



Royal Den Hartogh Logistics

# ESG Summary 2025

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# Introduction

## By Pieter den Hartogh

I'm pleased to share Royal Den Hartogh Logistics' third ESG summary. For us, success isn't just about today's results, but about building a business that continues to create value in the years ahead.

In 2025, we took another step forward by integrating our Food business unit into our ESG reporting. We also achieved Ecovadis Gold in January, confirming that we are among the leading companies in our sector when it comes to sustainability.

On the environmental side, we expanded our ISO14001 certification to cover both the Liquid and Food business units, underlining our commitment to actively manage and control our environmental impact across all operations. In Duisburg, Germany, we also obtained ISO50001 certification, strengthening our approach to structured and effective energy management.

Our Book & Claim system continued to support the reduction of our carbon emissions and expanded further in 2025. This was the main driver behind reaching a 10% HVO share in our total diesel consumption in 2025. The impact is visible: the carbon intensity of our trucking fleet decreased from 90.1 in 2023 to 81.5 grams CO<sub>2</sub> per ton-kilometre in 2025. Progress is not yet at the pace we would like, but it is accelerating. With new customers already committed for 2026, we expect this growth to continue.

At the same time, 2025 was a challenging year. European production of basic chemicals declined, and the outlook remains uncertain. This requires us to stay flexible and find practical, cost-effective ways to adapt. We managed to navigate these challenges, but they are not going away.

The world today is more unstable than it has been in decades, and this inevitably affects our ESG ambitions. What will not change is our commitment to safety and our other SPECE targets. We will continue to do everything we can to move forward on our ESG journey, even in uncertain times.



ESG Summary 2025

# 1 ● General company description

## 1.1 General statement

Chapter 1 outlines Royal Den Hartogh Logistics' general disclosures, in accordance with the **GRI 2: General Disclosures 2021**. It covers key organisational details, sustainability reporting entities, the reporting period, and external assurance policies.

Den Hartogh Holding B.V., a privately owned company, is headquartered at **Sluisjesdijk 175, 3087 AG Rotterdam, Netherlands**, operating across the globe.

This report includes all entities under **Den Hartogh Holding B.V.**, using the **operational control approach** for consolidation as defined in the GHG Protocol. No financial reporting differences apply to this sustainability report.

The reporting period spans **January 1, 2025 – December 31, 2025**, published on **April 23, 2026**. Contact for inquiries: **Erik Goverde** at [egoverde@denhartogh.com](mailto:egoverde@denhartogh.com).

This ESG summary has been prepared to provide an overview of our environmental, social, and governance performance. While every effort has been made to ensure the accuracy of the information presented, no rights can be derived from this report. Furthermore, the data and statements contained within have not all been verified by any third-party. This report is intended solely for informational purposes.

During the reporting period, Den Hartogh recorded no significant violations of laws or regulations. Incidental minor infractions, such as traffic fines, occurred in the normal course of transport operations and were handled accordingly. None of these gave rise to material legal, financial, or reputational consequences.

## 1.2 Activities of Den Hartogh Logistics

### **In-house activities**

Den Hartogh Logistics is a global logistics service provider operating in the chemical and food supply chains. The company specialises in the transportation and handling of liquid chemicals, gases, and dry bulk products. Through its business units: Liquid, Global, Dry Bulk, Food, and Gas, Den Hartogh provides integrated logistics solutions, managing and transporting more than 15,000 hazardous and non-hazardous chemical products, as well as food-grade commodities, on an annual basis.

Den Hartogh's core activities include transport planning, asset management, and customer support. The company maintains full operational control over planning and logistics activities. The company operates an asset-based business model, owning a fleet of tank containers for liquid and gas

transport, box containers for dry bulk logistics, and related chassis and equipment. In addition,

The Liquid Business Unit transports chemical bulk liquids throughout Europe. In operation are both swap and ISO tank containers. The Global Business Unit transports liquid chemical bulk throughout the world in ISO tank containers.

Den Hartogh's Dry Bulk Business Unit provides intermodal logistics solutions for a range of industries, including chemicals and food. Products transported include polymers, minerals, chemical powders, and dry bulk food products. These are shipped in box containers equipped with single-use polyethylene liners, which are designed to protect product integrity and enable efficient handling.

Den Hartogh operates a dedicated truck fleet of 817 trucks in Europe. In addition to this main fleet, there is a small fleet of trucks active in China.

For selected customers, particularly in the chemical sector, Den Hartogh provides on-site logistics services. These services include dedicated transport operations and logistics support at customer production or storage facilities.

As part of its asset management activities, Den Hartogh operates a network of workshops responsible for the maintenance, repair, and refurbishment of its equipment. These are in Zele, Belgium; Rozenburg, the Netherlands; and Duisburg, Germany. In addition, the company operates specialised cleaning facilities for tank containers, providing internal and external cleaning services to ensure compliance with safety, quality, and regulatory requirements. These are in Gothenburg, Sweden and in Razgrad, Bulgaria.

### **Third-party activities**

There are various activities within Den Hartogh's operations that are not executed in-house but are carried out by suppliers.


















Transportation execution is largely performed through a network of contracted third-party service providers across multiple transport modes, including road, rail, inland waterways, short-sea, and deep-sea shipping. Where intermodal transport is applied, or containers are stored, handling is carried out on-site using specialised equipment.

Den Hartogh uses an extensive network of cleaning stations and depots worldwide to clean and store containers at appropriate locations within the transport chain. For temperature-sensitive products, heating is required during storage and transport, which is also performed at various locations globally.

As internal capacity for maintenance and refurbishment is limited, Den Hartogh makes use of a network of international service partners for these activities.

An overview of the core activities of Den Hartogh is shown in Table 1.

**Table 1** Overview of the activities related to the operations of Den Hartogh.

Operations					
In-house operations			Outsourced operations		
					
Planning	Cleaning & heating	Repair & Maintenance	Refurbishment	Rail	Barge
					
Customer support	Refurbishment	Logistics management	Cleaning & heating	Shipping	Depots
					
On-site logistics	Road transport	Depots	Repair & Maintenance	Trucking subcontractors	

## 1.3 Den Hartogh Supply Chain

Den Hartogh's value chain includes upstream suppliers of capital goods, fuel, and operational materials. The company maintains long-term relationships with logistics partners and suppliers, with a focus on safety, reliability, and compliance with applicable standards and regulations.

### Capital Goods (Upstream)

The company's operations are supported by a portfolio of owned and controlled capital assets, including:

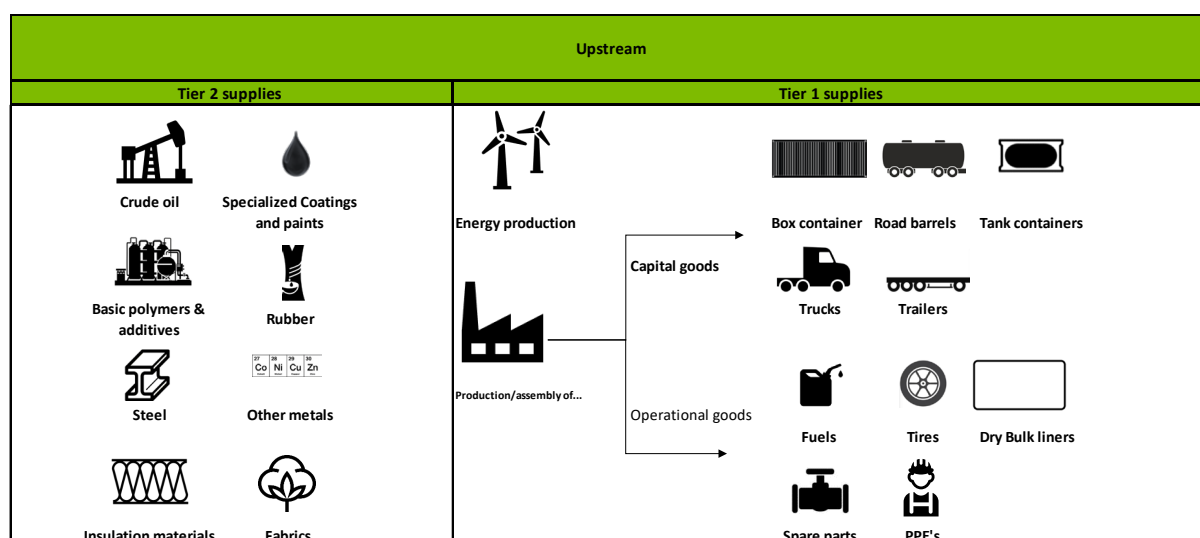
- **Box Containers:** Utilised for the transport of dry bulk products, equipped with polyethylene liners to ensure product integrity and prevent contamination.
- **Tank Containers:** Used for the intermodal transport of liquid chemicals, gases, and food-grade liquids, designed to meet safety and regulatory requirements.
- **Road tankers:** Deployed for regional transport of liquid chemicals, particularly within Europe.
- **Trucks:** Serving as the backbone of Den Hartogh's fleet, these trucks facilitate flexible and reliable road transport across Europe and beyond.
- **Trailers:** Supporting the movement of containers and optimizing load configurations across different transport modalities.

