



SUSTAINABILITY REPORT 2019-2020

Committed to sustainability

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Koopman Logistics Group BV
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GOING THE DISTANCE WITH CORPORATE SOCIAL RESPONSIBILITY



As a family business we consider it our duty to look after our people, our clients and the world around us. This is deeply ingrained in us, in our mission and vision, and in the way in which we express our commitments on a daily basis.

This is our third sustainability report. As of 2015 we have reported every other year on our journey to sustainability and we promise to go the distance in the area of corporate social responsibility. In 2021 we look back on the years 2019 and 2020.

In this report we provide proof of the progress we have achieved over the past two years. Whether it concerns CO₂-low fuels, the sustainable employability of our employees, offering support to people who are disadvantaged in the labour market, or support for a worthy 'Koopman shares' cause.

In 2020, the outbreak of the Covid-19 pandemic took us all by surprise. Koopman did not escape the economic storm either. Our first concern was the wellbeing of our employees: behind the wheel, in the workshop or in the office. Together we looked after each other and we managed to limit the financial impact on the company.

In this report we also explain our aims for the next two years. Our motto is 'driven by commitment' with good reason. Despite the Covid-19 pandemic, which still leaves its mark on our company and on our lives, we continue to work on our sustainability targets together with our stakeholders.



Willem Prinsen
Chief Executive Officer

Maurice de Wilde
Chief Financial Officer

CONTENTS

1.	DRIVEN BY COMMITMENT	6
2.	A SUSTAINBLE FAMILY BUSINESS	8
3.	SUSTAINABILITY AND COOPERATION	12
4.	PEOPLE	20
5.	PLANET	28
6.	PROFIT	36
7.	SUSTAINABLE AMBITIONS	42



1.

DRIVEN BY COMMITMENT

Koopman Logistics Group is a family firm with nearly 100 years of experience in logistics. With more than 1,100 dedicated people in the Netherlands, Belgium and Germany, we provide complete logistics solutions to our clients. Commitment is our driving force. We are committed to our clients, to the wellbeing of our employees and to the future of the planet. We like to take you on a journey of our mission, vision and core values.

Mission

We are Koopman, innovative and down-to-earth entrepreneurs in logistics services. We respect people and the planet, and opt for sustainable collaborations.

Vision

Together with our clients, we develop innovative solutions that add value and contribute to an optimum logistics chain. We focus on developing our employees and on their welfare. Any choice we make takes account of the impact on people and the planet.

Core values

We call these our commitments, they are what drives us as an organisation.

- Clients first
- Reliability
- Cooperation
- Enterprising
- Respect for People and Planet



2.

A SUSTAINABLE FAMILY BUSINESS

Good corporate governance is the standard for Koopman. **It goes without saying that CSR elements are embedded in our governance, decision making and policy.** We are transparent in respect of our stakeholders. Acting in line with legislation and regulations is a given, and is guaranteed by strict compliance processes and a clear governance structure.

Family business

For nearly a century, since 1923, the business has been fully owned by the Koopman family. In December 2020, the third generation, Messrs Jan and Sieb Koopman, passed on their shares to the fourth generation. That secures the family business.

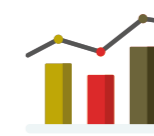
Willem Prinsen (CEO) and Maurice de Wilde (CFO) together form the board of the Koopman Logistics Group and are also director of our foreign operating companies. In 2020, the current management team was formed with another four management members alongside the CEO and the CFO. Supervision is organised by means of the Supervisory Board, which also appoints Koopman's auditor.



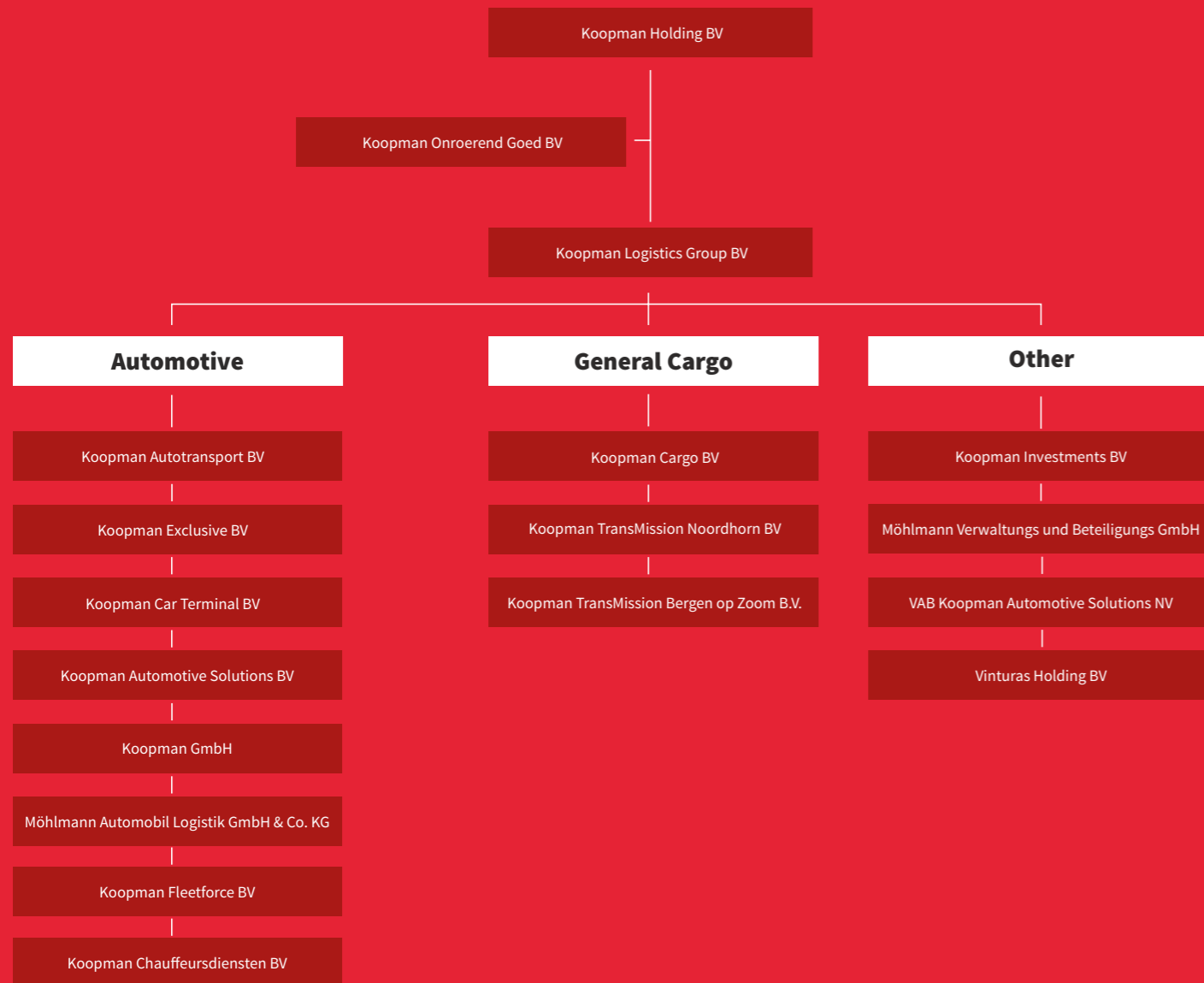
PEOPLE



PLANET



PROFIT



organisation chart as of 1-1-2021

The Koopman companies

As a specialist in full-service logistics with more than 1,100 employees in three countries, our companies deal with the entire logistics process by way of two divisions. From factory to end user, with a grip on every element of the chain and with added value for every element in the chain.

