



VERBRUGGE INTERNATIONAL

Sustainability report 2025





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Foreword

For more than sixty years, Verbrugge International B.V. has been a gateway to Europe. What Anton Verbrugge began in 1958 with a single truck in Terneuzen has grown into a full-service logistics partner on the Westerschelde, trusted by customers across steel, forest products, project cargo and defence. As a family business we have always taken the long view, and we want the gateway we pass on to the next generation to be cleaner, safer and stronger than the one we inherited.

At Verbrugge International B.V., we believe that sustainable logistics go hand in hand with operational excellence. Our organization plays a vital role in the European logistics chain, and with that role comes the responsibility to lead by example; on safety, integrity, and environmental stewardship.

Our direction is clear. We are electrifying our terminal equipment and our truck fleet, we have strengthened rail as a lower-carbon alternative to the road, and we keep our people safe and our business honest. We have a Board-approved climate transition plan and the investment to deliver it, because reducing our emissions is also how we secure our license to grow in a region where sustainability increasingly shapes who is allowed to expand.

We are early in our sustainability journey and realistic about the work ahead, but we are confident in the direction and committed to the pace. We cannot do this alone. We share this report as an invitation to our customers, our people and our partners to keep building that gateway with us. We remain committed to continuous improvement, ensuring that sustainability becomes not just a goal, but part of our identity.

Martin Verbrugge

Chief Executive Officer, Verbrugge International B.V.

June 30, 2026



About Verbrugge

Verbrugge International is a family-owned logistics service provider and your gateway to Europe. From our terminals on the Westerschelde we offer full-service logistics: storage, transshipment, warehousing, road transport, short sea and deep sea chartering, container forwarding, port agency and customs formalities. Customers choose us for our customer focus, our strategic locations, our operational quality and our high safety standards. We move everything from steel and wood pulp to project and defense cargo, including a ten-year contract with the US Army.

Our work runs across three commercial branches, transport and garage, terminals, and marine, from eight operational sites anchored by three main terminals on the Westerschelde and our own garage. Two operating companies carry the weight of our sustainability work and our carbon footprint: Verbrugge Terminals (VT) and Verbrugge Internationale Wegtransporten (VIW).



FOUNDED

1958

Terneuzen (Zeeland, the Netherlands)



PEOPLE

562

headcount

INFRASTRUCTURE



5,400 m
of quay



SITES

8

operational sites;
3 main terminals
plus our own garage



REVENUE (2025)

~EUR
230

million



6.5 km
of rail



~**140**
trucks

RECOGNITION



EcoVadis Silver



ISO 9001
ISO 14001
ISO 45001



GMP



HACCP



AEO



~**600**
trailers



Our history

What started with one truck in 1958 has grown, step by step, into an international gateway. A few milestones along the way, and the recent ones that shape this report:

Year	Milestone
1958	Anton Verbrugge starts his transport company with his first truck in Terneuzen
1964	Joint venture with the Terneuzen port company August de Meijer
1970	Joint venture with the Royal Nedlloyd Group
1980	Martin Verbrugge joins the company
2000	First wood-pulp vessel unloaded at the new Scaldia Terminal; acquisition of NV Haven van Vlissingen
2008	50th anniversary; acquisition of Schotpoort Transport
2024	Rail capacity expanded at Verbrugge Zeeland Terminals (EU CEF co-funded), strengthening road-to-rail
2025	First carbon-footprint baseline established (FY2024); EcoVadis Silver



Vision, mission and values

Our vision is to be the trusted and innovative partner for high-quality storage, transshipment, transport and other logistics services, driven by our family values, integrity and sustainable entrepreneurship. Our mission is to build long-term partnerships through flexible, safe and sustainable logistics, delivered by the optimal combination of our people and our resources.

At Verbrugge International B.V., our core values are the foundation of how we operate, make decisions, and interact with our stakeholders. These values are clearly defined and visualized in our organizational framework:

Our DNA is based on integrity and entrepreneurship



Safety & Quality



Passion for Customers



Creative & Innovative



People & Planet

- Safety and Quality (Veiligheid en Kwaliteit)
- Customer Passion (Passie voor Klanten)
- Creativity and Innovation (Creatief en Innovatief)
- People and Environment (Mens en Omgeving)
- Integrity (Integriteit)
- Entrepreneurship (Ondernemerschap)

These six pillars form the cultural and ethical compass of Verbrugge, guiding us toward sustainable success and meaningful stakeholder relationships.



Our approach to sustainability

We treat sustainability as part of running a good logistics business, not as a separate program. Keeping our gateway open for the next generation means running it responsibly today. Our approach follows a simple arc: measure honestly, improve where we have the most influence, and communicate openly. This report is the first time we have brought all of that together against the VSME framework.

Governance and the Sustainability Committee

Our ESG Manager, Ard Vrolijk, coordinates our sustainability efforts, supports various departments, and activates involved members of our organization. In 2024 we set up a cross-functional Sustainability Committee that further steers our sustainability strategy, monitors progress and coordinates how we communicate about it internally and externally. The committee reports to the Executive Board, which carries final responsibility and signs off this report. Day-to-day ESG coordination sits with our ESG management function.

Verbrugge is governed by a one-tier governance structure made up of 3 executive board members supported by 5 non-executive board members.

Executive Board (as of December 31, 2025):

- Mr. M. J. Verbrugge, Chief Executive Officer (CEO)
- Mr. M. Paulus, Chief Commercial Officer (CCO)
- Mr. C.P. Broeren, Chief Financial Officer (CFO)

Non- Executive Board:

- Mr. M. Duynstee
- Mr. J. Moulant
- Mr. A. Thouret
- Mr. L. Ruijs
- Mr. J.P. van der Peijl
- Mr. A. Borg



How our business affects people and the environment

An honest report starts with naming our impact. As a logistics operator, our largest effect on the climate comes from energy: the diesel in our terminal equipment and trucks, and the electricity that powers our sites, with further emissions embedded in the steel, equipment and transport services we buy. Our operations can affect the air, water and soil around the Westerschelde, through engine exhaust, tyre wear and the vessels that call at our quays. We depend on raw materials such as steel and fuel, which links us to resource use upstream. We shape the working lives of our own people, and indirectly those employed by our suppliers and customers. And because we sit at a sensitive junction in international trade, integrity, security and sound governance matter to everyone who trusts us with their cargo. Each pillar of this report takes one of these impacts and sets out what we are doing about it.

How we chose what to report

We worked through the VSME standard's topics and kept the ones that matter for a port-logistics business on a protected estuary, informed by our materiality assessment that we conducted in 2024 as part of our preparations for CSRD compliance. We then organized them into four pillars, so the report reads as our story rather than as a list of disclosure codes. The table on the next page maps the relevant topics onto those pillars.



