Roadshow presentation

HY1 **2025**

Forward-looking statement

Any statement, presentation or other information contained herein that relates to future events, goals or conditions is, or should be considered, a forward-looking statement.

Although Vopak believes these forward-looking statements are reasonable, based on the information available to Vopak on the date such statements are made, such statements are not guarantees of future performance and readers are cautioned against placing undue reliance on these forward-looking statements. Vopak's outlook does not represent a forecast or any expectation of future results or financial performance.

The actual future results, timing and scope of a forward-looking statement may vary subject to (amongst others) changes in laws and regulations including international treaties, political and foreign exchange developments, technical and/or operational capabilities and developments, environmental and physical risks, (energy) resources reasonably available for our operations, developments regarding the potential capital raising, exceptional income and expense items, changes in the overall economy and market in which we operate, including actions of competitors, preferences of customers, society and/or the overall mixture of services we provide and products we store and handle.

Vopak does not undertake to publicly update or revise any of these forward-looking statements.

All numbers in this presentation are excluding exceptional items, unless otherwise stated. To supplement Vopak's financial information presented in accordance with IFRS, management periodically uses certain alternative performance measures to clarify and enhance understanding of past performance and future outlook. For further information please refer to the appendix disclosure and HY 2025 results press release.

Vopak at a glance

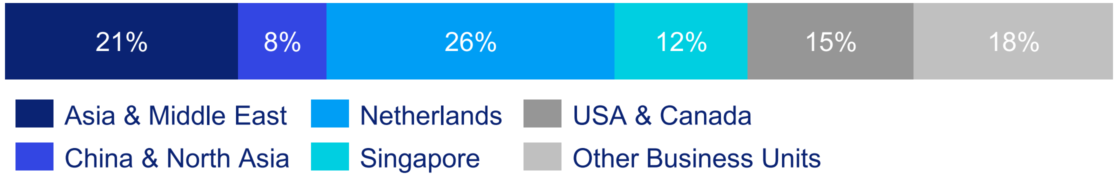
Royal Vopak as an independent tank storage company, we store and handle liquid chemicals, gases and oil products, including LNG, biofuels and ammonia worldwide. We own and operate specialized facilities, including tanks, pipelines and infrastructure to handle marine, road and rail modalities. Vopak was founded in 1616 and is headquartered in Rotterdam, the Netherlands.

Operating	In	In
78	50	23
Terminals	Ports	Countries

Portfolio

Geographical diversification

As a % of total proportional EBITDA - FY2024



Product diversification

As a % of proportional capital employed - FY2024

Key figures

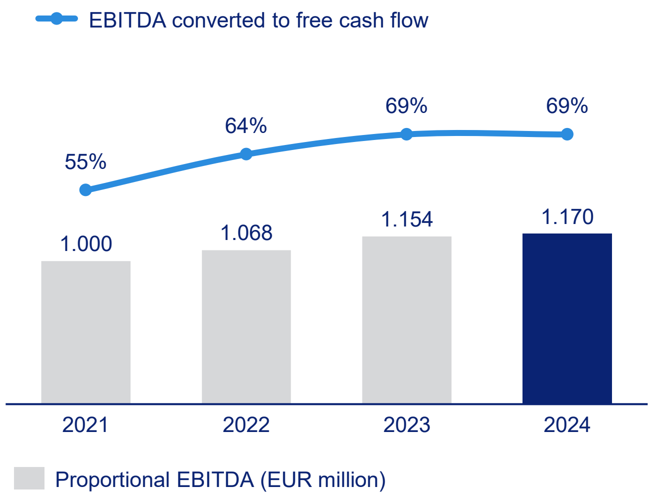
1.9Bln	1.2Bln	93%
Prop. Revenue	Prop. EBITDA	Prop. Occupancy
15.1%	1.60EUR	400Mln
Operating Cash Return	Dividend per share	Share Buyback ’24-’25

Vopak

Investment proposition

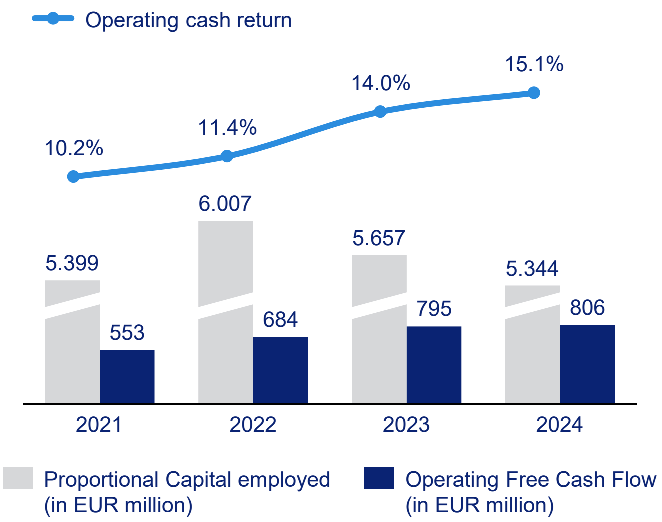
Generating stable, growing, and predictable free cash flow, to create value for our shareholders

Cash-focused business model



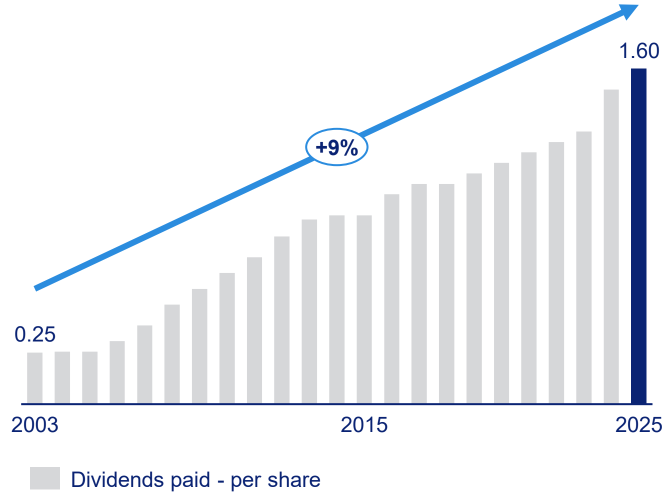
- Well-diversified, high-quality asset base
- Long-term, inflation protected contracts
- Strong performance through all cycles

Increasing portfolio returns



- Strong and increasing returns on capital
- Focus on free cash flow generation
- EUR 4 bln proportional growth capex ambition

Focus on shareholder value



- 33% increase in dividends per share since 2021
- Reduced share count by 8%[1] since 2023
- 23 consecutive annual dividend payments

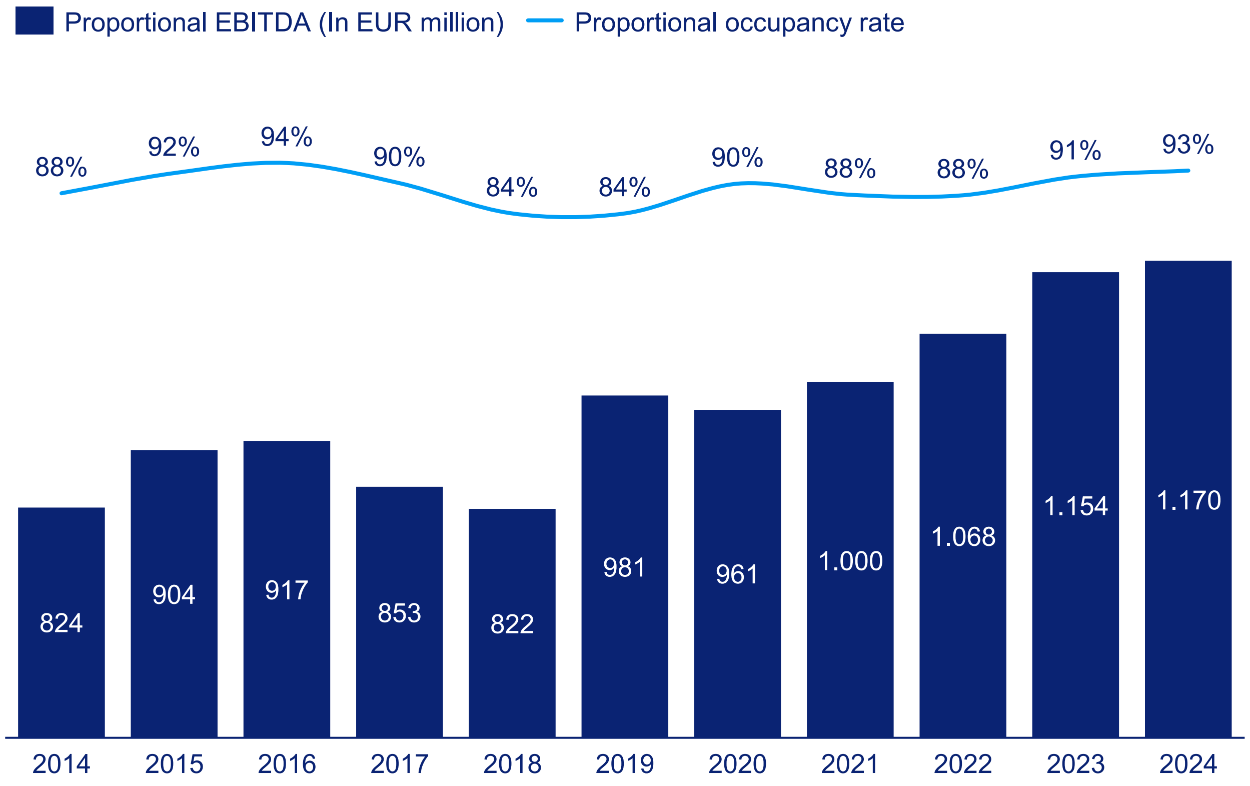
1. After cancellation of the shares bought during 2025, the total number of issued outstanding shares will amount to 115,264,199, compared to 125,740,586 at the end of 2023

Strong business performance delivering reliable growth through all cycles

Predictable cash flows
~80% of revenue is on a fixed contractual basis, take-or-pay

Long-term focus
~70% of contracts exceed 3 years in duration, of which majority is backed by inflation protection clauses

Diversified revenues
23 countries, 250+ products, 1000+ customers



Track record of value creation trough disciplined portfolio management

Rationalizing

Divesting mature, high-maintenance, assets with low free cash flow generation

EUR 634 mln

Proceeds from divesting activities since 2021

Investing

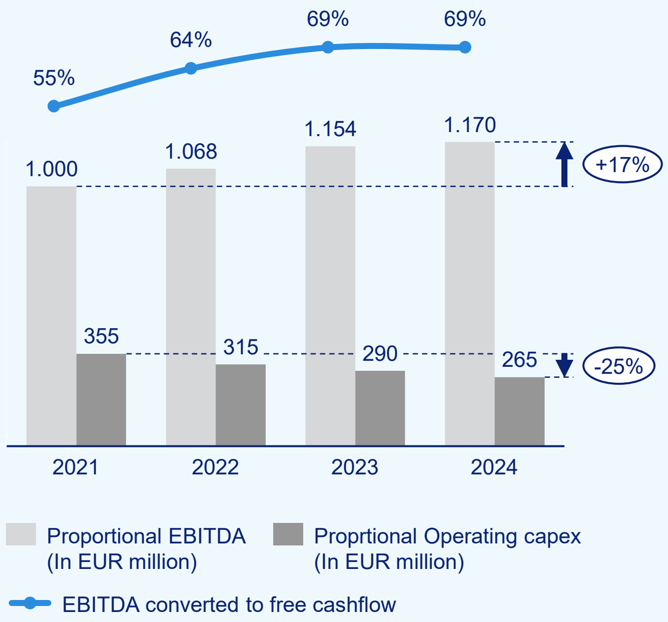
Investing in accretive growth projects at compelling investment multiples

