

# GRI Content Index

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| <b>General Disclosures</b>       |  |   |               |
| <b>1. Organizational Profile</b> |  |   |               |
| <b>102-1</b>                     | Name of the organization                   | Koninklijke Vopak N.V. ('Royal Vopak')<br>Contact details   | 223           |
| <b>102-2</b>                     | Activities, brands, products, and services | Purpose & strategy<br>Business & market   | 7-16<br>17-23 |
| <b>102-3</b>                     | Location of headquarters                   | Contact details   | 223           |
| <b>102-4</b>                     | Location of operations                     | Our business<br><a href="https://www.vopak.com/tank-terminals">https://www.vopak.com/tank-terminals</a>   | 22-23         |
| <b>102-5</b>                     | Ownership and legal form                   | Shareholder information   | 117-119       |
| <b>102-6</b>                     | Markets served                             | Our business  | 22-23         |
| <b>102-7</b>                     | Scale of the organization                  | 2019 highlights<br>Our business   | 2-3<br>22-23  |
| <b>102-8</b>                     | Information on employees and other workers | Note 6. Human rights and decent work<br><br>We do report on gender, however not on gender distinction for all HR categories as deemed not relevant. Our diversity target is overall on gender, not per subcategory.<br><br>No seasonal variations in our number of employees. | 62-63         |
| <b>102-9</b>                     | Supply chain                               | Our business  | 22-23         |

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| 102-10              | Significant changes to the organization and its supply chain | Letter of the Executive Board                                     | 18-19                      |
|                     |  | Our business environment  | 20-21                      |
|                     |  | Leading assets in leading locations                               | 30-33                      |
|                     |  | Note 1. Basis of preparation                                      | 51-52                      |
|                     |  | Shareholder information: Information per ordinary share           | 118                        |
|                     |  | There are no significant changes to our supply chain during 2019. |                            |
| 102-11              | Precautionary Principle or approach                          | CEO statement   | 4-5                        |
|                     |  | Purpose & strategy  | 7-16                       |
|                     |  | Note 5. Process safety  | 60-61                      |
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|                     |  | Note 12. Water pollution  | 68                         |
|                     |  | Note 26. Our impact on climate change: GHG emissions              | 82-84                      |
| 102-12              | External initiatives   | Corporate governance  | 98-101                     |
|                     |  | Note 4. Occupational health and safety                            | 58-59                      |
|                     |  | Note 5. Process safety  | 60-61                      |
| 102-12              | External initiatives   | Note 6. Human rights and decent work                              | 62-63                      |
|                     |  | 102-13  | Membership of associations |

## 2. Strategy

|        |                                       |                                    |         |
|--------|---------------------------------------|------------------------------------|---------|
| 102-14 | Statement from senior decision-maker  | CEO statement                      | 4-5     |
|        |                                       | Purpose & strategy                 | 7-16    |
| 102-15 | Key impacts, risks, and opportunities | CEO statement                      | 4-5     |
|        |                                       | Sustainability                     | 49-84   |
|        |                                       | Risk management & internal control | 105-116 |

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| <b>3. Ethics and integrity</b> |   |   |         |
| 102-16                         | Values, principles, standards, and norms of behavior                          | <a href="https://www.vopak.com/at-a-glance/how-we-work">https://www.vopak.com/at-a-glance/how-we-work</a>                       |         |
| 102-17                         | Mechanisms for advice and concerns about ethics                               | Corporate governance  | 98-101  |
|                                |   | Risk management & internal control  | 105-116 |
|                                |   | Code of Conduct and Whistleblowerrules on the website:<br><a href="https://www.vopak.com/rules">https://www.vopak.com/rules</a> |         |
| <b>4. Governance</b>           |   |   |         |
| 102-18                         | Governance structure  | CEO statement   | 4-5     |
|                                |   | Introduction to sustainability  | 50      |
|                                |   | Governance, risks & compliance  | 85-119  |
|                                |   | <a href="https://www.vopak.com/rules">https://www.vopak.com/rules</a>   |         |
| 102-19                         | Delegating authority  | CEO statement   | 4-5     |
|                                |   | Introduction to sustainability  | 50      |
|                                |   | Governance, risks & compliance  | 85-119  |
|                                |   | <a href="https://www.vopak.com/rules">https://www.vopak.com/rules</a>   |         |
| 102-20                         | Executive-level responsibility for economic, environmental, and social topics | CEO statement   | 4-5     |
|                                |   | Introduction to sustainability  | 50      |
|                                |   | Governance, risks & compliance  | 85-119  |
|                                |   | <a href="https://www.vopak.com/rules">https://www.vopak.com/rules</a>   |         |
| 102-21                         | Consulting stakeholders on economic, environmental, and social topics         | Introduction to sustainability  | 50      |
|                                |   | Sustainability, Note 2: From stakeholder engagement to materiality  | 53-54   |
|                                |   | Governance, risks & compliance  | 85-119  |

