Be aware. Change.

The Rhine is 1,233 kilometres long and flows from its source in the Swiss Alps via Germany to the Netherlands and into the North Sea. This mighty river is the blue thread in this year's annual report. Not only does it connect the three countries in which FinCo Fuel operates and is it the waterway on which the vessels that obtain their sustainable fuel from FinCo sail. It is also a metaphor for the process that, through the words and images featured in this book, we want to highlight: awareness.

The year 2020 will go down in history as one in which we were confronted worldwide with the whims of an unpredictable virus and, as a result, with the vulnerabilities in society. It is the year in which we realised that things need to be different on many levels. The year in which we found out that we didn't have to travel by car or plane for every meeting, discovered how beautiful our home country is and how hard we have to work to preserve that beauty for generations to come. Overall, 2020 was the year of awareness.

Awareness does not happen overnight. It is a gradual development. Like the Rhine, which starts as a narrow stream in the mountains, after which it steadily gains strength. Sometimes it hits a dead end, sometimes it unexpectedly splits in two, but ultimately it flows confidently and steadfastly through the landscape. This awareness process has been going on for some time within FinCo Fuel. Ideas about the importance of sustainability and environmentally friendly innovation, about the necessity to reduce CO_2 emissions in order to achieve climate goals – in recent years – have trickled down into all corners of our organisation. With our versatility and decisiveness in mind, we say: It's time to accelerate our flow.

We hope this annual report contributes to this. May the interviews, the photo essays, and the reading, viewing and listening tips bring a tide of inspiration.

We hope you enjoy reading it.

Board of Directors
FinCo Fuel Group

FinCo Fuel System

Storage capacity in m3
236.197 ▲+86%
2019: 127.134

Traded volume in m3
4.039.542 ▼-2%
2019: 4.104.518

Revenues in euro * 1.000
1.532.087 ▼-25%
2019: 2.030.970

Margin

Operational EBITDA in euro * 1.000
15.103 ▼-30%
2019: 21.506

Footprint

CO_2 emissions on processes in tons
13.121 ▼-2%
2019: 13.376
Recalculated according to transported volume and number of employees in 2020

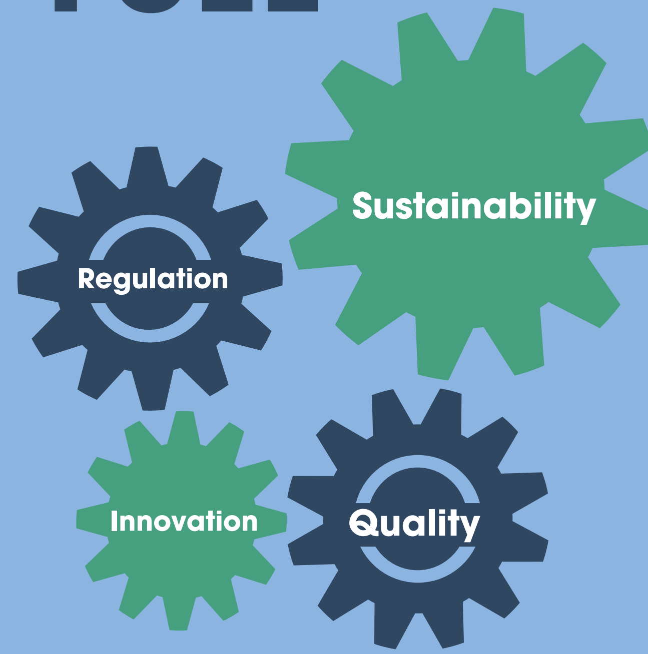
CO_2 reduction on products in tons
284.105 ▼-1%
2019: 285.606
Target 2020 was 6,6% reduction on realized volumes (282.799)

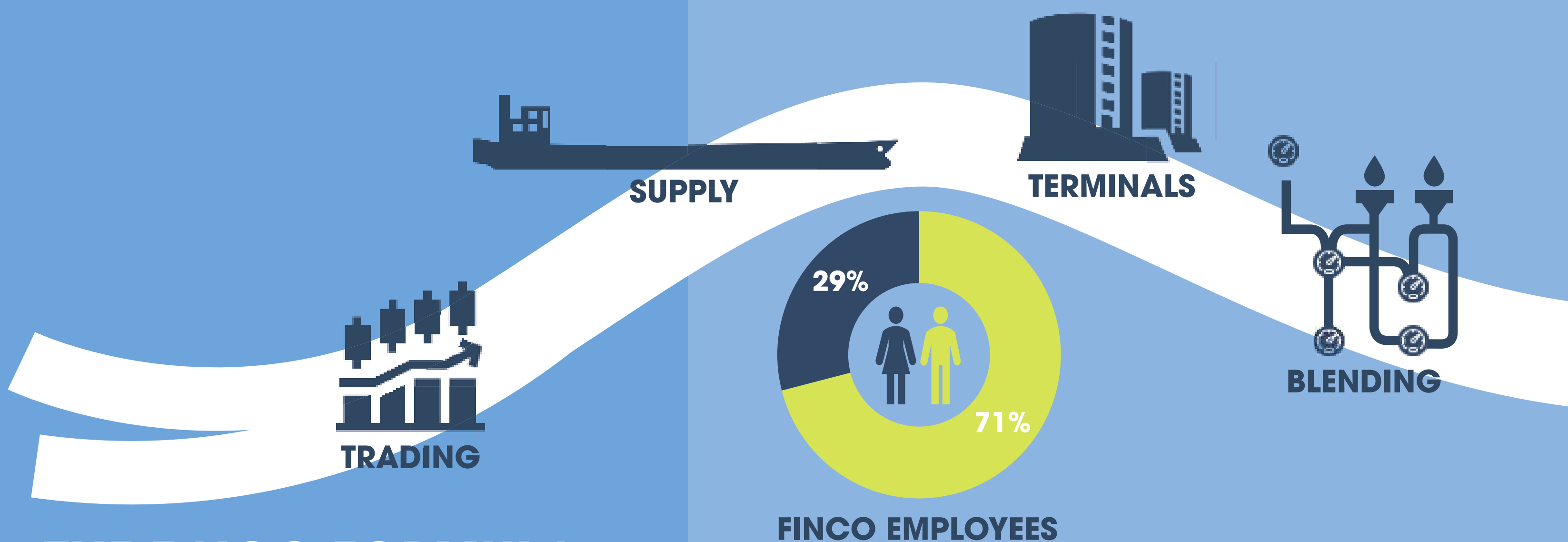
Organisation & Culture

Employees (yearly average)
162 ▲+7%
2019: 151

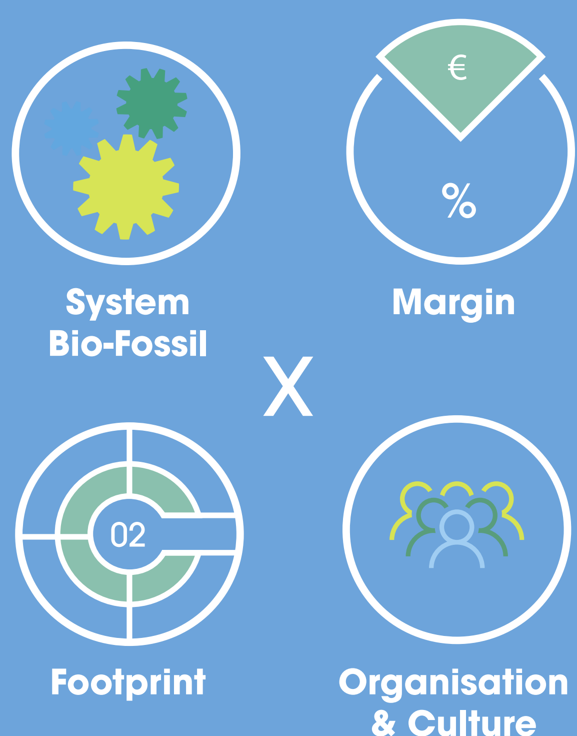
Highlights 2020 + Gasoline supply book to Switzerland + Results GoodNRG + Implementation of CO_2 targets + Demand heating oil Germany + Move to new HQ in Rotterdam Lowlights 2020 – Volume drop FS&T – HBE margin – Withdrawal of some banking relations from commodity finance

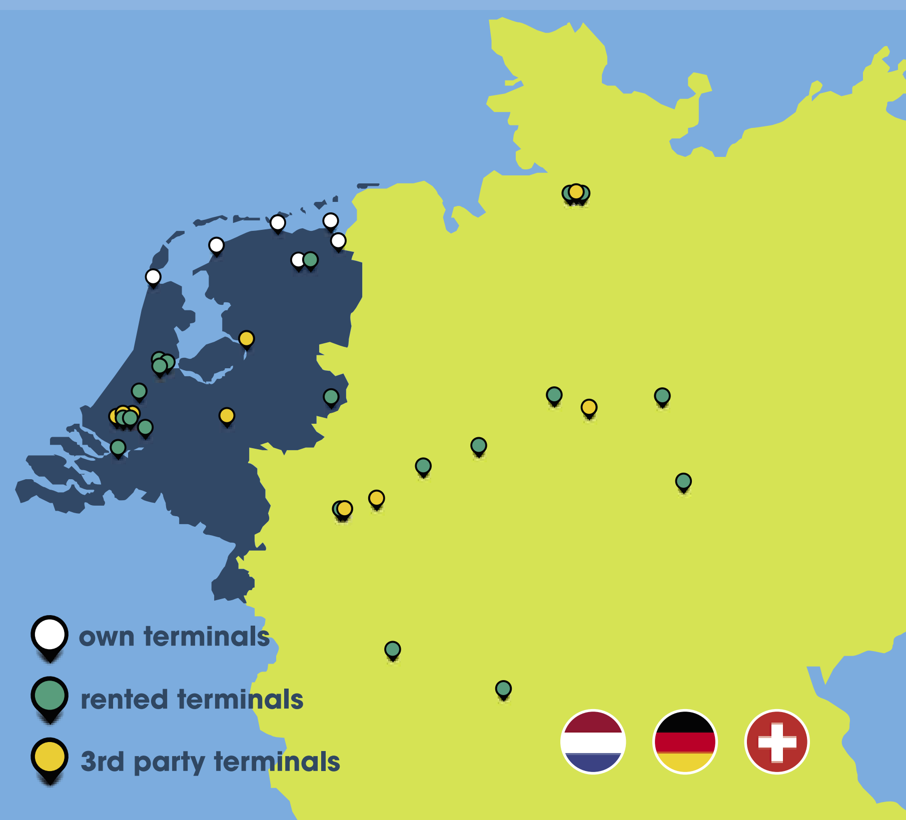
WE ARE FINCO FUEL





THE FINCO FORMULA





CO_2 REDUCTION 2020

TRANSPORT+3%
CO_2/TRANSPORTED m3
TARGET 2021 -18%

OFFICE -65%
CO_2/EMPLOYEE
TARGET 2021 -67%

11.000 carbon credits

Cookstoves

ACE

LOGISTICS

RESELLERS

RETAIL STATIONS

20%

Of Dutch inland fuel market via FinCo system

CHANGEXL

TRAXX

CLEANFUEL

DIESELGREEN

CHANGETL

HVO

B7

E10

TOTAL VOLUME 4,039,542 m3

FS&T
359,911 mt CO_2

Licorne
14,217 mt CO_2

CO_2 TARGETS 2021

Dalergy
16,148 mt CO_2

Gulf Bunkering
22,995 mt CO_2

Gulf NL
14,779 mt CO_2

GoodNRG
114,120 mt CO_2

Strong performance in a disruptive year

The year 2020 started off as a regular year, one that appeared to bring a promising outlook, an attractive economic playing field and a relatively stable social-political environment. FinCo Fuel Group was very well positioned to continue its growth path. After two months, however, the situation changed completely. In March, oil prices started to drop to levels we hadn't seen for a long time. In April prices reached a lowpoint, placing a lot of market players in delicate positions. Several companies and end-users fixed their oil prices too early, which led to financially stressed situations.

On top of that came COVID-19. The impact this pandemic had on the worldwide economy, social life and our health system was of a magnitude we have never seen before. Business slowed down, volumes decreased, and interaction with staff, customers and other stakeholders became more challenging. Markets became nervous and unpredictable. And the uncertainties of the pandemic's ultimate impact paralysed the markets. As a result, oil prices – and the prices of biofuel components in particular – started to move in directions almost impossible to rationalise.

Financial performance

FinCo Fuel Group and its employees were affected by these two major events. Within weeks, and sometimes days, FinCo Fuel needed to adapt to the new 'normal'. We had to find new ways of operating the business, communication and interaction, and dealing with nervous markets and customer behaviour. The balanced Group's activities, dedicated organisation, and management being on top of the business showed its value during this rollercoaster-time. FinCo Fuel has been able to guide itself through a challenging year in an impressive way.

Overall volumes were slightly lower than in 2019, but the majority of the Group's companies were able to compensate the volume decrease through improved margins. Highlights here were the results of GoodNRG – who had its first year within the Group – and the German and Swiss activities; all three reported all-time high results in 2020. FinCo Supply & Trading was affected the most by the volatility of oil prices and the COVID-19 pandemic, being unable to compensate the reduced volumes and lower bio-margins.

FinCo Fuel's financial performance has been satisfying. Although the Group EBITDA of EUR 15.1 million was lower compared to the previous year (EUR 21.5 million) and initial expectations, FinCo Fuel has shown its robustness in a difficult year and worldwide decline of economies.

CO_2 processes

In 2020, for the first time in the company's history, FinCo Fuel set CO_2 targets on business processes and products sold. It became clear these targets were challenging, especially in such a disruptive year. Despite all the challenges, however, FinCo Fuel has been able to reduce its carbon footprint in numerous parts of the business. Although not all targets were met, the CO_2-reduction of 284,105 tons is a great stimulus to continue with our ambition to be one of the frontrunners in the energy transition.

FINCO FUEL HAS BEEN ABLE TO GUIDE ITSELF THROUGH A CHALLENGING YEAR IN AN IMPRESSIVE WAY.

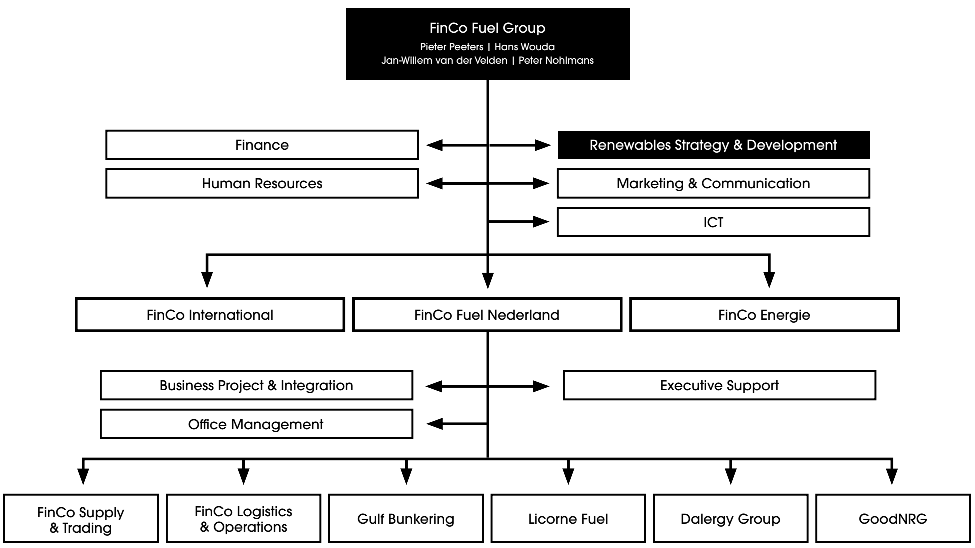
As a result of this transition, fossil fuels have shown the first signs of decrease in the home-markets of FinCo Fuel Group. The expected decrease of one to two percent in the forthcoming years will be compensated by the increase of biofuels. In the long-term however, combined fossil- and biofuels will become less dominating energy carriers.

