amsterdam issues land. The City of Amsterdam’s plans to build houses in Minervahaven have thwarted our opportunity for growth. We filled a number of plots where that was possible and desirable. We worked on a location in Zaanstad, for example, and we established the right of ground lease for the development of a wharf in Mainhaven. The RON N.V. participation terminated all of its corporate activities in 2021, releasing a large area of land.



Site leasing in the port of Amsterdam	2021	2020
In hectares		
Gross site leasing	18.9	19.9
Reclaimed sites	16.8	8.5
Net site leasing	2.2	11.4
Land issued for biobased and circular activities	3.0	0.8

Sea and river cruises

The coronavirus pandemic had a serious impact on the 2021 cruise season. The port was closed for sea cruises on several occasions. The strict pandemic-related measures for river cruises made it almost impossible to sail. The cruise sector was also affected by regulations in place in countries through which ships were due to sail. The projected number of sea and river cruises calling at Amsterdam was therefore not reached.



Sea and river cruise calls	2021	2020
In number of ships		
Number of sea cruises calling at Amsterdam	6	0
Number of sea cruises calling at IJmuiden	25*	16**
Number of sea cruises calling at Amsterdam and IJmuiden	31*	16**
Number of river cruises calling at Amsterdam	334	140
Number of river cruises calling at Zaanstad	87	72
Number of river cruises calling at Amsterdam and Zaanstad	421	212

* 13 calls were technical calls, without passengers.
 ** Technical calls only.



Energy transition and circular economy

Port of Amsterdam is traditionally an energy port. It is therefore logical that we should take the lead in the energy transition. We are working alongside our partners and customers to bring about the transition to cleaner, innovative energy. We are also building a circular ecosystem, where companies do not only use each other's waste flows, but also make optimum use of each other's expertise and facilities.



We are creating impact on SDGs within Energy transition:

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

11 SUSTAINABLE CITIES AND COMMUNITIES

13 CLIMATE ACTION

17 PARTNERSHIPS FOR THE GOALS

Congestion in the port area

The energy transition, the circular economy and digitalisation have led to a sharp rise in demand for electricity. On 9 December, it became clear that the grid had reached maximum capacity in large parts of the Netherlands and a large section of the port area. As a result, existing bulk users can no longer be offered extra capacity and new users cannot be connected. Together with Liander, TenneT and the City of Amsterdam, we have formed a task force to think up and implement temporary solutions for as long as this congestion lasts. Grid reinforcement is expected to relieve the situation in 2025, while congestion should be a thing of the past altogether by 2027. We will look into this in more detail in the *Risk management* chapter, from page 43 onwards.

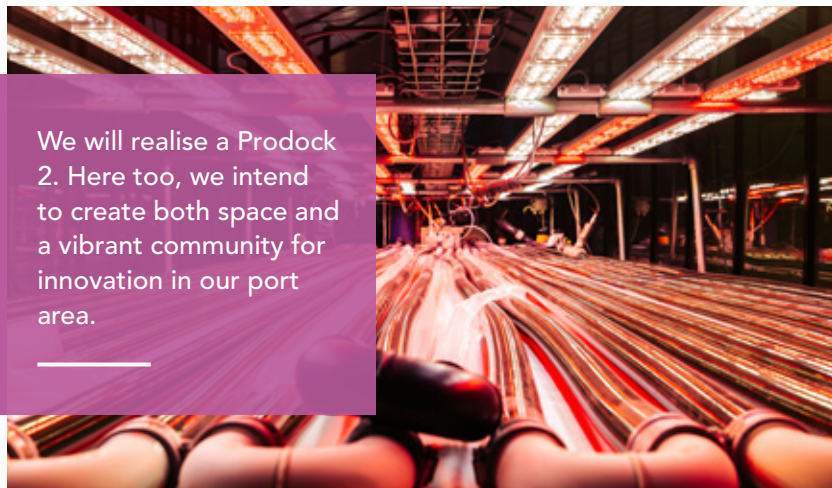
Waste flows for alternative fuels

In the Amsterdam port area, more and more waste flows are being converted into alternative fuels. This year, saw the announcement that Gidara Energy will establish a biofuel factory in our port in 2023, which will be known as Advanced Methanol Amsterdam (AMA). This factory will convert residual flows of plastic and wood into methanol. AMA will be built entirely in line with our ambitions at BioPark, a port-based development location for producers of renewable fuels. The Supervisory Board has given approval for the proposed investment in a steam pipeline to connect AEB with AMA.

Steps in the direction of a green society

In October 2021, King Willem-Alexander opened the Netherlands' first bio-LNG plant in the port of Amsterdam. This plant will produce 3.4 kilotonnes of bio-LNG per year, enough for over 13 million kilometres of carbon-neutral road travel. In addition, the new green gas plant operated by the Amstel, Gooi en Vecht water authority went operational in March 2021. This plant is in the western port area and supplies 9.7 million cubic metres of green gas per year to Amsterdam. This is enough to provide some 8,000 households with green gas.

For the last few years, we have created room for start-up businesses in the energy transition and circular economy sectors in Prodock 1. The current building is almost full. Some of the businesses have outgrown the start-up phase and need other types of indoor or outdoor accommodation. We are keen to continue facilitating these businesses and have therefore given the green light to a new location: Prodock 2. Here too, we intend to provide space and create a vibrant community for innovation in our port area.



We will realise a Prodock 2. Here too, we intend to create both space and a vibrant community for innovation in our port area.

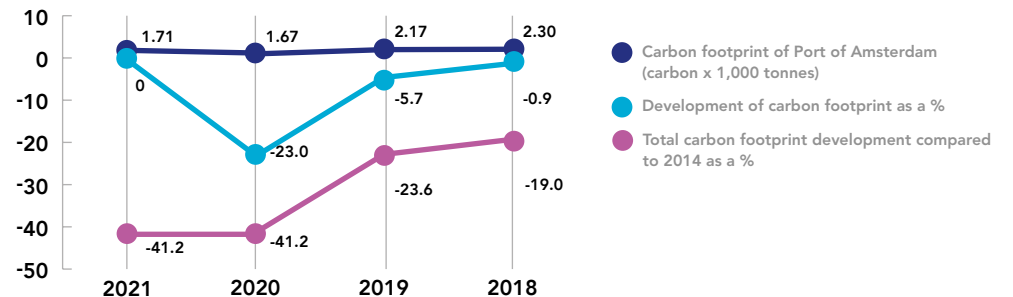
Carbon footprint

Our carbon footprint has increased slightly over the past 12 months. This was not unexpected and is related to the relaxation of coronavirus restrictions. Compared with the first year of the coronavirus pandemic (2020), colleagues flew more regularly to international destinations and we worked more frequently on site. It should also be said that our footprint has dropped considerably more than we had expected compared with 2019. This is also related to the fallout of the coronavirus pandemic. We have realised a reduction of 40 percent compared with the baseline measurement in 2014.

Our strategic plan for 2021-2025 states that we aim to be climate-neutral by 2030. In 2021, we set up a working group in which colleagues from different departments compile inventories of reduction opportunities and carry out concrete activities. The Harbour Master's Department (DHM), for example, is working hard to make the fuel for our patrol vehicles sustainable, with the ultimate aim of using electrically powered vehicles. This working group meets every quarter to analyse data and discuss progress and activities.



Carbon footprint of the Port of Amsterdam organisation



Sustainable procurement

According to the latest definition (see Appendix 5), the percentage of sustainable procurement for 2021 is 74 percent compared with 81 percent in 2020. As from 2021, the high procurement thresholds that apply mean that we have decided to discount purchase orders worth over €500,000 for projects in the physical outdoors.

Last year, we worked on a professional procurement function based on a vision of centralised procurement and decentralised ordering. The mission of the Procurement Department is to facilitate decentralised departments from a basic range of contracted preferred suppliers. This will allow us to choose suppliers who can contribute to our organisational goals, including our goals for sustainability. Over the next few years, we will consult with all departments to expand this basic range. In 2022, we will invest in updating a sustainability policy for procurement. We will also develop a new KPI for sustainable procurement, which is better suited to our procurement practices.



Bio-LNG

The plant opened in the port by the King in October 2021 produces 3.4 kilotonnes of bio-LNG per year, enough for over 13 million kilometres of carbon-neutral road travel.



Clean and safe shipping

DHM ensures that all shipping is handled safely. The Division is also responsible for security in the port, with a special focus on cybersecurity. They monitor compliance with nautical legislation and regulations, and carry out regular inspections. Through their Clean Shipping programme, the division helps the shipping industry transition to sustainability.



Clean Shipping Team

In 2021, the company-wide Clean Shipping Team revised the Vision on Clean Shipping. This vision expresses the ambition to end emissions from shipping by 2050. The redefined vision is available [online](#). As a member of the getting-to-zero-coalition, we also signed the call to participants to secure zero-emissions shipping by 2050.

Shipping is one of the fundamental pillars supporting our ambition to become a zero-emissions port. We have been installing shore power in the port area for some time now. In 2021, for example, we started a shore power project for the Passenger Terminal Amsterdam (PTA) to provide sea and river cruise ships with green electricity while moored. We are also considering the possibility of offering other parties shore power when no cruise ships are moored.

In addition, this year we asked DNV, an independent expert in the field of risk management and quality assurance, to help us conduct a safety investigation for future alternative fuels and the extra safety space this would require. The current safety distances for bunkering LNG appear to be sufficient for similar bunker operations with all new fuels, except ammoniac.

Within Clean and safe shipping, we create impact on SDGs:

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

11 SUSTAINABLE CITIES AND COMMUNITIES

13 CLIMATE ACTION

17 PARTNERSHIPS FOR THE GOALS

Environmental Ship Index

Port of Amsterdam is a member of IAPH (International Association of Ports and Harbours), a foundation that has developed tools including the ESI. The score for this index is based on a ship's configuration and the fuels it uses. We reward ships with a high ESI score and give ships that use LNG extra discounts on their seaport dues. This year, the scores were almost three percent lower, while the number of ships tested in 2020/2021 dropped by around thirty percent. This is because the ESI score started costing ships money in January 2020. The final months of 2021 saw a rise in the number of ships tested.

ESI incentives



Incentive year	Score
2021	21.6%
2020	24.4%
2019	24.6%
2018	20.5%
2017	18.6%

Safety in the port region

It is the job of the Harbour Master's Department to uphold safety in the North Sea Channel area. The Division is also responsible for security in the port, with a special focus on cybersecurity. They monitor compliance with nautical legislation and regulations, and carry out regular inspections.

Just culture

The aim of the Just Culture programme is to create a culture in which staff feel safe enough to report incidents and near-incidents, and to learn from them. DHM evaluated all incidents and near-incidents in 2021. The division also made a start on the safety evaluation board. In this respect, two meetings were organised with our nautical partners to evaluate incidents.



Logistics and accessibility

As an entrance port to Europe, Port of Amsterdam is helping to establish a positive business climate in the city and the region. To ensure that the Netherlands retains its position as an efficient and reliable logistics hub, the port needs to be easily accessible.



Within Logistics and accessibility, we create impact on SDGs:

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

17 PARTNERSHIPS FOR THE GOALS

11 SUSTAINABLE CITIES AND COMMUNITIES

Intermodal network

This year, we continued working on the intermodal network of which the port of Amsterdam is a part. The collaboration between CTVrede and TMA Multimodal is a good example. Since 1 November, these two logistics companies have been working together under the name TMA Vrede to make container inland shipping in the Northern Netherlands Corridor more efficient and sustainable. Thanks to this partnership, the frequency of departures and the load factors of ships heading for Rotterdam and Antwerp have been optimised.

Unforeseen circumstances

In spring 2021, the container ship Ever Given blocked the Suez Canal for six days. There was also the effect of the coronavirus pandemic that was felt throughout the year. These circumstances led to uncertainty. There were shortages of containers, some deep-sea vessels had to moor in other ports, and terminals in the port area were faced with huge fluctuations in fees. On account of these developments, in 2021 the port of Amsterdam received deep-sea container vessels on several occasions, including from China and the United States of America.

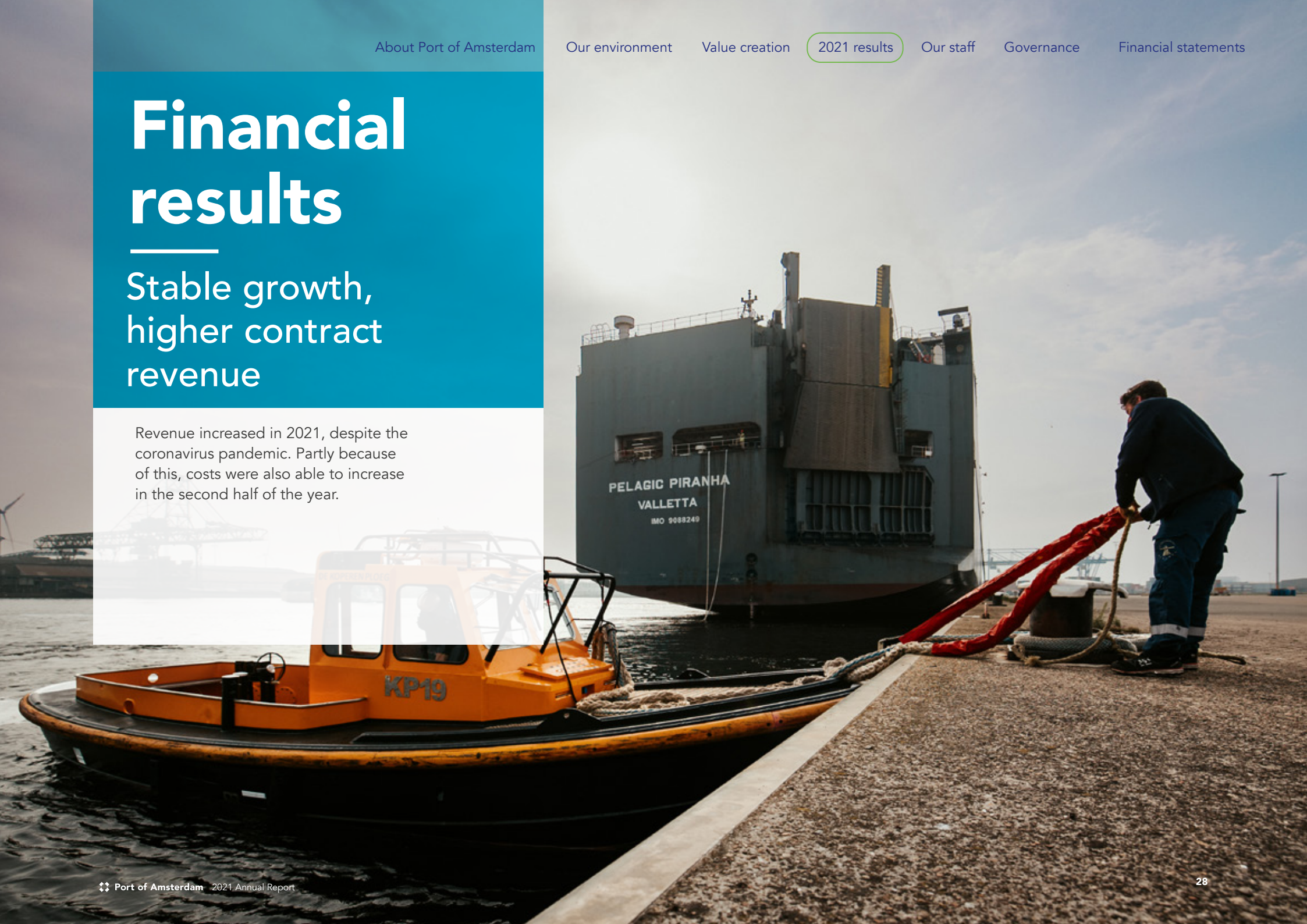
Sustainable urban logistics by water

2021 was a good year for urban logistics. In Amsterdam, there was an increase in activities to replace quays and bridges. This led to more shipping movements between terminals in the port, and to building and renovation projects in the city. Dam walls, sand, bridge components and other materials were transported by water, causing less disturbance in surrounding areas and reducing the pressure on the roads. In 2021, eight temporary bridges were transported by water for the prestigious 'Orange Carpet' project, whereby nine bridges between Raadhuisstraat and Mercatorplein are being replaced. Also in 2021, building work for an underground bicycle parking facility behind Amsterdam Centraal station also benefited from its location on the IJ. In November, three concrete elements each weighing 7,200 tonnes were transported via the TMA terminal on Alaskahaven to the building site in the city centre. Zoev City, which collects waste in the Wallen area in the city centre and transports it by water to waste disposal plants in the port via a waste hub, saw the volume of waste increase to around 170 tonnes. In 2021, Zoev City sailed to the port seventeen times, with an average load of 10 tonnes of waste per trip.

Financial results

Stable growth, higher contract revenue

Revenue increased in 2021, despite the coronavirus pandemic. Partly because of this, costs were also able to increase in the second half of the year.



Financial key figures



€163.1 MM
Revenue

158.4
2020



€103.8 MM
Operating expenses

94.0
2020



€52.9 MM
Profit¹

51.7
2020



52.2%
Solvency ratio²

54.7
2020



€662.5 MM
Equity

655.7
2020



€32.6 MM
Investments

32.9
2020

1. Concerns the result after corporate income tax payable and excluding deferred taxes.

2. The solvency ratio takes account of a proposed dividend for 2021 and 2020.
The dividend has been put to the General Meeting for a decision.

After assuming that the coronavirus pandemic would have a detrimental effect on Port of Amsterdam's 2021 financial results, the actual results turned out better than expected. Revenue grew compared with the previous year. Partly because of this, costs were also able to increase in the second half of the year. Although revenue is not yet at the same level as before the pandemic, these figures are promising for the years to come.

Key figures	2021	2020
Amounts in €		
Revenue	163,143,282	158,443,070
Personnel expenses	-40,024,499	-36,707,081
Depreciation and amortisation	-27,399,752	-24,358,972
Other operating expenses	-36,350,786	-32,910,053
Operating profit	59,368,245	64,466,964
Financial income and expenses	-3,241,727	-1,874,154
Share in profit/loss of participating interests	6,909,394	-1,851,126
Profit before corporate income tax payable	63,035,912	60,741,687
Corporate income tax payable	-10,112,062	-9,037,659
Profit after corporate income tax payable	52,923,853	51,704,028
Movement in deferred taxes	4,804,600	30,550,795
Net profit	58,478,457	82,254,823

Revenue

Revenue was up €4.7 million (3.0 percent) to €163.1 million. The largest increase was in the contract revenue, which rose by €4.6 million. One of the main reasons for this increase was higher contract revenue for Caransa and Zenith (+ €0.9 million). Port dues remained virtually the same. The seaport dues dropped slightly and the inland port dues and mooring reservations showed a rise. The drop in seaport dues is largely the result of the throughput of oil products. This was very low in the last few months of the year. There was also a drop in the throughput of agribulk, partly due to a drop in demand for animal fodder (Cargill). Mooring reservations rose sharply when river cruises resumed.



Revenue	2021	2020
Contract revenue	97,455,061	92,854,714
Seaport dues	53,000,605	54,344,369
Inland port dues	7,105,783	6,427,252
Revenue from mooring reservations	899,690	278,659
Other	4,682,143	4,538,076
Total revenue	163,143,282	158,443,070

Personnel expenses

Personnel expenses were up €3.3 million (9 percent) in 2021 due to a number of factors. We had already anticipated a rise in personnel costs compared with the previous year due to a delay in filling vacancies. An amount of €1.2 million was added to the reserve for holiday leave. This was because in the past, we incorrectly failed to take account of fixed raises and thirteenth month payments. In addition, we had not provided for the RVU (Arrangement for Early Retirement) scheme. At the end of 2021, our workforce was made up 364 FTEs, compared with 359 FTEs in 2020. We also filled more vacancies with external temporary staff.

Other operating expenses

Other operating expenses rose by €3.4 million in 2021. Most of this was accounted for by the soil remediation provision. In addition to the higher indexation, various adjustments were also made. The indexation was higher than expected because of the high rate of inflation, and the adjustments had to be made for matters including the ICL and Zenith sites. However, the costs of the indexation run right through the financial income and expenses. The cost of management and maintenance mainly rose because of overdue repairs after savings were made in 2020. Accommodation costs were also up as we rented more space to be able to work together in person despite the coronavirus-related restrictions. IT costs rose steeply due to extra investment needed for the development of Hamis.

Other operating expenses	2021	2020
Amounts in €		
Environment and spatial planning	7,179,258	3,926,119
Management and maintenance costs	6,390,378	5,672,271
IT costs	7,926,839	7,162,018
Communication, marketing and acquisition	2,327,134	3,003,584
Accommodation expenses	3,457,183	2,604,689
Research and consultancy costs	2,559,650	2,697,530
Rental and ground lease charges	3,049,626	2,618,184
Other expenses	3,460,786	5,225,654
Total other operating expenses	36,350,854	32,910,050

Share in profit/loss of participating interests

The results from participating interests rose in comparison with the previous year. This is largely thanks to positive results from the sale of underlying entities.

Corporate income tax

In 2021, the acute corporate income tax was €0.4 million higher than last year. This is corporate income tax on the pre-tax profit (25 percent). The deferred corporate income tax is calculated every year on the basis of effects of commercial and fiscal measurement differences. Last year, deferred corporate income tax was considerably higher, caused by amendments to the legislation on tax rates. This is the same this year, but the change is less dramatic. The effective tax rate came in at 8.6 percent.

Development of the balance sheet

The solvency ratio is 52.2 percent (year-end 2020: 54.7 percent). These calculations, based on agreements with the bank, are after deducting deferred taxes and the proposed dividend distribution from the balance sheet total and equity. The bank covenant demands that on 31 December 2021, the adjusted equity must be at least 35 percent of the total equity. Havenbedrijf Amsterdam N.V. meets this requirement. The solvency ratio is relatively high due to the share premium reserve that we created independently.

Progress of liquidity

In 2021, Port of Amsterdam achieved a positive cash flow of €78.8 million* from operating activities. In 2021, we invested €31.5 million in intangible and tangible fixed assets, particularly in waterworks. In addition, we paid out €50.9 million in dividends to the shareholder. The difference between the operating cash flow and the investments and dividend distribution was partly covered by invoking additional credit. Alongside the available credit facility, Havenbedrijf Amsterdam N.V. does not make use of any other financial instruments to cover operating or financial risks.

* Adjusted for depreciation and amortisation, movements in assets and liabilities, interest received, and corporate income tax paid.

Risks and uncertainties

Port of Amsterdam identified several risks and uncertainties. They are explained in more detail in the *Risk management* chapter.

Investments

Investments in 2021 lagged behind our expectations. We invested a total of €32.6 million in new infrastructure, replacements and operating activities. We had expected to invest €55.6 million. Due to external factors, tendering and permit procedures are taking longer than anticipated, and several large investments have had to be delayed.

Research and development

In 2021, €1.3 million was spent on research and development. The investments largely related to an upgrade of various financial systems and in-house software development, such as the applications for collecting port dues (€0.3 million), the planning and reservation system for berths (€0.6 million) and the Data warehouse (€0.4 million).

Expectations for 2022

In 2022, we will continue with the task of implementing the 2021-2025 Strategic Plan. This centres around developing the path towards a sustainable port. The opening of the new IJmuiden sea lock on 26 January 2022 was an important milestone in this respect. Our contribution to this, and the communications about it, will appear in the operating expenses. In addition, the effects of the coronavirus pandemic are expected to be less dramatic than in 2021.