Sustainability topic	Pillar	Why it is relevant to us
Climate change, energy, GHG emissions	1 - Climate and energy	Our footprint sits in terminal equipment, trucks and purchased power; this is where we have the most direct influence.
Responsible sourcing	1 - Climate and energy	Most of our footprint is Scope 3; how we buy shapes it.
Pollution of air, water and soil	2 - Environment and surroundings	Heavy diesel equipment and shipping movements near a Natura 2000 estuary.
Biodiversity	2 - Environment and surroundings	Our terminals border the protected Westerschelde.
Resources, circular economy and waste	2 - Environment and surroundings	Operational waste streams from terminal and warehouse activity.
Water	2 - Environment and surroundings	Not a relevant part of our process; covered briefly.
Own workforce; health and safety	3 - Our people	A large operational workforce in a high-risk industry.
Human rights	3 - Our people	Policy, due diligence and a grievance mechanism for our people and value chain.
Business conduct and anti-corruption	4 - Responsible business	We sit in a value chain where integrity and security matter.



Our sustainability pillars and policies at a glance

Doing the right thing across our operations requires more than good intentions, it requires clear policies, measurable goals, and the willingness to be held publicly accountable. Across our four core sustainability pillars (climate and energy, environment and surroundings, our people, and responsible business) we have formal policies in place, each accompanied by goals and KPIs. Some targets are quantitative, such as our Scope 1 and 2 emissions milestones; others remain qualitative for now, reflecting areas where we are building up data and measurement capability in this first reporting year, such as biodiversity.

Our framework also includes a Supplier Code of Conduct, setting out the labor, environmental and ethical standards we expect from everyone in our supply chain. All our policies, our Supplier Code of Conduct, and this sustainability report are publicly available on the Verbrugge International website.

Pillar	What it covers	The short version
1. Climate and energy	Energy, Scope 1-2-3 footprint, intensity, climate targets and transition plan, climate risk, responsible sourcing	Electric unless: replace diesel assets with electric ones on natural replacement moments, infrastructure first.
2. Environment and surroundings	Biodiversity, pollution, resources and waste, water	Good neighbors to the Westerschelde.
3. Our people	Workforce, health and safety, pay and training, human rights, communities	A safe place to build a career.
4. Responsible business	Business conduct, anti-corruption, board diversity, whistleblowing, information security, ethics	Trusted to do the right thing.



Sustainability scorecard


This is the whole report on one page: what we have committed to, the target and its year, and where we stand today.

Theme	Our commitment	Target (year)	Where we stand now	Section
Climate: Scope 1+2	Cut our own emissions through electrification	-30% by 2030 (plan modelled at -38%)	FY25 baseline 20.323 tCO ₂ e; first charging infrastructure and assets from 2026	Pillar 1
Climate: Scope 3	Reduce value-chain emissions	-10% by 2030	FY25 baseline 40.339 tCO ₂ e; still spend-based, structural work after 2030	Pillar 1
Energy	Increase own and renewable energy	100% renewable electricity; grow own generation	Purchased electricity planned for 2026; solar in place; one wind turbine planned (2029)	Pillar 1
Responsible sourcing	Build sustainability into how we buy	100% of operational supplier contracts with sustainability clauses by 2028	Supplier Code of Conduct and Sustainable Procurement Policy in place; clauses being rolled out	Pillar 1
Biodiversity	Protect habitat along the Westerschelde	Qualitative habitat goals	Nesting protection, adapted mowing	Pillar 2
Safety	A safe place to work, zero fatalities	0 fatalities, and reduce lost-time accidents (baseline to set)	0 fatalities, 101 recorded accidents, accident rate of 22.5 (per 100 FTE), 3 reports to our vertrouwenspersoon	Pillar 3
People	Fair work, training and dialogue	Qualitative, revisit 2027	100% covered by a collective labour agreement; ~32 training hours/employee	Pillar 3
Business conduct	Zero tolerance for corruption and bribery	0 incidents, ethics training from 2026	0 convictions, 0 fines, ethics training not yet offered	Pillar 4





Our year in highlights

A snapshot of the steps that shaped 2025 and set up the year ahead.

- 



MORE FREIGHT ON RAIL

Expanded rail capacity at Verbrugge Zeeland Terminals, co-funded by the EU Connecting Europe Facility, strengthens road-to-rail as a lower-carbon mode.


- 



ECOVADIS SILVER

Independent recognition of how we manage sustainability across the business.


- 


ZERO WORK-RELATED FATALITIES

Safety is our first value; we recorded no work-related fatalities in the reporting year.


- 

A FIRST CARBON BASELINE

We established our first carbon footprint in 2025 on the prior fiscal year (FY2025) for Scope 1, 2 and 3 as the baseline we will reduce from and have updated it again this year for FY2025.





Pillar 1 - Climate and energy

Of everything in this report, this is the chapter that matters most. Climate and energy sit at the heart of our environmental policy and are our single most material topic, because they sit at the centre of what we physically do: we move heavy cargo, and moving heavy cargo takes energy. The cranes and reach-stackers on our terminals, the trucks on the road, the vessels at our quays and the systems in our warehouses all run on diesel or electricity, and that is where our impact on the climate is concentrated.

We see two jobs here, and we treat them differently. The first is to cut the emissions we control directly, our own equipment, fleet and energy use, where we can act fastest and where our climate transition plan is focused. The second is to help bring down the emissions of our value chain, where progress depends on working with customers and suppliers. Our approach to the first is deliberately simple, and we put it in two words: electric unless. When an asset reaches the end of its life, we replace it with an electric one wherever that is operationally sensible and the charging capacity is there. We are currently building out the infrastructure first and running pilots in parallel and intend to scale up as we learn how to optimally deploy a hybrid fleet.