EUR 526 mln

Commissioned investments since 2021

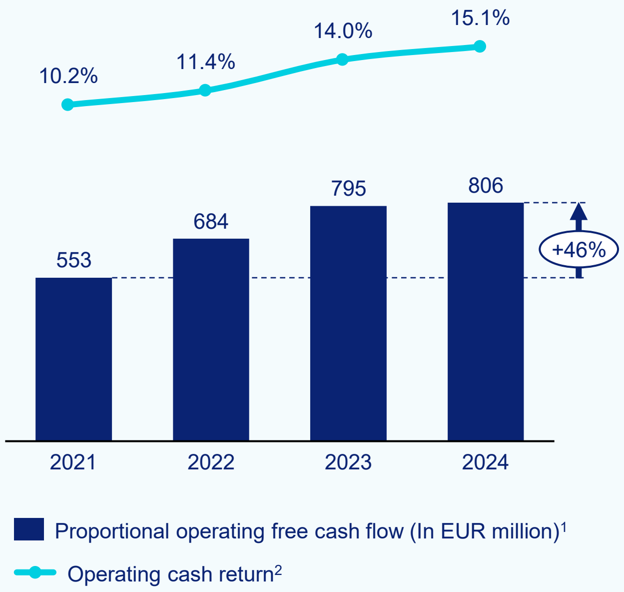
Cash conversion

Significant increase in the amount of free cash flow we generate per unit of EBITDA



Operating cash return

Leading to significant increase in the cash return on capital employed



1. Proportional operating free cash flow is defined as proportional EBITDA adjusted for IFRS 16 lessee accounting minus proportional operating capex
2. Operating cash return is calculated by dividing the proportional operating free cash flow by the average proportional capital employed

Clear growth strategy

Ambition to invest **EUR 4 billion proportional** by 2030 to grow our base in gas and industrial terminals and to accelerate the energy transition

Commissioned | Committed - under construction | Remaining investment commitment

Gas and Industrial terminals

Commissioned	Committed - under construction	Remaining investment commitment
472	945	~1.2 bln

EUR ~2.6 billion
Proportional growth capex

Investment at
5-7x EBITDA

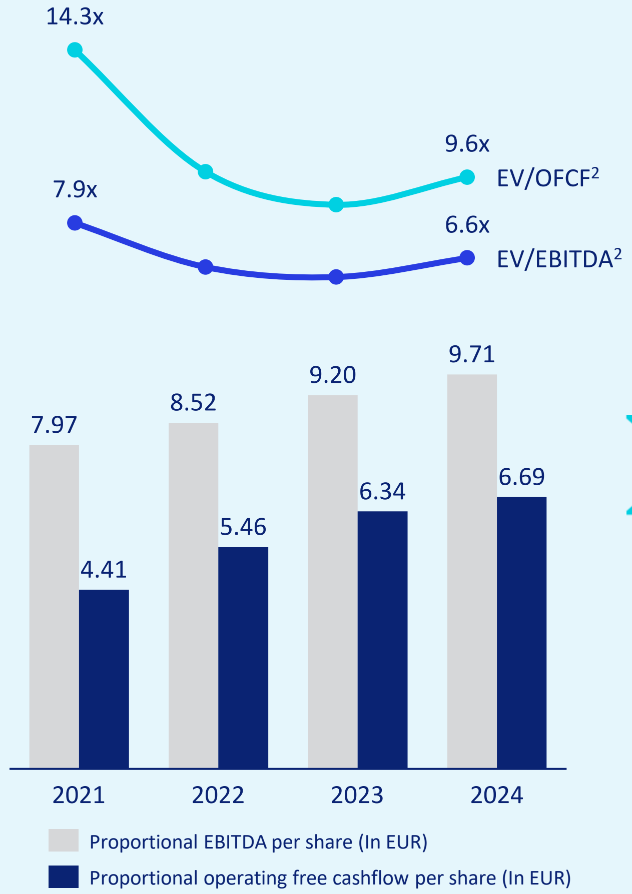
Energy Transition infrastructure

Commissioned	Committed - under construction	Remaining investment commitment
54	202	~ 1.1 bln

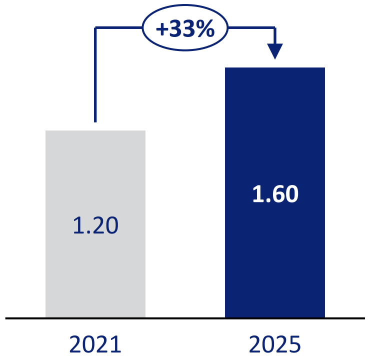
EUR ~1.4 billion
Proportional growth capex

Investment at
4-8x EBITDA

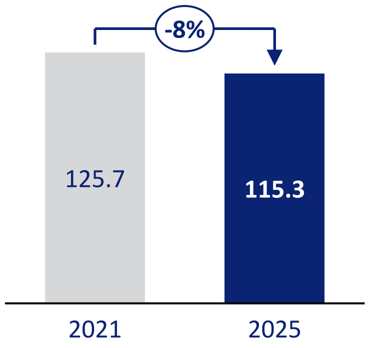
Significant shareholder value creation



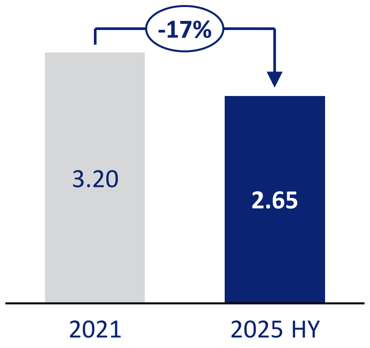
Dividends paid
On a per share basis - EUR



Shares outstanding
In millions



Proportional leverage
End of period



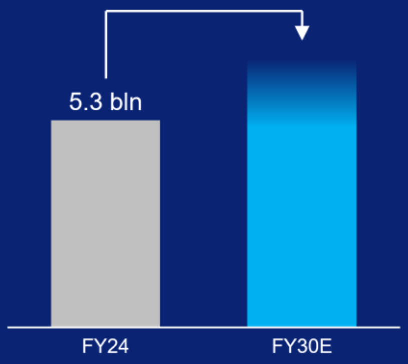
- On the back of **strong cash flow per share growth**, we increased the **dividend per share** by 33% since 2021
- Benefitting from **decreased valuation multiples**, we bought back EUR 400 million worth of shares**, reducing the share count** by 8%[1] since 2021
- We repaid back debt while increasing proportional EBITDA, **lowering the proportional leverage**

1. After cancellation of the shares bought during 2025, the total number of issued outstanding shares will amount to 115,264,199, compared to 125,740,586 at the end of 2023
2. Enterprise value is calculated using the average closing price during the year and the proportional leverage ratio at the end of the period

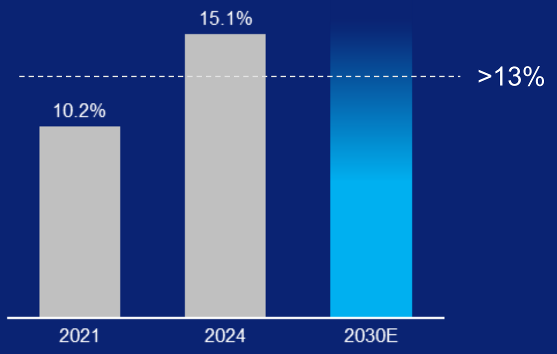
Vopak

Vopak 2030: A world-class terminal portfolio delivering growth, unrivalled performance and value creation

Proportional capital employed
In EUR millions



Operating cash return



EUR ~4 billion
proportional growth capex ambition

Increased capital employed, primarily driven by investments in gas and industrial terminals and energy transition infrastructure

> 13%
Operating cash return target

Attractive returns on the (incremental) capital employed, with an operating cash return target of above 13%

- Allocated EUR ~4 bln of proportional growth capex at an **attractive operating cash return**
- Increased **cash flow visibility** as a result of ongoing portfolio transition towards Gas and Industrial terminals
- More **diversified product mix**, with increased share of EBITDA generated by Gas and Industrial terminals

Results HY1 2025

Strong first half of the year: HY1 2025 highlights

Strong performance with increased proportional EBITDA to EUR 615 million, and EPS of EUR 2.74

Successful IPO of AVTL in India with issue price at the top end of the price band, leading to a EUR 111 million exceptional gain

Increasing FY 2025 outlook with strong business growth of 3-5% offsetting negative currency translation effects of EUR 30 million

Good progress of construction of REEF LPG terminal in Canada, and expanding RIPET LPG terminal infrastructure

Developing independent ammonia storage capacity in India at the existing Pipavav location, fully funded by our joint venture AVTL

AVTL commissioned LPG capacity in two locations in India totalling 260k cbm

Investment decision taken at PT2SB terminal in Malaysia to expand capacity by 272k cbm to store biofuels

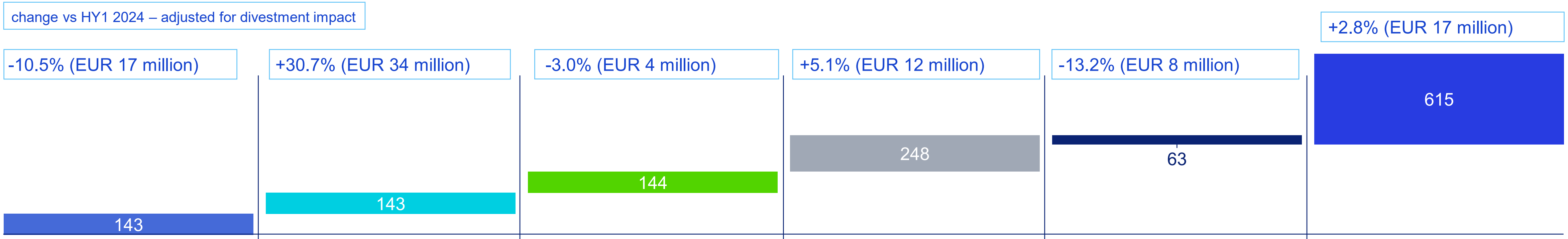
Entered the FEED-phase to develop and build industrial capacity for ammonia imports at Vopak Energy Park Antwerp in Belgium

Signed a joint development agreement with IHI Corporation in Japan to develop a clean ammonia import terminal

Resilient portfolio delivering stable results in uncertain business environment

Proportional EBITDA HY1 2025 in EUR million

change vs HY1 2024 – adjusted for divestment impact



Gas

- Healthy activity levels supporting stable performance in line with long-term take-or-pay contracts
- Lower proportional EBITDA resulting from positive one-off HY1 2024, planned out-of-service capacity and technical challenges at EemsEnergyTerminal

Industrial

- Stable throughput levels at industrial terminals
- Excluding for positive one-off following a commercial resolution, industrial growth of 7% was driven by growth contributions

Chemicals

- Continued weak chemical markets, further amplified by imposed trade tariffs
- Performance of chemical distribution terminals is slightly lower year-on-year amidst weak markets

Oil

- Growing energy markets driven by transport markets and industrial activity in non-OECD markets
- Storage demand continues to be strong in hub terminals, while fuel distribution terminals support local imports

Other

- Other refers to HQ, Global IT, and other overhead cost
- Increase driven mainly by higher insurance claims at our captive