FinCo Fuel is anticipating this trend with a two-way approach. Via autonomous growth – by increasing its service, market attractiveness and entrance into new markets – FinCo Fuel foresees sufficient opportunities to grow volumes. And via a stricter focus on renewable energy carriers, new opportunities will arise to further grow the business.

Organisation

In 2020 the organisation grew to a total of 162 FTEs. Commercial skills and strength have been added to the FinCo team. As businesses become more and more complex, controls have been extended, resulting in additional finance staff as well.

FinCo Fuel also made organisational changes with regard to its Renewables activities. In Q3 we decided, with efficiency and speed in mind, that the Renewables strategy should become an integral part of the organisation, and thus the responsibility of each individual Board member. The development of Renewables is being handled by a specialised team, which reports directly to the Board. The operational side is now the direct responsibility of each individual department manager, who, in addition to volume growth and EBITDA, must also meet their individual CO_2 targets.



Logistics and safety

Product availability at every location at all times is a top priority for FinCo Fuel. To secure the supply to our customers we operate barges, storage/distribution terminals, bunker terminals, bunker barges and a truck fleet. Even during the COVID-19 pandemic the operations have run flawlessly 24/7/365. Thanks to our experienced and flexible staff, FinCo Fuel also showed the highest standard in logistics performance in 2020. We experienced an industry-wide low level of stockouts.

Furthermore, 2020 was another year without incident. Thanks to work processes that follow the latest SHE (Safety, Health and Environment) criteria, checks and our well-qualified and trained employees (including in the fields of risk and compliance), FinCo Fuel is proud to report that no incidents occurred. Our zero-tolerance policy has passed all external inspections and tests with flying colours. Despite the challenging past year and the declining demand for fossil fuels, we see plenty of opportunities in the coming years to grow and to consolidate our position as an important player in the transition to low carbon fuels.

The source of the Rhine river is located high in the Swiss Alps, in the Canton of Graubünden. The meltwater from the Alps and rainwater from the lower areas contribute to the river's levels. About 30 million people in the Rhine catchment area receive drinking water that has been produced directly or indirectly from Rhine water.

Sustainability as an integral part of the company

Li An Phoa (40) – whose ancient Chinese surname refers to the fertile rice water used for washing – lives for what she does. For years, the university lecturer / business administrator / ecologist has been taking her students outdoors to make them aware of their environment and of themselves.

Peter Nohlmans in conversation with Li An Phoa

A new story

She believes that when people start to experience things again, they will enjoy them and take care of them. It was partly on this basis that she launched her Drinkable Rivers initiative back in 2015. Since then, Phoa has regularly walked along the banks of rivers, both large and small, with all kinds of groups: from children to mayors, and from farmers to CEOs. She talks to everyone she meets and tries to mobilise as many people as possible for her mission: a future in which river water is drinkable again.

Today – an exceptionally beautiful day in March – Phoa meets Peter Nohlmans (56), FinCo Fuel's Director and co-founder of FinCo's shareholder Coloured Finches. Walking over the summer dike along the Rhine in Wageningen, past budding willows and young cows, they talk about the sustainability transition, their own awareness process and what it means to lead a company that is transforming. Nohlmans also has a mission: to reduce CO_2 emissions within this generation to an amount that the planet can handle. In order to achieve this, he hopes to get all relevant parties – businesses and politicians as well as consumers, activists and the banks – going in the same direction. If everyone participates, he says, you can take steps very quickly. FinCo Fuel wants to, and can be, a leader in this, although Nohlmans still sees some obstacles. How does Phoa see that? And where do their dreams meet?

Turning point

"My commitment to drinkable rivers started in Canada," says Phoa. "I was 24 and had just graduated in business administration. I went down the Rupert River in a canoe, with a group of activists. They were protesting against the construction of a mega dam, and I initially went along as a researcher. For a month I drank the water straight out of the river. When I came back three years later, they had started with the dam and drinking from the river was no longer possible; there was mercury in it. That was the turning point for me. I thought: How can a wild and previously drinkable river be so vulnerable? And why don't we see that, when we destroy our rivers, we are actually destroying ourselves? Since then I have tried to make people aware of this and to then convert that awareness into action. Was there also a defining moment for you?"

"Yes, about three years ago," replies Nohlmans. "I've always worked in the oil sector and I started to question it more and more. For a long time I tried to justify it to myself by saying that oil consumption is determined by the consumer, not the supplier. But that gnawing feeling wouldn't go away. During a retreat in Thailand I came into contact with Rajesh Ramani, a former London banker, who has spent 20 years in an Indian monastery looking for answers to his life questions. He said: 'Peter, you have a choice: you can quit and become an environmental activist, or you can think about that large volume that FinCo now controls and how you could make it more sustainable.' I came back, told my colleagues about my experiences and the ideas I had for the future of the company."

Phoa: "How did you get everyone on board?"

Nohlmans: "By telling them why I personally thought it was so important to make that change. That I would struggle if we didn't. I hoped that I would get people to see my side of the story. Don't you want to create that awareness too?"

"I HOPED THAT I WOULD GET PEOPLE TO SEE MY SIDE OF THE STORY. DON'T YOU WANT TO CREATE THAT AWARENESS TOO?"

“I SOMETIMES WONDER WHETHER WE SHOULD NOT ALSO CLOSE THE CURRENT FOSSIL ERA IN A SYMBOLIC WAY. TO THANK IT FOR WHAT IT BROUGHT US, TO RECOGNISE THAT WE HAVE ALL BEEN A PART OF IT AND TO NOW SAY AS A WHOLE SOCIETY: WE CANNOT GO ON LIKE THIS.”

Phoa: “Yes, but I want to immediately link it to actions. You have to be able to convert awareness into something, otherwise you will go mad. That’s why the walks are so important to me.”

Visibility

We pass an old brick factory with a brick tower. “This,” says Phoa, “is also a good example of transition. In 1923 there were seven brick factories standing here. From the 1960s onwards, they were all closed down; sand was then being supplied internationally. They wanted to build houses here, but after the local residents protested, they left the floodplains in their natural state and kept this factory standing, as a symbol of an era.

“I sometimes wonder whether we should not also close the current fossil era in a symbolic way. To thank it for what it brought us, to recognise that we have all been a part of it and to now say as a whole society: We cannot go on like this. Then no one is blamed, and polarisation is unnecessary. I understand that a lot of interests have to be taken into account. But you could also say: We are giving those interests a new place, a new story. You have also started telling a different story and making changes. Which of those sustainability transitions are you proud of?”

Nohlmans: “Pride is not the right word; I am too critical of myself for that. What I really like is that sustainability is now an integral part of much of what FinCo Fuel does. You notice that it is not just something that the head office has come up with, but that it is really starting to come alive within the whole company. For example, our depot employees in northern ports are now making customers enthusiastic about sustainable fuels and they’re enjoying doing so. I never expected that.”

Phoa: “Those are great stories. And what about awareness outside the company? The rest of the chain – how do you reach it? What role do you want to play in the system? All of this requires a certain visibility. Because that is what is required from you now that FinCo has taken a new path."

Driving force

Nohlmans pauses for a moment. Then he says, "I realise that. The question now is: How are we going to continue? The awareness process will accelerate once you can combine it with actual actions, as you have said. FinCo has now brought the first position papers to the media's attention. But we are doing things gradually, we want to be careful. When people come to have a look in our kitchen, we have to be able to open all the cupboards and say: 'Look, we are achieving real results'. We don't want to boast about our good intentions, we want to put them into practice first. And only then make some noise. I would be interested in finding a link between your activities for Drinkable Rivers and our chain, without immediately coming up with a 'hey, look at us' manifesto."

Phoa: "We could reach a lot of people together. My dream of a world with drinkable rivers can reinforce your dream of getting CO_2 emissions and pollution under control, within this generation. We could help each other in this. And am I right in understanding that it would be better for FinCo if there was an invitation to collaborate from the public sphere than if you would initiate it yourself? Because it then comes across as less pretentious?"

Nohlmans: "Yes. Especially when it comes to something where we can help financially, and which generates knowledge at the same time. That's a good thing to do. And then hopefully we will be a driving force for others."

Phoa: "So suppose I start an initiative around the Rhine…"
Nohlmans: "We'll be in. Healthy water is also important to us. It would be great if we, with so many companies in Rotterdam that are dependent on the Maas and the Rhine, could give more attention to this."

The book *Drinkbare Rivieren* ('Drinkable Rivers'; Dutch-only) by Li An Phoa and Maarten van der Schaaf will be published in June. From the 7th to the 18th June, Phoa will be walking along the banks of the IJssel, with support from, among others, Rijkswaterstaat, the three water boards, various municipalities and foundations, and the Vitens water company. *Drinkbarerivieren.nl*

"SUSTAINABILITY IS NOW AN INTEGRAL PART OF MUCH OF WHAT FINCO FUEL DOES. YOU NOTICE THAT IT IS NOT JUST SOMETHING THAT THE HEAD OFFICE HAS COME UP WITH, BUT THAT IT IS REALLY STARTING TO COME ALIVE WITHIN THE WHOLE COMPANY."

GoodFuels and sister company GoodShipping are growing faster than ever, thanks to its idealistic employees, pioneering spirit, strong story and cooperation with FinCo Fuel. CEO Dirk Kronemeijer talks about the merger of two corporate cultures and the impact that this has had. “We’ve grown closer.”

Dirk Kronemeijer

A beautiful marriage

The view from the new office is much better. There isn’t a kitchen yet and most of the moving boxes are still unpacked, but the vista of the Nieuwe Houthaven – water, boats, an island of jetties – makes up for it. Dirk Kronemeijer (46), founder and CEO of sustainable fuel pioneer GoodFuels, is delighted as he walks through the central open space, where employees of GoodFuels and GoodShipping – all young and mainly female – sit at long tables. “We’re going to have a DJ booth with cool speakers over there,” he says, pointing. “And if we close an important deal, the whole office will be dancing around here on the following Friday afternoon.”

At GoodNRG they like to do things a bit differently than ‘normal’. “You know the slave-free chocolate pioneer, Tony Chocolonely? Well we’re a bit like the Tony of the fuel world,” laughs Kronemeijer, who calls himself a ‘green oil farmer’.

In 2010 Kronemeijer founded SkyNRG, a supplier of sustainable aviation bio-kerosene. Five years later this resulted in GoodFuels, with which he wants to change international shipping in a sustainable way. The new office is an indication of how well that is going. “Things are very good. We are growing fast.”

Smart marketing

From the beginning, Kronemeijer has focused on the story behind the company. He recruited ambitious people, gave leading academics and NGOs such as RSB (Roundtable on Sustainable Biomaterials) a say in the sustainability of the products, and invested in innovation. GoodFuels attracted customers such as Boskalis (the largest dredging company in the Netherlands), IKEA, Volkswagen and DHL, who use the GoodShipping impact service to purchase sustainable fuel for shipping their products. The small company made a name for itself through product innovations and a smart marketing strategy – and then, two years ago, fell victim to its own success.

"We could no longer finance our own growth," says Kronemeijer. Help came in the form of a deal with FinCo Fuel. At the end of 2019, FinCo took a majority stake in GoodNRG, the parent company of GoodFuels and GoodShipping. It is a collaboration that Kronemeijer calls "a beautiful marriage", but which at the time he had to personally sell to the activists within his organisation who wanted to improve the world.

"I still remember one young employee who I had to tell that we had been taken over by an apparently fossil-dominated company. Surely she hadn't signed up for that? But you can't make the world a better place with nothing more than a good starting position in the market; you also need strong forces to be able to scale up. FinCo is very good at this. And we are good at rapid market and service innovations, with which we have built a global reputation as a sustainable pioneer.

"Since our partnership, we have built a significant lead over the competition, especially on the marine and GoodShipping sides. The trick is to monitor this and to extend our position, including in road transport and aviation. FinCo helps us with this and we therefore help make FinCo more sustainable. And I must say: We find their leadership inspiring. They really want to make an impact. The zealous millennials that work with us see that now too."

"FINCO AND GOODFUELS – IT'S A BEAUTIFUL MARRIAGE, WHICH WE ARE VERY HAPPY WITH."

Growth

Now, for the first time in its existence, GoodFuels has to sometimes turn customers down, simply because the fuels aren't available. "We regularly sell out," says Kronemeijer. The COVID-19 pandemic has also contributed somewhat to this.

"At the start I was afraid that CO_2-reduction would not be on the list of people's priorities. But the opposite happened: We saw an enormous growth in large companies saying that they wanted to become more sustainable. Now we are working like crazy on the supply side to ensure that we get the right raw materials and fuels. We are also looking at technologies other than biofuels, basically everything that is sustainable and that reduces emissions."

In terms of making the transport sector more sustainable, the Netherlands is currently one of the world's leaders, says Kronemeijer. "Certainly when it comes to aviation and shipping. Our dream is of course that in ten years' time we will be a major and leading global brand in sustainable fuels. And that our GoodShipping programme will continue to be successful in accelerating the energy transition further."

Does Kronemeijer not hope that GoodShipping will have made itself obsolete by then, because companies will then be ordering biofuel directly from GoodFuels themselves? "That's quite a question of conscience," he replies. "It would be very good for the world; for the company, maybe less so. But in all reality: I fear that our service will still be very much needed in ten years' time. With the exception of areas such as Scandinavia, the west coast of the United States and a few countries in Western Europe, hardly any sustainable fuels are used worldwide. So we still have a lot to do."

Impact

In any event, that 'different tone of voice' remains an important part of the GoodFuels strategy. "It has been important to our success," says Kronemeijer. "Why did Boskalis like us so much at the time? Because they got a 27-year-old who had graduated cum laude and who had an idealistic drive handling their account. The story and vision behind our company, our passion and the pleasure we emanate – that cannot always be captured in a spreadsheet. But it is our strength. As CEO, I am constantly telling that story."