Koopman Automotive

With open and closed trailers, we transport passenger cars and delivery vans in the Netherlands, Belgium and Germany in particular. We do this under the brand names Koopman, Koopman Exclusive and Möhlmann.

At our full-service terminals in Putten, Born, the Port of Amsterdam and Neuenburg in Germany, we deal with the acceptance from vessels, trains and lorries. At the same time we deal with the storage of 40,000 vehicles that we prepare for delivery. At these terminals we also prepare fleet owners' used cars for sale: we call this remarketing.

Koopman Cargo

We provide the logistics for non-chilled goods in the Benelux region and the German Rhine/Ruhr region. Combined loads, part shipments, night distribution or dedicated distribution all form part of our Cargo options.

With sites in Bergen op Zoom and Noordhorn (Groningen) we form part of the TransMission alliance, where ten independent logistics services providers offer fine-meshed distribution in the Benelux 24 hours a day.

We also have warehouses in Noordhorn and Nijkerk. We store in bulk or in warehouse racks and provide additional services, such as order picking, labelling, repackaging and affixing stickers.





3.

SUSTAINABILITY AND COOPERATION

To us, sustainability is about a healthy balance between People, Planet and Profit. We feel responsible: as a family business and employer, but also as a business partner and innovator in the market. By being a good steward of our company, we can pass on a healthy company to the fifth Koopman generation. **In everything we do, we take account of the impact on people and the planet, to ensure that we pass on a liveable planet to the next generation.**

From ambition to action

Inspired by the international CSR guideline ISO 26000, we make our CSR policy specific to ensure we go beyond ambitions and take action in the right direction. In collaboration with our stakeholders we have an impact throughout the entire chain.

Cooperation with stakeholders

A number of our important stakeholders form part of the same chain, making cooperation to implement and safeguard the CSR policy the obvious choice. We like to hold each other responsible for the joint impact on People, Planet and Profit. We achieve this with the Koopman CSR cycle: by repeating it, we can improve our efforts and results continuously.

The expectations of our stakeholders are recognisable in the targets we prepare each year. Every month, we evaluate together whether these targets are met and we adjust where necessary. That makes the CSR cycle an integrated part of our regular plan & control cycle. In doing so, achieving targets regarding sickness absence for example becomes just as important as achieving turnover targets.

Stakeholders

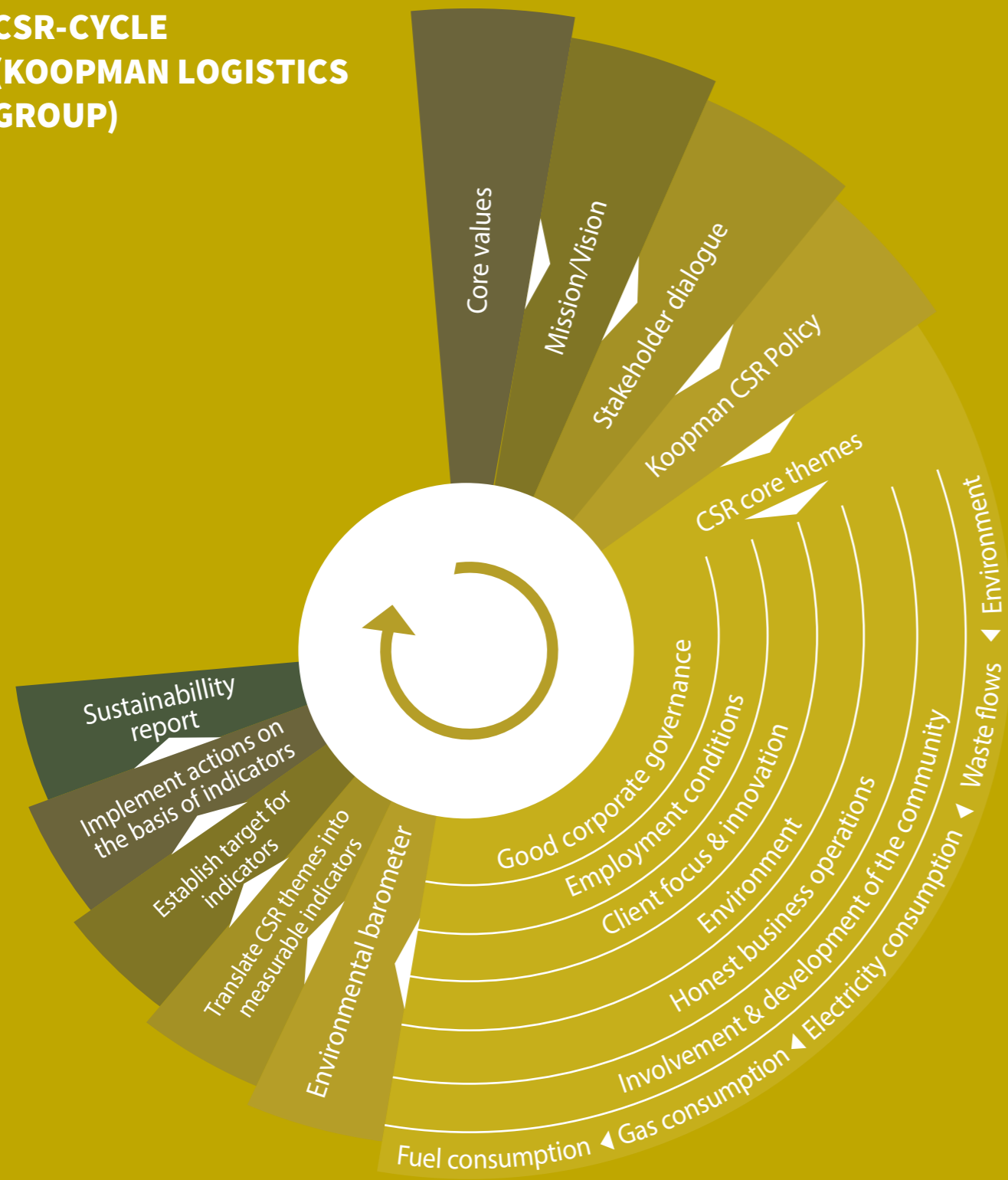
- **Clients:** It's not a coincidence that 'clients first' is our first commitment as an organisation. By cooperating with our client, we create added value and together we contribute to each other's targets in relation to people and planet.
- **Suppliers:** We believe in sustainable purchasing and therefore we enter into a dialogue with suppliers regarding the impact on People, Planet and Profit. Together we make every effort to ensure tangible improvements.
- **Shareholders:** We owe a large part of our continuity to our shareholders. We are pleased with the transfer of shares from the third to the fourth generation of Koopman. There are many formal and informal discussions about each other's long-term expectations: what type of company do we want to be and what should the organisation provide for the shareholders. At least four times a year we talk with lenders and our shareholders about how we can meet their financial expectations in the long and the short term.
- **Employees:** Without employees there is no Koopman. Their development and wellbeing have a constant impact on our daily work and long-term decision making.
- **Works Council:** We also have frequent formal and information discussions with the Works Councils. We share information and work together on the objectives that are paramount to them.
- **Trade unions:** We comply with the collective labour agreements that have been concluded with the trade unions.
- **Local residents:** We realise that our activities could be important to the local community when it comes to employment. We are also aware of our duty to minimise any nuisance.