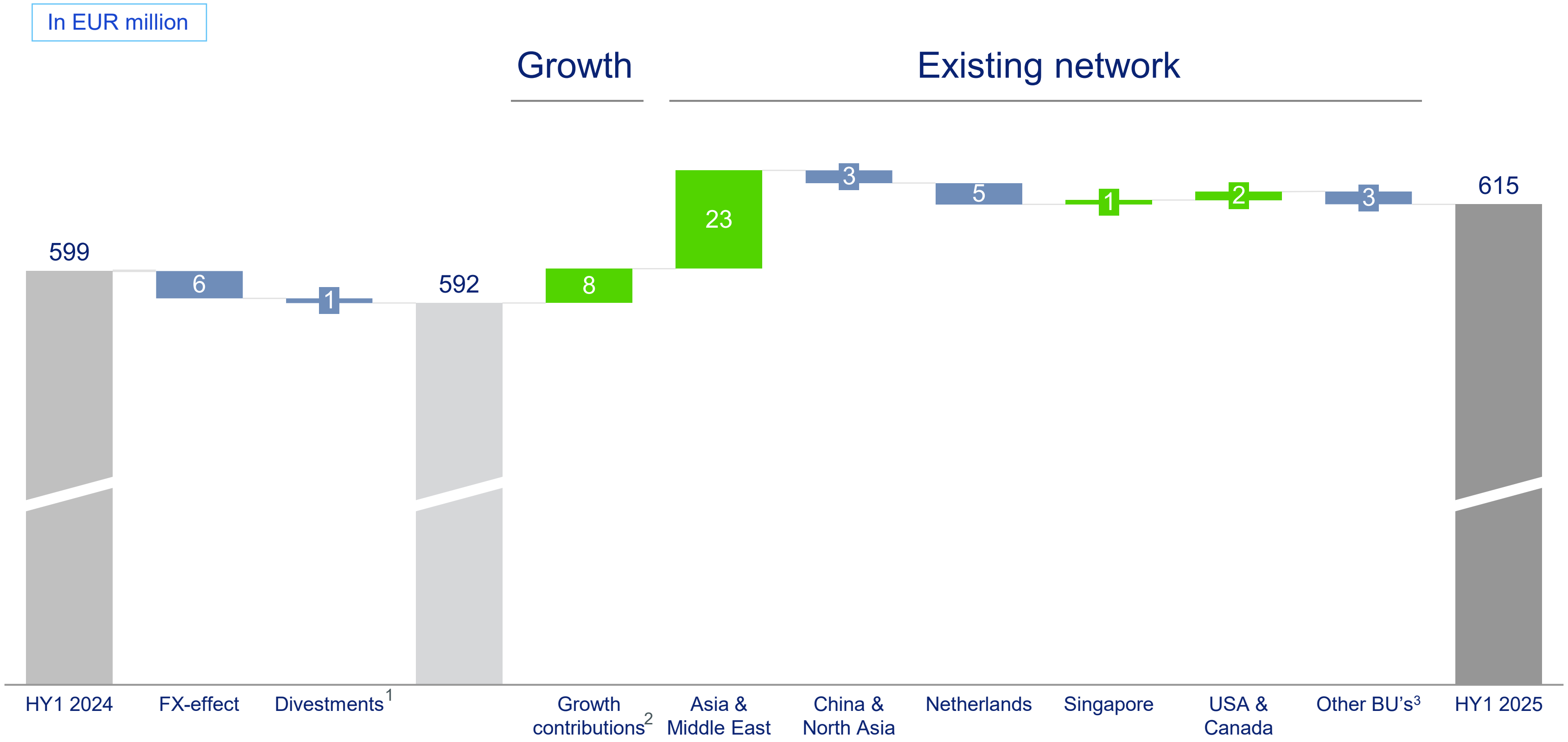
Total

- Strong proportional EBITDA performance, increased to EUR 615 million with a 58.7% EBITDA margin
- Stable operating cash return, increasing 0.2 p.p. compared to HY1 2024

OCR HY1 25	16.9%
OCR HY1 24	16.7%

Stable performance from a resilient portfolio

Proportional EBITDA HY1 2025



1. Driven by divestment of chemical distribution terminal, Lanshan.
2. Primarily driven by contributions from the Huizhou and Caojing terminals in China, and the Vlaardingen and GATE terminals in the Netherlands. This growth was partially offset by project cost developments in Canada and Belgium
3. Other consisting of amongst other corporate and ventures entities

EBITDA performance

Excluding exceptional items

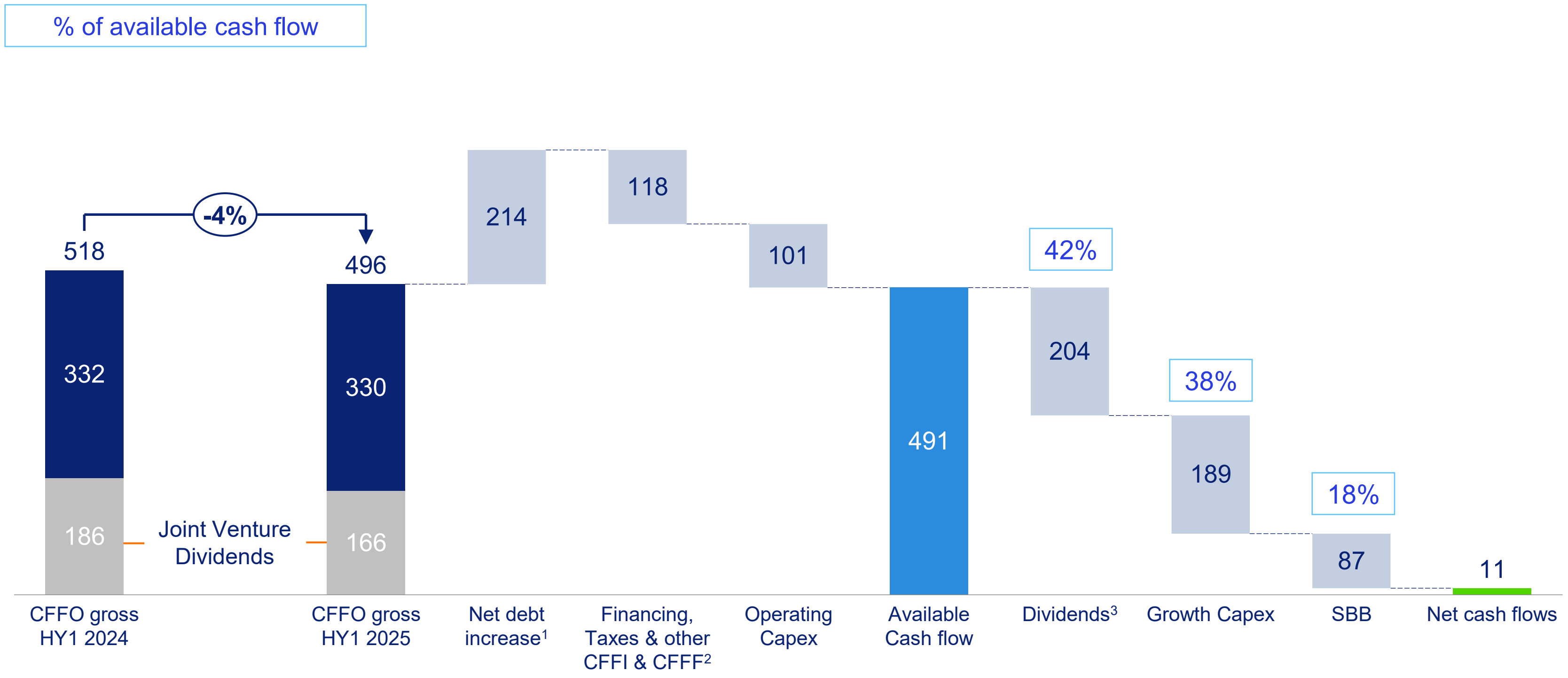
- Stable performance across business units
- Strong contribution from the Asia & Middle East business unit, driven by the result of a commercial resolution
- Continued focus on cost management, resulting in proportional EBITDA margin of 58.7% in HY1 2025

Vopak

Strong cash flow generation supporting capital allocation policy

Cash flow HY1 2025 in EUR million

In EUR millions – IFRS Consolidated Statement of Cash Flows



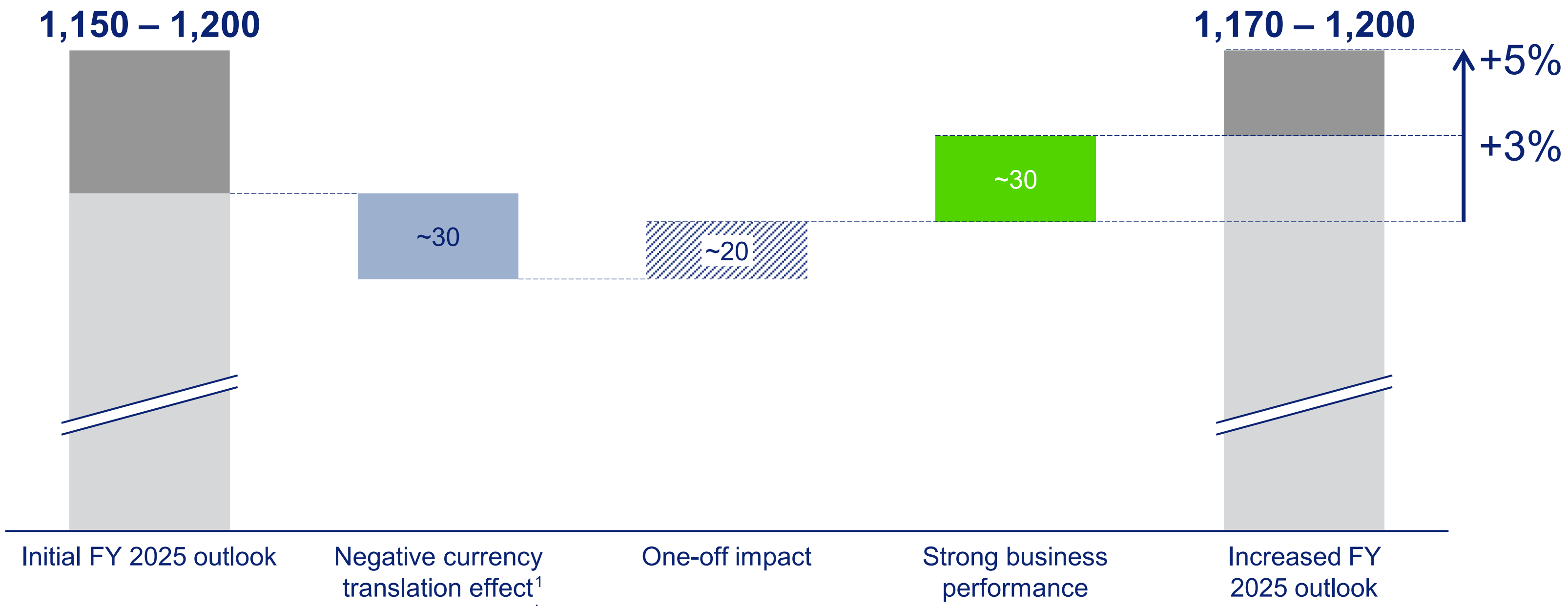
- Continued strong cash flow from operations, slightly down on a year-on-year basis mainly due to an increase in working capital
- Well-spread debt maturity profile, strong access to relevant capital markets
- Returned EUR 291 million to shareholders with our progressive dividend policy and share buyback program

1. Includes the proceeds and repayment of interest-bearing debt, short term financing and lease liabilities
2. Other CFFI & CFFI consists of disposals & repayments, shareholder loans granted, settlement of derivatives, transactions with non-controlling interests and purchase of treasury shares (excluding SBB program)
3. Dividends paid consist of dividends paid to third party interest

Increasing our outlook on the back of strong autonomous performance

Proportional EBITDA guidance – FY25

In EUR millions



- Our FY 2025 proportional EBITDA outlook has been increased to a range of EUR 1,170 – 1,200 million,
- The increase is primarily driven by strong performance of the underlying business combined with a positive one-off, absorbing currency headwinds
- Excluding currency effects and one-off impact, we expect a growth rate between 3 – 5% for FY2025

1. As a result of updated foreign currency assumptions at the end of period Q2 versus end of period Q1

Raising FY 2025 outlook

Short-term	Proportional EBITDA	For FY 2025 is expected to be in the range of EUR 1,170 – 1,200 million
	Proportional growth capex	For FY 2025 is expected to be around EUR 700 million
	Proportional operating capex	For FY 2025 is expected to be below EUR 300 million
Long-term	Operating cash return	Maintain an operating cash return of above 13%
	Consolidated growth capex	Commitment to invest EUR 2 billion in industrial and gas terminals and EUR 1 billion in energy transition infrastructure by 2030
	Proportional growth capex	Commitment to invest EUR 4 billion proportional growth capex in industrial, gas and energy transition infrastructure by 2030
	Proportional Leverage	Ambition to keep a ratio of 2.5-3.0x which includes Vopak's economic share of debt in the joint ventures adjusted for IFRS 16 impact

Business model

Why our services are valuable

Capability

Strong operational and commercial capabilities in multiple products and multiple locations

Independence

As an independent service provider, we don't own the products, guaranteeing our customers a neutral and non-competitive partnership

Adaptability

Our terminals enable customers to adapt to changing market conditions, supply chain dynamics, and other needs

Vopak's role in the value chain

Supply chain links where Vopak plays a role

How we help the world flow forward

Gas (LNG + LPG)

Gas production and liquefaction → **Storage** → Transport → **Storage** → **Regasify LNG** → Distribution to end market

We provide independent, shared infrastructure and regasification infrastructure for LNG.
We provide independent, open-access storage and handling infrastructure for LPG.