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| <b>102-22</b>       | Composition of the highest governance body and its committees            | Supervisory Board members   | 89     |
|                     |  | Supervisory Board report  | 86-88  |
|                     |  | Corporate Governance  | 98-101 |
|                     |  | <a href="https://www.vopak.com/rules">https://www.vopak.com/rules</a>   |        |
| <b>102-23</b>       | Chair of the highest governance body                                     | Supervisory Board members   | 89     |
| <b>102-24</b>       | Nominating and selecting the highest governance body                     | Supervisory Board members   | 89     |
|                     |  | Supervisory Board report  | 86-88  |
|                     |  | Article 8 of Supervisory Board Rules on website: <a href="https://www.vopak.com/rules">https://www.vopak.com/rules</a>  |        |
| <b>102-25</b>       | Conflicts of interest  | Supervisory Board members   | 89     |
|                     |  | Supervisory Board report  | 86-88  |
|                     |  | Article 13 of Supervisory board rules on website: <a href="https://www.vopak.com/rules">https://www.vopak.com/rules</a>   |        |
| <b>102-26</b>       | Role of highest governance body in setting purpose, values, and strategy | Introduction to sustainability  | 50     |
|                     |  | Supervisory Board members   | 89     |
|                     |  | Supervisory Board report  | 86-88  |
|                     |  | Article 3.1 of Executive Board Rules and Article 3 of Supervisory Board Rules on website: <a href="https://www.vopak.com/rules">https://www.vopak.com/rules</a> |        |
| <b>102-27</b>       | Collective knowledge of highest governance body                          | Supervisory Board members   | 89     |
|                     |  | Supervisory Board report  | 86-88  |
|                     |  | Corporate Governance  | 98-101 |
|                     |  | <a href="https://www.vopak.com/rules">https://www.vopak.com/rules</a>   |        |

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| <b>102-28</b>       | Evaluating the highest governance body's performance                 | Introduction to sustainability  | 50      |
|                     |  | Supervisory Board members   | 89      |
|                     |  | Risk management & internal control  | 105-116 |
|                     |  | <a href="https://www.vopak.com/rules">https://www.vopak.com/rules</a>   |         |
| <b>102-29</b>       | Identifying and managing economic, environmental, and social impacts | Introduction to sustainability  | 50      |
|                     |  | Note 2. From stakeholder engagement to materiality  | 53-54   |
|                     |  | Supervisory Board report  | 86-88   |
|                     |  | Risk management & internal control  | 105-116 |
| <b>102-30</b>       | Effectiveness of risk management processes                           | Introduction to sustainability  | 50      |
|                     |  | Supervisory Board report  | 86-88   |
|                     |  | Corporate Governance  | 98-101  |
|                     |  | Risk management & internal control  | 105-116 |
| <b>102-31</b>       | Review of economic, environmental, and social topics                 | Supervisory Board report  | 86-88   |
|                     |  | Corporate governance  | 98-101  |
|                     |  | Risk management & internal control  | 105-116 |
|                     |  | In 2019, the Supervisory Board discussed a number of recurring topics at each meeting. These topics included safety & health, environmental and other sustainability topics; the Company's operational and financial objectives and financial performance; pensions; financing of the company; financial reports and succession planning for senior management. |         |
| <b>102-32</b>       | Highest governance body's role in sustainability reporting           | Introduction to sustainability  | 50      |
|                     |  | Article 3.1.6 of Executive Board Rules on website: <a href="http://www.vopak.com/rules">www.vopak.com/rules</a>   |         |