“In everything we do, we take account of the impact on people and the planet, to ensure that we pass on a liveable planet to the next generation.”

- **Real estate lessors:** We have several long-term leases that are crucial to our business operations. Therefore we have regular discussions to check that the plans of Koopman and the lessor are still in line.
- **Supervisory Board:** They supervise the Koopman Logistics Group but we also use the four meetings a year to discuss the shared vision of the market, the environment and the company.
- **Local and central authorities:** Authorities and business need each other to achieve each other's aims and objectives. That means discussions about what we can expect from each other and what we can offer in the area of location incentives and business climate, employment or the sustainability agenda.



**CSR-CYCLE
(KOOPMAN LOGISTICS
GROUP)**



“With a tool from Het Meetbedrijf we use smart meters to track electricity, gas and heat consumption.”

Environmental barometer

We use the Stimular environmental barometer to chart the environmental impact and the carbon footprint of our business operations. As of April, the CSR balance sheet has been brought together in the Environmental barometer. It means that the environmental performance and the CSR performance can be monitored in one tool. With

‘the Monitor’, a tool from Het Meetbedrijf, we use smart meters to track electricity, gas and heat consumption. With the environmental monitor (own tool in Excel) we track monthly consumption of electricity, gas, heat, diesel and waste flows. This ‘monitor’ will be expanded with the other CSR targets to keep CSR targets alive.





“Koopman represents an open and equal culture.”

4. PEOPLE

At Koopman it is about people: without our employees we do not have a flourishing family business. We treat each other respectfully and encourage ourselves and each other to get the best out of ourselves and the organisation.

Good and committed employer

Koopman employees are given the space to consider issues and to submit new ideas: we welcome that wholeheartedly. During employee satisfaction surveys, canteens sessions and in face-to-face discussions, we like to hear the input from the workforce. We translate these good points and improvement points into action points.

In 2019-2020, the focus was on creating an open culture that is attentive and sympathetic to circumstances at work and at home. The open-door policy, 'a good discussion' and improved internal communication, including for difficult to reach groups such as drivers, made a contribution. Less directive in approach, more leadership on the workforce, taking responsibility together for improvements (Lean-method), more cooperation and openness about results, also contributed to an open, equal culture at work.

Personal development and training

In our view continuing to develop, within and beyond your professional area, is important for our employees. The need for training and development is established in conjunction with the line manager. The growth of employees is on the agenda during progress discussions but also in more informal contacts. In 2019 and 2020, we took steps to ensure that we also have these discussions with our drivers. At these times there is attention for employability, job satisfaction, and possible changes in the near future.

Every office employee has personal targets or a training plan. With the online training platform Goodhabit, all our employees have had the option to attend training that meets their learning needs over the past years. The workshop and management also consider suitable training and education.