### Operational Goods (upstream)

Den Hartogh's operations also depend on various consumable goods to keep its fleet running and ensure compliance with safety standards:

- **Fuels:** Primarily diesel and alternative fuels, required for transport operations, heating, and equipment use.
- **Tyres:** Subject to regular replacement due to intensive operational use, contributing to vehicle safety and performance.
- **Dry Bulk Liners:** Single-use polyethylene liners used in box containers to ensure product protection, hygiene, and efficient handling.
- **Spare Parts:** Including items such as valves, gaskets, and pressure gauges, these parts are necessary for regular maintenance and repairs of trucks, trailers, and containers.
- **PPE (Personal Protective Equipment):** Items like helmets, gloves, and safety goggles are essential for protecting personnel and meeting stringent safety protocols.

**Table 2** Overview of the upstream supply chain of Den Hartogh logistics



### Exclusion of Den Hartogh supply chain

Den Hartogh Logistics does not include the products it transports on behalf of customers within its own supply chain boundaries. This is because these products always remain the property of customers, and Den Hartogh does not have ownership or operational control over them beyond the provision of logistics services.

As a logistics service provider, Den Hartogh’s role is limited to the handling, storage, and transportation of goods. The company does not manufacture, process, or alter the transported products, nor does it influence their composition or end use. Consequently, these products are not considered part of Den Hartogh’s upstream or downstream value chain in the context of sustainability reporting.

For the carbon calculations in this report, only capital goods fully owned by Den Hartogh or held under finance lease are included. The production of tank containers and trucks that are under operational lease are not considered part of the upstream supply chain.

### Supply Chain context

These capital and operational goods are sourced from a network of specialised suppliers. Den Hartogh maintains long-term relationships with these suppliers, with a focus on quality, safety, reliability, and compliance with applicable regulatory standards.

## 1.4 Workforce, Diversity & Belonging

We believe that a workplace of Belonging drives creativity and growth and is essential for our Roadmap to SPECE. A workplace of Belonging is a place that is welcoming, supportive, and where everyone receives the support they need.

Belonging emphasizes the personal feeling of being accepted, valued, and included by team members, leaders and within Den Hartogh as a whole. It's about ensuring that every team member feels a part of our organisation, where their contributions are recognised, and their presence is valued. Within Den Hartogh Logistics, the aim is to create a workplace of Belonging, which can be seen as the result of effective Diversity & Inclusion practices. It is what happens when policies, strategies, and practices are successfully implemented to ensure a diverse workforce and to create an inclusive environment.

We are committed to creating a workplace of Belonging. Our belief is that talent transcends boundaries – be it race, gender, religion, age, sexual orientation, education, or any other dimension.

While every dimension of diversity is important, we have chosen to measure only the female-to-male ratio. Within our office staff, we aim for balanced female-to-male representation. Recognizing the challenges within the traditionally male-dominated field of Transport & Logistics, we are working towards a milestone of achieving 25% female representation in our Senior Leadership by 2025.

For international representation, our strategy has always been to empower local management in each country where Den Hartogh operates. This approach secures international representation in our Senior Leadership Team, laying a robust groundwork for a culture that truly embodies Belonging.

**Table 3** Gender distribution amongst office staff and Senior Leadership

	Total staff				Office staff				Senior Leadership				Board			
	2022	2023	2024	2025	2022	2023	2024	2025	2022	2023	2024	2025	2022	2023	2024	2025
Male (%)	77	78	80	80	56	56	57	58	87	86	83	83	100	100	100	100
Female (%)	23	22	20	20	44	44	43	42	13	14	17	17	0	0	0	0

To underscore the importance of inclusion, we have integrated the concept of Belonging into our Roadmap to SPECE as a strategic pillar. This is more than a policy – it's a commitment to action, ensuring that urgency accompanies our journey towards a workplace of Belonging.

**Table 4** Age distribution of employees Den Hartogh

Age Group	2022	2023	2024	2025
18-29 (%)	11	14	13	15
30-39 (%)	23	25	24	23
40-49 (%)	26	25	25	24
50-59 (%)	28	26	26	26
60+ (%)	12	10	11	12

## 1.5 Governance

Den Hartogh Logistics is led by the Board of Directors together with the Executive Committee. The members of the Board are the Group Managing Director, Group Executive Director, Group Financial Director, Business Unit Director Liquid Logistics and Business Unit Director Global Logistics. The Board of Directors is the highest governance body that is chaired by the Group Managing Director Pieter den Hartogh. Pieter den Hartogh is the third generation of the Den Hartogh family to lead the company. As the Chair of the highest governance body and as the Group Managing Director, he is the most senior executive in the organisation.

Together with Business Unit Director Dry Bulk Logistics, Business Unit Director Gas Logistics, the Group SHEQ Director, Business Unit Director Food, Managing Director APAC, Group ICT Director and Group People & Culture Director, they form the Executive Committee.

In addition to the Executive Committee, which includes the Board, there is also an Advisory Board. The Advisory Board meets on a regular basis with the Board of Directors to share their advice on several subjects. These subjects include the strategy of the company, the annual accounts, financial results, cash flow projections, investment plans, budget, the financing structure of the group as well as commercial, operational and human resource topics.

The Advisory Board members are Mr. R Hendriks, Mrs. P. Koselka and Mr. R. Westerbeek.

To improve manageability, a redistribution of leadership roles was implemented in 2025. Tim Litjens succeeded Mark Warner as Business Unit Director Global. Mark Warner was appointed Group Executive Director, reporting directly to the Group CEO. As part of this change, it was decided that the SHEQ Director, ICT Director and People & Culture Director would report to the Group Executive Director instead of the CEO.

All these functions remained members of the Executive Committee, which was expanded in 2025 with the addition of Andy Ang as Director APAC.

The members of the Board and Executive Committee in 2025 were:

**Board:**

Group Managing Director	Pieter den Hartogh
Group Financial Director	Bran Paape
Business Unit Director Liquid Logistics	Joep Aerts
Business Unit Director Global Logistics	Tim Litjens
Group Executive Director	Mark Warner

**Executive committee:**

Group Board	All Board Members
Business Unit Director Gas Logistics	Hans Kok
Business Unit Director Dry Bulk	Jim Couhig
Group SHEQ Director	Robert Brownbridge
Group IT Director	Roland van Luik
Group People & Culture Director	Jonathan de Vette
Business Unit Director Liquid Food	Ewoud Rozendaal
Director APAC	Andy Ang

ESG reporting responsibilities are split between social and governance reporting, and environmental sustainability reporting.

The SHEQ Director holds ultimate responsibility for Safety and environmental sustainability reporting, supported by a dedicated SHEQ team responsible for data collection and reporting. Additionally, a Programme Manager for environmental sustainability works closely with the SHEQ Director to ensure comprehensive coverage in this area. As a member of the Executive Committee, the SHEQ Director reports directly to the Board of Directors.

For matters of Labour, Human Rights, and Ethics, the Group People and Culture Director carries the final responsibility. Backed by the People and Culture department, this Director oversees data gathering and reporting for these areas. Also, as part of the Executive Committee, the People and Culture Director reports directly to the Board of Directors.