Chemical and industrial products

Feedstock storage → Production → **Products storage** → Transport → **Storage** → Distribution to end market

We provide storage and transshipment infrastructure solutions for the seaborne import of feedstocks and seaborne export of produced products.

Oil

Crude oil production → **Crude oil storage** → Refining petroleum products → **Products storage** → Transport → **Storage** → Distribution to end market

We provide storage and the seaborne transshipment infrastructure solutions for seaborne import, export and distribution of crude and refined products.

Low-carbon fuels and feedstocks

Feedstock storage → Products production → **Products storage** → Transport → **Storage** → Distribution to end market

We provide storage and transshipment infrastructure solutions for bio-based feedstocks such as organic waste for the seaborne import, export and further distribution of sustainable feedstocks and bio-based products.

CO_2

CO_2 capture → **Liquefaction or pipeline transport** → Transport → **Liquid storage** → **Pressurization** → Transport to permanent storage or utilization

We are working towards infrastructure solutions for aggregation of CO_2 and the seaborne export of liquefied CO_2.

Ammonia

Hydrogen production → **Storage of carrier** → Transport → **Storage of carrier and release of hydrogen from carrier** → Distribution to end market

We provide infrastructure storage and handling infrastructure solution for the seaborne import, export and further distribution of ammonia.

Battery Energy Storage

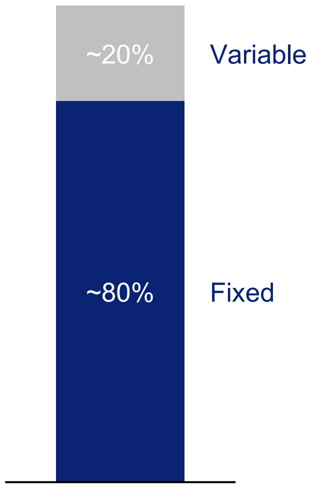
Intermittent renewable power production → **Battery Energy Storage** → High voltage grid

We provide storage infrastructure to store electrical energy, to restore imbalance and congestion on grids and increase the useful production from renewable generated power.

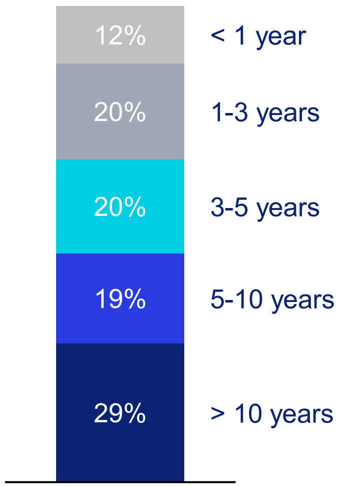
Our business model

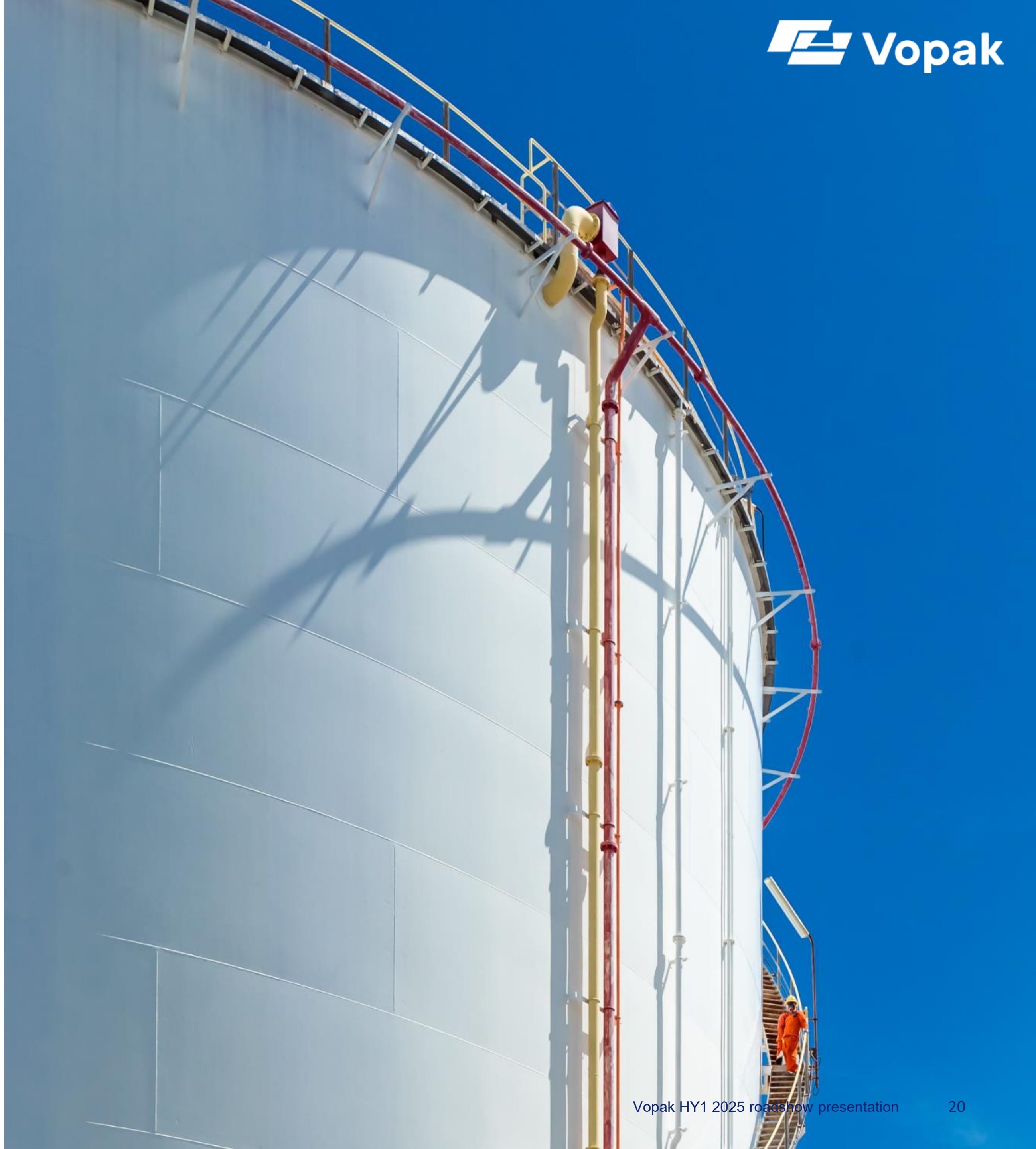
- ~80% of revenue is on a fixed contractual basis
- Contracts are structured on a take-or-pay basis
- ~70% of contracts exceed 3 year in duration

Contracted revenues
as a % of revenues



Contract duration
as a % of proportional revenues





Large and diversified set of customers and partners

Strategic

1000+

Customers around the globe

10

Key accounts of major companies in oil, gas and chemicals

~40%

Of our JV partners are also customers

Network effect

+25%

of our customer base store their products in more than 1 location globally

+45%

Of our customer base store more than 1 product at our terminals

Ensuring growth

With existing and new customers…

… in existing and new locations…

… with current products and products of the future

Gas

~25% of average proportional capital employed

21% of proportional EBITDA

1 Financial metrics are calculated excluding cost of global functions.
2 Based on proportional revenue as per year-end 2024.

Industrial

~20% of average proportional capital employed

21% of proportional EBITDA

Original contract duration[2]

1 Financial metrics are calculated excluding cost of global functions.
2 Based on proportional revenue as per year-end 2024.

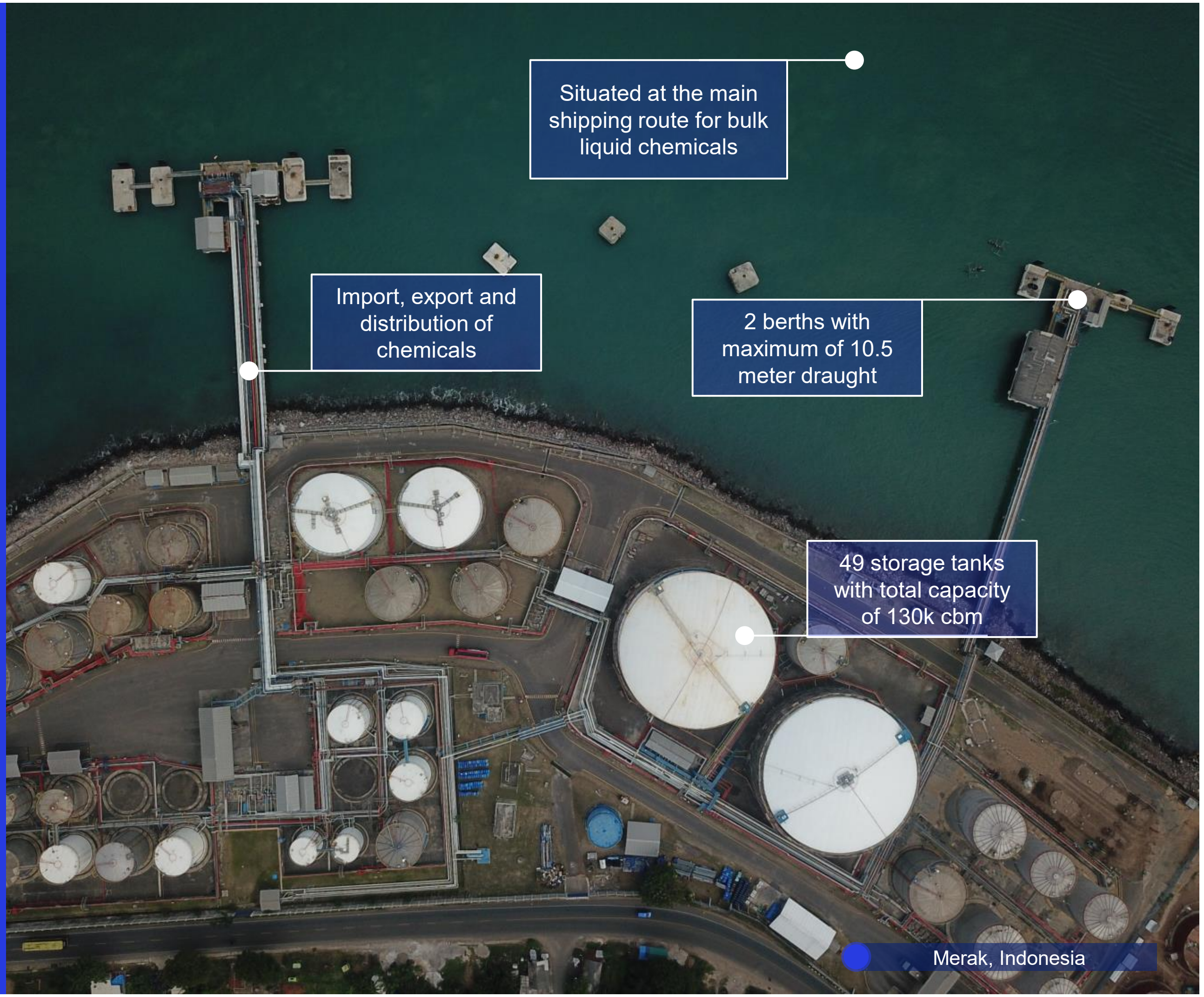
Chemical

~25% of average proportional capital employed

21% of proportional EBITDA

Original contract duration[2]

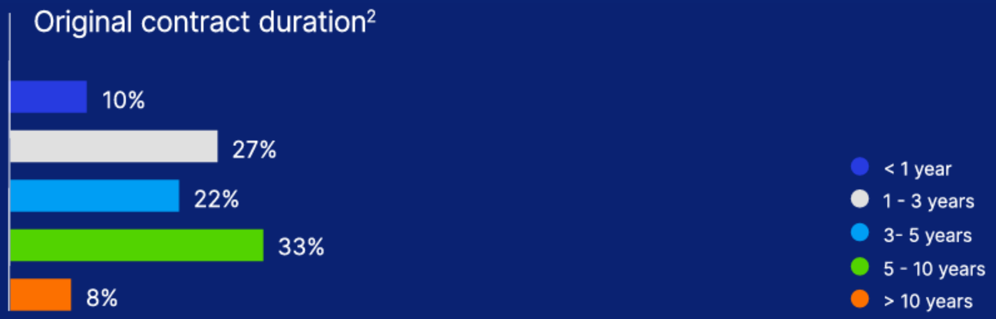
1 Financial metrics are calculated excluding cost of global functions.
2 Based on proportional revenue as per year-end 2024.



