

### 3. Management statement

Groningen Seaports aspires to becoming one of Europe's most sustainable port and industrial regions in 2030. We regard sustainable economic growth as being the best possible foundation for the long term. Sustainability is also needed to create added value and jobs in the region and our ports. Sustainability will translate into care and respect for people and their living environment, investment in knowledge and innovation, and cooperation with economic core regions and logistics nodes. In this process we act as an initiator, facilitator and stimulator, based on the conviction that green, sustainable economic growth will benefit the region as a whole.

Green economic growth in the ports of Groningen Seaports will not happen on its own. We will be facing a number of challenges as we move ahead, such as reducing CO2 emissions and using smarter dredging methods that do not disrupt the environment. A great deal of work has already been put into achieving green economic growth in our ports, including a study into the alternatives for smart dredging, but also research into the various ways that the silt can be used in the future. And the CO2 reduction? In 2017 we officially launched project ZERO, which is aimed at reducing CO2 emission together with the companies involved.

Other than that, we offer a wide range of facilities and utilities in our area. They include management, innovation and expansion programmes aimed at strengthening the competitiveness of local companies, promoting jobs, improving environmental performance and reducing costs.

The efforts towards achieving a circular economy form the basis for sustainably strengthening the spatial-economic structure of Eemshaven and Delfzijl. The cradle-to-cradle approach at regional level leads to lower costs, better environmental performance and improved competitiveness for local companies. That results in a successful economic cycle not only per company, but within entire branches of industry.

Maximum synergy is a must when it comes to economic and ecological added value. To achieve this, five building blocks are operated at Eemshaven and in Delfzijl for the establishment or expansion of companies: extending the utility infrastructure and connecting companies, setting aside preferred synergy search areas, co-siting, clustering and cluster management. Synergy, efficiency and sustainability benefit from balanced clusters. Environmental objectives, quality and the living environment, and safety interests also call for a well-considered use of space. A wide range of legal frameworks have to be taken into account when allocating and laying out locations. The new zoning plans take the dynamism of the companies into account. They are flexible, but are set up with clear boundaries.

Entering into a dialogue with NGOs, lessees and contractors will ensure that our environmental programmes are in line with the activities taking place in the ports. To ensure that this runs smoothly, we have become a partner in the Economy and Ecology in Balance project, which places us in contact with companies, government agencies and nature organisations.

As well as NGOs, lessees and contractors, we enter into a dialogue with local residents, focusing on developments in the region and, in particular, their relationship with their living environment. We regularly publish the results of the developments at the ports in free local newspapers. Also, employees are informed about the environmental programme when the

business plan is drawn up. It is important to us as an organisation that our stakeholders and the internal organisation are involved in preparing the progress reports on our Port Vision 2030, because this serves as input for the new business plan.

We are committed to:

1. Limit the environmental impact of all our activities
2. Be and keep up-to-date with developments in environmental and other legislation
3. Publish our developments on our website and social media channels
4. Encourage our external stakeholders to take part in a sustainable environment
5. Increase the sustainability of our activities and projects in the port and the adjacent areas.

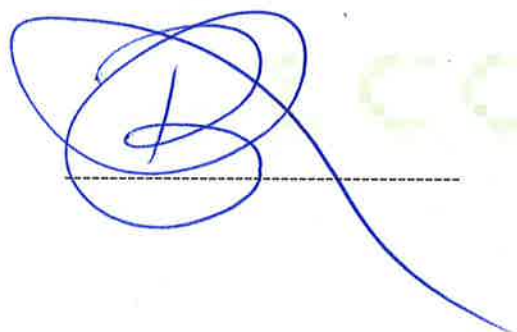
Go Green for Economic Growth! That's our motto: to achieve economic growth combined with our ambitions to do things sustainably with all the environmental benefits that entails.

Delfzijl, January 2018

Cas König | CEO



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Bart van der Kolk | Sustainability Coordinator



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