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| 102-33              | Communicating critical concerns                        | Supervisory Board report  | 86-88   |
|                     |  | Corporate Governance  | 98-101  |
|                     |  | Risk management & internal control  | 105-116 |
|                     |  | Whistle-blower regulation on website: <a href="https://www.vopak.com/rules">https://www.vopak.com/rules</a>   |         |
| 102-34              | Nature and total number of critical concerns           | We do not report on the number of critical concerns as this is no relevant information. For the nature, content and conclusions, see Supervisory Board report.  | 86-88   |
| 102-35              | Remuneration policies                                  | Remuneration report<br><a href="https://www.vopak.com/remuneration-policy">https://www.vopak.com/remuneration-policy</a>  | 91-97   |
| 102-36              | Process for determining remuneration                   | Remuneration report<br><a href="https://www.vopak.com/remuneration-policy">https://www.vopak.com/remuneration-policy</a>  | 91-97   |
| 102-37              | Stakeholders' involvement in remuneration              | According to our Stakeholder engagement & materiality assessment remuneration is not a key topic.<br><br>For voting results on remuneration at the AGM, a reference is made to our website: <a href="https://www.vopak.com/investors/corporate-governance/shareholders/shareholders-meetings">https://www.vopak.com/investors/corporate-governance/shareholders/shareholders-meetings</a> | 53-54   |
| 102-38              | Annual total compensation ratio                        | Remuneration report   | 91-97   |
|                     |  | Note 6. Human rights and decent work  | 62-63   |
| 102-39              | Percentage increase in annual total compensation ratio | Note 6. Human rights and decent work  | 62-63   |

## 5. Stakeholder engagement

|        |  |  |       |
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| 102-40 | List of stakeholder groups             | Note 2. From stakeholder engagement to materiality | 53-54 |
| 102-41 | Collective bargaining agreements       | Note 6. Human rights and decent work               | 62-63 |
| 102-42 | Identifying and selecting stakeholders | Our value creation                                 | 12-13 |
|        |  | Note 2. From stakeholder engagement to materiality | 53-54 |
| 102-43 | Approach to stakeholder engagement     | Note 2. From stakeholder engagement to materiality | 53-54 |
| 102-44 | Key topics and concerns raised         | Note 2. From stakeholder engagement to materiality | 53-54 |

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| <b>6. Reporting practice</b> |  |  |         |
| <b>102-45</b>                | Entities included in the consolidated financial statements | Note 9.11 Principle subsidiaries, joint ventures and associates (in Consolidated Financial Statements) | 192-193 |
|                              |  | Note 1. Basis of preparation   | 51-52   |
| <b>102-46</b>                | Defining report content and topic Boundaries               | Note 1. Basis of preparation   | 51-52   |
|                              |  | Boundaries per key topic   | 49-84   |
| <b>102-47</b>                | List of material topics                                    | Note 1. Basis of preparation   | 51-52   |
|                              |  | Note 2. From stakeholder engagement to materiality   | 53-54   |
| <b>102-48</b>                | Restatements of information                                | Note 1. Basis of preparation   | 51-52   |
|                              |  | Note 2. From stakeholder engagement to materiality   | 53-54   |
| <b>102-49</b>                | Changes in reporting                                       | Note 2. From stakeholder engagement to materiality   | 53-54   |
| <b>102-50</b>                | Reporting period   | Note 1. Basis of preparation   | 51-52   |
| <b>102-51</b>                | Date of most recent report                                 | 12 February 2020 (2018 Annual Report: 13 February 2019)  |         |
| <b>102-52</b>                | Reporting cycle  | Note 1. Basis of preparation   | 51-52   |
| <b>102-53</b>                | Contact point for questions regarding the report           | Contact details  | 223     |
| <b>102-54</b>                | Claims of reporting in accordance with the GRI Standards   | Note 1. Basis of preparation   | 51-52   |
| <b>102-55</b>                | GRI content index  | This GRI Content Index 2019  |         |
|                              |  | Note 1. Basis of preparation   | 51-52   |
| <b>102-56</b>                | External assurance   | Note 1. Basis of preparation   | 51-52   |
|                              |  | Assurance report of the independent auditor  | 209-210 |