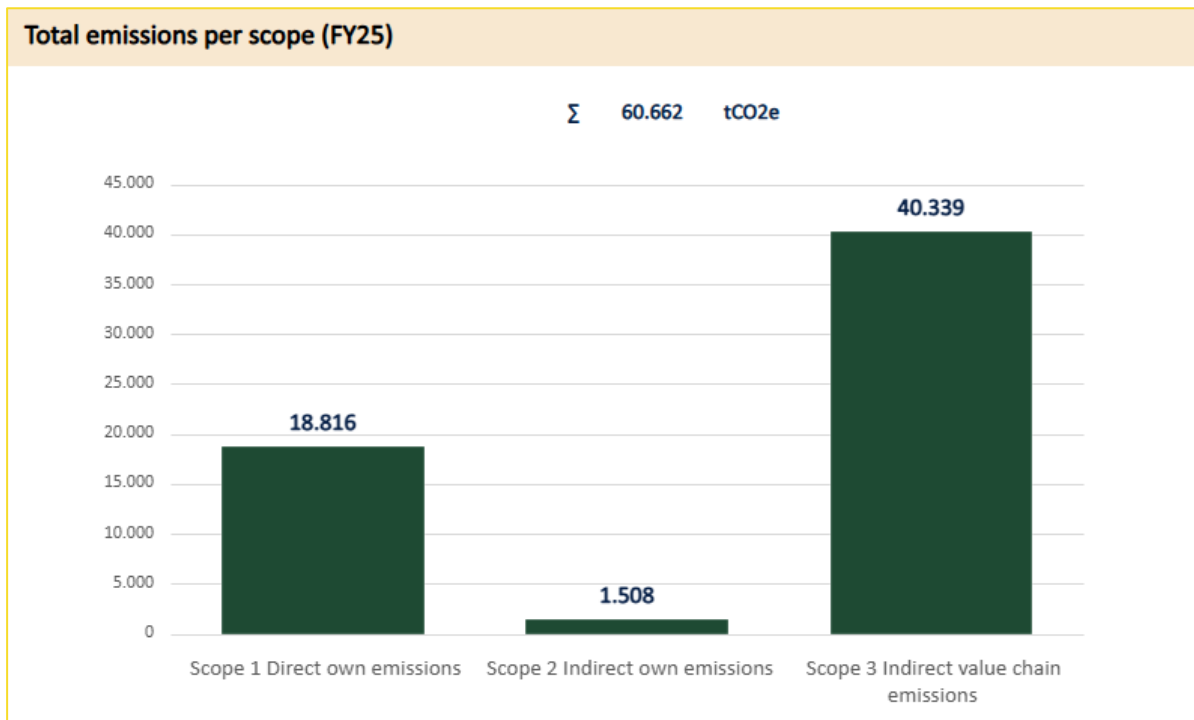
With this approach, we are not chasing the fastest theoretical reduction; we are chasing the one we can deliver and afford, and that keeps our gateway open as the rules tighten.

“Electrification is not only necessary to reduce our impact on the climate, but also to secure our right to grow and future-proof our operations.”

Ard Vrolijk, ESG Manager

Our carbon footprint and approach

Mitigating our greenhouse gas (GHG) emissions is one of our key priorities to meet our climate objectives. Where most companies find their emissions scattered far down the value chain, a third of ours sits in our own hands, in the diesel that drives our cranes, reach-stackers and trucks. We treat that as an advantage, because the biggest lever is ours to pull. Our FY2025 footprint was 60.662 tCO₂e: 31% Scope 1, 2% Scope 2 and 67% Scope 3, the latter dominated by the transport we arrange but do not operate. It is, at heart, an energy story, nine-tenths of the energy we use is fuel, and that is precisely what our transition plan is built to replace. We start where we have control, electrifying our own fleet and equipment, and work outwards from there.





Energy carrier	Renewable (MWh)	Non-renewable (MWh)	Total (MWh)
Electricity	3.417,3	4.023,4	7.440,7
Fuels	8.551,9	57.036,4	65.588,3
Total	11.969,2 (16%)	61.059,8 (84%)	73.029,0

Direct emissions (Scope 1).

This is the heart of the matter. At 18.816 tCO₂e, our direct emissions are almost entirely diesel burned in our terminal equipment, cranes and reach-stackers, and in our road fleet. These two asset groups are the hotspot in our own footprint, and they are exactly what our transition plan targets first. A portion of our fuel is already renewable, but these are transitional measures. The structural answer is not more biofuel, it is electrification.

Purchased energy (Scope 2).

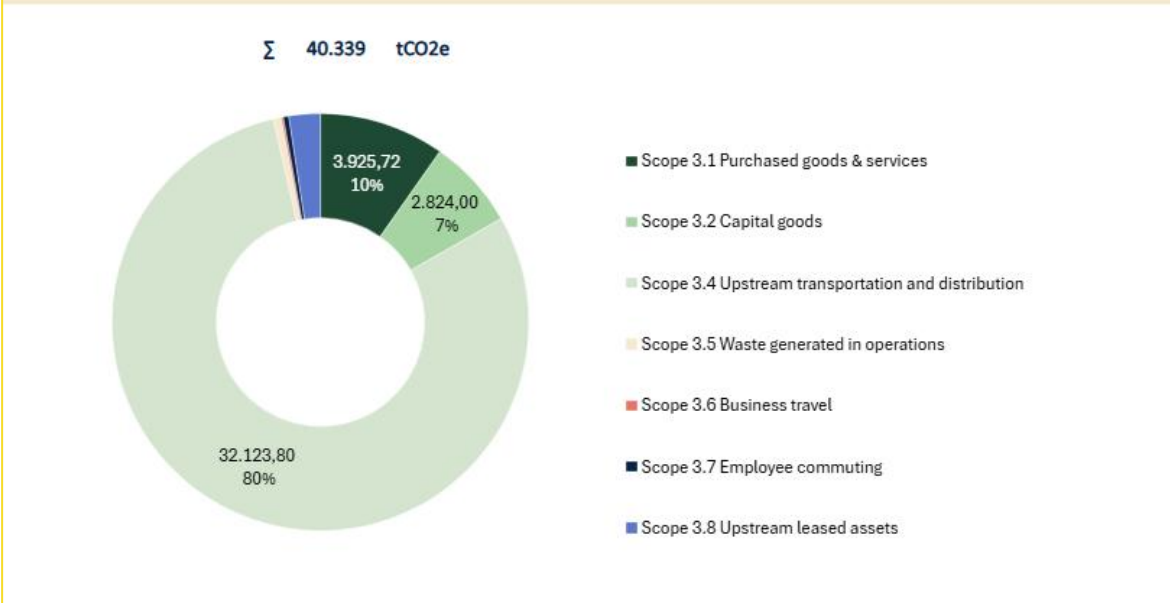
Our emissions from bought energy are small, 1.508 tCO₂e, and the reason is a deliberate choice about how we use our own generation. Our terminals carry a large rooftop solar array that produces around 25 million kWh of electricity a year, far more than our own sites consume. Today we feed most of that surplus back into the grid, where it helps relieve the network congestion that constrains Zeeland and contributes to the renewable-generation goals of the province's Regional Energy Strategy (Regionale Energie Strategie). In other words, we currently do more for the regional energy transition by exporting our clean power than by consuming it ourselves, mostly driven by a financial cost-benefit analysis. The renewable portion of our electricity is obtained through a market instrument, not through the solar power we generate ourselves. Over the coming years as we scale our charging infrastructure we plan to gradually consume more of our own solar before sharing the remainder, and a wind turbine planned for 2029 will add further renewable generation and flexibility.