Den Hartogh Logistics is an active member of the European Chemical Transport Association (ECTA).



ESG Summary 2025

# 2 ● Targets and commitments

## 2.1 Environmental sustainability

The targets relating to sustainable developments are explained in this report according to the Environmental, Social, and Governance framework. These focus areas guide our efforts in reducing environmental impact, supporting our workforce, and upholding responsible governance standards. Through defined targets, we aim to drive meaningful progress across these critical areas.

The E in ESG is represented by the fifth pillar of our SPECE strategy 'Environmental Sustainability'. Our primary targets were set in 2019 regarding the reduction of carbon emissions. Additionally, targets have been set to reduce both air pollution and the amount of waste we produce. More details on our targets and the supporting governance structures can be found in our environmental policies available on our website.

### Revision 2025

During the process of setting up our ISO14001 certification, we critically reviewed the targets that had been defined. As a result, we decided to revise our targets for waste management and air pollution.

For air pollution, we updated the fleet-related targets. The previous target to phase out all Euro V trucks by 2027 was achieved 2 years<sup>1</sup> early and replaced with a target of having 100% of trucks compliant with Euro 6d by 2028. This target had already been achieved in 2025. We also met the target of reducing NOx and PM10 emissions by 50% by 2026 compared to 2019. These targets have been replaced with a new objective to ensure that 5% of all Den Hartogh owned trucks are zero emission vehicles.

For waste management, the target to have 100% of Dry Bulk locations OCS certified was also achieved and has therefore been revised. We introduced a new target for workshop waste, aiming to ensure that more than 50% is recycled or reused. This reflects an area where we have greater operational control. To support this, we will measure waste streams across all workshops in line with ESRS 5 standards.

For carbon emissions, a new target has been set to achieve a 35% reduction in CO<sub>2</sub> emission intensity for transport by 2030, replacing the previous target of 25% by 2025.

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<sup>1</sup> With the exception of the 100 year anniversary truck (euro 5) which has a ceremonial role in the Den Hartogh fleet

An overview of all current targets is provided in Table 5.

**Table 5** Quantitative targets set for Environmental Sustainability

Carbon emissions	Air pollution	Waste management
100% of the emissions measured according to the GLEC Standard in the GHG protocol format	100% of all trucks Euro 6d (or zero emission) by 2028	All workshop waste >50% to be recycled or reused by 2028
Absolute reduction of 100% of CO <sub>2</sub> emissions in 2050	5% of all trucks zero emission by 2030	All workshop waste streams measured in compliance with ESRS 5 by 2027
35% reduction in CO <sub>2</sub> intensity by 2030 compared with 2019		

## 2.2 Social and Governance targets

The social and governance topics are represented by the first and third pillar of our SPECE strategy: Safety and Employee engagement. Several quantitative targets have been set, partly inside and partly outside of the SPECE targets.

### Revision 2025

With the end of the 2020-2025 SPECE period, new targets have been introduced for our safety pillar. For this purpose, the term 'Tier 1 incidents' has been introduced. These are incidents that could realistically have led, or did lead, to a life-changing injury. An example of a tier 1 incident would be a rollover event or exposure to dangerous chemicals. We have set the new targets for 2030 to have a lower TRCF rate of <4.5 with a tier 1 TRCF <1.5.

The procurement department has established a more ambitious strategy to better understand the ESG impact of its suppliers. This includes setting targets for the formalisation of the Suppliers Code of Conduct across all suppliers, implementing a risk-based audit frequency for high-spend suppliers, and collecting greenhouse gas emission data from suppliers.

An overview of all current targets is provided in Table 6.

**Table 6** Quantitative targets set for Social and Governance topics

Safety	Diversity & training	Labour & human rights	Procurement	Governance
TRCF performance was trending in the right direction. All to drive performance to close the gap to the target TRCF < 4.5 by 2030	100 % of the employees receive a training on Diversity, discrimination and/ or Harassment by 2030	100% opportunity for representation in formal joint management-worker committees by 2030	≥80% of addressable spend covered by the code of conduct, with annual compliance attestations, including all Key suppliers by the year 2030	Perform an annual risk assessment on 30% of offices for Corporate Governance implementation
Tier 1 TRCF lower than 1.5 by 2030	25% female representation in our Senior Leadership by 2030	A gradual increase of employees covered by a collective agreement by 2030	Full spend coverage maintained with risk-based re-audit frequency for high-risk spend by 2030	Zero non-conformance with anti-bribery, fraud and corruption legislation every year
Maintain the achievement of 100 % coverage of Health and safety assessments by 2030	100% of the employees have a performance or career development conversation each year by 2030	Gradual increase of formally elected employee representatives by 2030	100% of key transport spend covered on GHG emission reporting by 2030	Annual Review Corporate Governance procedures in the organisation
	Increase the response rate of the employee engagement survey to 82% by 2030	Achieve 100 % of all employees confirmed above the living wage by 2030		



ecovadis

3

ESG Summary 2025



Certifications

Our dedication to sustainable and responsible practices at Royal Den Hartogh Logistics is reflected in our pursuit of the highest standards. Third-party evaluations prove our commitment to environmental impact reduction, operational safety, and continuous improvement across all business units.

### Ecovadis Score

Our Ecovadis score has increased by 20 points from 55 to 75 points, making our 2024/2025 submission the first year that we achieved the Ecovadis Gold status. This means that Den Hartogh is in the top 5% of companies regarding its Ecovadis ESG score. This upward trend demonstrates our ongoing efforts to enhance sustainability practices across our operations, from energy efficiency initiatives to social responsibility programmes.

Year	2021	2022	2023	2024/2025
Ecovadis Score	44	48	55	75



### Safety and Quality Assessment for Sustainability (SQAS)

We consistently achieve high marks in the Safety and Quality Assessment for Sustainability (SQAS), which evaluates operational quality, safety, and environmental impact. In 2025 we underwent the SQAS assessment at one location with an average score of 92%, underscoring our adherence to safety and quality standards. Next to the annual SQAS assessments, Den Hartogh actively participates in the ECTA Responsible Care programme, further demonstrating our commitment to safety, environmental stewardship, and sustainability.



### CDP Climate Change Score

In 2025, we achieved a CDP Climate Change Score of C, which is the same as our score in 2023 and 2024. This reflects our enhanced focus on climate strategy and transparency in reporting greenhouse gas emissions, energy use, and other climate-related risks and opportunities.

Year	2022	2023	2024	2025
CDP Climate Change Score	D	C	C	C



### ISO Certifications

Den Hartogh Logistics maintains ISO14001, ISO9001 and ISO45001 certifications, ensuring that our environmental, quality and occupational health and safety management systems meet international standards.

In 2025 we expanded the ISO14001 for both liquid logistics and the food business unit. This increases our coverage to 89% of the business. Next to this ISO50001 was obtained for the Duisburg office and workshop establishing a certified energy management system.



# 4

ESG Summary 2025

## ● Double materiality assessment

## 4.1 Process of materiality assessment

Den Hartogh followed a structured and comprehensive process to identify and prioritise its material topics, in line with the requirements of the CSRD and using the preselected topics from its double materiality assessment. We were assisted in each step by Deloitte. This process took place in 2024. The materiality assessment will be re-evaluated every year and will be re-executed if the activities have significantly changed or deemed out of date.

Den Hartogh began by identifying both actual and potential impacts across the economy, environment, and people, including human rights, through its activities and business relationships. This process involved the Steering Committee's pre-selection of topics, which considered both internal and external stakeholder views. The topics identified for consideration include:

- **Environmental:** Energy and emissions, water use, management of dangerous goods, resources, and circularity.
- **Social:** Health and safety, employee satisfaction, diversity, community care, human rights, and privacy.
- **Governance:** Business ethics, corporate culture, supplier engagement, and cybersecurity.

Each topic was assessed for both its positive and negative impacts, considering factors such as resource use, compliance with safety and environmental standards, and contributions to community welfare. The assessment included an evaluation of potential risks and opportunities related to Den Hartogh's business relationships, particularly in its interactions with suppliers, customers, and regulators.