When it comes to throughput volumes and the associated revenue, we have not taken any appreciable haircuts for 2022. We expect the workforce to grow slightly in 2022, to around 368 FTEs, in order to be able to work on realising our ambitions alongside our primary processes. We also anticipate various research and consultancy costs in relation to CO₂ reduction and the transition to hydrogen.

As well as aiming to maintain and improve the current infrastructure, the investment agenda is intended to flesh out our strategy and vision for the future. The current finance structure allows room for this, so we do not need to deploy additional facilities.

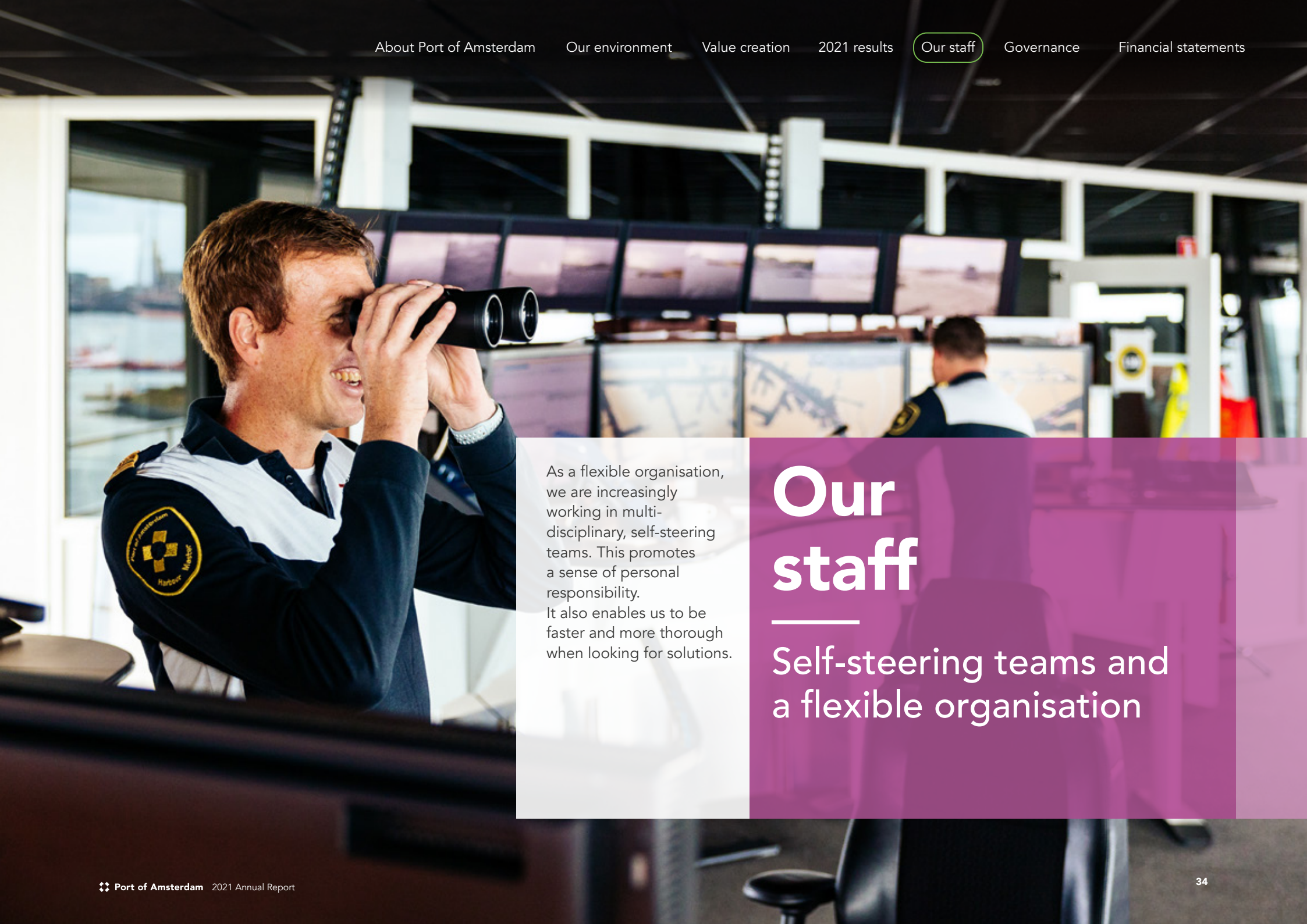


7.6%*₂₀₂₀

Market share Hamburg-Le Havre-range

- Rotterdam
- Antwerp
- Hamburg
- Amsterdam
- Bremen
- Le Havre
- Dunkirk
- Zeebrugge
- Zeeland Seaports
- Ghent
- Wilhelmshaven

* At the time of publication of this annual report, final throughput figures were not yet available for all ports in the range. This annual report therefore uses the 2020 figure, which was adjusted from 7.8 percent in last year's annual report to 7.6 percent this year. This adjustment is partly due to a change in the methodology that means that throughput figures for the port of Le Havre are now part of a larger French port cluster that also includes throughput figures for the port of Paris.



As a flexible organisation, we are increasingly working in multi-disciplinary, self-steering teams. This promotes a sense of personal responsibility. It also enables us to be faster and more thorough when looking for solutions.

Our staff

Self-steering teams and a flexible organisation

Key HR figures



Permanent: 341
Fixed term: 28
2020
Permanent: 347
Fixed term: 29

376
Staff

369
2020



364
FTEs

358
2020



71 29
% gender ratio

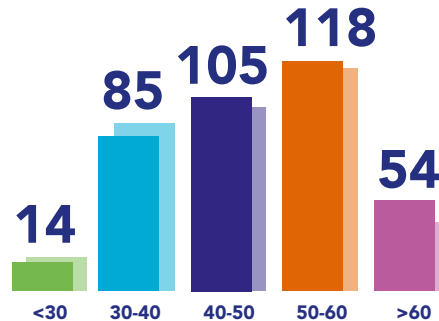
72 28
2020



28^{IN} 24^{OUT}
Joiners/leavers

(number)

21^{IN} 20^{OUT}
2020



Age distribution

Average age: 47.5 years

15 88 103 117 46
2020 2020 2020 2020 2020



3.8
Sickness absence

(as a %)

3.9
2020

In 2021, Port of Amsterdam concentrated on topics relating to the flexible organisation it wants to become. Our HR department has been working very hard on compiling visions for training and development, the performance cycle, leadership and collaboration. In this way, we are guiding the transition to a new organisational structure along the right path.

As a flexible organisation, we are increasingly working in multi-disciplinary, self-organising teams. This year, we have held a number of sessions in these teams to discuss some of the dilemmas and problems that we are facing as an organisation. For example, our product teams often work without a manager. This promotes a sense of personal responsibility. It also enables us to be faster and more thorough when looking for solutions.

The self-organising teams have already proved their worth this year when it comes to helping customers to set up, innovation and project management. We still need to safeguard certain general matters, such as our position on final responsibility, taking days of leave and the appraisal cycle. We will pay more attention to these subjects in the forthcoming year. We are considering a transitional phase to give our staff time to adjust to the new situation.

Diversity and inclusiveness

It is important to us that our staff be a reflection of society and feel safe and valued in our organisation. The internal Diversity and Inclusiveness working group gathers information on this subject and initiates activities. We also strive for an equal ratio

of men to women. In 2021, we had one management vacancy and one vacancy for a managing director. Both were filled by women. One more vacancy for a member of the Supervisory Board was filled by a man. We are also modifying our recruitment and selection policy, by making our job adverts more inclusive and seeing how we can make the images more diverse.

At the end of 2021, we started the *Futureproof Governance* programme, an initiative designed to give young employees a voice. Together with the Board of Directors, a *Young Future Board* comprising five young members of staff are working on topics including futureproof governance. In another move to stimulate diversity and inclusiveness, we recently started an organisation-wide dialogue led by experienced consultants. We hope to encourage more people to talk about this topic so that we can gather the information we need from employees to create a solid basis for a more stringent diversity and inclusiveness policy.

Performance system

We commissioned a working group to examine the performance system that we currently use for appraising our staff. We wanted to know whether we needed these appraisals at all, and if so, how we should organise them. This year, it became clear there is a lot of support for the idea of implementing a 360-degree feedback system, in which team members are given regular feedback about their performance from various different perspectives. We have implemented a pilot project for this.



We saw a significant rise in motivation (the average of engagement and passion) and employership.

Staff survey

Since 2018, Effectory (provider of employee feedback solutions) has been conducting annual staff surveys on our behalf. We ask questions about how staff experience their work, with a focus on motivation. In 2020, instead of the usual survey, we carried out a COVID-19 Workforce Pulse Survey. In 2021, we held the regular staff survey again. The response rate in 2021 was 77.2 percent. This is lower than in 2019. It is still a high response rate, as the benchmark is 69 percent. We carried out an additional general survey and a survey per team was conducted in the autumn.

We asked our employees questions on five HR topics, including commitment, social safety and passion. We saw a significant rise in motivation (the average of engagement and passion) and employership (the extent to which people appreciate the company as an employer). Although the sense of autonomy has increased in a number of business units, it has diminished in others. The strongest drop in autonomy was reported for the aspect of planning work activities. Our ENPS (Employee Net Promoter Score) also revealed a surprising result. This score indicates to what extent employees would recommend the company to others. In 2021, the score was 42.9, which is substantially higher than the previous score (14.7).

We are delighted with this good score and will do our best to ensure that this positive trend continues.

Joiners and leavers

In 2021, 28 employees joined Port of Amsterdam and 24 employees left our company. This compares with a total staff of 376. The number of joiners and leavers is higher than in 2020 (when 21 employees joined and 20 left). This is because of the lifting of the temporary freeze on vacancies introduced during the coronavirus pandemic. As in 2020, all Port of Amsterdam staff come under the Collective Labour Agreement (CAO), with the exception of the Board of Directors under the articles of association and interns.

Sickness absence

Sickness absence was 3.8 percent in 2021, down slightly on 2020, when it was 3.9 percent. Our company physician actively monitors incapacitated employees and we comply closely with the Eligibility for Permanent Incapacity Benefit (Restrictions) Act [*Wet verbetering poortwachter*]. Given that the target is 3.1 percent, the current rate is still too high.



Sickness absence	%
2021	3.8%
2020	3.9%
2019	4.0%
2018	3.9%

Works council

The Port of Amsterdam Works Council contributes ideas and advice to the Board of Directors, and develops its own initiatives. The term of office is from 2019 to 2022. In 2021, the executive committee of the Works Council consisted of Francis de Wit (chair), Richard Kerkhof (vice-chair), Zehra Abdoelaziz (secretary) and Tamara van der Steen (vice-secretary). Elections for the new Works Council were held in early February 2022. Candidates had until late 2021 to stand for election.

The Works Council acts as the eyes and ears of the organisation. This task was fulfilled in 2021, as evident from the swift introduction of initiatives and the way that the Council's recommendations were followed up by the Board of Directors and the Supervisory Board. The Works Council played an active part in considering and advising on organisational questions, such as the transition to a flexible organisation. It also made recommendations regarding the refinancing of Port of Amsterdam and the appointment of the new Chief Investment Officer and new members of the Supervisory Board.

Social activities

For a number of years, Port of Amsterdam has been developing activities designed to make a contribution to society. For example, we are working with Pantar, an on-the-job learning company for people with poor employment prospects. We offer work and supervision to around 50 residents of Amsterdam and Diemen. We also work together with Emma at Work, a foundation that helps young people aged between 15 and 30 with a chronic illness or physical disability to find work. We always reserve three job experience positions for these young people.



We always reserve three job experience positions for young people with a chronic illness or physical disability.

Governance

Socially responsible
and decisive

Port of Amsterdam wants to be an honest, fair organisation. We work together, we are driven, we show respect and we take responsibility.

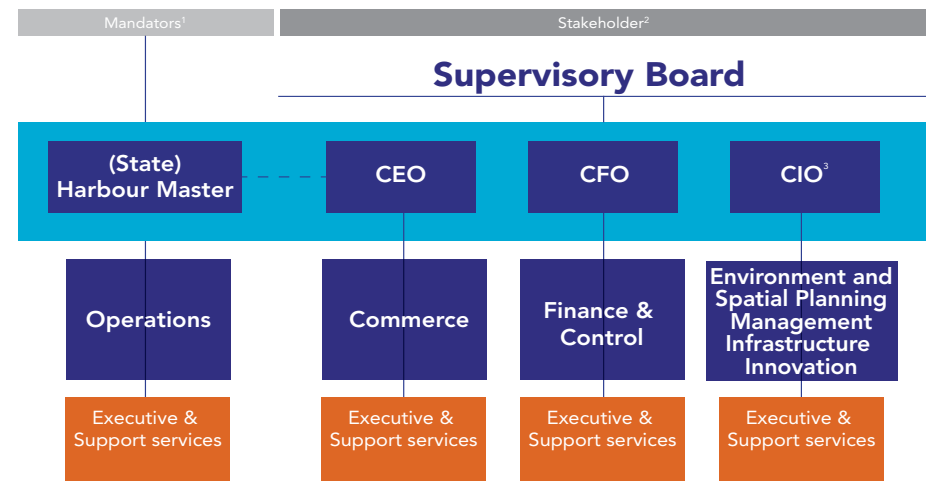
Port of Amsterdam wants to be an honest, fair organisation. We work together, we are driven, we show respect and we take responsibility. Based on these core values, we work hard every day to build a healthy, socially responsible, decisive organisation.

Organisational structure

Havenbedrijf Amsterdam N.V. is an unlisted public limited company with a two-tier board structure. The General Meeting 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 City of Amsterdam is the sole shareholder and exercises influence through the General Meeting. The approval of the General Meeting is required for matters including 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 ratio on the Board of Directors and the Supervisory Board, with at least 30 percent of the seats occupied by women and at least 30 percent by men. The distribution of seats on the Supervisory Board (end of 2021) is balanced, with three women and two men. This is also true of the Board of Directors, which comprises one woman and two men. The management team comprises the Board of Directors plus the Harbour Master (woman) and the Executive Secretary (man).



- Management Team (MT)
- 1. Central government and municipalities around the North Sea Canal
- 2. City of Amsterdam
- 3. Chief Investment Officer

Board of Directors

In 2021, the Board of Directors consisted of Chief Executive Officer (CEO) Koen Overtoom and Chief Finance Officer (CFO) Alexander Kousbroek. As of 1 October, Dorine Bosman joined the Board of Directors as Chief Investments Officer (CIO).

The Board of Directors is collectively responsible for managing the company and its general state of affairs. The duties are 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.

Koen Overtoom (1966), Dutch nationality (m)

Appointed in 2013

Port of Amsterdam CEO (from 1-11-2016)

Port of Amsterdam COO (until 31-10-2016)

Additional positions:

- Member of the General Management of Nederland Maritiem Land
- Member of the Advisory Board of Port of Zwolle
- Member of the Advisory Board of Stichting Emma at Work
- Member of the Amsterdam Economic Board

Alexander Kousbroek (1980), Dutch nationality (m)

Appointed in 2020

Port of Amsterdam CFO (from 1-1-2021)

Acting Port of Amsterdam CFO (until 31-1-2020)

Additional positions:

- Member of the Supervisory Board of Amports

Dorine Bosman (1963), Dutch and American nationality (f)

Appointed in 2021

Port of Amsterdam CIO (from 1-10-2021)

Additional positions:

- Member of the Advisory Board of GBM Works
- Member of the Advisory Board of Akselos

Supervisory Board

The Supervisory Board supervises the management of the company and its associated business, and it fulfils an advisory role to the Board of Directors. In 2021, the Supervisory Board drew up a vision for its supervisory duties, setting out its role as regulator, advisor and employer.

The internal affairs of the Supervisory Board are recorded in Supervisory Board regulations. These include the profile of the Supervisory Board members, including requirements in terms of the expertise and experience expected of Supervisory 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 2021, the Supervisory Board comprised five members. This number remained the same for the rest of the year. The Supervisory Board has two committees: the Audit Committee and the Employer's Committee. Both committees meet independently and carry out the preparatory work for the Supervisory Board in the relevant areas.

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

Appointed in 2013

- Chair of Groendus and member of the Board of NPM Energy
- Advisor and member of the industry panel for APG, direct investments
- Member of the Supervisory Board of De Jong Hot Water Tanks
- Chair of the Supervisory Board of Koninklijke Wagenborg
- Chair of the Consultation Body for the Physical Living Environment
- Member of the Supervisory Board of Kallista Energy, Paris
- Member of the ESG committee Brisa, Lisbon
- Member of the Supervisory Board of the University of Twente

Willemijn Maas (1959), Dutch nationality (f)

Appointed in 2013

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

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

Appointed in 2019

- Director of the Strategy Execution Office ABN AMRO Bank NV
- Board member of Betaalvereniging Nederland BV

Mieke Pigeaud – Wijdeveld (1964), Dutch nationality (f)

Appointed in 2019

- Owner of Pi Control
- Member of the Supervisory Board of PWN
- Member of the Supervisory Board of Consumentenbond
- Lecturer in governance

Evert den Boer (1969), Dutch nationality (m)

Appointed in 2021

- Chair of the Executive Board of Enexis Groep
- Chair of the Council of Members of Netbeheer Nederland
- Member of the Supervisory Board of Stichting Buitenfonds
- Member of the Board of the Nederlandse Vereniging voor Duurzame Energie

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

Appointed in 2016 (until 27-01-2021)

We carefully weigh up our goals against the risks we are prepared to take. We aim for resilience and corporate social responsibility in all our business operations.

Risk management

Identifying and initiating

Port of Amsterdam is in charge of managing and developing the port. In this respect, we fulfil several roles and tasks. This involves both opportunities and uncertainties and risks. It is vital that we anticipate and respond in time. This is why risk management is one of our top priorities.

The current period has shown us just how important it is to be able to respond swiftly to changing and uncertain situations. This demands adaptability on the part of Port of Amsterdam and of our customers. There is nothing new about changes taking place around our organisation. In the past few years, however, the speed at which these changes are taking place has become difficult to predict. Part of our work has ceased to be simple, standard, controllable, and predictable. It has become complex, dynamic, and unpredictable. In order to achieve our strategy in these circumstances, we are putting all our effort into comprehensive risk management and flexibility.

Risk appetite

We aim for resilience and corporate social responsibility in all our business operations. We carefully weigh up our goals against the risks we are prepared to take. In 2021, we reassessed our risk appetite in line with seven company values: safety and health, financial impact, reputation, sustainability, fast, safe, environmentally sound shipping, compliance, and customer satisfaction.

With respect to our general business operations, our risk appetite is largely neutral. On the one hand, we are ambitious and have to take risks to achieve our (strategic) goals. We are, for example, willing to make significant high-risk investments to drive the energy transition forward. On the other hand, when it comes to fulfilling our public duties through the Harbour Master’s Department, we are more defensive. But one thing is certain: when weighing up the safety of shipping transport and the



Vision on managing risks and uncertainties

environment against the fast, efficient processing of shipping, safety has the highest priority. The State Harbour Master works on the orders of, and is accountable to, public mandators. The character of the public duties that they perform demands a minimum risk appetite by definition.

Our policy on the use of financial instruments is cautious. The treasury regulations have been revised and provide scope to hedge ongoing interest 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. The financial risks are discussed in more detail in Appendix 7.

A large portion of the top risks (S9, S2, S16, S1, O5) have external causes that Port of Amsterdam can control only to a limited degree or at disproportionately high cost. We accept a slightly higher risk appetite for these risks.

Comprehensive risk management

Our comprehensive risk management system enables us to make more considered decisions by identifying, assessing and explicitly stating risks. We can manage risks broadly and efficiently in our day-to-day operations and projects by implementing preventive and corrective measures. Port of Amsterdam not only pays attention to the hard side of risk management (the processes, procedures and reports), but also to the soft side (risk awareness, culture and communication). To our mind, the hard side of risk management will only work if you pay enough attention to the soft side.

Our risk management framework and methods were devised on the basis of the following five principles:

1. It is **comprehensive**: risk management is conducted across all levels of the organisation and covers all types of risks.
2. It is conducted from an **integrated** approach: risk management efforts are geared towards safeguarding continuity, which is why risk management is integrated into existing processes and working methods as much as possible.
3. It is a **continuous** process: we go through the risk management process of risk identification, assessment, management, monitoring and communication on an ongoing basis.
4. It is **transparent** and open: we stimulate open and transparent discussion of risks.
5. It is based on **ownership**: each risk has an owner who is responsible for control, periodic updates, and communication.

The tasks and responsibilities with regard to risk management are embedded in the organisation according to the *three lines of defence model*. The Board of Directors bears final responsibility for the organisation's risk profile. The first line is responsible for the adequate implementation of processes, so that we can achieve the goals we have set. The first line is also responsible for identifying and managing the related risks.

It is the job of the staff working in the second line to advise, facilitate and monitor those in the first line and to provide the Board of Directors with in-depth analyses and reports. The third line plays an independent role and gives objective advice about the effectiveness and efficiency of the risk management system.

Second and third-line activities are coordinated by the Risk & Audit manager. The activities relating to the internal audit are laid down every year in the audit plan in consultation with the audit committee. Audit activities are largely carried out by external parties. The advantage of this approach is that we can use capacity in a targeted fashion and have broad access to specific expertise.

Every quarter, the progress of the audit plan, and the management and updating of the highest risks, are monitored and reported on to the Board of Directors.

Improvements implemented in comprehensive risk management and the flexible organisation

Comprehensive risk management

In 2021, we drew up the comprehensive risk management framework and implemented it in our working methods. We also appointed an internal risk management and audit officer to support and stimulate the implementation, and to raise awareness of risk management throughout the organisation. In addition to organising the implementation of the framework, we also took care of the technical side and made good progress with our GRC risk management tool. GRC stands for Governance, Risk and Compliance: an integrated approach to organising and managing the company (governance), dealing with uncertainties (risk) and visibly satisfying standards and frameworks (compliance). The configuration and roll-out of this tool across the organisation will continue in 2022.

We have, furthermore, defined ITGCs and implemented them into our working methods. ITGCs are Information Technology General Controls. These are aimed at ensuring that applications are developed and implemented correctly, including aspects such as integrity, data and automated operations. We monitor our performance against the ITGCs periodically and make improvements wherever possible.

In addition, we have made a start on setting up ISMS in the GRC tool. ISMS stands for Information Security Management System, a system that will enable us to safeguard and manage our information security. We will work out the details of this for our assets during the year to come. To prepare the organisation for any risks and crisis situations that occur, a working group has been installed to set up and shape Business Continuity Management. This project will last until 2022, and will then be incorporated into our working methods.