GoodFuels wants to be 'super transparent'. And in order to do this, the company makes use of blockchain and auditors. "When we use used cooking oil, a company such as IKEA prefers to know exactly where it comes from: from which restaurant, where was it processed, which ship transported it?" says Kronemeijer. "We're aiming to come out tops on that level of transparency in the coming years." It is not only about the fuels that GoodFuels sells, but also about the products that, thanks to the company, are shipped sustainably. Anyone who buys Abbot Kinney's coconut yoghurt or Seepje natural laundry detergent will find the GoodShipping programme logo on the packaging. "That's where we're heading," says Kronemeijer. "The quality and sustainability of the service are going to matter more than price. Thus, we can also distribute the costs more fairly across the chain."

Contributing to a better world goes without saying for Mayke Geradts (33). During her studies she had already established the link between the commercial sector and sustainability. Now, at ING, she helps companies to become more sustainable.

Mayke Geradts

Green money

Mayke Geradts calls herself a "spider in the web". The Sustainable Finance Expert at ING links the bank's sustainability strategy to that of its customers and looks at what is needed for further greening. She offers customers sustainable products and is therefore involved in detail with substantive questions such as: How serious is a company about sustainability, what are the sustainability KPIs (Key Performance Indicators), and how does all this relate to the greening ambitions of other companies within the sector and the standards in the market, legislation and regulations?

Is she busy? "Pretty much so."

Involved
There are three large teams within ING that are involved in sustainability, including (since 2012) its own Wholesale Banking Sustainable Finance Team. But on the whole, everyone at the bank is involved in the topic and the discussions that arise from it. And so, ING must constantly relate not only to its own sustainability strategy and that of its customers, but also to public opinion and politics.

"Sometimes it gets complicated," says Geradts. "Take the discussion about biomass, for example; there are so many conflicting messages. There are European and local regulations, and even within the Netherlands not everyone is on the same page. It is important to find a good balance: to be critical of legislation and regulations, and to keep thinking for yourself about whether things can be done better than the rules dictate. But, above all, I think we should recognise that things are complex and that we should help each other in that."

Solid strategy

Every application for funding starts with the basics. Companies that, for example, produce fur or weapons or that carry out cosmetic testing on animals are excluded from the outset. After that, the organisations are extensively checked on an environmental and social level, via the Environmental and Social Risk policy framework. Only then can discussions be held about linking the sustainability of the customer to specific financing. And that's when Geradts comes into the picture.

"At this point, we enter into a discussion about further sustainability and about the financial products that would be compatible. If a company wants to call a loan 'green', then we say: That is a great ambition, but it requires a solid strategy and not just a nice story for the audience."

In the Energy sector, which FinCo Fuel falls into, ING is extra strict when it comes to labelling certain transactions as 'sustainable' or 'green'. "You quickly end up in discussions about greenwashing," says Geradts. "If these types of companies really want to use sustainable financing, we want them to lay out an in-depth sustainability strategy and think carefully about transition and acceleration. That takes time and effort, but if you know how to properly address important sustainability issues in your sector, then you have a head start on companies that don't, and that includes financially, too."

Diligent

In that regard, Geradts says she is confident in the direction FinCo Fuel is heading. "FinCo is fully engaged in biofuels. We also see this as an important part of the transition. However, you also have to be careful here: not all biofuels are equally sustainable. Where does the biofuel come from? What is it made of? How do we know that the raw materials have not caused local social problems or deforestation or other changes in land use? What are its total greenhouse gas emissions? Does that fit within the climate objectives that we need to achieve? You have to be able to ask those kinds of critical questions. You want to remain more sustainable and diligent. I think it's great that FinCo is so serious about this."

Sustainable financing is becoming more and more common. Geradts witnesses how awareness is rising in companies on a daily basis. "People are proud when they receive a loan linked to sustainability. I like that. This way, we are helping our sustainability colleagues who work for our clients to achieve their goals."

"YOU WANT TO REMAIN MORE SUSTAINABLE AND DILIGENT. I THINK IT'S GREAT THAT FINCO IS SO SERIOUS ABOUT THIS."

The Rheinschlucht (Ruinaulta, or Rhine Gorge) is a narrow valley between Ilanz and Reichenau. It was formed after the Ice Age, when the river made its way through the debris of a rockslide of tens of millions of cubic metres. This white-grey rock is 15 kilometres in length and is visible from the gorge as naked rocks hundreds of metres high.

Start with small steps but work on a big plan

The location couldn’t be better: shielded from the wind and in the sun on the empty terrace of Futureland, an information centre about the construction of Maasvlakte 2, the new part of the Port of Rotterdam. This is where tomorrow’s economy – which, as everyone knows, already began yesterday – manifests itself.

Renée Rotmans

The coalition of the willing

Over on the other side are the automated zero-emission container terminals APM Terminals and ECT, and to the right is Sif, where gigantic wind turbines are made for the sea. Renée Rotmans (28) could not be happier with the setting for the meeting. “Whenever I’m here, I think to myself how beautiful and dynamic the Port is, and how much is happening there.”

Rotmans has been working for the Port of Rotterdam Authority for more than four years. In the same period, she wrote her thesis (for the University of Amsterdam), The strategic challenge of human-centred innovation in ports (2020), on how social innovation in Rotterdam’s Port area should go hand in hand with both the digital transition (digitisation, automation, robotisation) and with the sustainability transition. Her research therefore focused precisely on the issues facing the new economy. As a company in transition, how do you ensure that you do not lose sight of the human element? How do you involve your employees in the change? And how do you get the labour market, local politics and education sector to contribute ideas and adapt?

She immediately applied the results of her research to the Port of Rotterdam. And in addition, she also examined social innovation in other organisations.

Her findings are interesting for any company that wants to move forward in the field of technological innovation and sustainability, while keeping an eye on the well-being of its employees. Companies such as FinCo Fuel. Because it's the people who work there that add value to a company.

Social innovation

Rotmans points to the opposite side, where the cranes of the container terminals lift their cargo on and off the ships. "That is the newest part of the Port and it has the fewest amount of people working there. About 80 percent of the crane movements are automated, the rest is conducted remotely. As soon as these companies knew they were going to automate, they informed their staff and included them in the process." Everyone was given the opportunity to think about the next step, within the company and beyond. Some people stayed and were prepared for the changes, others switched to other companies in the Port, such as the wind turbine maker opposite. "That's a great example of social innovation," says Rotmans.

To make all of this run as smoothly as possible, a company in transition can make use of certain strategic Human Resource practices, Rotmans wrote in her thesis. It is important that HR – which is, after all, the barometer of the human and mental element within a company – is given a central role not only within the organisation, but also within the strategy.

"You often see that companies that really take their employees into account give the HR manager a place on the Board or have HR consistently on the agenda," says Rotmans, "so that the human element becomes part of the company's vision, mission and objectives."

Labour mobility

In the example Rotmans gives of the container terminals in transition, the most important strategic HR practices have already been applied. Guiding people in further training and retraining: check. Asking what they themselves

"AS A COMPANY IN TRANSITION, HOW DO YOU ENSURE THAT YOU DO NOT LOSE SIGHT OF THE HUMAN ELEMENT? HOW DO YOU INVOLVE YOUR EMPLOYEES IN THE CHANGE?"

"YOU OFTEN SEE THAT COMPANIES THAT REALLY TAKE THEIR EMPLOYEES INTO ACCOUNT GIVE THE HR MANAGER A PLACE ON THE BOARD OR HAVE HR CONSISTENTLY ON THE AGENDA."

want and adjusting the organisational structure accordingly: check. In addition to this, it is important to keep employees fit, says Rotmans. And that goes beyond offering healthy lunches at the office. It also means considering the mental aspect of work: keeping people flexible and agile, so that they are versatile and remain employable. And that ultimately ties in with the final strategy that companies could adopt: collaboration. Not just internally (people who can fulfil different roles within the company), but also between different companies.

"That was quite difficult here in the Port," says Rotmans. "It is a traditional region and the organisations have historically competed with each other. Now they have realised that it is essential that employees can also find work elsewhere within the Port. It was important for us, therefore, to make it clear that it was in everyone's interest to participate in this labour mobility. After all, they themselves would gain the right people and eventually the entire Port would become stronger. The more activity, the more ships, the more everyone in the region will benefit from it. So let's try to see how we can get there together. You see this awareness process more and more often. It accelerates the energy transition and also provides a less idealistic, more realistic, image of the future, one in which sustainability and digitisation play a central role."

Clear vision

That all sounds wonderful, but surely it's not so simple to put it into practice. What do you do when people are not open to that awareness process? How do you deal with employees who do not want to change?

"As company management, it is important to focus on the small group that does want to participate in the transition," says Rotmans. They refer to this beautifully in professional literature as 'the coalition of the willing'. Focus your energy on them and the rest will gradually follow.

"My research showed that the companies that were ultimately able to change put the people who wanted to move forward in core positions. As management you must have a very clear vision: Where do we want to go and how are we going to get there? You must not deviate from that but at the same time you must keep talking to the people who aren't so willing: 'What are you afraid of, what is holding you back?' Then you have a better understanding of what is bothering them."

The 'coalition of the willing' principle also applies to companies between themselves. In her thesis, Rotmans distinguishes three types: the 'conventional', the 'reforming' and the 'game-changing' companies. "Even the conventional companies know that they will have to change, because otherwise they will have a very difficult time. In the long run, they will be carried by the game-changers. For those pioneers it is very important that they not only say they want to change, but also that they do it, and that they create a path that other companies can follow."

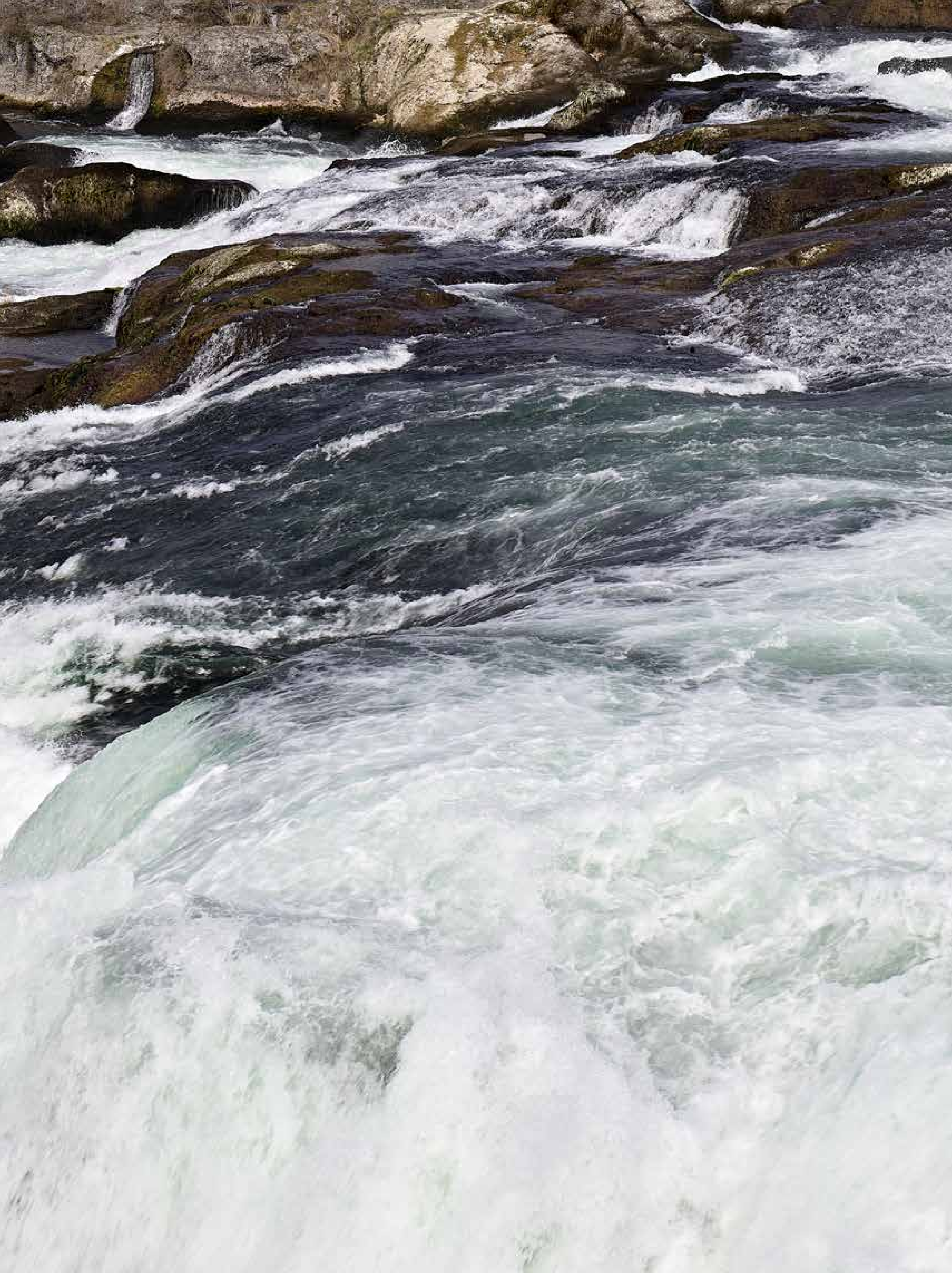
Achievable

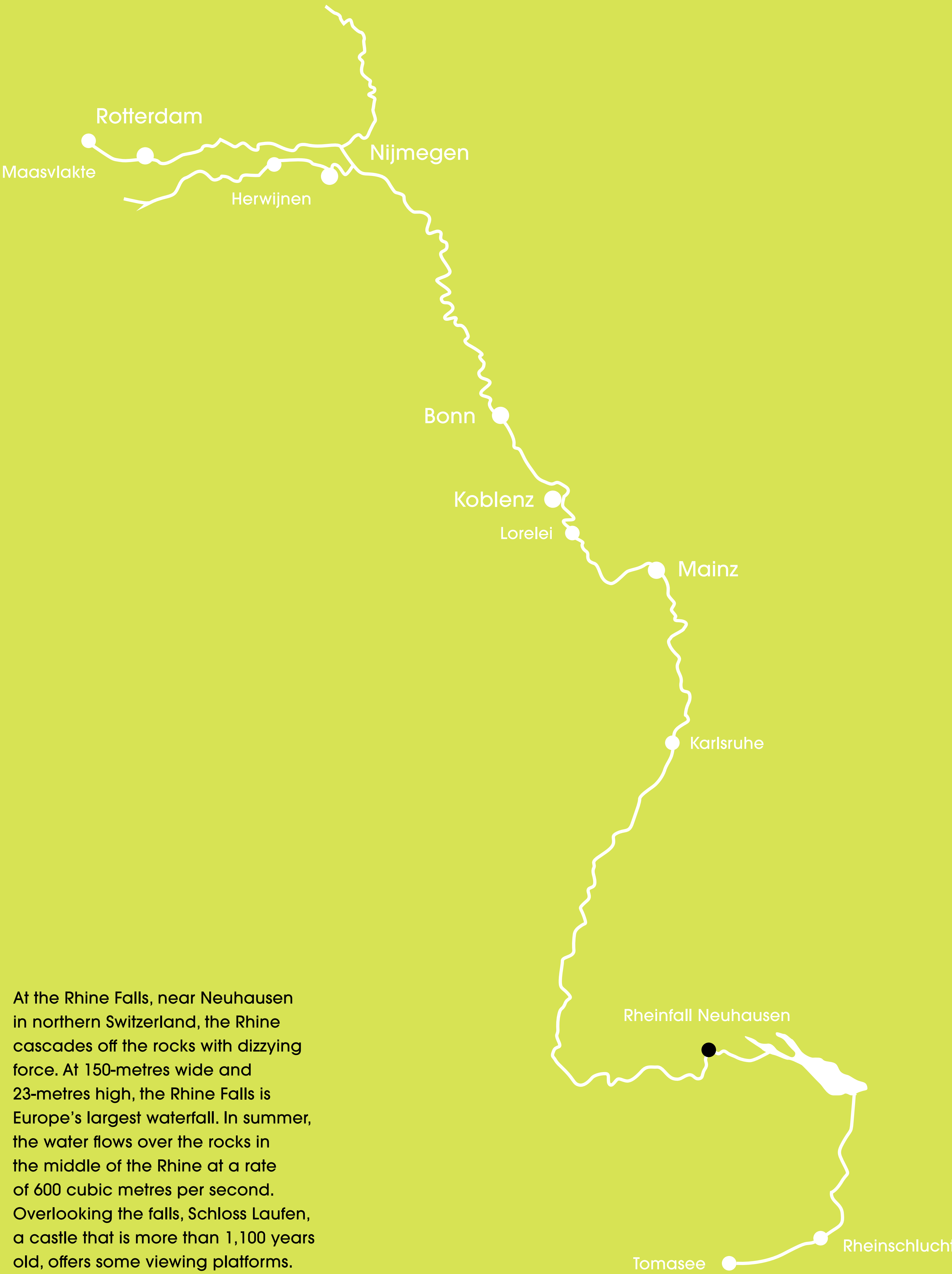
The biggest tip Rotmans can give is: Take small steps, no matter how much of a hurry you are in. "I've noticed that some companies want to change too quickly, while other companies definitely don't want to change. That's when I ask: 'Why does it suddenly have to be either one or the other?' Start with small steps but work on a big plan. For example, start by asking your employees where they see themselves in five- or ten-years' time. Ask what they would like to add to the change. In this way you ensure that something that seems idealistic and radical in the eyes of some people suddenly becomes achievable."

