

# CREATING MOMENTUM



Marquard & Bahls AG  
Sustainability Report 2019



“Our vision is to be a successful, ethical investor who supports human development. This is a high aspiration that we want to live up to in matters large and small – in our existing business areas as well as when making new investments. We will therefore give even higher priority to ethical aspects and sustainability criteria when expanding our portfolio in order to make our company fit for the future.”

A handwritten signature in blue ink, appearing to read 'D. Weisser'. The signature is fluid and cursive.

Daniel Weisser  
Chairman of the Supervisory Board, Marquard & Bahls AG



## WHO WE ARE

Marquard & Bahls, founded in 1947, is an agile, independent holding company operating in the energy & chemical sector. Headquartered in Hamburg, we conduct business through our subsidiaries in 35 countries in Europe, America, Asia and Africa, and employ around 6,700 people around the world in energy logistics, trading and supply. 102-4

## WHAT WE DO

Through our three Operating Units Oiltanking, Mabanaft and Skytanking, we are active in the areas of tank storage logistics, trading and aviation fuelling.

## WHAT WE STAND FOR

Marquard & Bahls and the Operating Units share a value system that determines our actions and our behavior. It is important to us that we demonstrate respect in our dealings with one another, that we honor our commitments and act with both integrity and responsibility. 102-16

# CONTENT

Foreword by the Executive Board ... 5

About This Report ..... 6

A Portrait of Marquard & Bahls ..... 7

Our Value Chain ..... 8

Responsibly Active Worldwide ..... 10

Our Business Areas ..... 12



## Responsible

**Corporate Governance** ..... 14

Key Performance Indicators

Responsible Corporate Governance ..... 16

Corporate Strategy ..... 17

Organizational Structure ..... 17

Vision & Mission and Values ..... 19

Ten Years of Sustainability Management ..... 20

Sustainability Management ..... 21

Sustainability Strategy ..... 21

Our Sustainability Targets ..... 24

Sustainability Commitment & Strategic

Action Areas ..... 28

Instruments & Measures ..... 29

Stakeholders ..... 32

Compliance ..... 35

Anti-Corruption ..... 37

Legal Compliance ..... 38



**Sustainable Growth** ..... 40

Key Performance Indicators

Sustainable Growth ..... 42

Financial Performance ..... 43

Expansion of the Portfolio ..... 44

Innovation ..... 45

Risk Management ..... 45

Supplier & Customer Relations ..... 47



**Environmental Protection** ..... 48

Key Performance Indicators

Environmental Protection ..... 50

Environmental Management ..... 51

Spill Prevention ..... 51

Energy Saving & Climate Protection ..... 53

Green Spots Initiative ..... 56

Conservation of Natural Water Resources ..... 64

Waste & Wastewater Management ..... 67



**Our Employees** ..... 70

Key Performance Indicators

Our Employees ..... 72

HR Strategy ..... 73

Employees in Numbers ..... 73

Employee Turnover ..... 74

Absence ..... 76

Education & Training ..... 76

Labor Standards ..... 77

Creating a Win-Win with

Employee Commitment ..... 78

Equal Opportunity & Diversity ..... 79

Work-Life Balance ..... 80



**Occupational Health & Safety** ..... 82

Key Performance Indicators

Occupational Health & Safety ..... 84

Instruments & Measures ..... 85

Healthcare Management & Prevention ..... 86

HSSE Training ..... 87

Global Safety Day ..... 88

Workplace Accidents ..... 89

Prevention of Fires ..... 91

Noise ..... 91

Safety on Business Trips ..... 91



**Corporate Citizenship** ..... 92

Key Performance Indicators

Corporate Citizenship ..... 94

Our Commitment in Numbers ..... 95

Environment ..... 97

Employee Volunteering in Colombia ..... 98

Education ..... 99

Health ..... 99

Selection of Our Worldwide Engagement ..... 100

Culture & Sports ..... 102

Humanitarian Aid ..... 102

**Appendices** ..... 103

Companies Covered ..... 104

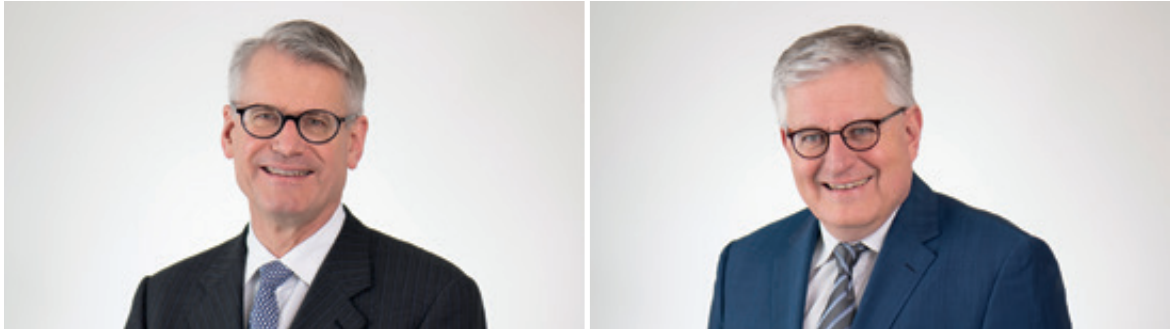
GRI Content Index ..... 106

Abbreviations ..... 109

Addresses ..... 110

Colophon ..... 111

## FOREWORD BY THE EXECUTIVE BOARD



**Dear Readers,**

Global energy markets remained in a phase of structural transformation in 2019. For Marquard & Bahls, the year was also shaped by change. We modified our organizational structure as well as our portfolio, revised the values of the Group and redefined the holding company's Vision & Mission. We have taken this as an opportunity to revise our sustainability strategy. To better identify the environmental and social impact of our business activities, we have defined new performance indicators and compiled them in a sustainability dashboard. We have also defined a donation target in relation to our earnings before taxes (EBT) and exceeded this target in 2019. Many of our employees again became involved in charitable work, such as planting trees, cleaning beaches, supporting refugees and conducting educational programs in neighboring communities. Our Operating Units have continued to push ahead with initiatives that reduce our ecological footprint in the core business. Most environmental indicators in the areas of energy, CO<sub>2</sub> emissions and water improved in 2019. In addition, the rate of documented injuries among employees and contractors dropped by more than 16 percent Group-wide.

102-14

We have summarized the most important developments and key figures in a transparent manner in what is now our tenth Sustainability Report. The report is based on the internationally recognized standards of the Global Reporting Initiative (GRI) and the German Sustainability Code (DNK).

We continue to face challenges from the coronavirus pandemic in all countries in which we operate. Our top priority is to protect the health of our employees and contractors as effectively as possible. But the crisis has also provided an opportunity to close ranks. We are proud of the way we have been cooperating to date.

We wish you the best of health and hope you enjoy reading this report.

Hamburg, July 2020



Mark Garrett  
Chief Executive Officer (CEO)



Lorenz Zwingmann  
Chief Financial Officer (CFO)

# ABOUT THIS REPORT

102-46, 102-48,  
102-49, 102-50,  
102-51, 102-52,  
102-53, 102-54

The Sustainability Report was prepared by the Group Function HSSE & Sustainability of Marquard & Bahls in Hamburg and was approved for publication by the Executive Board. The Roman numeral “X” on the cover symbolizes the fact that this is our tenth report. It provides a summary of our sustainability-related activities in the 2019 calendar year. Published yearly, our Sustainability Report covers all Marquard & Bahls companies, including joint ventures and even minority holdings. A list of all companies covered is appended to this report. The present report has been drawn up on the basis of the Sustainability Reporting Standards of the GRI. Our assessment is that the sustainability reporting complies with the requirements of the Core option of the GRI Standards. The GRI Content Index in the appendix outlines where specific GRI reporting elements and indicators are addressed in the report. The structure of this report is based on the six action areas of our sustainability strategy.



**Fig. 1: Action Areas in the Group-wide Sustainability Strategy**



We use a target symbol in the margins of the text to highlight the goals we have set ourselves for the future, and summarize them in a table. In 2019, we again improved the quality of our data and assumptions. There may be year-on-year discrepancies in the data; if so, they are marked with an asterisk (\*). For the sake of readability, we have dispensed with gender-specific differentiation throughout the report. All financial information is given in euros (€). All foreign currencies have been converted to euros at the average exchange rates for 2018. This report is available in German and English. For more information about the company, please visit our website at [www.marquard-bahls.com](http://www.marquard-bahls.com). If you have any questions or feedback about the Sustainability Report, please send an email to the Sustainability team in Hamburg:

[sustainability@marquard-bahls.com](mailto:sustainability@marquard-bahls.com)

# A PORTRAIT OF MARQUARD & BAHLS

Responsible action, active collaboration, and a passion for their work have united our employees worldwide for more than 70 years. In addition to mineral oil trading, which is the origin of our business activities, our range of services also includes tank storage logistics, aviation fuelling, and fuel analysis.

102-1

Our worldwide business operations converge at our Hamburg headquarters. Marquard & Bahls operates in 35 countries worldwide through its subsidiaries. For the purposes of this report, they are summarized into the following seven regions: Germany, Europe, North America, Latin America, Middle East & Africa, India, and Asia Pacific. The Marquard & Bahls group of companies did well in 2019, ending the year with pre-tax earnings of 108 million euros. While the tank storage logistics and trading business units achieved good results, the aviation fuelling business reported stagnant results. The portfolio adjustment begun in the previous year was continued and largely completed. The company had already announced its withdrawal from the biogas activities (Mabagas) and emissions trading (Carbonbay) at the end of 2018. While the biogas activities were bundled into IOT Infrastructure and Energy Services, an Oiltanking joint venture, as of April 2019 and thus remain part of the Group, the emissions trading business was sold. In autumn 2019, Marquard & Bahls also disposed of United Bulk Terminals Davant, USA, which is active in bulk handling. Shortly afterwards, the company sold its stake in the Potsdam-based utilities company, natGAS. Over the course of the year, the bunker business, which is part of Bomin, was also further downscaled. In view of the difficult and unstable situation in Moldova, which has continued unabated for years, Mabanft Moldova sold its stake in Tirez Petrol in the fall of 2019, thereby also discontinuing its own business activities. All transactions were carried out in line with Marquard & Bahls' strategy of focusing on core activities and investments in the energy and chemical sector in the future. A detailed breakdown of the key financial figures can be found in the Annual Report.

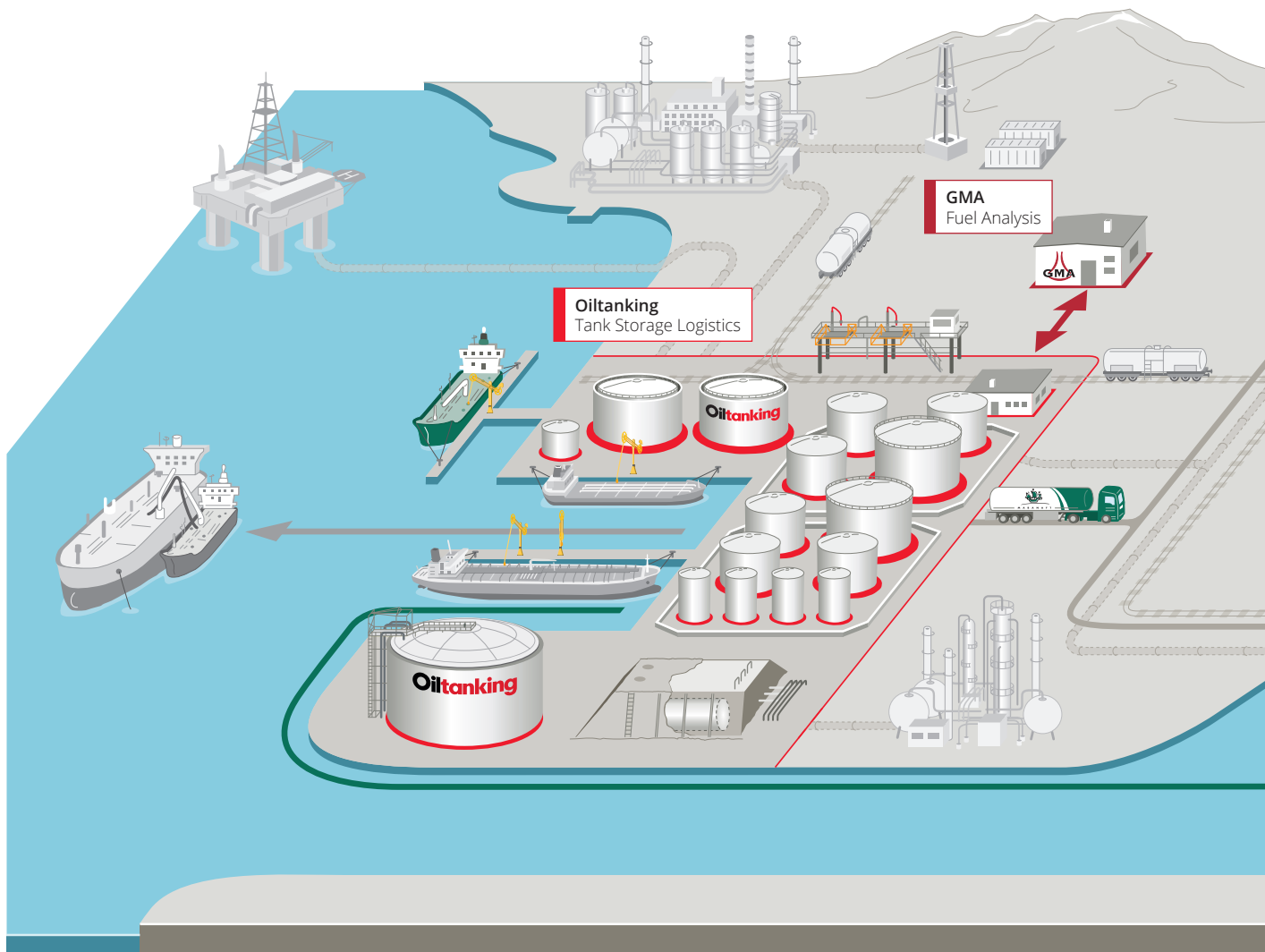
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102-4, 102-6,  
102-7

## OUR VALUE CHAIN

102-6, 102-9,  
102-15

The oil, gas and chemicals value chain covers a broad spectrum of activities, from the exploration and production of crude oil to the manufacturing, processing and refining of products, as well as their transport, delivery, and sale.

Through our subsidiaries, we are part of this supply chain that connects companies and people throughout the world. Together, we ensure that energy and chemicals are put to use wherever they are needed in a way that is both safe and environmentally friendly.



### Ecological and Social Challenges

#### Exploration, Production & Crude Oil Storage

Exploration and production activities impact nature and therefore represent a potential threat to ecosystems. In addition, technical defects, human error and natural disasters can lead to serious accidents such as fires.

#### Refining

Handling hazardous materials and work processes at high pressure and temperatures at refineries involves the risk of spills and fires, which can have negative effects on the environment, the health and safety of employees and the surrounding communities. In addition, the processes are very energy intensive, which contributes to global warming.

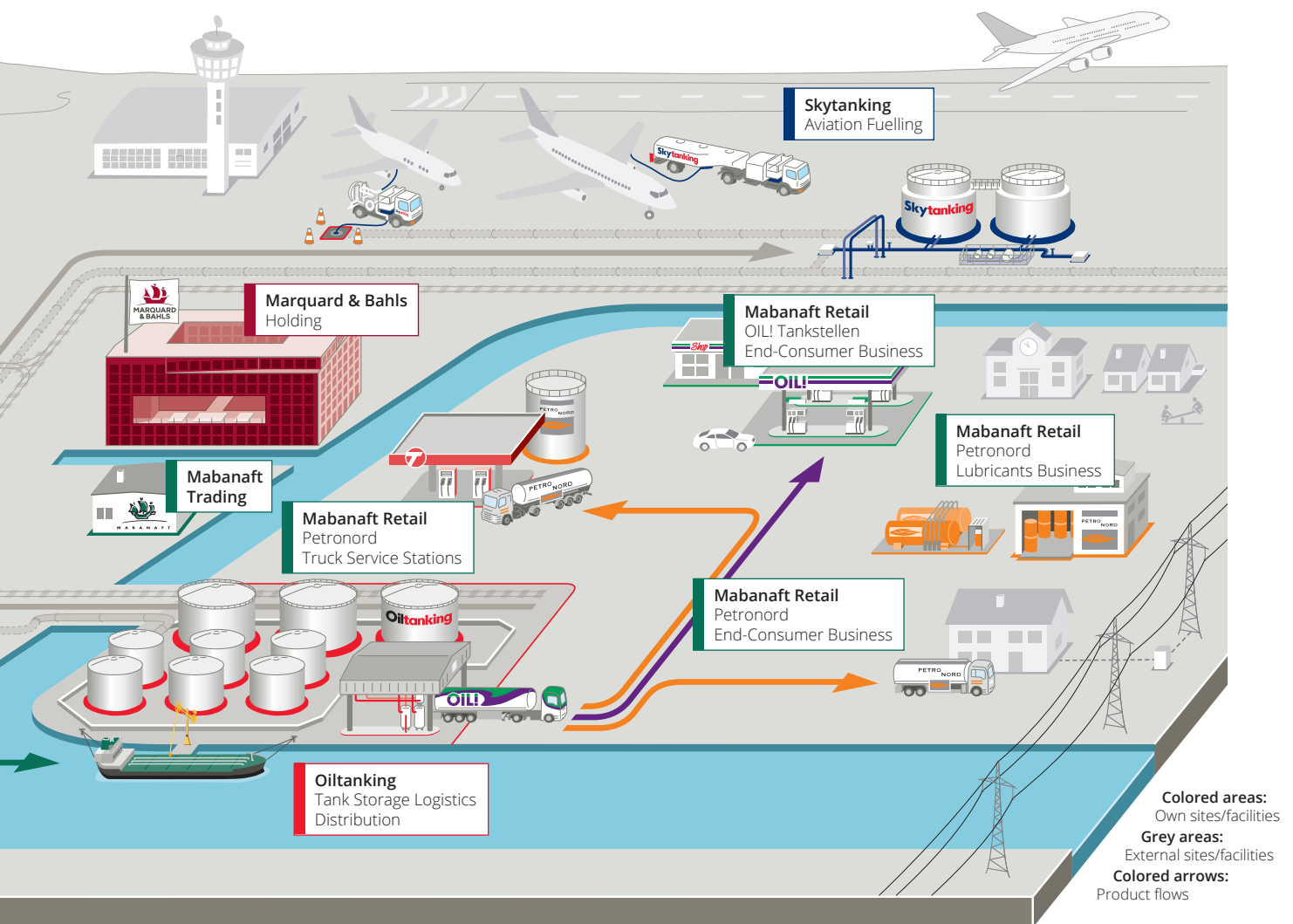
#### Product Storage

The main risk in product storage arises from working with highly flammable substances, as well as environmentally hazardous, and sometimes toxic products. Preventing accidents, spills and fires is therefore a special focus in tank storage.



Our companies operate primarily in the midstream and downstream sectors. Our subsidiaries are not active in extraction or refining. The trade, transport, storage, handling and sale of petroleum products, gases and chemicals entail potential environmental and, in some cases, social risks. Therefore, we rely on a proactive HSSE management system in order to support ecological and social matters in all activities.

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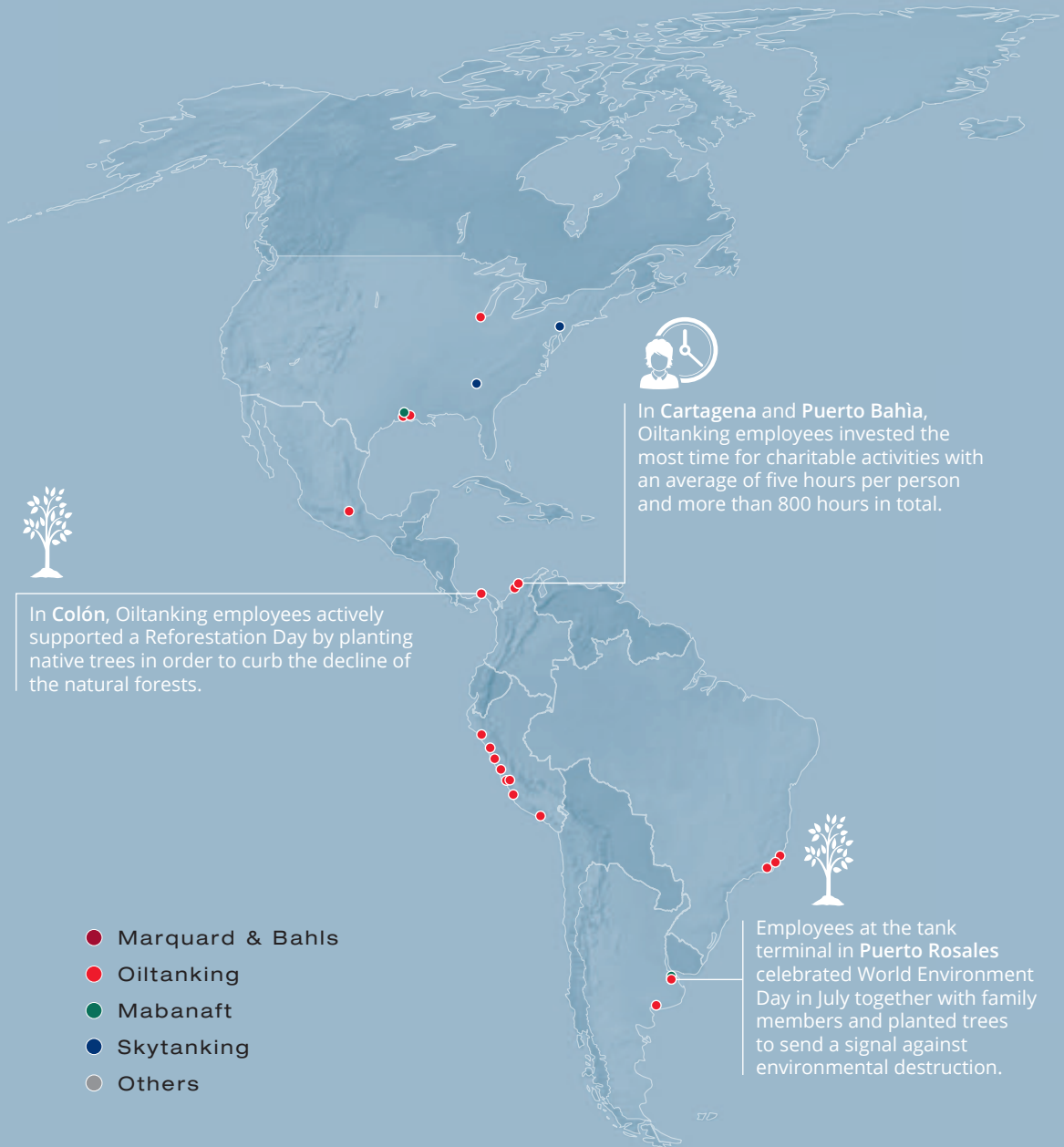
**Trade**  
Trade in petroleum products involves the physical trading business as well as trading with foreign currency or securities on petroleum exchanges. The trading business is closely linked with the transport of goods, and hence carries transport-related environmental risks.

**Distribution & End-Consumer Business**  
The distribution & end-consumer business involves supplying customers with fuels to produce heat and motion, as well as lubricants. The fuelling and consumer business that is part of this area is closely linked with the transport of the products, and therefore involves transport-related risks. Moreover, the process of bunkering ships and fuelling road tankers and aircraft, for example, involves the risk of accidents and spills.

**Subsequent Value Creation**  
At the various steps along the value chain, waste and wastewater are produced, which must be properly disposed of. And downstream of this, products are usually consumed or combusted, which contributes to global warming by releasing greenhouse gases.

102-4, 102-6

# RESPONSIBLY ACTIVE WORLDWIDE



**€ 13.9 billion**  
revenue (before energy tax)



**6,715 employees**  
as at 31 December 2019



**35 countries**  
in which we operate



At the tank terminals in **Terneuzen** and **Amsterdam**, initial measures were implemented as part of Oiltanking's "Green Spots" environmental initiative. In 2020, the initiative is scheduled for expansion to other tank terminals.



Skytanking in **Vienna** relies on dispenser vehicles with start/stop automatic systems that turn off the engine during the fuelling process, thus saving fuel.



In **Turkey**, 20 of our Skytanking locations are involved in an integrated environmental project called "Green Airport", aimed at reducing energy, CO<sub>2</sub> emissions, water and waste.



In **India**, our subsidiary IndianOil Skytanking has helped renovate, partly rebuild and reopen its fourth school.



The tank terminal in **Karimun** was certified in accordance with the International Sustainability & Carbon Certification (ISCC) and is thus a forerunner in the global Oiltanking network.



Since last year, our tank terminal in **Singapore** has not only been equipped with solar panels, but also with a closed water-cooling system that helps to significantly reduce water consumption.



In **Saldanha Bay**, a new Oiltanking tank terminal was built in accordance with the latest safety and environmental standards. It was successfully put into operation in April 2020.