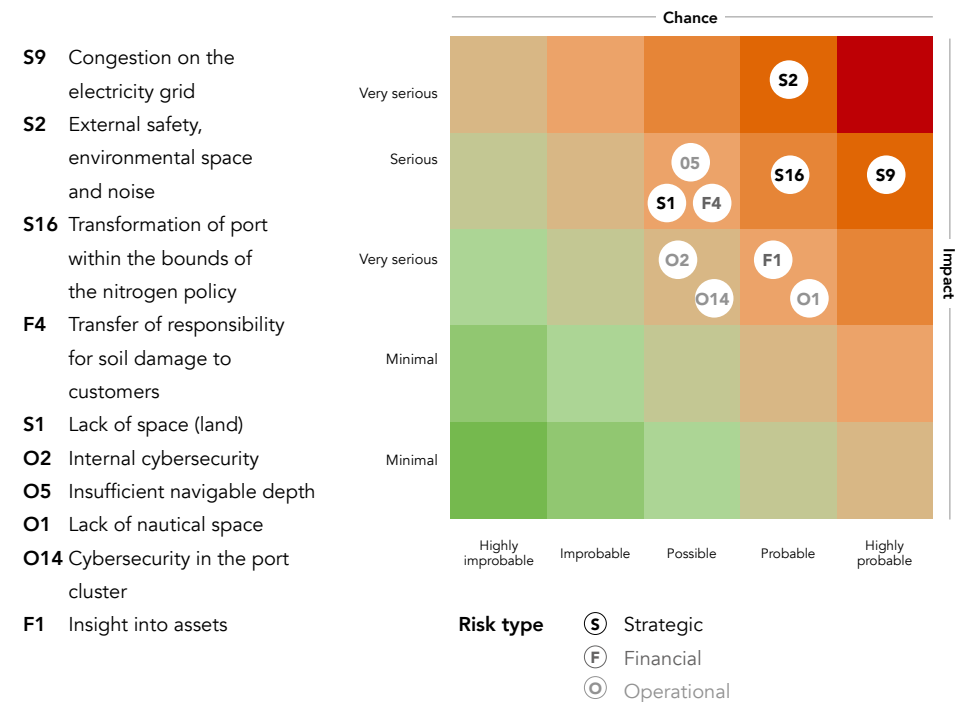
Flexible organisation

In 2021, we arranged for more of our work to be carried out in product teams and autonomous customer teams. This allows us to give a faster, better response to demand from new and existing customers. We have also fleshed out the plans for the design and working methods of Strategy & Development and Innovation. Innovation will make a distinction between identifying and implementing incremental improvements, and exploring and initiating radical improvements.

Top 10 risks in 2021

During the strategic risk assessment, we quantified the risks and established a top 10 of risks for 2021. The group of participants concerned is a good reflection of the organisation as a whole. We monitor and report on this top 10 every quarter.

For the complete list of risks, see Appendix 7.



Risks that materialised in 2021

In 2021, the 'COVID-19' risk materialised on several occasions. This did not require us to change our risk management and control system as we followed the national strategy and the guidelines issued by the Dutch National Institute for Public Health and the Environment (RIVM). In terms of control, our priority was to safeguard the health and safety of our staff, and the continuity of shipping activities. In terms of shipping, the lockdowns had a major effect on the cruise sector.

The 'Congestion on the power grid' risk also occurred. Liander reported congestion in the Hemweg sub-station. Electricity is set to become scarce in the forthcoming years. This will have a tangible impact on efforts to make the port more sustainable. It will put the climate goals and ambitions set out in 'Amsterdam Climate Neutral by 2050' under pressure. It may take until mid-2027 before a structural solution is in place.

In the meantime, Liander, TenneT, the City of Amsterdam and Port of Amsterdam have joined forces to work on a programme designed to accelerate work and innovations and to encourage temporary solutions. We are also exploring alternative sources of energy, such as recycling heat and using hydrogen, to relieve the pressure on the grid. We will ask bulk consumers in the port whether (and how much) they can synchronise and share the capacity on their contract with other companies.

No other risks or uncertainties materialised in a way that affected the previous financial year and required us to adjust our risk management and control system.

Supervisory Board



'There are very few companies with the same authority, and in such a natural position, to play a leading role in shaping the region.'

From left to right; Willemijn Maas, Mieke Pigeaud-Wijdeveld, Jeroen de Haas, Anne Marie Magis, Evert den Boer

Message from the chair.

The Supervisory Board of Port of Amsterdam monitors our Board of Directors and furnishes the directors with advice where necessary. For example, the Supervisory Board ensures that our financial and strategic policies are implemented soundly and responsibly.

Once again, this has been an eventful year for Port of Amsterdam. The company operates in a society that is currently undergoing fundamental change at various social levels. These developments are starting to seep into the business operations of the port authority. Coping with these dynamics is gradually becoming our *core business*.

A dynamic company

But Port of Amsterdam is also a dynamic company. Whereas we used to focus on throughput figures, we are now more concerned with partnerships. The company works alongside partners on the energy transition, for example. This is an opportunity to forge long-term ties between the city and the port. We can create a winning combination. In fact it's already happening. The port is already providing the city with clean heat and power.

The company is also raising its profile as a director of space in the city and region. The physical location of the port makes this connection with the city and region crucial for Port of Amsterdam. Furthermore, there are very few companies with the same authority, and in such a natural position, to play a leading role in shaping the region. Citizens, industry and government often ask the port authority to fulfil this steering role. Port of Amsterdam feels an urgency to enhance its knowledge and skills in order to deal with these issues and the parties concerned.

Two important topics

In addition to the subjects discussed at regular consultations, two more topics stood out this year. The first is attention for continuity. In close consultation with the City of Amsterdam, the Works Council and the Board of Directors, we have created a new position to be responsible for the investment agenda at Port of Amsterdam. We were delighted to welcome Dorine Bosman to the post of Chief Investment Officer (CIO) in October 2021. In addition, Evert den Boer has been appointed as a member of the Supervisory Board.

The second topic is the relationship with everyone who works alongside the Supervisory Board: the Board of Directors, the Works Council and the City of Amsterdam. In 2021, we drew up a vision for the future, in which we explained how the Supervisory Board sees its role in relation to the other stakeholders, such as the shareholder, the Works Council and the Board of Directors. They sent the draft vision to the stakeholders, and incorporated most of their feedback into the document. So we now have a vision for the future that enjoys wide support, which clarifies the role and position of the Supervisory Board to all stakeholders.

The Supervisory Board also focused attention on risk management in 2021. We met staff from various divisions and departments to discuss subjects such as finance risks and space and security risks. The internal transition towards a flexible organisation was another regular topic of discussion.

Due to the social effects of the coronavirus pandemic, we made very few company visits this year. We did visit the new IJmuiden sea lock, where we discussed various topics including the main investment topics. With the exception of one, all of our meetings took place online. This creates different dynamics and we all missed the human interaction, but were also glad that we were able to work together in this way.

Human relations are decisive

We can spend hours talking about investments, transitions and other lofty subjects. They are all important and relevant to Port of Amsterdam. But it is human relations that are ultimately decisive. Companies don't work together; people do. So we must be able to see and rely on each other to supply the skills and ambitions that we are lacking. We must find out who our colleagues, partners and customers are, and what drives them. This means listening to what other people have to say. This is the only way to achieve the development that we need for a sustainable future alongside our partners.

Jeroen de Haas, Chair

Report of the Supervisory Board

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. All of the members sit on one or more committees, and are involved in every current or future aspect of the company.

Composition and meetings

In 2021, the Supervisory Board was made up of Jeroen de Haas, Willemijn Maas, Anne Marie Magis, Mieke Pigeaud-Wijdeveld, Koos van der Steenhoven (until late January) and Evert den Boer (as from September). The appointment of Evert den Boer has given the Supervisory Board an injection of knowledge and experience in the field of energy and energy infrastructures.

After Koos van der Steenhoven's departure, Jeroen de Haas took over as chair. On his appointment, he informed his fellow Supervisory Board members, the Board of Directors and the shareholder that he was planning to step down from the Supervisory Board in the first quarter of 2022, after having served in the job for ten years. To ensure continuity of the chairship, after the summer recess, the Supervisory Board started the process of recruiting a new chair.

The Supervisory Board met eight times in 2021. The Board of Directors attended five of these meetings. They discussed matters including developments in the port that contribute to Port of Amsterdam's strategic goals relating to the energy transition and the growth of circular activities. This concerned, for example, the investments

in shore power installations, in a steam pipeline and in the construction of Prodock 2, a new multi-tenant building for entrepreneurs in the start-up or scale-up phase, operating in the field of circular and biobased, energy transition and digitalisation. There was special attention for the congestion in the power grid and the impact this is having on the business climate in the port area and the strategic ambitions of Port of Amsterdam.

After receiving approval from the Supervisory Board and the shareholder, the Board of Directors adopted a new treasury article of association and realised a refinancing of the business. The Supervisory Board also took action regarding the results of a strategic risk assessment and the outcome of a benchmark analysis for the path towards an efficient organisation.

Three extra meetings were convened in the first quarter of the year. They concerned boosting the Board of Directors by appointing a CIO, the composition and chairship of the Supervisory Board and the recruitment of a new member of the Supervisory Board. The Supervisory Board rounded off a self-evaluation halfway through the year. One of the resulting activities was the review of the Supervisory Board's vision for the future. This vision sets out the Supervisory Board's view of its own role as regulator, advisor and employer. Before being approved, a draft version was sent to the Board of Directors, the Works Council and the shareholder. The Supervisory Board has incorporated its vision for the future into its annual evaluation. This makes it a living document, in which the Supervisory Board can shift the focus to matters that it considers important for the forthcoming year.

At the end of June, the Supervisory Board and Board of Directors spent an afternoon together at the Sluis Haven Information Point (SHIP) in IJmuiden. After a presentation by the programme director of Energy Transition in the North Sea Channel area, those

present discussed spatial planning issues in the North Sea Channel area in relation to the energy transition. The Public Works and Water Management department (Rijkswaterstaat) then gave a presentation about the final phase of the building work and start-up of the new sea lock in IJmuiden. The afternoon finished with a visit to the new sea lock.

Finally, the ongoing problems caused by the coronavirus pandemic also had an impact on the activities of the Supervisory Board. Most of the meetings were held online. Thanks to the excellent digital infrastructure at Port of Amsterdam, this did not lead to any significant problems regarding either the meetings or the distribution of documents. At every meeting, the Supervisory Board spent some time contemplating the effects of the pandemic on Port of Amsterdam, and its staff and customers.

In addition to its own meeting, some or all members of the Supervisory Board attended discussions with the Works Council and the shareholder.

Audit Committee

The Audit Committee assists the Supervisory Board in preparing decisions on supervising the integrity and quality of the financial reporting of Havenbedrijf Amsterdam N.V., and also supervises the effectiveness of the company's internal risk management and control systems. The Audit Committee reports its findings to the Supervisory Board and discusses them during the regular Supervisory Board meetings. In 2021, the Audit Committee comprised Mieke Pigeaud-Wijdeveld (chair) and Anne Marie Magis. The committee met five times in 2021. The CFO attended all five meetings, the CEO attended twice and the CIO once.

The Audit Committee meetings in 2021, in the presence of the external auditor, approved Port of Amsterdam's financial statements for 2020 and considered a

number of its participating interests. Other subjects discussed included the findings of the external accountant, the audit plan for 2021 and the management letter in response to the findings of the interim audit for 2021. BDO Audit & Assurance B.V. started as the new external auditor for Port of Amsterdam as from 1 September 2021.

In 2021, the Audit Committee paid special attention to risk management (including the internal audits and risk assessment), cybersecurity, investment volume realised, and monitoring the financial effects (actual and potential) of the coronavirus pandemic.

There were also detailed discussions with the Board of Directors about IT (particularly IT strategy, IT general controls, the audits on applications and information security), the budget and the financial management reports, the treasury function (including the revision of the treasury articles of association, the refinancing of the business, the treasury annual plan and report), participating interests and investments. An evaluation of the functioning of the Audit Committee was carried out in February.

Employer's Committee

In 2021, this committee comprised Evert den Boer (as from September), Willemijn Maas (chair) and Anne Marie Magis (until September). The full name of this committee is the 'Remuneration, selection and appointments committee', but it has been renamed the 'Employer's Committee'.

The Employer's Committee supports the Supervisory Board in preparing decisions regarding the remuneration, appointment and appraisal of members of the Board of Directors, the appointment of Supervisory Directors, and the approval of annual goals. The committee also conducts progress interviews with members of the Board of Directors and the head of the Harbour Master's Department.

In 2021, the Employer's Committee successfully prepared the selection and appointment of a new Supervisory Director and a new member of the Board of Directors. On the recommendation of the Supervisory Board, the General meeting of Port of Amsterdam appointed Evert den Boer as Supervisory Director as from 1 September. Dorine Bosman was appointed Chief Investment Officer (CIO) on the Board of Directors of Port of Amsterdam as from 1 October 2021. Thanks to these appointments, Port of Amsterdam now has a Board of Directors consisting of three members. Dorine Bosman is contributing a wealth of knowledge and experience that will boost Port of Amsterdam's ambition to stimulate and accelerate the energy transition and the growth of circular activities.

At the end of September, the Employer's Committee began the procedure to recruit a new chair for the Supervisory Board. This procedure was completed in the first quarter of 2022.

Evert den Boer
Willemijn Maas
Anne Marie Magis
Mieke Pigeaud-Wijdeveld
Jeroen de Haas, chair until 1 April 2022
Jan Lagasse, chair as from 1 April 2022

About this Annual Report

This annual report is designed to inform interested parties about our results, the relevant topics and the added value of our business activities. It is our way of showing them what we are doing, the progress we are making and the obstacles we encounter.

Creation of this report

The materiality matrix and the topics of the last year form the basis for this report.

The Communications department is responsible for preparing the annual report. They are responsible for the process and for supervising the process. There is a core team in which colleagues take part at different times, making comments and providing input based on their role and expertise. The core team includes the Executive Secretary, the Head of Communications and colleagues from the Sustainability, Commerce and Business Control departments.

Our Board of Directors also has a role in compiling the annual report. They are asked for feedback on the process, the structure and the content of the annual report at specific junctures in the process. The Finance and Business Control departments are responsible for the accuracy of the 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?

This report is intended for anyone who is interested in our role, added value, successes and dilemmas. More specifically, the annual report serves as a progress report for the City of Amsterdam, our shareholder. While compiling the annual report we also bear the stakeholders we have identified in mind (see Appendix 3). We take the needs of the various stakeholders into consideration where possible.

Changes compared with 2020

In 2021, we decided to make our annual report shorter and more concise than in previous years. The coronavirus pandemic had a less prominent position in the report than in 2020. The revised materiality analysis means that the *Results* chapter has a different structure. We have made several changes in the *Risk management* chapter because of changes in the organisation.

Transparency benchmark

We want all our reporting to be transparent. For this reason, we took part in the Transparency benchmark for our 2018 and 2020 annual reports. This is a two-yearly study of the transparency of CSR reporting in the 500 largest companies in the Netherlands. We take part because we want to improve our social reporting and wish to be transparent about our policies and activities. In the first year that we took part, we received an honourable mention as best scoring newcomer. We rose seven places in the ranking in our second year of taking part.

Guidelines

This report was compiled in line with the GRI Standards at Core level. We used the framework of the International Integrated Reporting Council (IRC) for our value creation model, which we use to 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).

External verification

Port of Amsterdam requested an external auditor to verify the reliability of a number of social KPIs. The auditor uses the Dutch 3000A standard 'Assurance engagements other than engagements to audit or assess historical financial information (certification engagements),' as a guideline. This standard has been accredited by the Royal Netherlands Institute of Chartered Accountants (NBA).

The work has been completed and we have now received the assurance report. This concludes that the indicators selected were drawn up in accordance with the reporting criteria, as explained in the definition table (see Appendix 5). The conclusion relates to the KPIs Carbon emissions, Sustainable procurement, Sickness absence and Clean shipping.

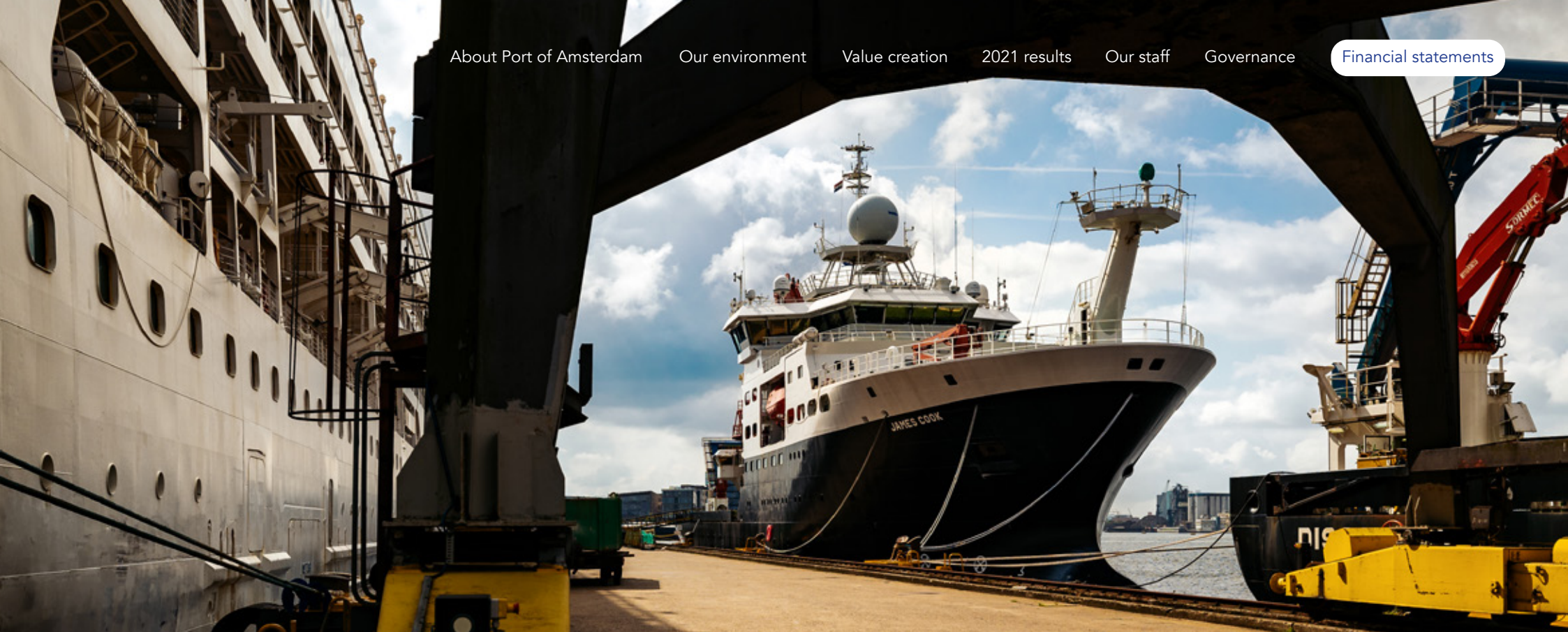
Port of Amsterdam's ambition is to have all social information assessed for its reliability. As this will require significant time and effort from our organisation and colleagues, we have drawn up a step-by-step plan. We have become accustomed to this process over the past years. We will harness the insights we gained to be able to stay on track in the step-by-step plan and realise our ambition.

Scope of this annual report

This report covers the activities of Port of Amsterdam over the period starting 1 January 2021 and ending 31 December 2021 and was published on 31 March 2022.

Feedback

If you have any comments or questions in response to this annual report, please contact us via info@portofamsterdam.com.



Financial statements

Operating transparently

A comprehensive insight into our financial results for 2021

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Balance sheet as at 31 December 2021

(before appropriation of profit)

Assets	Note	31-12-2021	31-12-2020
Fixed assets			
Intangible fixed assets	1	5,841,498	4,794,126
Tangible fixed assets	2	566,512,002	563,435,390
Financial fixed assets	3	341,044,785	330,178,205
Total fixed assets		913,398,285	898,407,721
Current assets			
Receivables	4	26,484,094	19,715,583
Cash and cash equivalents	5	11,494,869	222,651
Total current assets		37,978,963	19,938,234
TOTAL ASSETS		951,377,248	918,345,955
Liabilities			
Equity	6		
Issued capital	7	45,000	45,000
Share premium account	8	300,584,972	300,584,972
Legal reserves	9	8,560,019	6,876,752
Other reserves	10	295,612,703	265,893,147
Profit for the year		57,728,450	82,254,823
		662,531,144	655,654,694
Provisions	11	93,740,532	85,857,536
Non-current liabilities	12	143,000,931	54,813,608
Current liabilities	13	52,104,641	122,020,117
TOTAL LIABILITIES		951,377,248	918,345,955

Income statement for 2021

	Note	2021	2020
Revenue	14	163,143,282	158,443,070
Personnel expenses	15	40,024,499	36,707,081
Depreciation and amortisation	16	27,399,752	24,358,972
Other operating expenses	17	36,350,786	32,910,050
Total expenses		103,775,037	93,976,103
Operating profit		59,368,245	64,466,967
Financial income and expenses	18	-3,241,727	-1,874,154
Profit before tax		56,126,518	62,592,813
Taxes	19	-5,307,462	21,513,136
Profit after tax		50,819,056	84,105,949
Share in profit/loss of participating interests	20	6,909,394	-1,851,126
NET PROFIT AFTER TAX		57,728,450	82,254,823

Cash flow statement for 2021

Cash flow from operating activities	Note	2021	2020
Operating profit		59,368,245	64,466,967
<i>Adjustments for:</i>			
Depreciation and amortisation	16	27,108,335	24,148,518
Increase (decrease) in provisions	11	4,921,272	1,142,582
Lump-sum payments on ground leases		-2,455,863	-1,658,502
		29,573,744	23,632,598
<i>Movements in working capital:</i>			
Movement in receivables	4	-3,126,004	5,393,136
Movement in current liabilities	13	-17,896,122	-12,428,781
		-21,022,126	-7,035,645
Cash flow from operating activities		67,919,863	81,063,920
Interest received		582,569	452,988
Interest paid		-420,042	-69,833
Corporate tax paid	19	10,769,538	-4,076,557
		10,932,065	-3,693,402
Net cash flow from operating activities		78,851,928	77,370,518

Cash flow statement for 2021

Cash flow from investing activities	Note	2021	2020
Investments in intangible fixed assets	1	-2,730,293	-2,362,032
Investments in tangible fixed assets	2	-28,793,444	-30,549,583
Investments in financial fixed assets	3	-4,995,934	-6,426,951
Disposals of tangible fixed assets	2	291,417	210,453
Repayments of financial fixed assets	3	507,697	2,131,902
Dividends received from participating interests	3	3,833,333	800,000
Net cash flow from investing activities		-31,887,224	-36,196,211
Cash flow from financing activities			
Dividends paid		-50,852,000	-61,367,641
Repayments of non-current liabilities	13	-643,186	-47,747
New non-current liabilities to credit institutions	13	90,000,000	-
Decrease/increase in current liabilities to credit institutions	13	-74,197,300	19,297,937
Net cash flow from financing activities		-35,692,486	-42,117,451
Total cash flow for the period		11,272,218	-943,144
Cash and cash equivalents at 1 January		222,651	1,165,795
Cash and cash equivalents at 31 December		11,494,869	222,651

Accounting policies

Company profile

Havenbedrijf Amsterdam N.V. (hereinafter 'Port of Amsterdam') 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.

Port of Amsterdam is wholly owned by the City of Amsterdam.

General notes

Principal activities of the legal entity

Port of Amsterdam is principally engaged in the following activities:

- Optimising services and the business development climate for businesses based in the port region. In this regard, we focus on existing customers, attracting new cargo flows and businesses, and on marketing and promotional activities;
- Construction and maintenance of the infrastructure, renovation of the port and management of the Amsterdam Westpoort port area;
- Promoting the smooth, safe and environmentally responsible handling of shipping traffic from 12 miles offshore at IJmuiden up to the Oranje locks, including through regulations and enforcement.

Impact of the coronavirus on business operations

In 2021, the coronavirus pandemic continued to have a visible effect on the activities of Port of Amsterdam. All employees again worked mostly from home during the year. Revenues for 2021 show a tentative recovery (3.0%), due to increased rental and ground lease income (5%).