Where will Rotmans herself be in ten years? "Still here, I hope, working in a sustainable, digital Port alongside a lot of talented people. I hope that I will be seen as the one who was at the forefront of changing the Port of Rotterdam from the inside, causing other ports and industrial complexes to think: 'Okay. So it is possible.' In that respect, I see the future as positive. We can still change a lot. I don't want to be an idealist in this, but a realist."

"FOR THOSE PIONEERS IT IS VERY IMPORTANT THAT THEY NOT ONLY SAY THEY WANT TO CHANGE, BUT ALSO THAT THEY DO IT, AND THAT THEY CREATE A PATH THAT OTHER COMPANIES CAN FOLLOW."

Renée Rotmans is specialised in labour market developments and social innovation. Her latest sources of inspiration are the documentaries *Seaspiracy* and David Attenborough's *A Life on Our Planet*. "I found that such an eye-opener. On the one hand, he showed that we are actually too late with saving the climate; on the other hand he gave concrete examples of what we can still do. That ties in with what I like to say myself: 'Be the change yourself.'"





At the Rhine Falls, near Neuhausen in northern Switzerland, the Rhine cascades off the rocks with dizzying force. At 150-metres wide and 23-metres high, the Rhine Falls is Europe's largest waterfall. In summer, the water flows over the rocks in the middle of the Rhine at a rate of 600 cubic metres per second. Overlooking the falls, Schloss Laufen, a castle that is more than 1,100 years old, offers some viewing platforms.

Change always starts with being involved


TDI
quattro

Change, transition… For Dalhuisen Group in Epe, consisting of Dalhuisen Tankstations (petrol stations), Dalhuisen Olie (oil), Gulf Nederland (Gulf Netherlands) and Dalergy Logistics, this is the most natural thing in the world

Peter Dalhuisen

Going with the tide

If you take a look at the history of this fuel distributor – operating for more than 100 years, Dalhuisen is the oldest company within the FinCo Fuel network – you'll see how it has consistently gone with the tide since 1914. It all started with fertilisers. Then, Peter Dalhuisen's (the current managing director) grandfather switched to coal, after which his son (Peter's father) started investing in domestic heating oil. This was overtaken by gas, then motor fuels were added and now, several decades later, the company is once again on the threshold of a new era: that of low-carbon fuels and, eventually perhaps, hydrogen too.

"Things like this always get off to a slow start," says Dalhuisen (49), who grew up in the family business and for whom, as a ten-year-old, it was perfectly normal to hear business constantly being discussed round the kitchen table and during the annual holiday in Austria. "That gradual onset means that you have the opportunity to take a good look at how you can develop and sell the products, so that the pacesetters start to think: 'Hey, I have to be with those people.' It all has to do with timing. The trick is to know in time: What am I going to place my bets on now?"

Dalhuisen makes one thing perfectly clear: the main reason that the company still exists and is now ready to change and become more sustainable is because it has been guided by external demand from the very beginning. "The Dalhuisen Group, which thus includes various sales companies, exists by courtesy of the customer. It is the market that drives us and as a result, we look at the opportunities out there. And now we are noticing a growing demand among our customers for low-carbon fuels and information about them. You can see that both the public and the government are paying more attention to CO_2, that the industry is beginning to notice the commercial appeal of reducing CO_2 emissions – and yes, we therefore need to respond to this in a smart way. It's really wonderful to do."

What helps with this is the company's collaboration with FinCo Fuel. This began back in 2013, when FinCo took a majority stake in Dalhuisen Group, and the partnership has grown into one with a uniform sustainability strategy and a clear plan for the future.

"We're lucky in that," says Dalhuisen. "At the time, we needed a strong partner, with its own depot network. It was a perfect match and was exactly in line with our own growth ambitions. The sustainability aspect was added later, and we have now all formulated an energy outlook for as far as 2030. We know that, by then, we have to reduce our CO_2 emissions by 30 percent. It is important that, over the coming years, we can expand the sale of fuels in such a way that enables us to invest in the development and sale of new, sustainable products. The fact that we can work on this with a partner and develop new products together gives peace of mind."

Although change, of course, remains "chronically exhausting". "It's like the saying goes: When eating an elephant, take one bite at a time," explains Dalhuisen. "Change is that big elephant. You need to address it bit by bit, which involves trial and error. Being able to sell sustainable fuels is something you have to learn. And that's the phase we are now in.

"BIO-BASED PRODUCTS ARE OF COURSE AN INVESTMENT, BUT YOU CAN SEE THAT THIS CRISIS HAS MADE PEOPLE THINK. AND WE'RE RESPONDING TO THAT."

"It has to be a gradual process and is all about awareness," says Dalhuisen, who speaks from experience. "In the past, when I had to drive a tanker, I would leave the engine running for 15 minutes first. During that time, I would get dressed and butter my toast. I was brought up believing that you should turn a car engine off as seldom as possible, because it would be harmful. I didn't think about it then, but now I know better. I had to learn that. If you are not aware of your behaviour and your own routines, then you will never be able to change them."

"IT'S THE STORY AFTER THAT'S THE CRUX. YOU NEED TO MAKE PEOPLE UNDERSTAND THAT IF WE TAKE THESE STEPS NOW, AND WE DO SO GRADUALLY, WE WILL BENEFIT IN THE LONG RUN."

Dalhuisen has noticed that the current COVID-19 crisis has accelerated this awareness process somewhat. Where customers (as well as himself) initially flew into stress mode because of all the uncertainty, a few months later, when the anxiety and unfamiliarity eased off a bit, they came to inquire about sustainable fuels. "It's happening in stages," says Dalhuisen. "Bio-based products are of course an investment, but you can see that this crisis has made people think. And we're responding to that."

After all, change is in the Dalhuisen Group's DNA. Breaking well-established habits earned the company a Lean & Green Award in 2010. This award is presented annually to companies and organisations for making their logistics process more sustainable and reducing their CO_2 emissions by at least 20 percent. And in 2014, they were also awarded a Lean & Green Star, because they had reduced their CO_2 emissions by 22 percent over a period of four years. Awareness was also an important part of the process then. The ultimate goal was to reduce the tankers' fuel consumption. But to achieve that, it was necessary to first know exactly how much was being used.

“IT ALL HAS TO DO WITH TIMING. THE TRICK IS TO KNOW IN TIME: WHAT AM I GOING TO PLACE MY BETS ON NOW?”

“We asked our drivers how much fuel their own cars used. They could answer that question with exact precision,” says Dalhuisen. “Then we asked them, ‘What about the truck?’ This, they couldn’t answer so well. We decided therefore to record the numbers, and it all became completely clear in one fell swoop. Which enabled us to then do something about it.”

Dalhuisen explains that the process of change always starts with being involved. “And leading the way in the fight. If you show your passion and enthusiasm, people will follow you.” That means: constantly being active in providing others – both his customers and the company’s employees – with information.

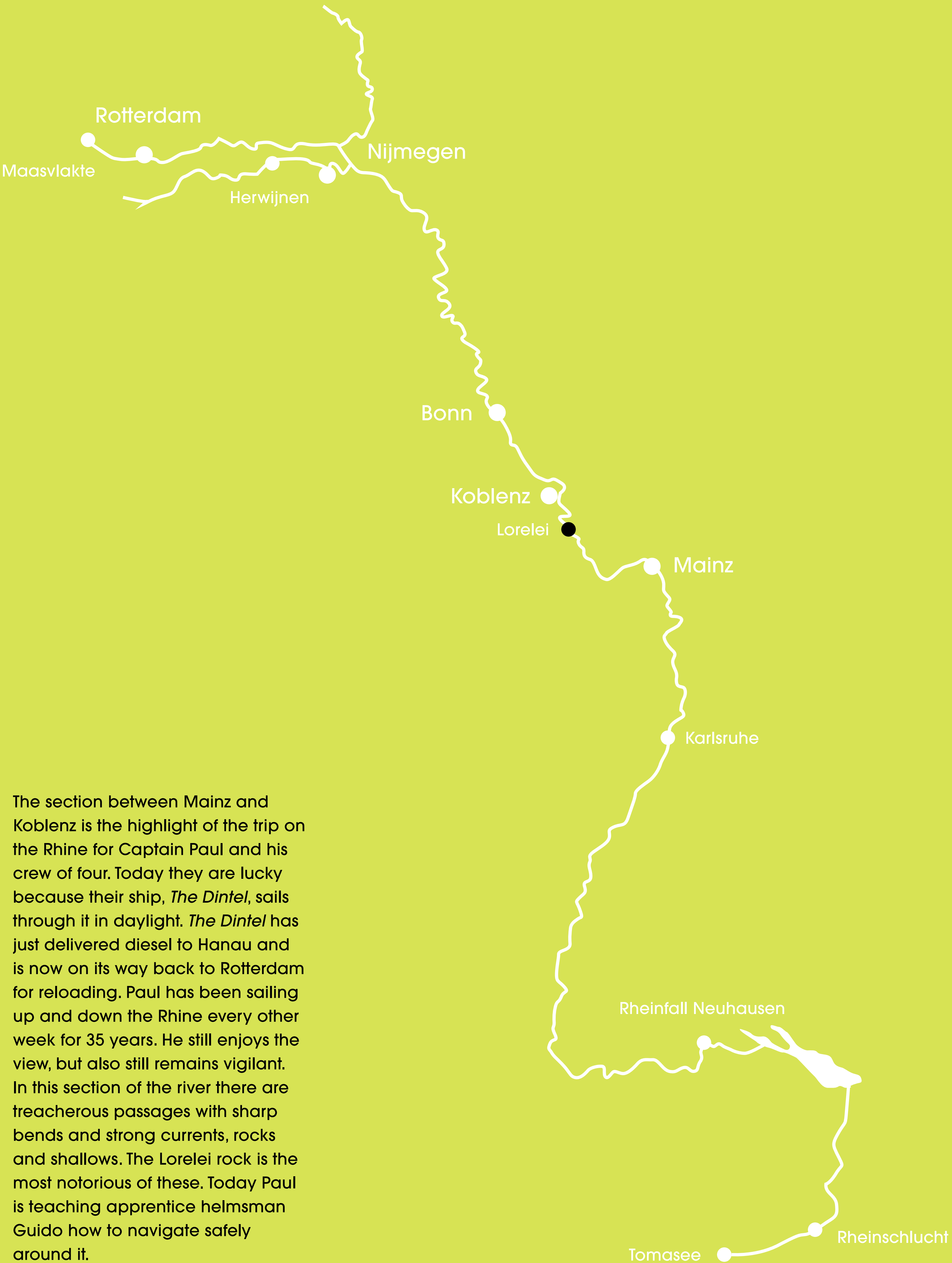
“When we signed up for the Lean & Green programme, we organised a workshop. A lot of people were curious about it, and there was great demand for information. The same applies to the new products, such as HVO and high-blend biodiesels: in order to be able to sell them, you have to be willing to learn a lot. The sales team receives regular updates on the latest techniques and developments. As a sales organisation, we are always active when it comes to development.”

The biggest pitfall? Falling back to those old faithful habits. “I used to think: ‘It’s been agreed upon, so it’ll happen, right?’ But I have noticed that things cannot be taken for granted. When you have to deal with so many different people and situations, it can get incredibly difficult. So after awareness, comes action. We can all consciously sit down together, but you have to show a willingness to act immediately afterwards. It’s the story after that’s the crux. You need to make people understand that if we take these steps now, and we do so gradually, we will benefit in the long run.”

This is another instance where they click with FinCo Fuel, says Dalhuisen. “FinCo has been a very decisive company from the start, one that has grown quickly and responsibly. They have a huge focus on, and drive towards, the future. This gives us the opportunity to follow new, sustainable paths. I even think that we have organised things in such a way that, if we would need to speed things up, we are now in a position to be able to handle it effortlessly.”

Change is a never-ending driving force. And the energy transition is in full swing. To accommodate the new organisations, activities and people that all this entails, Dalhuisen Group changed its name to the more inclusive Dalergy Group on 1 January 2021. And its new logo represents the companies that work for the various sales organisations. What’s more, the company’s mission statement has also been rewritten to be in line with FinCo Fuel’s core values. Ambitious, decisive, committed – Dalergy Group is ready for the future.


WAP
SARASOTA



The section between Mainz and Koblenz is the highlight of the trip on the Rhine for Captain Paul and his crew of four. Today they are lucky because their ship, *The Dintel*, sails through it in daylight. *The Dintel* has just delivered diesel to Hanau and is now on its way back to Rotterdam for reloading. Paul has been sailing up and down the Rhine every other week for 35 years. He still enjoys the view, but also still remains vigilant. In this section of the river there are treacherous passages with sharp bends and strong currents, rocks and shallows. The Lorelei rock is the most notorious of these. Today Paul is teaching apprentice helmsman Guido how to navigate safely around it.