To prioritise these impacts for reporting, Den Hartogh used an impact materiality threshold. This scale rated each topic on a scale from 1 to 5, with 1 representing minimal impact and 5 representing critical impact. The topics were ranked based on their significance to both Den Hartogh's business and stakeholders, and the results of this rating were used to prioritise the most material topics for reporting.

- Critical topics (rating of 5)
- Significant topics (rating of 4)
- Important topics (rating of 3)
- Informative topics (rating of 2)
- Minimal topics (rating of 1)

This prioritisation ensured that Den Hartogh focuses on the most significant environmental, social, and governance impacts aligning its efforts with stakeholder expectations and sustainability standards.

Den Hartogh actively engaged a broad range of stakeholders during the materiality assessment process to ensure a comprehensive understanding of the most significant sustainability issues. Both interviews and surveys were used to gather insights, ensuring the inclusion of diverse perspectives from both internal and external stakeholders.

Surveys were sent to key external stakeholders, including customers, suppliers, and financiers.

The supplier group included a wide array of partners such as fleet suppliers, trucking partners, sea shipping companies, rail operators, and cleaning stations, among others.

For in-depth discussions, specific interviews were conducted with large or highly engaged suppliers, key customers, and all financiers, allowing for a more focused exploration of key issues and expectations.

Internally, Den Hartogh held sessions with a range of internal stakeholders to capture operational insights and strategic perspectives. These sessions included the fleet director, commercial director, procurement director, local general managers across various regions, and representatives from the finance department. These internal discussions ensured alignment between the company's strategic goals and the expectations of external stakeholders.

This comprehensive engagement process allowed Den Hartogh to gather valuable input from those who are most affected by and involved in its operations, ensuring that the materiality assessment reflects a balanced view of its economic, environmental, and social impacts.

## 4.2 Re-evaluation 2025

Since the materiality assessment was conducted in 2024, its continued relevance and alignment with applicable reporting standards have been reviewed. As Den Hartogh's operations have not materially changed compared to the previous assessment, the identified material topics remain valid and applicable for the 2025 reporting period.

Within the scope of the current report, no significant changes to the applicable GRI-standards were identified that would materially impact the reporting approach. The existing disclosures remain aligned with the requirements of the GRI-framework.

At the same time, GRI has issued updated topic standards related to Energy and Emissions, which are expected to become effective from 1 January 2027. Den Hartogh will assess the implications of these updates and incorporate them into future reporting cycles where relevant.

Den Hartogh will continue to periodically review its materiality assessment to ensure alignment with regulatory developments, stakeholder expectations, and changes in its operational context. Any significant changes identified will be reflected in subsequent reporting cycles.

## 4.3 Results

The double materiality assessment provides Royal Den Hartogh Logistics with insights into our most significant environmental, social, and governance impacts, both from an operational and stakeholder perspective. By identifying key areas of material impact, this assessment allows us to prioritize sustainability initiatives that align with our core business objectives and stakeholder expectations.

The results of the double materiality assessment are presented in Table 7. These categories are central to our sustainability strategy, reflecting the aspects of our operations that have the greatest influence on both our organisation and external stakeholders. The table outlines each

material category identified in the assessment, along with its corresponding GRI standard. This alignment with GRI standards ensures that our reporting remains transparent, consistent, and compliant with global best practices in sustainability.

Table 7 outlines each material category identified in the assessment, along with its corresponding GRI standard. This alignment with GRI standards ensures that our reporting remains transparent, consistent, and compliant with global best practices in sustainability.

**Table 7** Material categories and the corresponding GRI-standards described in this report

Material categories	Corresponding GRI-standards
Management of dangerous goods	GRI 403: Occupational Health and Safety (Safety aspects of handling dangerous goods) GRI 306: Waste (hazardous waste)
Energy & emissions	GRI 302: Energy (energy consumption and efficiency) GRI 305: Emissions (greenhouse gas emissions and pollutants)
Health & safety	GRI 403: Occupational Health and Safety (Safety aspects of handling dangerous goods)
Supplier engagement	GRI 204: Procurement Practices (local suppliers and sustainable sourcing)
Employee satisfaction	GRI 404: Training and education (employee development, performance reviews) GRI 405: Diversity and equal opportunity (fair and diverse work environment)
Diversity	GRI 405: Diversity and equal opportunity (fair and diverse work environment)
Business ethics	GRI 205: Anti-corruption (corruption risks, training, confirmed incidents) GRI 206: Anti-competitive behaviour (legal compliance, and fair business practices)



# 5

ESG Summary 2025

## ● Health & Safety

## 5.1 Commitment and Management System

Safety, in every respect, has the highest priority in Den Hartogh. This applies to the physical and social safety of our staff as well as to the safety of the staff of our customers, suppliers and other stakeholders. We aim to achieve a level of Safety Awareness within the company that enables us to continuously and pro-actively improve the level of safety in our operations and to ensure a safe and healthy workplace for our employees to prevent risks, accidents or occupational diseases. There is a joint expectation that employees will work in a safe manner and that the company will provide a safe working environment.



Seeing as how Safety is our foremost priority, we have kept developing our Safety, Health, Environment & Quality (SHEQ) culture – continuing the journey to zero major incidents and everyone going home safely at the end of the working day. All employees are aware of their own safety and that of others, and we do our utmost to create a safe environment.

Den Hartogh rigorously identifies hazards through risk assessments and maintains a STOP WORK policy, empowering employees to halt unsafe work. Investigations follow a structured approach, with trained personnel using root-cause analysis methods like bow tie and 5 Whys. Preventative actions are implemented to mitigate risks.

An online system is accessible to all business units to deliver continuity in accident report, classification, investigation, corrective and preventative actions. This system also collates data on accidents, injuries, spills and non-conformances to monitor KPIs set by Den Hartogh.

To help the business prevent recurrence of similar events or findings, it is essential that a thorough investigation is completed to identify the root causes and implement actions to address underlying issues. These investigations are conducted by trained individuals in root cause investigations coordinated by the SHEQ Team.

A large proportion of our employees are required to work at third-party sites where the working safe systems are not controlled by Den Hartogh, and there is a requirement to work within the customer's health and safety management systems. The sites systems will be reviewed, and our employees have the right to STOP WORK and report where these systems don't meet Den Hartogh's safety standards.

## 5.2 Hazard Identification and Risk Management

All business units and countries we operate have a legal duty to identify hazards, risks and implement control measures to as low as reasonably practicable. All countries are required to conduct risk assessments and method statements (RAMS) to develop safe systems of work (SSOW). These RAMS are reviewed regularly or when significant changes to operations occur, findings from accidents, near miss and new business developments.

Risk assessments are completed by competent personnel who have the specific job experience, knowledge and training. Den Hartogh has identified key personnel who will be authorised to conduct these risk assessments and job method statements. Typical workplace hazards are the manual handling, working at height, hot work and exposure to hazardous substances.

The right to STOP WORK authority for all employees in the health and safety policy is considered to be unsafe. This has been communicated through the safety committees and non-standard operations (NSO) safety initiative by the CEO and SHEQ Director.

The level of investigation is defined in the severity matrix and conducted by competent personnel. The methodology for the highest level of investigation is bow tie analysis and medium investigation is the 5 why process, each investigation is recorded in an investigation report. Investigations are recorded in Transfusion, where immediate and root causes are identified and preventative actions are implemented to prevent recurrence. Actions are linked to the recommendations of investigations, and these actions are managed to completion.

## 5.3 Occupational Health Services

Den Hartogh is committed to protecting the health both physical and psychological of its employees and all subcontractors operating under our control. These health monitoring aspects are based on the fitness to work and education on a healthy lifestyle:

- Workers are fit for task
- Workplace health exposures are identified and mitigated
- Wellbeing needs that underpin fitness for task and susceptibility to occupational disease are supported through a wide range of interventions including lifestyle education programme

We are committed to improving the management of health hazards and risks, both physical and psychosocial, through collaboration between SHEQ, P&C with OH support when required. DH wellbeing initiatives are shared across locations to put in place good practices and peer review of health risks across the organisation. The development of risk assessments for stress and lone worker supports line managers to manage health risks in the changing working environments due to hybrid working.