Compared with 2019 (before the coronavirus pandemic), annual revenue is down 3.7% in 2021 due to declines in revenue from seagoing shipping (-13.9%) and cruise vessels (-74.9%), although revenue from inland navigation is up 10.6% on 2020 and thus 3.2% higher than the pre-pandemic level in 2019. To limit the financial consequences again in 2021, costs were tightly monitored in 2021 and further cost savings were implemented, which have had a positive effect on the annual profit for 2021.

To mitigate the uncertain impact of the pandemic on the holdings in Bouw- en Handelmaatschappij Hallum B.V. and Hallum Cruise B.V., guarantees were given in 2020 which remained in force in 2021. These guarantees partly concern Waterkant C.V., a holding of Hallum Cruise B.V., whose income fell to almost nil as a result of the pandemic. Furthermore, as a result of the coronavirus, several risks and uncertainties were identified in relation to staff motivation, collection of receivables, and liquidity and financing headroom. We have formulated and applied control measures for these risks and uncertainties. In 2020, Port of Amsterdam offered payment schemes and extended payment terms to its customers, which were maintained until 30 June 2021. These schemes and terms no longer apply in 2022. Measurements of the assets and liabilities have been reviewed, with no unusual results. There were no impairment losses.

Consolidation

Port of Amsterdam holds participating interests in Hallum Cruise B.V., Bouw- en Handelmaatschappij Hallum B.V. (hereinafter Hallum B.V.) and Regionale Ontwikkelingsmaatschappij N.V. (hereinafter RON). RON will be liquidated in 2022.

Port of Amsterdam applies the exemption from the obligation to consolidate the figures of participating interests where the combined financial significance of the companies to be included in the consolidation is negligible in relation to Port of Amsterdam as a whole (Dutch Accounting Standards Board guideline 217.304 and Section 2:407(1), Civil Code, Book 2).

Accounting policies

Related parties

Significant transactions with related parties are disclosed where they were not concluded under normal market conditions. The nature and size of the transaction are disclosed together with any other information necessary in order to understand the transaction.

Estimates

In applying the policies and rules for drawing up the financial statements, the Board of Directors of Port of Amsterdam makes various judgements, estimates and assumptions. This is done on the basis of the circumstances and the available information at the time the financial statements are drawn up. Estimates based on future events (or the non-occurrence of expected events) may be affected by future changes in the market by circumstances beyond the Group's control. Any such changes in estimates are accounted for prospectively. The coronavirus pandemic has not impacted estimates.

Port of Amsterdam reviewed its judgements, estimates and assumptions in light of the coronavirus pandemic in 2020. They have not been changed in 2021. The most important judgements and estimates, and the associated assumptions, are:

Depreciation, amortisation and residual value

Depreciation and amortisation periods are determined for each asset category based on the (estimated) economic life of the asset. Assets are depreciated or amortised using the straight-line method to zero or to the residual value, if any. The depreciation and amortisation periods used are set out in sections 1 and 2 of the notes to the financial statements. During the year, we assess whether any changes have occurred in the estimates and assumptions regarding assets that require an adjustment to the useful life. Any such adjustment is made prospectively.

Deferred tax assets

Deferred tax assets are recognised to the extent that future taxable profits are probable. The main estimate in this regard concerns the forecast results based on the long-term budget.

Provision for doubtful trade receivables

Provisions are recognised where necessary for any potential losses due to irrecoverability. The amount of the provision is determined on the basis of individual assessments of the receivables. The estimated elements mainly concern the age of the receivables and the creditworthiness of the customers. The creditworthiness of customers was reassessed and reanalysed in light of the coronavirus crisis. Furthermore, Port of Amsterdam offered payment schedules and extended payment terms to its customers up until June 2021 to allow them to pay invoices in instalments.

Employee benefits provision

The estimated elements primarily concern rates of return, projected salary trends, and the probability of redundancy, retention and retirement, as well as the inflation assumptions and the career tables.

Provision for decontamination obligations

For decontamination obligations, we make a calculation based on the current known decontamination costs for each location, taking account of price indexation and the anticipated impact of relevant technological developments on decontamination costs. This calculation is then discounted on the basis of assumed inflation rates and the current yield on high-quality corporate bonds. Where decontamination obligations have been transferred to customers, we estimate the contract and credit risk on a customer-by-customer basis. We thus estimate whether a customer will be able to meet its decontamination obligation upon termination of its lease or if an order is issued by the competent authority.

Accounting policies

Provision for demolition obligations

The provision for demolition obligations is calculated on the basis of current demolition costs, taking account of price indexation and the anticipated impact of technological developments on the costs. This calculation is then discounted on the basis of assumed inflation rates and the current yield on high-quality corporate bonds.

Provision for aftercare of dredge spoil

The provision for aftercare of dredge spoil is based on the expected contribution to be made by the province of North Holland in relation to the active monitoring of a dredge spoil site in the area managed by the company. This calculation is then discounted on the basis of assumed inflation rates and the current yield on high-quality corporate bonds.

General accounting policies

Basis of preparation

The financial statements have been prepared in accordance with the provisions of Part 9, Book 2 of the Dutch Civil Code and 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 their nominal value unless otherwise stated. Income and expenses are recognised in the period 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 period are recognised if they become known before the preparation of the financial statements.

Netting

In the financial statements, asset and liability items are netted only if and to the extent that:

- there is a valid legal basis for the netting and simultaneous settlement of 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 presented in euros, which is Port of Amsterdam's functional and reporting currency. Receivables, payables, and liabilities in foreign currencies are translated at the exchange rate in force on the balance sheet date. Exchange differences arising upon settlement and translation are credited or charged to the income statement.

Policies for translation of transactions in foreign currencies and the recognition of exchange differences

Foreign currency transactions during the reporting period are recognised in the financial statements at the exchange rate ruling on the date of the transaction.

Leases

The business may enter into finance and operating leases. A lease is deemed to be a finance lease if the risks and rewards of ownership of the leased asset are fully transferred or almost fully transferred to the lessee. All other leases are classified as operating leases. Leases are classified primarily on the basis of the economic reality of the transaction, not the legal form. Classification takes place at the time the lease is entered into. Port of Amsterdam is the lessor in operating leases for land and buildings that it rents or subleases to businesses that are physically located in the port area. The leased assets are recognised in the balance sheet in accordance with the nature of the asset. The policies for the measurement of leased assets are described

Accounting policies

under tangible fixed assets. The rental component of the lease payments (excluding remuneration for services, such as insurance or maintenance) is recognised on a straight-line basis over the lease term. Initial direct costs, other than selling costs, that are incurred to generate income from operating leases are expensed immediately in the income statement.

Operating leases

Where Port of Amsterdam is the lessee in an operating lease, the leased item is not recognised as an asset. Remuneration received as an incentive to enter into a lease is recognised as a reduction to the lease expense over the lease term. Lease payments and incentives in relation to operating leases are recognised as expenses or income, respectively, in the income statement on a straight-line basis over the lease term, unless an alternative allocation is more representative of the pattern of benefits to be obtained from the leased item. Port of Amsterdam classifies the long-term leasehold of the land in the port area granted by the City of Amsterdam as an operating lease. For more details, see Note 2 to the balance sheet.

Pension schemes

The company's employees participate in the sector pension scheme of the Algemeen Burgerlijk Pensioenfonds (ABP). This average salary scheme is funded by payments to ABP. Pension liabilities are measured according to the 'obligation to the pension provider' approach. Under this approach, the contribution payable to the pension provider is recorded as an expense in the income statement.

As at the balance sheet date, an assessment is made on the basis of the administration agreement whether any further obligations exist in addition to the payment of the annual contribution due to the pension provider. Any such additional obligations, including any obligations under the pension provider's recovery plans, constitute expenses for the company and are recognised in a provision in the balance sheet. At the end of 2021 (and 2020), no obligations existed other than payment of the annual contribution due to the pension provider.

As at 31 December 2021, ABP had a coverage ratio of 110.2% (2020: 93.2%). This coverage ratio is a snapshot of the financial position as at 31 December 2021. As the coverage ratio may fluctuate significantly over short periods, pension funds have been required to use the 'policy coverage ratio' since 2015. The policy coverage ratio is an average over 12 months. ABP's policy coverage ratio as at 31 December 2021 was 102.8% (2020: 87.6%). The law states that the coverage ratio should be 126% and may not remain below 104.2% for more than five years.

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

Accounting policies

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.

Expenditure in connection with intangible fixed assets is recognised immediately in the income statement if it does not meet the conditions for capitalisation. This is the case, for example, for expenditure relating to research and internally developed brands, logos, publishing rights and customer bases.

Intangible fixed assets are carried at the cost of acquisition or production net of accumulated amortisation and any impairment losses.

Intangible fixed assets are amortised systematically over their estimated economic life, subject to a maximum of 20 years. Amortisation is charged at a fixed percentage of the cost of acquisition, taking any residual value into account. The economic life and amortisation method are reassessed at the end of each financial year. Intangible fixed assets in development are not amortised.

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

If expectations concerning the amortisation method, useful life and/or residual value change over time, this is accounted for as a change in an 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 any investment subsidies and grants or third-party contributions, net of accumulated depreciation and any impairments. Depreciation is based on the estimated useful life and is charged at a fixed percentage of the cost, taking account of any residual value. Depreciation commences when the asset is commissioned. Owned land and tangible fixed assets in progress are not depreciated.

Tangible fixed assets in progress are carried at the costs of production net of any impairments. The cost of production consists of materials costs, direct labour costs and an attributable portion of indirect production costs.

Investment subsidies and grants are deducted from the cost of the assets to which they relate, resulting in lower depreciation charges in the income statement.

Tangible fixed assets taken out of operation are carried at the lower of the net book value and the net realisable value. A tangible fixed asset is excluded from the balance sheet after disposal or if no future economic benefits are expected from its use or disposal. The gain or loss arising on disposal is recognised in the income statement.

Scheduled major maintenance work is capitalised in accordance with the component approach. The cost of major maintenance is added to the cost of the asset when it is incurred, provided that the criteria for capitalisation have been met. The carrying amount of the replaced components is then treated as a disposal and charged to the income statement.

Accounting policies

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

The component approach was not applied to tangible fixed assets before Port of Amsterdam became an independent business (1 April 2013). Due to advancing insight, the component approach is now applied to ground, road and water works and to certain subcategories of the other tangible fixed assets.

Financial fixed assets

Shares, depositary receipts for shares and other equity interests in group companies

The initial cost of participating interests is made up of:

- the agreed value of the participating interest; or
- the fair value of the other consideration furnished by the acquiring entity, plus any costs directly attributable to the acquisition of the participating interest.

Non-consolidated participating interests over whose commercial and financial policies significant influence is exerted are subsequently carried at net asset value, subject to a minimum of nil. The net asset value is calculated on the basis of the accounting policies applicable to Port of Amsterdam.

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 nil.

In determining whether or not the company has significant influence over a participating interest, account is taken of the factual circumstances and contractual relationships as a whole, including any potential voting rights.

A provision is recognised if some or all of the liabilities of a participating interest are guaranteed by the company or the company has a de facto obligation (in proportion to its holding) to enable the participating interest to settle its liabilities. In determining the amount of this provision, account is taken of any bad debt provisions already deducted from amounts receivable from the participating interest.

Other receivables

Loans and other receivables recognised under financial fixed assets are initially recognised at fair value plus any directly attributable transaction costs. These assets are subsequently measured at amortised cost in accordance with the effective interest method. Gains and loss are recognised in the income statement via the amortisation process. Any impairment losses are deducted from the carrying value.

Deferred tax assets

Deferred tax assets are recognised for loss carryforwards and positive temporary differences between the value of assets and liabilities according to tax rules and the value according to the accounting policies followed in these financial statements. This is subject to the proviso that deferred tax assets are only recognised if it is likely that future taxable profits will be available against which the temporary differences and carryforwards can be offset.

Deferred tax assets are reviewed at each reporting date and written down if it is no longer probable that the associated tax benefit will be realised.

Deferred tax assets are measured based on the tax consequences of the manner in which the company realises or settles its assets, provisions, debts and other liabilities as at the balance sheet date. Deferred tax assets and liabilities are carried at their nominal value.

Accounting policies

Impairment of fixed assets

On each balance sheet date, it is assessed 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 deemed to exist if the carrying amount of an asset or a cash-generating unit exceeds its 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 income statement.

Receivables

Receivables are initially recognised at fair value and subsequently at amortised cost. Provisions are recognised where necessary for any potential losses due to irrecoverability. These provisions are determined on the basis of individual assessments of the receivables.

Cash and cash equivalents

Cash and cash equivalents consist of cash on hand, cash at bank and demand deposits with a term of less than three months. Cash and cash equivalents are carried at nominal value.

Provisions

A provision is recognised if, on the balance sheet date, a legal or constructive obligation exists, it is probable that an outflow of resources will be required to settle the obligation, and the extent of the obligation can be reliably estimated.

Provision for decontamination obligations

Under the leasehold agreement with the City of Amsterdam, Port of Amsterdam has had the obligation since 1 April 2013 to return the leased port sites in accordance

with the 'Industry' standard under the Dutch Soil Quality Regulation (Regeling bodemkwaliteit). This obligation falls due upon the ending of the ongoing leasehold agreement. An exception to the soil restoration obligation applies in respect of all pollution arising as a result of acts of war during the Second World War. Under the Port Agreement, the City of Amsterdam holds Port of Amsterdam harmless in respect of environmental damage caused during that period.

In order to be able to deliver the land in accordance with the 'industry' standard, it is important not only that any new pollution be controlled but also pollution that was already known and/or present before 1 April 2013, because Port of Amsterdam is also responsible for such 'older' pollution. In connection with the latent restoration obligation under the leasehold agreement with the City of Amsterdam, Port of Amsterdam includes a standard clause in contracts with tenants or lessees stating that land in the port must be returned in the state in which they acquired it. Port of Amsterdam thereby transfers its latent obligation to the lessees or tenants of specific port sites. Under the Soil Protection Act (Wet Bodembescherming, Wbb) the obligation to clean up new pollution falls in the first instance on the party causing the pollution and in the second instance, under the restoration obligation clause, on the user of the port site, unless the site was already polluted before it was leased or rented out.

When a rental or lease agreement ends, it may be the case that the business in question is fully or partly unable to satisfy the obligation to decontaminate or that enforcing the obligation would lead to an irresponsible destruction of capital (for instance, where decontamination of the soil would require buildings to be demolished). In such cases, Port of Amsterdam demands security, for instance in the form of a bank guarantee. Where appropriate, Port of Amsterdam may offer tenants or lessees the option to buy out the decontamination obligation.

Accounting policies

With effect from 1 January 2020, the provision for latent soil obligations and the demolition of buildings is carried at the present value of the expected decontamination costs at the locations in question, taking into account risks, uncertainties, price indexation, market-created inflation expectations and interest based on the yield on high-quality corporate bonds at the balance sheet date. This is in line with the change in Dutch Accounting Standards Board guideline 252 'Provisions' with effect from 1 January 2020. This change in policy was applied retrospectively as from 1 January 2020 and the comparative figures were adjusted accordingly.

Provision for demolition obligations

The provision for demolition obligations is carried at the present value of the expected demolition costs, taking account of risks, uncertainties and price indexation. To cover restoration costs, a provision equal to the amount required to settle the restoration obligation is built up over the expected useful life of the asset. The provision is increased each year and the amount in question is charged to the income statement.

Employee benefits provision

The provision relates to future long-service awards to employees and an agreed supplement to the statutory severance payment for former employees. The liability recognised is the best estimate of the amounts required to settle the relevant obligations as at the balance sheet date. The liability is discounted to its present value using the effective yield on high-quality corporate bonds as at the balance sheet date.

Non-current liabilities

Non-current liabilities are initially recognised at fair value and subsequently at amortised cost.

Ground lease payments received in advance

Ground lease payments received in advance are carried at amortised cost. Site tenants have the option to pay the ground rent for the entire term of their lease in a single lump sum, equal to the present value. Lump-sum payments received are recorded in non-current liabilities. The portion of advance ground lease payments relating to the next financial year is recorded in current liabilities.

Current liabilities

Current liabilities are initially recognised at fair value and subsequently at amortised cost.

Subsidies received in advance, whether current or non-current, are recognised in deferred income.

Accounting policies for the income statement

Revenue

Revenue is stated exclusive of VAT and net of any discounts. Revenue from sales is recognised in the income statement when all significant rights to economic benefits and all significant risks have been transferred to the buyer. Revenue from services is recognised on a pro rata basis as the services are supplied, based on the costs incurred for the services up to the balance sheet date as a proportion of the total estimated costs of the services to be performed. The cost of the services is recognised in the same period as the revenue.

Accounting policies

Expenses

Expenses are determined on a historical basis and recognised in the reporting period to which they relate. Foreseeable liabilities and potential losses originating before the end of the period are recognised if they become known before the financial statements are prepared and the conditions for recognition of the provision are satisfied.

Personnel expenses

Wages and salaries, social security contributions and pension costs are recognised as expenses in the income statement in the period in which the work was performed.

Amortisation of intangible fixed assets

Intangible fixed assets, including goodwill, are amortised over the expected future useful life of the asset, beginning when they are ready to be commissioned. If there is a change in the estimated future useful life, the amortisation charges are adjusted prospectively.

Depreciation of tangible fixed assets

Tangible fixed assets are depreciated over the expected future useful life of the asset, beginning when they are ready to be commissioned. Owned land is not depreciated. If there is a change in the estimated future useful life, the depreciation charges are adjusted prospectively. Book profits and losses from the incidental sale of tangible fixed assets are included in depreciation.

Financial income and expenses

Interest income and interest expenses are recognised on a straight-line basis, based on the effective interest rate for the assets and liabilities concerned. Where provisions and non-current liabilities are carried at their present value, an interest charge is added to the amount of the provision or liability each period.

Income taxes

The income tax charge is calculated on the profit before tax as stated in the income statement, taking into account any loss carryforwards available from previous financial years (insofar as they are not recognised as deferred tax assets) and any tax-exempt profits, and after adding back any non-deductible expenses. Account is also taken of any movements in deferred tax assets and deferred tax liabilities resulting from changes in the applicable tax rate.

Share in profit/loss of participating interests

Where the company exerts significant influence over the commercial and financial policy of a participating interest, the company's share in the profit or loss of the business concerned is recognised as an income or expense item. These profits or losses are determined on the basis of the accounting policies used by Port of Amsterdam. Where the company does not exert significant influence over commercial and financial policy, the dividend is recorded as income.

Cash flow statement

The cash flow statement has been prepared using the indirect method. For the purposes of the cash flow statement, 'cash' means cash and cash equivalents. Interest paid and received is included in the cash flow from operating activities. Dividends paid are included in the cash flow from financing activities. Dividends received are included in the cash flow from investing activities. Transactions that involve no movement of cash, including finance leases, are not included in the cash flow statement.

Notes to the balance sheet

1 Intangible fixed assets

	Software developed in-house	Concessions, licences and intellectual property	Assets in progress	Total
<i>Balance as at 1 January 2021</i>				
Cost of acquisition or production	3,592,698	1,741,468	3,081,438	8,415,604
Accumulated amortisation	-2,193,145	-1,428,333	-	-3,621,478
Carrying amount as at 1 January 2021	1,399,553	313,135	3,081,438	4,794,126
<i>Movements:</i>				
Investments	-	35,119	2,695,174	2,730,293
Commissioning	2,557,865	687,572	-3,245,437	-
Retrospective amortisation	-112,387	-12,390	-	-124,777
Amortisation	-1,285,785	-272,359	-	-1,558,144
Movements	1,159,693	437,942	-550,263	1,047,372
<i>Balance as at 31 December 2021</i>				
Cost of acquisition or production	6,150,563	2,464,161	2,531,175	11,145,898
Accumulated amortisation	-3,591,316	-1,713,084	-	-5,304,400
Carrying amount as at 31 December 2021	2,559,247	751,077	2,531,175	5,841,498
Amortisation rates	33%	33%		

In 2021, amortisation charges were applied retrospectively in relation to a number of projects that were commissioned before 2021. These retrospective write-downs are shown separately in the table of movements.

Notes to the balance sheet

A number of intangible fixed assets have been fully amortised but remain in use. The most significant of these are investments in the seaport dues application, data warehouse, contract management system and payroll program.

Software developed in-house

Software developed in-house concerns the applications for seaport and inland port dues and the replacement of the Port Waste Plan application.

Assets in progress

Investments in assets in progress primarily concern the ongoing development of the applications for seaport and inland port dues (€1.3 million), ongoing development of the data platform (€1.0 million) and the replacement of the port simulator (€0.7 million).

Notes to the balance sheet

2 Tangible fixed assets

	Ground lease for land and sites	Ground, road and water works	Other fixed operating assets	Operating land and buildings	Assets in progress	Total
<i>Balance as at 1 January 2021</i>						
Cost of acquisition or production	300,376,645	292,938,420	23,915,388	43,702,538	69,535,774	730,468,765
Accumulated depreciation	-48,088,844	-90,621,513	-17,506,115	-10,816,903	-	-167,033,375
Carrying amount as at 1 January 2021	252,287,801	202,316,907	6,409,273	32,885,635	69,535,774	563,435,390
<i>Movements:</i>						
Investments	-	140,838	425,613	-	28,226,993	28,793,444
Commissioning	-	57,365,667	1,262,356	5,187,261	-63,815,284	-
Depreciation	-	-1,856,734	-14,176	-23,268	-	-1,894,178
Depreciation	-6,014,344	-13,939,546	-1,384,954	-2,192,392	-	-23,531,236
Disposals	-	-533,985	-400,877	-	-	-934,862
Depreciation on disposals	-	266,525	376,919	-	-	643,444
Movements	-6,014,344	41,442,765	264,881	2,971,601	-35,588,291	3,076,612
<i>Balance as at 31 December 2021</i>						
Cost of acquisition or production	300,376,645	349,910,940	25,202,480	48,889,799	33,947,483	785,327,347
Accumulated depreciation	-54,103,188	-106,151,268	-18,528,326	-13,032,563	-	-191,815,345
Carrying amount as at 31 December 2021	246,273,457	243,759,672	6,674,154	35,857,236	33,947,483	566,512,002
Depreciation rates	2%	0-10%	2-33%	2-27%		

In 2021, amortisation charges were applied retrospectively in relation to a number of projects that were commissioned before 2021. These retrospective write-downs are shown separately in the table of movements.

Notes to the balance sheet

A number of tangible fixed assets, with a value of €28.8 million, have been fully depreciated but remain in use. The most significant of these are investments in office equipment, site infrastructure and surfacing, and vessels.

Ground lease for land and sites

On its incorporation, Port of Amsterdam acquired the port sites under a ground lease from the City of Amsterdam, which is the legal owner of the port sites. The annual ground lease payments for the initial term of 50 years are deemed to have been settled, as laid down in the lease agreement between the City and Port of Amsterdam. The ground lease is being depreciated on a straight-line basis over 50 years. The lease payments and the general terms and conditions of the principal ground lease may be revised at the end of the initial 50-year term. Based on the economic reality of the transaction, the city is deemed to have made a capital contribution equal to a lump-sum payment of 50 years' lease instalments. This amount was recognised as a fixed asset ('Ground lease for land and sites'), with a corresponding entry to the share premium account. The leasehold could alternatively have been recognised as a financial fixed asset or under intangible fixed assets as a right-of-use asset.

As at 31 December 2021, 256.5 ha (9.91%) of the leasehold land was available for rental or sublease.

Ground, road and water works

The most significant assets to be commissioned in the period are: Construction of a quay at Hoogtij (€15.8 million), expansion of Afrikahaven (€5.2 million), replacement of bollard piles at IJmuiden (€4.9 million), construction of a quay at Moezelhaven (€3.9 million), construction of a quay on the North Sea Canal (€2.9 million) and surfacing at Hornweg and Maltaweg (€1.9 million).