On 16 March 2021 it was announced that Germany had achieved its climate goals for 2020, which was to reduce its emissions by 40 percent. If you had asked Thomas Johannsen (53) a little over a year ago if that would be possible, he would have told you, “No. Never”.

Thomas Johannsen

Part of the solution

Now, as he calls via video from the FinCo office in Hamburg, he says, “Evidently we managed to do it. Okay, so it’s partly due to COVID, but that means we can’t afford to sit back now. We have to keep this up, even when everything opens up again after the lockdown.”

What a year it has been. Back in September 2020, Johannsen hoped for substantial growth with FinCo Energie, but a few months later he ended the year with volumes lower than desired. He doesn’t look upon it as a bad thing, considering that the sales market has shrunk and competition has increased. Still, as he says, “The pressure is greater than ever now.”

Will 2021 be another tense year? Johannsen pauses for a moment. “Yes,” he says cheerfully, before letting out a relaxed laugh. “It will be hard work. If we still want to be a player in the energy market here in Germany in ten years’ time, we have to act today.”

Mission

The COVID-19 pandemic has given Johannsen new insights. These include how highly productive working from home can be, and that people have become

nicer to each other, and a little less selfish too. And also that there is no need to fly halfway across the world for a meeting. "I have become so much more aware of that. We can also easily meet online, and all those emissions don't need to be emitted. I hope that continues."

As far as Johannsen is concerned, FinCo Germany's mission has become increasingly clear. He and his colleagues will try even harder to make the current market cleaner in the coming period. "You can only achieve that by changing the products. In 2050, we will be using liquid fuels a lot less than we do now, but they will still be required because some systems won't function otherwise. We can develop and produce these sustainable products. We just need to have the opportunity to do so."

Critical mass

That's where – for the time being, at least – the crux lies. To develop cleaner products, there needs to be a market in which there is a level playing field for every energy supplier and in which the competition is equal. Currently, this kind of market barely exists in Germany; there is a political policy that focuses mainly on electrification and the government isn't offering enough economic benefits for buying greener fuel. The result: Johannsen and his team are not reaching sufficient critical mass, they are unable to invest as much in innovation, and the greening of the company continues to be extremely limited for the time being.

Germany may have achieved its climate goals, but most customers still prefer the cheap standard products, such as diesel and heating oil, to products that are clean, but also slightly more expensive. "Just as there are people who still buy fast cars to tear up and down the Autobahn." And yet, says Johannsen, he does feel that attitudes are slowly changing.

"YOU SHOULD SEEK OUT THESE PEOPLE, THE ONES WHO BELIEVE THAT THINGS CAN BE DONE BETTER AND WHO WANT TO SAVE THE CLIMATE."

Momentum

"I feel a certain pressure arising from society," he says. "People are starting to realise that if we continue like this, we will not be able to keep the global temperature rise below 2 or even 1.5 degrees, as was agreed in the Paris Climate Agreement. Compared to just one year ago, there are so many more young people now saying: 'Hey, Boomers, stop carrying on like this.' You should seek out these people, the ones who believe that things can be done better and who want to save the climate."

"I AM CONVINCED THAT WE, AS AN INDUSTRY, CAN CHANGE AND THAT WE CAN DELIVER THE PRODUCTS WE PROMISE." AND THE FIRST STEPS HAVE ALREADY BEEN TAKEN."

There is momentum. And it is exactly what can be found at FinCo Energie. "Accelerate, collaborate, come into contact with the right political players who see that we shouldn't focus on just one energy carrier, but on the mix," says Johannsen. "We have to talk, participate in discussions, keep telling our own story. Say that we want to be part of the solution. I am convinced that we, as an industry, can change and that we can deliver the products we promise." And the first steps have already been taken.

Give him time, says Johannsen with a smile. Give him that level playing field. Give him the opportunity to expand, with the support of the Rotterdam-based parent company. "It is possible," he says. "Yes, it's a challenge, especially while the pandemic grips us, but it's not an irresolvable problem."

"My connection to the Rhine is just as big (or just as small) as my career. It stands for the open market in Germany. Wherever I have worked – for whichever company – the river has always been my supply channel. We use the water every day, first on the lower side of the Rhine, now midway by Koblenz, and I hope to operate on the upper side of the river at some point in the future too. The Rhine is the backbone of our business."

Inspiration

For anyone wanting to find out more about climate change and the energy transition, there couldn't be a better time than now. Never before have so many books been written on these subjects; never before have so many podcasts and television programmes been made. And as is often the case: once you start, you just can't stop. That's when it quickly becomes clear how everything is connected and how everything interacts: from melting ice sheets to CO_2-reducing technologies to COVID-19 to meaningful leadership – it is one big river of information and everything is worthwhile. Only – where do you step into the water? To help answer that question and as a guide that hopefully inspires and enthuses, here's a small selection of what we recently read, listened to and watched.

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1 Positivity

For the past two years, a new episode of ***Outrage + Optimism***, an English podcast about the climate, has been released on a weekly basis. For one hour, Christiana Figueres (a diplomat and architect of the Paris Climate Agreement), Tom Rivett-Carnac (a climate lobbyist from an ‘oil family’, who was also once a Buddhist monk in Southeast Asia), and Paul Dickinson (founder of CDP – Carbon Disclosure Project – and a sustainability expert), update their listeners on the latest international developments in climate policy. They always have fascinating guests on the show: one week you’ll be listening to scientist Johan Rockström; the next to Vicki Hollub, the female CEO of Occidental Petroleum. There are themed episodes about the future of transport, fuel and maritime shipping, there is music each week and there is always the same atmosphere: optimistic, funny and compassionate. The title of the podcast stems from the notion that if you want to bring about change in climate policy, you need both optimism and outrage. But the makers of the podcast themselves are, in fact, constantly positive. Their premise is that there has never been a more challenging time to live in than now. And I challenge you to contest this.

2 Behavioural change

Anyone interested in a sharp, not overly optimistic but well-written book about who is responsible for the current climate crisis, should read ***Een beter milieu begint niet bij jezelf*** (‘A better environment does not begin with you’; Dutch-only) by Jaap Tielbeke. His principle is that it is not up to the individual to undergo a behavioural change, but to politicians and the business community. Apportioning blame is not an easy excuse,’ he writes. ‘It also doesn’t mean that we can sit back and relax while others do this job. On the contrary: it is up to us to encourage companies and politicians to change. (…) The Anthropocene requires collective change.’

3 Common interest

And how should that collective change be carried out? In ***Reimagining Capitalism in a World on Fire***, economist and Harvard professor Rebecca Henderson gives her suggestions. Over the past few years, Henderson, who advocates for a reinvention of capitalism, has worked with companies that are trying to solve social and environmental problems. ‘I started this journey with an appropriately British degree of scepticism,’ she writes, ‘but I am now surprisingly optimistic – in the “if we work really hard, we might just succeed” sense of optimistic. We have the technology and the resources to build a just and sustainable world, and doing so is squarely in the private sector’s interest.’ Henderson predicts that the companies that will ultimately be able to transform themselves are those that realise ‘embracing a pro-social purpose beyond profit maximisation and taking responsibility for the health of the natural and social systems on which we all rely not only makes good business sense but is also morally required by the same commitments to freedom and prosperity that drove our original embrace of shareholder value.’

4 Long-term thinking

For the common good and the future. This is what Roman Krznaric's ***The Good Ancestor*** is all about; a hopeful plea for long-term thinking. By that he actually means: seven generations later, but because that may be too difficult for some to imagine, he suggests we think 100 years ahead – 'about the length of a long human lifetime'. With everything we do now, says Krznaric, we must ask ourselves, 'Are we good ancestors?' Can we leave our addiction to profit maximisation and endless growth behind us and focus on long-term change, on awareness? He thinks – you guessed it – that we can, and he explains how we can go about achieving it. One of the solutions is to start thinking circular. According to Krznaric, in a circular model there is no waste; waste is simply a resource that has ended up in the wrong place.

5 Work

When we weren't working, we were also watching ***De Vuilnisman*** ('The Garbage Man'; Dutch-only), a six-part series from the Dutch public broadcaster KRO-NCRV. In it, journalist Teun van de Keuken takes a look at the world of waste in the Netherlands, which has proudly proclaimed for years that all its waste becomes a raw material. Six episodes about our own trash? Absolutely. And you'll even find yourself wanting to binge-watch them all one after the other, because they're so disconcerting and exciting. In retrospect, one can only conclude that a fully circular economy will take a while. So there's still work to be done.

6 Energy transition

Finally, for those who are interested in the larger energy picture and the question of how humanity has continuously switched energy sources over the centuries, there is ***Energy: A Human History*** by American historian Richard Rhodes. From wood to coal, from oil to kerosene – Rhodes describes the geopolitical history of energy with climate change and the transition we now all face in mind. And for those who don't fancy reading: a number of his lectures are available on YouTube.

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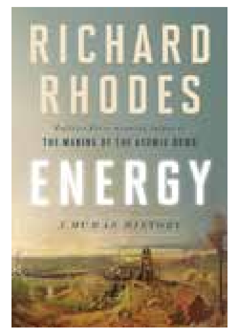

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Further reading

+ *The Future We Choose*, by Christiana Figueres & Tom Rivett-Carnac
+ *The Purpose Economy: How Your Desire for Impact, Personal Growth and Community Is Changing the World*, by Aaron Hurst
+ *Mission Economy: A Moonshot Guide to Changing Capitalism*, by Mariana Mazzucato

Further listening

+ STUDIO ENERGIE*:* podcast met Remco de Boer en div. gasten

Further watching

+ *Backlight* (future-affairs programme by Dutch public broadcaster VPRO; Dutch-only): Duurzaam nu of nooit ('Sustainable now or never'; aired on 10.05.2020) & Time Rebels (aired on 21.02.2021)

Due to climate change, high water levels are increasingly taken into account in the planning of the Dutch riverscape. The floodplains at Herwijnen, located by the Waal river, are regularly flooded. Because rivers are important routes in the ecological network, biodiversity in the floodplains increases. It is therefore necessary that the vegetation and permeability remain in balance.

“Only now do I see how much it is”

Just how aware is the youngest generation?

Is it cold and windy on this Sunday in March, when eleven FinCo children, their shivering parents and a dog gather together on the grounds of Watersportvereniging Aegir in Rotterdam? You bet it is.

But has anyone let that stop them? Absolutely not. There is work to be done within the next 90 minutes: to leave the waterfront of the Rotte less polluted, after a winter in which storms and ice have driven rubbish into the smallest of corners. Armed with trash pickers and fishing nets, the children sail down the river in three boats. The activity is overseen by Plastic Whale, an organisation that draws attention to the growing problem of plastic soup.

"Where's that plastic?!" shouts Juno (7), the youngest of the group. Within five minutes, in the absence of any plastic action, he has hoisted out a small dead fish and a piece of wood and dropped his fishing net into the water. But then the skipper steers the boat into the reeds. And there, for those who want to see it, a miniature landscape of rubbish reveals itself. A plastic bag, a colourful sweet wrapper, a PET bottle, a few rusty cans and… "A face mask!" Juno shouts. He launches himself enthusiastically over the edge of the boat to fish the grey thing out of the water. Freek Vonk, the zealous biologist whose antics are a firm favourite with Dutch children, is not a patch on him.

"It's pretty bad," muses Mick (14). "Only now do I see how much there actually is." He and his brother Bens (12) collect – often silently – the loot and divide it over the three rubbish bags on board: one for plastic bags ("drain as much water as possible out of them outside the boat first," says the skipper), one for cans and plastic bottles, and the last for general waste.

"We don't hear much about this at school," the brothers say. But there is a lot of rubbish in the park opposite their house in Amsterdam. "Sometimes we go and throw it all in the bin," says Bens. And sometimes they'll find old football in amongst it all. "That, we just reuse."

Benefit

Cheers can be heard from across the water. The boat with Brechje, Tessa, Michaëla and Brenda has just sailed into a canopy of PET-bottles. "Jackpot!" one of them shouts. Mick and Ben are pulling in a shoe sole, and a moment later a super-sharp arrow. Meanwhile, Juno is busy giving a lecture about the dangers of plastic soup. "I saw a video and plastic stays forever," he says. "It turns into small grains; the fish eat the grains and we then eat the fish. Then the plastic is in our stomach and it makes us sick."

Jolien Versluis (15)

"Now that I'm paying attention to it, I see how much there actually is."

Bens Beijer (12)
“There is a lot of rubbish in the park opposite our house. Sometimes we go throw it in the bin.”

Juno van Loon (7)
“Plastic lasts forever.”

Roselien Arets (10)
“If I were the boss of the climate? I would ask a lot of people to take part in cleaning up.”


LALIZAS


van recycled plastic

Brechje Peeters (12)

“Maybe I can do this with my friends: all of us with a plastic bag and a picker. It’d be quite fun.”

Cato Versluis (17)

“Pretty bad for a country like the Netherlands, right?”

Plastic Whale skipper Peter hasn’t been out on the water for a while and is amazed at the large amount of waste. “It comes from all over the place,” he says. It blows out onto the water from overflowing bins and the streets. People leave it lying around after barbecues and picnics or simply throw it straight into the river. But he never despairs.

“You have to benefit from the youth,” he says, pointing to the zealous kids in his boat. “You’ll see that they’ll think twice about rubbish after this. All of a sudden, they won’t want to take plastic sandwich bags with them to school anymore. That’s what we need to rely on.”

Far from enough

Meanwhile, Cato, Jolien, Roselien and Madelief form an efficient recycling machine between the four of them. The eldest two, sisters Cato (17) and Jolien (15), scoop the rubbish out of the water; Madelief (“7… oh no! 8”) then carefully separates it and throws it into the relevant bags; and her sister Roselien is on the lookout, hunting for plastic. “Can you move forward,” she regularly asks Peter. “We really can’t get to it like this.”

Cato is “quite concerned” about the climate and pollution. She has started to eat less meat, sells the clothes she no longer wears online and buys “as little fast fashion as possible”, however difficult that may be. “I actually think we’re almost too late,” she says. “The world is becoming more and more aware, but it is still far from enough.”

The Plastic Whale foundation was founded by Marius Smit in 2011. With boats in Amsterdam and Rotterdam, Plastic Whale takes all kinds of groups, from businesspeople to school children, out on the water to collect rubbish. The plastic PET bottles serve as building material for the Plastic Whale boats; they are processed into foam panels that form the basis of every part of the six-metre vessels. The company also entered into a partnership with the Drenthe furniture factory Vepa, which, among other things, makes tables, lamps and acoustic wall panels from the recycled plastic that Plastic Whale supplies.

Madelief: "There are so many bags! That's a really important point; it kills animals!"
Jolien, desperate: "There are so many rubbish bins. Just throw it in there."
Madelief: "Adults don't throw enough into the bins."
Roselien: "What are we going to do with this pistol?" Moments later they hoist a blue water pistol and large shuttlecock up. And a piece of plastic. Oh no, hang on: it's the skin of a fish. In unison: "Eeeeuuuuuwwwwww!"