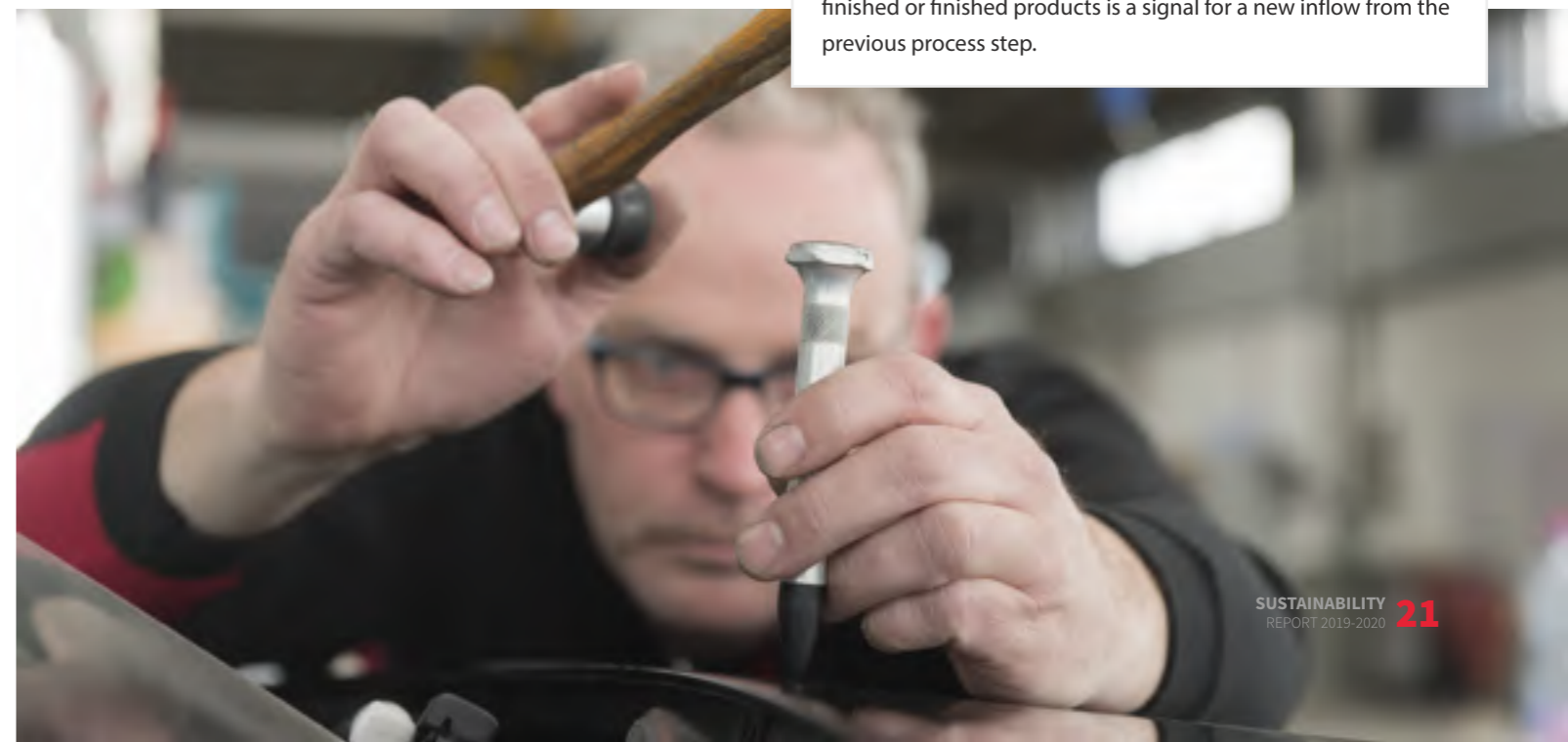
IN PRACTICE

'FROM PUSH TO PULL'

Lean project Koopman Car Terminal

At our Car Terminal in Amsterdam, we started a Lean project to accelerate and improve the process in the workshop. By using 'pull management' we managed to save three working days, and costs, for every vehicle. This automatically reduced the lead time for our clients, and produced a sense of calm throughout the chain. It facilitated clear communication, leading to fewer complaints.

The 'pull principle' is one of the five principles of the Lean philosophy. This means that an organisation only produces products when the client needs them. The client pulls the products from the process, as it were. This protects an organisation against stock formation, as production is based on client demand. In every process step, the outflow of semi-finished or finished products is a signal for a new inflow from the previous process step.



Health and safety

Occupational health and safety is an important principle for us. To make this more specific, we specify the health and safety risks that are associated with our activities. We encourage our employees to report incidents, even when there is no duty of notification. By communicating openly and honestly about what went wrong, or nearly went wrong, we can take relevant preventive measures. We all want to avoid personal injury, environmental damage and material damage. However, when they do occur, we aim to reduce their impact as much as possible. The way we do that is recorded in our Occupational Health and Safety Policy.

Sickness absence is part and parcel of working with people. We strive for the lowest possible levels of sickness absence, where we are and remain involved continuously with employees who are absent from the workforce for longer or shorter periods of time. In 2020, our sickness absence was too high in respect of our objective of 5% and this was a target we did not meet. The cause was a combination of the impact of the Covid-19 virus and a long-term sickness absence that is too high. This emphasised the importance of the sustainable employability theme.

Many of our businesses managed to achieve our aim of reducing the number of accidents that have to be reported to zero, but not all. This is an aim we will continue to work on.

Koopman College

In cooperation with a number of regional training centres (ROCs), we give young people a broad logistics education. When they have completed their studies, they can look for jobs as a driver for example. This is an opportunity for them and a continuous supply of logistics talent for us at Koopman.



2021-2022 Objectives:

- Reduce LTIFR by 10% compared to the previous year
- Reduce sickness absence to 5%

IN PRACTICE

BBL

“Win-win: diploma for students with training on the job and professional drivers for Koopman.”

At the moment, Koopman TransMission has 15 students who are attending the BBL (dual education, day-release) course for road-transport driver. The aim of this course is to provide day-release students the opportunity to obtain an intermediate vocational diploma. These are sound foundations for a great career. For us, as a training company, the aim is to train young professional drivers who will embark on a future as driver with the Koopman DNA.

Sander de Jonge, Operational Manager of TransMission: “As BBL student you work four days a week for TransMission. The work starts with sorting in the shed. From that role, you start picking up more and more activities. You help with loading and unloading vehicles, parking trailers on the yard and loading and unloading with a forklift truck. In the second year you continue to develop and you will start your first journeys in the vehicle.” Besides learning on the job, you attend school one day a week. This is where you learn the theory of being a driver. You will attend lessons in subjects including administration, vehicle knowledge, driving licences, code95 but also general subjects such as Dutch and English.” In total, the training takes two years and is provided by Koopman together with STL (Sector Transport and Logistics) and an intermediate vocational institution in the region. In this case, that is the Noorderpoort college in Groningen or the Friesland College in Heerenveen.

Student Mike said: “I go to school for one day a week and then work for four days. It means I get an education whilst I earn some pocket money and learn what it’s like to work and become independent.”



IN PRACTICE

EDUCATION IN HARIPUR

Haripur is one of the poorest and most disadvantaged areas of Nepal. This desperate situation for the children was reason for founders Wijtze and Bobby to decide to make a structural contribution to a better future in Haripur. With their foundation Stichting 2 van de 52, they built a new, simple school building and appointed three teachers to provide education.

Last year, two enthusiastic volunteers joined the foundation. Niesët is extremely knowledgeable in the area of education and Melanie (wife of Koopman employee Sander Veldtman) has visited Nepal several times and became a supporter and donor from day one.

This fantastic foundation ensures that the children, having had a decent primary education, can continue on to secondary school or further. With a donation from Koopman Shares, they work on a better future in Haripur, one step at a time.



With our social fund 'Koopman Shares' we encourage employees to share the good causes they work for.

Koopman Inclusive

Where possible, Koopman employs people who are disadvantaged in the labour market. From facilities services to working in the terminal: when there is room we like to provide suitable work, support and a safe work environment.

Although the logistics world attracts largely men (the ratio in Koopman is 92% male, 8% female), we always endeavour to encourage women to respond to our vacancies.

Koopman Shares

It is important to Koopman that we are involved in the regions where we operate. We put this into practice with membership of personnel associations and close contact with local authorities. Since 2016, we use our social fund 'Koopman Shares' to encourage employees to share the good causes they work for. They may be small, local initiatives or large, international organisations. The conditions are that the employee is involved and that the cause meets social needs.



2021-2022 Objectives:

- Active participation in 2 employment projects in the region



2021-2022 Objectives:

- Every year, Koopman joins 10 social initiatives

IN PRACTICE

SALEEM MATR

"From the Dutch Council for Refugees to independent vehicle-transport driver: 'I can find good work here.'"

After escaping from Syria, Saleem Matr settled with his family in Haren. Through the Dutch Refugee Council he came into contact with Koopman, where he passed the master class for vehicle-transport driver in the summer of 2019. Since September 2019, Saleem has been independent on the vehicle-transport trailer. He feels at home behind the wheel, at Koopman and in the Netherlands. 'The Netherlands is safe, I can find good work and my children have a future.' Koopman is open to employees with a migration background and hopes to contribute to the objectives of Dutch Council for Refugees in this context.