At 31 December 2019



**19.8 million m<sup>3</sup>**  
tank storage capacity at Oiltanking



**18.1 million tons**  
sales at Mabanaft



**24.7 million m<sup>3</sup>**  
jet fuel throughput at Skytanking



## OUR BUSINESS AREAS

102-6 **Tank storage logistics, trading and aviation fuelling are still the three core lines of business at our company. Like every successful company, Marquard & Bahls is also always looking for new business opportunities, innovative concepts and new ideas that will help us to complement the existing portfolio in a meaningful way.**

### Tank Storage Logistics

102-7 Oiltanking has been active in tank storage logistics since 1972, and is one of the largest independent operators of tank terminals for oil, chemicals and gases worldwide. The company owns and operates 63 terminals in 23 countries with a total storage capacity of around 20 million m<sup>3</sup> – on five continents in Europe, North America, Latin America, the Middle East, Africa, India and the Asia-Pacific region. At the tank terminals, Oiltanking stores and handles nearly 500 different products including crude oil, petroleum products, biofuels, chemicals and gases. In 2019, total throughput was 154.8 million tons. An annual average of 3,274 employees worked for the company (2018: 3,359).



### Trading

Mabanaft is the trading division of Marquard & Bahls. The Mabanaft Group is an independent supplier focused on the physical trading of petroleum products. Its core activities include regional and wholesale trading, retailing to end consumers and the operation of service stations. In addition, the Group is involved in trading bulk fuels, liquid gas, liquid and solid biofuels and, increasingly, chemicals such as ammonia as well. The Mabanaft Group includes more than 100 companies spread across five continents and four sectors: Trading & Wholesale, Retail and Bunkering. Sales volumes amounted to about 18.1 million tons in 2019. An annual average of 1,036 employees worked for Mabanaft and its subsidiaries (2018: 1,886).



## Aviation Fuelling

Skytanking provides aviation fuelling services. Besides into-plane fuelling, these include aviation fuel storage and hydrant management, investment in aviation fuel facilities at airports, and engineering. Its customers are airlines, airports, and oil companies. In 2019, the company handled 24.7 million m<sup>3</sup> of jet fuel and refuelled around two million aircraft – corresponding to about four fuelling operations per minute. It is represented at 83 airports in 14 countries in Europe, Asia and Africa. In 2019, Skytanking employed an average of 2,038 people (2018: 1,814).

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## Future Investments

We aim to steadily diversify our portfolio to prepare our company for a sustainable future and to support the energy transition. As a first step, we acquired a minority stake in the Norwegian company Nordic Blue Crude. In the planned Power-to-Liquid project, the produced synthetic fuel will be carbon-neutral and will offer a 100 percent reduction in CO<sub>2</sub> emissions compared to fossil fuels.

102-10







## RESPONSIBLE CORPORATE GOVERNANCE

We preserve our corporate culture and take responsibility for our actions. We maintain transparency vis-à-vis all stakeholders and are committed to fair competition. We take measures to prevent corruption and bribery from the outset.



## Key Performance Indicators

# RESPONSIBLE CORPORATE GOVERNANCE

	2017	2018	2019	Change 2018/19
<b>HSSE-related Audits</b>				
Total number of audits	425	570	565	- 0.9 %
Number of internal audits	93	167	155	- 7.2 %
Number of external audits	332	403	410	+ 1.7 %
<b>Certified Management Systems</b>				
Share of ISO 9001 certified Oiltanking sites	60 %	57 %	59 %	↗
Share of ISO 14001 certified Oiltanking sites	27 %	33 %	35 %	↗
Share of ISO 45001 (former OHSAS 18001) certified Oiltanking sites	26 %	32 %	31 %	↘
Share of ISO 50001 certified Oiltanking sites	18 %	20 %	19 %	↘
Share of ISO 9001 certified Skytanking sites	10 %	6 %	8 %	↗
Share of ISO 14001 certified Skytanking sites	10 %	31 %	28 %	↘
Share of ISO 45001 (former OHSAS 18001) certified Skytanking sites	7 %	5 %	4 %	↘
<b>Reports of Misconduct</b>				
Number of whistleblowing cases	11	27	36	↗
<b>Legal Compliance</b>				
Total sum of penalties and fines in €	6,399	18,025*	68,317	+ 279.0 %
Thereof environmentally related fines in €	4,252	3,002	250	- 91.7 %
Total sum of penalties and fines in € per total revenues in million €	0.47	1.22	4.92	+ 303.3 %

\* Corrected after publication of the Sustainability Report 2018

## NEXT MILESTONES



Further implementation of our sustainability strategy



Creation of Operating Unit-specific sustainability strategies



Development of a new sustainability network that has been adapted to the changed organizational structure of our company



# RESPONSIBLE CORPORATE GOVERNANCE

Our activities are not only economically relevant for our companies, they also have ecological and social effects. For us, responsible corporate governance means ensuring our company's future viability and strong reputation and integrating the expectations of our stakeholders into our business activities.

102-16, 102-20

## CORPORATE STRATEGY

To further develop Marquard & Bahls, we are focusing on the broader energy and chemicals landscape in addition to our three central lines of business: tank storage logistics, trading and aviation fuelling. Even though we have withdrawn from areas such as emissions trading and biogas production, sustainability remains an important concern for us. Sustainability aspects will therefore continue to play a decisive role in our investment strategy and in the development of new projects. It is our objective to further develop our portfolio in a way that delivers consistent profits and growth on the one hand and shifts away from the current strong focus on fossil fuels on the other. In the course of the year, new strategies were therefore developed not only for Marquard & Bahls but also for the Operating Units.

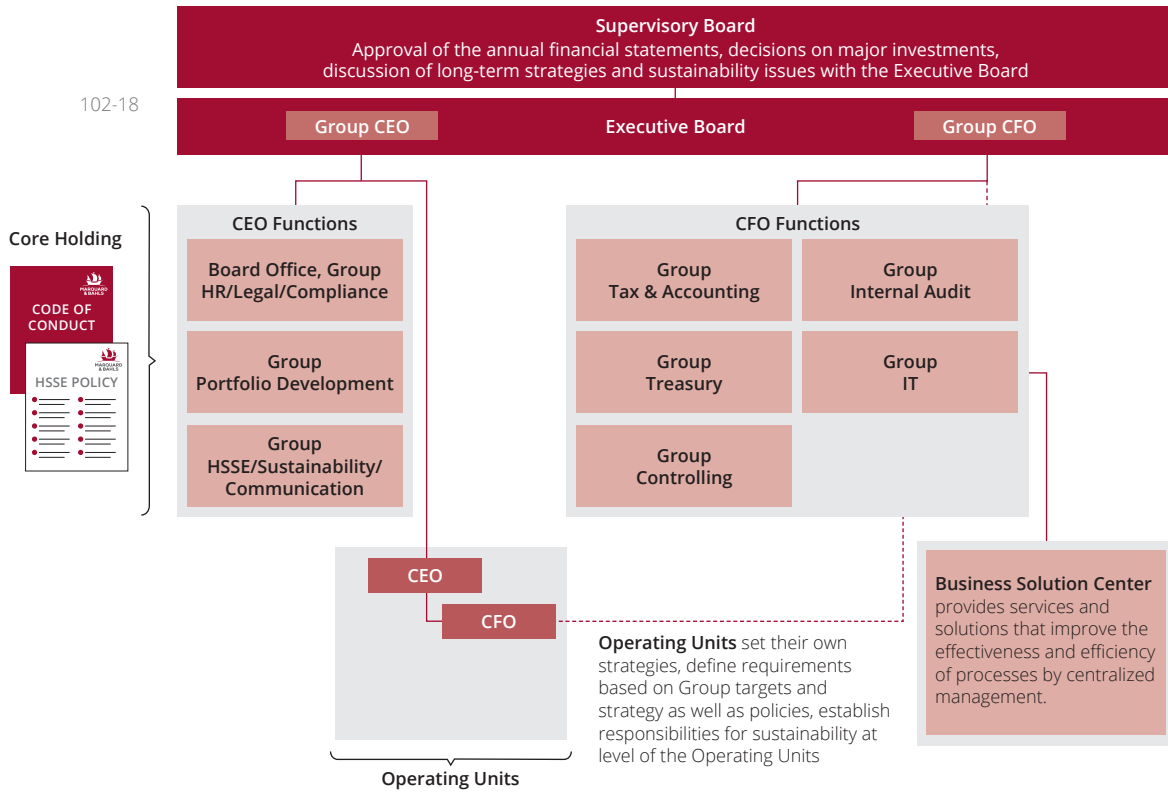
## ORGANIZATIONAL STRUCTURE

A key element for the implementation of the Group's overall strategy is a changed organizational structure. It was important that more responsibility be transferred to the Operating Units, including responsibility for sustainability. The role of the holding company includes developing a general Group strategy, a sustainability strategy, structuring the Group portfolio and providing expertise in certain core areas. Governance principles ensure a common approach to management.

102-5

The new organizational structure defines how the core holding company, the Business Solution Center (BSC) and the Operating Units work together. The BSC supports the holding company and the Operating Units by bundling activities centrally in the areas of HR, finance, IT and facility management.

Within the framework of the Group's strategic objectives, Group-wide policies, standards and targets, the Operating Units have defined their own strategies in consultation with the Marquard & Bahls Executive Board.



**Fig. 2: The new organizational structure since September 2019**

Marquard & Bahls is managed by an Executive Board, which is supported by a Supervisory Board as a monitoring and advisory body. The Executive Board determines the company's strategy and regularly updates the Supervisory Board on the company's situation and performance. A lively, consultative exchange on all major matters at hand takes place between the two bodies. The Supervisory Board also approves key corporate decisions, such as major investments.

**Members of the Executive Board:**

- Mark Garrett – Chief Executive Officer (CEO)
- Lorenz Zwingmann – Chief Financial Officer (CFO)

**Members of the Supervisory Board:**

- Daniel Weisser – Chairman
- Margarete Haase, Tom Intrator, Stacy Methvin, Paul Reed, Maxim Weisser

## VISION & MISSION AND VALUES

In times of change, a clear vision and values provide orientation for our daily actions. Values are the guiding principles of our behavior, for which we are responsible, and on which others can rely. Marquard & Bahls Holding's Vision & Mission was defined in 2019 and each of the Operating Units has developed its own Vision & Mission. But within the group of companies, there is a common code of values that includes respect, reliability, integrity and responsibility. To ensure that these values are spread throughout the organization, a workshop was held in Hamburg in February 2020 with the management of the holding company and the Operating Units. Training our employees on the values is an important objective for 2020.



Fig. 3: Marquard & Bahls' revised strategic approach



# Ten Years of Sustainability Management

- First steps in the development of a company-wide sustainability strategy
- Introduction of reporting on charitable commitment
- Marquard & Bahls Code of Conduct with Group-wide internal reporting system
- Bonus-relevant Key Performance Indicators (KPIs) at Oiltanking

1

2010

2

2011

3

2012

4

2013

5

2014

- Internal knowledge platform for corporate responsibility projects
- HSSE Awards at Skytanking (at Oiltanking already since 2008)

- Switching sustainability reporting to GRI G4

- Sustainability reporting in accordance with GRI
- Energy Saving Guideline at Oiltanking

- Doubling the annual corporate donations of Marquard & Bahls AG
- Sustainability firmly-established as company value

- Construction of the new Marquard & Bahls headquarters under consideration of sustainability aspects
- Worldwide online stakeholder survey on sustainability topics
- First German Sustainability Code declaration of conformity

6

2015

7

2016

8

2017

9

2018

10

2019

- Implementation of a company-wide corporate citizenship concept
- Introduction of the Global Safety Day at Oiltanking
- Introduction of the CARE platform
- Development of an e-learning on sustainability for more than 150 managers at Oiltanking

- Development of the Marquard & Bahls AG Vision & Mission
- Adoption of an HSSE & Sustainability Group Policy with binding guidelines and KPIs
- Completion of the sustainability dashboard
- Revision of the sustainability strategy
- Development of ESG indicators for new investments
- Introduction of Marquard & Bahls Safety Awards

- Concept for the Marquard & Bahls sustainability strategy
- Implementation of our six strategic action areas

- Presentations and events at headquarters for Hamburg's Climate Week
- Stakeholder survey on sustainability topics again successfully conducted to reassess materiality

## SUSTAINABILITY MANAGEMENT

We generate most of our income from fossil fuels. For many, this in itself may be in contradiction to the issue of sustainability, but humanity will continue to be dependent on fossil fuels for many years to come. Our core objective is to make our activities as safe and environmentally-friendly as possible. We can only be successful over the long term if we meet the needs of our customers today without compromising the quality of life of future generations or the environment.

102-11, 102-20

Because we are aware of the potential impact of our business activities on people and the environment, we seek to integrate the principle of sustainable development in all our activities. Our sustainability management focuses on Health, Safety, Security & Environment (HSSE). It is thus based on the activities covered by the Group Function HSSE & Sustainability. As part of the reorganization at Marquard & Bahls, the Operating Units have been given greater responsibility. At Oiltanking, sustainability was defined as a “key enabler” and corresponding roles and responsibilities were created. At Mabanafit and Skytanking, roles and responsibilities will also be defined in the future as part of their strategies. All larger Marquard & Bahls companies, especially Oiltanking and Skytanking, have local HSSE managers whose areas of responsibility often include issues related to sustainability. Within the HSSE & Sustainability Group Function, there is a separate Sustainability team that pools and develops the relevant activities while working closely with the Operating Units, local managers and other Group Functions. Sustainability issues are reported directly to the CEO through the Head of the Group Function HSSE & Sustainability.

## SUSTAINABILITY STRATEGY

With our services related to the trading, transportation, storage and handling of petroleum products, gases and chemicals, we contribute to coping with several global challenges such as the rising demand for energy coupled with increasing resource scarcity and help promote sustainable economic growth and work to ensure compliance with high social standards. We thus indirectly support the various dimensions of human development as well as the UN Sustainable Development Goals (SDGs), to which we once again commit ourselves. As a first step, we have identified the most important SDGs for our companies and integrated them into our strategy process. A further review took place in 2020. As an independent holding company in the energy & chemicals sector whose vision is to be a successful ethical investor supporting human development, eight of the 17 SDGs are most relevant to us. It is here that we believe we can have the greatest positive impact and create the most value for society – by providing secure jobs, supporting education, health and sustainable industrialization in the countries where we operate as well as by promoting innovation and minimizing our environmental impact.

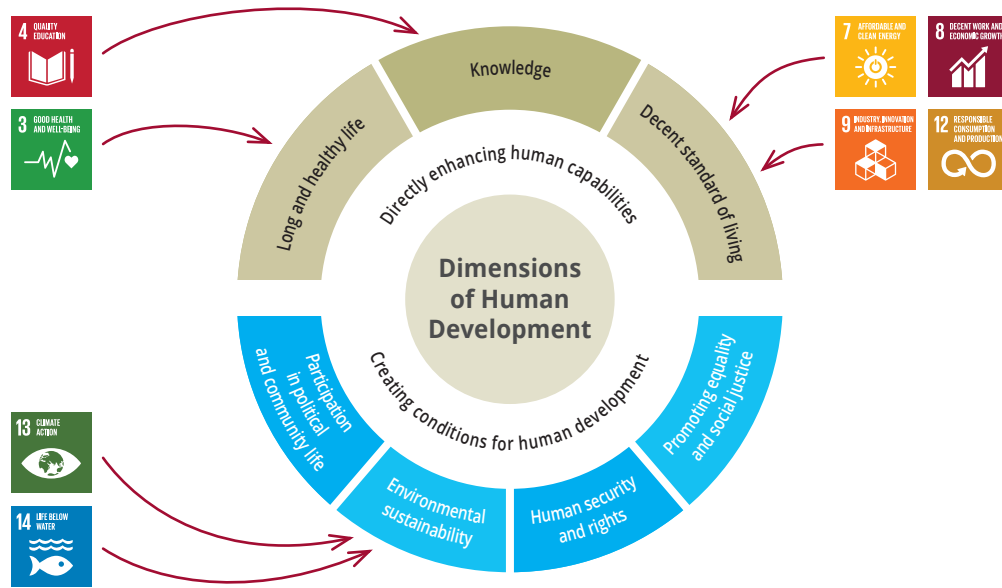


Fig. 4: SDGs support the dimensions of human development



**Ensure healthy lives and promote well-being for all at all ages.**

We support these goals through our charitable commitment in the area of health. We want to contribute to improving the healthcare for people in the regions in which we operate by supporting community-based projects that address the lack of health and primary care, and by supporting health campaigns that promote hygiene behavior, healthy eating and disease prevention.



**Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.**

We support these goals through our charitable commitment in the area of education. We especially want to help socially disadvantaged children and young people to achieve an appropriate level of education and to support educational programs and institutions in the countries in which we are active.

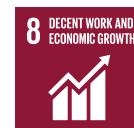


**Ensure access to affordable, reliable, sustainable and modern energy for all.**

We support the energy transformation by continuously changing our portfolio in order to prepare it for a sustainable future. Electrification and the need to reduce carbon emissions are key topics in the energy transformation, and we are eager to make an active contribution to this process. By providing services from our existing Operating Units in the areas of tank storage logistics, trading and aviation fuelling, we create reliable access to energy and conduct these activities in the most environmentally-friendly way possible.

### Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

We support this goal through the creation of jobs and investments in local infrastructure in Hamburg and in many other places throughout the world. Health and safety at work are top priorities for all of our activities. We want to be a fair and preferred employer and provide a healthy working environment for our employees.



### Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.

To achieve sustainable industrialization and promote innovation, our Operating Units develop and operate reliable sites in 35 countries around the world. We research the introduction of state-of-the-art technologies and processes and accelerate innovation opportunities.



### Ensure sustainable consumption and production patterns.

To ensure sustainable production in the chemical sector, we implement the highest environmental standards and integrate further sustainability considerations into our core activities. We deliver environmentally friendly solutions to our customers.



### Take urgent action to combat climate change and its impacts.

To combat climate change and its impacts, we implement measures to minimize CO<sub>2</sub> emissions to as great an extent as possible. Specific savings targets are set at Operating Unit level.



### Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

In order to preserve and utilize ocean, sea and marine resources for sustainable development, the prevention of product spills is one of our most important environmental goals. We conserve natural water resources.



We deliver on our claim of harmonizing our socio-ecological responsibility with our business interests in our six action areas. Our mission statement summarizes our identity and highlights what is important to us. Our strategy continues to include long-term goals with a time horizon until 2025, as well as corresponding measures at the level of the holding company and the Operating Units. The strategy will now gradually be put into action. A close link between the sustainability strategy and the new corporate strategy, which was approved by the Supervisory Board in the third quarter of 2019, will be ensured by coordinating closely with the Executive Board. Because sustainability for us is about ensuring our future viability, it will be integrated even more closely into our investment decisions as well as our daily work-flows and processes in the future.





On the following pages, you will find a description of our long-term goals in the various areas of activity, what we have achieved in 2019 and how our goals contribute to the SDGs. We also present specific measures.




## OUR SUSTAINABILITY TARGETS

Topic	Target	Achievements	SDG	Page
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### Responsible Corporate Governance

<b>Integrated Sustainability Approach</b>	Integrate sustainability considerations in our company structures and all relevant processes	Revision of our strategic approach and adoption of a Vision & Mission that is ethically and sustainably positioned	 Target supports all SDGs	<b>17-19</b>
		Sustainability has been defined as a “key enabler” in the new Oiltanking strategy		<b>21</b>
<b>Stakeholder Expectations</b>	Incorporate stakeholder expectations in our strategic approach	Conducted a stakeholder analysis in March 2019; results were included in the further strategy process	 Target supports all SDGs	<b>33, 34</b>
		Stakeholder dialogues with external stakeholders		<b>32</b>
<b>Sustainable Alignment</b>	Strengthen our sustainability management and our ability to innovate	Adoption of an HSSE & Sustainability Group Policy with binding guidelines and KPIs for HSSE and sustainability management	 Target supports all SDGs	<b>16, 30, 42, 50, 72, 94</b>
		Implementation of a sustainability dashboard that bundles our sustainability indicators and KPIs at Group level		<b>30</b>
<b>Human Rights</b>	Protect human rights across our entire value chain	Issue declaration of compliance with the German Sustainability Code in line with the National Action Plan (NAP) for Business & Human Rights; in 2020 review of potential gaps and areas of action	 SECURE WORK AND ECONOMIC GROWTH	<b>29</b>
<b>Beyond Compliance Approach</b>	Prevent fraud, money laundering, and risk of child and compulsory labor from the outset	Review and roll-out of the Group-wide Code of Conduct	 SECURE WORK AND ECONOMIC GROWTH	<b>35-36</b>
		Expansion of the anti-corruption trainings		<b>37</b>
		Roll-out of a country risk assessment for new projects and investments		<b>37</b>
		Introduction of an internal “Group Policy Repository” that includes required processes and guidelines for individual divisions		<b>17</b>

### Sustainable Growth

<b>Sustainable Business Development</b>	Incorporate sustainability aspects in strategic corporate development and decision-making processes with the aim of supporting human development	Continued developing a sustainability checklist for new projects and acquisitions that gives greater consideration to sustainability risks and challenges	 Target supports all SDGs	<b>43</b>
		Sustainability aspects were considered in construction activities		<b>43</b>









Topic	Target	Achievements	SDG	Page
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## Sustainable Growth

<b>Sustainable Investment</b>	Considerate of ethical matters and sustainability criteria in existing as well as in new areas of business	Development of ethical matters and sustainability criteria that will be taken into account for new acquisitions and projects	  	42-43
<b>Value Chain</b>	Assess and address ecological and social risks along our entire value chain	Analyzed supply chain challenges and opportunities in connection with the process of developing the sustainability strategy	   	8-9
<b>Sustainable Procurement</b>	Secure a sustainable procurement system	Integration of sustainability matters in the Oiltanking procurement process		47
<b>Innovation</b>	Take advantage of our innovative strength	Holding innovation workshops at local sites		45

## Environmental Protection



<b>Product Releases</b>	Cause zero environmental impact due to spilled products	Regular training exercises to combat oil accidents at our tank storage sites	 	52
		Review of the Ship Charter Policy with specifications that go beyond the legal requirements		52
<b>Energy Consumption</b>	Cut relative energy consumption of the Operating Units	Various energy-saving projects at local sites	 	55
		Continuation of the Oiltanking “Green Spots” project group for the reduction of energy and water consumption and waste; implementation of initial measures at pilot sites		55-56
		Improving existing and implementing new KPIs to measure the relative energy consumption of our Operating Units		50
<b>Greenhouse Gas Emissions</b>	Reduce relative carbon emissions and other ozone-depleting gases of the Operating Units	Implementation of new KPIs so that relative CO <sub>2</sub> emissions can be measured	 	50
		Implementation of a technical standard to reduce VOCs at Oiltanking		61
		Various activities during Climate Week at the company's Hamburg headquarters		63



## OUR SUSTAINABILITY TARGETS

Topic	Target	Achievements	SDG	Page
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### Environmental Protection





<b>Water Consumption</b>	Cut relative water consumption of the Operating Units	Improving existing and implementing new KPIs to measure the relative water consumption of our Operating Units	 	50
<b>Waste &amp; Wastewater Management</b>	Implement state-of-the-art waste and wastewater management system for our maritime environment	Improving existing and implementing new KPIs to measure the relative waste and wastewater production of our Operating Units	 	50, 67-69
		Workshops for the optimization of the waste management within the scope of the Oiltanking Global Safety Days 2019		88

### Our Employees

<b>Change Management</b>	Further empower our employees to both embrace and drive change	Survey of 150 employees and managers on corporate values & organization of a cultural workshop on the survey results		32-34
		Definition of "value ambassadors" in the BSC		17-18
<b>Shared Values</b>	Integrate our values into every facet of our company	Development of a Group-wide values campaign; roll-out in 2020	 Target supports all SDGs	72
		Integration into the annual appraisal process for Marquard & Bahls AG employees		79
		Preparation of the kick-off event "Living Our Values"; workshop took place in March 2020		-
<b>Key Positions</b>	Active succession planning for key positions and further development for holders of these positions	Analysis to determine key positions	 	73
		Succession planning processes		73
<b>Equitable Compensation</b>	Ensure internally equitable and externally competitive compensation structures	Introduction of an employee bonus system in Germany		79
		Introduction of a short- and long-term incentive system for the Executive level		79
<b>Personnel Diversity &amp; Equal Opportunities</b>	Promote diversity in our workforce and equal opportunities	Participation in Hamburg communication campaign "Made by diversity"		80
		Continuation of project to support young refugees at holding level		78

Topic	Target	Achievements	SDG	Page
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### Occupational Health & Safety

<b>Occupational Safety</b>	Avoid all injuries and strengthen our safety culture	Carried out a global survey on “safety culture” at Oiltanking and Skytanking	 	85
		Organized another Global Safety Day, in which all Oiltanking employees worldwide participated		88
		Revision and implementation of new HSSE manuals through our Operating Units		85
<b>Proactive Health Management</b>	Promote the health and well-being of our employees	Various health campaigns at Oiltanking sites		22
		Hosted a Health Day for all employees at the company's Hamburg headquarters		76
<b>Prevention of fires</b>	Prevent fires	Local firefighting trainings/drills		91
		Zero fires according to API RP 754		91

### Corporate Citizenship

<b>Donations and Sponsorships</b>	Increase in the donation and sponsoring amounts in relation to earnings before taxes (EBT)	Donation and sponsorship amounts remained constant year-on-year	 	94-96
		Adoption of a donation fulfilment rate within the scope of the HSSE & Sustainability Group Policy	 	94
<b>Employee Volunteering</b>	Further support employee volunteering	Social activity at the Oiltanking Spring Meeting 2019	 	97
		Increase in the number of voluntary hours per volunteer as compared to the previous year	 	94
<b>Location-Based Commitment</b>	Increase the proportion of local projects in our defined focus areas – at least one project, activity or initiative per location and year	Implementation of a new KPI to measure the contribution of the commitment of our sites	   	94
<b>Promotion of Human and Sustainable Development</b>	Implement systematically projects that pay into the Human Development Index (HDI) and selected SDGs	Development of a concept for the promotion of projects that support the Human Development Index (HDI) and selected SDGs	 Target supports all SDGs	97

102-16, 102-47

## SUSTAINABILITY COMMITMENT & STRATEGIC ACTION AREAS

### ▷ Our Sustainability Commitment



By ensuring an outstanding sustainability performance, we aim to create added value for our employees, our shareholders, as well as society, while also protecting the environment. We put our values into action, integrate the principles of sustainable development across our entire value chain, and encourage our employees to participate in them.