The future

Afterwards, Brechje (12) says with a sigh that it was "really much more" than she expected. Tessa (11) seconds that. "People are super careless," she says with a solemn giggle. Just like sisters Michaëla (12) and Brenda (16), they are mainly confronted by the climate problem via social media platforms such as TikTok and Instagram. It worries them and they find some things incomprehensible.
Michaëla: "You used to have glass bottles for milk. Now everything is plastic. Why?"
Brenda: "There should just be a deposit-refund on everything."
Brechje: "Our future is so wrecked."
Unfortunately, it doesn't lead to intergenerational discussions with parents. "That's why my mum works at FinCo," says Tessa. "They're trying to make the world a better place there with cleaner fuels."
The wind hasn't let up on this Sunday in March. But as the cold seeps in, so does awareness. "I was never really that anxious about it," concludes Mick, "but I now see how important it is to get this cleaned up. If I see any plastic lying around, I'm going to throw it away."

Michaëla Bom (12)

"You used to have glass bottles for milk. Now everything is plastic. Why?"


ODFJELL TANKERS


NOORDPARK


NO SMOKING

Rotterdam is strongly connected with the water. Everything comes together here. The open connection with the sea and the good (international) maritime connectivity with the hinterland are of great economic importance. The port city lies at the mouth of Europe's most important river, which is of crucial importance for the region's development.

Summary Financial Statements 2020

Consolidated balance sheet as at 31 December 2020

(before profit appropriation)

EUR *1.000			2020		2019
Fixed assets					
Intangible fixed assets	*1*	9,799		11,715	
Tangible fixed assets	*2*	16,260		14,886	
Financial fixed assets	*3*	487		1,928	
			26,546		28,529
Current assets					
Inventories	*4*	69,720		55,395	
Trade and other receivables	*5*	90,924		84,227	
Cash and cash equivalents	*6*	3,131		7,744	
			163,775		147,366
			190,321		175,895
Group equity					
Shareholders' equity	*7*	30,363		27,700	
Minority interests	*8*	3,847		3,086	
			34,210		30,786
Provisions	*9*		4,385		4,507
Intangible long-term liabilities			1.891		2,174
Long-term liabilities	*10*		20,762		21,264
Current liabilities	*11*		129,073		117,164
			190,321		175,895

EUR *1.000			2020		2019
Net turnover	*12*	1,528,796		2,028,925	
Other operating income		3,291		2,045	
Total operating income			1,532,087		2,030,970
Cost of raw materials and consumables		-1,465,084		-1,966,700	
Cost of outsourced work and other external costs		-28,480		-20,780	
Wages and salaries	*13*	-12,155		-11,972	
Social security charges and pension costs		-2,386		-1,417	
Amortisation and depreciation on fixed assets		-5,546		-4,122	
Other operating expenses	*14*	-9,985		-7,982	
Total operating expenses			-1,523,636		-2,012,973
Operating profit			8,451		17,997
Interest receivable and similar income		-		2	
Interest expense and similar charges		-2,672		-3,446	
			-2,672		-3,444
Profit from ordinary activities before tax			5,779		14,553
Tax on profit from ordinary activities		-1,142		-2,854	
Share of result of participating interests		86		-73	
			-1,056		-2,927
Profit after tax			4,723		11,626
Minority interests			-1,560		-1,370
Net profit			3,163		10,256

Consolidated statement of comprehensive income 2020

EUR *1.000		2020		2019
Consolidated net result after tax attributable to the Company		3,163		10,252
Foreign currency translation differences recognized directly in equity		-500		4
Total result of the Company		2,663		10,256

EUR *1.000		2020		2019
Operating profit	8,451		17,997	
Adjusted for:				
• Depreciation/amortisation	5,209		3,839	
• Other value adjustments	22		18	
• Changes in provisions	-64		-250	
• Changes in working capital	-11,282		-5,836	
Cash flow from business operations	2,336		15,768	
Interest paid	-2,672		-5,569	
Cash flow from operating activities		-336		10,199
Investments in:				
• Intangible fixed assets	-65		-4,193	
• Tangible fixed assets	-3,725		-1,545	
• Financial fixed assets	-30		-76	
• Financial fixed assets repayments	45		28	
• Acquisition of group companies	-		-5,245	
Cash flow from investing activities		-3,775		-11,031
Capital contributed	-		2	
Take-up of long term debt	-		11,685	
Repayment of borrowing	-502		-5,716	
Cash flows from financing activities		-502		5,971
Net cash flow		-4,613		5,139
Cash, cash equivalents and bank overdrafts at beginning of year		7,744		2,605
Cash and cash equivalents at end of year		3,131		7,744

EUR *1.000	Goodwill	License	Software	Total
1 Intangible fixed assets				
Movements in intangible fixed assets were as follows:				
Balance as at 1 January 2020:				
• Purchase price	17,383	400	889	18,671
• Accumulated amortisation and impairment	-6,735	-133	-88	-6,956
• Carrying amount	10,648	267	801	11,715
Changes in carrying amount:				
• Investments	1,192	-	69	1,262
• Amortisation	-2,962	-40	-176	-3,178
• Balance	-1,770	-40	-107	-1,916
Balance as at 31 December 2020:				
• Purchase price	18,575	400	958	19,933
• Accumulated amortisation and impairment	-9,697	-173	-264	-10,134
• Carrying amount	8,878	227	694	9,799

EUR *1.000	Land, Buildings and Infrastructure	Gas stations and installations	Transportation Units	Other fixed assets	Total
2 Tangible fixed assets Movements in tangible fixed assets were as follows:					
Balance as at 1 January 2020:					
• Purchase price	14,853	3,710	5,139	1,380	25,082
• Accumulated depreciation and impairment	-4,655	-2,924	-1,672	-945	-10,196
• Carrying amount	10,198	786	3,467	435	14,886
Changes in carrying amount:					
• Purchase price at acquisition date	-	-	-	-	-
• Accumulated depreciation at acquisition date	-	-	-	-	-
• Investments	856	115	332	2,520	3,823
• Depreciation	-1,300	-155	-410	-486	-2,351
• Disposals	-	-	-364	-50	-414
• Accum. depreciation disposals	-	-	316	-	316
• Balance	-443	-40	-126	1,984	1,374
Balance as at 31 December 2020:					
• Purchase price	15,709	3,825	5,107	3,850	28,491
• Accumulated depreciation and impairment	-5,954	-3,079	-1,767	-1,431	-12,231
• Carrying amount	9,755	746	3,340	2,419	16,260

3 Financial fixed assets

Movements in financial fixed assets were as follows:

EUR *1.000	Participa-ting interests	Other receivables	Loans	Deferred tax assets	Total
Balance as at 1 January 2020:					
• Cost price	30	349	1,154	569	2,101
• Accumulated depreciation and impairment	-	-174	-	-	-175
• Carrying amount	30	175	1,154	569	1,928
Changes in carrying amount:					
• New investments	35	30	-	119	184
• Divestments	-	-	-1,154	-409	-1,563
• Impairment	-	-16	-	-	-16
• Repayments received	-	-45	-	-	-45
• Balance	35	-31	-1,154	-290	-1,440
Balance as at 31 December 2019:					
• Cost price	65	330	-	278	673
• Accumulated depreciation and impairment	-	-186	-	–	-186
• Carrying amount	65	144	-	278	487

EUR *1.000	2020	2019
4 Inventories		
Fuels	67,179	49,566
Renewable Fuel Units	2,182	5,496
Other inventories	359	333
	69,720	55,395
5 Trade and other receivables		
Trade receivables	61,515	71,956
Accrued income	14,347	6,477
Other receivables	6,465	1,670
Receivable from derivatives	3,635	1,148
Prepayments	4,203	2,217
Accounts receivable from participating interests	759	759
	90,924	84,227
6 Cash and cash equivalents		
Credit balances on bank accounts	3,112	7,698
Cash funds	19	46
	3,131	7,744

EUR *1.000	Issued capital	Share premium reserve	Foreign currency translation reserve	Other reserves	Legal reserves (software develop-	Unappro-priated profit	Total
7 Shareholders' equity							
Balance as at 1 January 2020	-	11,347	24	5,438	635	10,256	27,700
Changes in financial year							
• Increase of share premium	-	-	-	-	-	-	-
• Foreign currency translation differences	-	-	-500	-	-	-	-500
• Changes in valuation	-	-	-	134	-134	-	-
• Retained profit	-	-	-	-	-	3,163	3,163
• Result appropriation	-	-	-	10,256	-	-10,256	-
Balance as at 31 December 2020	-	11,347	-476	15,828	502	3,163	30,363

8 Minority interests	2020	2019
• Dalhuisen Holding B.V	1,103	1,449
• FinCo Energie GmbH	62	39
• FinCo International AG	2,265	1,289
• FinCo International Trading AG	89	-
• GoodNRG B.V.	328	309
	3,847	3,086

Minority interests includes the third-party minority interests, representing the share of third parties in the shareholders' equity of the group companies Dalhuisen Holding B.V., FinCo International AG, FinCo International Trading AG, GoodNRG B.V. and FinCo Energie GmbH.

9 Provisions

Movements in provisions can be specified as follows:

	Deferred tax liabilities	Environmental al provision	Participating interest provision	Total
Balance as at 1 January 2020 Changes:	618	3,380	509	4,507
• Additions	-	65	5	70
• Provisions used during the year	-115	-27	-50	-192
Balance as at 31 December 2020	503	3,418	464	4,385

EUR *1.000		2020		2019
10 Long-term liabilities				
Debts to related parties		-		-
Subordinated debts to related parties		11,385		11,385
Loans from credit institutions		9,375		9,875
Other long-term liabilities		2		4
		20,762		21,264
11 Current liabilities				
Accounts payable to suppliers and trade creditors		26,011		37,946
Other taxes and social security contributions due		48,448		42,686
Debts to credit institutions		7,359		8,798
Liabilities from derivatives		587		1,129
Other liabilities and accruals		46,668		26,605
		129,073		117,164

EUR *1.000	2020	2019
12 Net turnover		
The breakdown of net turnover by revenue categories is as		
Sale of oil related products	1,528,718	2,028,823
Rendering of storage and other services	78	102
Net turnover	1,528,796	2,028,925
The breakdown of net turnover by product type/sector is as follows:		
Supply	1,447,781	1,880,430
Bunkering	80,937	148,393
Storage and other services	78	102
Net turnover	1,528,796	2,028,925
The breakdown of net turnover by geographical region is as follows:		
The Netherlands	1,244,369	1,867,144
Rest of Europe	273,165	152,340
Outside Europe	11,262	9,441
Net turnover	1,528,796	2,028,925

EUR *1.000		2020		2019

13 Wages and salaries

Salaries		11,956		11,738
Personnel cost (re-)charged (to)/from related parties		150		163
Other personnel costs		49		71
		12,155		11,972

Staffing level During the financial year 2020, the average number of staff employed in the group, converted into full-time equivalents, amounted to 162 FTE (2019: 151). This staffing level (average number of staff) can be divided into the following staff categories:

Management		9		9
Back-office		94		80
Operations		60		62
		162		151

14 Other operating expenses

Housing expenses		2,120		1,913
Audit, advice and consultancy expenses		2,775		1,954
Other personnel expenses		2,271		2,007
Office expenses		1,282		1,122
Insurance costs		634		700
Other operating expenses		903		286
		9,985		7,982

15 Subsequent events

There are no subsequent events.

Due to the continuation of the various lockdowns, volumes did not recover in the first months of 2021. For example: volume levels of our Dutch core activities are still 25 percent below those of the same period in 2019. In addition to this, the Dutch network companies had a slow start in volumes. As a result of these lower volumes, the Q1 2021 EBITDA sees us behind on our plans.

At this moment the impact of the COVID-19 pandemic is less intense. The price of oil is almost back to pre-pandemic levels. Additionally, in 2020, we noticed that, during the months when lockdown measures were eased, volumes quickly returned to normal levels. This strengthens our conviction that this will also be the case once a certain number of vaccinations have been administered and traffic returns to normal.

Bio-margins began to recover at the start of the year but even so, they are still at a low level. Changes in legislation have reduced the options for blended fuels in the maritime industry, which in turn decreases the supply of HBEs. And with market volumes still at a low level, the demand for HBEs has also not recovered. As soon as lockdowns are eased, however, we expect bio-margins to normalise.

The ultimate severity of COVID-19 is uncertain at this time and therefore FinCo Fuel cannot reasonably estimate the final impact it may have on our business and our operations. FinCo Fuel's Management and Board of Directors will closely monitor the developments and take the required measures.

Structurally, FinCo Fuel Group has a positive outlook for 2021. The main points in the financial plan for 2021 are: Further volume growth in the Netherlands and Germany; the roll-out of our strategy, including the expansion of the Renewables activities; and expanding the model of the Swiss activities.

The Board of Directors is extremely proud of the way the FinCo Fuel organisation has been responding and adapting to the new situation.

We look forward to a productive year.

The Maasvlakte is wilder than you think. It is where the sea and river come together, where the river connects city and nature. It is an area of great contrasts: in addition to ports and refineries, there are idyllic beaches, where seals and special plants can be found. The increasingly cleaner river, and the various transitions between saltwater and fresh water and the tides offer opportunities for increasing biodiversity and creating new nature areas.

Notes to the Summary Financial Statements 2020

General

Relationship with parent company and principal activities
FinCo Fuel Group B.V. (hereafter 'the Company'), having its legal address in Rotterdam, K.P. van der Mandelelaan 120, (Chamber of Commerce registration number 6226 5199) is a private limited liability company under Dutch law, with 66,85% of its shares held by Coloured Finches B.V., 28,65% of the shares held by NIBC CO-Investments Holding B.V. and 4,5% held by management. The Company is involved in the storage, trading and distribution of oil and oil-related products in the Benelux. FinCo uses strategic assets to secure access to infrastructure linked to physical oil markets. FinCo anticipates on the changing market conditions in the global energy markets in which supply security, blending with biofuels and the further reduction of CO_2 emissions are central. The head office of the group is located at K.P. van der Mandelelaan 120 in Rotterdam, the Netherlands. During 2020 the following changes have been realized in the legal structure:

- In December 2020 FinCo International Trading AG is founded. FinCo International AG holds 90% of the shares.
- During 2020 4.5% of acquired shares of GoodNRG B.V. are sold to management.

FinCo Fuel Group B.V.'s consolidated financial statements comprise the Company and its subsidiaries (together referred to as 'the Group' or 'FinCo'): • FinCo Fuel Group B.V. at Rotterdam • FinCo Bunkering B.V. at Rotterdam • FinCo Logistics B.V. at Rotterdam• FinCo Terminal Groningen B.V. at Groningen• FinCo Supply & Trading B.V. at Rotterdam• Gulf Bunkering B.V. at Rotterdam• Bunkering Real Estate B.V. at Rotterdam• FinCo Operations B.V. at Rotterdam• FinCo International A.G. at Zug, Switzerland• FinCo International Trading A.G. at Zug, Switzerland • Dalhuisen Holding B.V. at Epe • Dalhuisen Olie B.V. at Epe • Wed. L. Dalhuisen B.V. at Epe • Dalhuisen Transport B.V. at Epe • Gulf Nederland B.V. at Epe • FinCo Energie GmbH at Hamburg, Germany • FinCo Fuel Nederland B.V. at Rotterdam • Licorne Fuel B.V. at Rotterdam • GoodNRG B.V. at Amsterdam • GoodFuels Innovation B.V. at Amsterdam • SeaNRG B.V. at Amsterdam • GoodFuels B.V. at Amsterdam • GoodShipping B.V. at Amsterdam • FinCo Renewables B.V. at Rotterdam • Change XL B.V. at Rotterdam.