Other fixed operating assets

The most significant assets to be commissioned in 2021 are: Machinery and fittings at Koprweg (€0.6 million).

Operating land and buildings

The most significant operating building to be commissioned in 2021 is Capriweg (€3.5 million).

Assets in progress

The most significant investments in 2021 were: Construction of a quay at Australiëhaven (€5.3 million), direct crossing from Kabelweg to Contactweg (€4.0 million), a new replacement shore power building (€3.0 million), replacement of a quay at Aziëweg (€2.8 million) and a rail connection at Oceanweg (€2.4 million).

Notes to the balance sheet

3 Financial fixed assets

	Participating interests in group companies	Receivables from group companies	Deferred tax assets	Other non-current receivables	Total
Carrying amount as at 1 January 2021	6,426,921	5,466,361	282,982,920	35,302,003	330,178,206
<i>Movements:</i>					
Loans granted	–	2,299,003	–	6,666,383	8,965,386
Movement as a result of rate change	–	–	8,923,644	–	8,923,644
Share in profit/loss of participating interests over which significant influence is exerted	6,909,394	–	–	–	6,909,394
Dividends received from participating interests	–3,833,333	–	–	–	–3,833,333
Interest	–	118,246	–	–	118,246
Repayments	–	–3,117,858	–	–	–3,117,858
Current portion	–	–	–	–2,089,053	–2,089,053
Realisation	–	–	–4,119,044	–890,800	–5,009,844
Carrying amount as at 31 December 2021	9,502,981	4,765,752	287,787,520	38,988,533	341,044,785

Participating interests

The company's interests in other companies are as follows:

	Share of issued capital in %
Bouw- en handelmaatschappij "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	31-12-2021	31-12-2020
Bouw- en Handelmaatschappij Hallum B.V.	6,776,215	2,412,998
Hallum Cruise B.V.	1,932,859	1,519,144
Regionale Ontwikkelingsmaatschappij Noordzeekanaalgebied N.V.	793,907	2,494,779
	9,502,981	6,426,921

<i>Bouw- en Handelmaatschappij Hallum B.V.</i>	2021	2020
Carrying amount as at 1 January	2,412,998	3,122,263
Movements:		
Profit/loss	4,363,217	-709,265
Carrying amount as at 31 December	6,776,215	2,412,998

<i>Hallum Cruise B.V.</i>	2021	2020
Carrying amount as at 1 January	1,519,144	3,994,451
Movements:		
Profit/loss	413,715	-1,675,307
Dividends received	-	-800,000
Carrying amount as at 31 December	1,932,859	1,519,144

Notes to the balance sheet

<i>Regionale Ontwikkelingsmaatschappij Noordzeekanaalgebied N.V.</i>	2021	2020
Carrying amount as at 1 January	2,494,779	1,961,333
<i>Movements:</i>		
Profit/loss	2,132,461	533,446
Dividends received from participating interests	-3,833,333	-
Carrying amount as at 31 December	793,907	2,494,779

Revenues at Waterkant C.V., a participating interest of Hallum Cruise B.V., largely evaporated during the coronavirus pandemic due to the absence of cruise ships. The profit figure for Hallum Cruise B.V. reflects tax income due to the utilisation of loss carryforwards.

On 4 June 2020, Port of Amsterdam issued guarantees to the participating interests Hallum B.V. and Hallum Cruise B.V. In these guarantees, Port of Amsterdam declared that it would stand surety for all debts resulting from legal acts and the negative equity of both companies. The guarantees run until 2 July 2022.

The profit figure for Bouw- en Handelmaatschappij Hallum B.V. is mainly due to higher earnings from participating interests.

Receivables from group companies	31-12-2021	31-12-2020
Receivable from Bouw- en Handelmaatschappij Hallum B.V.	4,765,752	5,466,361

Notes to the balance sheet

<i>Receivable from Bouw- en Handelmaatschappij Hallum B.V.</i>	2021	2020
Balance as at 1 January	5,466,361	3,520,953
<i>Movements:</i>		
Loans granted	2,299,003	1,858,382
Interest	118,246	87,026
Repayments	-3,117,858	-
Carrying amount as at 31 December	4,765,752	5,466,361

This receivable concerns the current account between Bouw- en Handelmaatschappij Hallum B.V. and Port of Amsterdam. It is predominantly non-current in nature, as loans made by the participating interest to customers and repayments thereof are generally transacted via this account.

<i>Deferred tax assets</i>	2021	2020
Balance as at 1 January	282,982,920	252,432,124
<i>Movements:</i>		
Movement as a result of rate change	8,923,644	37,254,289
Realisation	-4,119,044	-6,703,493
Balance as at 31 December	287,787,520	282,982,920

The corporate income tax rate will rise from 25% to 25.8% with effect from 2022. Under Dutch Accounting Standards, changes in tax rates must be taken into account in the measurement of deferred taxes. The resulting increase in deferred tax assets is €8.9 million. Deferred tax assets concern temporary measurement differences in relation to the ground lease for land and sites (tangible fixed assets) and ground lease payments received in advance (non-current liabilities).

Of the total, €3.1 million is current (2020: €6.3 million).

Notes to the balance sheet

Other non-current receivables	31-12-2021	31-12-2020
Long-term loans granted	10,425,951	10,757,316
Discount and transitional schemes	28,562,582	24,544,687
	38,988,533	35,302,003

The portion of non-current receivables due within one year is disclosed under other receivables.

Long-term loans include a deferred payment obligation for Amsterdam Container Terminals B.V. with an original principal amount of €13.1 million. The repayment term is 34 years and the amount bears interest at 4% per annum. It is being repaid in regular fixed instalments. The outstanding principal at the year-end was €8.9 million (2020: €9.1 million).

The total also includes a loan to SCS Multiport B.V. with an original principal amount of €1.8 million. This concerns a finance lease for a container crane. Once all the lease instalments have been paid, the lessee has the option to purchase the asset for €1. The lease term is 13 years. Repayments of €122,000 per year are due in 2022, rising by €10,000 per year until 2026 inclusive, but falling to €172,000 per year from 2027 onwards. The outstanding principal at the year-end was €1.3 million (2020: €1.4 million).

The discount and transitional schemes concern arrangements with customers relating to contracts with a longer term. The discounts and transitional schemes relate to the full term of the contracts in question. Realisation of the discount and transitional schemes is spread over / allocated to the term of these contracts.

The current portion of the long-term loans and the prepaid discount and transitional schemes are disclosed under current receivables.

Notes to the balance sheet

4 Receivables

Current assets	31-12-2021	31-12-2020
Trade receivables	8,523,333	9,910,397
Group companies	2,031,482	296,671
Corporate income tax	4,146,192	3,528,029
Prepayments and accrued income	11,783,087	5,980,486
	26,484,094	19,715,583

There is no provision for doubtful debts against amounts receivable from group companies.

The corporate income tax receivable at 31 December 2021 concerns the 2021 and 2020 tax years. The increase relative to the previous year is due to the fact that the 2020 corporate income tax is not yet finalised and the provisional assessment for 2020 is high.

Trade receivables	31-12-2021	31-12-2020
Trade receivables	9,007,452	11,326,113
Provision for doubtful debts	-484,119	-1,415,716
	8,523,333	9,910,397

A €0.5 million provision for doubtful debts (2020: €1.4 million) has been deducted from trade receivables.

Notes to the balance sheet

Prepayments and accrued income	31-12-2021	31-12-2020
Invoices pending	3,042,830	2,781,504
Prepaid expenses	1,539,808	1,098,451
Discount and transitional schemes	1,648,300	846,593
Other receivables	5,552,149	1,253,938
	11,783,087	5,980,486

Other receivables mainly concern a contribution received for the clean-up of the soil pollution at Fosfaatweg (€4.5 million; 2020: nil) and the current portion of long-term loans (€0.6 million; 2020: €0.5 million).

The current portion of loans granted is included in other receivables, as follows: 2021: €0.6 million, 2020: €0.5 million.

5 Cash and cash equivalents

	31-12-2021	31-12-2020
Banks	11,032,721	–
Banks (daily tourist tax)	462,148	222,651
	11,494,869	222,651

Notes to the balance sheet

Limited availability of cash and cash equivalents

On 1 January 2019, the City of Amsterdam introduced a daily tourist tax for transit, sea cruise and river cruise passengers who moor within the city boundaries of Amsterdam. Port of Amsterdam collects the daily tourist tax on the city's behalf. The amounts are collected and transferred to the city. At the end of 2021, the amount payable to the City of Amsterdam was €462,148 (2020: €222,651).

Credit facilities

Port of Amsterdam has entered into a revolving credit facility agreement for €106 million (2020: €156 million) with two banks. In 2021, €50 million of the revolving credit facility agreement was repaid and cancelled. Of the total amount of the facility, €46 million cannot be drawn down until delivery of the new sea lock at IJmuiden. The facility is subject to normal market terms and can be used periodically for one-, three- or six-month cash drawdowns at an interest rate equal to one-, three- or six-month Euribor. In addition, a covenant has been agreed with the lender whereby adjusted equity must be equal to at least 35% of total equity. This condition was met as at 31 December 2021. The loan is unsecured. Ancillary costs are taken into account in the balance sheet measurement of this financing. As at 31 December 2021, no amounts had been drawn under this facility (2020: €75.5 million). This is partly due to the fact that a long-term bank loan for €90 million was taken out as of 15 July 2021.

Notes to the balance sheet

6 Equity

	Issued capital	Share premium account	Legal reserves	Other reserve	Profit for the year	Total
Balance as at 1 January 2020	45,000	300,584,972	4,718,419	265,470,589	63,948,529	634,767,509
Profit for the year	–	–	–	–	82,254,823	82,254,823
Profit appropriation for previous year	–	–	–	63,948,529	–63,948,529	–
Movement in legal reserve	–	–	2,158,333	–2,158,333	–	–
Dividend distribution	–	–	–	–61,367,641	–	–61,367,641
Balance as at 31 December 2020	45,000	300,584,972	6,876,752	265,893,147	82,254,823	655,654,694

	Issued capital	Share premium account	Legal reserves	Other reserve	Profit for the year	Total
Balance as at 1 January 2021	45,000	300,584,972	6,876,752	265,893,147	82,254,823	655,654,694
Profit for the year	–	–	–	–	57,728,450	57,728,450
Profit appropriation for previous year	–	–	–	82,254,823	–82,254,823	–
Movement in legal reserve	–	–	1,683,267	–1,683,267	–	–
Dividend distribution	–	–	–	–50,852,000	–	–50,852,000
Balance as at 31 December 2021	45,000	300,584,972	8,560,019	295,612,703	57,728,450	662,531,144

Notes to the balance sheet

7 Issued capital

The authorised share capital of €225,000 consists of 225,000 shares with a nominal value of €1 each. The issued and paid-up share capital at the establishment date of 1 January 2013 was €45,000, consisting of 45,000 ordinary shares with a nominal value of €1 each.

8 Share premium reserve

On incorporation, the company acquired the port sites under a ground lease from the City of Amsterdam. The annual ground lease payments for the initial term of 50 years are deemed to have been settled, as determined between the City and Port of Amsterdam. Based on the economic reality of the transaction, the City of Amsterdam is deemed to have made a capital contribution equal to a lump-sum payment of 50 years' lease instalments. This amount was recognised as a fixed asset ('Prepaid ground lease for land and sites'), with a corresponding entry to the share premium account.

9 Legal reserves

The legal reserve is maintained for capitalised development costs and participating interests.

The legal reserve for software developed in-house (including software assets in progress) is equal in value to the capitalised costs for which the conditions for technical, commercial and financial feasibility have been met.

At the end of 2021, the legal reserve stood at €4,210,303 (2020: €1,399,552).

The legal reserve for participating interests concerns earnings from participating interests that the company cannot freely distribute. It reflects the share of Port of Amsterdam in the direct increases and decreases in the equity of the participating interests. At the end of 2021, the legal reserve stood at €4,349,726 (2020: €5,477,200).

Notes to the balance sheet

10 Other reserves

Allocation of the profit for the previous year

The financial statements for 2020 were adopted at the general meeting held on 20 April 2021. The general meeting resolved on the allocation of the profit, which resulted in a dividend distribution of €50,852,000.

11 Provisions

Other provisions	31-12-2021	31-12-2020
Decontamination obligations	89,306,481	81,749,183
Demolition obligations	2,502,846	2,001,027
Employee benefits	623,940	800,061
Provision for dredge spoil	1,307,265	1,307,265
	93,740,532	85,857,536

Provision for decontamination obligations	2021	2020
Balance as at 1 January	81,749,183	79,337,806
<i>Movements:</i>		
Addition charged to income statement	8,188,242	2,324,785
Interest and indexation	4,109,804	2,635,257
Withdrawals	-4,740,748	-2,548,665
Balance as at 31 December	89,306,481	81,749,183

Notes to the balance sheet

The provision for decontamination has risen by €7.6 million relative to the previous year. This is because the additions following updates to the soil reports and the allocated interest and indexation were higher than the amounts withdrawn. As in 2020, the interest allocation for 2021 is due to the fall in yields on high-quality corporate bonds during the year.

The provision for decontamination obligations is discounted on the basis of expected inflation and the interest rates on high-quality corporate bonds at the balance sheet date, based on the spot rate published by Reuters. A time horizon of 10 years is used, with the assumption that interest rates and inflation will be equal after this time. The actual restructuring dates may be more than 10 years in the future.

The amount of the provision is equal to the present value of the expected decontamination costs at locations where the tenant or lessee has bought out its decontamination obligation or where, on the basis of past events, Port of Amsterdam considers itself responsible for decontaminating the land. Up to and including in 2019, a risk premium was applied to the situation forming the basis of the provision calculation, on the grounds that there are uncertainties at most locations regarding the amount of soil to be processed and the techniques to be applied. The risk premium used by Port of Amsterdam ranges between 0 and 25%. In practice, all sites had a premium of 15%. Since 1 January 2020, appraisals have been carried out by an external agency, which itself determines the percentage of the premium for unforeseen costs based on the specific pollution situation at the site. The oldest appraisals date from 2019 and will be revalued in 2022 by a certified environmental consultancy. If the consultancy sees reason to do so, for instance because the soil data on the mobilisation of the pollution is too old, new soil research will be carried out for the purpose of the appraisal. Of the total provision, €10.4 million is of a current nature (< 1 year; 2020: €2.1 million) and €77.9 million is of a non-current nature (> 5 years; 2020: €78.7 million).

Notes to the balance sheet

Provision for demolition obligations	2021	2020
Balance as at 1 January	2,001,027	1,696,781
<i>Movements:</i>		
Addition charged to income statement	222,596	223,079
Interest and indexation	279,223	81,167
Balance as at 31 December	2,502,846	2,001,027

The provision for demolition obligations relates to:

Dismantling of wind turbines

Port of Amsterdam has a ground lease under which the lessee is required to pay Port of Amsterdam an annual ground rent of up to €725,000, of which €125,000 will be used for the costs of dismantling the wind farm in Afrikahaven. The wind farm comprises nine wind turbines; it will have to be dismantled at the end of its technical lifespan. The provision amounted to €784,625 as at 31 December 2021 (2020: €566,106) and is of a non-current nature.

Removal of foundations

The provision for the removal of foundations relates to the obligation accepted by Port of Amsterdam to remove the refuse incineration slag used as the foundation layer on a site in the port area. The provision amounted to €1,199,821 as at 31 December 2021 (2020: €969,357) and is of a non-current nature.

Demolition of buildings

The provision for the demolition of buildings relates to demolition costs accepted by Port of Amsterdam upon the ending of rental or lease agreements. The amount of the provision is equal to the present value of the expected costs for the location(s) concerned. These expected costs are estimated on the basis of current known costs and price indexations. The provision stood at €518,400 as at 31 December 2021 (2020: €465,564) and is of a long-term nature.

Notes to the balance sheet

Employee benefits provision	2021	2020
Balance as at 1 January	800,061	978,458
<i>Movements:</i>		
Additions	82,900	462,289
Interest	-64,505	-14,516
Release	-45,341	-375,277
Withdrawals	-149,175	-250,893
Balance as at 31 December	623,940	800,061

The provision relates to future long-service awards to employees and an agreed supplement to the statutory severance payment for former employees. An annual interest charge is added to these provisions. The provision for long-service awards stood at €552,395 as at 31 December 2021 (2020: €523,431). The provision for former employees stood at €71,545 as at 31 December 2021 (2020: €276,630). Of the total amount of the provisions, €75,125 is of a current nature (2020: €129,474).

Provision for aftercare of dredge spoil	2021	2020
Balance as at 1 January	1,307,265	-
<i>Movements:</i>		
Addition	-	1,307,265
Balance as at 31 December	1,307,265	1,307,265

The provision for aftercare of dredge spoil is calculated on the basis of the contribution expected from the province of North Holland to the active monitoring until 2115 of a dredge spoil site in the area managed by Port of Amsterdam. The provision is of a non-current nature.

Notes to the balance sheet

12 Non-current liabilities

	31-12-2021	31-12-2020
Liabilities to credit institutions	90,000,000	–
Ground lease payments received in advance	50,510,192	52,966,055
Other liabilities	2,490,739	1,847,553
	143,000,931	54,813,608

Non-current liabilities	Remaining term > 1 year	Remaining term ≥ 5 years	Total
Liabilities to credit institutions	–	90,000,000	90,000,000
Ground lease payments received in advance	7,716,741	42,793,450	50,510,191
Other liabilities	1,048,971	1,441,769	2,490,740
	8,765,712	134,235,219	143,000,931

The portion of non-current liabilities due within one year is disclosed under current liabilities.

Liabilities to credit institutions	31-12-2021	31-12-2020
Borrowings	90,000,000	–
	90,000,000	–

Notes to the balance sheet

Borrowings	2021	2020
Balance as at 1 January	–	–
<i>Movements:</i>		
Drawdown	90,000,000	–
Balance as at 31 December	90,000,000	–

The loan is a European Private Placement (EUPP) provided by six credit institutions with a principal amount of €90 million and a term of 10 years from 15 July 2021. It bears interest at 0.956% per year. It may be repaid early either wholly or in instalments (subject to a minimum of €5 million).

In addition, a covenant has been agreed whereby adjusted equity must be equal to at least 35% of total equity.

This condition was met as at 31 December 2021. The loan is unsecured. Ancillary costs are taken into account in the balance sheet measurement of this financing. This loan is considered a long-term loan as of 31 December 2021.

Ground lease payments received in advance	2021	2020
Balance as at 1 January	52,966,055	54,624,557
<i>Movements:</i>		
Release	–2,107,364	–2,105,538
Lump-sums	584,234	447,036
Buyback of leases	–932,733	–
Balance as at 31 December	50,510,192	52,966,055

Notes to the balance sheet

Ground lease payments received in advance

Ground lease payments received in advance concern lump-sum payments of future ground rent made by tenants. Port of Amsterdam consequently owes no interest. The part of the prepaid ground rent relating to 2021 is recorded under current liabilities, amounting to €2.1 million (2020: €2.1 million).

Other liabilities

Other non-current liabilities include contributions received from third parties for the implementation of the Houthavens Covenant (€1.0 million) and deposits received (€1.4 million).

13 Current liabilities

	31-12-2021	31-12-2020
Ground lease payments received in advance	27,874,448	22,143,386
Trade payables	2,879,318	3,190,480
Taxes and social security contributions	841,769	3,686,171
Debts to shareholder	462,148	222,651
Credit institutions	2,706	75,486,377
Pensions	–	444,233
Group companies	–	196,502
Other liabilities and deferred income	20,044,252	16,650,317
	52,104,641	122,020,117

Notes to the balance sheet

Other liabilities and deferred income	31-12-2021	31-12-2020
Invoices to be received	7,228,738	6,191,399
Reserve for holiday pay and leave	3,652,148	3,379,523
Discounts payable	2,380,245	2,089,330
Subsidies and grants received in advance	1,996,678	1,280,000
Property and water taxes	1,745,349	1,308,564
Deferred income	349,802	827,716
Other	2,691,292	1,573,785
	20,044,252	16,650,317

Subsidies and grants received in advance comprise investment subsidies and grants for capital expenditure projects and are recognised in accordance with the progress of the project concerned. This year, subsidies and grants were received for the construction projects in relation to the installation of shore power (€0.7 million), H2Ships (€0.3 million) and Amerikahaven Zuidoost (€0.4 million).

The 'other' item mainly consists of ground rent payable (€1.5 million).

Assets, commitments and arrangements not included in the balance sheet

Information on off-balance sheet arrangements

Transformation zone

The Port-City transformation strategy was approved by the City Council in July 2013 and entails that the City of Amsterdam will pursue a gradual transformation strategy, starting with the non-port sites. On 21 December 2017 the City Council approved the Port-City development strategy, under which Amsterdam will build between 40,000 and 70,000 homes starting in 2029, some of which will be constructed at the port sites around the Coen, Minerva, Mercurius and Vlothaven harbours.

The financial consequences for Port of Amsterdam depend on further decision-making and are therefore still uncertain. In the 2014 coalition agreement, the city executive decided that existing companies at port sites within the ring road will be able to remain until at least 2040. The development strategy states that new homes will gradually be built between the current businesses. The other agreements remained the same. The following agreements are now in force:

- Houthaven / NDSM covenant;
- Existing companies can remain in place at least until 2040, within the existing environmental contours;
- New leases and lease extensions are possible up until 2029, or in consultation with the city;
- The city will compensate Port of Amsterdam for all existing assets at their book value at the time of transformation;
- Major new investments in the area with a depreciation term beyond 2029 require consultation with the city and it is possible that Port of Amsterdam will not be compensated in full for the new investments' book value in case of a transfer;
- The land must be delivered clean, in accordance with 'industry' level.

By means of general conditions and contractual agreements, Port of Amsterdam has transferred the obligation to deliver clean land to its customers, who will bear the decontamination costs associated with their sites themselves. Because the transformation zone relates to the oldest part of the port, contractual liability risks

exist in relation to customers who have been present in the port for a long time. This is because pollution may have occurred before the existence of environmental legislation and because insufficient attention was paid to environmental aspects in the design of some contracts with long-established customers. In the case of one customer, this contract risk is such that the liability for decontamination obligations on the customer's site is the subject of debate with the customer. If this were to result in legal proceedings, it would involve a claim of up to €17.6 million, this being the estimated decontamination cost for the site as a whole. The probability that these costs will have to be borne by Port of Amsterdam is currently uncertain. This uncertainty is due to the fact that the Port's ability to claim against the former lessee and/or the current tenant is dependent on the time when the pollution occurred. In addition, the outcome of any legal proceedings cannot be estimated with certainty at this time. Given this uncertainty, the obligation is not included in the balance sheet. It should also be noted that there is no immediate decontamination obligation; the current tenant has a rental agreement until 2040. There will be no opportunity to carry out decontamination work before 2040.

Houthavens Covenant

Port of Amsterdam has entered into the Houthavens Covenant with the City of Amsterdam, the Province of North Holland and several companies in the port. The purpose of this agreement is to enable both the development of the port and the businesses located there and the development of housing at the Houthaven and the NDSM dock, while maintaining a good balance between the two. To make this a reality, an innovation fund has been set up from which businesses can receive a contribution towards environmental measures in excess of the legal and regulatory requirements that contribute to the improvement of the current environmental situation and living environment. A maximum amount of €9 million has been made available for the innovation fund. The maximum contribution by the Port of Amsterdam is €3 million. The obligation remaining at the end of 2021 was €1.8 million (2020: €1.8 million).