“We like to demonstrate that the logistics sector and care for our planet go hand in hand.”



5. PLANET

We like to demonstrate that the logistics sector and care for our planet go hand in hand. With data-driven analyses we take continuous steps to minimise our impact on the environment.

Carbon footprint

We are aware of our carbon footprint and know where it comes from. We use internationally recognised CO2 parameters to monitor our consumption of fuel, electricity, gas and waste. We use these insights to work on reducing CO2 emissions that are the result of our operating activities.

Over the past two years we have not managed to achieve the target of '2% lower emissions related to turnover'. The drop in turnover caused by Covid-19 meant we drove less efficient kilometres. This target continues to apply for the coming years.

Saving on emissions

Together with our clients we consider the entire logistics process: where are the opportunities to achieve financial and environmental progress? With chain optimisation we can save on completed kilometres and in doing so on costs and emissions.

With new trailers, the 'reduction in detour kilometres project' and electric company cars, we have taken further steps to reduce CO2 emissions in 2019 and in 2020.

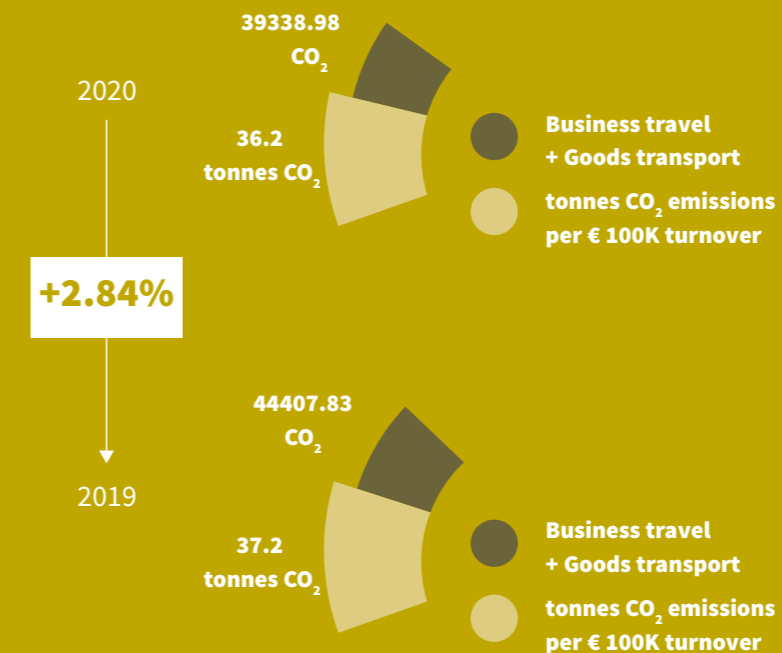


2021-2022 Objectives:

- 2% fewer CO2 emissions related to turnover
- Start up one initiative with a supplier to reduce the carbon footprint per year

CO₂ EMISSIONS GOODS TRANSPORT AND BUSINESS TRAVEL (INCL. FLIGHTS) 2019 AND 2020

For business travel and goods transport, petrol, diesel, and HVO are used as fuel.

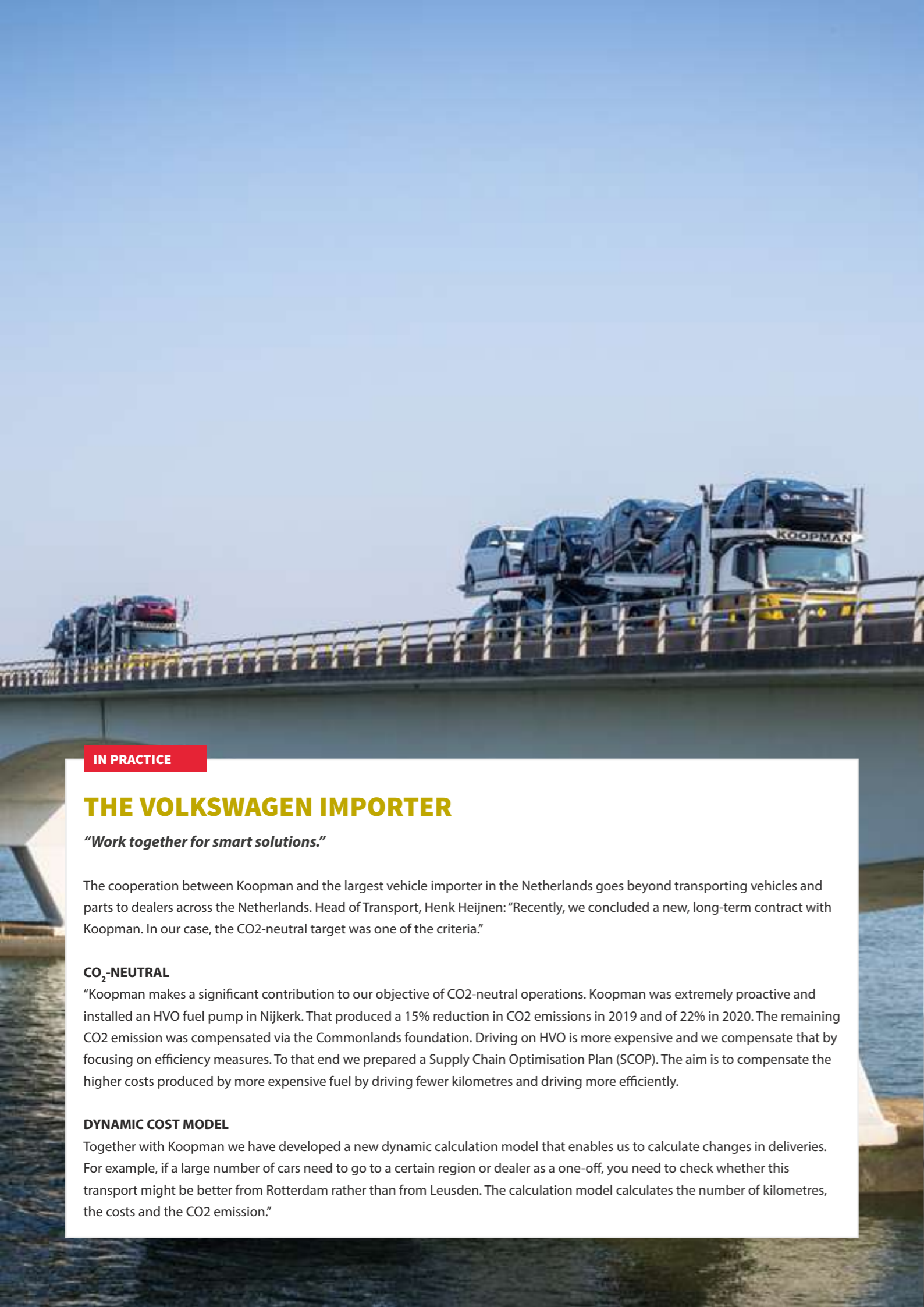


CO₂ REDUCTION DUE TO HVO

HVO in litres	TOTAL: 1.197.449 LITRE
2019: 485.589	2020: 711.860

CO ₂ reduction due to the use of HVO (3.26 kg CO ₂ /litre compared to 0.345 kg CO ₂ /litre)	TOTAL: -3.515 TONNES CO ₂
2019: -1439	2020: -2076