Financial Reporting period
The financial reporting period covers the period from 1 January 2020 until 31 December 2020.

Basis of preparation
The financial statements have been prepared in accordance with Title 9, Book 2 of the Netherlands Civil Code and presented in EUR. The applied accounting policies are based on the historical cost convention unless otherwise stated in the Accounting Policies.
Certain reclassifications to the comparative financial information have been made to conform to the current year's presentation, which has no impact on the net income and/or equity.

Application of Section 402, Book 2 of the Netherlands Civil Code
The financial information of the Company is included in the consolidated financial statements. For this reason, in accordance with Section 402, Book 2 of the Netherlands Civil Code, the profit and loss account of the Company exclusively states the share of the result of participating interests after tax and the general result after tax.

Going concern
These financial statements have been prepared on the basis of the going concern assumption. Since the start of 2020 there has been a developing outbreak of the COVID-19 (coronavirus). As a result of COVID-19, we have seen macro-economic uncertainty with regards to prices and demand for oils. The scale and duration of these developments remain uncertain but could impact our earnings, cash flow and financial condition. Management will closely monitor the developments and take the required measures. Based on this continuous monitoring and the increase in vaccinations to contain the virus, management is of the view that there is no doubt on the entity's ability to continue as a going concern.

Accounting policies

General
Unless stated otherwise, assets and liabilities are shown at nominal value.
An asset is recognised in the balance sheet when it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the cost of the asset can be measured reliably. A liability is recognised in the balance sheet when it is expected to result in an outflow from the entity of resources embodying economic benefits and the amount of the obligation can be measured with sufficient reliability.
Income is recognised in the profit and loss account when an increase in future economic potential related to an increase in an asset or a decrease of a liability has arisen, the size of which can be measured reliably. Expenses are recognised when a decrease in the economic potential related to a decrease in an asset or an increase of a liability has arisen, the size of which can be measured with sufficient reliability.
If a transaction results in a transfer of future economic benefits and or when all risks relating to assets or liabilities transfer to a third party, the asset or liability is no longer included in the balance sheet. Assets and liabilities are not included in the balance sheet if economic benefits are not probable and/or cannot be measured with sufficient reliability.
Revenues and expenses are allocated to the period to which they relate. Revenues are recognized when the Company has transferred the significant risks and rewards of ownership of the goods to the buyer.
The financial statements are presented in euros, the Company's functional currency.

Change in accounting policies
The Company has re-assessed the accounting policies for provisions based on a change in requirements in RJ 252. Previously, it was allowed to determine the provision at nominal value. As per 2020 it is required to determine the provision at the present value. This change in accounting policies has been recognized retrospectively. The effect on the financial statements is as follows (* EUR 1,000):

Balance sheet	1 January 2019 Before change in accounting policies	Difference	1 January 2019 After change in accounting policies	31 December 2019 Before change in accounting policies	Difference	31 December 2019 After change in accounting policies
Provision	4,684	-/-65	4,619	4,507	-	4,507
Equity	17,438	65	17,503	27,700	-	27,700
Minority interests	1,269	-	1,269	3,086	-	3,086
Group equity	17,707	65	17,772	30,786	-	30,786

Balance sheet	1 January 2020 Before change in accounting policies	Difference	1 January 2020 After change in accounting policies	31 December 2020 Before change in accounting policies	Difference	31 December 2020 After change in accounting policies
Provision	4,507	-	4,507	4,320	65	4,385
Equity	27,700	-	27,700	30,428	-/-65	30,363
Minority interests	3,086	-	3,086	3,847	-	3,847
Group equity	30,786	-	30,786	34,275	-/-65	34,210

Profit and loss account	2019 Before change in accounting policies	Difference	2019 After change in accounting policies	2020 Before change in accounting policies	Difference	2020 After change in accounting policies
Operating profit	17,997	-/-65	17,932	8,516	-/-65	8,451
Profit after tax	11,626	-/-65	11,561	4,788	-/-65	4,723
Minority interests	-/-1,370	-	-/-1,370	-/-1,560	-	-/-1,560
Net profit	10,256	-/-65	10,191	3,228	-/-65	3,163

Use of estimates
The preparation of the financial statements requires the management to form opinions and to make estimates and assumptions that influence the application of principles and the reported values of assets and liabilities and of income and expenditure. Actual results may differ from these estimates. The estimates and the underlying assumptions are constantly assessed. Revisions of estimates are recognised in the period in which the estimate is revised and in future periods for which the revision has consequences. The management made estimates and assumptions for the purpose of presenting the financial position regarding the following balance sheet items: intangible fixed assets (goodwill), tangible fixed assets, provisions and valuation of financial instruments (e.g. derivatives).

Consolidation principles
The consolidated financial statements include the financial data of the Company, its group companies and other companies over which the Company has control. Control exists when the Company has the power, directly or indirectly, to govern the financial and operating policies of an entity to obtain benefits from its activities. Group companies are participating interests in which the Company has a direct or indirect controlling interest. In assessing whether controlling interest exists, potential voting rights that are currently exercisable are taken into account. Group companies exclusively acquired with the view to resale within the foreseeable future are exempted from consolidation.
In preparing the consolidated financial statements, intra-group debts, receivables and transactions are eliminated. The group companies are consolidated in full with a minority interest presented within group equity separate from parent's equity.
For a summary of the consolidated group companies, please refer to note 26 'Financial fixed assets'.

Principles for the translation of foreign currency

Transactions in foreign currencies
Transactions denominated in foreign currency are translated into the relevant functional currency of the group companies at the exchange rate applying on the transaction date. Monetary assets and liabilities denominated in foreign currency are translated at the balance sheet date into the functional currency at the exchange rate applying on that date. Translation gains and losses are taken to the profit and loss account as expenditure.
Non-monetary assets and liabilities in foreign currency that are stated at historical cost are translated into euros at the applicable exchange rates applying on the transaction date. Non-monetary assets and liabilities in foreign currency that are stated at fair value are translated into euros at the applicable exchange rates at the date when the fair value was measured. Translation gains and losses are taken directly to equity as part of the revaluation reserve.

Foreign operations
The assets and liabilities of foreign operations, including goodwill and fair value adjustments arising on consolidation, are translated into euros at exchange rates applying on the balance sheet date. Income and expenses of foreign operations are translated into euros at the exchange rate applying on the transaction date. Translation gains and losses are taken to reserve for translation difference. If a foreign operation is fully or partially sold, the respective amount is transferred from the reserve for translation difference to the profit and loss account.

Financial instruments
Financial instruments include investments in shares and bonds, trade and other receivables, cash items, loans and other financing commitments, derivative financial instruments, trade payables and other amounts payable. These financial statements contain the following financial instruments: loans and receivables (both purchased and issued), equity instruments, other financial liabilities and derivatives.

A financial asset and a financial liability are offset when the entity has a legally enforceable right to set off the financial asset and financial liability and the Company has the firm intention to settle the balance on a net basis, or to settle the asset and the liability simultaneously. If there is a transfer of a financial asset that does not qualify for derecognition in the balance sheet, the transferred asset and the associated liability are not offset.
Financial and non-financial contracts may contain terms and conditions that meet the definition of derivative financial instruments. Such an agreement is separated from the host contract if its economic characteristics and risks are not closely related to those of the host contract, a separate instrument with the same terms and conditions as the embedded derivative would meet the definition of a derivative, and the combined instrument is not measured at fair value with changes in fair value recognised in the profit and loss account.
Financial instruments embedded in contracts that are not separated from the host contract are recognised in accordance with the host contract.
Derivatives separated from the host contract are, in accordance with the measurement policy for derivatives for which no cost price hedge accounting is applied, measured at fair value.
Financial instruments are initially stated at fair value, including discount or premium and directly attributable transaction costs. However, if financial instruments are subsequently measured at fair value through profit and loss, then directly attributable transaction costs are directly recognised in the profit and loss account.
After initial recognition, financial instruments are valued in the manner described below.

Loans granted and other receivables
Loans granted and other receivables are carried at amortised cost on the basis of the effective interest method, less impairment losses.

Investments in unlisted equity instruments
Investments in unlisted shares are stated after their initial recognition at the lower of cost or market value. Dividends, if any, are recorded in the profit and loss account at the time when these are declared.

Long-term and current liabilities and other financial commitments
Long-term and current liabilities and other financial commitments are stated after their initial recognition at amortised cost on the basis of the effective interest rate method.
Redemption payments regarding long-term liabilities that are due next year, are separately disclosed.

Derivatives
In order to mitigate price and product exposures, the group uses derivatives. Product price exposure is mitigated by the use of commodity derivatives. Exchange rate exposure is mitigated by the use of forward currency contracts and currency swaps.
Derivatives are carried as assets when the fair value is positive and as liabilities when the fair value is negative. The change in the fair value of a hedging derivative is recognized as profit or loss. The change in the fair value of the hedged item attributable to the risk hedged is recorded as a part of the carrying value of the hedged item and is also recognized in profit or loss.
If the hedge item is derecognized, the unamortized fair value is recognized immediately in profit or loss. When an unrecognized firm commitment is designated as a hedged item, the subsequent cumulative change in the fair value of the firm commitment attributable to the hedged risk is recognized as an asset or liability with a corresponding gain or loss recognized as profit or loss.
The fair value of forward currency contracts is calculated by reference to current forward exchange rates for contracts with similar maturity profiles. The fair value of commodity derivatives is determined by reference to market value quotations for similar instruments. These market quotations have to be available on a

current market or can be derived from similar trades around the valuation moment. If no reliable quotations are available, the contracts are valuated at cost.
According to RJ 290 commodity trading contracts are considered as derivatives when the contract meets the definition of derivative. These conditions are: The terms of the contract have been agreed (f.e. price and delivery date) and the parties have the right to settle the contract in cash. The contract settlement is also considered to be done in cash if the product is easily sold on a liquid market.
If a derivative constitutes a fair value hedge of a recognised asset or liability or an off-balance sheet commitment arising from a binding agreement, revaluation gains or losses on the derivative are recognised in the profit and loss account. These revaluation gains or losses are recognised simultaneously with any gains or losses on the hedged position that arise from the fair value change related to the specific risk of the hedged item or position.
If a derivative no longer meets the conditions for hedge accounting, expires or is sold, or if the Company has decided to no longer apply hedge accounting, the hedging relationship is terminated. The gains or losses recognised at the time of the termination of the hedging relationship remain in equity until the expected future transaction takes place. If the transaction is no longer expected to take place, the deferred gain or loss on the hedge recognised in equity is taken to the profit and loss account.

Conditions for hedge accounting
The Company documents its hedging relationships in generic hedging documentation and regularly checks the effectiveness of the hedging relationships by establishing whether the hedge is effective or that there is no over-hedging.
At each balance sheet date, the Company assesses the degree of ineffectiveness of the combination of the hedge instrument and the hedged position (the hedging relationship). The degree of ineffectiveness of the hedging relationship is determined by comparing the critical features of the hedging instrument against the hedged position.
If the critical features, assessed in the context of the hedging relationship, are matching (matched) each other, there is (has been) no ineffectiveness. If the critical features, assessed in the context of the hedging relationship, are not matching (did not match) each other, there is (has been) ineffectiveness. In that case, the degree of ineffectiveness is determined by comparing the fair value change of the hedging instrument with the fair value change of the hedged position. If there is a cumulative loss on the hedging relationship over the period between initial recognition of the hedging instrument and the balance sheet date, the ineffectiveness (loss) is directly recognised in the profit and loss account.

Impairment of financial assets
A financial asset that is not stated at (1) fair value with value changes reflected in the profit and loss account, or at (2) amortised cost or lower market value, is assessed at each reporting date to determine whether there is objective evidence that it is impaired.
A financial asset is impaired if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset, with negative impact on the estimated future cash flows of that asset, which can be estimated reliably.
Objective evidence that financial assets are impaired includes default or delinquency by a debtor, indications that a debtor or issuer will enter bankruptcy, adverse changes in the payment status of borrowers or issuers, indications that a debtor or issuer is approaching bankruptcy, or the disappearance of an active market for a security.
The entity considers evidence of impairment for financial assets measured at amortised cost (loan and receivables and financial assets that are held to maturity) at both a specific asset and collective level. All individually significant assets are assessed for specific impairment. Those individually significant assets found not to be specifically impaired and assets that are not individually significant are then collectively assessed for impairment by grouping together assets with similar risk characteristics.
In assessing collective impairment, the Company uses historical trends of the probability of default, the timing of collections and the amount of loss incurred, adjusted for management's judgement as to whether current economic and credit conditions are such that the actual losses are likely to be greater or lesser than suggested by historical trends.
An impairment loss in respect of a financial asset stated at amortised cost is calculated as the difference between its carrying amount and the present value of the estimated future cash flows discounted at the asset's original effective interest rate.
Losses are recognised in the profit and loss account and reflected in an allowance account against loans and receivables or investment securities held to maturity. Interest on the impaired asset continues to be recognised by using the asset's original effective interest rate.
When, in a subsequent period, the amount of an impairment loss decreases, and the decrease can be related objectively to an event occurring after the impairment was recognised, the decrease in impairment loss is reversed through profit or loss (up to the amount of the original cost).

Intangible fixed assets

Goodwill
Goodwill represents the excess of the cost of the acquisition over the Company's interest in the net realisable value of the assets acquired and the liabilities assumed at the transfer date, less cumulative amortisation and impairment losses. The capitalised goodwill is amortised on a straight-line basis over a period of 5 years.

License and software
The license includes the exploitation right of the Dalhuisen retail location Vaassen. This right is amortized over a period of 10 years. The category software includes software used for risk management and financial administration.

Tangible fixed assets
Land and buildings, plant and equipment, other fixed operating assets, tangible fixed assets in production and prepayments on tangible fixed assets are stated at cost, less accumulated depreciation and impairment losses.
Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of each item of the tangible fixed assets. Land, tangible fixed assets under construction and prepayments on tangible fixed assets are not depreciated.
The following depreciation percentages are applied:
- Buildings and infrastructure : 4% - 20%
- Gas stations and installations : 10% - 20%
- Transportation units : 5% - 40%
- Other fixed assets : 5% - 25%

Maintenance expenditures are only capitalised when the maintenance leads to extension of the useful life of the asset.
Assets that are taken out of service are stated at the lower of book value or net realisable value.
Assets held for sale are stated at the lower of book value or net realisable value.

Financial fixed assets
Participating interests where significant influence is exercised over the business and financial policy are valued according to the equity method on the basis of net asset value. Participating interests where the Company exercises control along with other participants, such as in joint ventures, are valued in the same way.
The net asset value is calculated on the basis of the Company's accounting policies.