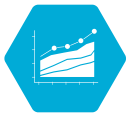
### Responsible Corporate Governance



We preserve our corporate culture and take responsibility for our actions. We maintain transparency vis-à-vis all stakeholders and are committed to fair competition. We take measures to preclude corruption and bribery from the outset.

- ▶ Ensure the future viability and high reputation of our company by pursuing an approach that goes beyond mere compliance and integrates our stakeholders' expectations into our business activities.

### Sustainable Growth



We believe in controlled growth and long-term partnerships. We safeguard our future success with a healthy mix of risks across the business areas, without neglecting ecological and social aspects. We strive to steadily improve our services and offer the highest-quality products and services.

- ▶ Fulfilment of the ambitious company vision and long-term transformation of the company away from fossil fuels.

### Environmental Protection



We always strive to prevent product releases, minimize our environmental footprint, and use resources efficiently. At the same time, we aim to reduce our relative energy consumption as well as water consumption, reduce ozone-depleting emissions and further optimize our waste and wastewater management.

- ▶ Position ourselves as a company that is environmentally friendly in the context of our business activities; one that minimizes its negative impact on the environment wherever possible.

### Our Employees



We promote equal opportunities and diversity and invest in the professional development of our employees. We seek to attract qualified, talented employees and retain them long-term.

- ▶ Being a fair employer with strong ethical principles and supporting company growth by recruiting qualified employees and providing them with a diverse and healthy working environment.

### Occupational Health & Safety

Occupational health & safety have the highest priority in all our activities. We identify and analyze potential risks and take measures to avoid, prevent, control and limit them.

- Establish a proactive safety culture and continuously improve all our activities with regard to technological, organizational and behavioral safety.



### Corporate Citizenship

We also take responsibility beyond our core business and support surrounding communities in our five focus areas: environment, education, health, culture & sports and humanitarian aid. We encourage and support our employees in their volunteer work.

- Improving the well-being and the standard of living in the communities around us through appropriate financial support as well as by supporting employee commitment.



## INSTRUMENTS & MEASURES

We employ a variety of instruments and measures to anchor the programs and activities from the strategic action areas in our processes, to implement them locally and to ensure continuous improvement.

### ▷ HSSE Policy

Responsibility for environmental and social concerns has been firmly anchored at the highest level through our HSSE corporate policy, signed by the Executive Board of Marquard & Bahls. The managements of all subsidiaries worldwide have also acknowledged the centrally-defined principles and have signed HSSE company policies to this effect.

### ▷ Guidelines and Standards

We develop our internal policies and standards based on internationally recognized principles of responsible entrepreneurship. This is based on our Code of Conduct, which is binding for all employees and was revised in 2019. We also respect the Universal Declaration of Human Rights as well as the four basic principles of the International Labor Organization (ILO) – freedom of association and the right to collective bargaining, elimination of all forms of forced or compulsory labor, effective abolition of child labor, and elimination of discrimination in respect of employment and occupation – and the eight fundamental conventions derived from them.

We will further embed the ten principles of the UN Global Compact, the Guidelines of the Organisation for Economic Co-operation and Development (OECD) for Multinational Enterprises as well as the principles of the German Corporate Governance Code in our processes, even if we are not an active signatory. Since 2011, we have reported in accordance with the Global Reporting Initiative (GRI), which has become established internationally as the standard for sustainability reporting. Since 2015, we have also applied the German Sustainability Code (DNK). We intend to increasingly integrate the requirements of the National Action Plan for Human Rights (NAP) into our internal processes, including for procurement and contractor evaluation.

▷ Audits

Our internal audits serve to continuously improve our performance in the areas of health, safety, security and environmental protection and to review our progress. In accordance with our HSSE & Sustainability Policy, each Operating Unit defines an audit process to review the internal HSSE requirements. HSSE & Sustainability experts also conduct their own or joint audits at selected locations of the Operating Units – especially those with low HSSE performance. In 2019, the total number of HSSE audits at Oiltanking and Skytanking was reduced slightly to 155 internal (2018: 167) and 410 external (2018: 403). The latter refers to audits by public authorities, customers or insurance companies.

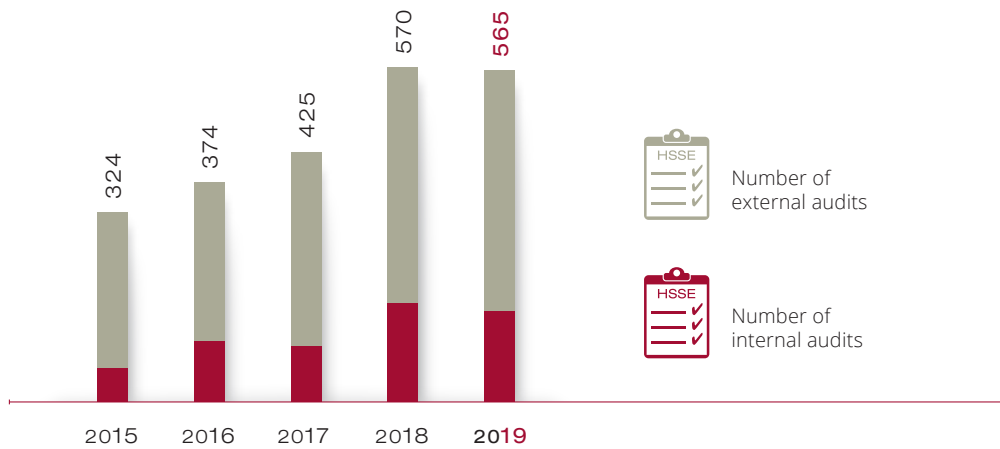


Fig. 5: Number of internal and external HSSE-relevant audits

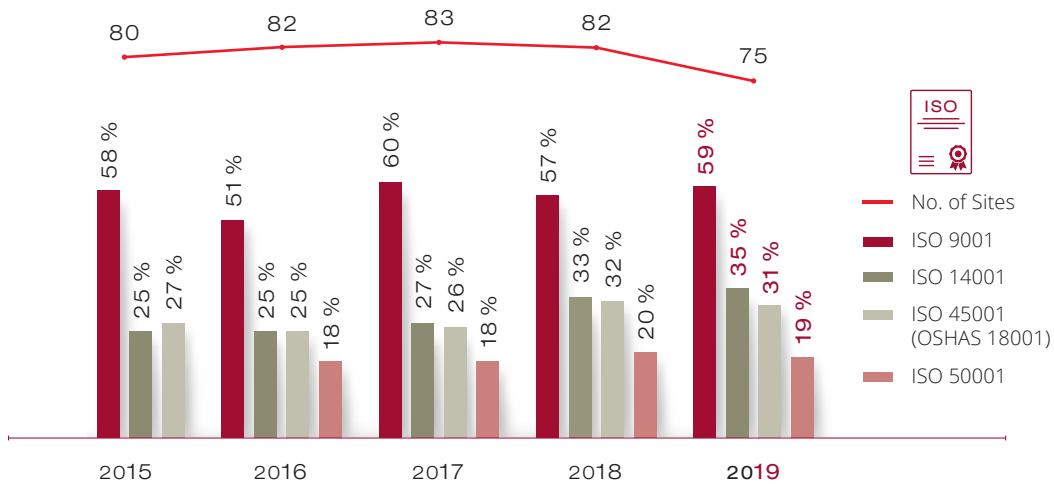
▷ Key Performance Indicators & Statistics

To continuously monitor and improve our HSSE performance, we use Key Performance Indicators (KPIs), a selection of which we publish in our annual Sustainability Report. As part of our sustainability strategy, we have defined specific KPIs that allow us to measure and evaluate our performance even more accurately. In addition, detailed HSSE statistics are prepared with “leading” (forward-looking) and “lagging” (retrospective) indicators for the Group, all Operating Units and their profit centers. Indicators like Total Recordable Injury Rate (TRI-R), near-misses, product releases and fire & explosions are a bonus-relevant component of Oiltanking’s management remuneration. To be able to respond even more quickly to developments in the HSSE indicators in the future, dashboards were introduced across the Group. Based on the existing accident databases, the statistics for all HSSE KPIs can now be retrieved worldwide and updated daily. A detailed sustainability dashboard was completed at the end of 2019 and the indicators will be integrated into the dashboards of the Operating Units in the first half of 2020.



▷ **Certified Management Systems**

Management systems are meant to continuously improve the effectiveness and efficiency of business processes. In 2019, the number of Oiltanking locations worldwide that are certified for quality management (ISO 9001) increased to 59 percent. 35 percent of these locations have a certified environmental management system (ISO 14001) and 31 percent have health and safety management systems in accordance with ISO 45001 or the former OHSAS 18001. In addition, 19 percent of Oiltanking's locations are certified in accordance with the ISO 50001 energy management system. Our Indian subsidiary IOT Infrastructure & Energy Services holds ISO 9001, ISO 14001 and OHSAS 18001 certification. At Skytanking, eight percent of its locations are certified to ISO 9001, 28 percent to ISO 14001 and four percent to ISO 45001. Mabanaft Deutschland also has ISO 9001 and GMA ISO/IEC 17025 certifications.



**Fig. 6: ISO certified operating sites at Oiltanking**

Several other Marquard & Bahls companies have organized their management processes in a very similar way, but have not had their quality, environmental or health and safety management systems certified.



# STAKEHOLDERS

102-21, 102-40,  
102-42, 102-43

A stakeholder is a person or group who has or might have a legitimate interest in a business. We identified our most important stakeholders through in-house discussions, workshops, external analyses and industry comparisons. The contact frequency and salient topics vary depending on the stakeholder group.

One important criterion in the GRI standard is that the contents of the report be compiled in accordance with stakeholder requirements. To identify and prioritize the relevant issues for our sustainability commitment, we survey our stakeholders every two years. In spring 2019, we conducted our third online stakeholder survey, to which we again invited all employees of Marquard & Bahls and its subsidiaries worldwide. We also monitor changes in legal guidelines and relevant standards, such as the GRI Guidelines, and the Sustainability team regularly participates in dialogues, discussions, surveys and research studies. Our Public Affairs department and branch office in Berlin also actively participate in discussions and dialogs, for example on LNG.



**Fig. 7: Marquard & Bahls stakeholders**



▷ **Materiality Analysis**

At least every two years, we assess the significance of the aspects identified in our stakeholder survey in a materiality analysis and in this way determine the issues we focus on in our sustainability strategy and reporting. We do not report on aspects we have identified as immaterial, such as child labor. We can rule out child labor in our company due to the high degree of specialization required from our employees and strict regulations. An assessment of our supply chain shows a similar picture, as most of our business partners and customers in the oil or chemical industry require highly specialized employees for their companies.

102-21, 102-42,  
102-43, 102-46

In the last stakeholder survey in March 2019, there was no significant change as compared to the survey two years ago. The stakeholders surveyed assessed the fields of action as very important and largely homogeneous. For internal and external stakeholders, “Environmental Protection” and “Our Employees” are the most important action areas, while “Corporate Citizenship” received the least relevance within the fields of action. Terms that were attributed to Marquard & Bahls most frequently are compiled in the tag cloud below (Fig. 8). The topics identified as material are shown in the materiality matrix (Fig. 9).

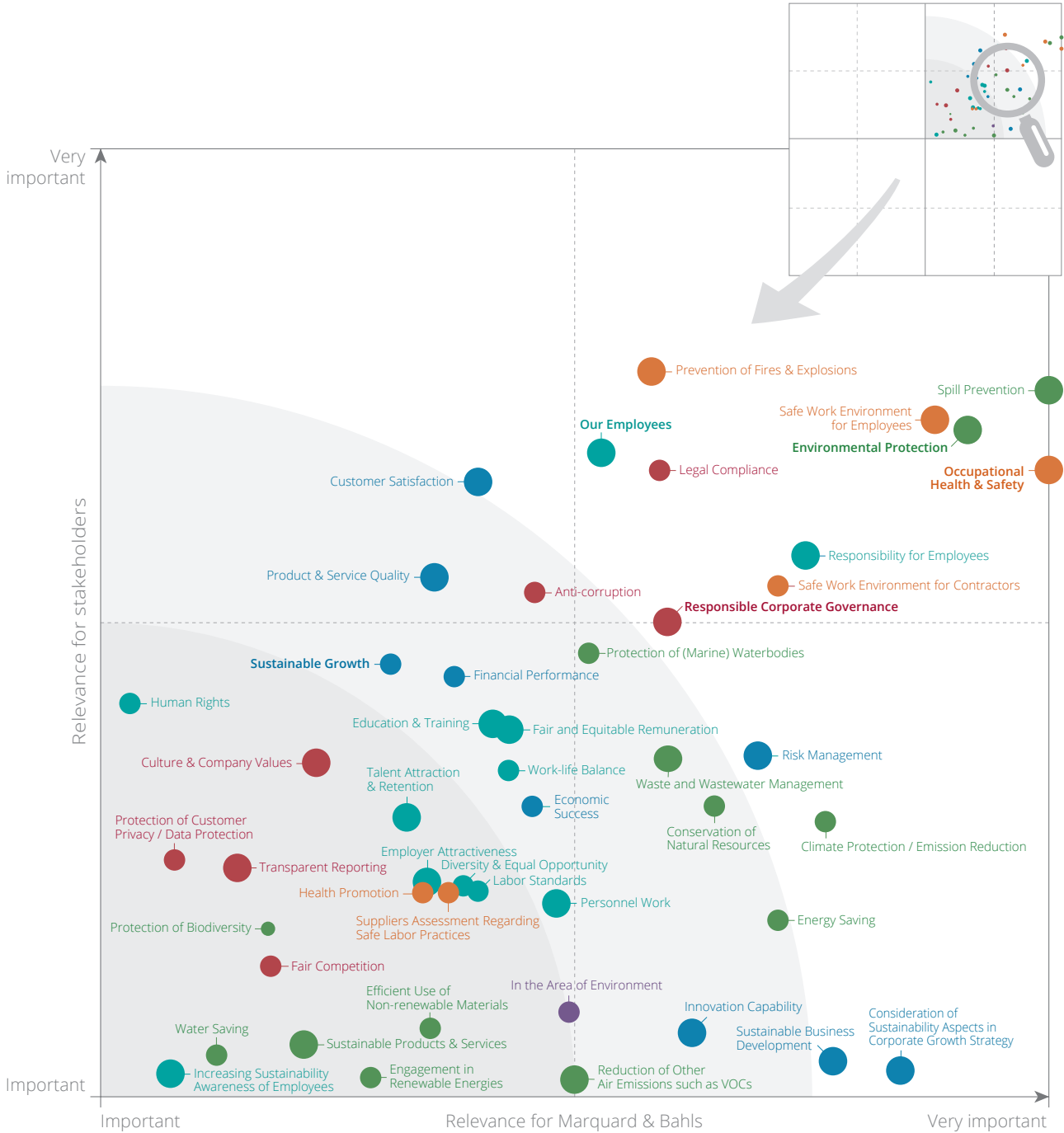


Fig. 8: Terms that our stakeholders attribute to Marquard & Bahls, presented by frequency of mention

102-21, 102-43,  
102-44, 102-46,  
102-47

**Color Code:**

- Responsible Corporate Governance
- Our Employees
- Sustainable Growth
- Occupational Health & Safety
- Environmental Protection
- Corporate Citizenship



**Fig. 9: Issues of particular significance (our power of influence is reflected in the size of the icon; strategic action areas are shown in bold type)**

# COMPLIANCE

Our reputation is a valuable asset that must be protected. To safeguard it and ensure proper, lawful conduct, we have developed various guidelines and procedures as part of our Compliance Management System. These include our Code of Conduct or the Group-wide whistleblowing system for suspected misconduct. The Group Function Compliance identifies compliance risks and works with the Operating Units to develop appropriate programs focused on the prevention of corruption, bribery and fraud as well as on antitrust law and sanction issues. Compliance is also responsible for data protection at Marquard & Bahls.

102-16, 102-17,  
103-1, 103-2,  
103-3

## ► Code of Conduct

The principles of our Code of Conduct serve to create a uniform value horizon and provide guidance for individual behavior in the context of Marquard & Bahls' corporate philosophy and values. While we are aware that the individuality of our employees forms part of Marquard & Bahls' success, we also demand from all our employees to act ethically at all times. We aim to create a fair and safe working environment as well as long-term business relationships with our customers and other business partners. We expect our employees, sub-contractors, business partners and suppliers to comply with this Code. The Code of Conduct is available for download in ten languages on our website ([www.marquard-bahls.com](http://www.marquard-bahls.com)).

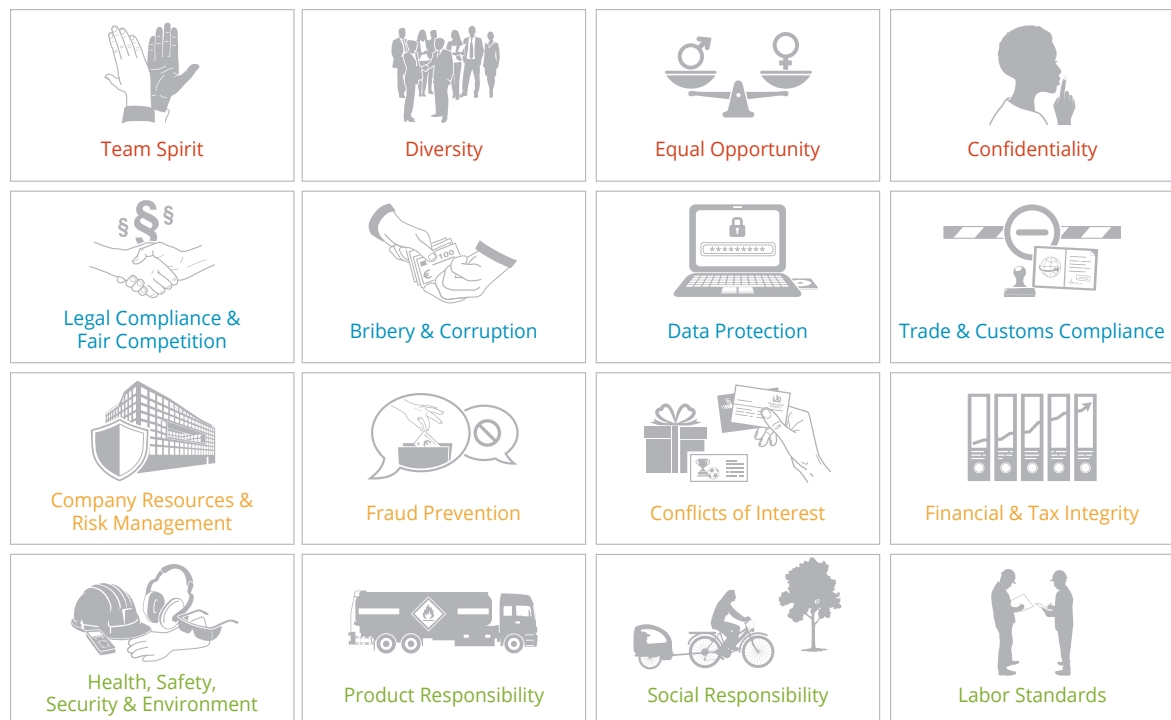


Fig. 10: The 16 Principles of our Code of Conduct

▷ Reporting Misconduct

102-17, 102-34 The online platform CARE (“Concerns And REporting”) serves, alongside the usual reporting channels, as our Group-wide whistleblowing system and offers employees and business partners a safe and uncomplicated way to report suspected misconduct. At <https://marquard-bahls.integrityplatform.org> for example, incorrect, deceptive, or even corrupt behavior can be reported in the country’s respective language, anonymously and 24/7.

205-3 For the year 2019, 36 cases from all over the world were submitted, reviewed and investigated, with an upward trend in terms of use. The reports vary in nature and range from unspecified concerns to specific allegations of misconduct or potentially illegal conduct. 34 percent of all cases that were investigated were found to be well-founded or partially well-founded, indicating that misconduct was present. In each of these cases, Compliance assumes responsibility for independent case management and commissions appropriate internal or external investigators. In other cases, there was no evidence of misconduct, but in a large number of cases this has also led to corrective measures and process improvements. The CARE platform has become an important element in protecting the company’s reputation and integrity and we continue to encourage employees to address and report suspected misconduct. The platform offers a secure, anonymous and confidential way to report, in particular, concerns about accounting fraud, banking and financial crime, corruption and other criminal activities.



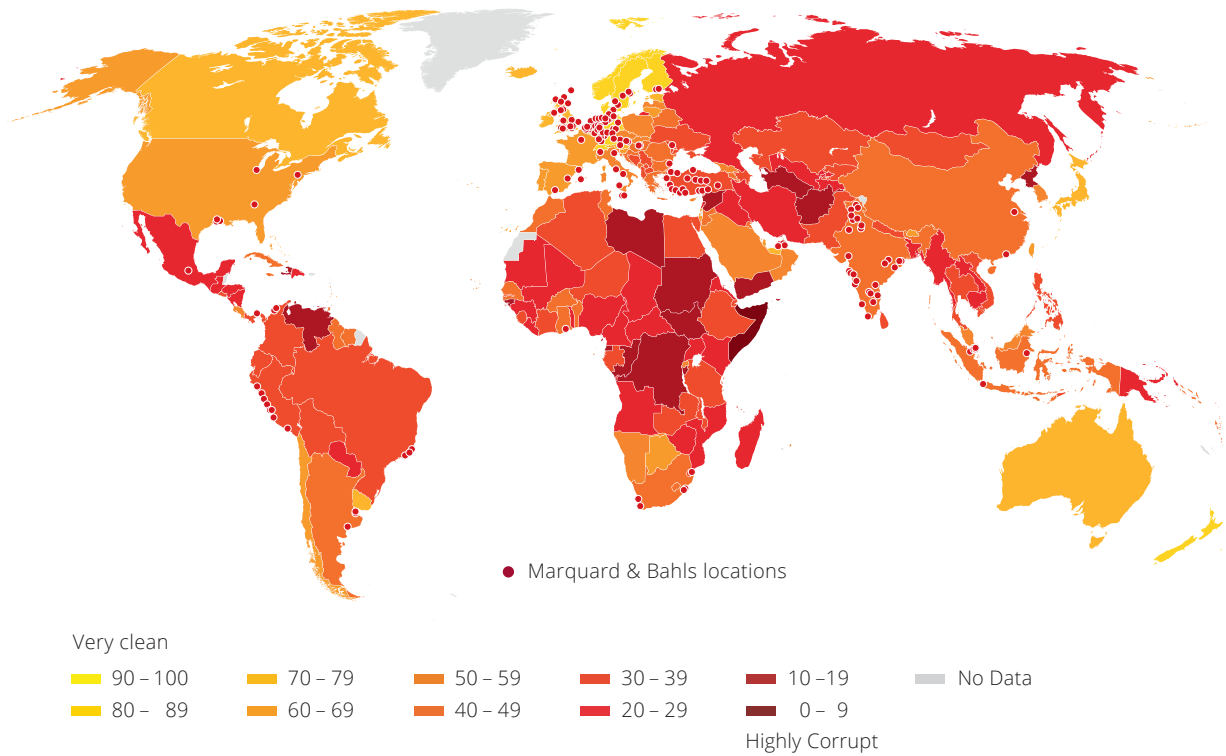
**Mandatory E-Learning on the Code of Conduct**

Since 2019, our employees have been trained, among other things, in the prevention of bribery and corruption as well as the avoidance of conflicts of interest via e-learning.

## ANTI-CORRUPTION

Marquard & Bahls does not tolerate corruption or bribery. In our Code of Conduct, we inform employees about our principles in this matter and call on them to report specific cases of – or concerns about – possible corruption via our CARE platform. To further raise our employees' awareness of these issues, we have issued a Group-wide guideline and published additional process instructions. Since the introduction of eLearning, all employees have been trained on the Code of Conduct with the help of Workday, while employees in management positions and those in direct contact with customers or authorities receive topic-specific training on corruption prevention and other issues.