Oil

~30% of average proportional capital employed

37% of proportional EBITDA



1 Financial metrics are calculated excluding cost of global functions.
2 Based on proportional revenue as per year-end 2024.

Growth strategy

Strategic priorities

Improve
Our financial & sustainability performance

Operating cash return ambition of the portfolio

Grow
Our base in industrial & gas terminals

Equivalent to EUR ~2.6 billion proportional growth capex by 2030

Accelerate
Towards energy transition infrastructure

Equivalent to EUR ~1.4 billion proportional growth capex by 2030

Vopak

Vopak's strategic roadmap to improve, grow and accelerate towards 2030 and beyond

2022 – 2024	2025 – 2027	2028 – 2030 & beyond
Shifting gears **Refocus and improve**	Shifting gears **Build and deliver returns**	Shifting gears **Deliver and accelerate**
• Active portfolio management with cash return focus • Growth commitment towards attractive returns in gas & industrial of EUR 1 billion • Laying foundation of energy transition infrastructure with selective investments	› Cash return target increased to above 13% › Double investments in gas and industrial infrastructure to EUR 2 billion › Focused investments in energy transition infrastructure	• Contribution from major projects, strengthening performance • Continued investment in attractive growth opportunities • Progress in energy transition infrastructure

Vopak

Ample opportunities to grow our network of gas and energy terminals around the globe

Growth prospects

+40%

Growth of traded LNG volume towards 2030[1]

+45%

Growth of LNG liquefaction capacity towards 2030[1]

+2%

CAGR of liquid energy trade flows towards 2030[1]

● Vopak terminal

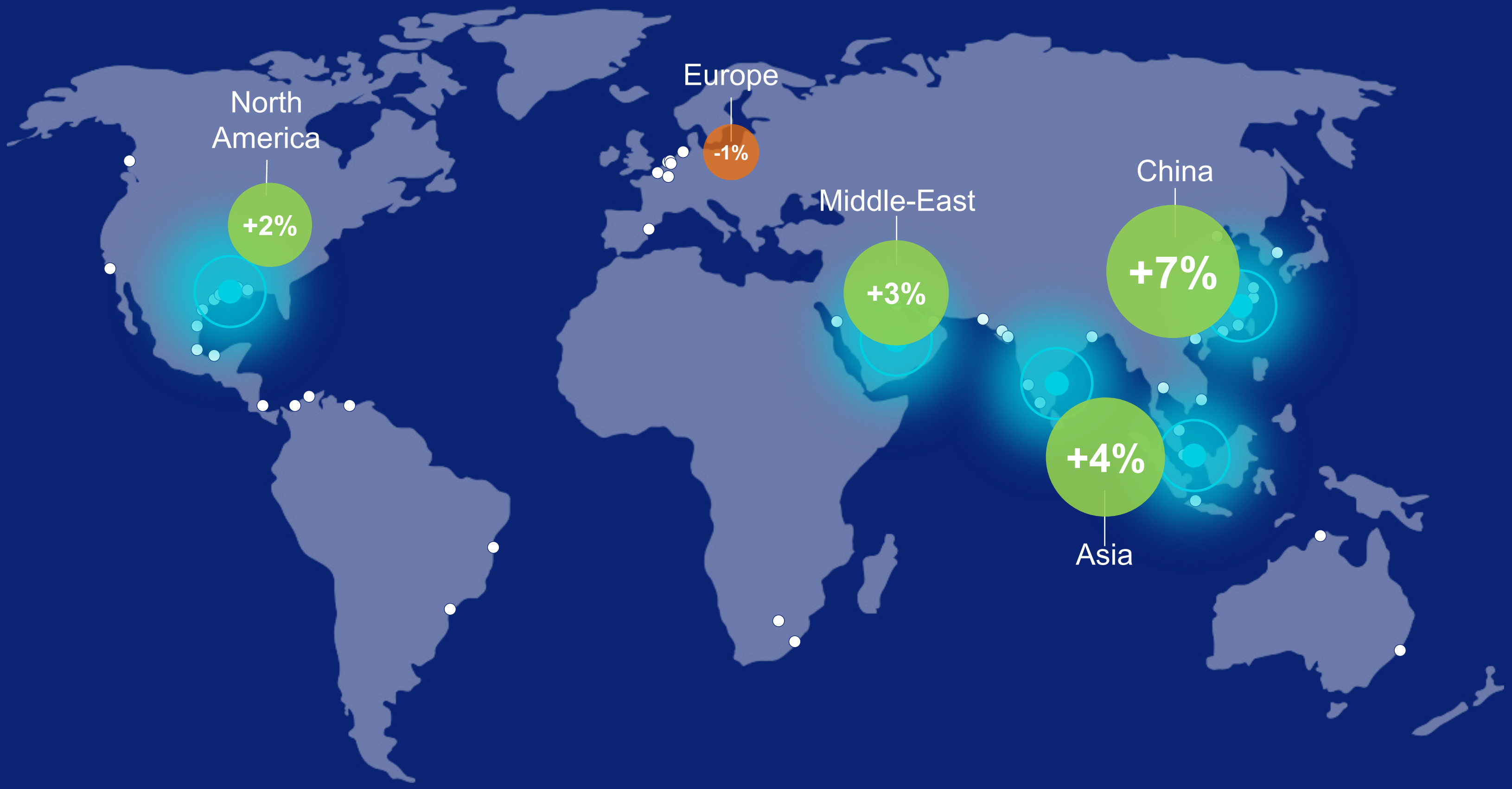
Increased Energy Trade Volumes (2019 – 2025)

Decreased Energy Trade Volumes (2019 – 2025)

[1]Source: IEA world energy outlook 2024

Vopak

Robust demand in East of Suez driving expansion opportunities in industrial terminals



Footprint

Strong current footprint in the key growth regions like China and Asia, limited exposure to mature markets that have limited growth prospects

Connections

Industrial connections to industrial clusters and customer plants offering opportunities for expansions in existing locations

Commercial position

Strong commercial capabilities underpinned by long-term contracts to further expand business offering

● Vopak Terminal   Market opportunities in industrial   % Regional CAGR 2023-2030 in base chemical demand, Source: IHS Markit / OPIS CMA

Clear growth strategy

Ambition to invest **EUR 4 bln proportional** by 2030 to grow our base in gas and industrial terminals and to accelerate the energy transition

Commissioned | Committed - under construction | Remaining investment commitment

Gas and Industrial terminals

472 | 945 | ~1.2 bln

EUR ~2.6 bln
Proportional growth capex

Investment at **5-7x** EBITDA

Energy Transition infrastructure

54 | 202 | ~ 1.1 bln

EUR ~1.4 bln
Proportional growth capex

Investment at **4-8x** EBITDA

Growing our base in gas and industrial terminals

EUR ~2.6 bln

Proportional investment ambition

Established footprint	Long-term contracts	Attractive cash return
Current footprint of 19 gas terminals, and 18 industrial terminals	Characterized by long-term take-or-pay contracts	Strong operating cash return of ~16% for gas and ~19% for industrial terminals in 2024

Vopak

Focused investments in energy transition infrastructure

EUR ~1.4 bln

Proportional investment ambition

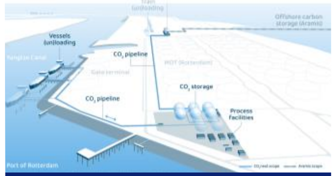
- **Low carbon fuels & feedstocks**
- **Ammonia as H_2 carrier**
- **Liquid CO_2**
- **Battery Energy Storage**

Vopak

Right to win to develop gas, industrial and energy transition infrastructure

✓ Track-record of execution

↗ Developing capability

	Grow	Accelerate			
	 Industrial and Gas	 Low carbon fuels & feedstocks	 Ammonia as H2 carrier	 Liquid CO_2	 Battery energy storage
Capability	✓	✓	✓	↗	↗
Strategic locations	✓	✓	✓	✓	↗
Financial attractiveness	✓	✓	✓	✓	✓
Investment multiple	5 – 7x	4 – 6x	6 – 8x		

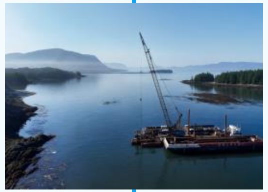
1. Growth investment multiples are defined as invested capital / normalized projected EBITDA. Invested capital reflects growth capex at subsidiaries and equity injections for JV's and Associates in greenfield and brownfield. Normalized projected EBITDA reflects Vopak's EBITDA contribution in normalized operating and market conditions.

Vopak

Future growth driven by gas, industrial and energy transition infrastructure projects

Major growth projects coming into operation in the upcoming years

Commissioning a 4th tank at GATE terminal in the Netherlands



Commissioning a large-scale LPG export facility in Western-Canada

2026

Commissioning of expansion at Chemtank in Saudi-Arabia

Commissioning expansion in low carbon fuels and feedstocks in Alemoa, Brazil

2027

Commission multiple expansions delivered in India with capacity for LPG, chemicals and ammonia

Commissioning storage and handling of ethane capacity at Thai Tank Terminal

2029

- Transition towards **long-term, stable** returns in industrial and gas terminals
- Capturing the opportunities in the **energy transition infrastructure** today and tomorrow
- Investing at **attractive multiples**

Investing EUR ~4 Billon towards 2030

Attractive proposition

Our investments in Gas and Industrial terminals, as well as energy transition infrastructure, are an attractive investment opportunity, offering **strong returns** backed by **long-term contracts**

4-8x
Considered range of investment multiples

>15 Years
Contract duration for Industrial terminals

>10 Years
Contract duration for Gas terminals

Growth market

Our investments in Gas and Industrial terminals, as well as energy transition infrastructure, strategically exposes our portfolio to **key growth trends** in energy and manufacturing markets

+40%
Growth of traded LNG volume towards 2030[1]

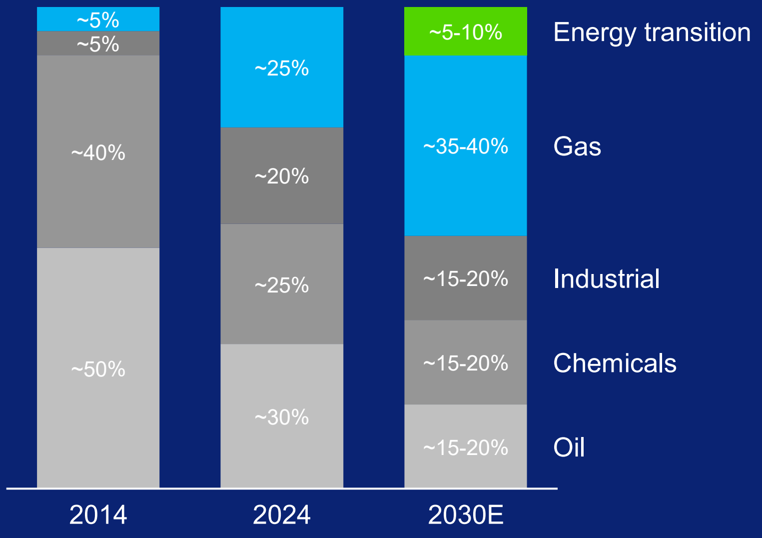
+3%
CAGR of base chemical demand towards 2030[1]