Results on transactions involving transfer of assets and liabilities between the Company and its participating interests and mutually between participating interests are eliminated to the extent that these cannot be regarded as having been realised.
Participating interests with a negative net asset value are valued at nil. If the Company fully or partially guarantees the debts of the relevant participating interest, or if has the constructive obligation to enable the participating interest to pay its debts (for its share therein), then a provision is recognised accordingly to the amount of the estimated payments by the Company on behalf of the participating interest.
This provision is recognised primarily to the debit of the receivables on the respective participating interest and for the remainder is presented under provisions.
Participating interests where no significant influence is exercised are stated at the lower of cost or realisable value. In case of a firm intention to sell, then the participating interest is stated at the lower expected sales value.
Loans to non-consolidated participating interest are included at amortised cost using the effective interest method, less impairment losses.
The accounting policies for other financial fixed assets are included under the heading 'Financial instruments'.
Dividends are accounted for in the period in which they are declared. Interest income is recognised in the profit and loss account on an accrual basis, using the effective interest rate method. Any profit or loss is recognised under financial income or expenses.

Joint arrangements
Participating interests where the Company exercises control along with other participants, such as in joint ventures, are valued according to the equity method on the basis of net asset value.

Other financial fixed assets
Receivables from non-consolidated participating interests are initially measured at fair value plus directly attributable transaction costs. Subsequently, these receivables are measured at amortised cost using the effective interest method, less impairment losses.
The further accounting policies for other financial fixed assets are included under the heading Financial instruments.
Dividends are accounted for in the period in which they are declared. Dividends from participating interests that are carried at cost, are recognised as income from participating interests (under financial income) in the period in which the dividends become payable.
Bonds, listed and unlisted recognised under financial fixed assets, that are not held as part of a trading portfolio and which will be held to maturity, are valued at their amortised cost.

Impairment of fixed assets
For tangible, intangible and financial fixed assets an assessment is made as of each balance sheet date as to whether there are indications that these assets are subject to impairment.
If there are such indications, then the recoverable value of the asset is estimated.
The recoverable value is the higher of the value in use and the net realisable value. If it is not possible to determine the recoverable value of an individual asset, then the recoverable value of the cash flow generating unit to which the asset belongs is estimated.
If the carrying value of an asset (or a cash flow generating unit) is higher than the recoverable value, an impairment loss is recorded for the difference between the carrying value and the recoverable value. In case of an impairment loss of a cash flow generating unit, the loss is first allocated to goodwill that has been allocated to the cash flow generating unit. Any remaining loss is allocated to the other assets of the unit in proportion to their carrying values.
In addition an assessment is made on each balance sheet date whether there is any indication that an impairment loss that was recorded in previous years has decreased.
If there is such indication, then the recoverable value of the related asset (or cash flow generating unit) is estimated.
Reversal of an impairment loss that was recorded in the past only takes place in case of a change in the estimates used to determine the recoverable value since the recording of the last impairment loss. In such case, the carrying value of the asset (or cash flow generating unit) is increased up to the amount of the estimated recoverable value, but not higher than the carrying value that would have applied (after depreciation) if no impairment loss had been recorded in prior years for the asset (or cash flow generating unit).
An impairment loss for goodwill is not reversed in a subsequent period, unless the previous impairment loss was caused by an extraordinary specific external event that is not expected to recur and if there are successive external events that undo the effect of the earlier event.

Disposal of fixed assets
Fixed assets available for sale are stated at the lower of their carrying amount and net realisable value.

Inventories
Inventories are carried at the lower of cost, determined in accordance with the first-in, first-out (FIFO) principle, and market value. Costs comprise all costs of purchases and other directly attributable costs incurred. For inventories that are hedged, the Company applies fair value hedge accounting and the gains and losses of both inventory and the related hedge instrument are recorded in the income statement.
The valuation of inventories includes possible impairments that arise on the balance sheet date.
Inventories includes renewable fuel units. Costs comprise all costs of purchases and other directly attributable costs incurred.

Receivables and securities
The accounting policies applied for the valuation of trade and other receivables and securities are described under the heading 'Financial instruments'.

Cash and Cash Equivalents
Cash and cash equivalents are stated at nominal value. If cash and cash equivalents are not readily available, this fact is taken into account in the measurement.
Cash and cash equivalents denominated in foreign currencies are translated at the balance sheet date in the functional currency at the exchange rate ruling at that date. Reference is made to the accounting policies for foreign currencies.

Shareholders' equity
Financial instruments that are designated as equity instruments by virtue of the economic reality are presented under shareholders' equity. Payments to holders of these instruments are deducted from the shareholders' equity as part of the profit distribution.
Financial instruments that are designated as a financial liability by virtue of the economic reality are presented under liabilities. Interest, dividends, income and expenditure with respect to these financial instruments are recognised in the profit and loss as financial income or expense.

Minority interests
Minority interests are measured at net fair value of the acquirer's share in identifiable assets, liabilities and contingent liabilities according to the Company's valuation principles.

Provisions

General
A provision is recognised if the following applies:

• the Company has a legal or constructive obligation, arising from a past event; and
• the amount can be estimated reliably;
• it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation.

If all or part of the payments that are necessary to settle a provision are likely to be fully or partially compensated by a third party upon settlement of the provision, then the compensation amount is presented separately as an asset.

Provisions for claims, disputes and legal proceedings are recorded if it is probable that the Group will be liable in a proceeding, for the estimated amount at which the liability can be settled. If the amount for which the liability can be settled cannot be reliably estimated, the claim, dispute or legal proceeding is disclosed, if it is expected to be significant.

The amount of the provision is determined based on the amounts required to settle the liabilities and losses. Provisions are carried at present value if the value of time is material. The discount rate before taxation is 2% (2019: 2%). If the value of time is immaterial the provision is calculated at nominal value.

Provision for deferred taxes

For amounts of taxation payable in the future, due to differences between the valuation principles in the annual report and the valuation for taxation purposes of the appropriate balance sheet items, a provision has been formed for the aggregate of these differences multiplied by the current rate of taxation. These provisions are reduced by amounts of taxation recoverable in the future in respect of the carry-forward of unused tax losses, to the extent that it is probable that future tax profits will be available for settlement.

Environmental provision

The provision for clearance of existing environmental pollution is recognised if obliged by the legislation of the country where the pollution occurs. The provision relates to the expected amount for the clearance from the moment that it is virtually certain that such legislation will come into force.

Intangible long-term liabilities

Negative goodwill (badwill) represents the excess of the Company's interest in the net realisable value of the assets acquired and the liabilities assumed at the transfer date over the cost of the acquisition, less cumulative amortisation. The badwill is amortised on a straight-line basis over the remaining useful lifetime of the acquired assets. Negative goodwill is recognised as a separate accrual. To the extent that negative goodwill does not relate to expected future losses and expenses that can be determined reliably at the acquisition date, the portion of the negative goodwill not exceeding the fair values of the identifiable non-monetary assets is systematically credited to the profit and loss account over the weighted average useful life of the acquired amortisable assets, and the portion that exceeds the fair values of the identifiable non-monetary assets is immediately credited to the profit and loss account.

Long-term liabilities

The valuation of long-term liabilities is explained under the heading 'Financial instruments'.

Current liabilities

The valuation of current liabilities is explained under the heading 'Financial instruments'.

Revenue recognition

Revenue comprises revenue from commodity trading, sale of oil products, renewable fuel units and revenue from storage and other services.

Revenue from the sale of goods is measured at the fair value of the consideration received or receivable, net of returns and allowances, trade discounts and volume rebates. Revenue is recognized when the significant risks and rewards of ownership have been transferred to the buyer, recovery of consideration is probable, the associated costs and possible return of goods can be estimated reliably, and there is no continuing involvement with the goods.

The transfer of risks and rewards varies according to the conditions of the relevant sales contract.

Revenues from excess throughputs and other services rendered are recognised in the profit and loss account when the revenue amount can be determined in a reliable manner, collection of the related compensation to be received is probable, the extent to which the services have been performed on the balance sheet date can be determined reliably, and the costs already incurred and (possibly) yet to be incurred to complete the service can be determined reliably.

Rental income from tank rental, including minimum guaranteed throughput, is recognised in the profit and loss account on a straight-line basis over the term of the lease. Other income, costs and expenses are allocated to the year to which they relate. Losses are accounted for in the year in which they are identified.

Employee benefits/pensions

Employee benefits

Employee benefits are charged to the profit and loss account in the period in which the employee services are rendered and, to the extent not already paid, as a liability on the balance sheet. If the amount already paid exceeds the benefits owed, the excess is recognised as a current asset to the extent that there will be a reimbursement by the employees or a reduction in future payments by the Company.

For benefits with accumulating rights, sabbatical leave, profit-sharing and bonuses the projected costs are taken into account during the employment. At balance sheet date, a liability is recognised for this purpose. The recognised liability reflects the best estimate of the expenditure necessary to settle the obligation. The best estimate is based on contractual agreements with employees. Additions to and reversals of liabilities are charged or credited to the profit and loss account.

An expected payment resulting from profit-sharing and bonus payments is recognised if the obligation for that payment has arisen on or before the balance sheet date and a reliable estimate of the liabilities can be made.

Dutch pension plans

The current pension arrangements for several subsidiaries classify as defined benefit schemes based on average salary and for some subsidiaries as defined contribution schemes. Contributions to the schemes are accounted for in the year when they occur and are reported in the income statement. The pension plans are partly administered by insurance companies and partly by an industry pension fund.

The main principle is that the pension charge to be recognised for the reporting period should be equal to the pension contributions payable to the pension fund over the period. In so far as the payable contributions have not yet been paid as at balance sheet date, a liability is recognised. If the contributions already paid exceed the payable contributions as at balance sheet date, a receivable is recognised to account for any repayment by the fund or settlement with contributions payable in future.

In addition, a provision is included as at balance sheet date for existing additional commitments to the fund and the employees, provided that it is likely that there will be an outflow of funds for the settlement of the commitments and it is possible to reliably estimate the amount of the commitments. The existence or non-existence of additional commitments is assessed on the basis of the administration agreement concluded with the fund, the pension agreement

with the staff and other (explicit or implicit) commitments to staff. The liability is stated at the best estimate of the present value of the anticipated costs of settling the commitments as at balance sheet date. For any surplus at the pension fund as at balance sheet date, a receivable is recognised if the Company has the power to withdraw this surplus, if it is likely that the surplus will flow to the Company and if the receivable can be reliably determined.
Under the pension plan administered by the industry pension and the insurance company the group entities have no obligation to contribute additional amounts in case of a funding shortfall, other than the payment of higher future contributions. Therefore, this pension plan is recognized as a defined contribution plan.

Operating leases
The Company may enter into financial and operating leases. A lease contract where the risks and rewards associated with ownership of the leased property are transferred substantially all to the lessee, is referred to as a financial lease. All other leases are classified as operating leases. In classifying leases, the economic reality of the transaction is decisive rather than its legal form.
If the Company acts as lessee in an operating lease, then the leased property is not capitalised. Lease payments regarding operating leases are charged to the profit and loss account on a straight-line basis over the lease period.

Interest receivable and similar income and interest payable and similar charges
Interest income is recognised in the profit and loss account on an accrual basis, using the effective interest rate method. Interest expenses and similar charges are recognised in the period to which they belong.
Premium, discount and redemption premiums are recognised as interest expense in the period to which they belong. The allocation of these interest expenses and the interest income on the loan is the effective interest rate that is recognised in the profit and loss account. On the balance sheet, the amortized value of the debt(s) is recognised (on balance). The amounts of the premium that are not yet recognised in the profit and loss account and the redemption premiums already recognised in the profit and loss account, are recognised as an increase in debt(s) to which they relate. Amounts of the discount that are not yet recognised in the profit and loss account are recognised as a reduction of the debt(s) to which they relate.

Corporate income tax
Corporate income tax comprises the current and deferred corporate income tax payable and deductible for the reporting period. Corporate income tax is recognised in the profit and loss account except to the extent that it relates to items recognised directly to equity, in which case it is recognised in equity.
Current tax comprises the expected tax payable or receivable on the taxable profit or loss for the financial year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to the tax payable in respect of previous years.
If the carrying values of assets and liabilities for financial reporting purposes differ from their values for tax purposes (tax base), this results in temporary differences. A provision for deferred tax liabilities is recognised for taxable temporary differences.
If the carrying amounts of assets and liabilities for financial reporting differ from their tax bases, these are temporary differences. For taxable temporary differences, a provision for deferred tax liabilities is recognized. For deductible temporary differences, available tax losses and unused tax credits, a deferred tax asset is recognized, but only to the extent that it is probable that future taxable profits will be available for set-off or compensation.
Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realized.
Deferred tax assets and liabilities are stated at nominal value.

Cash flow statement
The cash flow statement is prepared using the indirect method. Cash flows in foreign currency are translated into euros using the weighted average exchange rates at the dates of the transactions.

Determination of fair value
The fair value of a financial instrument is the amount for which an asset can be sold, or a liability settled, involving parties who are well informed regarding the matter, willing to enter into a transaction and are independent from each other.
The fair value of derivatives is determined by market value quotations for similar contracts and market exchange indices.

Report of the independent auditor

To: the shareholders and the management of FinCo Fuel Group B.V.

Our opinion
The summary financial statements 2020 (hereinafter: the summary financial statements) of FinCo Fuel Group B.V., based in Rotterdam are derived from the audited financial statements 2020 of FinCo Fuel Group B.V.

In our opinion the accompanying summary financial statements are consistent, in all material respects, with the audited financial statements 2020 of FinCo Fuel Group B.V., on the basis described on page 110 of the related explanatory notes.

The summary financial statements comprise:
- The consolidated balance sheet as at 31 December 2020
- The consolidated profit and loss account over 2020
- The consolidated cash flow statements over 2020
- The consolidated statement of comprehensive income over 2020
- The related notes to the summary financial statements

Summary financial statements
The summary financial statements do not contain all the disclosures required by Part 9 of Book 2 of the Dutch Civil Code. Reading the summary financial statements and our report thereon, therefore, is not a substitute for reading the audited financial statements of FinCo Fuel Group B.V. and our auditor's report thereon. The summary financial statements and the audited financial statements do not reflect the effects of events that occurred subsequent to the date of our auditor's report on those financial statements of 29 April 2021.

The audited financial statements and our auditor's report thereon
We expressed an unmodified audit opinion on the audited financial statements 2020 of FinCo Fuel Group B.V. in our auditor's report of 29 April 2021.

Responsibilities of management for the summary financial statements
Management is responsible for the preparation of the summary financial statements on the basis as described on page 110 of the related explanatory notes

Our responsibilities
Our responsibility is to express an opinion on whether the summary financial statements are consistent, in all material respects, with the audited financial statements based on our procedures, which we conducted in accordance with Dutch law, including the Dutch Standard 810 Opdrachten om te rapporteren betreffende samengevatte financiële overzichten (Engagements to report on summary financial statements).

Rotterdam, 7 May 2021

Ernst & Young Accountants LLP

signed by A.M. Buijs

Annual Report FinCo Fuel Group 2020

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