Due to the consequences of the pandemic, the transported volumes and the turnover have decreased compared to 2019. Optimising the routes, the load factor, and empty kilometres were adversely affected, which led to higher CO2 emissions compared to turnover.



IN PRACTICE

THE VOLKSWAGEN IMPORTER

“Work together for smart solutions.”

The cooperation between Koopman and the largest vehicle importer in the Netherlands goes beyond transporting vehicles and parts to dealers across the Netherlands. Head of Transport, Henk Heijnen: “Recently, we concluded a new, long-term contract with Koopman. In our case, the CO2-neutral target was one of the criteria.”

CO₂-NEUTRAL

“Koopman makes a significant contribution to our objective of CO2-neutral operations. Koopman was extremely proactive and installed an HVO fuel pump in Nijkerk. That produced a 15% reduction in CO2 emissions in 2019 and of 22% in 2020. The remaining CO2 emission was compensated via the Commonlands foundation. Driving on HVO is more expensive and we compensate that by focusing on efficiency measures. To that end we prepared a Supply Chain Optimisation Plan (SCOP). The aim is to compensate the higher costs produced by more expensive fuel by driving fewer kilometres and driving more efficiently.

DYNAMIC COST MODEL

Together with Koopman we have developed a new dynamic calculation model that enables us to calculate changes in deliveries. For example, if a large number of cars need to go to a certain region or dealer as a one-off, you need to check whether this transport might be better from Rotterdam rather than from Leusden. The calculation model calculates the number of kilometres, the costs and the CO2 emission.”

ISO Certification

We are working on certifying all Koopman operating companies. This certification guarantees an environmental management system that performs properly, and enables us to manage the impact on the environment even better. In 2019, the Koopman Logistics Group moved to multisite certification for ISO 9001 and 14001.

Koopman Logistics Group is certified as parent company, but with multisite certification Koopman Automotive Solutions, Koopman Car Terminal and Koopman Autotransport are now also mentioned on the certificate. Möhlmann has been certified independently for ISO 9001.

In July 2021, Koopman Cargo will also be certified for both standards and preparations are in full flow. The first steps are being taken to have Möhlmann certified for ISO 14001 in the short term. Koopman Fleetforce will join the group certificate for ISO 9001 and 14001 at a later stage.

IN PRACTICE

GLASURIT

“Sustainable damage repair saves time, money and material.”

At the end of 2020, we opted for Glasurit again as partner for refinishing. By having everything regarding the delivery of refinish and repair products with one party, we standardise the processes for the sites that deal with damage repairs.

Glasurit has been supplying refinish and repair products to the sites in Born and Amsterdam, and the site in Putten has now been added. With this expansion, we have an identical working method in all our business units. This benefits the quality and efficiency of the organisation, and saves time, energy, money and materials.

SUSTAINABLE DAMAGE REPAIR

The range of paints focused on sustainable damage repairs was another argument for joining forces with Glasurit. As leader in the market for refinish and repair products, Glasurit offers highly innovative and unique solutions in terms of sustainability.





ELECTRICITY

- Purchased electricity kWh
- Electricity delivered back to the grid (from solar or wind)

FUEL & HEAT

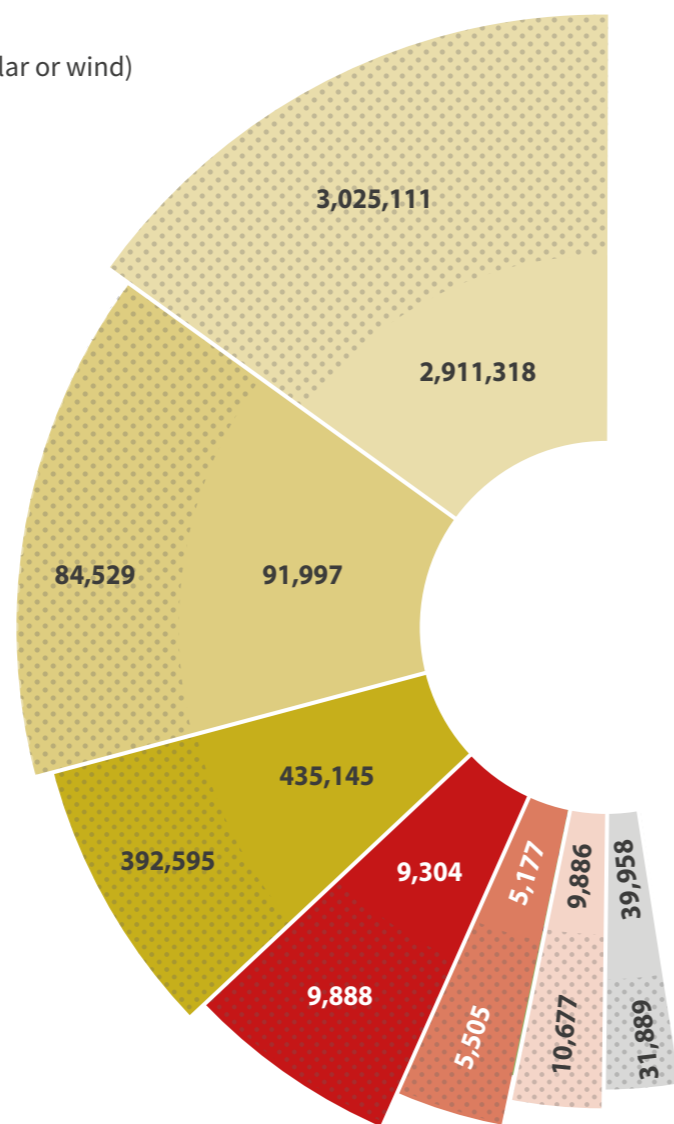
- Natural gas for heating m³
- Diesel for heating litre
- Heat from Bio-CHP GJ

WATER & WASTEWATER

- Drinking water m³
- Groundwater m³

2019

2020



The increase in purchased electricity and the decrease in electricity delivered back to the grid can be explained by the fact that more and more electric vehicles are charged at the Koopman compounds.