Assets, commitments and arrangements not included in the balance sheet

IJmuiden sea lock

As a stakeholder, Port of Amsterdam has made a contribution to the financing of the IJmuiden sea lock. The amount of the contribution was initially set at €46.5 million. The contribution is payable in two tranches, of which the first (€5 million) was paid in October 2017 and charged to the income statement in that year. The second tranche will be payable once the sea lock enters into service, with the proviso that the contribution will reduce by €1.3 million per year for every full calendar year that delivery is later than 31 October 2019. The new sea lock officially entered into service on 26 January 2022. The obligation at the end of 2021 was therefore €38.9 million. This amount will be settled in early 2022 and charged to the income statement in 2022.

ADM harbour

In 2021, various developments occurred in relation to the former docks of Amsterdamse Droogdok Maatschappij (Amsterdam Dry Dock Company), which border the zone managed by Port of Amsterdam on all sides. Port of Amsterdam was a party in a mediation process with the owner, in which it was explored whether the site might be purchased by the City of Amsterdam. The site, including the waters, was sold to a third party in August 2021. The legal proceedings brought against Port of Amsterdam by the previous owner have been continued by the new owner. The new owner is also demanding clearance of the body of water, claims damages and demands that dredging be performed to restore the water to its original depth. Port of Amsterdam rejects the claim and is defending the proceedings before the Amsterdam courts. Based on the details currently available and legal advice, the Port sees no reason to adjust the maximum loss figure of €1.7 million disclosed in the previous year's financial statements. As the further course and outcome of the proceedings are uncertain, the claim has not been recognised in the balance sheet.

Amsterdam Joint Fire Brigade

Port of Amsterdam is one of the three members of the Amsterdam Joint Fire Brigade (Coöperatie Gezamenlijke Brandweer Amsterdam, GBA). For a five-year period commencing on 16 September 2019, Port of Amsterdam acts as guarantor for any shortfall in the membership contributions by the members of the cooperative. In 2021, the total contributions comprised a fixed contribution of €1.1 million and an additional contribution of €0.3 million.

Tax group

Havenbedrijf Amsterdam N.V. (Port of Amsterdam) is the head of the tax group for corporate income tax purposes. As of 2020, the tax group includes Bouw- en Handelmaatschappij Hallum B.V., Hallum Cruise B.V., Port of Amsterdam International B.V. and Port of Amsterdam Activities B.V.

Financial instruments

As a result of risk aversion, no specific derivatives are used to manage financial and operational risks. The policy regarding the use of financial instruments is cautious. The company's treasury rules allow interest, currency and financing risks to be hedged, but prohibit the taking of active positions. Apart from the credit facility, no need to use financial instruments arose during the year. Port of Amsterdam is exposed to credit risk in relation to the loans and receivables recognised as financial fixed assets, trade and other receivables, cash and cash equivalents and the positive market value of derivative financial instruments.

Assets, commitments and arrangements not included in the balance sheet

Information on off-balance sheet commitments

As of 2021, multi-year financial commitments to third parties are assessed and disclosed where the commitment exceeds €100,000.

At the end of 2021, there were a number of multi-year financial commitments towards third parties in relation to ground leases, maintenance of the port area and infrastructure, and internal operations. These involve multi-year contracts for non-surrendered leaseholds, office building rents, vehicle lease, IT services and road cleaning services, etc.

These commitments totalled €104.3 million (2020: €106.6 million). Of this total, €9.9 million was due within 1 year, €18.2 million between 1-5 years and €76.2 million in more than 5 years.

In addition, a number of contingent obligations have been entered into with suppliers, in the form of framework agreements covering matters such as the management and maintenance of the port area.

Off-balance-sheet commitments in relation to investment commitments

At year-end 2021, Port of Amsterdam had made commitments totalling €32.9 million (2020: €28.2 million) to third parties for the acquisition and development of intangible and tangible fixed assets.

Information on off-balance sheet assets

Port of Amsterdam has entered into long-term rental and ground lease agreements for property, sites and quays.

The minimum future revenue from these agreements is €2,539 million, of which €102 million is receivable in the coming year, €369 million in 1-5 years and €2,068 million in more than 5 years.

In 2021, total revenue of €97.5 million was recognised in the income statement. The agreements have terms of 20-50 years; revenue is set at a fixed annual amount subject to annual indexation.

Events after the balance sheet date

No events have occurred after the balance sheet date that provide additional information about the actual position on the balance sheet date or affect the assessment formed by users of the financial statements.

Proposed appropriation of profit

The net profit for 2021 was €57,728,450. This amount, after deduction of the addition to the legal reserve and the dividend payable, is disclosed in equity under 'undistributed profit'. The appropriation of profit is to be decided by the general meeting.

Notes to the income statement

14 Revenue

	2021	2020
Rent and ground leases	97,455,061	92,854,714
Seaport dues	53,000,605	54,344,369
Inland port dues	7,105,783	6,427,252
Mooring reservations	899,690	278,659
Other revenue	4,682,143	4,538,076
	163,143,282	158,443,070

Rent and ground leases

Rental and ground lease revenues increased due to new leases and regular price increases. In 2021, we let 18.3 hectares of land (2020: 19.9 ha) and took back 3.0 hectares of land (2020: 8.5 ha). Major new port-related leases in 2021 concerned Ruijgoordweg (6.5 ha), Octaanweg (2.7 ha), and Donauweg, Radarweg and Plimsollweg (2.3 ha).

Seaport dues

Revenues from seaport dues decreased by €1.3 million in 2021 due to lower throughput volumes in 2021 (52 million tonnes; 2020: 53 million tonnes); this was partly offset by an increased number of calls (2021: +4.3%; 2020: -8.8%).

Inland port dues

Revenues from inland port dues increased by 10.6% in 2021 relative to 2020. After a coronavirus pandemic-induced decline of 6.6% in 2020, inland port revenues increased to a level 3.2% higher than the pre-pandemic figures for 2019.

Notes to the income statement

Mooring reservations

Revenues from mooring reservations rose in 2021 due to a small increase in the number of cruise ships calling at the Port of Amsterdam. The number of calls remains significantly down on the pre-coronavirus level (75% of 2019 levels).

Other revenue

Other revenue mainly comprises income from the Port Waste Plan (€2.2 million), the recharging of road repair costs (€0.3 million), recharged energy costs (€0.4 million), and public spaces (€0.7 million). The increase compared to the previous year is primarily due to higher revenues from the Port Waste Plan.

15 Personnel expenses

	2021	2020
Wages and salaries	27,939,379	25,156,528
Social security contributions	3,574,622	3,619,205
Pensions	4,695,569	4,211,400
Other personnel expenses	3,814,929	3,719,948
	40,024,499	36,707,081

Wages and salaries are shown net of an amount of €1.1 million recharged to other parties (2020: €1.2 million).

The increase in wages and salaries is due to the 2.1% pay increase under the collective labour agreement, effective as of 1 April 2021, regular salary increases, and a larger addition to the reserve for holiday leave of €1.2 million.

Other personnel expenses increased due to higher expenses for external staff (€0.6 million).

Notes to the income statement

Average workforce

The average number of full-time employees in 2021/2020 for each activity was:

	2021	2020
Nautical activities	170.3	165.3
Operation of port sites and overheads	193.9	195.8
Total	364.2	361.1

Remuneration of the Board of Directors

The remuneration policy applicable in 2021 to the directors of Port of Amsterdam was set by the sole shareholder in December 2017, on the basis of a proposal by the Supervisory Board. This remuneration policy offers an employee benefits package consisting of a fixed basic salary, a possible bonus and a pension contribution. The remuneration figures for the directors shown below are based on Dutch Accounting Standards Board guideline 271, paragraph 6.

Name	Start of term	End of term	Fixed remuneration	Variable remuneration	Pension contribution	Total
K.J. Overtoom	06-12-2016	06-12-2024	195,003	–	22,744	217,747
A.H. Kousbroek	01-01-2021	01-01-2025	177,443	–	22,449	199,892
D.F. Bosman	01-10-2021	01-10-2025	43,847	–	5,625	49,472

Fixed remuneration

The fixed remuneration of the directors increased in 2021 relative to 2020. The amounts stated include holiday pay and exclude employer's social security contributions.

Variable remuneration

The directors may be awarded a bonus of up to 10% of their gross salary. No bonus was awarded for the 2021 financial year.

Notes to the income statement

Pension costs

The directors are members of the pension scheme administered by Algemeen Burgerlijk Pensioenfonds (ABP). Their pension scheme is the same as that for Port of Amsterdam employees.

A.H. Kousbroek was appointed Chief Financial Officer with effect from 1 January 2021. D.F. Bosman was appointed Chief Investment Officer with effect from 1 October 2021.

Remuneration of members of the Supervisory Board

Name	Start of term	End of term	2021	2020
K. van der Steenhoven	01-08-2020	01-02-2021	2,613	30,150
J.F.J.M. de Haas	31-12-2019	31-12-2023	29,608	20,100
W.J. Maas	03-05-2021	03-05-2023	20,900	20,100
A.M. Magis	01-09-2019	01-09-2023	20,900	20,100
M.E.T. Pigeaud-Wijdeveld	01-09-2019	01-09-2023	20,900	20,100
E.G. den Boer	01-09-2021	01-09-2025	6,967	
			101,888	110,550

Remuneration of the members of the Supervisory Board is linked to the maximum applicable to the highest-earning executive director, in line with the Top Earnings Standardisation Act (Wet normering topinkomens, WNT). This means 10% of the general WNT standard for 2021 (= €209,000) for Supervisory Board members, and 15% for the chairman.

K. van der Steenhoven was chairman of the Supervisory Board until 1 February 2021. J.F.J.M. de Haas was appointed chairman as from 1 March 2021. W.J. Maas was reappointed for a period of two years as from 3 May 2021. E.G. den Boer joined the Supervisory Board as from 1 September 2021 for a period of four years.

Notes to the income statement

16 Depreciation and amortisation

	2021	2020
Intangible fixed assets	1,682,921	970,388
Tangible fixed assets	25,716,831	23,388,584
	27,399,752	24,358,972

Depreciation of tangible fixed assets includes a book loss on disposals of €0.3 million (2020: €0.2 million).

17 Other operating expenses

	2021	2020
Accommodation expenses	3,457,183	2,604,689
Management and maintenance costs	6,390,378	5,672,271
ICT costs	7,926,839	7,162,018
Environment and spatial planning	7,179,258	3,926,119
Communication, marketing and acquisition	2,327,134	3,003,584
Rental and ground lease charges	3,049,626	2,618,175
Research and consultancy costs	2,559,650	2,697,530
Other expenses	3,460,718	5,225,664
	36,350,786	32,910,050

The increase in accommodation expenses is largely due to higher energy costs (€0.5 million) and higher rental expenses (€0.2 million).

Notes to the income statement

The increase in management and maintenance costs was mainly due to overdue maintenance of buildings (€0.3 million) and overdue road maintenance (€0.3 million).

The increase in ICT costs is mainly due to increased licence costs (€0.5 million) as a result of new applications.

Environment and spatial planning expenses rose substantially in 2021 due to additions to and indexation of the decontamination provision (€2.9 million).

The decrease in communication, marketing and acquisition expenses and research and consulting expenses was mainly caused by the fact that fewer costs were incurred in relation to trade fairs, congresses, promotion and sponsoring as a result of the restrictions imposed on account of the coronavirus.

Rental and ground lease expenses increased due to the rental costs for the PTA premises (€0.4 million), incurred since 2021.

Other expenses include the cost of contributions to the Amsterdam Joint Fire Brigade (€1.1 million fixed contribution and €0.3 million additional contribution).

External auditor's fees

BDO Audit & Assurance B.V. was appointed as the external auditor of Port of Amsterdam as of 1 September 2021, as successor to Ernst & Young Accountants LLP. The fees comprised:

	2021	2020
Audit of the financial statements	149,000	165,009
Other audit engagements	30,000	19,400
Other non-audit engagements	37,600	5,082
	216,600	189,491

Notes to the income statement

18 Financial income and expenses

	2021	2020
Interest income	582,568	897,972
Interest expenses	-3,824,295	-2,772,126
	-3,241,727	-1,874,154

Interest income	2021	2020
Loans granted	533,494	768,401
Deferred payment of receivables	49,074	129,571
	582,568	897,972

Interest expenses	2021	2020
Provisions for decontamination	2,965,073	2,698,255
Non-current liabilities to credit institutions	406,300	-
Revolving credit facility	425,776	66,609
Employee benefits provision	-	4,032
Other	146	3,230
	3,824,295	2,772,126

Notes to the income statement

19 Taxes

	2021	2020
Movement in deferred taxes	4,804,600	30,550,795
Taxes for previous financial years	15,735	208,047
Taxes for current financial years	-10,127,797	-9,245,706
	-5,307,462	21,513,136
	%	%
Effective tax rate	8.60	-34.37
Applicable tax rate	25.00	25.00

The adjustments to taxes for previous financial years (€15,735) relate to the difference between the corporate income tax charge recognised in 2020 and the tax return filed for 2020.

Movement in deferred taxes

	2021
Reversal of temporary differences in the financial year	-4,119,044
Movement in deferred taxes due to decrease in tax rates from 2021	8,923,644
Total	4,804,600

The effective tax burden differs significantly from the nominal rate due to differences between accounting and tax valuations. At the end of December 2021, the government again changed the legislation on tax rates. As a result of this rate change, the deferred tax asset has been revised upwards by €8.9 million.

Notes to the income statement

The nominal highest-tier tax rate and the effective tax rate based on the income statement are reconciled below:

	2021 in %	2020 in %
Nominal rate	25.0	25.0
Non-deductible expenses and additional tax	0.2	0.2
Correction of tax payable in respect of previous year	-0.1	-
Movement in deferred tax asset due to change in future tax rates	-16.5	-59.6
Effective rate	8.6	-34.4

20 Share in profit/loss of participating interests

	2021	2020
Bouw- en Handelmaatschappij "Hallum" B.V.	4,363,217	-709,265
Hallum Cruise B.V.	413,715	-1,675,307
Regionale Ontwikkelingsmaatschappij Noordzeekanaalgebied N.V.	2,132,462	533,446
	6,909,394	-1,851,126

Signature page

Amsterdam, 11 March 2022
Havenbedrijf Amsterdam N.V.:

sgd K.J. (Koen) Overtoom
Chief Executive Officer

sgd A.H. (Alexander) Kousbroek RA
Chief Financial Officer

sgd D.F. (Dorine) Bosman
Chief Investment Officer

Amsterdam, 11 March 2022
Signatures of Supervisory Board members:

sgd J.F.J.M. (Jeroen) de Haas
Chairman

sgd M.E.T. (Mieke) Pigeaud-Wijdeveld

sgd W.J. (Willemijn) Maas

sgd A.M. (Anne Marie) Magis

sgd E.G. (Evert) den Boer

Other information

Provisions of the articles of association concerning the appropriation of profit

The dividend policy laid down in Article 9 of the Port Agreement at the time of the company's incorporation in 2013 was amended on 16 April 2021. The Articles of Association of Havenbedrijf Amsterdam N.V. now provide that the dividend policy will henceforth be set by the sole shareholder on the basis of a proposal by Supervisory Board and the Board of Directors.

The dividend policy set by the shareholder will ideally follow the four-year term of Port of Amsterdam's strategic plan. The current dividend policy has been adopted by the shareholder for the period 2021-2025.

The policy for determining the dividend is based on the assumption that the company should continue as a going concern and retain a robust capital structure. There should be sufficient scope for capital expenditure, based on the strategic plan for 2021-2025. The policy offers sufficient scope to make a balanced decision between the investment agenda and the amount of the dividend.

Other information

Independent auditor's report

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

Report on the audit of the 2021 financial statements presented in this annual report

Our opinion

We have audited the 2021 financial statements of Havenbedrijf Amsterdam N.V., Amsterdam.

In our opinion, the financial statements presented in this annual report give a true and fair view of the financial position of Havenbedrijf Amsterdam N.V. as at 31 December 2021 and of the results of its operations during 2021 in accordance with Title 9, Book 2 of the Dutch Civil Code.

The financial statements consist of:

- the balance sheet as at 31 December 2021;
- the income statement for 2021;
- the cash flow statement for 2021;
- the accounting policies;
- the notes to the balance sheet;
- the assets, commitments and arrangements not included in the balance sheet; and
- the notes to the income statement.

Basis of our opinion

We performed our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities in this respect are described in the section entitled 'Our responsibilities for the audit of the financial statements'.

We are independent of Havenbedrijf Amsterdam N.V. as required by the Audit Firms Supervision Act (Wet toezicht accountantsorganisaties, Wta), the Regulation on the Independence of Auditors in Assurance Engagements (Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten, ViO) and other independence rules in the Netherlands that are relevant to the engagement. We have also complied with the Regulation on Conduct and Professional Practice Rules for Auditors (Verordening gedrags- en beroepsregels accountants, VGBA).

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

Report on the other information included in the annual report

In addition to the financial statements and our audit report thereon, the annual report contains other information, comprising:

- the management report (pages 3-54);
- the other information (page 105);
- the GRI table (pages 112-115);
- appendices 1-8 (page 116-135);
- the assurance report (page 109-111).

Based on the procedures below, we believe that the other information:

- is consistent with the financial statements and contains no material misstatements; and
- presents all the information required pursuant to Title 9, Book 2 of the Dutch Civil Code.

We have read the other information and, based on our knowledge and understanding gained from the audit of the financial statements or otherwise, assessed whether the other information contains any material misstatements.

Other information

In performing these procedures, we complied with the requirements of Title 9, Book 2 of the Dutch Civil Code and Dutch Standard 720. The scope of these procedures is less than the scope of those performed in our audit of the financial statements.

Management is responsible for preparing the other information, including the management report and other details pursuant to Title 9, Book 2 of the Dutch Civil Code.

Responsibilities relating to the financial statements

Responsibilities of management and the supervisory board in relation to the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Title 9, Book 2 of the Dutch Civil Code. In this context, management is responsible for establishing such internal control as management determines is necessary to enable the preparation of financial statements that are free of material misstatements, whether due to fraud or error.

When preparing the financial statements, management must consider whether the company is capable of continuing as a going concern. Management must prepare the financial statements pursuant to the stated accounting policies on the basis of the going concern assumption, unless management intends to liquidate the company or cease operations, or ceasing operations is the only realistic alternative. Management must disclose in the financial statements any events and circumstances that may cast significant doubt on the company's ability to continue as a going concern.

The Supervisory Board is responsible for overseeing the company's financial reporting process.

Our responsibilities in relation to the audit of the financial statements

It is our responsibility to plan and perform an audit assignment in a way that allows us to obtain sufficient and appropriate audit information for the opinion we have been asked to provide.

We performed our audit to a high, but not absolute, level of assurance, meaning that during our audit we may not detect all material fraud or error.

Misstatements may arise due to fraud or error and are considered to be 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. Materiality influences the nature, timing and extent of our audit, and the evaluation of the effect of identified misstatements on our opinion.

We performed this audit engagement with professional scepticism, exercising our professional judgement in accordance with Dutch auditing standards, codes of ethics and independence requirements. Our engagement consisted, among other things, of:

- 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 that for one resulting from error. Fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control;

Other information

- obtaining an understanding of the 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 internal control of the company;
- evaluating the appropriateness of the accounting policies used and the reasonableness of the accounting estimates by management and the related disclosures in the financial statements;
- 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 presentation, structure and content of the financial statements, including the disclosures; and
- evaluating whether the financial statements give a fair presentation of the underlying transactions and events.

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

Amstelveen, 11 March 2021

BDO Audit & Assurance B.V.
on behalf thereof,

A.P. van Veen RA

Assurance report of the independent auditor

To: the management of Havenbedrijf Amsterdam N.V.

Our conclusion

We performed an assurance engagement with regard to the selected indicators for 2021 in the 2021 annual report of Havenbedrijf Amsterdam N.V., Amsterdam.

Based on the procedures performed and the assurance evidence obtained, we have no reason to believe that the indicators selected for 2021 in the 2021 annual report of Havenbedrijf Amsterdam N.V are not prepared in all material respects in accordance with the reporting criteria set out in the KPI definition table in the 2021 annual report.

The selected indicators for 2021 concern:

- Clean shipping, for which the figure for 2021 is 21.6% as stated on page 26
- Absenteeism, for which the figure for 2021 is 3.8% as stated on page 37
- CO₂ footprint, for which the figure for 2021 is 1.71 kt as stated on page 23
- Sustainable procurement, for which the figure for 2021 is 74% as stated on page 24

Basis for our conclusion

We conducted our limited assurance engagement in accordance with Dutch law, including Dutch Standard 3000A on 'Assurance engagements other than audits or reviews of historical financial information (audit engagements).' This engagement is designed to obtain a limited level of assurance. Our responsibilities in this regard are described in the section entitled 'Our responsibilities for the assurance engagement regarding the selected indicators for 2021.'

We are independent of Havenbedrijf Amsterdam N.V. as required by the Regulation on the Independence of Auditors in Assurance Engagements (Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten, ViO) and other independence rules in the Netherlands that are relevant to the engagement. We also complied with the Regulation on Conduct and Professional Practice Rules for Auditors (Verordening gedrags- en beroepsregels accountants, VGBA).

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

Applicable criteria

The criteria applicable to this engagement are as shown in the KPI definitions table on pages 127 and 128 of the 2021 annual report.

Limitations on the scope of our assurance engagement

Our assurance engagement is limited to the indicators selected for 2021.

Assurance report of the independent auditor

We did not perform assurance procedures on other information in the 2021 annual report as part of this engagement.

Responsibilities of management for the indicators selected for 2021

Management is responsible for preparing the selected indicators for 2021 in accordance with the applicable criteria, including the identification of the intended users and the suitability of the adopted criteria for the purposes of the intended users. Management is also responsible for establishing such internal control as management considers necessary to enable the selected indicators for 2021 to be prepared, measured or assessed without material misstatements, whether resulting from fraud or error.

Our responsibilities for the review of the selected indicators for 2021

Our responsibility is to plan and perform our review so as to obtain sufficient and appropriate assurance evidence for the conclusion we have been asked to provide.

The procedures performed in this regard vary in nature and timing from, and are less extensive than, those performed for assurance engagements intended to obtain a reasonable level of assurance. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would be obtained in assurance engagements intended to obtain a reasonable level of assurance.

We apply the 'Detailed Regulations for Quality Systems' (Nadere voorschriften kwaliteitssystemen, NVKS). They form the basis for our comprehensive system of quality control, including documented guidelines and procedures concerning compliance with ethics rules, professional standards and other relevant laws and regulations.

Our investigation consisted, among other things, of:

- evaluating the appropriateness of the reporting criteria used, the consistency of their application and the related disclosures in the 2021 annual report. This includes evaluating the reasonableness of estimates made by management;
- obtaining an understanding of the reporting processes underlying the selected indicators for 2021, including the broad features of the internal control, to the extent that this is relevant to our assurance engagement;
- obtaining an understanding of the internal control relevant to the review in order to design assurance procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control of Havenbedrijf Amsterdam N.V.;
- identifying areas in the indicators selected for 2021 with a higher risk of misleading or biased information or of material misstatements, whether due to fraud or error, and, on the basis of this risk assessment, designing and performing other assurance procedures aimed at determining the plausibility of the selected indicators for 2021 and obtaining sufficient and appropriate assurance evidence to provide a basis for our conclusion. These assurance procedures included:
 - conducting interviews with management and relevant employees responsible for supplying information for, performing internal controls on, and consolidating data in the selected indicators for 2021;
 - obtaining assurance evidence that the selected indicators for 2021 are consistent with the underlying records of the company;

Assurance report of the independent auditor

- assessing relevant internal and external documentation on the basis of limited sample tests;
- performing an analytical evaluation of data and trends;
- evaluating the consistency of the indicators selected for 2021 with the information in the 2021 annual report that is outside the scope of our assurance engagement;
- performing an environmental analysis and obtaining an understanding of the relevant social themes and issues and the characteristics of the company, insofar as relevant for the selected indicators for 2021.