Driving progress
capturing the opportunities in the energy transition today and tomorrow

Portfolio diversification

Enhanced portfolio diversification, **decreasing dependence on oil and chemical terminals** for greater market resilience

Capital employed
As a % of proportional capital employed



1. Based on BP energy outlook 2024, current trajectory scenario

Capital allocation

Disciplined capital allocation framework

① **We maintain a robust balance sheet**
by preserving a healthy proportional leverage ratio[1]

② **We distribute shareholder value**
by a progressive dividend policy

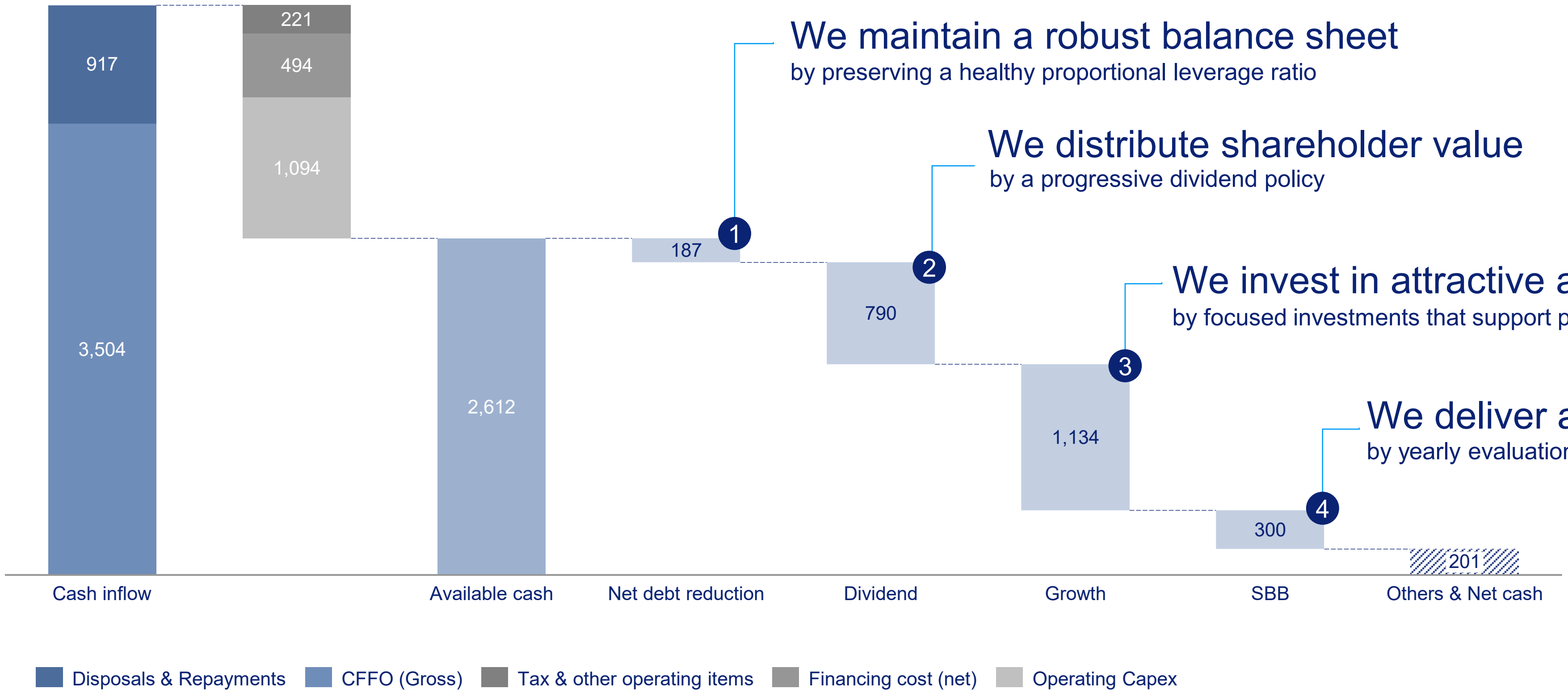
③ **We invest in attractive and accretive growth**
by focused investments that support portfolio operating cash return of above 13%

④ **We deliver additional shareholder value**
by yearly evaluation of a share buyback program

Execution of capital allocation policy

Capital allocation multi-year overview

Total capital allocated between FY21-24 – EUR millions



1 We maintain a robust balance sheet
by preserving a healthy proportional leverage ratio

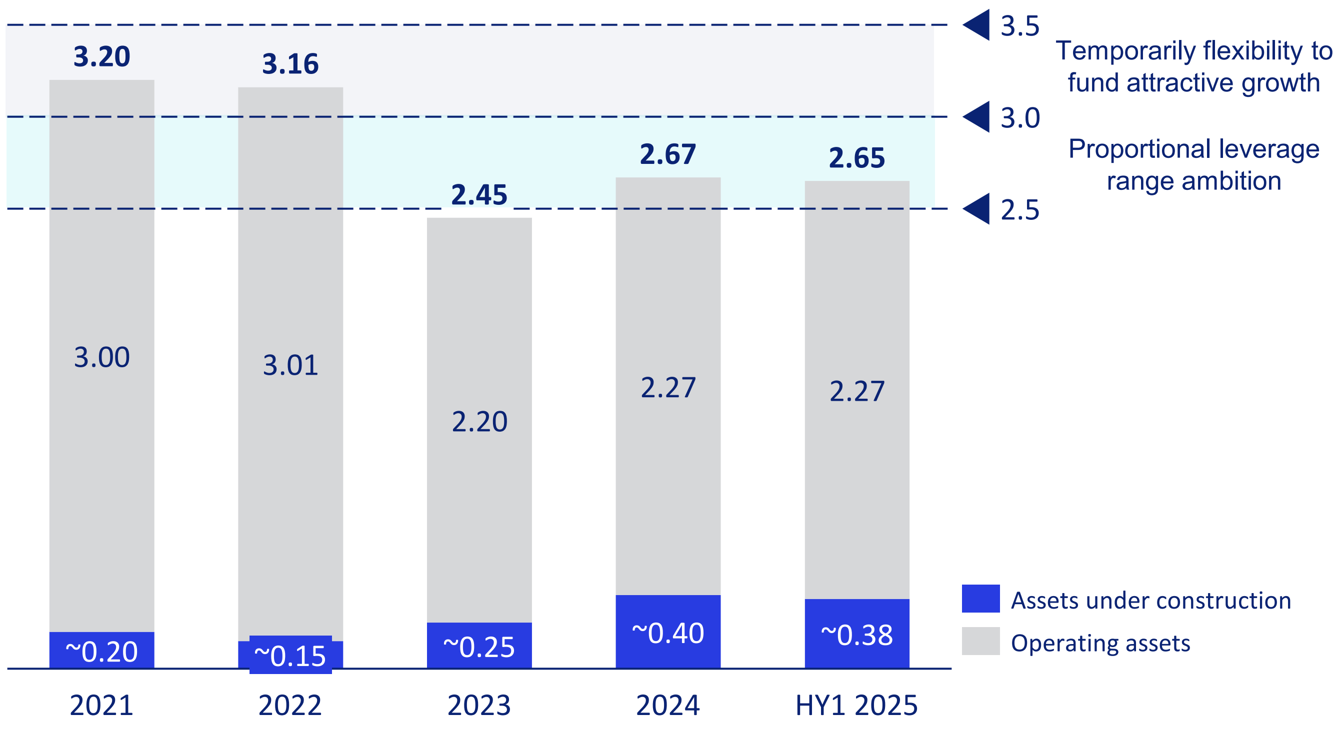
2 We distribute shareholder value
by a progressive dividend policy

3 We invest in attractive and accretive growth
by focused investments that support portfolio operating cash return of above 13%

4 We deliver additional shareholder value
by yearly evaluation of share buyback program

Maintaining a healthy balance sheet

Proportional leverage[1]
end of period



Proportional leverage

Proportional leverage includes Vopak's economic share of debt in the joint ventures adjusted for IFRS 16 impact

2.5-3.0x

Proportional leverage range ambition that we target as a long-term and stable indicator of the balance sheet

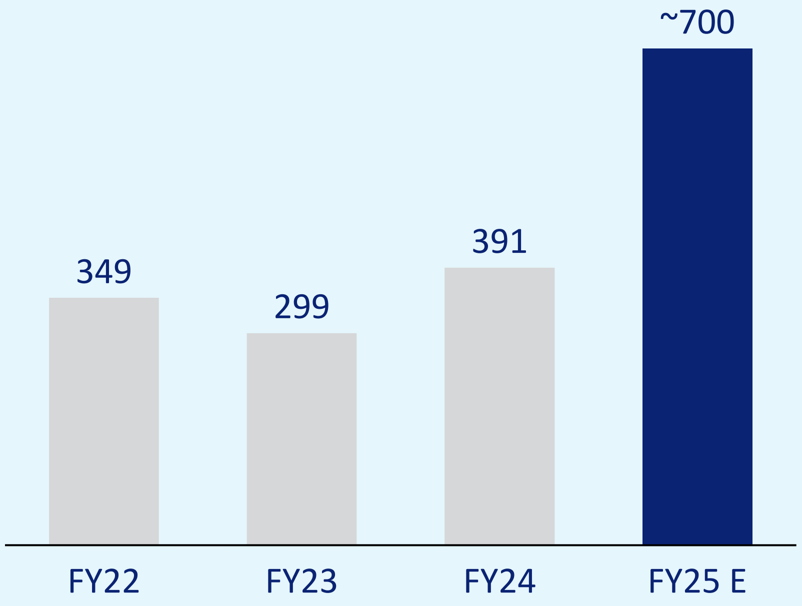
3.0-3.5x

To facilitate the development of growth opportunities that enhance cash return, Vopak's proportional leverage may temporarily fluctuate between 3.0x and 3.5x during the construction period which can last 2-3 years

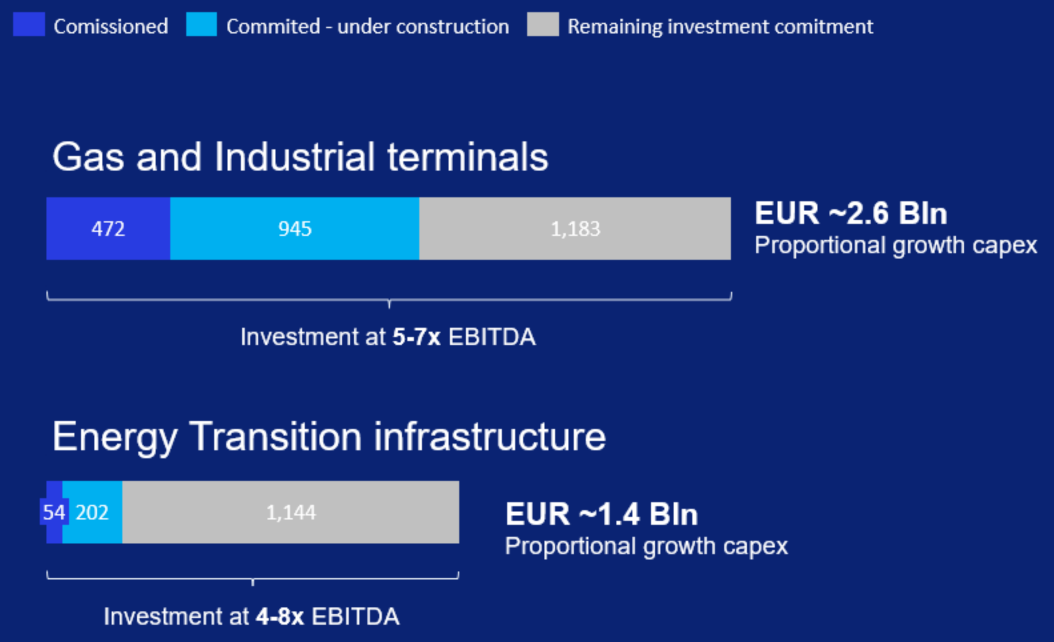
1. For reconciliation of the proportional leverage see Vopak HY1 2025 press release