102-17, 103-1,  
103-2, 103-3,  
205-1, 205-2



**Fig. 11: Corruption risk according to the Transparency International Corruption Perception Index**

To prevent corruption from the outset, we subject our business activities to an annual risk analysis. In countries with a high risk of corruption, we are stepping up our activities against corruption, although our revenues are largely generated in low-risk countries.

## LEGAL COMPLIANCE

102-11, 419-1 We see compliance with the law as a matter of course. This applies to both national and international laws and regulations. One important indicator of regulatory compliance is the number of fines and penalties. In 2019, we were fined a worldwide total of 68,317 euros (2018: 18,025\* euros) for non-compliance with laws and regulations. 0.4 percent of the fines had an ecological background. Almost 90 percent of the fines were raised on the basis of a claim by customers regarding the product quality.

### ▷ Product Responsibility

The products traded, transported, handled and stored by our Group are subject to national and international or European legislation and must therefore comply with hazard communication provisions. Requirements at Mabanaft include accurate product labelling and the provision of safety data sheets. Given that most of the products traded by Mabanaft are classified as dangerous, they are subject to strict product information requirements. Oiltanking's product database now includes data sheets on more than 1,000 products.

### ▷ Transparency

It is part of our value "Integrity" that we are honest, fair and transparent in our dealings with all stakeholders. The comprehensive disclosure of relevant information to our employees and other stakeholders is therefore a high priority. At Group level, this task is the responsibility of the Group Function Corporate Communication, in close coordination with the Executive Board and those in charge at OU-level. All progress in the area of our sustainability management is transparently reported in the annual sustainability reports. Internally, we provide regular updates on the latest developments at regular town hall meetings and through our global communication and collaboration platform, connect. Other media include the "Logbook," a monthly newsletter for employees, as well as emails and notices posted on our bulletin boards. Press releases and other publications can be found on the company websites.

### ▷ Data Protection

Data protection is another important issue. Measures in Germany in this area include providing an extensive Data Protection Manual and carrying out staff training, topical consultation and audits. Extensive IT security systems guarantee the protection of employee, customer, supplier and other business data at a high level. In addition, the latest legislative initiatives are continually monitored to ensure present and future compliance with data protection laws. In particular, this continues to concern the EU General Data Protection Regulation, which took effect in all EU member states in May 2018.

\* Following publication of the Sustainability Report 2018, we had to upwardly adjust the total amount from 16,887 to 18,025 euros through a subsequently reported amount.

## ▷ Involvement in Associations & Politics

As part of the work done by our Hamburg Public Affairs department and our representative office in Berlin, we are active in various networks. On a national and international level, we are actively involved in the following associations, among others:

102-11

### International

<b>UPEI</b>	Union of European Petroleum Independents
<b>FETSA</b>	Federation of European Tank Storage Associations
<b>AEBIOM</b>	European Biomass Association
<b>EFET</b>	European Federation of Energy Traders Germany
<b>Eurofuel</b>	European Heating Oil Association

### National

<b>MEW</b>	Mittelständische Energiewirtschaft Deutschland e.V. und seine Mitgliedsverbände (Umbrella organization for petroleum and energy SMEs in Germany)
<b>AFM+E</b>	Außenhandelsverband für Mineralöl und Energie e.V. (Foreign Trade Association for Petroleum and Energy)
<b>UTV</b>	Unabhängiger Tanklagerverband e.V. (Association for independent tank storage providers)
<b>bft</b>	Bundesverband freier Tankstellen und unabhängiger Mineralölhändler e.V. (Federal Association of Independent Service Stations)
<b>FPE</b>	Fuel Power Energy e.V.
<b>IWO</b>	Institut für Wärme und Öltechnik e.V. (Institute for Heat and Oil Technology)
<b>WEC</b>	World Energy Council

We are also active in the following HSSE-related industry associations:

<b>OCIMF</b>	Oil Companies International Marine Forum
<b>EBIS</b>	European Barge Inspection Scheme
<b>OSRL</b>	Oil Spill Response Limited, the world's largest organization for oil spill response

The focus of Public Affairs is on active participation in associations, energy policy and the technical development of alternative energies as part of the energy transition. In this connection, Public Affairs closely follows political discussions and decisions on legal regulations, evaluates them, actively participates in debates with decision-makers and works together closely with the relevant associations in Berlin and Brussels.

Marquard & Bahls supports the various petroleum associations in highlighting the potential of CO<sub>2</sub>-neutral energy sources – known as e-fuels – and is intensively exploring the future of liquid energy sources.







## SUSTAINABLE GROWTH

We believe in controlled growth and long-term partnerships. We safeguard our future success with a healthy mix of risks across the business areas, without neglecting ecological and social aspects. We strive to steadily improve our performance and offer the highest-quality products and services.



## Key Performance Indicators

# SUSTAINABLE GROWTH

	2017	2018	2019	Change 2018/19
Selected Financial Figures	in T €	in T €	in T €	
Revenues before energy taxes	13,508,950	14,727,762	13,875,197	- 5.8 %
Revenues after energy taxes	11,943,117	13,285,765	12,853,942	- 3.3 %
Earnings before taxes (EBT)	- 593,727	- 38,331	107,689	↗
Cost of materials, mainly oil purchases	11,045,531	12,387,299	11,461,936	- 7.5 %
Wages and salaries	298,369	325,457	332,361	+ 2.1 %
Social security contributions	49,962	58,012	47,605	- 17.9 %
Expenses for pensions	8,851	10,349	7,253	- 29.9 %
Interest expense	85,780	94,079	220,260 **	+ 134.1 %
Investments in the community (donations & sponsorship)	744 *	738	767	+ 4.0 %

\* Corrected after publication of the Sustainability Report 2017  
\*\* including accelerated interest payments due to the change in the financing structure of Oiltanking

## NEXT MILESTONES



Implementation of ethical aspects and sustainability criteria in investment processes



Development of a Code of Conduct for strategic suppliers



Analysis of our supply chain for human rights aspects

## SUSTAINABLE GROWTH



For us, sustainability means securing our future viability. In the years ahead, it will therefore be even more closely integrated into our investment decisions as well as our daily workflows and processes. We therefore continued developing a sustainability checklist for new projects, acquisitions and construction activities that gives greater consideration to sustainability risks and challenges.

103-1, 103-2,  
103-3

## FINANCIAL PERFORMANCE

We publish our consolidated financial statements in our Annual Report. By additionally publishing economic indicators in accordance with GRI requirements in this document, we present a comprehensive picture of Marquard & Bahls' contribution to the sustainability of a larger economic system. We pay taxes, create jobs and invest in the local infrastructure in Hamburg and many other places around the world. Marquard & Bahls had a successful year in 2019 – a year in which good earnings were achieved and decisive steps were taken.

201-1

Oiltanking achieved a very satisfactory operating result in 2019, with almost all regions making a contribution. The markets were more stable than in the previous year and ensured high capacity utilization at nearly all tank terminals. Oiltanking used the year to consolidate its strong market position and develop its Strategy 2025, which includes a new regional structure with an even stronger focus on the customer. This lays the groundwork for further growth.

The Mabanaft trading group operated successfully in 2019, increasing its total earnings compared to the previous year. Trading & Wholesale achieved a good result thanks to successful wholesale activities, especially in biofuels and heavy heating oil. The end-consumer segment continued to expand and made a strong contribution to profit. The bunker business was further reduced, with the remaining units achieving an excellent result.

At Skytanking, 2019 was shaped by strong growth. While the company succeeded in entering markets in the USA and Spain, ten new locations were opened in India, where the company has been active for some time. However, these investments had a not inconsiderable impact on earnings, which, as expected, were down from the previous year.

Against the background of the coronavirus pandemic, further developments are still to be determined. While Oiltanking and Mabanaft will be able to profit in part from the Contango that is expected to emerge in 2020, Skytanking will have to accept a massive decline in its business given the fact that air traffic has largely come to a standstill.

**+ 4 %**   **investing  
in the community**



## EXPANSION OF THE PORTFOLIO

On the strategic journey ahead, Marquard & Bahls will invest in areas that both diversify our portfolio and complement our existing businesses. In doing so, we want to prepare our company for a sustainable future and address megatrends such as climate change and urbanization. Electrification and the need to reduce carbon emissions are key topics in this energy transition, in which we intend to become an active participant.

### Mabanaft Invests in Ammonia Production Facility

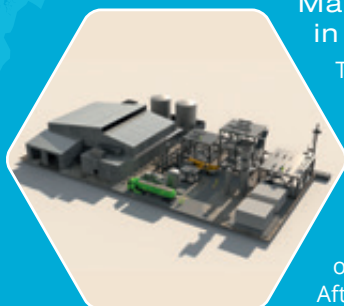
Mabanaft will become ammonia offtaker and operating partner in Gulf Coast Ammonia LLC (GCA), a special-purpose entity owned and controlled jointly by an affiliate of Starwood Energy (69 percent) and Mabanaft (31 percent).

GCA has commissioned the construction of a state-of-the-art ammonia production plant in Texas City, with an annual capacity of approx. 1.3 million metric tons, scheduled to start operations in 2023. Ammonia is a chemical compound of nitrogen and hydrogen, which is mainly used for fertilizer production. However, there is a significant growth potential for use in the chemical industry and possibly also as fuel.



### Marquard & Bahls Acquires a Minority Stake in Nordic Blue Crude

The Norwegian company is on its way to establishing the first Power-to-Liquid project on an industrial scale. Currently, Nordic Blue Crude is engineering its "E-Fuel 1" plant in Herøya, an industrial park located 150 km southwest of Oslo, with a production capacity of 10 million liters of synthetic hydrocarbons per year, using renewable electricity, water and CO<sub>2</sub> as feedstocks. The produced blue crude is carbon neutral and offers a 100% reduction in CO<sub>2</sub> emissions compared to fossil fuels. After the refining step, the product mix will consist of kerosene (jet fuel), diesel, naphtha and wax.



## INNOVATION

Innovative strength and the ability to adapt to changing market requirements are of immense importance if we are to continue to be successful in the future. Oiltanking continued its innovation initiatives also in 2019 and explored opportunities in market segments adjacent to its core business. 102-15

### Innovation Workshop at Oiltanking in Brazil

The Oiltanking team in Vitória, Brazil, organized an innovation workshop on 23 May. The workshop provided tangible results: Participants developed five projects, including a health program for employees and the installation of solar panels on the terminal site, which are now being further developed and tested for feasibility.



## RISK MANAGEMENT

One of the greatest challenges as we pursue our strategy of long-term growth is to limit the manifold financial, operational and HSSE risks. That is why we work based on a permanent and thorough risk-management scheme that individually evaluates all risks and defines tailor-made mandates, tasks and responsibilities. All risks – including social and environmental ones – are evaluated for all subsidiaries. Key risks that could impact our future business performance are summarized in the following. These risks include currency turbulence, a renewed flare-up of the international financial crisis, political conflicts and military clashes – especially in oil-producing countries – and the resulting tensions on the global oil markets. Other risks include rising prices for natural resources and purchased energy, environmental and natural catastrophes, the effects of climate change and an increase in country-specific risks. The year 2020 also teaches us about the risks of a global pandemic such as the coronavirus, which could endanger not only the health of our employees but also our business. However, we are convinced that we will emerge stronger from this crisis in several areas. 102-11

### ▶ Trading Risks

102-11, 102-15

For Mabanaft, relevant trading risks are those caused by volatility in commodity prices, currency exchange rates and interest rates. Oil markets remained unstable in 2019. Trade tensions between the USA and China reduced the flow of goods and dampened growth in demand for oil from industry and the transport sector. On the supply side, the steady increase in US crude oil and natural gas production offset efforts undertaken by the Organization of the Petroleum Exporting Countries (OPEC) and its allies to balance the market. Both factors ensured that the average price of Brent futures contracts in 2019 was lower than in the previous year. Overall, the market was characterized by oversupply. Unexpected events such as the rocket attacks on Saudi Arabian refineries, geopolitical tensions in the Middle East, contaminated crude oil coming into Europe via the Druzhba pipeline and tightened regulations resulted in short-term volatility, however. We counter trading risks in our markets through systematic use of financial market instruments such as derivatives and futures; Mabanaft hedges against bad debts through credit insurance, bank collateral, or the settlement of commodity futures transactions through segregated brokerage accounts. Controlling makes sure that the established rules are followed.

### ▶ HSSE Risks

Our main HSSE risks arise from working with highly flammable substances as well as environmentally harmful and sometimes toxic products. The activities tank storage logistics and aviation fuelling are especially exposed to these hazards, as are the service station and end-consumer businesses. Preventing potential hazards resulting from this, such as accidents, leakage or fire, is therefore a special focus of risk management at Marquard & Bahls and the Operating Units. Based on detailed regulations, site-specific risk assessments, an operating instruction for which regular training is carried out, as well as clear communications and detailed reporting, the line management and HSSE teams foster a proactive safety culture. To this end, the Group Function HSSE & Sustainability along with the responsible employees at the level of the Operating Units work together closely. A careful investigation of incidents and near-misses as well as uncertain conditions and behaviors is an essential success factor for continuous improvement and hence for avoiding incidents with similar causes.

## SUPPLIER & CUSTOMER RELATIONS

It is part of our understanding of values that trust forms the basis for long-term business relationships and that we honor commitments we have made. We treat our suppliers with respect and cultivate honest dealings with everyone involved in the business processes. We strive for responsible conduct not only at our own sites, but across the entire supply chain. The diversity of our company is reflected in the broad spectrum of our suppliers, ranging from vendors of technical equipment for our tank terminals to office equipment suppliers. Internal supplier lists increase transparency in the quality and performance of our business partners, with the ultimate goal of giving our customers excellent products and services. The project launched at Oiltanking in 2017 to systematize and, where appropriate, centralize global purchasing and procurement processes while considering sustainability criteria was further continued last year.

102-15

We also place great importance on safe working practices for contractors' employees on our sites. At Oiltanking, an integrated contractor management program has been in place for many years. It is described in more detail in the section "Occupational Health & Safety". Building long-term cooperative partnerships with our customers is another key strategic priority. Our employees play a central role in ensuring the satisfaction of our customers. Responsible and dedicated teams guarantee excellent services, which in turn lead to customer loyalty. We therefore feel it is important that our employees can make decisions autonomously, enabling them to respond flexibly to customer requests.







## ENVIRONMENTAL PROTECTION

We always strive to prevent product releases, minimize our environmental footprint and use resources efficiently. At the same time, we aim to reduce our relative energy and water consumption, reduce ozone-depleting emissions and further optimize our waste and wastewater management.



## Key Performance Indicators

# ENVIRONMENTAL PROTECTION

	2017	2018	2019	Change 2018/19
<b>Product Releases</b>				
Number of incidents with product releases according to API RP 754	29	32	35	+ 9.4 %
Number of product releases according to API RP 754 per 1 million tons of throughput	0.13	0.15	0.15	→
Total volume of product released in m <sup>3</sup> according to API RP 754	226	62	246	+ 296.8 %
Thereof share of unrecovered product in %	8 %	34 %	21 %	- 37.6 %
<b>Energy Consumption</b>				
Total amount of direct and indirect energy consumption in GJ (Scope 1 & 2)	2,188,826 *	2,233,846	2,144,308	- 4.0 %
Thereof direct energy consumption in GJ (Scope 1)	1,176,887 *	1,246,958	1,173,716	- 5.9 %
Thereof indirect energy consumption in GJ (Scope 2)	1,011,939	986,888	970,592	- 1.7 %
Relative energy consumption of the OT tank terminals in MJ per ton of throughput	8.5	8.9	8.3	- 6.9 %
<b>Carbon Footprint &amp; Emissions</b>				
Total CO <sub>2</sub> e emissions in t	394,898	348,210	396,914	+ 14.0 %
Direct CO <sub>2</sub> e emissions Scope 1 in t	77,320	82,852	77,701	- 6.2 %
Indirect CO <sub>2</sub> e emissions Scope 2 in t	159,875	151,439	145,590	- 3.9 %
Indirect CO <sub>2</sub> e emissions Scope 3 in t	157,703	113,919	173,623	+ 52.4 %
Transport-related CO <sub>2</sub> e emissions, by means of transport in t	163,175	118,873	176,488	+ 48.5 %
CO <sub>2</sub> e emissions caused by air travel in t	11,766	13,062	7,507	- 42.5 %
Relative CO <sub>2</sub> emissions of the OT tank terminals in kg per ton of throughput	1.01	0.98	0.93	- 5.1 %
Relative VOCs of the OT tank terminals in g per ton of throughput**	25.0	27.8	25.3	- 9.0 %
<b>Conserving Natural Water Resources</b>				
Total water consumption in m <sup>3</sup>	1,007,236	1,084,676	945,600	- 12.8 %
Thereof drinking water in tank storage activities at OT	25 %	26 %	30 %	↗
Relative water consumption in tank storage activities at OT in liters per cubic meter capacity	33.2	35.4	31.1	- 12.1 %
<b>Waste and Wastewater Management</b>				
Total amount of waste in t	58,793	41,984	43,105	+ 2.7 %
Relative production of hazardous waste of the OT tank terminals in kg per cubic meter capacity	0.71	0.63	0.61	- 3.2 %
Total amount of industrial wastewater in m <sup>3</sup>	646,568	525,131	548,968	+ 4.5 %
Relative industrial wastewater of OT tank terminals in liters per cubic meter capacity	31.7	26.1	27.7	+ 5.9 %
* Corrected after publication of the Sustainability Report 2017				
** O&M tank terminals excluded				

## NEXT MILESTONES



Development of strategies to avoid CO<sub>2</sub> emissions at the level of the Operating Units



Development of a tool to assess water risks at operating locations



Drafting of a wastewater management standard for tank terminals

# ENVIRONMENTAL PROTECTION



We are well aware that our business activities pose potential risks to the environment and that we rely on resources such as energy, water and building materials. We must therefore make every effort, now and in the future, to keep any negative impact on the environment as low as possible. To achieve this, we have set high environmental standards for ourselves.

102-15, 103-1,  
103-2, 103-3

## ENVIRONMENTAL MANAGEMENT

Environmental issues are an integral part of our HSSE management system. Our policy on HSSE stipulates that we use energy and raw materials efficiently, avoid environmental pollution, and promote environmental awareness among our employees so as to minimize harmful influences. For many years now, we have been recording the frequency of product releases and their volume, the amount of energy and water used and the waste produced at our sites and have established corresponding KPIs that enable us to better identify and evaluate our development. Last year, we conducted a critical review of our KPIs in the area of environmental protection. In the course of this review, they were improved or redefined and extended to other business areas. For example, we calculate not only the relative energy and water consumption in tank storage logistics, but also in aviation fuelling. From now on, we will bundle the growing number of specific sustainability KPIs in internal dashboards, which will provide site-specific data and will gradually be made available to the Operating Units.

102-11

## SPILL PREVENTION

### ▷ Product Releases

Given the nature of our business activities, the prevention of product releases is a top priority for us. Modern facilities and efficient workflows, combined with preventive maintenance programs, serve to minimize the risk of spills. If product releases nevertheless occur, we are prepared to recover the product quickly and effectively. We document every product release, no matter how small.

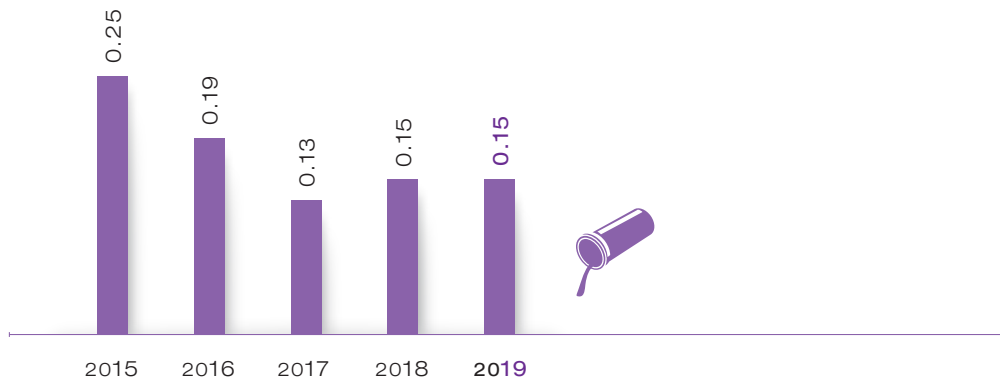
Since 2019, we have been reporting on product releases and fires in accordance with the API Recommended Practice (RP) 754, Process Safety Performance Indicator for the Refining and Petrochemical Industries. The use of this reporting standard allows us to better compare the indicator across the industry. In accordance with this standard, 35 leaks were counted as a "Loss of Primary Containment" last year\* (2018: 32).

A total product volume of 246 m<sup>3</sup> (2018: 62 m<sup>3</sup>) was released at our sites, but 194 m<sup>3</sup> of this amount was recovered. The largest product leakage of 190 m<sup>3</sup> of gasoline occurred at a tank terminal in Singapore due to small-scale tank bottom corrosion. Immediate reaction to the

\* An unplanned or uncontrolled release of any material from primary containment, including non-toxic and non-flammable materials such as steam, hot water, nitrogen, compressed CO<sub>2</sub> or compressed air. In accordance with API RP 754, incidents are counted that resulted in direct costs of more than USD 100,000 (Level 1) and USD 2,500 (Level 2).

102-15 leakage alarm prevented greater damage from occurring. It was possible to recover 130 m<sup>3</sup> of product from the drainage channels and steps were taken to ensure that no product got into surface waters. Appropriate remediation measures such as excavation of the soil were initiated for the unrecovered amount of 30 m<sup>3</sup>.

In addition to the total volume, we measure the number of product releases in relation to throughput in millions of tons. In 2019, this rate was unchanged from the previous year at 0.15.



**Fig. 12: Number of product releases in accordance with API RP 754 per million tons of throughput**

▷ **Precautions in Case of Spills in Water**

102-13 As a shareholder in OSRL, the world's largest oil spill response organization, Marquard & Bahls receives professional support in the event of major oil spills. OSRL was founded in 1984 and is wholly-owned by international oil companies. All the relevant Oiltanking sites have developed scenario-specific contingency plans and conducted practical training programs. Marquard & Bahls is also a member of OCIMF, a voluntary association of oil companies. OCIMF aims to ensure the safe and ecologically responsible operation of oil tankers and tank terminals.

▷ **Ship Charter Policy**

To prevent petroleum products being transported by ships that do not meet our standards, Mabanaft has a Ship Charter Policy that defines detailed minimum requirements for the clearance of chartered or accepted ships (C-term purchases). The primary objective is the safe transport of the products as well as strict compliance with the requirements for the international tanker sector. In terms of their requirements, many of the criteria go beyond minimum legal standards. To enable a quick and up-to-date assessment of ships in accordance with this policy, we have commissioned a customized web-based information system which has been in use for many years. In 2019 the Ship Charter Policy was completely reviewed.

## ENERGY SAVING & CLIMATE PROTECTION

As a company that operates in energy logistics, trading and supply, we see it as our responsibility to contribute to climate protection and to follow the path towards clean energy and efficient use. This path presents challenges such as reducing energy consumption at our own facilities, while at the same time offering opportunities and new business prospects for alternative and renewable energies.

103-1, 103-2, 103-3

### ► Energy Consumption

We use direct forms of energy such as natural gas, heating oil and fuels to operate our sites as well as operational vehicles such as road tankers. Indirect energy – mainly electricity – is used, among other things, to operate product pumps, lighting, and hydrant systems for our aircraft fuelling systems as well as the servers and computers in our offices around the world. Other indirect energy sources that we use include district heating and, to a lesser extent, imported steam.

302-1, 302-3, 302-4

In 2019, our absolute energy consumption was 2,144,308 gigajoules (GJ), which represents a slight decrease (2018: 2,233,846 GJ). At Oiltanking, absolute energy consumption increased, while energy consumption at the Mabanaft Group decreased significantly following the sale of the service station business in Moldova, thus contributing positively to the overall result.