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| <b>Topic Specific Disclosures</b>     |   |  |                |
| <b>Occupational health and safety</b> |   |  |                |
| <b>103</b>                            |   | Note 4. Occupational health and safety   | 58-59          |
| <b>403-1</b>                          | Occupational health and safety management system  | Note 4. Occupational health and safety   | 58-59          |
| <b>403-2</b>                          | Hazard identification, risk assessment, and incident investigation  | Note 4. Occupational health and safety<br>Operational leadership   | 58-59<br>34-35 |
| <b>403-3</b>                          | Occupational health services  | Note 4. Occupational health and safety<br>Operational leadership<br>SHEQ and Operations are the key departments that contribute to the identification and elimination of hazards and minimization of risks                                       | 58-59<br>34-35 |
| <b>403-4</b>                          | Worker participation, consultation, and communication on occupational health and safety                       | Note 4. Occupational health and safety<br>Note 6. Human rights and decent work<br>Reporting of workers in health and safety committees not applicable as this is dependent on each location. No added value to report on each specific location. | 58-59<br>62-63 |
| <b>403-5</b>                          | Worker training on occupational health and safety   | Workers receive specific training modules dependent on their specific roles, reference is made to Note 8. Training and education   | 64-65          |
| <b>403-6</b>                          | Promotion of worker health  | Note 4. Occupational health and safety   | 58-59          |
| <b>403-7</b>                          | Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | Note 4. Occupational health and safety   | 58-59          |
| <b>403-8</b>                          | Workers covered by an occupational health and safety management system  | Note 4. Occupational health and safety   | 58-59          |
| <b>403-9</b>                          | Work-related injuries   | Note 4. Occupational health and safety   | 58-59          |
| <b>403-10</b>                         | Work-related ill health   | Note 4. Occupational health and safety   | 58-59          |



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| <b>Process safety</b>  |   |  |                           |
| <b>103</b>             |   | Note 5. Process safety   | 60-61                     |
| <b>Own indicator</b>   | <p>Number of Process safety events, by business activity</p> <p>1. Report number of Tier 1 process safety events with narrative per API RP 754 definitions and reported per business activity (refining, upstream, etc.).</p> <p>2. Report number of Tier 2 process safety events with narrative per API RP 754 definitions and reported per business activity (refining, upstream, etc.).</p> <p>3. Report on asset integrity monitoring and maintenance program, including progress against actions identified.</p>   | <p>Note 5. Process safety</p> <p>Operational leadership</p>                            | <p>60-61</p> <p>34-35</p> |
| <b>VOC emissions</b>   |   |  |                           |
| <b>103</b>             |   | Note 11. Air quality: VOC and other air emissions                                      | 67                        |
| <b>Other indicator</b> | <p>NO<sub>x</sub>, SO<sub>x</sub> and other significant air emissions</p> <p>a. Report the amount of significant air emissions, in kilograms or multiples for each of the following:</p> <ul style="list-style-type: none"> <li>• NO<sub>x</sub></li> <li>• SO<sub>x</sub></li> <li>• Volatile organic compounds (VOC) <ul style="list-style-type: none"> <li>• Other standard categories of air emissions identified in relevant regulations</li> </ul> </li> </ul> <p>b. Report standards, methodologies, and assumptions used.</p> <p>c. Report the source of the emission factors used.</p> | <p>Note 11. Air quality: VOC and other air emissions</p> <p>Operational leadership</p> | <p>67</p> <p>34-35</p>    |
| <b>Water pollution</b> |   |  |                           |
| <b>103</b>             |   | Note 12. Water pollution   | 67                        |
|                        |   | Operational leadership   | 34-35                     |
| <b>Other indicator</b> | <p>Total number and volume of reportable spills (to sewage and surface water)</p> <p>a. Report the total number and total volume of recorded reportable spills.</p> <p>b. Report the details on the higher volume reportable spills.</p> <p>c. Report the impacts of significant spills.</p>  | Note 12. Water pollution   | 67                        |

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| <b>Business ethics and integrity</b> |  |   |         |
| <b>103</b>                           |  | Note 19. Business ethics and integrity  | 74      |
|                                      |  | Corporate governance  | 98-101  |
|                                      |  | Risk management and internal control  | 105-116 |
| <b>307-1</b>                         | Non-compliance with environmental laws and regulations                   | Note 19. Business ethics and integrity  | 74      |
| <b>419-1</b>                         | Non-compliance with laws and regulations in the social and economic area | Note 19. Business ethics and integrity  | 74      |
| <b>205-1</b>                         | Operations assessed for risks related to corruption                      | Operational leadership  | 34-35   |
|                                      |  | Based on our risk management assessment no significant risks related to corruption were identified, a reference is made to Risk management and internal control | 105-116 |
| <b>205-2</b>                         | Communication and training about anti-corruption policies and procedures | Note 19. Business ethics and integrity<br>As this is relevant for all employees, no breakdown reported by employee category and region                          | 74      |
| <b>205-3</b>                         | Confirmed incidents of corruption and actions taken                      | Note 19. Business ethics and integrity  | 74      |
|                                      |  | For confidential reasons, we do not report on details in addition to the total number of incidents  |         |
| <b>Innovation</b>                    |  |   |         |
| <b>103</b>                           |  | Note 20. Innovation   | 75      |