## 5.4 Worker Participation and Training

Den Hartogh is committed to employee engagement in Health and Safety matters. Across all locations in 25 countries 62% of employees are covered by formally elected employee representatives. We always comply with local legislation and support employee representation where appropriate. However, in countries with a smaller workforce, it is not always practical to organise formal employee representation due to the limited number of employees.

Regular meeting provides employees across all locations can raise safety communications through their allocated representatives. Other channels of communication include safety alerts, bulletins and consultation on safety campaigns. These various employee interactions provide transparency with communications at all levels through multiple channels to maximise the opportunities for engagement.

Den Hartogh utilises the Narrowcast system to communicate health and safety information across all locations. A mobile app DH Inside is used to communicate to drivers via push notifications and makes available safety publications via the onboard computer and mobile devices. The app is monitored to enable drivers to make suggestions and provide feedback on activities and initiatives.

Den Hartogh ensures all employees receive role-specific training to maintain high competency levels, particularly for tasks requiring certification, such as transporting hazardous materials. Ongoing risk assessments define competency needs, and competency frameworks are under review to standardize training across functions.

Den Hartogh has created a series of Front-Line Leadership (FLL) training courses. These courses are delivered specifically to FLL's to provide a skill set needed to lead safety, to work safely and encourage a positive safety culture within our organisation. This is an interactive, practical and theory-based training, that provides the capability to provide good leadership, supervision and decision-making for supervisors.

Den Hartogh has developed the DH Academy eLearning platform to ensure training access for all employees, including office-based staff, drivers, and operators. Training modules, designed either by external experts or created in-house, are tailored to industry-specific hazards and employee roles. When location-specific hazards arise, such as working at heights or confined space entry, we engage external specialists to deliver targeted, high-quality training.

## 5.5 Promotion of Employee Health

Our wellbeing provision covering financial, social, physical and mental wellbeing offers employees a holistic opportunity to manage or improve their wellbeing needs. Services or wellbeing programmes offered include finance solutions, discount website, location physical and social initiatives.

We provide an employee assistance programme to all workers and their families, to support them with improved integration between the occupational health services. These include, for example fitness facilities, anti-smoking information, health check-ups, dietary and health tips, presentations on health-related issues and workshops on targeted and correct relaxation.

Further focal points are training courses for managerial staff on mental health awareness, with the aim of getting people back to work as soon as possible after a long-term absence due to illness. Mental health ambassadors have been trained to identify and assist with mental health-related signs.

## 5.6 Performance Metrics

Seeing as how Safety is our foremost priority, we have kept developing our Safety, Health, Environment & Quality (SHEQ) culture – continuing the journey to zero major incidents and everyone going home safely at the end of the working day. All employees are aware of their own safety and that of others, and we do our utmost to create a safe environment.

Despite all worldwide efforts, we did not see a downward trend in the Total Recordable Case Frequency (TRCF\*). The TRCF safety performance measure for 2024 was 7.96 with the year-end figure for 2025 being 6.71.



ESG Summary 2025

# 6 ● Workforce & Governance

## 6.1 Career Development at Den Hartogh

All our employees receive training related to skills or career development at least once per year, which can include on-the-job training, e-learning, classroom sessions, mandatory/legislative training, or toolbox talks. These training initiatives are essential to our commitment to continuous learning and development. This practice aligns with our core value of people development, ensuring that every team member can grow and enhance their skills.

The "Let's Talk" programme at Den Hartogh Logistics is designed to foster employee development through structured, meaningful conversations between employees and managers. It focuses on setting personal and business goals at the start of the year, with regular check-ins, mid-year reviews, and an end-of-year performance evaluation. The programme is aligned with Den Hartogh's objectives, encouraging open communication, feedback, and growth, while being monitored and adjusted based on performance data in Workday.

In Table 8, the percentage of the workforce who have had performance and career development reviews and skills and career related training is summarised. Our Career & Performance reviews are fully integrated for office employees, while non-office employees receive regular on-the-job coaching, such as through our mentor drivers. As non-office employees are not part of the standard performance review process, they have not yet been included in the current figures.

**Table 8** Percentage of workforce who receives performance & career development reviews and skill related training within Den Hartogh Logistics

	2022	2023	2024	2025
<b>Performance &amp; Career Development Reviews</b> % of the total workforce who received regular performance and career development reviews	47	47	44	46
<b>Skills and Career Related Training</b> % of the total workforce who received career- or skills-related training	100	100	100	100

## 6.2 Living wage & Labour Organisation

We ensure that all employees receive fair compensation, with records showing wages have always been at or above the minimum wage. Since tracking living wage data from 2021, we have confirmed that employees in selected countries are paid above the living wage. In 2023, we further verified this using official government sources, such as [www.wageindicator.org](http://www.wageindicator.org).

While most employees are confirmed to be earning above the living wage, the complexity of pay structures and allowances requires additional research to confirm this for all employees.

**Table 9** Confirmed compliance with minimum legal wage and living wage paid within Den Hartogh Logistics

	2022	2023	2024	2025
<b>Legal minimum wage</b> % of the total workforce	100	100	100	100
<b>Confirmed above living wage</b> % of the total workforce	68	90	90	90

Workforce representation involves giving our employees a formal voice in our decisions through elected work councils, driver representatives, or unions. Elected representatives address workforce concerns on working conditions, safety, and company policies, while driver representatives focus on the specific needs of drivers. Unions collectively negotiate wages and employment terms, ensuring fair treatment and advocacy for employees. Within Den Hartogh Logistics, we are accustomed to all types of workforce representation.

We are open to employees being covered by collective agreements and having formally elected employee representatives, which is in line with common practices in the logistics and transport sector. We always comply with local legislation and support employee representation where appropriate. However, in countries with a smaller workforce, it is not always practical to organise formal employee representation due to the limited number of employees.

**Table 10** Workforce & employee representation and collective agreement within Den Hartogh Logistics

	2022	2023	2024	2025
<b>Workforce Representation</b> % of the total workforce represented in formal joint management-worker health & safety committees	65	65	62	62
<b>Formally elected employee representatives</b> % of the total workforce who are covered formally elected employee representatives	62	62	62	62
<b>Collective agreements</b> % of the total workforce who are covered by formal collective agreements concerning working conditions	53	53	55	55

## 6.3 Training on ESG

All our sites in Europe are covered by the SQAS standard, which includes a thorough audit of our health and safety risk assessments. At each location, we ensure compliance with local legal requirements: for example, we follow the RI&E (Risk Inventory & Evaluation) in the Netherlands. This ensures that we meet both international standards and local regulations for health and safety at every site.

Our training on Diversity, Discrimination, and Harassment has been incorporated in our comprehensive Code of Conduct training, which all office employees are required to complete. In addition, we have a clear escalation process in place through our Speak Up, Whistleblower policy, enabling employees to report any concerns or violations confidentially. This ensures that all employees are aware of the company’s position and the channels available for addressing any misconduct.

**Table 11** Workforce engaged in ESG trainings within Den Hartogh logistics

	2022	2023	2024	2025
<b>Health and safety Assessment</b> % of all employees which an employee health & safety risk assessment has been conducted	100	100	100	100
<b>Training on Diversity, Discrimination and/or Harassment</b> % of the total workforce who received training on diversity, discrimination and/ or harassment	38	46	49	46
<b>Skills and Career Related Training</b> % of the total workforce who received career- or skills-related training	100	100	100	100
<b>Training Code of Conduct/ Business ethics</b> % of the total workforce across all locations who received Code of Conduct/ Business ethics training	100	100	100	100

## 6.4 Speak Up: The Den Hartogh Anti-Bribery and Whistleblowing Procedure

At Den Hartogh, we uphold integrity and transparency in all our business practices. We encourage all employees to voice concerns regarding any behaviour or situation that may be unsafe, unethical, unlawful, or inconsistent with our Code of Conduct. Our Speak Up Procedure offers multiple avenues to raise concerns confidentially:

1. Discuss with a direct manager.
2. Escalate to another manager within the team or location.
3. Reach out to the People & Culture department or a designated Person of Trust.
4. Contact the internal Whistleblowing Team through an email address or a centralised confidential telephone number.