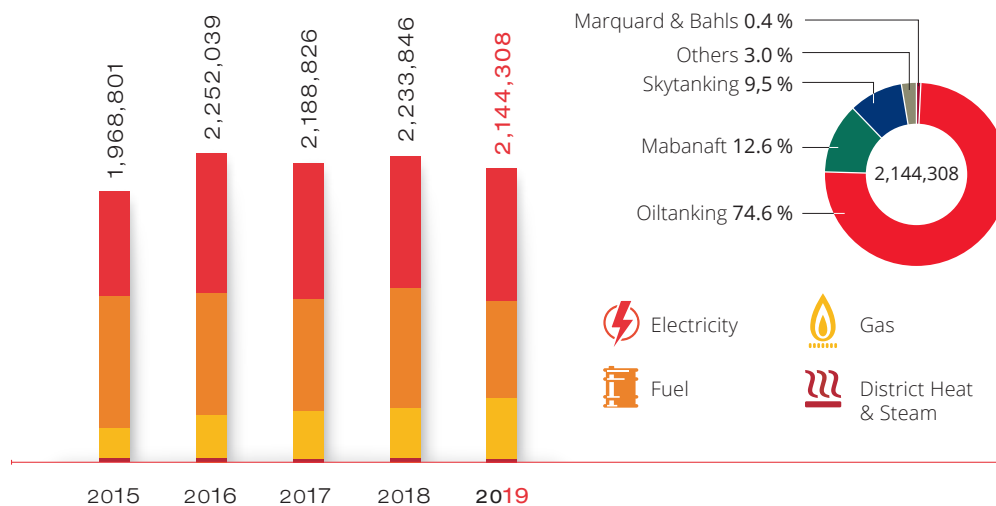


Fig. 13: Absolute energy consumption by type and company in GJ

302-1, 302-3,  
302-4

Total energy consumption includes the consumption at all subsidiaries. In addition to natGAS, Petronord's more than 240 automated service stations and 55 automated stations operated under the name OIL! tank & go in Denmark are an exception to this rule. Their data is not or only partly included because their energy consumption cannot be measured separately as they share sites with other owners, or the energy costs are covered in the rental agreement. Where possible, we have included estimates in place of missing information. We also exclude facilities currently under construction. In order to provide a complete picture, we have included all of our joint ventures. Outside the organization, fuel is mainly used for product transports. Usually, we do not get absolute consumption figures from external service providers, but calculate the CO<sub>2</sub> emissions as stated in the "Emissions Related to Product Transport" section, based on the quantities and distances transported.

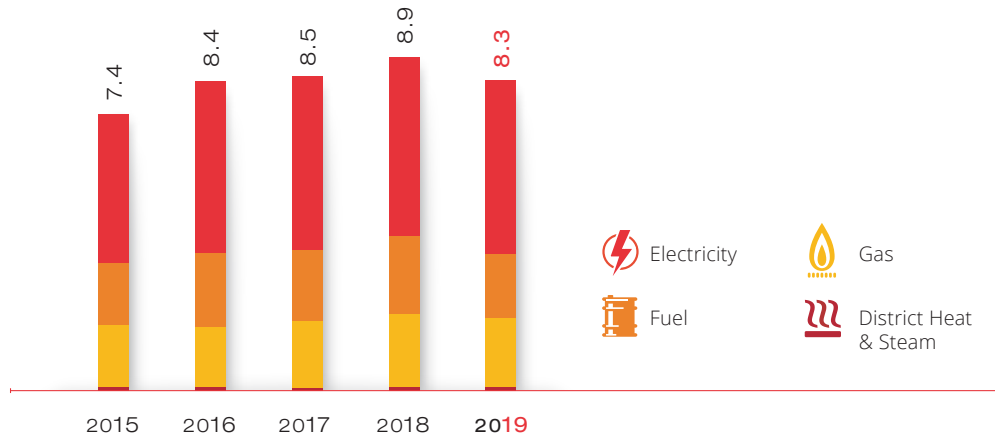
At our company headquarters, both the holding offices of the subsidiaries and Marquard & Bahls AG itself are supplied with 100 percent green electricity. In addition, electricity from renewable sources is currently purchased at 24 locations and various OIL! filling stations. We generate our own electricity in only a few cases, such as at the IOT biogas plant in Namakkal, India. Further information can be found in the section on "Renewable Energies & Alternative Products."

Due to the diversity of our Group, there is limited comparability between our companies' consumption figures. We therefore report at this point the principal consumptions arising from our tank storage activities compared with throughput. We have revised the calculation of this established rate in 2019 – also backdated – and at the same time transferred it to other business areas for internal use.

Fig. 14 shows that last year, an average of 8.3 mega joules (MJ) was needed by tank storage activities to handle one ton of product and that the relative consumption declined as compared to the previous year (2018: 8.9 MJ). Energy consumption at the operational tank terminals remained stable overall, whereas total throughput increased. This is partly due to the fact that energy-intensive tank terminals expired by contract for operation and management at the end of 2018, such those in India, or were sold during 2019, such as in Tallinn, Estonia, while other energy-efficient tank terminals such as the one from Jurong Port Tank Terminal in Singapore were added.



We have summarized additional more detailed consumption figures in year-on-year comparisons on the key figures page at the beginning of the chapter.



**Fig. 14: Relative energy consumption in the areas of tank storage (MJ per ton of throughput)**



With this development in 2019, we have come closer to our long-term goal of significantly reducing relative energy consumption. We will work to improve continuously in the coming year, for example by rolling out our Energy Saving Guideline to other locations and incorporating recommendations into the specifications for new tank terminals.

**► Energy Savings**

Pumping operations at the tank terminals require the most power across the Group. Our detailed Oiltanking Energy Saving Guideline provides background information and practical recommendations for identifying potential savings and taking measures to increase energy efficiency. Once again in 2019, many of our sites identified new savings potential and implemented measures. The Oiltanking locations in Ghent, Belgium, and Singapore, for example, installed solar panels on their office buildings or tank storage areas. Separate initiatives such as Oiltanking's "Green Spots", Skytanking's "Green Airport" in Turkey and an all-encompassing Skytanking energy efficiency project are just a few examples from last year. These initiatives will be intensified in 2020. In addition to the specific measures, raising employee awareness is also an important element. The tank terminal in Etén, Peru, for example, conducted an energy-saving training.

302-4, 302-5



## GREEN SPOTS INITIATIVE

Oiltanking plans to integrate sustainability to an even greater extent in its core activities and follow the sustainability approach of Marquard & Bahls. Sustainability was therefore defined as a key enabler in the new corporate strategy. The new Oiltanking "Green Spots" initiative is designed to promote Oiltanking's own environmental projects and strengthen cooperation and exchange among tank terminals worldwide.



### Kick-Off

In February 2019, the Green Spots kick-off workshop was held at the Oiltanking tank terminal in Ghent. A lot has happened since then: The two pilot tank terminals selected to test the integration of green spots – Amsterdam and Terneuzen – have drawn up detailed action plans for the coming years.



### Areas of Action and Potential

The scope of possible fields of action is wide: These include LED lighting, optimization of vapor recovery units (VRUs), solar panels, waste separation, solar-heated boilers, ship-to-shore power supply and frequency converters.



### Next Steps

The project team, consisting of employees from the Dutch tank terminals, Oiltanking headquarters and the Marquard & Bahls Sustainability team, is now working on a global framework for "Green Spots" in order to systematically extend the project to other tank terminals. A strategy as well as initial communication materials, a video and posters have already been developed.



► Carbon Footprint and Other Air Emissions

We calculate the annual carbon dioxide (CO<sub>2</sub>) footprint of the entire group of companies. In accordance with the Greenhouse Gas Protocol (GHG Protocol), we do so by calculating the total quantity of the six greenhouse gases listed in the Kyoto Protocol, measured in tons of CO<sub>2</sub> equivalent (CO<sub>2</sub>e). In our case, these are primarily CO<sub>2</sub>, methane (CH<sub>4</sub>) and nitrous oxide (N<sub>2</sub>O). To gain a comprehensive picture of our impact on the climate, we include 100 percent of the emissions from all subsidiaries and joint ventures. The only exceptions are the sites already referred to in the section “Energy Consumption”, which were unable to report their energy consumption. Other air pollutants such as nitrogen dioxide (NO<sub>2</sub>), sulphur dioxide (SO<sub>2</sub>) emitted by third-party shipping, or volatile organic compounds (VOCs) from our tank terminals, are recorded separately. We calculate the greenhouse gas emissions based on the latest Intergovernmental Panel on Climate Change (IPCC) emission factors and the GHG Protocol. In the case of emission factors for electricity, we take the energy mix of various countries into consideration.

103-1, 103-2, 103-3

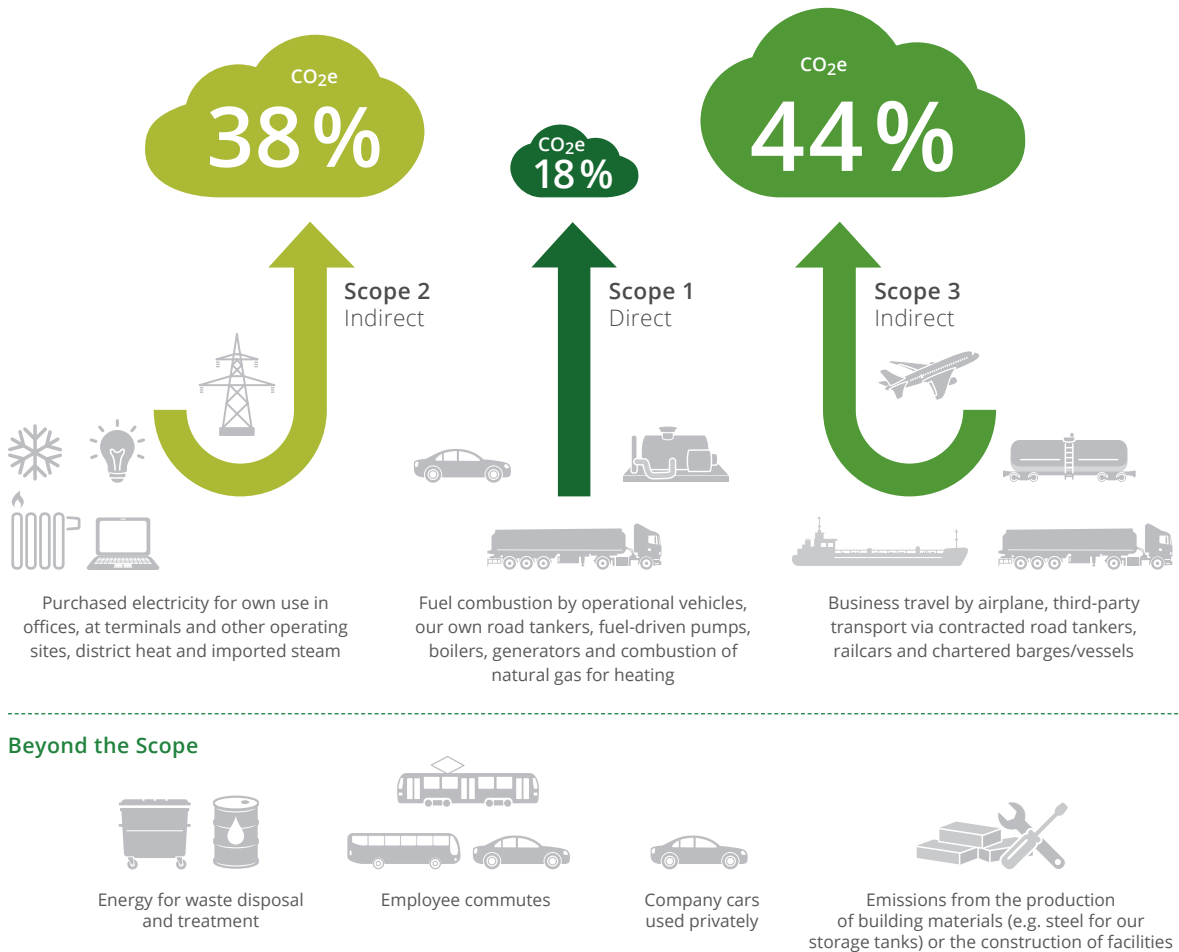


Fig. 15: Reporting scopes for greenhouse gas emissions at Marquard & Bahls

▷ Direct and Indirect Greenhouse Gas Emissions

302-2, 305-1,  
305-2, 305-5



In 2019, direct and indirect CO<sub>2</sub>e emissions totalled 396,914 tons (2018: 348,210 tons), increasing our CO<sub>2</sub>e footprint by 13.8 percent. This is primarily due to an increase in Scope 3 transports commissioned in the trading sector. Compared to the previous year, emissions caused by our electricity consumption were again reduced slightly. Our goal continues to be to reduce our emissions to an absolute minimum.

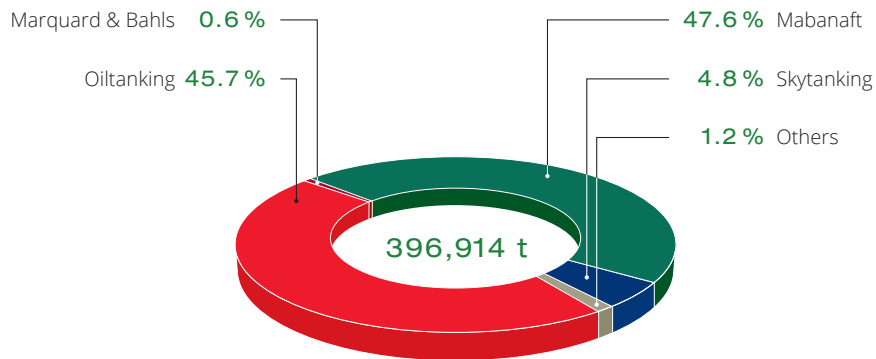


Fig. 16: Total CO<sub>2</sub>e emissions by company

To ensure our carbon emissions are in relation to our business activities and to better understand the correlations in our energy consumption, we have introduced new KPIs in particular for tank storage logistics. From now on, we will calculate Scope 1 and 2 CO<sub>2</sub> emissions in relation to throughput. Last year, Oiltanking generated 0.93 kilograms CO<sub>2</sub> per ton of throughput (2018: 0.98).

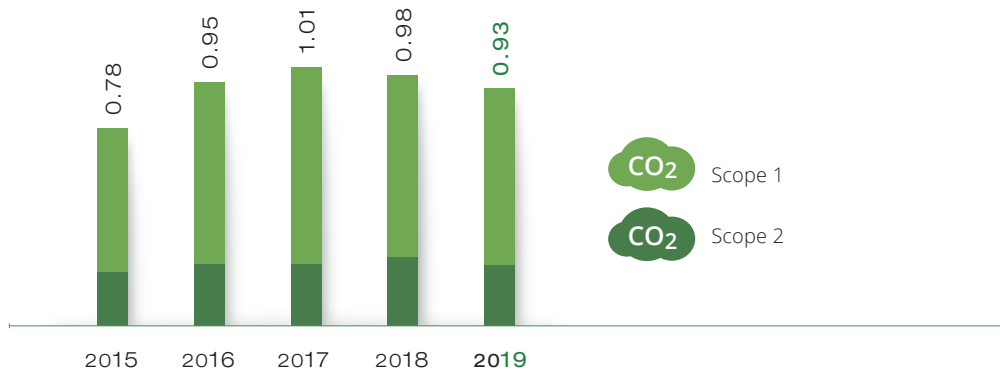


Fig. 17: Relative CO<sub>2</sub> emissions from the tank storage activities (CO<sub>2</sub> from Scope 1 and 2 in kilograms per tons throughput)

► Emissions Related to Product Transport

Marquard & Bahls subsidiaries transport products by road tankers, railcars, barges and sea-going vessels. We always strive to identify and use the types of transport with the least impact on the climate and continue to place a strong focus on transportation by water, since this is the most efficient option. We calculate the emissions of time-chartered ships and our fleet of road tankers under Scope 1 and the emissions of service providers that transport our products under Scope 3. To reduce emissions from our own road tanker fleets at Petronord subsidiaries and Thomas Silvey, we invest in latest-model vehicles with energy-efficient engines and in some cases carry out training programs for fuel-efficient driving. At OIL! Tankstellen, road tankers from reputable third-party companies with fuel-efficient fleets are contracted to deliver fuel to the service stations. With regard to marine transport at Mabanaft, we have included emissions from chartered vessels, but not from vessels that were chartered by third parties, as these are beyond our scope of influence. For 2019, our calculation includes 91 transports with chartered sea-going vessels (2018: 89) and 1,632 transports in Germany alone (2018: 1,287) with 129 different inland barges. When chartering sea-going vessels, Mabanaft takes the energy efficiency of the ships into account whenever possible. The largest share of shipments is made up of sea-going ones.

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305-2, 305-5

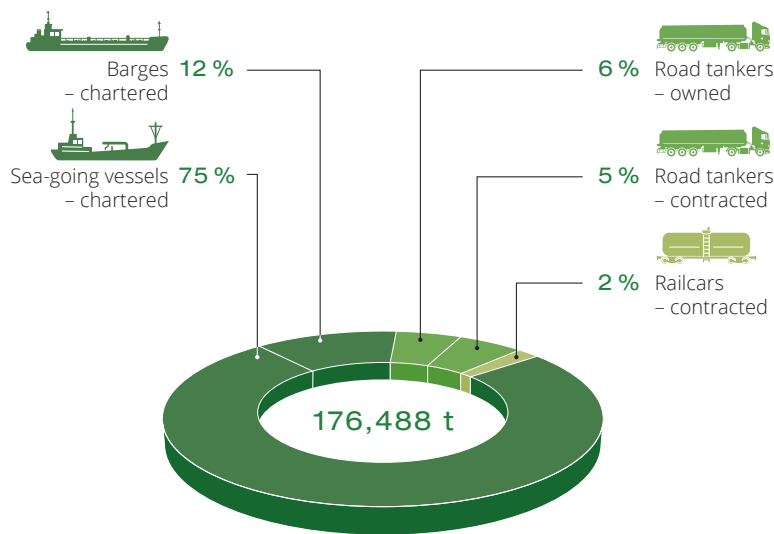
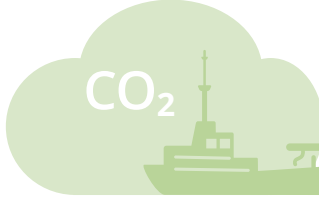



Fig. 18: Transport-related CO<sub>2</sub>e emissions by mode of transportation

87 %  of emissions originate from transport by water 

To calculate CO<sub>2</sub>e emissions, we use emission factors if data on total consumption is available. To calculate the transports carried out by third-party contractors, we have chosen the Business Solution of the Ecological Transport Information Tool (EcoTransIT World) as the most informative and detailed tool. EcoTransIT was developed by the Institute for Energy and Environmental Research (IFEU) in Heidelberg, the Öko-Institut (Institute for Applied Ecology) in Berlin, and the Ingenieurgesellschaft für Verkehr und Eisenbahntechnik (IVE mbH, a consulting company for traffic and railway engineering) in Hannover.

305-3

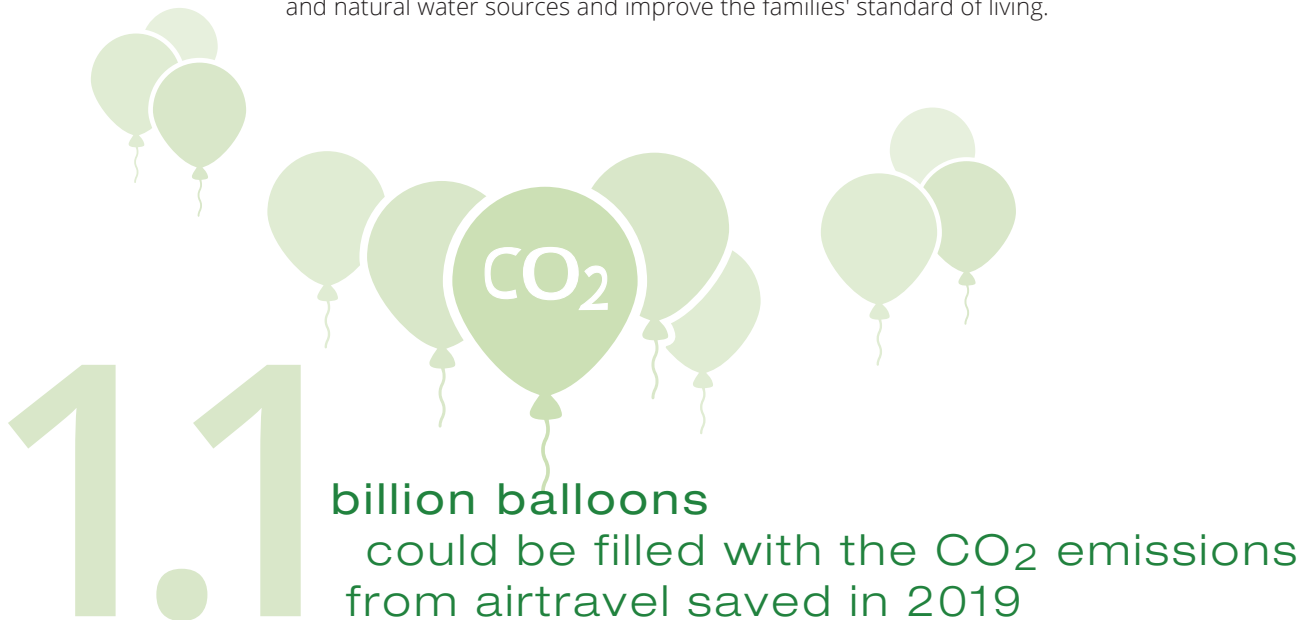
▷ Emissions from Business Travel



Due to the international nature of our business, employee business travel by air is unavoidable. Our goal is to plan the safest and fastest possible routes and to keep air travel to a minimum. In 2019, employees of Marquard & Bahls and its subsidiaries circumnavigated the earth 660 times by airplane (2018: 925 times). The CO<sub>2</sub> flight emissions were calculated by Atmosfair gGmbH based on data provided by Marquard & Bahls. This comprehensive method takes into account the effects of different air pollutants at high altitudes, as well as the aircraft, engine types, and booking class. In 2019, 7,507 tons of CO<sub>2</sub>e emissions were generated by air travel within the Group as a whole, which is a significant reduction of 42 percent compared to the previous year (2018: 13,062 tons). 2,415 tons were caused by flights of holding company employees (2018: 3,501 tons), of which 1,265 tons were caused by Marquard & Bahls employees (2018: 1,395 tons). Reasons for the decrease include a cost-cutting program at the holding company, which also affected business travel, and less travel-intensive international projects at the Operating Units.

Company cars used primarily for business purposes, such as those of the OIL! Tankstellen field staff, are included in Scope 1. Company cars that are predominantly used privately were not included in our emissions calculations. To further reduce the CO<sub>2</sub>e emissions caused by business travel, we will continue to expand our video-conferencing systems worldwide.

In addition, emissions from air travel by Marquard & Bahls AG employees are offset through the planting of new trees in a “Plan Vivo” certified reforestation project in Nicaragua. The project that has been selected is a community-based reforestation initiative that brings together small farming families. The objective is to preserve the forests with their biodiversity and natural water sources and improve the families' standard of living.

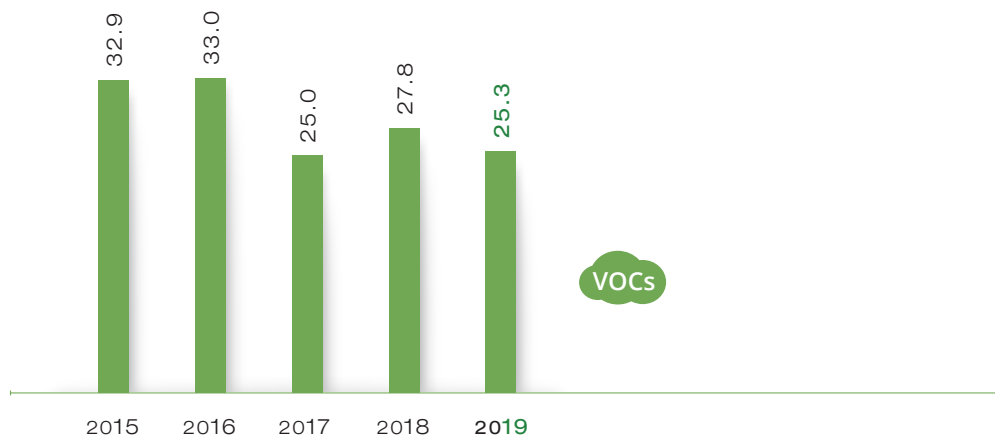


### ▷ Ozone-Depleting Emissions

Our activities do not cause significant emissions of nitrogen oxides, sulphur oxides or ozone-depleting substances, which are mainly emitted upstream in the value chain during the cooling or flaring processes. Volatile organic compounds (VOCs) can, however, be formed at our tank terminals during tank breathing as well as during loading and unloading. The control and minimization of product vapors is of great importance in terms of their negative impact on health and the environment. It is also economically important to avoid product losses. To this end, internal floating roofs have been installed on the vast majority of tanks containing volatile products. The floating roofs prevent evaporation by covering the surface of the liquid. Other techniques used by Oiltanking to reduce emissions are vapor balancing, vapor treatment and vapor recovery systems, which have been installed at many sites. In 2019, Oiltanking developed a new technical standard to ensure that our strict requirements for reducing and controlling VOCs are implemented in the construction and conversion of tank terminals.

305-6

VOC emissions were calculated for 2019 at 26 Oiltanking locations. The measured amount of VOCs emitted in relation to tank terminal activity was 25.3 grams per metric tons of throughput and improved compared to the previous year (2018: 27.8 grams/tons). This is due to reduced VOC levels at some sites.