Value chain (Scope 3).

Two-thirds of our footprint, 40.339 tCO₂e, sits in our value chain, and it is heavily concentrated in one place: the transport we arrange on behalf of our customers but do not operate ourselves.



Total emissions per scope 3 category



Outsourced transport (category 3.4) alone accounts for more than half of our entire footprint. Within it, bulk and breakbulk barging is the largest contributor (around 16.471 tCO₂e), followed by road transport (6.681 tCO₂e), bulk and breakbulk sea shipping (4.894 tCO₂e) and container barging (4.077 tCO₂e). Our approach to the value chain is collaborative: we work with our customers and with the suppliers of our key equipment. But the order of priority is clear. First, we electrify our own fleet and bring down Scope 1 and 2, where we are in control. In the coming years we will also look to reduce category 3.4 where it makes sense and is feasible without major investment, mainly by encouraging lower-carbon options through our procurement strategy rather than mandating them. Structurally reducing Scope 3 is a challenge we will give real weight from 2030, once our own operations are well on the way and our value-chain data is stronger.

Carbon intensity.

On FY2025 revenue of EUR 230 million, the intensity of our own emissions (Scope 1 and 2) was about 88 tCO₂e per EUR million, and our total intensity about 263 tCO₂e per EUR million. Our Environmental Policy commits us to driving down CO₂ per tonne of cargo handled, and we will report that physical measure, the one that matters most in logistics, as our volume data firms up.



Our climate targets and transition plan

Cutting this footprint is not an aspiration for us; it is a funded plan. Our Executive Board recently approved a climate transition plan for 2026 to 2030, with the budget to deliver it, built on electrification of the assets we own. It sets clear targets, which we will report against with progress beside them.

Target	Baseline (FY24) emissions	FY25 emissions	Goal (2030)	Where we stand
Scope 1+2 emissions	18.002 tCO ₂ e	20.323 tCO ₂ e	-30% vs 2024 baseline	Plan (modelled at -38%) and budget (EUR 5.8 million) approved; build starts 2026
Scope 3 emissions	38.992 tCO ₂ e	40.339 tCO ₂ e	-10% vs 2024 baseline	Still spend-based; data improvement to follow and structural reduction after 2030

The plan runs through four connected programmes: the heavy equipment of Verbrugge Terminals, the trucks and vehicles of Verbrugge Internationale Wegtransporten, energy and charging infrastructure, and the operational enablers that make it work, data, governance, business cases and procurement standards. Charging and grid capacity is the binding constraint, so we build that first: without infrastructure, there are no electric trucks.

The business case increasingly favours the switch. Our analysis of a single electric truck shows a payback of around 3.5 years and a net advantage of roughly EUR 220,000 over ten years, driven by lower energy and maintenance costs and a reduced truck levy, and from 2027 the ETS2 carbon price will make diesel more expensive still. We phase the rollout from 2026, beginning with charging infrastructure and the first electric terminal equipment, through to 2030, by which point we expect around 65 electric units at the terminals and 17 electric trucks, alongside supporting vehicles. Reaching that point requires around EUR 5.7 million of additional investment over diesel equivalents.



This effort is reinforced by the energy-efficiency commitments in our Environmental Policy, phased LED lighting, smart lighting and HVAC controls, soft-starters and high-efficiency motors, which lower the energy we need in the first place, and by our work to strengthen rail as a lower-carbon alternative to the road (see "In focus: shifting freight from road to rail"). Electrification also pays a second dividend that matters in our region: it lowers our local nitrogen emissions, which increasingly determine who is allowed to expand, so reducing emissions is also how we protect our licence to grow. Responsibility for this pillar sits with our ESG function and Sustainability Committee for oversight and our operations teams for delivery, and the Executive Board accountable for the targets and the investment behind them.

In focus: shifting freight from road to rail

Not all our progress is about replacing engines; some of it is about choosing the lower-carbon mode in the first place. All three of our terminals connect directly to the European rail network, and in 2024 we extended two rail tracks at Verbrugge Zeeland Terminals so that more and longer trains can be loaded and unloaded at the same time. The project was co-funded by the EU Connecting Europe Facility and reinforced North Sea Port's position as a rail port. Every load that leaves by rail instead of by road is a lower-carbon load, which is why multimodal access is part of how we reduce the footprint of the cargo we move for our customers.

Climate risks

Climate change reaches our business from two directions. The first is transition risk, and for us it is mostly an opportunity if we move early. Customers increasingly weigh the carbon performance of their logistics partners; diesel is losing ground as the ETS2 carbon price (from 2027) and a CO₂-based truck levy push its cost up; and in our region nitrogen and emissions rules increasingly decide who is allowed to expand. Electrification lowers our local nitrogen emissions and protects our license to grow, which is why we treat it as a commercial priority, not only an environmental one.

The second is physical risk. Our terminals sit on the Westerschelde, at the coast, making sea-level rise, storm surge and the increasing frequency of extreme weather events directly relevant to our assets, operations and long-term continuity. The Zeeland coast already experiences significant tidal variation, and climate projections indicate that physical risks to coastal infrastructure will intensify over the coming decades.



We have not yet conducted a formal physical and transitional climate risk assessment, but we are committed to doing so in the near future. The need is both operational and regulatory: the Dutch Wet Kritieke Entiteiten (WKE), which implements the EU Critical Entities Resilience (CER) Directive, establishes obligations for designated critical infrastructure operators, including in the transport and logistics sector, to assess and manage resilience risks arising from, among other things, climate change. As a major port operator in the Zeeland region, Verbruggen anticipates falling within the scope of this legislation, which adds regulatory urgency to completing a structured assessment.

Responsible sourcing

More than 90% of our footprint, and a large part of our social and ethical impact, sits not in what we do but in what we buy and from whom. That makes responsible sourcing one of the strongest levers we have, and we have put real structure behind it.

Our Sustainable Procurement Policy sets out how we choose and work with suppliers, weighing more than price and performance. Under People we expect fair wages, working hours and conditions, strict health and safety, and zero tolerance for bribery, corruption and modern slavery. Under Planet we ask suppliers to reduce their energy, water and waste, use cleaner materials, and report on their environmental performance. Under Profit we set clear terms on pricing, liability, data security and responsibility for subcontractors. The policy draws on internationally recognized standards, the UN Global Compact, the UN Universal Declaration of Human Rights, the ILO conventions, ISO 14000 and SA 8000, and these expectations are embedded in our general purchasing conditions, the contractual basis of every supplier relationship.