Additionally, employees can raise concerns externally by following local policies to report to national authorities if needed. We strictly prohibit any form of retaliation. If an employee encounters or witnesses retaliation, we urge them to report it through the appropriate channels.

For further guidance, training materials on Business Ethics are available through our website and online training platform.

In the year 2025, formal 2 Speak Up procedures were initiated and a Whistleblowing Team was established. During 2025 two events were reported to the Whistleblowing Team and following appropriate investigations corrective actions were taken. The procedures have been reviewed and amended to incorporate learnings with greater clarity and widened to include access by suppliers and customers.



# 7

ESG Summary 2025

## Environmental sustainability

## 7.1 Development & review 2025

In 2020, we set a clear ambition: reduce the carbon intensity of our transport services by 25% by 2025. As we reach that milestone, the conclusion is straightforward. We did not get there. Emission intensity decreased by 4.3%, well below our target. At the same time, the direction is clear. Our performance indicators continue to move forward, showing consistent progress and giving us a base to accelerate.

One area where this progress is very visible is our Book & Claim programme. In 2025, we expanded the programme to 27 customers, up from 10 in 2024. This growth goes hand in hand with a sharp increase in HVO use and a clear reduction in the GHG intensity of our own trucking activities. This is not a one-off result, but a model that works and can scale even further across our operations.

We also strengthened the credibility of our data. In 2025, we completed our first verification with Normec Verifavia, an auditor approved by Smart Freight Centre. This is an important step as we continue to expand Book & Claim and build trust in the impact we report.

At the same time, we made tangible changes to reduce scope 2 emissions. We moved into Basecamp, an A++++ building with solar capacity on site. In parallel, we secured a renewable electricity contract for our site in Zele, one of our largest energy users. These are concrete decisions with direct impact on our footprint.

We also continued to strengthen our data systems. We have started the process of requesting primary information on a systemic basis from our suppliers and integrating them into our emissions data, as we work towards alignment with the newest SQAS questionnaire.

Finally, we expanded ISO14001 certification across our European business units. This reflects ongoing development of our environmental management and ensures that progress is not isolated, but embedded across the organisation.

## 7.2 Energy balance

For 2025, an energy balance was prepared covering all fuel and electricity consumed by the consolidated Den Hartogh Group.

In the timeframe 2023-2025 you see a consistent uptick in the consumption of renewable energy. This is due to the introduction and continuous growth of HVO consumption for the in-house trucking activity. In 2025 there was an additional impact from the switching to a fully green energy contract for our location in Zele. In addition, we moved offices in Rotterdam, which came with additional solar capacity. There is a significant decrease in total energy consumption in 2025 compared to 2024 due to less operations of the in-house trucking fleet.

Outside of our control you see a continuous increase of renewable energy percentages in the electricity grids of the location.

**Table 12** Energy balance 2023-2025

	2023 <sup>2</sup>	2024	2025
<b>Non-renewable energy (MWh)</b>	216,093	206,111	172,861
<b>Renewable energy (MWh)</b>	20,197	28,389	33,484
<b>%Renewables</b>	8.5%	12.2%	16.2%
<b>Total</b>	236,290	234,820	206,345

The rise is primarily driven by a higher proportion of HVO in the fuel mix. Den Hartogh used 1,799 MWh of HVO in 2023, with a six-fold increase to 11,401 MWh in 2024, now reaching 17,699 MWh in 2025 or a 55% increase compared to 2024. HVO is expanding due to the contribution of our customers via our Book & Claim system. As a result of this system, our homebases in both Rozenburg and Barneveld are on HVO for the year of 2026. The exact 2025 energy breakdown is presented in Table 13.

**Table 13** Energy breakdown of the fuels in the year 2025

Fuel type	Energy (MWh)	Relative amount (% of MWh fuel total)
Diesel fuel (fossil component)	159,887	78.7%
Fossil LNG	4,538	2.2%
Other fossil fuels	7,342	3.6%
<b>Total fossil fuels</b>	<b>202,123</b>	<b>84.6%</b>
Biofuels		
HVO	17,699	8.7%
B7 component diesel	11,868	5.8%
Liquid Biogas (LBG)	1,752	0.9%
<b>Total biofuels</b>	<b>31,319</b>	<b>15.4%</b>

Most of the energy consumed by Den Hartogh is directly related to the trucking activity. All but the 'other fossil fuel' category are related to this which is 97% of the fuel consumption which in turn is 98% of the total energy consumption of Den Hartogh.

<sup>2</sup> 2023 Energy consumed on locations from BU Food are excluded, due to lack of data availability

The medium-term strategy focuses on reducing dependence on non-renewable fuels by progressively increasing the share of biofuels, primarily HVO and, to a lesser extent, LBG in our operations. This transition is supported by our Book & Claim system, which enables all customers to shift from diesel to HVO within our network. Although fossil fuels still represent most of our energy use, the continued growth in biofuels and renewable energy reflects a clear and positive trajectory toward a lower-carbon energy profile.

The total energy profile, including electricity data is shown in Table 14.

**Table 14** Renewable and non-renewable share of energy consumption of Den Hartogh Logistics in 2025

Energy type	Total Energy (MWh)	Non-renewable energy (MWh)	Renewable energy (MWh)	Percentage renewable of total (%)
Fuel	203,086	171,767	31,319	15.4%
Electricity	3,259	1,094	2,165	66.4%
<b>Total</b>	<b>206,345</b>	<b>172,861</b>	<b>33,484</b>	<b>16.2%</b>

Including electricity, renewable energy made up 33,484 MWh, or 16.2% of Den Hartogh's total energy consumption.

### 7.3 Energy intensity

Energy intensity is a key indicator of how efficiently energy is used relative to distance travelled and load carried. For Den Hartogh Logistics, reducing the energy intensity of our own trucking operations is a priority, driven by improved planning and better vehicle fuel efficiency. Lower fuel use per kilometre not only reduces operating costs but also decreases carbon emissions per tonne-kilometre.

Table 15 presents the energy intensities of our trucking operations, based on fuel consumption data and operational data from our Transport Management System.

**Table 15** Energy intensity of Den Hartogh trucking in kWh/tkm

Transport type (kWh/tkm)	2023	2024	2025
<b>Den Hartogh trucking based on primary data)</b>	0.276	0.268	0.267

In 2025 we have a light improvement compared to 2024. This improvement is mainly due to replacing older trucks with more fuel-efficient models.

## 7.4 Greenhouse gas emissions

Managing and reducing greenhouse gas (GHG) emissions is a core part of Den Hartogh Logistics' sustainability work. We measure and report emissions across Scope 1, 2, and 3, as presented in Table 16, to give a clear overview of our impact in each category.

In 2023, we updated our calculation method to align with the GHG Protocol, ISO14083, and the GLEC Framework. Emissions from the Food business unit have been added retroactively to the 2023 figures, despite the fact the BU joined Den Hartogh in 2024. The 2019 base year has also been reconstructed to include Food transport data, ensuring a consistent baseline for performance tracking.

Scope 1 emissions are reported on a Tank to Wheel (TWT) basis. To calculate Well to Wheel (WTW) emissions, Scope 3 category 3, covering fuel and energy related activities, should be added to the Scope 1 total.

Table 16 shows our total GHG emissions for Scope 1, 2, and 3 for 2019, 2023, and 2024. Scope 3 is the largest contributor in all years, mainly due to transport of our (tank) containers by third-party carriers.

**Table 16** GHG emissions in metric tons CO<sub>2</sub>eq per year per Scope for the year 2019, 2023 and 2024

Year	2019	2023	2024	2025
Scope 1 (tons CO <sub>2</sub> eq)	53,426	56,327	53,784	45,083
Scope 2 (tons CO <sub>2</sub> eq)	-	777	972	684
Scope 3 (tons CO <sub>2</sub> eq)	211,239	219,755	239,098	235,533
<b>Total</b>	<b>264,665</b>	<b>276,859</b>	<b>293,854</b>	<b>281,300</b>

- 1) For the years 2019 until 2022 scope 1 was calculated not via fuel data but via EcoTransIT only, for scope 3 only the categories 3 en 4 were included in total calculations.
- 2) Including the scope 3 categories 1.2,3.4,6 & 7; scope 1 calculated with primary data.