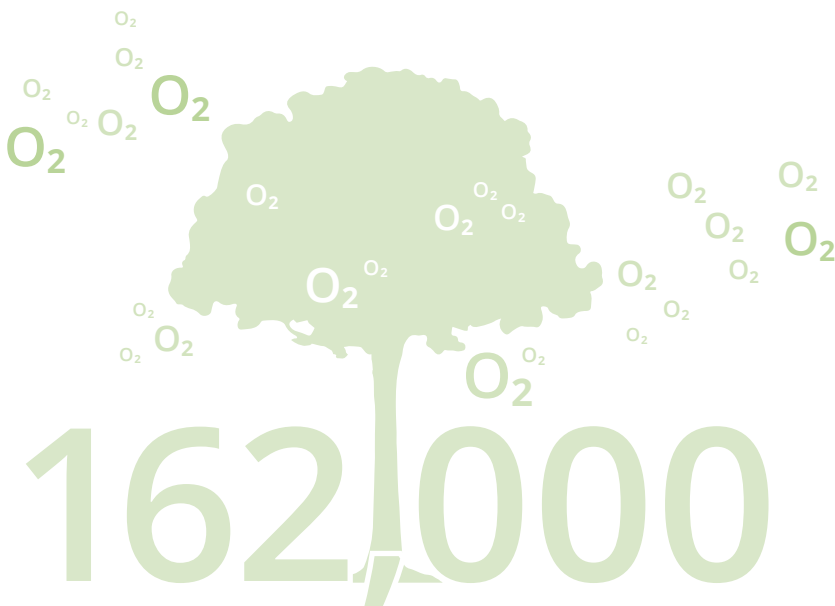
**Fig. 19: Relative VOCs of Oiltanking tank terminals (O&M excluded) in grams per ton of throughput**

It is critical to point out that not all Oiltanking tank terminals report VOCs on an annual basis. Additionally, the data is based on complex calculations, as the emissions are highly dependent on various factors such as the vapor pressure of the product, the size, paint, and insulation of tanks, the average ambient temperature and the efficiency of the vapor recovery system. A special infrared gas detection camera can be used by the European tank terminals to detect escaping VOCs. In this way, even the smallest gas leaks can be identified and repaired, further minimizing emissions.

305-7 Ships are often the most environmentally-friendly mode of transport. Nevertheless, since ships often use sulphurous bunker fuel, their use generates significant volumes of nitrogen oxides (NO<sub>x</sub>) and sulphur oxides (SO<sub>x</sub>). NO<sub>x</sub> and SO<sub>x</sub> can contribute significantly to environmental problems such as acidification, nutrient enrichment and summer smog, and are among the substances that are toxic for humans. The ships we chartered were responsible for emissions of 2,197 tons of nitrogen oxides (NO<sub>x</sub>) (2018: 1,299 tons) and 1,406 tons of sulphur dioxide (SO<sub>2</sub>) (2018: 578 tons) in 2019. In addition, 142 tons of non-methane hydrocarbons (NMHC) (2018: 82 tons) and 195 tons of particulate matter (PM) (2018: 73 tons) were emitted during the sea transport of the products. These figures are based on the IFEU Ecotransit method, which was also used to calculate the CO<sub>2</sub>e emissions caused by third-party transport.

▶ **Climate Protection Initiative**

In 2008, Mabanaft, Petronord, and OIL! Tankstellen launched the Initiative Pro Klima to balance climate protection with trading activities. Its efforts focus on three core areas: The range of energy-efficient products, consulting on environmentally relevant energy issues and the promotion of climate protection projects, especially in the area of reforestation. In cooperation with various partners, more than 162,000 new trees have been planted in German forests to date.



of our **tree plantings** in Germany will produce breathing air for 1.8 million people in the future

### New trees in Nordrhein-Westfalen

To mark the anniversary year of the Herbern sports club, which is supported by Petronord company Schmidt Energiehandel, a tree planting campaign was organized on 30 October, 2019 under the motto "100 years, 100 trees". The new trees, mainly field and maple trees with a stately size of up to four meters, were planted on an area of the municipality of Ascheberg, directly next to the SV Herbern sports field.



## ► Renewable Energy & Alternative Products

### Biogas

Our biogas plant in Namakkal, India, managed by IOT Infrastructure & Energy Services since last year, has been producing biogas from organic residual and waste materials since 2012. The biogas plant makes exclusive use of organic waste materials, chicken manure and agricultural residues. In addition to the production and marketing of its own organic fertilizer, the plant produced almost 6,000 MWh of electricity last year, thereby contributing to the electricity supply of more than 7,000 inhabitants in India.

### Wood Pellets

Some retail companies in the Petronord Group offer their end customers wood pellets as part of their product range. Burning wood for energy is CO<sub>2</sub>-neutral and therefore has less impact on climate change than fossil fuels, as it only emits the CO<sub>2</sub> that was previously stored in the tree.

### Premium KlimaPlus Heating Oil

With their Premium KlimaPlus heating oil, some Petronord retail companies offer a product that ensures the CO<sub>2</sub> emitted by heating systems is saved elsewhere through the use of climate-friendly technologies. The volume of CO<sub>2</sub> produced by the combustion of the quantity of Premium KlimaPlus heating oil ordered is calculated and a corresponding number of carbon credits are purchased to offset it. The proceeds from the purchase of the carbon credits are used to support climate-protection projects to reduce emissions. For our Petronord Premium KlimaPlus heating oil, the certificates are issued for our IOT biogas plant in the Namakkal region of India.

### Climate Week at Hamburg Headquarters

As part of the Hamburg Climate Week, the Sustainability team informed interested employees how Marquard & Bahls measures the impact of its business activities on the climate and environment. In addition, employees were also able to take part in a film-lunch and select their meal according to its CO<sub>2</sub> footprint.



## CONSERVATION OF NATURAL WATER RESOURCES

103-1, 103-2,  
103-3, 303-1,  
303-3

Water is one of the most valuable and vital resources on earth. Although two-thirds of the earth is covered with water, only about 0.3 percent of it is drinkable and also very unevenly distributed. On top of this there are climate changes and accompanying droughts as well as a growing global water shortage. Given this situation, it is understandable that there is already fierce competition for this highly sought-after resource in many places. Some of our sites are also located in regions that are affected by water shortages or water stress. It is thus all the more important that we contribute to the protection of natural water resources and use the water required for our operational processes efficiently and that we do not have a negative impact on water quality.

Every year, we calculate our total water consumption, including data from all subsidiaries. This does not include consumption data for the Saldanha Bay tank terminal, which was under construction in 2019, and the Oiltanking gas terminal in Antwerp, which uses large quantities of surface water for cooling purposes without compromising water quality or availability. In 2019, the Group's water consumption was 945,600 m<sup>3</sup>, an increase of more than twelve percent over the previous year (2018: 1,084,676 m<sup>3</sup>). The sharp reduction in absolute consumption is mainly due to expiring contracts for operation and maintenance as well as the sale of Oiltanking tank terminals and the sale of the Moldovan service station business Tirex.

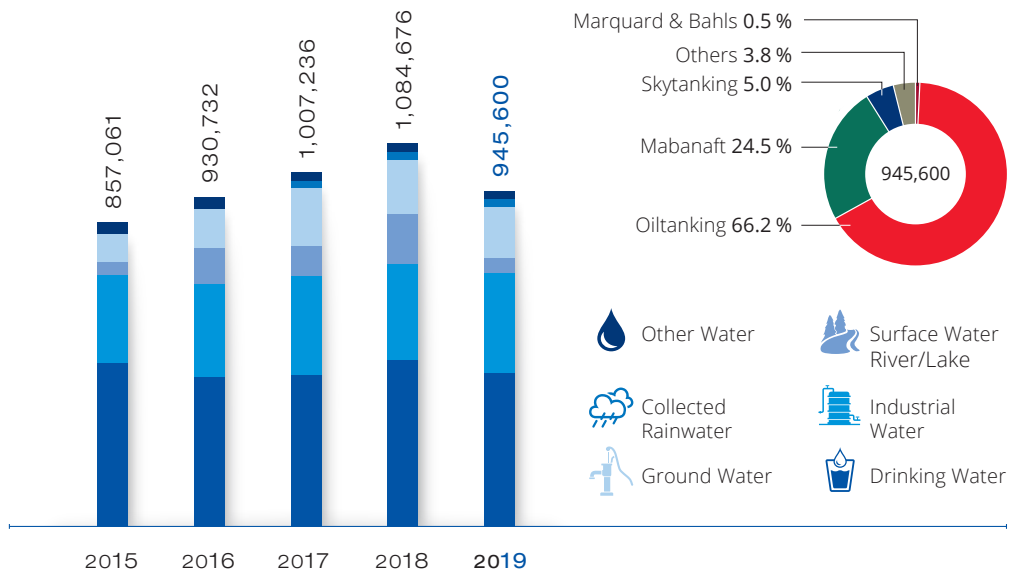
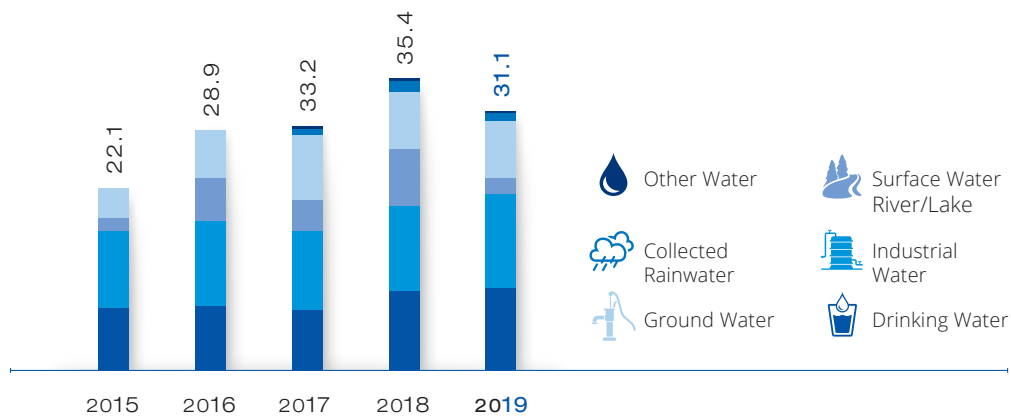


Fig. 20: Total water requirements by source and company in cubic meters



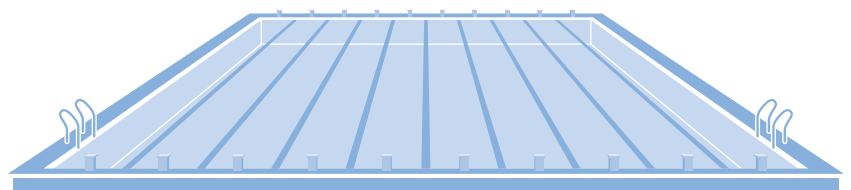
As in the past, the largest share of the water used, 62 percent, is attributable to tank storage activities. Our tank terminals often use fresh water for the cleaning of tanks, hydrostatic tank tests, steam, fire drills and sanitary facilities in the office. Usually, the hydrostatic tank tests have no environmental impact, because the water can still be reused as industrial water after the tests are completed. 303-1

Because Oiltanking uses water so extensively, we have been measuring water consumption in relation to storage capacity for years (Fig. 20). Following a long-term upward trend, water consumption fell significantly for the first time in 2019 to 31.1 l/m<sup>3</sup> (2018: 35.4 l/m<sup>3</sup>). The use of surface water in particular declined sharply, as fewer hydrostatic tests were carried out than in the previous year. In terms of percentage, this had an effect on the share of drinking water in tank storage activities, which fell to 30 percent (2018: 26 percent), while the absolute amount of drinking water used remained stable.




**Fig. 21: Relative water consumption of tank storage activities at Oiltanking (in liters per cubic meters of storage capacity)**

56



Olympic swimming pools could be filled with our water savings in 2019

303-1  To further our goal of reducing the relative water consumption at our Operating Units, we have already integrated water management into Oiltanking's energy saving program and included it in the sustainability e-learning developed in 2017. Areas where water consumption can be minimized include tank cleaning and steam generation in boiler houses.



**Rainwater Collection Basin in India**

Many of our sites have taken targeted measures to reduce the amount of water they use. A water retention basin at the IOT terminal in Raipur, India, for example, ensures the water supply even during the dry season and helps to significantly reduce fresh water consumption.

At the local level, as in India and Singapore, for example, measures have already been successfully implemented to replace drinking water used for industrial activities with rainwater and to recycle cooling water through closed water systems. At OIL! Tankstellen service stations, older car-washing facilities – usually owned by the station operator – are gradually being replaced by water-saving models. The following section on “Waste & Wastewater Management” contains information about the disposal of wastewater.



**Innovative Water-Cooling System for Pumps**

A closed water circuit on propylene and butadiene pumps was recently installed at the Singapore tank terminal (OTCS), where the water is returned to a storage tank after the pumps have cooled down. This installation saves an average of approximately 600 m<sup>3</sup> of water per month. The closed cooling system can run independently even if the drinking water supply is interrupted, making operation even more stable and reliable.

## WASTE & WASTEWATER MANAGEMENT

Currently, over two billion tons of waste are produced each year worldwide – and there is a strong upward trend. And while our world's oceans are gradually beginning to acidify, they are also heavily polluted by improper or non-existent waste and wastewater management. This makes it all the more important for us to make a positive contribution – through efficient waste and wastewater management and the professional conduct of our employees.

103-1, 103-2, 103-3

### ► Waste Production

Hazardous and industrial waste is of fundamental importance in our business. Under hazardous waste, we include all waste with physical properties such as flammability, toxicity or corrosiveness, which require special recycling and disposal, usually in accordance with country-specific requirements. Under industrial waste, we include all waste not normally found in households, such as scrap metal and rubble. In 2019, our business activities caused a total of 45,239 tons of waste (2018: 41,984 tons), about 32 percent of which was hazardous and 68 percent industrial waste (Fig. 22). In order to establish comparability with previous years, waste generated by large-scale construction activities or individual projects is excluded from the total. Moreover, office waste plays a secondary role and is therefore not recorded Group-wide.

306-2, 306-3

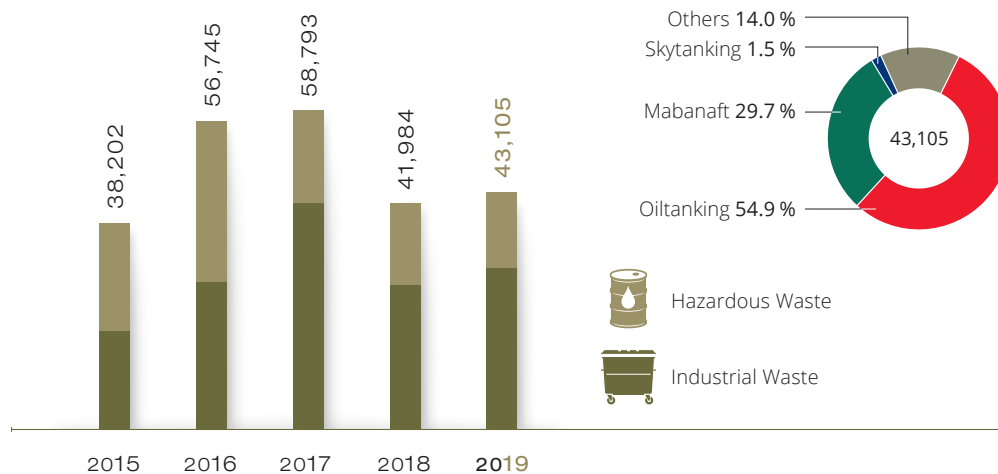
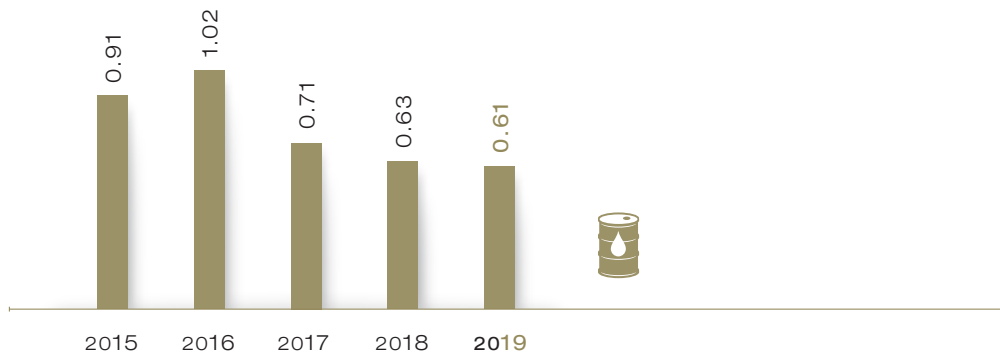


Fig. 22: Total waste by type and company in tons

Split by company, almost 55 percent of the waste volumes are generated by Oiltanking. Close to 30 percent comes from Mabanaft, where the waste is mainly generated in the retail business. Skytanking, at 1.5 percent, is of minor importance compared with the rest of the Group.

306-2, 306-3 A special focus is placed on our hazardous waste volumes, which we set in relation to our business activities. For many years now, Oiltanking has been calculating the ratio of waste to total storage capacity, and the calculation methodology has now been further refined and transferred to other business areas. Based on the new calculations, the relative production of hazardous waste at Oiltanking improved slightly from 0.63 kg/m<sup>3</sup> (2018) to 0.61 kg/m<sup>3</sup> (2019). This rate is closely related to the tank cleaning required by our customers, which has a particular impact on the generation of hazardous waste.



**Fig. 23: Relative hazardous waste production of tank storage activities at Oiltanking (waste in kilograms per cubic meter of storage capacity)**

▷ **Handling and Disposal of Waste**

The majority of the hazardous waste at our plants continues to consist of contaminated water from oil-water separators and residues from tank and pipeline cleaning. It is collected and processed by us or by licensed contractors. When soil is contaminated with products, the soil must be excavated and treated as hazardous waste. Last year it was possible to recycle roughly 33 percent of hazardous waste. Industrial waste is mainly generated by construction activities. As this often relates to packaging and metals, the proportion of recycled material is generally higher. In 2019 it was 65 percent.



**Research on an environmentally-friendly treatment for oil sludge**

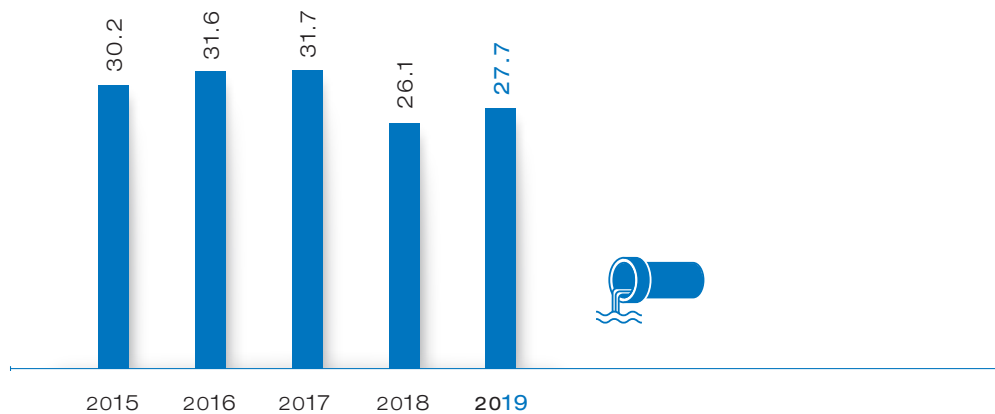
Oil sludges, which are considered as hazardous waste, are in India normally incinerated. Last year, an IOT operated tank terminal in India therefore actively participated in a study to research bioremediation as an environmentally friendly and cost-effective method for the safe treatment of oil sludge.

### ▷ Wastewater Production

The total volume of industrial wastewater discharged in 2019 was 548,968 m<sup>3</sup>, an increase of just under five percent in comparison with the previous year (2018: 525,131 m<sup>3</sup>). The figure also includes the rainwater collected from the tank pits, so there can be meteorological fluctuations. Residues from wastewater processing are classified as hazardous waste and are pumped out by vacuum trucks, treated by external companies and usually recycled.

306-1, 306-3

Because the majority of industrial wastewater is produced at our tank terminals, we have introduced a new KPI here as well. For this purpose, we calculate the industrial wastewater disposed of in relation to the capacity of the tank terminal. In 2019, 27.7 l/m<sup>3</sup> were treated and for the most part discharged into surface waters. The figure, which is influenced less by operating activities but rather depends on the amount of precipitation in tropical latitudes, rose by almost six percent compared with the previous year (2018: 26.1 l/m<sup>3</sup>).



**Fig. 24: Relative production of industrial wastewater at Oiltanking tank terminals (industrial wastewater in liters per cubic meter of storage capacity)**

### ▷ Wastewater Treatment and Disposal

All of our service stations and our tank terminals use oil-water separators or complex wastewater treatment systems to process wastewater. Samples are regularly taken to monitor the functioning of the wastewater systems and to ensure that safety values are adhered to. At some tank terminals, gravity oil-water separators are combined with coalescing filters, skimmers, activated charcoal filters or strippers to meet all requirements. After treatment and testing, the water at Oiltanking is mainly disposed of in the surface water and discharged into the public sewage system at OIL! Tankstellen.





## OUR EMPLOYEES

We promote equal opportunities and diversity, and invest in the professional development of our employees. We seek to attract qualified, talented employees and retain them long-term.



## Key Performance Indicators

# OUR EMPLOYEES

	2017	2018	2019	Change 2018/19
<b>Our Employees in Numbers</b>				
Average number of employees for the year	7,620	7,890	<b>6,857</b>	- 13.1 %
Proportion of staff in operations	54 %	54 %	<b>63 %</b>	↗
<b>Employee Turnover</b>				
Employees who entered the company	1,253	1,240	<b>1,253</b>	+ 1.0 %
Employees who left the company	879 *	950 *	<b>1,134</b>	+ 19.4 %
Fluctuation rate according to GRI	11.7 % *	12.2 % *	<b>16.5 %</b>	↗
External fluctuation	9.0 %	8.3 %	<b>9.3 %</b>	↗
<b>Absence Rate</b>				
General absence rate	2.6 %	2.7 %	<b>3.1 %</b>	↗
<b>Trainees/Apprentices</b>				
Number of junior staff	83	52	<b>40**</b>	-
<b>Equal Opportunity</b>				
Number of different nationalities in the company	64	64	<b>71</b>	↗
Rate of disabled employees (Germany)	1.5 %	0.7 %	<b>2.1 %</b>	↗
Share of female employees	18.6 %	16.6 %	<b>15.1 %</b>	↘
<b>Working Time Models</b>				
Share of part-time contracts	3.8 %	8.0 %	<b>7.7 %</b>	↘

\* Corrected after publication of the Sustainability Reports 2017 & 2018  
 \*\* Refers only to Germany from 2019

## NEXT MILESTONES



Roll-out of a global values campaign



Further expansion of succession planning and establishment of People Days



Development of a comprehensive performance management concept



## OUR EMPLOYEES

Our employees are the foundation of our success and of our corporate culture. We therefore want to position ourselves as a fair employer with strong ethical principles and support company growth by recruiting qualified employees and providing them with a diverse and healthy working environment.

102-8, 103-1,  
103-2, 103-3

## HR STRATEGY



As the connector between the company and its employees, Human Resources (HR) continued to pursue the overriding goal of recruiting and promoting employees and optimizing internal processes. Trainees, dual students and apprentices were supported as they entered their careers, and various training and development programs were made available to employees in a wide range of fields.

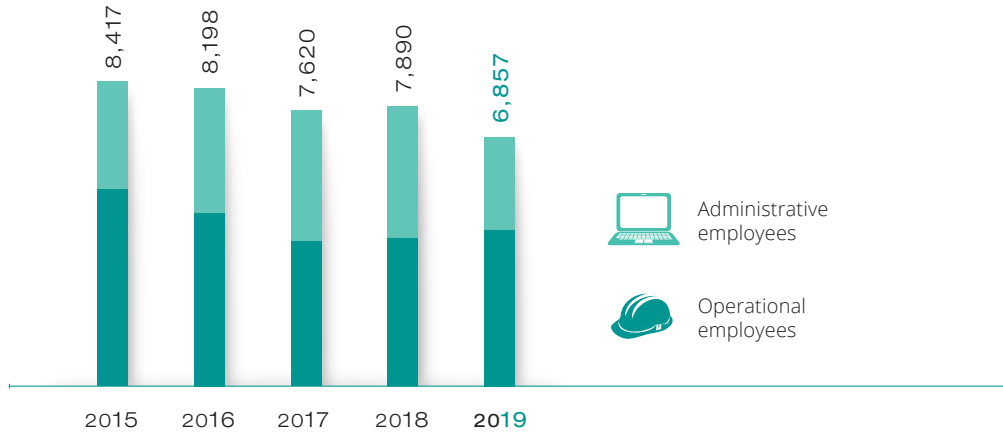
In addition, Human Resources provided support in implementing the new holding governance and the resulting change process. In the course of the reorganization, the Operating Units will in future have their own HR departments, which in turn will be supported by the Business Solutions Center HR with services as well as the development of standards and solutions. However, overarching strategic tasks will continue to be handled by the holding.

Other central projects included the further development of the global HR management system and the hosting of staff events, among other things, to support succession planning in the Operating Units. For the first time, an online platform for language learning was made available to employees worldwide. A new service provider was established to advise and support employees in Germany on issues of daily life.

In addition to the usual tasks in the areas of personnel planning, management, development, and communications, the agenda for 2020 includes the further optimization of HR processes.