Our Supplier Code of Conduct turns those principles into minimum standards that every supplier, subcontractor and partner needs to agree to, and is expected to uphold through their own supply chains. It covers humane working conditions (freely chosen employment, no child or forced labor, fair wages and hours, freedom of association and non-discrimination), health and safety, environmental responsibility and ethical business conduct. It also asks suppliers to support our climate goals directly, for example by reporting environmental data and by preferring sea and road transport over air freight where feasible, one of the practical ways we work on our Scope 3 emissions.



We evaluate our top 20 suppliers by spend at least once every two years, and our top 40 at least once every three years, with each review carried out by at least three departments (Purchasing, QHSE, and Operations or Projects). Suppliers are scored from 1 to 10, and the score drives a clear response: preferred suppliers (8 to 10) are retained as partners; acceptable suppliers (6 to 7.9) receive tracked improvement points; underperformers (4 to 5.9) must deliver an improvement plan and are re-assessed after six months; and a poor score (below 4) ends the relationship. Outcomes are discussed with suppliers in quarterly reviews, and as often as monthly for operationally critical contracts.

We are honest about what is still developing: our supplier risk assessment is currently pragmatic rather than a formal sustainability-risk framework, and we aim to build sustainability factors into it by 2026. Moreover, not all of our suppliers have yet signed our Supplier Code of Conduct, since we only finalized it in 2025. Ensuring that everyone agrees and signs onto it, is one of our key goals for the coming years. Responsibility for responsible sourcing sits with our Head of Procurement, working with the Sustainability Committee and the Directors Team.

Target	Baseline (FY2024)	Goal (2030)	Where we stand
Sustainability clauses in all operational supplier contracts	% of contracts with a signed sustainability clause	Being rolled out on new and renewed contracts	100% by 2028
Build sustainability into supplier risk assessment	Risk framework in place	Pragmatic today (financial stability, reputation, reliability)	By the end of 2026



Pillar 2 - Environment and surroundings

Our terminals do not sit in an industrial vacuum. They sit on the Westerschelde, one of the most important and beautiful tidal estuaries in Europe, and we share the water and the banks with protected birds, fish and the people of Zeeland. Being a good neighbor here is not a side project; it is a condition of operating where we do. This pillar covers how we live alongside that environment: biodiversity, the pollution our operations can cause, the resources and waste we handle, and water.

“The Westerschelde ecosystem is a source of life from the past and future generations where flora and fauna, industry and humankind come together as a team.”

Ard Vrolijk, ESG Manager



Biodiversity: living alongside the Westerschelde

All three main terminals border the Natura 2000-protected Westerschelde estuary. We treat that as a responsibility rather than a constraint. During nesting season we protect the nesting areas of local birds such as herring gulls and oystercatchers, suspending work near active nests. In 2025 we placed four additional duck nesting platforms in our drainage areas, and we have adapted our green-zone mowing and pruning schedules to give wildlife shelter and food.

Across our sites we manage around 256 hectares in total, of which roughly 142 hectares are built-up or paved and the remainder is green or nature-oriented space.

Area in/near biodiversity-sensitive areas (ha)	
Verbrugge Zeeland Terminals (VZT)	110
Verbrugge Scaldia Terminals (VST)	50
Verbrugge Terneuzen Terminals (VTT)	96

Our biodiversity goals are qualitative for now, which fits our organization: maintain and improve habitat for the species that live around our terminals (mallards, gulls, oystercatchers and partridge) and keep adapting our mowing and pruning to protect them. We will set firmer targets as better guidelines are developed for tracking impact on biodiversity. Existing measures include closing areas during nesting season and pausing mowing and pruning then. Planned measures include promoting the natural creation of nesting habitats, creating herb borders, deploying a mowing regime that offers shelter and food for insects and small game, and an adapted mowing and pruning regime that further respects or replants existing trees and habitation to improve habitats (2026 to 2030). Responsibility sits with our ESG function and groundkeeper / terrain management.

Pollution of air, water and soil

As an operator of permitted industrial sites we report on pollution because we are required to, through our environmental permits and the regional environmental authority (RUD), and through our ISO 14001 environmental management at VIW. Our main emission to air is nitrogen oxides (NOx) from diesel terminal equipment, trucks and shipping movements. Dust and oil releases are incidental and tracked through our permits and incident procedures.



Pollutant	Quantity	Frequency	Basis
Nitrogen oxides (NOx)	573 tonnes	Structural	Permit
Dust	~0	Incidental	Visual / permit
Oil	~0	Incidental	Incident reporting

Reducing this pollution is the same job as reducing our carbon footprint: electrifying terminal equipment and trucks cuts NOx at source, which is also why lower local nitrogen emissions are part of our license to grow. In parallel, we are substituting higher-risk input with safer alternatives to reduce potential risk associated with hazardous substances. Our goal is to have 0 yearly pollution incidents and to reduce the share of hazardous substances as a percentage of total processing aids by 5% each year compared to the 2020 baseline, 6 spill incidents and 122 hazardous MSDS substances respectively. In 2025 there were 0 spill incidents and 56 hazardous MSDS substances. Responsibility sits with our ESG function.

Resources, circular economy and waste

As a logistics operator we consume relatively little raw material ourselves; our environmental footprint is energy and movement, not production. Where we do generate waste, we separate it at source and send as much as possible to recycling.

Waste stream	Amount (tonnes)	Recycled	Type
Hazardous	13,3	0%	Hazardous
Non-hazardous	2.978,5	80.2%	Non-hazardous
Total waste generated	2.991,8	79.8% (2.388 t)	

We apply circular principles where they fit our operation: separating and recycling waste streams, reusing dunnage and packaging materials where possible, and keeping equipment in service through our own maintenance and garage rather than replacing it early. We do not report material consumption flow because we do not consume significant raw materials in the way a manufacturer does.



Water

Water is not a relevant part of our operational processes and therefore an immaterial sustainability topic. We use water for vehicle washing, facilities and sanitary purposes only, not in our handling or storage operations, and our Zeeland sites are not located in areas of high water stress (WRI Aqueduct). The total amount of water withdrawal at Verbrugge International B.V. is 155.781 m³.



Pillar 3 - Our people

Logistics is a people business before it is an asset business. Cranes and trucks do not run themselves, and in a tight Zeeland labor market the people who operate them are our scarcest resource and our greatest one. Our aim is straightforward: Verbrugghe should be a safe place to build a career, where the work is fair, the training is real and everyone goes home unharmed.