In early 2024, we carried out a materiality assessment to align our Scope 3 accounting with the GHG Protocol, ISO14083 and the GLEC 3.2 framework. Based on this, we focus on the following Scope 3 categories: purchased goods and services, capital goods, fuel- and energy-related activities, upstream transportation, and employee commuting. The other scope 3 categories are not considered relevant and are therefore not calculated.

Table 17 provides the 2025 breakdown of Scope 3 emissions across these key categories. They represent the main sources of indirect emissions in our value chain and are therefore central to reducing our total GHG footprint.

Scope 3 Category 2 (Capital Goods) emissions are significantly lower compared to prior reporting periods. This reduction reflects a methodological refinement in asset boundary definition: operationally leased tank containers have been excluded from this category, as the associated capital emissions are considered attributable to the lessor rather than to Den Hartogh. Only assets that are fully owned or held under finance leases, and therefore recognized on Den Hartogh's balance sheet, are now included in this category, in line with GHG Protocol guidance on operational control and ownership boundaries.

**Table 17** Full GHG emission overview of 2025 in line with GHG protocol

Scope and categories	Metric tons CO <sub>2</sub> eq
<b>Scope 1: Direct emissions from owned/controlled operations (Tank to Wheel)</b>	45,083
<b>Scope 2: Indirect emissions from the use of purchased electricity, steam, heating, and cooling</b>	684
<b>Upstream scope 3 emissions</b>	
<b>Category 1: Purchased goods and services</b>	20,481
<b>Category 2: Capital goods</b>	712
<b>Category 3: Fuel- and energy-related activities (Scope 1 Well to Tank)</b>	16,189
<b>Category 4: Upstream transportation and distribution</b>	194,785
<b>Category 5: Waste generated in operations</b>	-
<b>Category 6: Business travel</b>	600
<b>Category 7: Employee commuting</b>	2,766

Our primary target is based on emission intensity. As this intensity approaches zero, total emissions will also move towards zero, independent of business growth or market share.

Table 18 presents Den Hartogh's CO<sub>2</sub> emission intensity, measured in grams of CO<sub>2</sub> per tonne-kilometre, from 2019 to 2025. These figures reflect our ongoing commitment to reducing emissions across all transport operations and are the basis of our 2025 intensity reduction target.

**Table 18** Emission intensity in gr CO<sub>2</sub> per tonne kilometre

Year (gr CO <sub>2</sub> /tonkm)	2019	2023	2024	2025
<b>Den Hartogh Trucking</b>	-	90.50 <sup>3</sup>	84.64 <sup>3</sup>	80.58 <sup>3</sup>
<b>Group wide transport</b>	19.31	19.23	18.64	18.47

The effect of HVO is clearly reflected in the data on the carbon intensity of the Den Hartogh trucking fleet. Our share of HVO was below 0.5% in 2023, but has risen to 8.7% in 2025. Supported by a gradual modernisation of our trucks, leading to a lower fuel consumption. We achieved a 9.7% reduction in carbon intensity.

<sup>3</sup> Includes HVO attributed to our Book & Claim system. Associated carbon reductions may only be claimed by participating customers.

At group level, the effect is more modest. In 2025 we have managed to reduce our carbon intensity with 4.3%. This falls significantly short of our 25% reduction target for 2025 compared to 2019. Nevertheless, the trajectory is encouraging: the trend is accelerating in the right direction, driven in part by a significant planned increase in HVO consumption in 2026. We remain committed to our ambition of a 35% reduction in carbon intensity by 2030, relative to our 2019 baseline, and recognize the responsibility that target carries.

A further headwind in achieving our intensity target is the ongoing modal shift away from rail in Europe. Persistent unreliability in the rail network has compelled us to substitute rail transport with road haulage to a greater degree than anticipated, a trend that runs counter to our decarbonisation strategy. This is most visible in our business unit food that transports perishable goods with strict time and temperature constraints that leave limited tolerance for service disruption. This caused the carbon intensity of BU Food to increase rather than decrease, from 2024 to 2025.

## 7.5 Air pollution

Den Hartogh Logistics manages air emissions from its own assets, with a focus on our truck fleet, which is the main source of air pollutants in our operations. Emissions from our logistics partners are not included in this report, as they fall outside our direct operational control.

Ozone-depleting substances are not relevant to our activities, as our assets do not use equipment that emits these compounds. Sulphur dioxide (SO<sub>2</sub>) is also not material, as modern vehicle standards have reduced SO<sub>2</sub> emissions from road transport to negligible levels.

Our fleet has become significantly cleaner in recent years. The share of Euro VI trucks increased from 76.3% in 2019 to 96.8% in 2025. Euro V trucks have disappeared; the only truck left is the anniversary model that is mainly used for a ceremonial role. This renewal significantly reduced emissions of nitrogen oxides (NO<sub>x</sub>) and particulate matter (PM<sub>x</sub>).

Beyond HVO, we are steadily broadening our alternative fuel mix. The share of LNG/LBG trucks in our fleet grew from 0.6% in 2019 to 2.4% in 2023, reflecting a sustained shift toward lower-emission propulsion. In 2025, electric trucks reached 0.6% of the fleet, a modest but meaningful milestone, marking the beginning of electrification and zero-emission vehicles in our road transport operations.

**Table 19** Emission classes of Den Hartogh operated trucks from 2019-2025. Data before 2024 excludes trucks from H&S logistics

Year	2019	2020	2021	2022	2023	2024	2025
Euro VI (%)	76.3	96.3	92.0	96.8	96.3	97.5	96.8
Euro V (%)	23.6	2.5	7.0	1.7	0.7	0.1	0.1
LNG/LBG (%)	0.6	1.2	1.0	1.5	2.8	1.8	2.4
Electric	0.0	0.0	0.0	0.0	0.2	0.5	0.6
Euro I/II/II (%)	0.1	0.0	0.0	0.0	0.0	0.0	0.0

Between 2019 and 2025, NO<sub>x</sub> emissions from our own truck fleet fell from 135,665 kilograms to 57,245 kilograms, a reduction of around 50% compared to the base year. This reduction is mainly due to the renewal of the fleet to Euro VI trucks and a higher share of vehicles on alternative fuels. But part of the effect can be attributed to a lower activity of our trucking fleet in 2025 compared to previous years.

Particulate matter (PM<sub>x</sub>) emissions have stayed low and slightly decreased over the same period, reaching 5,025 kilograms in 2025, supported by the wider use of Euro VI vehicles. The exact percentage change versus 2019 is shown in the underlying data Table 20.

**Table 20** Total air pollutants WTW emitted by Den Hartogh from 2019 until 2025

Year	2019	2023	2024	2025
<b>NO<sub>x</sub> (kg)</b>	135,665	87,076	89,183	57,245
<b>PM<sub>x</sub> (kg)</b>	7,596	6,481	6,641	5,025
<b>Total air pollutants</b>	143,261	93,558	95,824	62,270

Our focus on reducing air pollutants reflects our overall mission to operate in a sustainable manner while supporting the logistics needs of our customers. By continuing to modernize our fleet, expand the use of alternative fuels, and invest in electric vehicle technologies, we aim to further lower the environmental impact of our operations in the years to come.

## 7.6 Waste

Waste management is an essential part of Den Hartogh's sustainability efforts. We are committed to minimizing waste generated across our operations and ensuring that all waste is disposed of responsibly. In 2025, we made significant strides in both tracking and reducing various types of waste, especially in our workshop operations.

An overview of waste in four different categories: wastewater, office waste, non-hazardous workshop waste and hazardous workshop waste is shown in Table 21.