Amsterdam, 11 March 2022

BDO Audit & Assurance B.V.
on behalf thereof,

A.P. van Veen RA

GRI table

Category / standard	Reference 2021	Notes 2021
102-01 Name of the organisation	Title page Publication details	
102-02 Main brands, products and/or services	Vision, mission and strategy Value creation	
102-03 Location of the organisation's headquarters	Our field of operations	
102-04 Number of countries in which the organisation operates	Our field of operations	
102-05 Ownership and legal form	Governance	
102-06 Markets served (geographical spread, sectors served, types of customers/beneficiaries)	Vision, mission and strategy Our environment	
102-07 Scale of the reporting organisation	Vision, mission and strategy Our staff Financial statements Appendix 1 – Participating interests	
102-08 Employees and other workers	Our staff	102-8b and 102-8e, Port of Amsterdam employs no staff outside the Amsterdam region and has no seasonal staff.
102-09 Supply chain	Vision, mission and strategy Value creation	
102-10 Significant changes during the reporting period	Introduction Report of the Supervisory Board	
102-11 Precautionary principle	Risk management Appendix 7 – Detailed list of risks Appendix 8 – Financial instruments	
102-12 Externally developed economic, environmental and social charters, principles or other initiatives which the organisation endorses	Our environment About this report	
102-13 Memberships of associations and national or international advocacy organisations	Appendix 2 – List of strategic partnerships and memberships	

Category / standard	Reference 2021	Notes 2021
102-14 Statement from the most senior decision-maker about the relevance of sustainability to the organisation and its strategy	Foreword Vision, mission and strategy Supervisory Board	
102-16 The organisation's values, principles, standards and norms of behaviour	Governance	
102-18 Governance structure of the organisation	Governance	
102-40 Stakeholders affected by the organisation	Our environment Value creation About this report Appendix 3 – Identification of stakeholders	
102-41 Percentage of the employees covered by collective bargaining agreements	Our staff	
102-42 Identifying and selecting affected stakeholders	Our environment Appendix 3 – Identification of stakeholders	
102-43 Approach to shareholder engagement	Our environment Appendix 3 – Identification of stakeholders Appendix 4 – Determination of materiality	
102-44 Key topics and concerns that have arisen from stakeholder consultations and how the organisation has responded	Our environment Value creation Appendix 3 – Identification of stakeholders Appendix 4 – Determination of materiality	
102-45 Entities included in the consolidated financial statements	Financial statements Appendix 1 – Participating interests	

GRI table

Category / standard	Reference 2021	Notes 2021
102-46 Process for determining the content of the report and its boundaries	Our environment About this report Appendix 3 – Identification of stakeholders Appendix 4 – Determination of materiality	
102-47 List of material topics identified in the process for determining the content of the report	Our environment Appendix 4 – Determination of materiality	
102-48 Restatements of information given in previous reports	About this annual report	
102-49 Changes in reporting	About this report Appendix 4 – Determination of materiality	
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 reference table	GRI table	
102-56 Policy and current practice for obtaining external assurance for the report	About this annual report	

Category / standard	Reference 2021	Notes 2021
Energy transition		
103-1 Explanation of the material topic and its boundary	Vision, mission and strategy Our environment Results Appendix 4 – Determination of materiality	
103-2 Management approach	Vision, mission and strategy Our environment Results Appendix 4 – Determination of materiality	
103-3 Evaluation of the management approach	Vision, mission and strategy Our environment Results Risk management Appendix 4 – Determination of materiality	
302-1 Energy consumption within the organisation	Appendix 6 – Disclosure of CO ₂ footprint and energy consumption	302-1d omitted. This information is not applicable.
302-4 Reduction of energy consumption	Results Appendix 6 – Disclosure of CO ₂ footprint and energy consumption	
305-1 Direct (scope 1) greenhouse gas emissions	Results Appendix 6 – Disclosure of CO ₂ footprint and energy consumption	
305-2 Indirect (scope 2) greenhouse gas emissions through electricity production	Results Appendix 6 – Disclosure of CO ₂ footprint and energy consumption	

GRI table

Category / standard	Reference 2021	Notes 2021
Logistics and accessibility		
103-1 Explanation of the material topic and its boundary	Vision, mission and strategy Our environment Results Appendix 4 – Determination of materiality	
103-2 Management approach	Vision, mission and strategy Our environment Results Appendix 4 – Determination of materiality	
103-3 Evaluation of the management approach	Vision, mission and strategy Our environment Results Risk management Appendix 4 – Determination of materiality	
Port of Amsterdam criteria	Results	

Category / standard	Reference 2021	Notes 2021
Clean and safe shipping		
103-1 Explanation of the material topic and its boundary	Vision, mission and strategy Our environment Results Appendix 4 – Determination of materiality	
103-2 Management approach	Vision, mission and strategy Our environment Results Appendix 4 – Determination of materiality	
103-3 Evaluation of the management approach	Vision, mission and strategy Our environment Results Risk management Appendix 4 – Determination of materiality	
403-1 Occupational health and safety management	Our environment Results	
Port of Amsterdam criteria	Results	

GRI table

Category / standard	Reference 2021	Notes 2021
Circular economy		
103-1 Explanation of the material topic and its boundary	Vision, mission and strategy Our environment Results Appendix 4 – Determination of materiality	
103-2 Management approach	Vision, mission and strategy Our environment Results Appendix 4 – Determination of materiality	
103-3 Evaluation of the management approach	Vision, mission and strategy Our environment Results Risk management Appendix 4 – Determination of materiality	
Port of Amsterdam criteria	Results	

Category / standard	Reference 2021	Notes 2021
Futureproofing		
103-1 Explanation of the material topic and its boundary	Vision, mission and strategy Our environment Results Appendix 4 – Determination of materiality	
103-2 Management approach	Vision, mission and strategy Our environment Results Appendix 4 – Determination of materiality	
103-3 Evaluation of the management approach	Vision, mission and strategy Our environment Results Risk management Appendix 4 – Determination of materiality	
203-1 Development, current or expected impacts and type of investments in infrastructure and services	Introduction Vision, mission and strategy Our environment Value creation Results Our staff Risk management Supervisory Board Financial statements	
413-1 Impact of operations on the local community	Introduction Vision, mission and strategy Our environment Value creation Results Report of the Supervisory Board Appendix 4 – Determination of materiality	
413-2 Operations with significant actual and potential negative impacts on local communities	Introduction Risk management Appendix 7 – Detailed list of risks	

Appendix 1

Participating interests

	Participating interest
Bouw- en Handelmaatschappij Hallum B.V.	100%
Coöperatie Gezamenlijke Brandweer Amsterdam U.A.	33%
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%
Sail Beheer B.V.	47.5%
Hafen Duisburg/Amsterdam Beteiligungsgesellschaft 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 NZKG N.V. <i>in liquidation</i>	33.33%
RON Achtersluispolder 1 B.V.	66.67%
Shared Energy Platform Holding B.V.	50%

Appendix 2

List of strategic partnerships and memberships

Port of Amsterdam enters into partnerships and memberships with the aim of achieving our common strategic goals.

Association Internationale Villes et Ports (AIVP)

Amsterdam Ports Association (Amports)

Amsterdam Airport Area (AAA) - SADC

Amsterdam Cruise Port (ACP)

Amsterdam Economic Board (AEB)

Amsterdam IJmuiden Offshore Ports (AYOP)

Amsterdam Logistics Board (ALB)

Bestuursplatform Noordzeekanaalgebied (BPF NZKG)

Bettercoal

Branche Organisatie Zeehavens (BOZ)

Centraal Nautisch Beheer Noordzeekanaalgebied (CNB NZKG)

Dutch Initiative on Sustainable Cocoa (DISCO)

Eigen Vervoerders Organisatie (EVO)

Emma at Work

European Sea Ports Organisation (ESPO)

Hydroports

International Association of Ports and Harbors (IAPH)

International Harbour Masters Association (IHMA)

JINC

Koninklijke Industriële Groote Club

Metropool Regio Amsterdam (MRA)

Nederland Distributieland (NDL)

Nederland Maritiem Land (NML)

Nederlandse WindEnergie Associatie (NWEA)

Ondernemersvereniging Regio Amsterdam (ORAM)

Ondernemersnetwerk van Noord- en Zuid-Holland (VNO-NCW West)

Pantar

Appendix 3

Identification of stakeholders

In a two-yearly cycle, we establish together with our stakeholders which focus areas are the most important to us. These are our material topics. We make this assessment by looking at the world around us, from our own perspective and from that of our stakeholders. We have identified ten different stakeholder groups:

- **Customers:** companies that are located in or considering relocating to the Amsterdam port area or the port region. Companies that store, transship, transport or produce goods, provide services or develop new services and users of the waterways we manage;
- **Employees, officers and shareholder:** staff, Works Council, Supervisory Board and our shareholder (the City of Amsterdam);
- **Government bodies:** municipalities, provinces, ministries, governmental organisations and the European Community, at both an official and a political level, including decision-makers at the Harbour Master's Department;
- **Strategic partners:** partners with whom we have formal cooperation agreements in order to achieve common goals;
- **Suppliers:** parties who supply goods or services to Port of Amsterdam;
- **Knowledge institutions:** research institutes, colleges and universities;
- **Civil society organisations:** organisations with a social objective;
- **Local residents:** individuals and organisations located around the Port of Amsterdam;
- **Media:** news organisations and opinion formers;
- **Future:** employees and stakeholders aged under 30.

These stakeholder groups were first defined in 2015 as part of our content strategy. Every two years, we assess whether this list of stakeholder groups is still relevant and complete, in order to ensure that we maintain contact with those around us in an appropriate way. This year, after extensive consultations, we have decided to add a new group of "Future" stakeholders to our list. As an organisation, we believe that the voice of future generations is important. The things we do today will have an impact on the world they live in later on.

We therefore want to include their opinions and viewpoints in our decisions.

We believe it is important to find out what topics matter to our stakeholders and how they view us and the activities that take place in the port of Amsterdam. Naturally, our own vision of our role, impact, future and strategy is also important. We thus strive to look at our organisation both from the outside in and from the inside out, and to act accordingly. We keep in contact with our stakeholders in various ways. We hold discussions with every stakeholder group every two years. These are open and informal discussions with a representative from each group, whom we select together with the management team on the basis of a survey in the organisation.

During these discussions, we talk about a variety of different topics. We ask questions in order to form an idea of the stakeholder's perspective: what are we doing well, what could we do better, where do you see opportunities and risks, etc. We then explore these issues in greater depth, for instance by asking whether we are responding appropriately to the matters identified by the stakeholder. We are also keen to find out what they think of Port of Amsterdam and how well they think we perform our social role. Stakeholders can also raise issues of their own. After each meeting, we ask our discussion partner to rate the importance of specific issues. This is important for our materiality analysis.

Appendix 3

Below is an overview of the stakeholder groups with explanatory notes.

Stakeholder group	Example of regular dialogues	Examples of topics discussed	Specific issues discussed	Expectations and interests	Fulfilment of expectations and interests
Customers	<ul style="list-style-type: none"> Structured consultations with inland waterway sectors and parties involved in rail freight transport. Webinar for companies on site about the nitrogen issue. Customer meetings and dilemma sessions with customers. Tours with customers, introduction of new brand positioning and explanation of the 2021-2025 organisational strategy. Various meetings with customers (mainly online) in different market segments. 'Amsterdam energy transition café' with organisations with an important role to play in the energy transition. Customer feedback via online application. 	<ul style="list-style-type: none"> Increasing customer satisfaction and working together towards a better result. Congestion in the electricity grid. Supply chain responsibility. Physical space and environmental space in the port. Customers' targets and plans. 	<ul style="list-style-type: none"> Consequences of the nitrogen policy and potential approach for the port. Impact of coronavirus policy on river cruises. Taking stock of the impacts of electricity grid congestion and potential temporary solutions, e.g. SEP (Shared Energy Platform). High-frequency rail transport programme. 'Amsterdam energy transition café': energy transition related topics in the Amsterdam Metropolitan Area. 	<p>We expect to continue organising customer meetings, because it is important to maintain contact with customers and to understand what they want and what they are able to do.</p>	<p>Through the meetings, we take steps in the energy transition, discuss matters of interest and address challenges.</p>

Appendix 3

Stakeholder group	Example of regular dialogues	Examples of topics discussed	Specific issues discussed	Expectations and interests	Fulfilment of expectations and interests
Government bodies	Several times a year, there are meetings of various cooperative associations such as the Port Account Team (municipal), the North Sea Canal Area Administrative Platform (regional and provincial) and the Dutch Seaports Industry Organisation (national).	<ul style="list-style-type: none"> • Energy transition. • Transition to a circular and biobased economy (and municipal waste recovery). • Digitalisation, innovation. • Rail connections. • Coronavirus crisis and its impact on the port(s). 	<ul style="list-style-type: none"> • Nitrogen issue. • Electricity grid congestion. • Dimensions of the North Sea Canal. • Energy transition (including wind turbines within the port). • ADM site. 	Government bodies at all levels affect what happens in the port. It is extremely important to maintain dialogue with government stakeholders, keep them informed and work with them, so that we can maintain sufficient physical space and environmental space for port activities and can continue to carry them out.	We have started various projects as a result of meetings with different government bodies, for example to set the energy transition in motion.
Strategic partners	<p>Mutual discussions on sustainability, sustainable supply chains, clean energy, circularity and emissions reduction.</p> <p>Regular discussions with members of the Amsterdam/North Sea Canal Area 'Hydrogen Hub' with the aim of accelerating the transition to hydrogen in the North Sea Canal area.</p> <p>Congestion Task Force with the City of Amsterdam and grid operators.</p> <p>Energy Transition Administrative Platform.</p> <p>North Sea Canal Area Administrative Platform.</p>	<ul style="list-style-type: none"> • Transition pathways for new energy sources. • International corporate social responsibility and supply chains. • CO₂ reduction and air quality in logistics. • Clean shipping incentives. • Hydrogen infrastructure. • Hydrogen production. • Uses of hydrogen. • Solving the congestion problem in Amsterdam. • Giving shape to the energy transition in the region in accordance with the climate agreement. • Giving shape to economic and planning developments in the North Sea Canal area. 	<ul style="list-style-type: none"> • International corporate social responsibility in palm oil supply chains. • E-congestion. • Financing. • Issuing of permits. • Scheduling of hydrogen project and its connection to hydrogen importation. • Congestion in Westpoort. • Carrying out the energy transition programme, which covers hydrogen, electrification, steam/heat and carbon capture. • Energy strategy cluster. 	Important dialogues aimed at working together, especially with a view to achieving the climate targets in the North Sea Canal area.	<ul style="list-style-type: none"> • Determine opportunities for CO₂ and hydrogen infrastructure in North Sea Canal area. • Create solutions for the nitrogen issue and electricity grid congestion.

Appendix 3

Stakeholder group	Example of regular dialogues	Examples of topics discussed	Specific issues discussed	Expectations and interests	Fulfilment of expectations and interests
Suppliers	<ul style="list-style-type: none"> Market consultations. Procurement and tendering procedures. Contract and supplier management. 	<ul style="list-style-type: none"> Sustainable business practices. Environment and surroundings. Energy transition and circular economy. Innovation. Responsible supply chains. Sustainable port. 	<ul style="list-style-type: none"> Various market consultations and procurement processes. Actively engaging with contractors to improve their services to Port of Amsterdam. 	<ul style="list-style-type: none"> Successful procurement strategies and good offerings for our procurement needs. Better understanding of our needs among market participants and up-to-date information about market developments and solutions. Suppliers comply with agreements and continuously improve, thus contributing to the organisational objectives of Port of Amsterdam. 	<ul style="list-style-type: none"> By entering into dialogue with market participants before and during procurement procedures. With active contract and supplier management.
Knowledge institutions	<p>Collaboration with the Centre for Mathematics and Computer Science, Vrije Universiteit Amsterdam and Amsterdam University of Applied Sciences. We regularly examine relevant topics and match our offering to students with specific issues, where possible via central contact points.</p>	<p>The topics discussed cover a large portion of the core activities of, and the challenges faced by, Port of Amsterdam. In recent years, the offering has consistently expanded, with greater focus on logistics, circularity and the energy transition, as well as more data-driven nautical issues.</p>	<p>Almost no specific projects were run with students in 2021, as a result of the coronavirus crisis. In the background, however, more connections have been made, for example in relation to the Maritime Officer course, which is being further explored with DHM.</p>	<ul style="list-style-type: none"> We expect to continue the formalisation of our collaboration with knowledge institutions. The benefit for knowledge institutions is the development of a consistent learning pathway. We gain the opportunity to offer work placements for students and to promote learning and working at the port. Thanks to the students, we can also tackle and make progress on problems we would normally be unable to devote time to. 	<p>The structures and agreements in place ensure that expectations and interests are not neglected.</p> <p>After each project, the collaboration and the outcome are assessed and adjustments are made where needed.</p>

Appendix 3

Stakeholder group	Example of regular dialogues	Examples of topics discussed	Specific issues discussed	Expectations and interests	Fulfilment of expectations and interests
Civil society organisations	We have been members of DISCO, the Dutch Initiative for Sustainable Cocoa, since 2020. This is a multi-stakeholder initiative involving numerous NGOs. We have also held discussions on creating sustainable supply chains with organisations including WWF, IDH, RSPO, RTRS, Rainforest Alliance and Fairwork.	Our responsibility for supply chains in view of the impact of raw materials on the environment and climate, and in view of labour conditions.	Palm oil and soya supply chains in relation to deforestation; human rights in the port and on river cruises; the transition dilemma: carbon reduction or circular business?	We regard civil society organisations as an important outside voice that helps us to stay focused on relevant topics, on our responsibility and on the pursuit of general prosperity.	In addition to the DISCO initiative, in 2022 we are also examining how we can establish structured dialogue on sustainable supply chains, on the basis that it is effective and beneficial on all sides. We will also continue to actively survey the opinions of our individual stakeholders on our sustainability policy.
Media	Regular discussions are held on various topics with media representatives.	<ul style="list-style-type: none"> • Environment and surroundings. • Energy transition and circular economy. • Logistics and accessibility. • Responsible supply chains. • Impact of the coronavirus crisis. 	In 2021, our communications department received and responded to a variety of information requests from the media.	<ul style="list-style-type: none"> • Media attention is expected to continue at the same level. • Our aim is to use the media to publicise what Port of Amsterdam stands for and show the added value we create for the city. 	We meet expectations by responding to questions from the press. It is also important to us to demonstrate via the media that the port of Amsterdam is important to the city in terms of circularity, sustainability and jobs.

Appendix 3

Stakeholder group	Example of regular dialogues	Examples of topics discussed	Specific issues discussed	Expectations and interests	Fulfilment of expectations and interests
Local residents	<ul style="list-style-type: none"> • Social media communications. • Where necessary, we normally hold a quarterly monitoring meeting with quayside residents, among other things to find out about nuisances caused by river cruises and inland shipping. 	Quality of life and environment.	<ul style="list-style-type: none"> • We communicate on social media about various topics, such as smell and noise pollution. • An annual port clean-up is held with employees from businesses in the port area (litter picking). • Pakhuis De Zwijger Online. 	We expect that social media-based dialogue with local residents will continue to expand. Open dialogue with local residents is an indispensable part of managing expectations and creating mutual understanding. This also helps with the retention of our 'licence to operate'.	We plan consultations with local residents wherever it is necessary and feasible to do so.
Employees, officers and shareholder	<ul style="list-style-type: none"> • Consultations between the Board of Directors and the Supervisory Board. • Shareholders' meeting. • Supervisory Board discussions with various updates by directors regarding developments in the organisation. • Works Council meetings and consultations with the Board of Directors and the Supervisory Board. 	<ul style="list-style-type: none"> • Changes in the Supervisory Board. • Coronavirus measures. • Dividend policy. • Evaluation of five-shift working. • Appointment of prevention officer. • Off-site working rules. • Company doctor: evaluation and contract. • Collective labour agreement: BER and shift working rules. • Changes in top structure. • Standby working. • Personal development budget. 	<ul style="list-style-type: none"> • Agile organisation: e.g. autonomous customer teams (Berenschot process), strategic staff planning, diversity policy, sustainable employability and inter-generational pact. • Collective bargaining negotiations. • Exit interviews. • Prodock 2. 	The Works Council is a good sparring partner for directors and the Supervisory Board, and expects to continue raising and assessing current issues and representing the interests of employees to the same degree as currently. Staff communications are a focal point of the current Works Council.	<ul style="list-style-type: none"> • Identifying and implementing ideas and wishes emanating from within the organisation. • The visibility of the Works Council has been improved through the production of regular vlogs and blogs, thereby drawing attention to its reports. • Addressing queries promptly and appropriately and drafting recommendations.

Appendix 4

Determination of materiality

We determine our material topics in a two-yearly process. This year, we determined our material topics again by conducting various analyses, including a peer analysis, a trend analysis, and a media analysis. On the basis of these analyses, we produced an updated list of topics, which were then discussed with our stakeholders, beginning internally with employees and management.

The Strategy & Innovation department considered and processed their remarks and contributions. We then discussed and evaluated these issues through one-to-one interviews and dialogue sessions with our external stakeholders. Are any issues missing? Are the issues fully described? Are the descriptions accurate? We put these

and other questions to our stakeholders in the course of our discussions (see Appendix 3, Identification of stakeholders). For each topic, we also asked them to indicate how important the topic was. In this way, we arrived at our new materiality matrix.

In the table below, we set out why we are concerned about each topic, how much it matters and where in the annual report more information can be found.