For the correct CO₂ emission factors that are used per item, we use the Stimular Environmental barometer. www.stimular.nl/milieubarometer

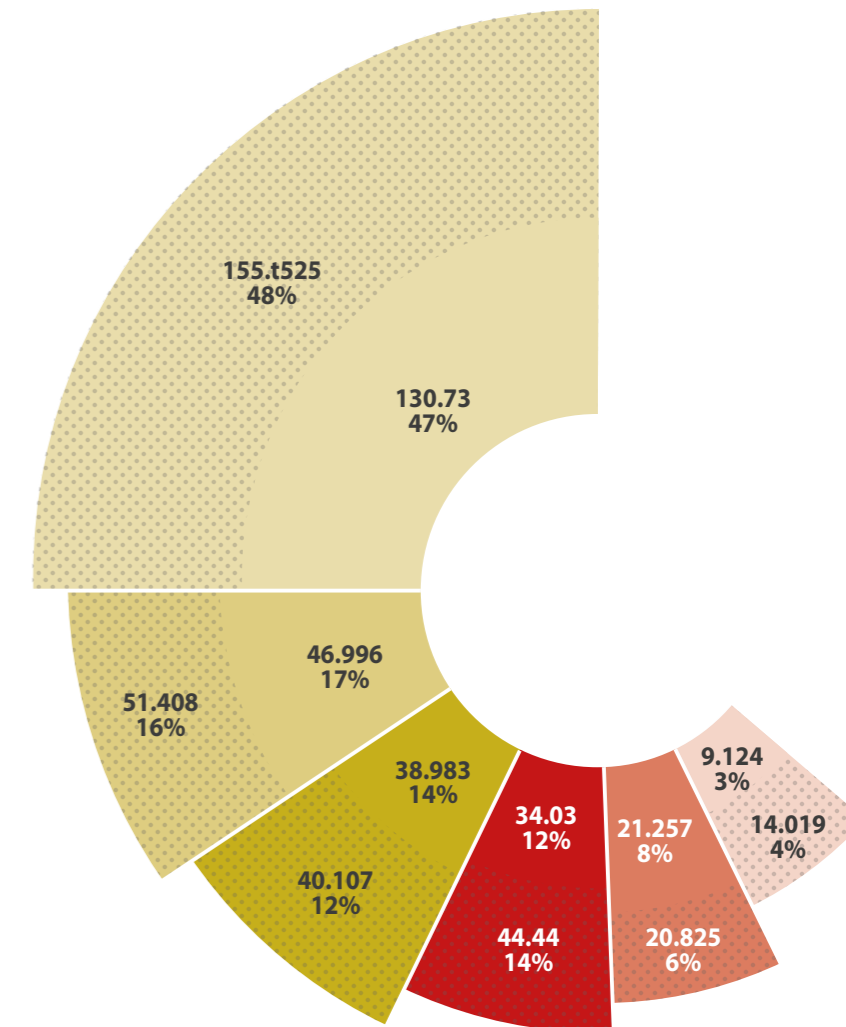
WASTE IN TONNES

- Industrial waste
- Paper/cardboard
- Metals
- Wood
- Plastic/synthetic materials
- Chemical waste

TOTAL

2019: 281.12
2020: 326.324

2019
 2020





“We adjust to changes in the market.”

6. PROFIT

Our prerequisite for continuity is a strong focus on clients. We track the developments in the market, understand our clients, and respond with enterprising initiatives.

Client focus

At strategic level, we consider the developments in IT and in the supply chain. We consider the internal processes and the chain processes. At operational level we aim to save costs and become more efficient by means of automation. In 2020, we started with a long-term project to modernise our operational systems and to make them future-proof.

In the years 2019 and 2020, process analysis played a major role. Together with our clients, we analysed the results on a regular basis and considered improvements in the process. Clients where we carry out a thorough process analysis from beginning to end include Mercedes Netherlands, Opel Netherlands, Mercedes Belgium, BMW Netherlands, Accenture and Stocklease.



2021-2022 Objectives:

- To build up one partnership with clients in the context of sustainability; e.g. HVO

Innovation

For Koopman, innovation goes beyond optimising existing processes, products and services. Starting up something new with an open mind, is an important element. As a family business we are focused on the long-term, but short-term developments fit in to perfection. Innovation strengthens our licence to operate, even and in fact particularly when innovations do not prove successful immediately.

Every part of the organisation has the objective to pick up at least one innovative project per year. Over the past years, an Artificial Intelligence (AI) project was initiated in cooperation with Groningen University, we took part in a consortium with business, universities of applied science and the university around 'shared mobility', the no-



IN PRACTICE

VALUE STREAM MAPPING

"Identify, clarify and deal with waste."

We use Value Stream Mapping (VSM) for our clients to optimise the chain. The purpose of VSM is to identify and clarify waste in a process so that it can be eliminated.

With VSM you map the entire chain. All the parties that cooperate in the chain need to be around the table: the operational staff from operations, planning and finance for example. We often work with an external moderator, to guarantee the independence. After completing such a process, everyone in the chain has a different view of the processes.

After a VSM session, we tend to see an open working relationship and a strong bond. It also produces many specific cost savings. In practice we notice that with VSM we can reduce the lead time by at least 20-30% for our clients.

seal for transport cages project was initiated and we started modernising our operational systems, including the systems on board our lorries. We also invested further in our participation in Vinturas, the block chain based network for offering a shared infrastructure for outbound automotive logistics in order to improve the chain.

We adjust to changes in the market. It ensures our services are positioned extremely well for distribution models other than the traditional dealer model.



2021-2022 Objectives:

- To undertake one innovative activity per year
- To create digital added value for clients within our logistics services

IN PRACTICE

ACQUISITION ACM FLEETFORCE

"This enables us to provide even more solutions that add value for existing and future clients."

In May 2019, Koopman acquired ACM Fleetforce. This organisation, based in Putten, has specialised in pool management for more than 15 years and has its own drivers service, storage facilities and workshop.

The acquisition of the company fits our strategy to provide our automotive clients with integrated services. ACM Fleetforce is an excellent addition to our existing automotive services in the area of vehicle transport, storage and remarketing.

Honest competition

The planned target of having all commercial people attend training in the area of honest competition has not been achieved but remains a target for the coming years.

In our code of conduct we set out that we do not accept any type of corruption, bribery or extortion in our company. Honest competition and preventing conflicts of interest are paramount to us.



2021-2022 Objectives:

- 100% of employees with a commercial or purchasing responsibility have attended a course on honest competition

IN PRACTICE

TESLA

"Tesla and Koopman: to an ultra-short supply chain together."