**Table 21** Waste disposed by Den Hartogh logistics in metric tonnes

	2022	2023	2024	2025
<b>Waste water (tons)</b>	1,973	2,512	2,910	2,005
<b>Office waste (tons)</b>	14.1	13.7	20.9	16.2
<b>Workshop waste (non-hazardous) (tons)</b>	Workshop	546	299	305
<b>Workshop waste (hazardous) (tons)</b>	waste recorded since 2023	36	45	40

Through continuous improvement in waste management, Den Hartogh is working towards further reducing the overall waste generated from its operations. Our focus remains on enhancing efficiency, boosting recycling efforts, and minimizing hazardous waste wherever possible. We aim to take these efforts even further in the coming years as part of our broader sustainability strategy.



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# GRI index

Statement of use	Den Hartogh Holding B.V., has reported in accordance with the GRI Standards for the period January 1, 2025 – December 31, 2025
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Trading, distribution, and logistics

## GRI 2 – General disclosures

GRI Standard	Disclosure Title	Section in Report or Reason for omission
GRI 2-1	Organisational Details	1.1 Technical introduction to organisation and its reporting practices
GRI 2-2	Entities Included in Sustainability Reporting	
GRI 2-3	Reporting Period, Frequency, and Contact Point	
GRI 2-4	Restatements of Information	
GRI 2-5	External Assurance	
GRI 2-6	Activities, value chain and other business relationship	1.2 Activities of Den Hartogh logistics
GRI 2-7	Employees	1.4 Workforce, diversity & Belonging
GRI 2-8	Workers who are not employees	Omitted due to data unavailability
GRI 2-9	Governance structure & composition	1.4 Governance
GRI 2-10	Nomination and selection of the highest governance body	<i>Omitted on the grounds of confidentiality. As a privately held family company, the nomination and selection of members of the highest governance body is an internal matter</i>
GRI 2-11	Chair of the highest governance body	1.4 Governance
GRI 2-12	Role of the highest governance body in overseeing the management of impacts	1.4 Governance
GRI 2-13	Delegation of responsibility for managing topics	1.4 Governance
GRI 2-14	Role of highest governance body	1.4 Governance
GRI 2-15	Conflicts of interest	<i>Omitted on the grounds of non-applicability, as this disclosure is not relevant to our organizational structure and governance framework.</i>
GRI 2-16	Communication of critical concerns	6.4 Speak Up: The Den Hartogh Anti-Bribery and Whistleblowing Procedure
GRI 2-17	Collective knowledge of the highest governance body	1.4 Governance
GRI 2-18	Evaluation of the performance of the highest governance body	<i>Omitted on the grounds of confidentiality, in line with our policy as a privately held company.</i>
GRI 2-19	Remuneration policies	<i>Omitted on the grounds of confidentiality, in line with our policy as a privately held company.</i>
GRI 2-20	Process to determine remuneration	<i>Omitted on the grounds of confidentiality, in line with our policy as a privately held company.</i>
GRI 2-21	Annual total compensation ratio	<i>Omitted on the grounds of confidentiality. As a privately held company, this information is considered commercially and organisationally sensitive</i>
GRI 2-22	Statement on sustainable development strategy	Introduction by Pieter den Hartogh
GRI 2-23	Policy commitment	2. Targets and commitments

GRI 2-24	Embedding policy commitments	2. Targets and commitments
GRI 2-25	Process to remediate negative impacts	6.4 Speak Up: The Den Hartogh Anti-Bribery and Whistleblowing Procedure
GRI 2-26	Mechanisms for seeking advice and raising concerns	6.4 Speak Up: The Den Hartogh Anti-Bribery and Whistleblowing Procedure
GRI 2-27	Compliance with laws and regulations	1.1 Technical introduction to organisation and its reporting practices
GRI 2-28	Membership organisation	1.4 Governance
GRI 2-29	Approach to stakeholder engagement	4.1 Process of materiality assessment
GRI 2-30	Collective bargaining agreements	6.2 living wage & labour organisation

### GRI 3 – Material topics

GRI Standard	Disclosure Title	Section in Report
GRI 3-1	Process to determine material topics	4.1 Process of materiality assessment
GRI 3-2	List of material topics	4.2 Results
GRI 3-3	Management of material topics	2. Targets and commitments

### GRI 204 - Procurement practices

GRI Standard	Disclosure Title	Section in Report
GRI 204-1	Proportion of spending on local suppliers	<i>Commercially sensitive information on supplier relationships and procurement strategy. Publication of this data will materially affect the negotiating position and is therefore withheld to protect commercial interests.</i>

### GRI 205 – Anti-corruption

GRI Standard	Title	Section in Report
GRI 205-1	Operations Assessed for Risks Related to Corruption	6.4 Speak Up: The Den Hartogh Anti-Bribery and Whistleblowing Procedure
GRI 205-2	Communication and Training about Anti-corruption Policies and Procedures	6.4 Speak Up: The Den Hartogh Anti-Bribery and Whistleblowing Procedure
GRI 205-3	Confirmed Incidents of Corruption and Actions Taken	6.4 Speak Up: The Den Hartogh Anti-Bribery and Whistleblowing Procedure

### GRI 302 - Energy

GRI Standard	Title	Section in Report
GRI 302-1	Energy Consumption within the Organisation	7.1 Energy Balance
GRI 302-2	Energy Consumption Outside the Organisation	<i>Omitted due to data unavailability.</i>
GRI 302-3	Energy Intensity	7.2 Energy intensity
GRI 302-4	Reduction of Energy Consumption	7.1 Energy Balance
GRI 302-5	Reductions in Energy Requirements of Products and Services	7.2 Energy intensity

### GRI 305 – Emissions

GRI Standard	Title	Section in Report
GRI 305-1	Direct (Scope 1) GHG Emissions	7.4 Greenhouse gas emissions
GRI 305-2	Energy Indirect (Scope 2) GHG Emissions	7.4 Greenhouse gas emissions
GRI 305-3	Other Indirect (Scope 3) GHG Emissions	7.4 Greenhouse gas emissions
GRI 305-4	GHG Emissions Intensity	7.4 Greenhouse gas emissions
GRI 305-5	Reduction of GHG Emissions	7.4 Greenhouse gas emissions
GRI 305-6	Emissions of Ozone-depleting Substances (ODS)	7.5 Air pollution
GRI 305-7	Nitrogen Oxides (NOx), Sulphur Oxides (SOx), and Other Significant Air Emissions	7.5 Air pollution

#### GRI 306 – Waste

GRI Standard	Title	Section in Report
GRI 306-1	Waste Generation and Significant Waste-related Impacts	7.5 Waste
GRI 306-2	Management of Significant Waste-related Impacts	7.5 Waste
GRI 306-3	Waste Generated	7.5 Waste
GRI 306-4	Waste Diverted from Disposal	Not yet measured
GRI 306-5	Waste Directed to Disposal	Not yet measured

#### GRI 403 - Occupational Health

GRI Standard	Title	Section in Report
GRI 403-1	Occupational Health and Safety Management System	5.1 Commitment and Management System
GRI 403-2	Hazard Identification, Risk Assessment, and Incident Investigation	5.2 Hazard Identification and Risk Management
GRI 403-3	Occupational Health Services	5.3 Occupational health Services
GRI 403-4	Worker Participation, Consultation, and Communication on Occupational Health and Safety	5.4 Worker Participation and Training
GRI 403-5	Worker Training on Occupational Health and Safety	5.4 Worker Participation and Training
GRI 403-6	Promotion of Worker Health	5.5 Promotion of worker health
GRI 403-9	Work-related Injuries	5.6 Safety performance metrics

#### GRI 404 - Training and Education

GRI Standard	Title	Section in Report
GRI 404-1	Average Hours of Training per Year per Employee	6.1 Career development at Den Hartogh; 6.3 training on ESG
GRI 404-2	Programs for Upgrading Employee Skills and Transition Assistance Programs	6.1 Career development at Den Hartogh
GRI 404-3	Percentage of Employees Receiving Regular Performance and Career Development Reviews	6.1 Career development at Den Hartogh

#### GRI 405 - Diversity and Equal Opportunity

GRI Standard	Title	Section in Report
GRI 405-1	Diversity of Governance Bodies and Employees	1.3 Workforce, diversity and belonging
GRI 405-2	Ratio of Basic Salary and Remuneration of Women to Men	<i>Omitted on the grounds of confidentiality, in line with our policy as a privately held company.</i>