Investing in attractive and accretive growth

Proportional growth investments
in EUR millions



Ambition to invest **EUR 4 bln** by 2030 to grow our base in gas and industrial terminals and to accelerate the energy transition



Growth investments and strategic divestments leading to strong cash flow generation

Rationalized portfolio

Divesting older, high-maintenance, assets with low cash generation

25 %

Reduction in proportional operating capex since 2021

Growth Investments

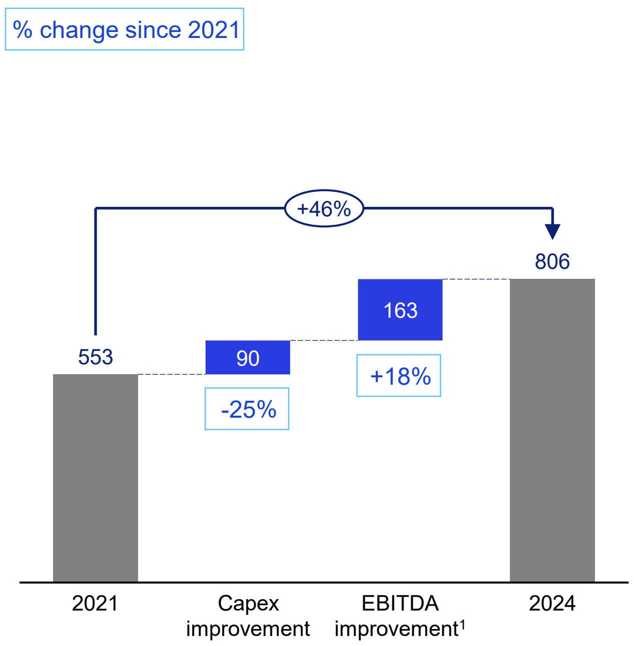
Invested in attractive, accretive growth projects at compelling investment multiples

18 %

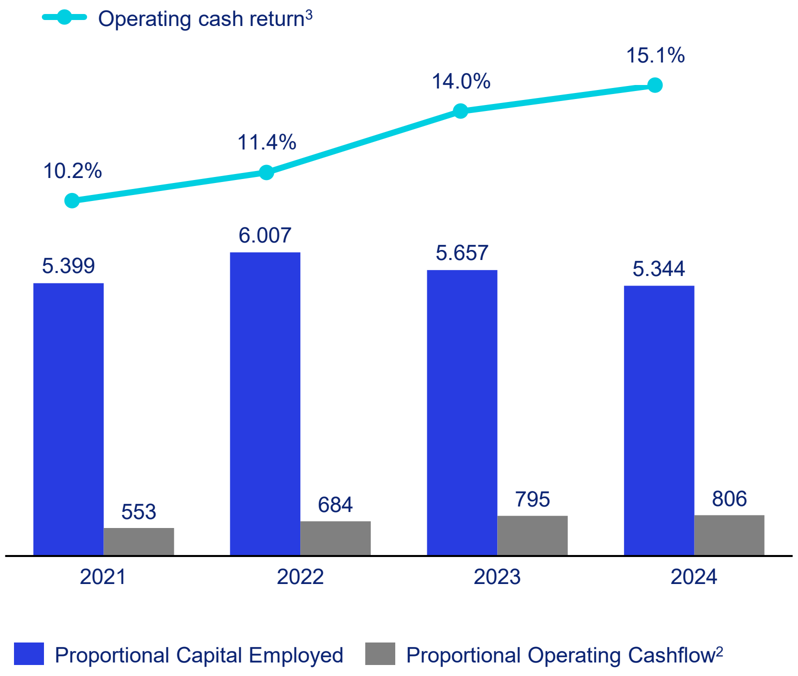
Increase in proportional EBITDA[1] since 2021

Proportional operating cashflow

In EUR millions



Increased operating cash return

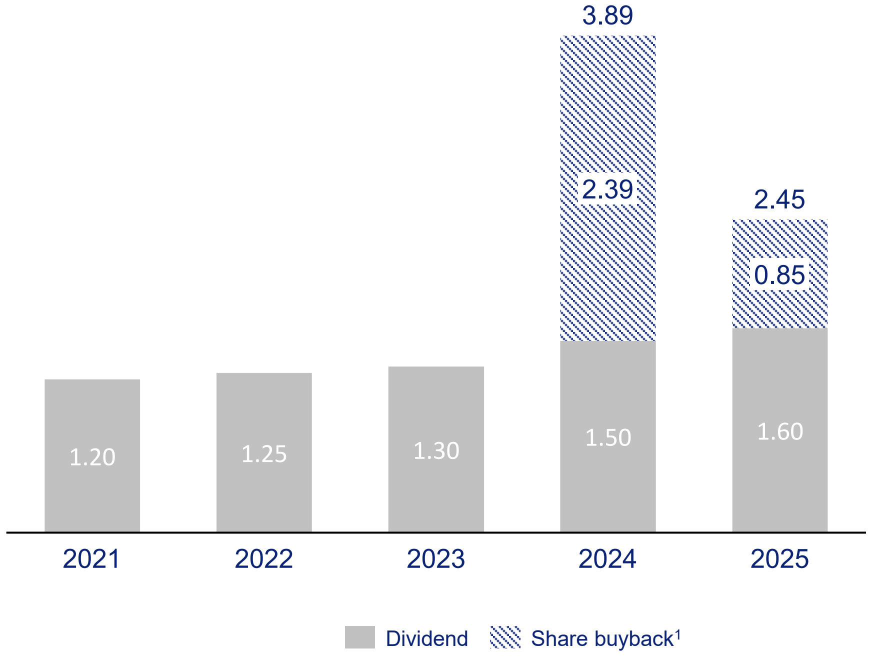


1. EBITDA improvement includes IFRS 16 lessee adjustments
2. Proportional operating free cash flow is defined as proportional EBITDA adjusted for IFRS 16 lessee accounting minus proportional operating capex
3. Operating cash return is calculated by dividing the proportional operating free cash flow by the average proportional capital employed

Creating value for shareholders

Shareholder distributions

On a per share basis - EUR



~6% Total Yield

~4% Dividend Yield[2]

~2% Buyback Yield[2]

Progressive dividend

In May, we distributed a dividend of EUR 1.60 per share, marking our 23rd consecutive year of annual dividend distribution, demonstrating our commitment to delivering consistent shareholder returns

+33%

Dividend per share since 2021

Share buyback program

We have successfully completed our EUR 100 million share buyback program, repurchasing ~2.5 million shares. Upon cancellation, these shares will reduce our total shares outstanding by ~2%

EUR 400 million

Allocated towards share buyback since beginning of 2024

1. Derived by dividing the total SBB program value by the initial outstanding shares for the period
2. Calculated by dividing the 2025 shareholder distributions per share by the closing share price at 30/06/2025

Operations & sustainability

Our global operations

Storage and supporting infrastructure…

~35.8 mln
cbm storage capacity

~500
Industrial connections

~5,500
Storage tanks

~400
Jetties & Berths

…handling large numbers of different modalities

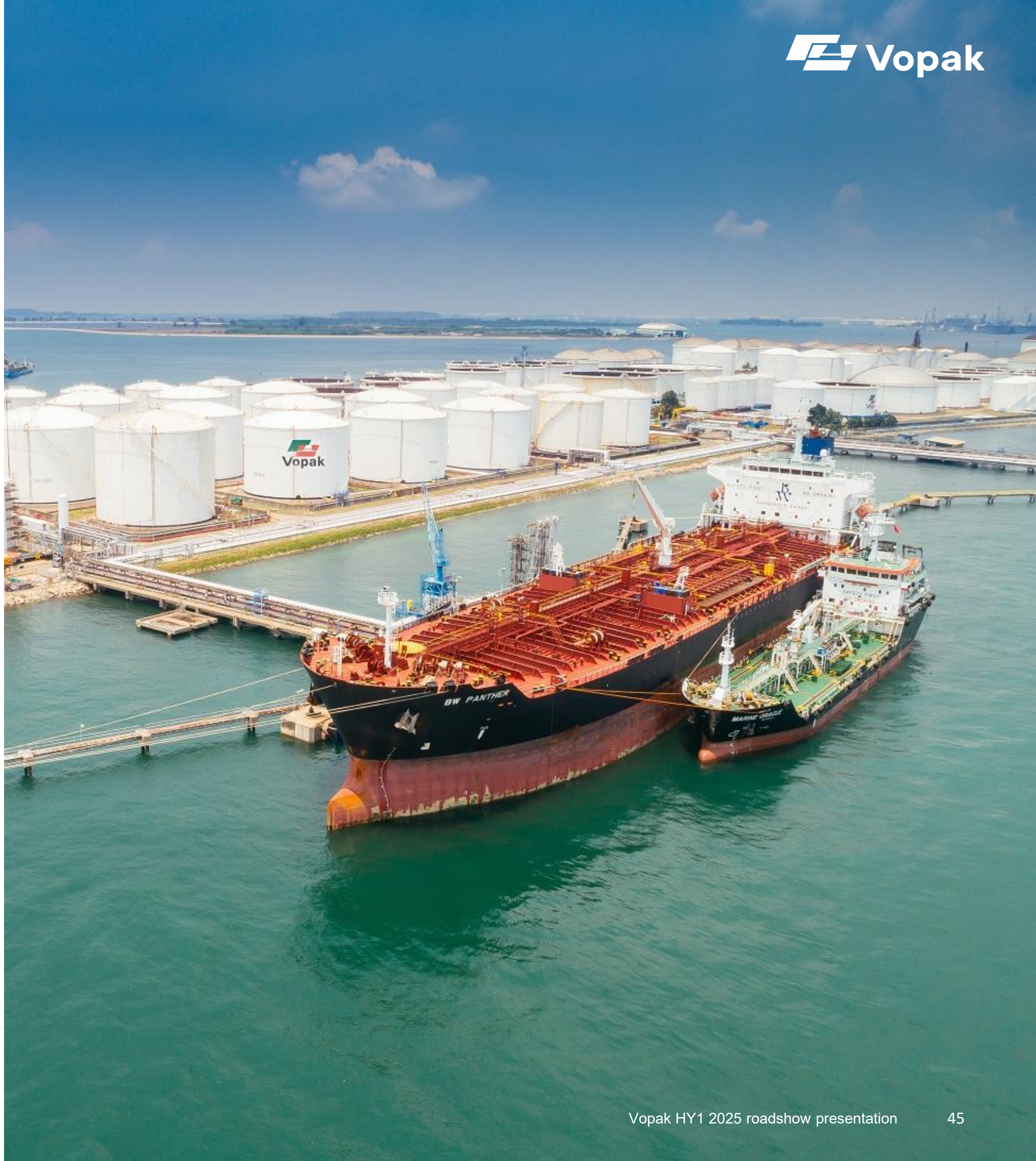
~4 mln
Barrels per day

~750k
Trucks per year

~30k
Vessels & barges per year

~29k
Rail cars per year

Reflecting FY 2024 figures



Strong safety performance driving value to all stakeholders

Safety performance

Personal & process safety

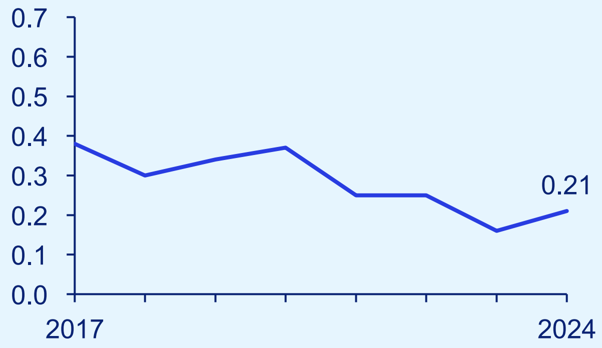
Balanced approach to sustainability

Best-in-class	Safety performance improving over the last years driving value to all stakeholders
43% reduction	of GHG (scope 1 & 2) compared to our baseline year of 2021
AAA - rating	Recognized by external benchmarks such as MSCI as an industry leader[1]