## EMPLOYEES IN NUMBERS

At the end of 2019, we employed 6,715 people including the employees from all not fully-consolidated and associated companies (2018: 7,651) with an annual average of 6,857 employees (2018: 7,890). The number of employees thus declined by more than twelve percent at year-end. The reason behind this was the sale of companies as part of the portfolio adjustment, including the sale of the service station business Tirez (Moldova), the two UBT bulk storage facilities in the USA, the minority stake in natGAS, and expiring contracts for the operation and maintenance of tank terminals in Peru and India.



**Fig. 25: Average number of employees, divided by operational and administrative staff**

102-8 The average number of employees per calendar year was used as a basis for calculating the indicators in this chapter. About 80 percent of our employees have permanent employment contracts. 63 percent work in operations, and 37 percent are office workers in administration. Not least due to this high proportion of operational activity, we place a special focus on occupational health and safety, and have dedicated a separate strategic action area to such matters.

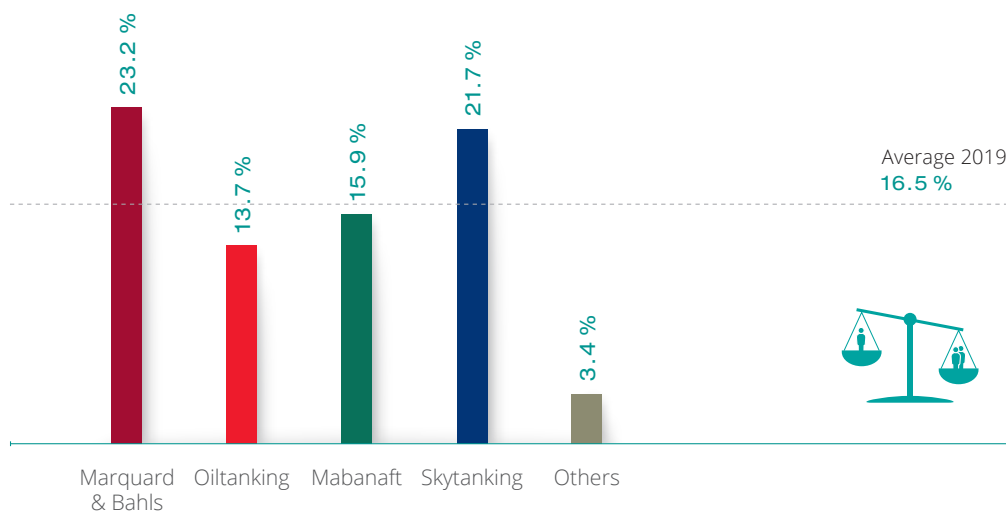
## EMPLOYEE TURNOVER

401-1 Demographic shifts and the associated shortage of skilled workers as well as natural fluctuation due to retirement or other changes caused by private factors represent an ongoing challenge for the recruitment of new employees. At the same time, we work to retain our talented employees over the long term by positioning ourselves as a fair and attractive employer.

**63%** of our employees work operationally

In accordance with the GRI guidelines, we define the fluctuation rate as the number of employees who have left the company in the reporting period on their own initiative, through dismissal or due to retirement in relation to the average number of employees. Accordingly, fluctuation due to the sale of companies and expiring contracts does not count. In accordance with this definition, a total of 1,134 employees left the company in 2019. Of these, 638 employees left at their own request and 428 due to dismissal. 68 employees retired. While these employees left us, we recorded 1,253 new hires.

Compared to the previous year, the overall rate increased from 12.2 percent to 16.5 percent. A breakdown by company shows that the highest fluctuation rate was at Marquard & Bahls with 23.2 percent (2018: 12.2\* percent), with 13.1 percent due to termination by employees. Moreover, operational adjustments within the framework of the new holding structure were unavoidable. At Skytanking, the rate also increased considerably from 6.1 percent (2018) to 21.7 percent, partly due to two new locations in the U.S., where high employee turnover is typical for the industry.



**Fig. 26: Staff turnover by company**

To facilitate a comparison of the fluctuation rate that is customary in the industry, we are now also reporting the non-company fluctuation of the Marquard & Bahls Group, which exclusively involves a termination or cancellation of the contract initiated by the employee. Accordingly, the fluctuation rate for last year is 9.3 percent (2018: 8.3 percent).

\* In the course of revising our KPIs, we also improved the calculation of the fluctuation rate in 2019 and adjusted it retrospectively.

## ABSENCE

We calculate the absence rate from the absence days in relation to the absolute number of days that the staff should have worked and include all the days of absence from work, including those caused by work-related injury or illness. Authorized leaves of absence such as holidays, study, maternity leave, paternity leave and compassionate leave are excluded. In 2019, the overall absence rate was 3.1 percent. The figure has thus not only increased again compared to the previous year (2018: 2.7 percent), but is following a long-term trend that began in 2015. This rate is both an indicator of employee satisfaction and health and impacts occupational accidents and local social legislation. We will continue to closely monitor this trend in the future in order to better understand the reasons for fluctuations and to be able to identify appropriate measures.

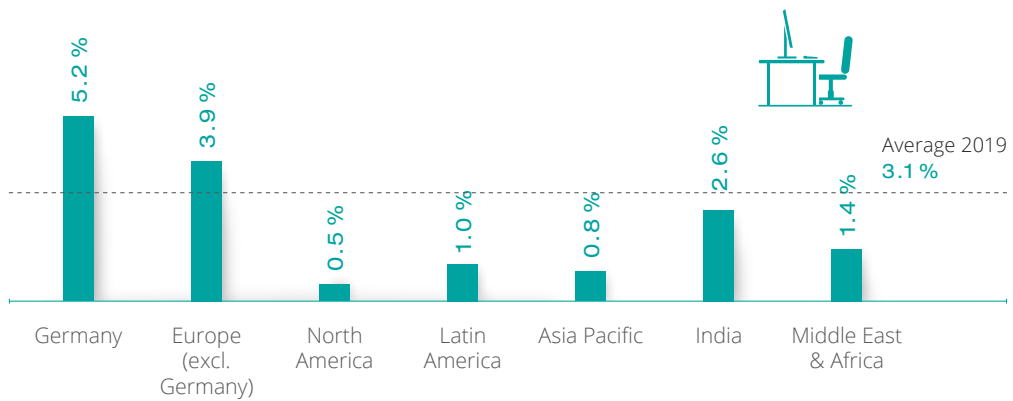


Fig. 27: Absence rate by region

In order to better support the compatibility of work and private life, flexible working hours and sabbaticals have been offered to employees at company headquarters since 2018. The section on “Working-Time Models” contains more information on our sabbatical; our employee support program has also been redesigned, as described in the “Equal Opportunities” section. In addition, the Group Function HSSE & Sustainability once again organized a Health Day at company headquarters which is described in more detail under “Health Management & Prevention.”

## EDUCATION & TRAINING

103-1, 103-2, 103-3



We delegate responsibility and develop our employees based on talent, performance and success. To ensure that the right employees are available at the right sites at the right time, we systematically promote our employees’ professional expertise and abilities and – in addition – train next-generation talent. Sustainability issues are increasingly being incorporated into the internal knowledge transfer.

### ► Personal and Professional Development

We feel it is very important to learn by performing practical tasks in the day-to-day routine and in projects as well as by participating in seminars and coaching. Depending on individual needs, these can be specialist training courses, IT seminars, language lessons or, for example, workshops on time management. Since the end of 2018, there have no longer been any central training programs; we have instead focused more on individual development.

### ► Training Junior Staff

Our social responsibility includes offering young people sound vocational training and accompanying them through the first steps of their professional lives. At the same time, by training junior staff, we ensure that we regularly attract young, motivated people. We deliberately do not train according to a given apprenticeship quota, but according to the needs of our Operating Units – in classical apprenticeship programs, dual-study programs, and in the graduate program. Over the course of 2019, 21 apprentices (2018: 19) and eleven dual-study students (2018: 12) were under contract in Germany. As part of the graduate program, we offer university graduates practical training in various fields and across national borders. In 2019, eight trainees (2018: 11) were supervised in Germany in various areas, such as Finance or HR.

#### Young Professional Development Days

The Young Professionals Development Days 2019 took place from 8 to 10 July this time in the town of Plön, Schleswig-Holstein. All apprentices, dual-study students and trainees from the Hamburg area take part in the annual workshop in order to develop together. Content included personality development, specialist presentations from the business world and a team-building activity. The highlight of this year's workshop was a one-day canoe trip.



## LABOR STANDARDS

We abide by the Universal Declaration of Human Rights and the UN protocols, protecting human rights within our sphere of influence. Compliance with the standards of the ILO is set out in our Code of Conduct. We respect employee rights and guarantee our employees freedom of association as well as the right to collective bargaining. Our employees are organized in trade unions in various countries, including Argentina, Belgium, France, the Netherlands and Malta. In the event of changes in our operations or company sales, we work closely with the relevant social partners to ensure that our employees are taken over.

102-41

As an international company, our working hours reflect local requirements and best practices. We usually hire our employees under full-time contracts for indefinite periods.



## CREATING A WIN-WIN WITH EMPLOYEE COMMITMENT

Marquard & Bahls has been cooperating with the non-profit initiative JOBLINGE since 2016 with the common goal of helping young refugees enter the German labor market. The cooperation focuses on the voluntary commitment of our employees and the valuable exchange of experience that takes place between them and the JOBLINGE participants. Last year, for example, our employees in Hamburg were again involved as conversation trainers and mentors, providing a clear benefit to both the refugees and themselves.



### Comprehensive Teamwork

About 40 JOBLINGE participants received conversation training at our Hamburg headquarters last year. Nearly 30 employees, organized in several sessions, discussed topics of general interest with the participants and got to know not only the participants but also colleagues from other areas and were able to work together with them.

### Using Commitment as Team Building

The five-member Group Compliance team took part in conversation training in the spring of 2019 and used the training hours not only to exchange information and ideas with young refugees, but also as a team-building measure.



### Intercompany Exchange

In September last year, active mentors from various companies met at Marquard & Bahls for the JOBLINGE mentor round table. In a relaxed atmosphere, they used the evening to network and talk about their mentees and the kinds of challenges they are currently facing.



### Corporate Matching as a New Incentive

In an effort to provide a new incentive for the commitment of our employees, we introduced a corporate matching process last year: Marquard & Bahls donated 200 euros to JOBLINGE for each mentor, which the initiative used to finance tablets for more digital teaching. As a result of the positive response, corporate matching will be expanded and continued in 2020.



### ► Fair Wages and Salaries

One of our fundamental interests is to employ the best employees. It is therefore a matter of course for us to pay our employees fairly. This remuneration practice applies to all employees, whether they are employed full-time or on a temporary basis. We also operate in low-wage countries like India or China. All divisions must maintain the required minimum standards. Minimum standards for the respective countries as well as the values have been defined in the new HR Group Policy. We pay competitive salaries combining fixed and variable components. Our salary regulation is based solely on qualifications, performance, and other work-related factors such as responsibility, skill and experience. The Marquard & Bahls Code of Conduct specifies that factors such as gender, nationality or age have no influence on salary. In addition to the basic salary, we offer voluntary additional benefits, which are calculated based on the basic salary. Some of these additional benefits are success- or performance-related.

### ► Company Pension

The state pension is one of the main pillars of people's retirement arrangements, but it rarely fully covers their financial needs in old age. Our employees' future is very important to us, so at many subsidiaries and in many countries we offer a voluntary, additional employer-financed company pension.

## EQUAL OPPORTUNITY & DIVERSITY

We are proud to have people from 71 countries (2018: 64) as employees of our company. This is because we regard diversity as an invaluable commodity and a central resource for innovation and competitiveness and we seek to foster it in our workforce. Similarly, the application and promotion of equal opportunities and equal treatment without discrimination are part of our corporate culture and are set out in our Code of Conduct. We make employment-related decisions such as hiring, promotion, evaluation, compensation and termination solely on the basis of talent, performance and success. Ethnicity, religion, skin color, national origin, age, gender, political preference or sexual orientation do not play a role. Furthermore, in the event of discrimination, harassment or other violations of the Code of Conduct, all employees can report anonymously at any time using the CARE platform.

103-1, 103-2,  
103-3, 406-1

In order to promote equal opportunity for new hires, we seek to achieve a balanced ratio of female and male candidates. The energy and chemical industries, however, especially the operating activities, continue to be male-dominated, which means that significantly more men than women apply for technical positions. In 2019, the proportion of female employees decreased slightly to 15.1 percent (2018: 16.6 percent). With a rate of 2.1 per cent, we do not meet the 5 per cent mandatory job quota under the German Social Security Code (SGB IX) for the employment of severely disabled people in Germany and make corresponding compensation payments.



**“Made by Diversity”**

Marquard & Bahls is also active in socio-political issues. Under the motto “Made in Germany – Made by Diversity” we set an example of tolerance and openness to the world. A total of 50 family businesses participated in the campaign, which started on 26 March 2019 and ran for about a week throughout Germany. All of these companies wanted to express one sentiment: It is not a person’s origin that is important, but peaceful and tolerant coexistence.

## WORK-LIFE BALANCE

We believe that a good work-life balance contributes to the well-being and performance of our employees. Nevertheless, we are aware that this balance can sometimes be difficult to achieve. That is why we provide targeted measures and models to promote a healthy work-life balance – primarily in Germany to date.

▷ **Working-Time Models**

401-3 To make work arrangements more flexible and promote a healthy work-life balance, in some countries various models such as part-time, working-time accounts and trust-based working time are used wherever possible in conjunction with an individual, case-by-case assessment. In 2019, the share of part-time contracts was 7.7 percent and thus declined slightly as compared to the previous year (2018: 8.0 percent). There are also working-time models to encourage employees to return to work after parental leave. On average, a total of 26 employees at German sites were on parental leave in 2019 (2018: 28).

▷ **Employee Assistance Program**

Eight years ago, to offer employees support in various life situations, Marquard & Bahls signed a contract for an external Employee Assistance Program (EAP). In all, 61 new cases were recorded last year, which translates to a usage rate of 6.5 percent (2018: 8.4 percent). This figure continues to be slightly above the provider’s average. Work-related topics accounted for 1.2 percent of the cases (2018: 36 percent); the remaining inquiries were personal in nature. In addition to the external employee hotline, our cooperation partner also offers many other services and a wide range of online seminars. All employees in Germany as well as family members living in the same household can take advantage of this offer of support.



Our employees are of **71** different nationalities



### ► Family-Friendly Employer

For employees in Hamburg, we offer a variety of attractive measures to encourage a healthy work-life balance. These include the coordination of vacation care for the children of employees, a childcare room at headquarters, and events for children and families. Many of our locations around the world have also carried out events, projects and measures to promote a healthy work-life balance.

#### Family Day in Panama

On 31 August, employees and their families celebrated a Family Day at our tank terminal in Colón in a relaxed atmosphere with delicious food and games. The highlight was a workshop where the children learned how to turn old plastic bottles into pencil cases and wallets.



### ► Employee Satisfaction

To regularly monitor employee satisfaction, surveys are conducted at a local level using paper or electronic questionnaires, or through formal employee interviews. Other channels for employees to give feedback to the company or to talk about satisfaction, but also about worries or concerns are – in addition to direct talks with their superiors – the internal discussion rounds that were restarted in April 2019 by our CEO under the motto “Let’s Talk.” These meetings, which are held in small groups of twenty participants, are designed to informally promote open dialogue with the Executive Board and facilitate the flow of information across company borders – both of which are important features of our corporate culture. Other channels for employees include regular town hall meetings with the Executive Board, an internal trust team and a feedback box at Group headquarters, the global CARE platform for compliance-related cases and third-party employee advisory services.

102-33

#### Let’s Talk About...

In advance of our Marquard & Bahls summer party, Mark Garrett specifically invited employees based outside Hamburg to discuss leadership, diversity, safety and sustainability with them. The response from our employees was so great that this session was held twice.







## OCCUPATIONAL HEALTH & SAFETY

Occupational health & safety have the highest priority in all our activities. We identify and analyse potential risks and take measures to avoid, prevent, control and limit them.



## Key Performance Indicators

# OCCUPATIONAL HEALTH & SAFETY

	2017	2018	2019	Change 2018/19
<b>HSSE Training</b>				
Total number of HSSE training hours at Oiltanking and Skytanking	243,591	230,066	212,983	- 7.4 %
Average HSSE training hours per Oiltanking operations employee	61	62	66	+ 5.9 %
<b>Workplace Accidents</b>				
Number of fatalities	0	1	0	↘
Number of injuries resulting in fatalities, lost time days, restricted work or medical treatment that involved our own employees and contractors, per 1 million working hours (TRI-R)	5.2*	4.8**	4.0	- 16.7 %
Average days of absence per employee incident (accident severity)	21.0*	18.7	24.1	+ 28.9 %
Average days of absence per third party incident at Oiltanking (accident severity)	23.9*	18.1	30.4	+ 68.0 %
<b>Fires</b>				
Number of fires according to API RP 754	1	0	0	→
Total damage caused by fires according to API RP 754 in €	30,226	0	0	→
* Corrected after publication of the Sustainability Report 2017 ** Corrected after publication of the Sustainability Report 2018				

## NEXT MILESTONES



Reduction of the accident frequency, fires and product spills by 10 percent by the end of 2020 and no fatalities



Expansion of Oiltanking's Global Safety Days to all Operating Units



Reinforcing our safety culture with campaigns and trainings

# OCCUPATIONAL HEALTH & SAFETY



We strive to ensure that every one of our employees and everyone who works at our facilities returns home in good health every day. We only engage in businesses that we can conduct safely and ethically. It is our goal to continuously improve our safety standards through technical, organizational and behavioral measures. Ensuring health and safety at work has the highest priority for us. This is reflected in the fact that we have devoted an entire strategic action area to the topic.

102-11, 103-1,  
103-2, 103-3,  
403-1

## INSTRUMENTS & MEASURES

HSSE & Sustainability provides world-class HSSE applications and tools that enable Operating Units to continuously improve their activities. Given the diversity of activities in the Group, all associated risks are individually assessed and tailor-made solutions are developed. One important instrument are comprehensive HSSE manuals specifically adapted to the respective subsidiaries. The manuals also serve as a basis for the sites to develop appropriate local management systems. Our globally-implemented incident database for all subsidiaries helps us to learn from incidents. To prevent incidents and their reoccurrence, all accidents, incidents, near misses and unsafe acts as well as conditions are carefully analyzed. In 2019, the introduction of dashboard applications for the Group and for the Operating Units have enabled daily analyses of the HSSE key figures in even greater detail using forward-looking ("leading") and backward-looking ("lagging") indicators.

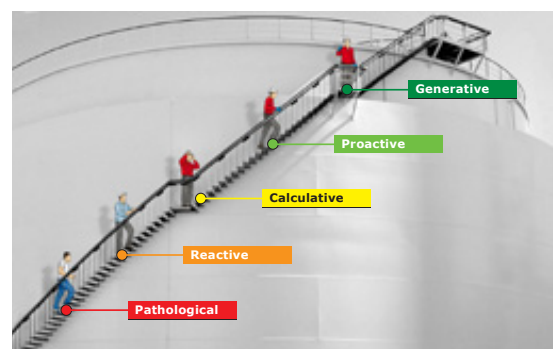
403-2

To monitor our internal standards, experts from the HSSE & Sustainability Group Function conduct their own or joint audits at selected operational sites in the form of spot checks with representatives of the OUs. Our proactive approach is supported by campaigns to raise risk awareness in day-to-day business and surveys on safety culture.

403-4

### Safety Culture Survey

In the fall of 2019, Skytanking conducted its first global online survey on safety culture using a standardized questionnaire from the Hearts & Minds tool "Understanding Your Culture" (Energy Institute). The survey made it possible to determine how perceived safety culture at global, regional and local levels. As a result, Skytanking ended up between the safety culture levels "Calculative" and "Proactive". Based on the analysis of the survey results, measures and initiatives are now being developed to further improve the safety culture within Skytanking.



403-2, 403-5 Since 2008, we have honored the commitment of our Oiltanking locations to work safely by presenting an award for the best HSSE performance and an award for the largest HSSE improvement. Since last year, Marquard & Bahls has presented a Safety Award to employees, contractors and other third parties who have demonstrated outstanding safety performance at our facilities. Awards to honor the safe work of our contractors were also presented at the Oiltanking Global Safety Day. Skytanking has also presented HSSE awards since 2012.



**Presentation of the First Marquard & Bahls Safety Award**

The first Marquard & Bahls Safety Award for outstanding safety performance in 2019 was presented to an employee at Skytanking Frankfurt who noticed smoke at the main engine of the aircraft to be refuelled at an early stage and was thus able to prevent serious damage.

## HEALTHCARE MANAGEMENT & PREVENTION

403-3, 403-6 The global spread of the coronavirus has been presenting the Group with major challenges since the beginning of 2020. We are responding to these challenges with extensive preventive measures and a proactive information policy. At the time this report went to press, further developments with regard to Covid-19 infections were not foreseeable. However, Marquard & Bahls considers itself well prepared to maintain its operating activities safely.

Many of our sites around the world offer preventive measures in addition to the health check-ups required by law. Beyond this, in 2019 many Oiltanking and Skytanking sites conducted health and education campaigns on a variety of topics. Marquard & Bahls headquarters also has a wide range of health-promotion offers, including a free fitness area, ergonomic office equipment, nutritionally balanced choices in the company restaurant as well as health days on changing topics. On the Health Day in November 2019 at company headquarters, there was a varied and interesting program on topics such as “healthy back”, “nutrition” and “stress management”.

### Preventative Healthcare at Oiltanking in Oman

In early 2019, Oiltanking Oman launched a new health program for its employees: For example, the HR & Administration department not only distributes fruit at the start of each week, but also organizes a sports event once a quarter, including a soccer league last year and a bike ride. Employees are not the only ones who benefit from the program. Oiltanking also benefits from healthy employees, better teamwork, higher productivity and lower sickness rates and work-related accidents.



## HSSE TRAINING

Our company HSSE Policy requires that all employees receive training and job-specific education. This includes trainings on the risks inherent in dealing with the products that are stored and handled at our sites. New employees as well as contractors are instructed in matters of HSSE before taking up their work. Any persons who have to perform potentially dangerous tasks receive specific training. At Oiltanking and Skytanking, a total of 212,983 HSSE training hours were completed by operating employees (2018: 230,066 hours). Last year, the average number of HSSE training hours received by each operating employee at Oiltanking increased to 66 hours (2018: 62 hours). In order to further systemize training, Oiltanking has developed a computer-based HSSE learning program for managers. At Skytanking, too, the current Learning Management System (LMS) was supplemented once again with important HSSE content.

404-1



## GLOBAL SAFETY DAY

403-2, 403-5

In March 2019, Oiltanking hosted the third Global Safety Day at all locations worldwide. The main topics included the “Target Zero” initiative and measures to prevent slips, trips and falls. The involvement of contractors was an important element for further improving HSSE performance. Several “HSSE Contractor Involvement Elements” were therefore introduced during the Global Safety Day and a total of twelve contractors were presented with the new “HSSE Contractor Award”. In addition, the sites rounded off their agenda with local campaigns, including blood donations, beach clean-ups, and various training courses on topics such as firefighting and waste avoidance.

### Cartagena and Puerto Bahia, Colombia

Oiltanking employees in Colombia conducted activities at the Cartagena and Puerto Bahia sites aimed at strengthening safe behavior and a safety culture among the employees. These activities also included involving business partners in our global Target Zero goal to ensure that no one gets hurt at work and everyone can return home safely every day.



### Hamburg, Germany

At the company's headquarters, there was a varied program that included training in recognizing workplace hazards and various environmental issues, with a focus on waste avoidance and recycling.



### Singapore

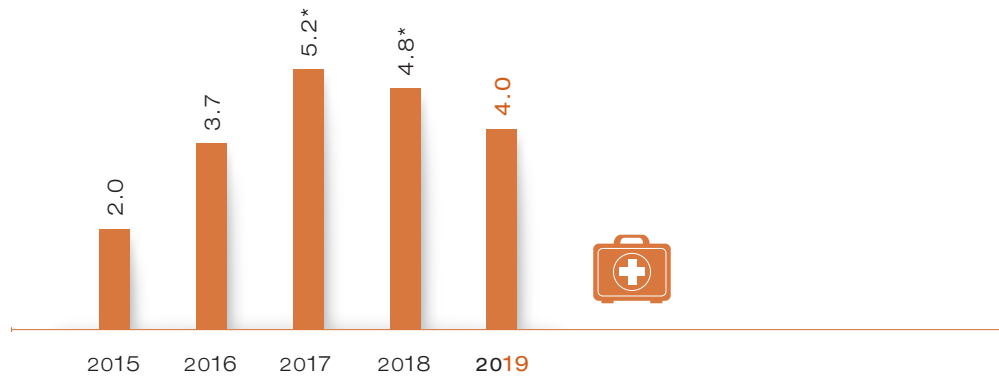
More than 800 Oiltanking employees and contract partners took part in the Global Safety Day in Singapore, thereby reaffirming our commitment to the “Target Zero” initiative. Participants enjoyed a sketch and a series of informative presentations. This was followed by an awards ceremony to recognize contractors for their HSSE performance over the years.