Topic	Explanation: why are we concerned about this topic?	Level	Page
Energy transition	We are committed to the energy of the future, for example by attracting new generation facilities, promoting wind and solar energy and expanding the energy infrastructure. We are also working to cut CO ₂ emissions, both from our own organisation and from businesses operating in the port.	Port of Amsterdam, port area and supply chain	22
Circular economy	We are transforming the port into an ecosystem where companies can make use of each other's waste and surplus energy.	Port of Amsterdam, port area and supply chain	22
Environment and surroundings	We strive for a high-quality environment and high-quality spaces. We make space for innovation, transition and ongoing concern for the lived environment. By doing so, we reduce the pollution we create (noise, smell and emissions) for the urban, leisure and natural environment.	Port of Amsterdam, port area and supply chain	23 and 25
Clean and safe shipping	We are contributing towards clean, safe shipping with no unwanted side effects. This includes issues such as air quality, climate impact and waste. More specifically, we are focusing on reducing emissions from ships themselves and from cargoes during navigation, loading and unloading.	Port of Amsterdam, port area and supply chain	25
Responsible supply chains	We are making the cargo flows for items such as cocoa, soya and palm oil more sustainable. We work with regional partners and customers to take responsibility for supply chains and we are transparent about this issue.	Port of Amsterdam, port area and supply chain	14

Appendix 4

Topic	Explanation: why are we concerned about this topic?	Level	Page
Diversity and inclusiveness	We strive for agile, open, constructive and sustainable business practices with a workforce that forms a balanced reflection of society.	Port of Amsterdam, port area and supply chain	36
Digital port	Through a safe digital environment, we help provide efficient logistical connections in and around the area of the port of Amsterdam. We also provide efficient support to the operations and the logistical and other processes of our customers.	Port of Amsterdam, port area and supply chain	132
Intensifying use of space	We make intensive, optimal use of the available space by dealing carefully with the complex issues regarding the division of space between industry, homes, work and leisure.	Port area	130
Logistics and accessibility	We are committed to safe, optimal accessibility via land and water.	Port area and supply chains	27
Futureproofing	We are committed to future-focused leadership and governance and focus on long-term objectives. In addition, we are mindful of risks and strive to be a resilient organisation, to ensure that we remain socially relevant.	Port of Amsterdam, port area and supply chain	36
Innovation	At Port of Amsterdam, we anticipate and move with a changing world. Our goal is to remain agile. We therefore actively promote innovation and new forms of collaboration and organisation.	Port of Amsterdam, port area and supply chain	36
Operating profit	Port of Amsterdam works with partners to achieve goals, meet objectives and add value. We strive to create a socially and financially sound organisation.	Port of Amsterdam, port area and supply chain	28 and 55
Port and city	The port is an essential link in goods transportation and cargo flows. It is also a vital partner in addressing the complex sustainability issues faced by the city and the region.	Port of Amsterdam, port area and supply chain	27
Cybersecurity	We keep our security up to date, perform risk management and take protective and detective measures.	Port of Amsterdam, port area and supply chain	132

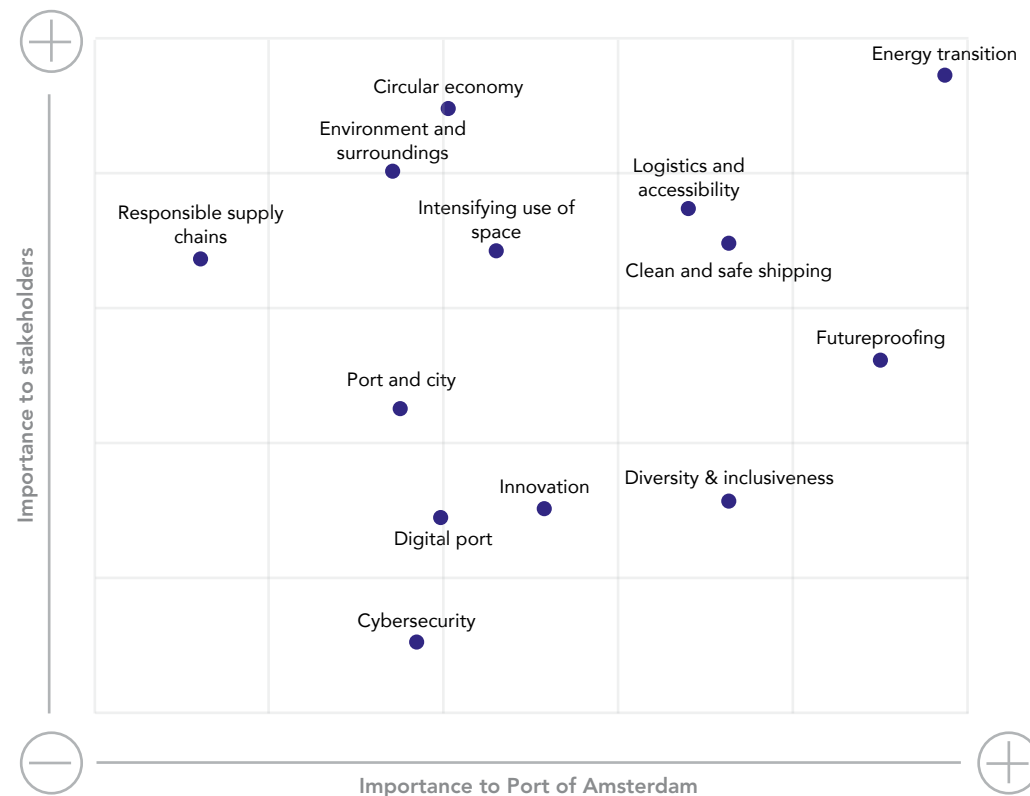
Appendix 4

Our annual report focuses on the most material topics. In this regard, a number of changes have occurred since 2020. For instance, we have re-evaluated the explanations of the topics, making them shorter and more general. Some new topics have been added, while others have been discontinued. The newly added topics are 'Port and city' and 'Cybersecurity'. The topics we have ceased to include are 'Partnerships', 'Preferred port', 'Transparency' and 'Stakeholder engagement'. We have elected to treat the 'Energy transition' and 'Circular economy' as two separate topics. In addition, the 'Work and knowledge' topic has been renamed 'Diversity and inclusiveness', which is more appropriate to the current dynamic.

It is particularly interesting to look at how the topics have moved within the matrix. Which topics have gained ground and which are now seen as less important? The most striking observation is that Energy transition is by far the most important topic for all stakeholders. In fact, it is so important that it no longer fits on the grid. It is also noticeable that the more social topics are now perceived to be more important by our external stakeholders. *Logistics and accessibility*, *Intensifying use of space*, *Clean and safe shipping*, *Environment and surroundings* and *Responsible supply chains* have thus moved higher.

The last noticeable shift is that Futureproofing has gained ground within the organisation. This development fits in well with our new strategy and the role that we play as a pioneer.

It is evident from this year's update that we are and have been concerned with the right issues. The current material topics are anchored in our strategy. When we developed our new strategy in 2020, we consciously used the materiality matrix and stakeholder discussions as inputs.



These material issues are fundamental to the strategic priorities that were set. By anchoring the material topics in our strategy, we enable ourselves to make a real positive contribution and to mitigate the undesired impacts of our business where possible. We are thus responding to the opportunities and risks that the material topics entail.

Appendix 5

KPI definitions table

KPI	Definition	Scope	Measurement
Clean shipping	In 2010, Port of Amsterdam introduced an incentive scheme to reward 'cleaner' shipping. Cleaner means a seagoing vessel awarded a sustainability label (ESI or Green Award) and with a rating in this respect that makes it eligible for a discount on port dues as set out in the general terms and conditions and in the list of sea port dues, quay dues, buoy dues or dolphin berth dues.	All seagoing vessels that call at the port of Amsterdam during the year are logged in Portbase or Hamis.	This automated measurement is based on the seaport dues statement. Every vessel that visits the port receives a Unique Call Reference Number (UCRN) which it must state when paying its seaport dues. The KPI dashboard queries the database compiled by the harbour dues application and counts the number of vessels calling at Amsterdam that have a Green Award and the number with an ESI score above the set minimum. The result is divided by the total number of calls (UCRNs). The KPI is the percentage that results from this calculation.
Absenteeism	Not performing or not fully performing one's job due to illness or accident. The absenteeism rate is the percentage of working time (calendar days) lost in a given continuous period due to an incapacity for work due to illness or an accident. It indicates the amount of sick leave relative to labour capacity.	The absence rate includes absences lasting more than one year and is calculated on a 12-month rolling basis. <ul style="list-style-type: none"> • Childbirth and maternity leave are not included in the calculation. • Sick leave for employees who fall under the safety net regulation (e.g. illness due to organ donation) is included in the calculation. • Sick leave due to pregnancy or childbirth is included in the calculation. • Employees who are off sick due to an accident are included in the calculation. 	Number of days of absence x part-time % x (100% - % of presence) / (Number of calendar days x part-time %)

Appendix 5

KPI	Definition	Scope	Measurement
CO₂ footprint	The total amount of CO ₂ emissions caused by the activities of Port of Amsterdam, expressed in tonnes of CO ₂ equivalent.	<p>We follow the methodology of the GHG (Greenhouse Gas) Protocol. Port of Amsterdam reports on scope 1, scope 2 and partial scope 3 emissions. This means we include the following components:</p> <ul style="list-style-type: none"> • Electricity consumption by our facilities (in kWh). • Fuel consumption by our facilities (in litres or m³ of gas). • Fuel consumption for own transport (in litres). • Business travel by employees (in km), including business air travel. Participating interests and facilities leased to third parties are not included because we usually have no direct influence on their emissions. We measure and report the gross CO₂ footprint, i.e. without taking account of any offsetting through the purchase of GoOs. 	<p>We use the SmartTrackers application (formerly the CO₂ management system).</p> <p>The CO₂ emissions factor is determined from the list of emission factors drawn up on the initiative of the Ministry of Economic Affairs and Climate: https://www.co2emissiefactoren.nl/lijst-emissiefactor.</p>
Sustainable procurement	<p>Sustainable procurement means procurement with an estimated value of at least €50,000 for supplies and services and €500,000 for works, for which the Tender Board included sustainability in at least one of the following when assessing the procurement strategy:</p> <ul style="list-style-type: none"> • Grounds for exclusion, eligibility requirement or selection criterion • Implementation condition • Award criterion • Contract <p>The Tender Board is an internal body composed of the CFO, Head of Purchasing, Head of Legal Affairs and Head of Finance & 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 Port of Amsterdam procurement strategies with an estimated value of at least €50,000 for supplies and services and €500,000 for works.	The number of procurement strategies that include sustainability as a percentage of the total number of procurement strategies adopted by the Tender Board in 2020. Procurement strategies that are not adopted by the Tender Board are not included in the calculation, irrespective of the reason. Examples include current-year purchases based on procurement contracts concluded in the past.

Appendix 6

Disclosure of CO₂ footprint and energy consumption

Direct CO₂ emissions (scope 1)

Year	2021	2020	2019	2018
Total emissions	0.84 thousand tonnes of CO ₂	0.82 thousand tonnes of CO ₂	0.89 thousand tonnes of CO ₂	1.14 thousand tonnes of CO ₂
Specification	<ul style="list-style-type: none"> Gas: 92,634m³ Fuel: 364,411 litres Biodiesel for boats: 354,689 litres Petrol for company cars: 5,981 litres Diesel for company cars: 3,741 litres Hydrogen for company cars: 491 kg 	<ul style="list-style-type: none"> Gas: 84,532m³ Fuel: 361,152 litres Biodiesel for boats: 349,943 litres Diesel for boats: N/A Petrol for company cars: 6,424 litres Diesel for company cars: 4,785 litres Hydrogen for company cars: 70 kg 	<ul style="list-style-type: none"> Gas: 100,915m³ Fuel: 377,305 litres Biodiesel for boats: 360,113 litres Diesel for boats: N/A Petrol for company cars: 11,347 litres Diesel for company cars: 5,845 litres 	<ul style="list-style-type: none"> Gas: 89,496m³ Fuel: 385,110 litres Biodiesel for boats: 355,921 litres Diesel for boats: N/A Petrol for company cars: 22,456 litres Diesel for company cars: 6,643 litres

Indirect CO₂ emissions through electricity consumption (scope 2)

Year	2021	2020	2019	2018
Total emissions	0.48 tonnes of CO ₂	0.48 tonnes of CO ₂	0.72 tonnes of CO ₂	0.68 tonnes of CO ₂
Specification	<ul style="list-style-type: none"> Electricity consumption: 868,086 kWh. 	<ul style="list-style-type: none"> Electricity consumption: 863,607 kWh. 	<ul style="list-style-type: none"> Electricity consumption: 1,093,117 kWh. 	<ul style="list-style-type: none"> Electricity consumption: 977,281 kWh.

Indirect CO₂ emissions through business travel (scope 3)

Year	2021	2020	2019	2018
Total emissions	0.39 tonnes of CO ₂	0.37 tonnes of CO ₂	0.56 tonnes of CO ₂	0.48 tonnes of CO ₂
Specification	<ul style="list-style-type: none"> Claimed travel by own car: 1,886,394 km Air travel: 100,226 km 	<ul style="list-style-type: none"> Claimed travel by own car: 1,803,297 km Air travel: 105,464 km 	<ul style="list-style-type: none"> Claimed travel by own car: 1,909,409 km Air travel: 857,578 km 	<ul style="list-style-type: none"> Claimed travel by own car: 1,775,406 km Air travel: 522,896 km

Total Port of Amsterdam carbon emissions (scope 1, 2 and 3 combined)

Year	2021	2020	2019	2018
Total emissions	1.71 thousand tonnes of CO ₂	1.67 thousand tonnes of CO ₂	2.17 thousand tonnes of CO ₂	2.30 thousand tonnes of CO ₂

Scope 1: Includes direct emissions from natural gas consumption and fuel for vessels used in operations.

Scope 2: Includes indirect emissions from electricity consumption.

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

For the calculations, please refer to the KPI Definitions Table (Appendix 5).

Appendix 7

Detailed list of risks

Risks*	Description of risk	Current risk assessment	Control measures	Target risk assessment
Strategic				
S9 - Congestion in electricity grid	There is a risk that congestion in the electricity grid will prevent Port of Amsterdam from being able to increase the current capacity of the electric infrastructure in time. This will result in delays in the planned sustainability drive for the companies and the energy transition at the Port of Amsterdam.		<ul style="list-style-type: none"> Establishment of a congestion team and commissioning of a congestion monitor providing insights into problem areas. Endeavour to expand capacity of the existing electricity grid in consultation with Liander. With the SEP (Shared Energy Platform), we are taking steps towards improving energy management and the local sharing of energy between businesses. Identify and/or implement options for taking timely measures. 	
S2 - External safety, environmental space and noise	There is a risk that more environmental space will be required or environmental space will be redefined as a result of tighter HSE regulations, with the result that circular and energy transition objectives cannot be achieved, space cannot be used as efficiently and/or investments are needed.		<ul style="list-style-type: none"> Highlight potential bottlenecks in relation to ensuring the sufficiency of environmental space based on energy transition scenarios. Set out the desired area design in various area passports and embed them in the site leasing policy. Close alignment with external stakeholders about spatial policy and plans. 	
S16 - Transformation of the port within the bounds of the nitrogen policy	There is a risk that, due to the limits that the nitrogen policy has set for nitrogen deposits, Port of Amsterdam will be unable to achieve its aim of transforming the port into a sustainable port in accordance with the strategic plan.		<ul style="list-style-type: none"> Nitrogen Crisis Team set up (and then dissolved following the establishment of the ECEVI nitrogen bank). Identify and design legal solutions together with the state and other seaports. Analysis of current nitrogen emissions and the nitrogen space required to complete the transformation of the port. Set up and follow external and internal communications plan. 	
S1 - Lack of space (land)	There is a risk that insufficient land will be available due to the inability to expand westwards, leading to stagnation of the port's growth.		<ul style="list-style-type: none"> Acquisition of new landholdings and/or buyback of current land leases. Customer location policies have been tightened. Opportunities for intensifying the use of space have been identified at existing companies. 	

Risk assessment: Low Medium High

*Per risk area

Appendix 7

Risks*	Description of risk	Current risk assessment	Control measures	Target risk assessment
S3 - Emissions / Clean shipping	There is a risk that, due to increased pressure to reduce emissions, Port of Amsterdam will be unable to meet expectations regarding the promotion of clean shipping (e.g. installation of shore power), thus putting its reputation at risk.		<ul style="list-style-type: none"> An integrated Clean Shipping Team has been established to reduce emissions from the shipping industry. The team is committed to taking measures and actions to reduce emissions and uses the emissions model when taking decisions. 	
S20 - Reputational damage	There is a risk that Port of Amsterdam may suffer reputational damage as a result of social unrest over the speed and extent to which businesses located in the port area improve the sustainability of their operations.		<ul style="list-style-type: none"> In line with the 'Responsible supply chains' topic in our sustainability vision, we are promoting the growth of sustainable businesses and cargo flows in the port area. This is expressed in a responsible location policy and a focus on the development of circular chains. 	
Size of shipping	There is a risk that the increasing size of shipping and expected growth in numbers will prevent Port of Amsterdam from being able to sufficiently follow this trend, with the accessibility of the nautical infrastructure (fairway, port basins, berths or certain facilities) being compromised as a result.		<ul style="list-style-type: none"> An inventory has been drawn up for a standard ship for each berth/terminal. Actions have been started to bring the IJmuiden sea lock into use in cooperation with Open IJ and RWS. Temporary traffic measures have been introduced on the North Sea Canal. A separate project, 'NSC Shipping Dimensions' has been started to resolve the physical bottlenecks on the canal that were referred to in the MARIN report. 	

Risk assessment: Low Medium High

*Per risk area

Appendix 7

Risks*	Description of risk	Current risk assessment	Control measures	Target risk assessment
Market				
M4 - Decline in number of seagoing cruise calls	There is a risk that the number of seagoing cruise calls will remain low as a result of the coronavirus crisis, thus reducing revenues from seaport dues.		<ul style="list-style-type: none"> In the budget and forecast, we adopt a defensive view of the number of calls relative to 2019. 	
M1 - Decline in throughput	There is a risk that throughput will decline as a result of the coronavirus, meaning that targeted returns on investment will not be achieved.		<ul style="list-style-type: none"> A maximum of 50% of seaport dues is taken into account in business cases. In some cases, a fixed return amount is set for investments which is independent of throughput volumes. Throughput clauses are formulated which offer protection. 	
M3 - Price risks in relation to investments	There is a risk that the construction costs included in investments will increase due to the scarcity of raw materials and consumables and/or available construction capacity, which may reduce the initial return on the investment.		<ul style="list-style-type: none"> Business cases are designed to include an indexation percentage for costs. Regular monitoring of price developments in the various indices. 	
Operational				
O2 - Internal cybersecurity	There is a risk of a cyber incident occurring as a result of increasing digitalisation, combined with increasing external cyber threats, compromising the integrity, confidentiality and/or availability of IT systems.		<ul style="list-style-type: none"> Information security policy drawn up and implemented. Maintain and improve the five control categories (identify, protect, detect, respond and recover) under the NSF cybersecurity framework in the organisation. Continuous optimisation of security measures and digital workspace. Perform business impact analyses and vulnerability scans. Set up ISMS. Set up and operationalise security monitoring (MDR). Promote security awareness and carry out incident response drills. 	

Risk assessment: Low Medium High

*Per risk area

Appendix 7

Risks*	Description of risk	Current risk assessment	Control measures	Target risk assessment
O14 - Cybersecurity in the port cluster	There is a risk that, as a result of the interconnection and integration of IT systems in the port, a security incident may occur at one of the parties in the port network which disrupts the port cluster.		<ul style="list-style-type: none"> Port of Amsterdam's integrated multidisciplinary approach is increasing awareness among businesses in the port area. Cyber incident hotline set up for port businesses and agreements made with emergency services on managing the consequences of cyber incidents. Cybersecurity integrated into Port Security / ISPS processes. Participation in various ISACs: Port of Amsterdam is a member of the North Sea Canal Area and Port ISAC and organises Cross-ISACs and webinars with the aim of sharing information and creating connections. 	
O5 - Insufficient navigable depth	There is a risk that, due to insufficient under keel clearance at critical locations in the North Sea Canal (including tunnels), a vessel with too much draught will cause damage that may potentially cause a hazard and hinder access.		<ul style="list-style-type: none"> An expert group is examining the current access policy to the North Sea Canal for opportunities to extend the breadth and length. Upgrading of salinity measurement. Speed restrictions and obligatory tug (VST). Examination into adjustment of tunnel covering (RWS). 	
O1 - Lack of space (waterways)	There is a risk that, as a result of increased shipping traffic and activity at quays, insufficient waiting areas will be available for inland shipping, putting the punctual departure and arrival of shipping at risk.		<ul style="list-style-type: none"> A berth monitoring system has been implemented. Create extra structural capacity through increased barge capacity. Dynamic use of hazardous cargo berths 1 & 2. Draw up remedial action plan for coordination at peak times. 	
Financial				
F1 - Insight into assets	There is a risk that, due to the lack of uniformity in the recording of tangible fixed assets, it will not be possible to obtain sufficient insight into the financial status of tangible fixed assets, meaning that capital expenditure needs are not adequately anticipated and certain elements are not taken sufficiently into account.		<ul style="list-style-type: none"> Asset management programme introduced at Port of Amsterdam. Organisation of workshops to achieve a common asset management vision. Align component method and assets. Design integral and strategic maintenance planning for quay walls. 	

Risk assessment: Low Medium High

*Per risk area

Appendix 7

Risks*	Description of risk	Current risk assessment	Control measures	Target risk assessment
F6 - Measurement of damage	There is a risk that Port of Amsterdam has an incomplete picture of soil damage and the cost of remedying it, owing to uncertainties and incorrect estimates regarding the extent of pollution and the timing of decontamination.		<ul style="list-style-type: none"> • Calculation of damage by recognised experts and application of a risk premium. • Regular updating of the measurement based on current price data. • Calculation of the net present value of the provision according to terms based on an authorised reorganisation plan, using interest on high-quality corporate bonds. 	
F4 - Consequences of transferring responsibility for soil damage to customers	There is a risk that, if a customer fails to take responsibility for soil damage it has caused, Port of Amsterdam will be liable for the soil damage. This risk may take the form of bad debts due to bankruptcy, contract risk, leftover assets, residual soil pollution or inventories with a negative value.		<ul style="list-style-type: none"> • Make use of bank guarantees, sureties, prepayments and direct debits. • Monitor the financial position of lessees based on their published financial statements. • Clearly indicate contractual responsibilities in the event of lease extensions or assignments. • Obtain security for soil damage. 	
Compliance				
C1 - Compliance with laws and regulations	There is a risk of non-compliance with laws and regulations due to complexity issues, insufficient knowledge and/or processes regarding compliance with laws and regulations, which may result in fines and reputational damage.		<ul style="list-style-type: none"> • The annual compliance plan has been implemented. • Monthly incident monitoring by department heads. • Organise dilemma sessions in departments. 	

Risk assessment: Low Medium High

*Per risk area

Appendix 8

Financial instruments

General

The policy regarding the use of financial instruments is cautious. The company's treasury rules allow interest and financing risks to be hedged, but prohibit the taking of active positions. Apart from the credit facility and the new EUPP, no need to use financial instruments arose during the year.

Interest rate risk

Port of Amsterdam is exposed to interest rate risk in relation to interest-bearing receivables (financial fixed assets), cash and cash equivalents, the provision for decontamination obligations, personnel provisions and interest-bearing current and non-current borrowings. Receivables and borrowings bearing interest at floating rates expose Port of Amsterdam to risk in relation to future cash flows.

Interest rate risk is affected by the increasing need for financing (and the obtaining of new finance). Entering into the new facility agreement last year has enabled us to mitigate a substantial part of that risk. Changes in interest rates are monitored on a monthly basis and the effects of rate changes are discussed at meetings of the Treasury Committee (TC), which also considers potential hedging options.

Currency risk

Almost all transactions conducted by Port of Amsterdam are in euros. Foreign currency transactions are for very small amounts and are primarily transacted in US dollars and pounds sterling.

Credit risk

Port of Amsterdam is primarily exposed to credit risk with large customers. Given the payment terms and historical payment behaviour of our customers, it is not necessary to employ financial instruments in order to limit this risk. New large customers are requested to provide a bank guarantee. Port of Amsterdam has established a bad debt provision for irrecoverable receivables.

Liquidity risk

Liquidity risk is the risk that Port of Amsterdam is unable to meet its financial obligations at any given time. Liquidity risk management is based on the principle that, to the extent possible, sufficient liquidity must be maintained to meet current and future financial obligations in both normal and difficult circumstances, provided that this does not give rise to unacceptable losses or endanger the reputation of Port of Amsterdam. Based on the monthly analysis of liquidity needs and the available facilities, it may be stated that sufficient headroom exists for the coming periods.

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