“We don't just employ people - we invest in families, build careers, and do everything we can to help everyone return home safely.”

Ben Franken, HR Team Lead

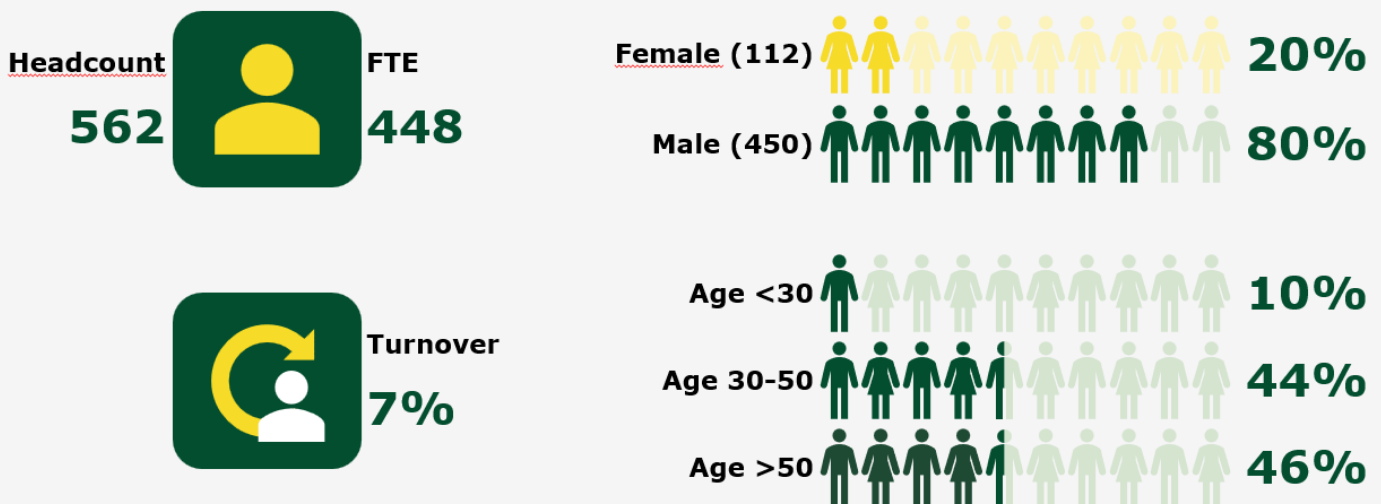


Our workforce in numbers

Behind every container we lift and every truck that leaves our gates is someone who made it move. People are the first link in our chain, and in a tight Zeeland labor market they are also our scarcest resource. At the end of 2025, 562 colleagues made Verbrugge work, most of them in operational roles: crane and reachstacker operators, planners, drivers, mechanics in the garage, and the safety and office staff who keep three terminals running around the clock. Together they represent 448 full-time equivalents, on a mix of permanent (530 HC in total, 94%) and temporary contracts (32 HC in total, 6%). We aim to minimize the pool of self-employed and agency colleagues and instead prefer to offer temporary contracts with the intention of solidifying this into permanent contracts instead.

Ours is an experienced workforce, and we see that as a strength. Almost half of our people are over 50, 44 percent are between 30 and 50, and one in ten is under 30. On a terminal, that depth of routine and judgement is part of what keeps people safe. It also means we must bring younger colleagues in and pass that knowledge on before it retires, which is why we recruit deliberately for the next generation. Turnover was low at 7 percent, which tells us that people who join Verbrugge tend to stay.

We are honest about where we are less balanced. Logistics has long been a male industry and we are no exception: 112 of our 562 colleagues are women, around one in five, and in management that share is lower still, roughly one in eight. We are not satisfied with that. We treat it as something to work on through how we recruit and how we develop people, rather than something to explain away. Nevertheless, this is a common issue across our industry, especially in more remote industrial locations.





Health and safety

Safety is in our DNA. It is the first of our core values, and in a business built on heavy lifting, moving steel, and working alongside ships, trucks and rail, it is not negotiable. The standard we hold ourselves to is simple and absolute: everyone who sets foot on our terminals, our own people, drivers, suppliers and visitors alike, goes home safely. We work towards zero accidents, and we are honest that we are not there yet.

In 2025 we recorded no work-related fatalities. We registered 101 work-related accidents (consisting of small injuries such as abrasions, strains and sprains), at an accident rate of 22.5 (per 100 FTEs). We do not present that number as a success. Every accident is a colleague who was hurt at work, and behind the figure sits a conviction we hold across the company: the incidents you record are the ones you can prevent next time.

Safety at Verbrugge is managed, not assumed. Our terminals run on a certified occupational health and safety management system (ISO 45001), alongside the quality, health and port-security certifications our customers and regulators expect. But certificates are the floor, not the ceiling. Day to day, safety means being alert, informing people well, and being aware of risk. That shows up in concrete rules and routines: mandatory personal protective equipment on the terminals (helmet, safety shoes and a high-visibility vest), a compulsory safety instruction for every visitor and driver, a shuttle service and toolbox sessions so people can move around the site safely, and leadership programmes that train our supervisors to recognise and address unsafe behaviour before it leads to harm.

The backbone of that culture is our Alerta reporting system. Anyone, employee or visitor, can flag an unsafe situation, and we treat a high number of reports as a healthy sign rather than a worry: in 2025 our people filed 64 Alerta notifications, each one a hazard caught early. We also bring the whole organisation together around safety, including a yearly safety day that in recent years has drawn six to seven hundred colleagues together with customs, the fire brigade and safety specialists.

We will keep pushing towards zero. The priorities are to keep strengthening reporting and follow-up, to act on the patterns the Alerta data reveals, and to keep safety leadership visible from the board to the quayside.



Fair work, fair pay, fair opportunities

Fair work starts with fair pay and a real voice. Every Verbrugge employee earns at least the statutory minimum wage, and every one of them is covered by a collective labor agreement, either the Verbrugge Terminals CLA or the VIW road-transport CLA. Collective bargaining is not something we tolerate, it is how we work. Our Works Council, with separate councils for the terminals and for road transport, meets the board at least six times a year, so that the decisions that affect our people are discussed with our people.

We want Verbrugge to be a place to build a career, not just to hold a job. Our approach to development runs from the first contact with a candidate through to long-term advancement, and rests on five steps: fair and transparent recruitment; tailored onboarding for office and dockside colleagues; regular performance and development conversations; mandatory and voluntary training, including the certifications our roles require; and internal mobility, with new vacancies shared internally first so people can grow with us. We are now building this out into a company-wide training plan.