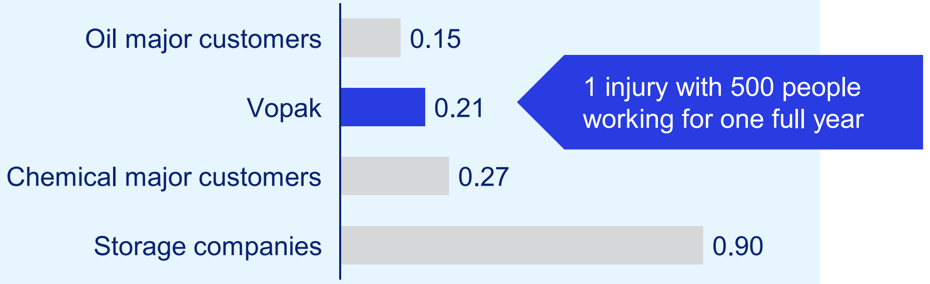
1. Rating date: February 2025

Safety performance driving value to all stakeholders

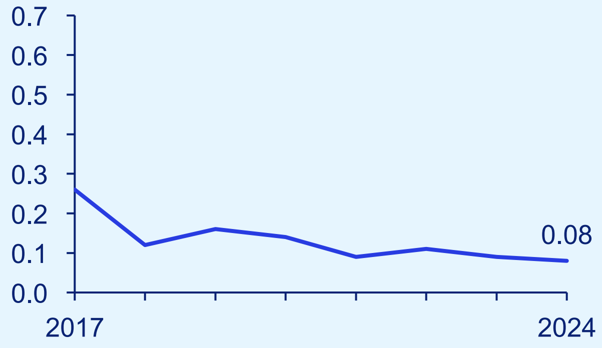
Personal safety
Total Injury Rate (TIR) by OSHA[1]



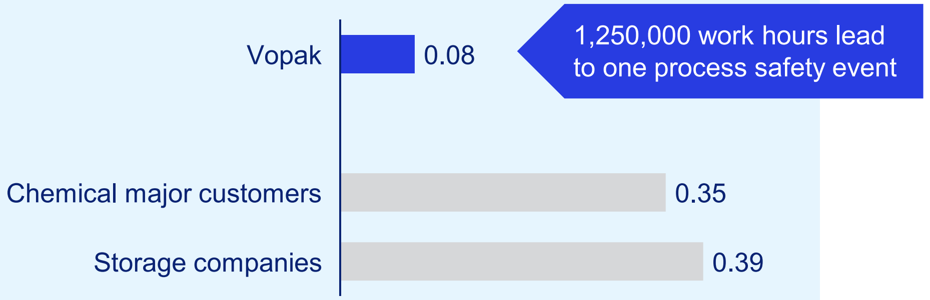
Personal safety benchmark
Latest available data



Process safety
Process Safety Event Rate (PSER) by API[2]



Process safety benchmark
Latest available data



Making sure everyone goes home safely at the end of the day

Operating safely is reducing financial risks and enhancing productivity

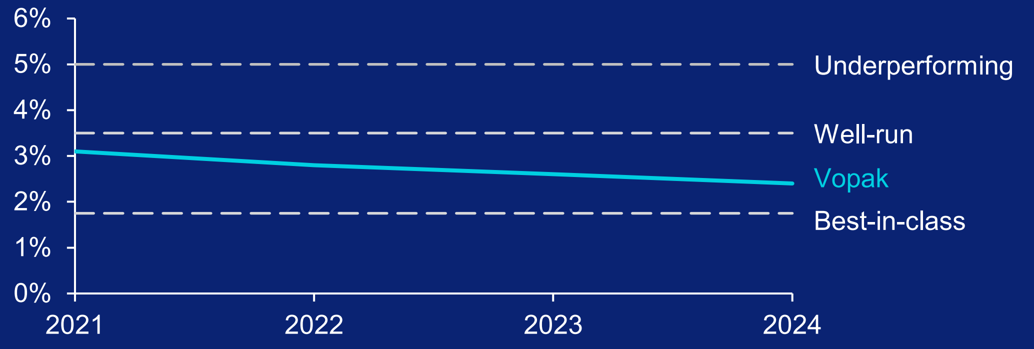
Performing well above competition and most of our customers

Driving value to employees, communities, customers, and shareholders

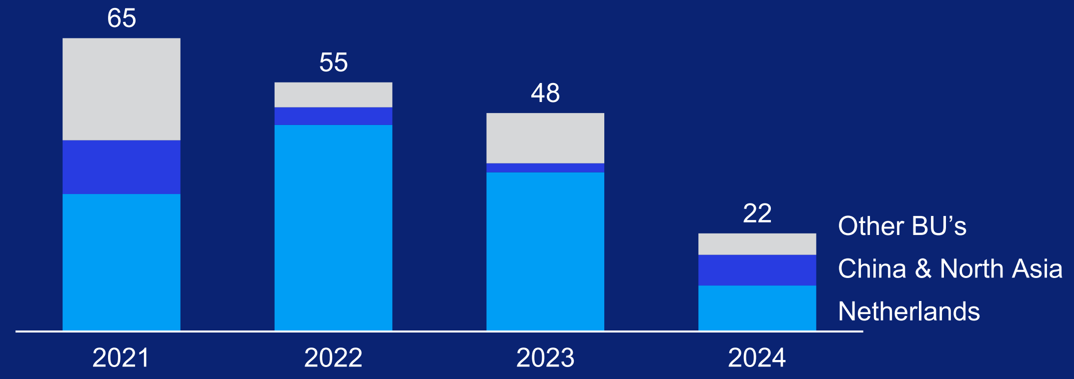
1. US Department of Labor, Occupational Safety and Health Administration
2. American Petroleum Institute, Recommended Practice 754

Asset management performance

Maintenance cash-out as part of replacement value
In %[1]



Regulation driven sustaining capex differing per business unit
In EUR million



- A balanced approach to maintenance spend based on short-term availability and long-term asset integrity
- Improved performance and outperforming industry peers in maintenance cash-out as part of replacement value

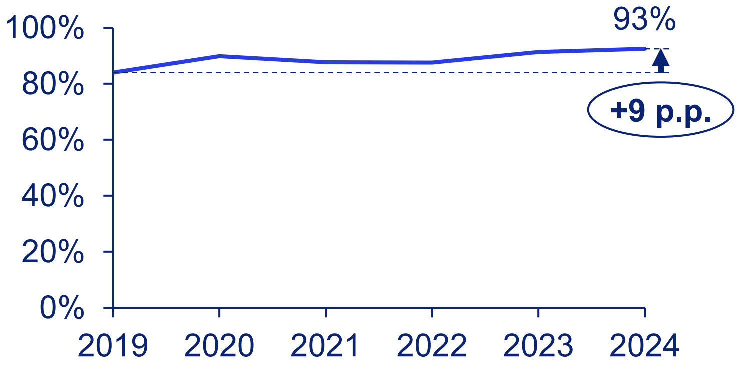
- Governmental requirements are a significant part of sustaining capex, especially in the Netherlands and China
- Divestment of Botlek and Lanshan terminals has reduced exposure to regions with high regulation driven cash-out

1. Source: McKinsey data for industry benchmarks

Vopak

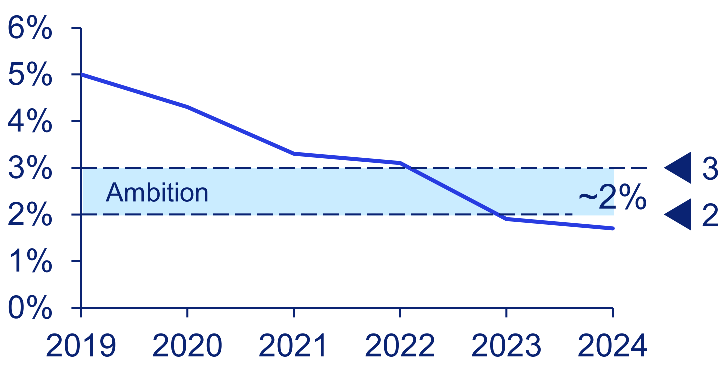
Optimized rented capacity, reduced out-of-service capacity and improved customer satisfaction

Proportional occupancy rate increased
In %



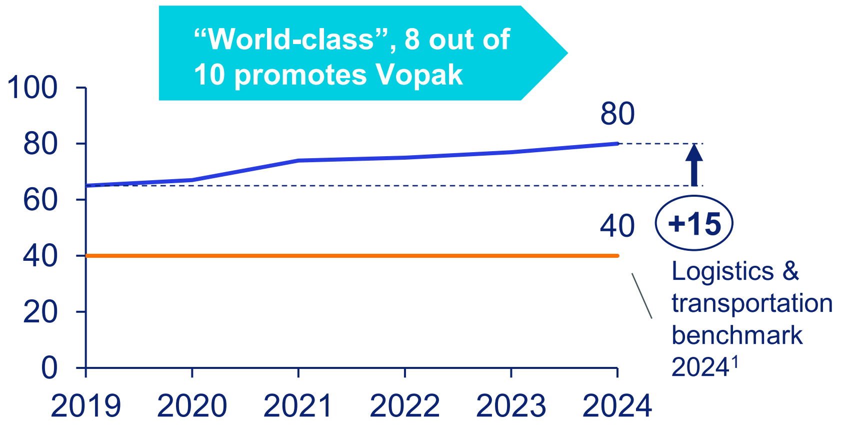
Increased occupancy rates showing healthy demand in infrastructure

Out of service capacity decreased
In %



Strong focus to reduce out- of-service capacity as a driver for improved performance

Net promotor score increased

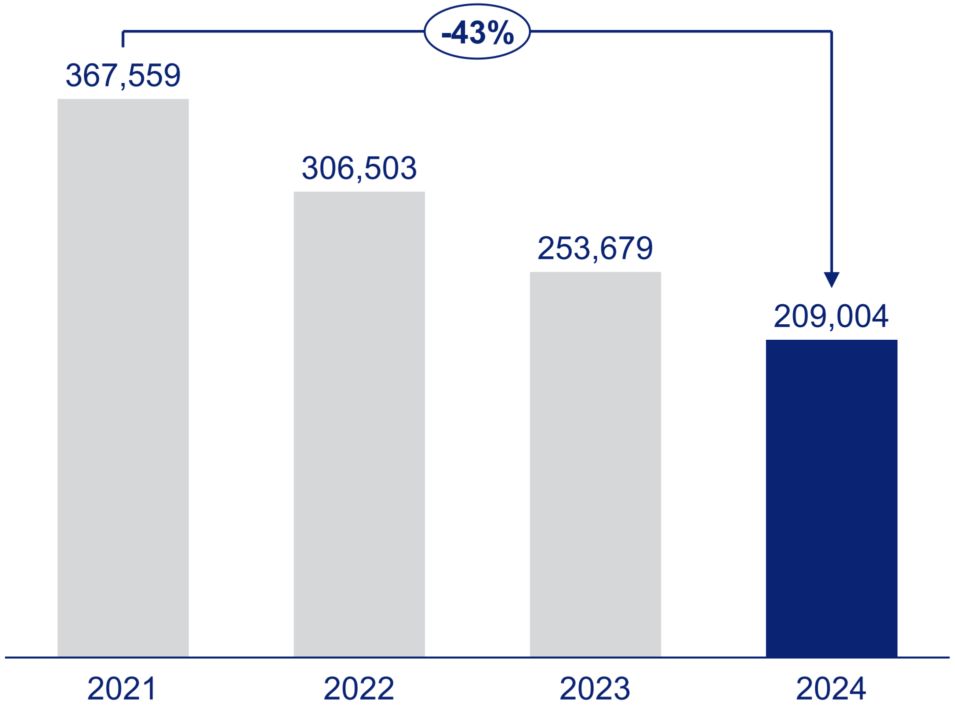


Continuously improving our service to customers, becoming a partner of choice

1. Source: Retently 2024 NPS Benchmarks for B2B

On track to deliver our target to reduce GHG emissions

GHG emissions over time
In metric tons of CO2 equivalents



Four focus areas

GHG reduction for all existing terminals, leading to 43% reduction compared to baseline year 2021

Procurement of green electricity across the globe

Energy efficiency and at the right moment electrifying our operations

Design optimization of our growth projects

We help the world flow forward

Thank you

Vopak

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