An impressive 3,704 Tesla Model 3 were on the immense vessel that docked at the Koopman Car Terminal in the port of Amsterdam at the end of 2019. In the subsequent days, all those cars went to their new owners. The process for Tesla was organised so effectively that they were able to deliver hundreds of cars to their clients per day.

LOGISTICS CHALLENGE

The gigantic logistics operation involved a new working method for Koopman. Cars delivered 'fresh from the oven' straight to the client: a true innovation.

In order to serve as many clients as possible, Tesla 'streamlined' the delivery process. Instead of putting the cars on a lorry first and delivering them to a dealer somewhere in the Netherlands, the expectant Model 3 drivers had to report to the Koopman Car Terminal in the Western Port. Newspaper Het Algemeen Dagblad shadowed us that day to report on a particularly fast supply chain.

ON THE ROAD IN LESS THAN 15 MINUTES

At ten in the morning, the temporary reception hall was filling up with excited prospective Tesla drivers. Artificial fir trees, grey designer sofas and trendy background music could not hide the fact that this was all about efficiency: the faster the drivers were on the road with their new car, the more clients could be served. Tesla Netherlands called this a conscious choice: "Previously our clients came to our factory in Tilburg. As the capacity is lower, the waiting times for clients were mounting up. That had to be improved. This new approach eliminates the waiting times and our guests love the fact that they are back on the road quickly." Those who want to, can leave within 15 minutes.

THOUGHT OF EVERYTHING

That morning 180 employees of the Koopman Car Terminal started unloading the thousands of cars. A smooth process: shuttle cars went backwards and forwards with drivers who drove the Model 3s in groups of four from the belly of the boat. A short stop with the superintendent to 'check out' the vehicles and on to the parking lot where the black, white, blue, grey and red Teslas were parked in orderly rows. With that method the men and women of Koopman 'did' about a thousand cars a day. To prepare the vehicles 'ready for delivery', another tent was set up just a little further: the transport film was removed from one car after another, they were polished and then given licence plates; thousands of yellow licence plates were ready and waiting in blue bins in the corner. In another corner, two semi disassembled donor vehicles were an emergency supply for parts: "If a Model 3 unexpectedly incurred transport damage, it is quicker to remove parts from these than to have them delivered by a courier. Fortunately this is almost never necessary."



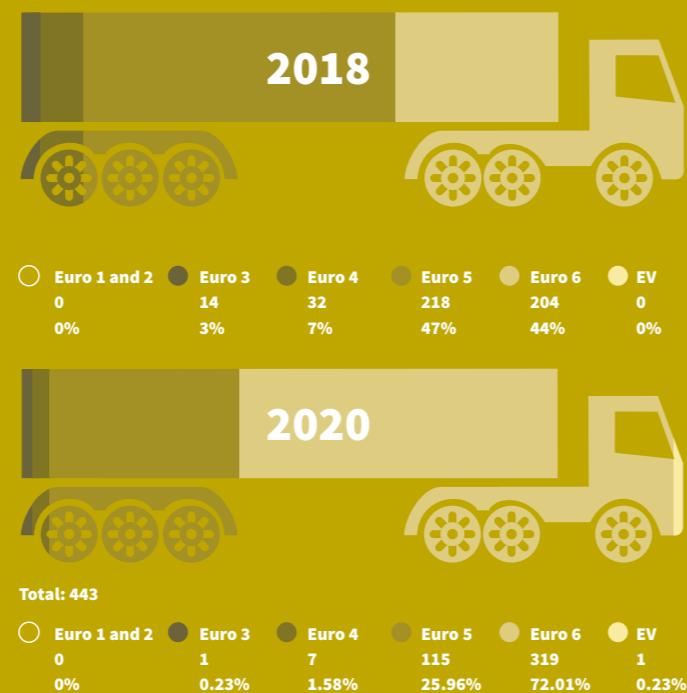
AN EVER CLEANER FLEET

The Euro standards (I to VI), also known as the European emission standards 2018 or euro classed are the emission categories for vehicles in the European Union.

A lorry with a Euro I motor emits 36 times as much fine dust as a lorry with a Euro VI motor. In other words, a lorry with a Euro VI motor emits 97% less fine dust as a lorry with a Euro I motor. At the same time, a lorry with a Euro I motor emits 20 times as much nitrogen as a lorry with a Euro VI motor.

Over the past 2 years, many Euro III and IV vehicles have been taken out of circulation and were replaced with Euro VI vehicles. A fully electric vehicle (EV) has also been taken into commission.

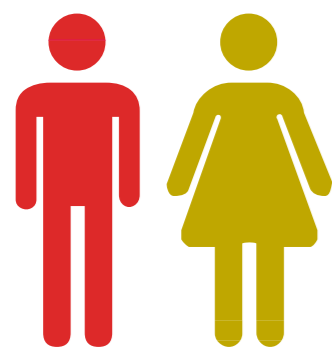
THE FLEET DIVIDED BY EURO STANDARD



OUR PEOPLE IN FIGURES

DISTRIBUTION OF EMPLOYEES M/F

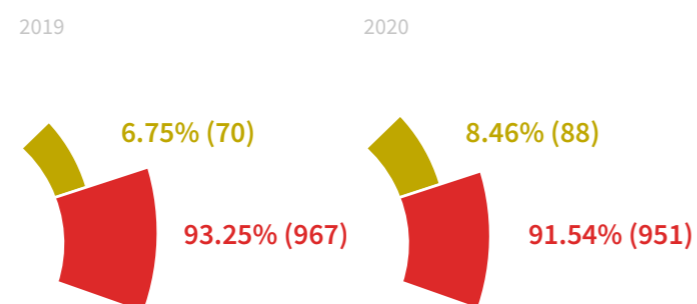
2019 → 2020 2019 → 2020
 943 → 953 94 → 86



Total 2019: 1,037 employees (FTE: 933.23)
 Total 2020: 1,039 (FTE: 946.78)

DISTRIBUTION OF EMPLOYMENT CONTRACTS

Fixed-term contract
 Indefinite contract



SICKNESS ABSENCE TOTAL



7.

SUSTAINABLE AMBITIONS

With the third Koopman sustainability report we have laid strong foundations for the sustainability duties and ambitions of our family business. Corporate Social Responsibility is never finished, so we simply continue. In 2021 and 2022 we will continue to take steps towards a sustainable organisation, with a healthy balance between people, planet and healthy finances. Around the middle of 2023 you can expect another report from us, where we share our actions and the targets we achieved.

MORE?

If you would like to know more about our sustainability targets, our fantastic projects, or the figures from this report, we will be pleased to tell you more.

Please contact Taco Miedema.

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**DRIVEN BY
COMMITMENT**