Most of that learning happens close to the workplace. Through our in-house Verbrugge Training Center we run leadership programs, e-learning and hands-on skills training, and for years we have trained up to thirty future dockworkers a year under experienced mentors. We also work with regional education, such as ROC Vlissingen, to open a route into our industry for the next generation.

On average our people received around 26 hours of professional training in 2025. That headline hides an imbalance we must name: the average was about 32 hours for men and only 2 hours for women. This is directly the result of the functions and roles that our women occupy at Verbrugge: administrative in nature with limited required vocational training exposure.

As an employer, we believe our people do their best work when they can balance the job with the rest of their lives. Colleagues can take (partly) paid parental leave, which 14 colleagues did in 2025, and 13 took carer's leave to look after someone close to them. These are small things on paper, but they matter to the people who use them, and they are part of what keeps Verbrugge a place where people stay.



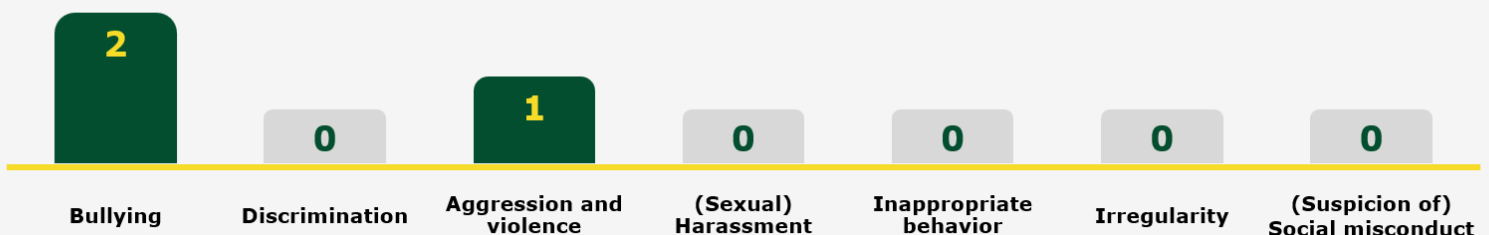
Creating a safe place to work

We want Verbrugge to be a place where people feel safe, respected and able to be themselves. It follows from who we are: People and Environment (Mens en Omgeving) is one of our six core values, and a family business that has employed people in this region since 1958 carries a real duty of care towards them. Most of our colleagues spend their working lives on our terminals, in the garage and on the road, and we owe each of them a workplace where they are treated with dignity and where speaking up when something is wrong is normal, not risky.

Our Labor and Human Rights Policy puts this in writing. We hold a zero-tolerance position on discrimination of any kind, whether based on gender, sexual orientation, religion, ethnic origin, or physical or mental disability, and we do not accept aggression, violence, sexual harassment, bullying, offensive language or inappropriate imagery at work. When something does happen, we have clear, confidential procedures to deal with it swiftly and fairly, so that no one is treated arbitrarily and everyone's dignity is protected. Every new colleague is told about these standards and the channels for raising concerns during onboarding, which is why we track, and aim to keep at 100%, the share of new joiners informed about our anti-discrimination and harassment procedures.

Our Supplier Code of Conduct sets the human-rights and labor standards we expect from suppliers, the prohibition of child and forced labor, freedom of association and non-discrimination among them, and requires them to uphold the same standards through their own supply chains. We check adherence through our supplier evaluation process, which reviews our largest suppliers across at least three departments and includes conduct and QHSE behavior, with follow-up on any concerns. For our own organization we manage working-condition risks through a Risk Inventory and Evaluation (RI&E) and incident reporting, and we uphold the right to freedom of association and collective bargaining (ILO Conventions 87 and 98) through our Works Councils and collective labor agreements.

Number of reports to our confidential advisor (2025)





If something does go wrong, people need a safe way to say so. Anyone can raise a concern through our grievance mechanism: a whistleblower scheme with the option to report anonymously, and a designated confidential counsellor (vertrouwenspersoon) for independent, impartial support. Reporting in good faith brings no disadvantage, and that commitment is what makes the rest of this policy real rather than theoretical. In the reporting year we received 3 anonymous reports related to bullying and aggression and violence and we confirmed no severe human rights incidents, either in our own workforce or in our value chain.

Our communities

Verbrugghe has been part of Zeeland since 1958, and we think that longevity carries an obligation. The economic health of this region matters to us, not as an abstract principle, but because our people live here, our families are here, and the communities around our terminals are the communities we belong to. As a large employer and neighbor, we stay close to the communities around us. We are active in the regional industry and port community through memberships and board roles (Portiz, Port Connect, VNO-NCW, the Flushing Port Council and the regional Masterclass Safety), and we support local causes including the Four Freedoms Award and the Liberation Festival. A strong local economy makes Zeeland a better place to work and to build a future in, and we are determined to contribute to it.

That conviction shapes the way we buy and commission. Where quality, capacity and lead time allow, we actively favor local and regional entrepreneurs and suppliers over national or international alternatives. Working with local businesses keeps money circulating in the regional economy, strengthens the networks that our own workforce depends on, and builds the kind of mutual trust that holds through the difficult moments. It is not a formal procurement rule, it is a preference we hold deliberately and apply consistently.

Goals, measures and responsibilities

Our people goals are practical and mostly short-term for this first report with a target date of 2027: keep developing our people (annual training and internal promotion, with around 60% of vacancies filled internally), continue to hold regular social dialogue (around six works-council and board meetings a year), make sure every new employee is informed about our anti-discrimination, harassment and health-and-safety procedures and signs onto our code of conduct (target 100%), and hold exit interviews to better understand how we can improve working conditions for current employees (target 80%). Responsibility for this pillar sits with HR.



Pillar 4 - Responsible business

We sit at a junction in international trade, handling goods, and the data that comes with them, for customers across many sectors, including defense. That position only works if people can trust us: to act with integrity, to keep their cargo and their information secure, and to refuse corruption in any form. For a family business, good governance is not paperwork. It is the foundation of the long-term relationships the company is built on.

“Trust is earned in years and lost in seconds. As a family business, we think in generations - that is why integrity, security and anti-corruption are non-negotiable for us.”

Ellen Saman-Kole, General Counsel



Business conduct and ethics

How we expect everyone at Verbrugge to behave is set out in our Code of Conduct. It applies not only to our own employees and managers but to the agency workers, subcontractors and partners who act on our behalf, and it is rooted in our family values of integrity, respect and responsibility. In practice it asks for the things that make a workplace safe and fair: treating colleagues, customers and contractors with respect, zero tolerance for discrimination, harassment or intimidation, following our safety rules, using company property responsibly, and reporting any suspicion of fraud, bribery or improper influence straight away. Every employee receives the Code when they join, can find it on our intranet, and confirms that they have read and accepted it. Our General Counsel keeps it current together with the Directors Team.

In 2025 we sharpened this further. We moved the detailed compliance rules on anti-corruption and anti-bribery into a dedicated Ethics and Anti-Corruption Policy, and we set out the standards we expect from suppliers in our Supplier Code of Conduct. We hold a firm line on corruption and bribery, and in the reporting year we recorded no convictions and no fines. Anyone with a concern can raise it confidentially through our reporting channels.

We are candid about one gap. We do not yet offer our people structured training on ethics and integrity, and for a company that takes conduct seriously, we should. We will introduce it in 2026, so that the standard we write down becomes the standard we teach.

Our management team is made up of eight members with a male to female gender ratio of 87.5% to 12.5%.

Information security and data protection

Handling international cargo, and increasingly the data that travels with it, means cyber security is part of the trust our customers place in us; for our defense-related work it is a contractual requirement. We manage it through a structured IT Security Plan rather than ad-hoc fixes. The plan is built on the Dutch CyRa framework and draws on the NIST Cybersecurity Framework and ISO 27001, with a clear ambition to meet the NIS2 directive and, for defense-related contracts, the NIST SP 800-171 standard, alongside full compliance with the GDPR. In 2025 we prepared ISO 27001 for a 2026 audit and met the NIST standard.



Behind that framework sit concrete controls. Access to our systems runs on multi-factor authentication and role-based, least privilege permissions, with regular access reviews. We protect data through encryption, data-loss prevention, secure deletion and backups, and we defend our network with segmentation, firewalls, intrusion detection and prevention, endpoint protection on every device, and a disciplined patching regime. Because most breaches begin with people rather than technology, we run security-awareness training and regular phishing simulations, and we track how we are doing against clear targets. We also test ourselves from the outside: in 2024 we had our environment independently penetration-tested and acted on the findings, and we monitor our systems and reassess our risks on an ongoing basis. When something does go wrong, a formal incident-response process governs how we contain it, report it and learn from it, including the notification duties under the GDPR and NIS2. In the reporting year we had no confirmed information-security incidents.

Security does not stop at our own perimeter. New suppliers are screened on their information security measures, for example an ISO 27001 certificate or evidence of NIS2 readiness, and our IT team reviews our critical suppliers against those expectations every year. And because much of what we hold is personal data, we handle the data of our employees, customers and partners in line with the GDPR. A dedicated employee privacy statement explains how we process staff data, and our Code of Conduct obliges everyone to treat company, customer and personnel data confidentially and to report any suspected breach without delay.

Looking ahead

Our near-term priorities here are clear: begin ethics training in 2026 and keep building towards NIS2 readiness across our own operations and our supply chain. Responsibility for business conduct sits with our board, supported by the General Counsel, and responsibility for information security and data protection sits with our IT function, working with the same legal and governance leadership.



Appendix A - Basis for preparation

This report applies the VSME Comprehensive module. We report on a consolidated basis for Verbrugge International B.V. using the operational-control approach. The reporting period is the 2025 calendar year.

Item	Value
Reporting module	Comprehensive
Reporting level	Consolidated (operational control)
Legal form	B.V. (private limited company)
NACE code(s)	52.100 (warehousing and storage); 52.240 (cargo handling)
Revenue	EUR 230 million
Employees	448 FTE / 562 headcount
Omitted information	None

Entities included

Entity	City	Country
Verbrugge Zeeland Terminals B.V.	Vlissingen	NL
Verbrugge Scaldia Terminals B.V.	Nieuwdorp	NL
Verbrugge Terneuzen Terminals B.V.	Terneuzen	NL
Verbrugge Internationale Wegtransporten B.V.	Terneuzen	NL
Verbrugge International B.V. (parent company)	Terneuzen	NL
Verbrugge Liquide Terminals B.V.	Terneuzen	NL



Sustainability certificates

Certificate	Scope / entity	Validity
EcoVadis (Silver)	Verbrugge International B.V.	18 Sep 2025 - 17 Sep 2026
ISO 14001 (environment)	Verbrugge Internationale Wegtransporten B.V.	2025
ISO 9001 (quality)	Verbrugge Terminals B.V.	2025
ISO 45001 (health & safety)	Verbrugge Terminals B.V.	2025
ISO 22000	Verbrugge Terminals B.V.	2028



Appendix B – GHG methodology and assumptions

We calculate our greenhouse-gas footprint in line with the GHG Protocol Corporate Standard and the Scope 3 Standard. The inventory is drawn on an operational-control basis at the Verbrugge International B.V. level and covers Verbrugge Terminals (VT) and Verbrugge Internationale Wegtransporten (VIW). The base year is fiscal year 2025 (1 January to 31 December 2025); there is no earlier baseline.

Scope boundaries

Scope 1 covers direct emissions from sources we own or control: stationary combustion in boilers, heaters and stationary terminal equipment, and mobile combustion in our diesel and petrol company fleet. Scope 2 covers indirect emissions from purchased electricity for offices, terminals and electric passenger cars. Scope 3 covers other indirect emissions across the value chain.

Scope 3 categories

Following the GHG Protocol, we screened all fifteen Scope 3 categories for relevance. We include seven: 3.1 purchased goods and services, 3.2 capital goods, 3.4 upstream transport and distribution, 3.5 waste generated in operations, 3.6 business travel, 3.7 employee commuting, and 3.8 upstream leased assets. We exclude 3.3 (fuel- and energy-related activities), because our Scope 1 and 2 already use well-to-wheel emission factors, and categories 3.9 to 3.15, which are not material to a logistics operator of our type.

Methods, emission factors and data quality

We use a mix of activity-based and spend-based methods, depending on data availability. Scope 1 and Scope 2 are calculated from primary activity data (fuel deliveries and metered electricity), which makes them our most reliable figures. Most Scope 3 categories (3.1, 3.2, 3.4 and parts of 3.5 and 3.8) are spend-based, calculated from financial data using Open CEDA, IDEMAT and CO2Emissiefactoren.nl emission factors; employee commuting (3.7) is activity-based and business travel (3.6) uses secondary data. Emission factors were selected for data quality and geographic relevance, drawing on recognized sources including Open CEDA, IDEMAT and CO2Emissiefactoren.nl. Because the bulk of our Scope 3 is spend-based, those figures are directional rather than precise; improving Scope 3 data quality from spend-based to activity-based is an explicit multi-year goal, and the FY2026 update is the next step.