## WORKPLACE ACCIDENTS

The reporting of accidents leading to fatalities, lost time days, restricted work or medical treatment (Total Recordable Injury Rate - TRI-R) has changed since the last reporting year and is now aligned with the OSHA regulation (29 CFR 1904) to allow for a better comparison with other companies. According to this regulation, only employee and contractor accidents are to be counted, but no accidents incurred by other third parties such as visitors. We will, however, continue to count all accidents from third parties in our internal statistics. There were no fatal accidents in 2019. In addition, the rate of reportable injuries among employees and contractors (in accordance with US-OSHA 29 CFR 1904) dropped by more than 16 percent to 4.0. The continuation of this positive trend is one of the Group's strategic goals for 2020.

102-15, 403-9



**Fig. 28: Number of injuries resulting in fatalities, lost time days, restricted work or medical treatment that involved our employees and contractors, per 1 million working hours**

\* We had to adjust the TRI-R upwards in 2017 and 2018 due to subsequently reported accidents.

12



**fewer injuries of employees and contractors**

102-15, 403-9 In 2019, the absolute number of Group-wide accidents resulting in lost workdays that involved our own employees was 74 (2018: 73). These accidents resulted in a total of 1,497 lost workdays (2018: 1,367). Another 15 accidents involved employees of contracted external companies (2018: 14).

We define the severity of accidents involving our own employees based on the average number of lost workdays per incident. Across the Group, the average severity of accidents in 2019 was 24.1 lost workdays per accident (2018: 18.7). Unlike in the previous year, we did not manage to reduce the severity of work-related accidents.



**Safety Parcours at Hamburg Airport**

On 9 and 10 December of last year, Skytanking employees in Hamburg completed a practical and theoretical safety training course. While the theoretical portion of the course dealt with accident risks, the practical part consisted of a safety parcours on the tarmac. This required absolute concentration from the drivers, who mastered the parcours without difficulty.

At Oiltanking locations with below-average HSSE performance, so-called deep dives are conducted. These are used to identify both short-term and long-term improvement potential and to determine measures to be taken. We have launched various initiatives at Oiltanking to improve the safety culture, including workshops with senior executives and HSSE managers, the introduction of a Global Safety Day in March 2017, Management Safety Walks and Personal Safety Plans. In an effort to prevent accidents involving third parties, the contractor program at Oiltanking, which includes a safety manual and a global, web-based database for evaluating contractors, was further intensified.

## PREVENTION OF FIRES

Oiltanking has a mandatory Fire Protection Standard consisting of 72 rules that often go beyond legal requirements. However, incidents within our industry have shown that technical measures and codes of conduct are not always sufficient to prevent fires. But there were no process-relevant fires in accordance with API RP 754, as was also the case in 2018.

102-15, 403-2,  
403-5

### Firefighting Training

Regular firefighting drills are mandatory at the Oiltanking tank terminals – not only because they are often required by law. In April 2019, our tank terminal in Brandsen, Argentina, conducted an emergency drill that included the volunteer fire department. A team of 40 firefighters went through various scenarios under difficult conditions, which the firefighting association and the tank terminal had designed together.



## NOISE

As noise can have a negative impact on the working environment, local residents and wildlife, we aim to minimize noise production wherever possible. Potential sources of noise include pumps, generators and industrial vehicles. We reduce noise through regular maintenance and shielding, but also by replacing aging equipment. In the event that specified noise thresholds are exceeded, noise protection is part of our employees' mandatory personal protective equipment.

## SAFETY ON BUSINESS TRIPS

Many of our employees travel as part of their work for Marquard & Bahls. Travel safety is therefore an important issue on our HSSE agenda. In order to provide the best medical advice and services for employees on their travels, as well as for expats, Marquard & Bahls has again signed a service contract with International SOS, the leading provider of medical assistance, international healthcare, and security services. To support our employees in planning international business trips, there is also a Group-wide manual on travel safety and a web-based airline-vetting database that is updated daily.





## CORPORATE CITIZENSHIP

We also take responsibility beyond our core business and support surrounding communities in our five focus areas: environment, education, health, culture & sports and humanitarian aid. We encourage and support our employees in their volunteer work.



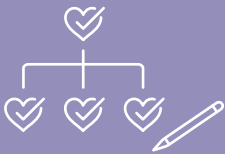
## Key Performance Indicators

# CORPORATE CITIZENSHIP

	2017	2018	2019	Change 2018/19
<b>Financial Support</b>				
Investments in the community (donations & sponsoring) in €	743,636 *	737,669	<b>767,181</b>	+ 4.0 %
Donation fulfilment rate (donations & sponsorships in € per earnings before taxes in € *0.5%)	achieved	achieved	<b>142 %</b>	-
<b>Staff Volunteering</b>				
Number of staff volunteers	1,352	1,762	<b>1,127</b>	- 36.0 %
Total hours of volunteer work	4,696	3,889	<b>3,134</b>	- 19.4 %
Volunteer work in hours per employee	0.62	0.49	<b>0.46</b>	- 6.7 %
Share of corporate citizenship engaging sites	29 %	27 %	<b>26 %</b>	- 3.7 %

\* Corrected after publication of the Sustainability Report 2017

## NEXT MILESTONES



Concept of an action plan for our charitable commitment at level of the holding and the Operating Units



Standardized global booking process for donations and sponsoring expenditures



Development of an incentive system for charitable commitment, through corporate matching, for example

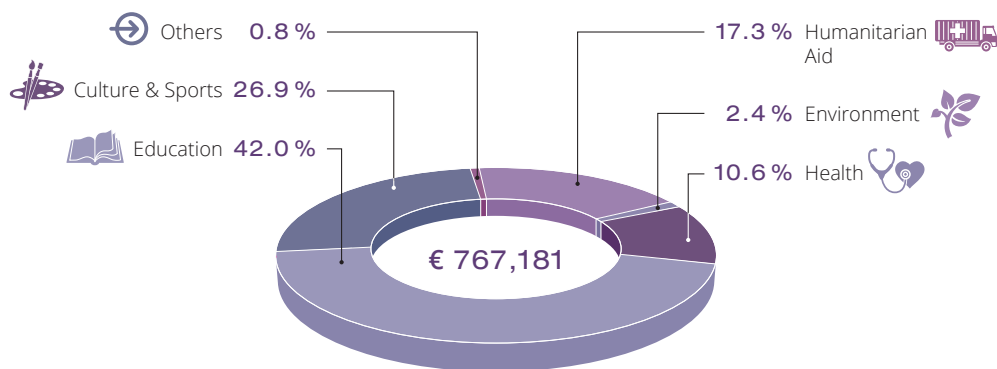
## CORPORATE CITIZENSHIP

We have the grand vision of supporting human development – including the well-being of the communities around us. Within the framework of the five focus areas we have defined – “Environment”, “Education”, “Health”, “Culture & Sports” and “Humanitarian Aid” – we are committed to providing financial support, voluntary work from our employees and cooperation with charitable organizations.

103-1, 103-2,  
103-3, 413-1

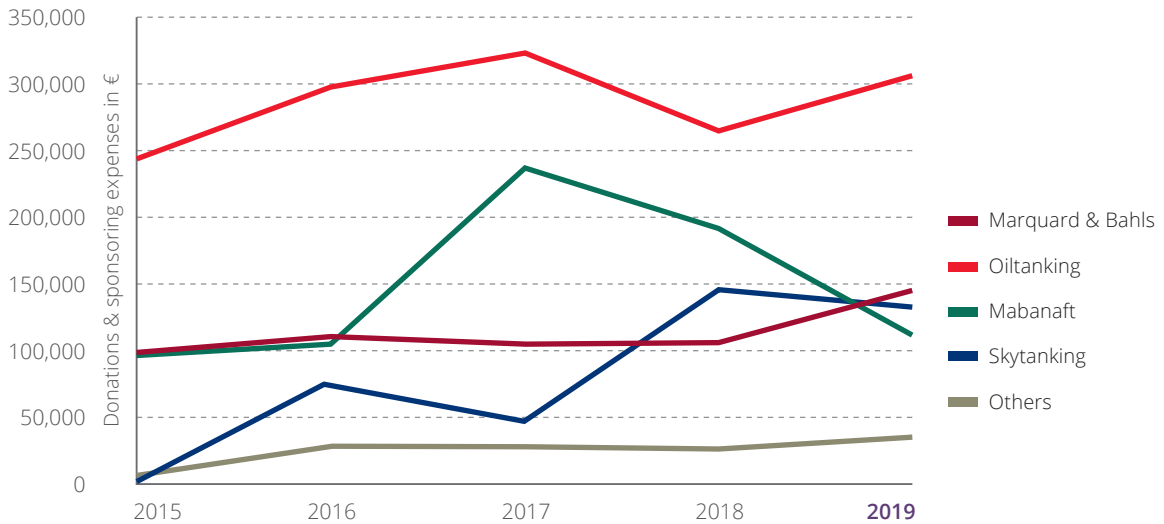
## OUR COMMITMENT IN NUMBERS

In 2019, Marquard & Bahls and its subsidiaries spent a total of 767,181 euros (2018: 737,669 euros) on charitable causes, of which 471,547 euros were for donations and 295,633 euros were sponsorship expenses. In relation to our focus areas, the majority (42 percent) was devoted to educational projects.



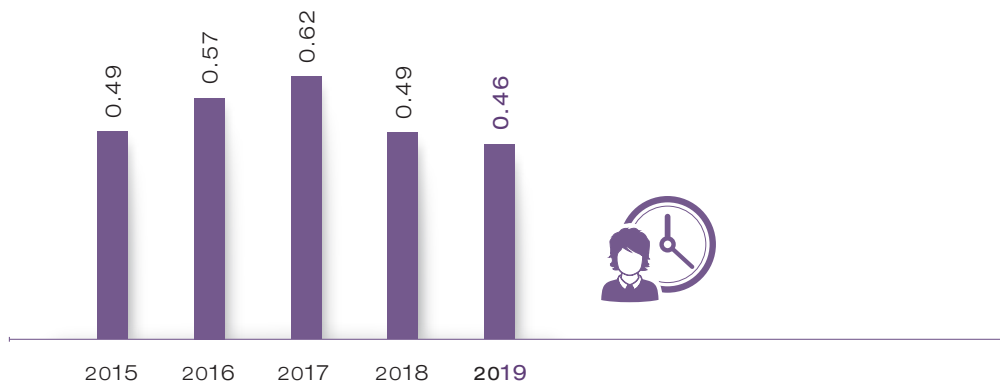
**Fig. 29: Corporate citizenship expenditures by topical focus**

Divided by company, Oiltanking was once again responsible for the most donations within the Group, whereby the financial commitment was stretched over a large number of projects around the world. A total of 26 percent of our global locations (2018: 27 percent) were active in the form of financial or charitable work.



413-1 **Fig. 30: Corporate citizenship expenditures by company in the last five years**

1,127 employees (2018: 1,762) were involved in various charitable initiatives and projects with a total time donated of 3,134 hours (2018: 3,889 hours). This means that fewer employees were active but with considerably higher individual time commitments than in the previous year. On average, our employees volunteered 0.46 hours (2018: 0.49 hours).



**Fig. 31: Voluntary hours worked for charitable purposes per employee**

Almost every **6<sup>th</sup>** employee was active for a good cause





In the future, we intend to position our charitable commitment even more strategically and promote the Human Development Index (HDI) as well as our selected SDGs. Our aim is to make sure that we are financially involved in an appropriate manner within the scope of our focus areas and that we support the charitable work of our employees. In an HSSE & Sustainability Group Policy that is binding for all companies, for example, we have not only defined our focus areas and criteria that ensure an effective, strategic, legally compliant and sustainable commitment, but we have also set internal donation targets that we will pursue over the long term. In addition, we want to offer an even greater incentive for the commitment of our employees. In Hamburg, we have already introduced the first forms of so-called corporate matching and indirectly reward the commitment of our employees.

103-1, 103-2,  
103-3, 413-1

Our sites around the world also organize voluntary social and environmental projects. Since our sites best understand the needs of the surrounding communities, local community involvement continues to be initiated and organized locally, but as part our Group-wide corporate citizenship strategy. The corresponding indicators are reported annually to the Sustainability team in Hamburg by the sites and are subjected to random checks by Internal Audit as part of their audits.

The following shows a cross-section of our local initiatives and projects in 2019; it reflects the spectrum of different activities.

## ENVIRONMENT

### ► Wildlife Conservation and Renaturation in Spain

For three years now, the so-called “Social Activity” has been an established part of Oiltanking's annual conference, offering a welcome change from the busy conference program. In 2019, about one hundred international employees devoted their time to a charitable activity – this time for the benefit of the environment: Located near the conference venue in Girona is the coastal nature reserve “El Montgrí, les Illes Medes i el Baix Ter” with wetlands and dunes and the nature reserve “La Gola del Ter”. Here, the employees cleared the beautiful landscape of rubbish, extracted invasive plant species, planted native ones instead and built nesting boxes for birds as well as bats. The afternoon work not only benefited the environment, but also strengthened the team spirit of the group.

#### Fully Motivated

One hundred motivated Oiltanking employees worked hard and supported the Life Pletera Project.





## EMPLOYEE VOLUNTEERING IN COLOMBIA

413-1 For many years, numerous employees worldwide have demonstrated a passionate commitment to corporate citizenship. This includes in particular the employees at the Oiltanking terminal in Cartagena, Colombia. To give their commitment even more structure, they launched a program called “Soy Oiltanking Voluntario” in 2017 – with impressive results that can only be presented using examples.



### Volunteer Workshop

Showing commitment – but knowing how! Last year the program included a four-hour coaching session for the volunteers. Thirty employees trained their soft skills and developed ideas for new projects.



### Career Guidance for Students

Forty eleventh-grade high school students visited our tank terminal last year. The aim of the visit was to encourage the boys and girls to continue their education. In addition to insight into the relevant disciplines and operations at Oiltanking, the students gained confidence in pursuing their professional dreams.

### Renovation of a Community Center

Oiltanking engineers supported the rehabilitation of the auditorium of the nearby municipality of Pasacaballos. In addition to a small financial boost from the Oiltanking company for the procurement of electrical equipment and the installation of air conditioning systems, our engineers were able to contribute their expertise to the tasks.



### Financial Training for Fisher Families

Many fisher families are among the local residents of the terminal. For several years now, the employees have been providing support in cooperation with local organizations, especially in financial planning and family budgets – as they did last year. In addition to further workshops, further educational projects for local fishermen are planned for the coming year.

## EDUCATION

### ► Construction of a Primary School in India

IndianOil Skytanking has set the goal of radically and sustainably improving the quality of life for residents living near airports where the company is active. The primary focus of its Corporate Social Responsibility commitment is on improving education in surrounding areas. Four years ago, IndianOil Skytanking launched a program of building and renovating school buildings. In this way, three Indian schools have already been built or renovated and handed over to the communities. Last year a new primary school was built in Savakanahalli. The company provided more than 125,000 euros for the construction and furnishing of classrooms and toilet facilities as well as a suitable water supply.

413-1

#### Opening Ceremony

The pupils of the primary school in Savakanahalli were delighted when the new school was officially opened last year.



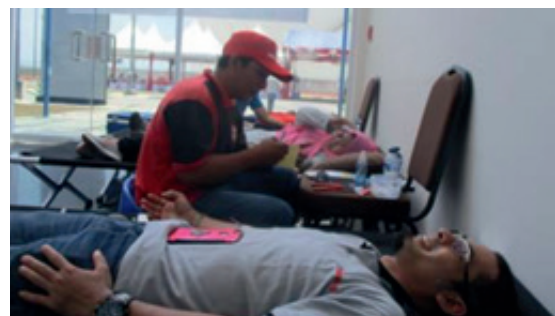
## HEALTH

### ► Blood Drives in Hamburg and Indonesia

Even the most sophisticated healthcare system cannot function without blood when there are serious injuries and life-threatening diseases. Blood with its many functions can only be produced by the body itself and cannot be replaced by anything else. It is therefore all the more important that there are people willing to donate their blood on behalf of the sick and injured. Last year, our employees at several locations, including Hamburg and Indonesia, demonstrated their courage by donating blood.

#### Saving Lives with Blood

Nearly 70 Oiltanking employees and contractors in Indonesia donated blood, thereby helping to meet demand in Karimun and Sagatta.



413-1

## SELECTION OF OUR WORLDWIDE ENGAGEMENT

Sites that got involved in volunteer activities, along with some sample projects.

### School supplies for less privileged children

The Oiltanking and Marquard & Bahls staff from the office in Houston, USA, packed about 240 backpacks full of school supplies, which were then distributed by the YMCA Greater Houston to needy families. This way, these children could also start the new school year with the supplies they needed!



### Attention to the homeless

On a cold night in October, David Atherton, CEO of North Air, exchanged his bed for a mat in the street. He thus not only called attention to the problem of homelessness in England, but also raised more than 2,700 euros in donations for this campaign.



### Boat building from plastic bottles

In April, Oiltanking Ghana sponsored a competition for school children who built boats out of old plastic bottles and held a race with them. This not only raised the children's environmental awareness, but also raised funds for environmental education programs.



### Support of the SOS Children's Villages

In line with tradition, Marquard & Bahls again donated 100,000 euros to the SOS Children's Villages last year – this time it went to the Children's Village in Mexico City, which offers accommodation for 90 children.



### Tree plantations with families

Employees and family members met on 13 July at the tank terminal in Puerto Rosales, Argentina, to reforest previously unused land with valuable trees.



### Sustainability seminar for students

On 10 October, Oiltanking Terminal employees visited the Casa do Menino charity in Vila Velha, Brazil, to talk to students about logistics and sustainability. In the seminar, participants also learned about the impact of their consumption on the environment and the community.



**Support for sports clubs**

Last year, the Petronord company Sweden PS Olje sponsored several local sports clubs with a total of 55,000 euros so that children and young people in Sweden could have a good time playing football, handball and other sports.



**Educational support for children**

In 2019, Indian Oiltanking became the sponsor of six school children who receive support from the non-profit organization Buniyaad in Mumbai as part of its educational work. It is a network of philanthropists and volunteers who strive to help young students and pupils overcome adversity.

**Cleaning of the shore line**

30 Oiltanking employees cleared the coastal area close to the tank terminal in Karimun of various plastic waste washed up by the sea.



**Age-appropriate living**

Last year, the Oiltanking team in Singapore launched the "Home-Works" project, which aims to improve the housing situation of people affected by poverty in old age. On 5 December, the ten-man team went into action and cleaned, cleared out and renovated the bed-bug infested home of the 89-year-old Mr Ah Gong. The diabetic senior, who lives on his own, is an amputee and no longer has the ability to perform basic chores.



**Beach clean-up**

As part of the Oiltanking Safety Day, our employees in Sohar, Oman, went to work to free the nearby beach from garbage and rubbish.



**Disaster relief for cyclone victims**

On 14 March, tropical cyclone Idai hit Mozambique and other countries, causing widespread destruction. While Oiltanking employees in Matola were packing first-aid supplies, Skytanking in Durban supported the U.S. military with free refueling to fly out relief supplies. Marquard & Bahls also donated 10,000 euros for the immediate relief efforts of the German Red Cross (DRK) on site.



**Waste collection around the airport**

On the occasion of World Water Day on 22 March, the Skytanking team in Durban joined a clean-up operation around the airport grounds which was organized by the Airports Company South Africa at King Shaka International Airport. Together, all participants collected more than 60 bags of garbage, thus preventing further pollution of natural water resources.



**Christmas special for children**

Oiltanking employees in South Africa are always active for their communities. For example, the employees of the Durban tank terminal not only organized a Christmas party for children from the surrounding communities, but also joined a large-scale campaign to give "presents in a shoe box" to children.

## CULTURE & SPORTS

### ▷ Open-Air Fitness Area for Villagers in India

413-1 As part of its charitable activities, Indian Oiltanking would like to make a long-term positive contribution to improving healthcare, the environment and local infrastructure in neighboring communities. Our Indian company decided to dedicate an open-air fitness area to the inhabitants of Dhutum, a village near the Navghar tank terminal, and last year invested more than 20,000 euros to implement the project. In January 2020, the fitness area, with its six new pieces of sports equipment, was officially opened.



#### A Dream for Fitness Enthusiasts

The young people from among the more than 3,000 inhabitants of Dhutum can finally enjoy their sports in the new fitness area.

## HUMANITARIAN AID

### ▷ Employee Fundraising Campaign “Take a Wish” Held in Hamburg During the Christmas Season

For the third year in a row, our employee campaign “Take a Wish” took place over the Christmas period. 110 employees contributed over 3,160 euros to make many small wishes come true from Hamburg project partners that included children, the homeless and refugees. Our employees organized dolls, games, diaries and wooden cars for socially disadvantaged children as well as selected toys for RAPSI, a newly-opened daycare center for chronically ill children. Homeless people were supported by our employees not only with hygiene sets, articles of winter clothing and Christmas cookies, but also with numerous donations of sleeping mats and sleeping bags. Young people with refugee backgrounds starting out in their working lives wished for safety shoes so that they could accept relevant internships. In the end, in keeping with tradition, Marquard & Bahls rounded up the collected donations and donated – following consultation with the employees – 3,500 euros for the garden design of the RAPSI daycare center.



#### ArztMobil Visit

The ArztMobil Hamburg, a team of doctors, nurses and other helpers, provides needy patients with medical care and other relief supplies on weekends and holidays. Our employees donated hygiene sets, underwear and socks as well as sleeping mats and sleeping bags for this purpose.



# APPENDICES

Companies Covered

GRI Content Index

Abbreviations

Addresses

102-45

## Marquard & Bahls AG

Hamburg, Germany

### Oiltanking GmbH

Hamburg, Germany

#### Tank Storage Logistics

##### EMEA

Oiltanking Amsterdam B. V.  
Amsterdam, Netherlands

Oiltanking Antwerp Gas  
Terminal N.V.  
Antwerp, Belgium

Oiltanking Bulgaria A.D.  
Varna, Bulgaria

Oiltanking Copenhagen A/S  
Copenhagen, Denmark

Oiltanking Deutschland  
GmbH & Co. KG  
Hamburg, Germany

Oiltanking Finance B. V.  
Amsterdam, Netherlands

Oiltanking Finland Oy  
Kotka, Finland

Oiltanking Ghana Services Limited  
Accra, Ghana

Oiltanking Ghent N. V.  
Ghent, Belgium

Oiltanking Grindrod Calulo  
Proprietary Limited  
Cape Town, South Africa

Oiltanking Hungary Kft.  
Budapest, Hungary

Oiltanking Malta Ltd.  
Birzebbugia, Malta

Oiltanking Matola S.A.  
Matola, Mozambique

Oiltanking MOGS Saldanha (RF)  
Proprietary Limited  
Cape Town, South Africa

Oiltanking Stolthaven Antwerp N. V.  
Antwerp, Belgium

Oiltanking Tanklager Waltershof  
GmbH & Co. KG  
Hamburg, Germany

Oiltanking Terminals & Co. LLC  
Sohar, Oman

Oiltanking Terneuzen B. V.  
Terneuzen, Netherlands

Star Energy Resources Ltd.  
Dubai, United Arab Emirates

TransTank GmbH  
Gelsenkirchen, Germany

Weser Tanking GmbH & Co. KG  
Bremen, Germany

##### Americas

Açu Petroleo S. A.  
Rio de Janeiro, Brazil

Colon Oil and Services S. A.  
Panama City, Panama

Consortio Terminales  
Lima, Peru

#### Logistica de Quimicos del Sur S.A.C.

Lima, Peru

Oiltanking Açu Serviços Ltda.  
Rio de Janeiro, Brazil

Oiltanking Andina Services S.A.C.  
Lima, Peru

Oiltanking Colombia S.A.  
Bogota, Colombia

Oiltanking Colombia Servicios S.A.  
Bogota, Colombia

Oiltanking Ebytem S.A.  
Buenos Aires, Argentina

Oiltanking Galveston County, LLC  
City of Wilmington, USA

Oiltanking Joliet LLC  
Joliet, USA

Oiltanking Logistica Brasil Ltda.  
Rio de Janeiro, Brazil

Oiltanking Mexico S. de R.L. de C.V.  
Mexico City, Mexico

Oiltanking Peru S.A.C.  
Lima, Peru

Oiltanking Terminais Ltda.  
Rio de Janeiro, Brazil

Oiltanking Texas City L. P.  
Texas City, USA

Terminales del Peru  
Lima, Peru

##### APAC

Daya Bay Public Pipe Rack Co. Ltd.  
Huizhou, China

Huizhou Daya Bay Oiltanking  
Petrochemical Public Jetty Co. Ltd.  
Huizhou, China

IOT Infrastructure & Energy  
Services Ltd.  
Mumbai, India

Oiltanking Daya Bay Co. Ltd.  
Huizhou, China

Oiltanking Helios Singapore Pte. Ltd.  
Singapore

Oiltanking (Nanjing) Co. Ltd.  
Nanjing, China

Oiltanking Singapore  
Chemical Storage Pte. Ltd.  
Singapore

Oiltanking Singapore Ltd.  
Singapore

PT Oiltanking Karimun  
Jakarta, Indonesia

PT Oiltanking Nusantara Persada  
Jakarta, Indonesia

Zuari Indian Oiltanking Limited  
Goa, India

### Mabanaft GmbH & Co. KG

Hamburg, Germany

#### Trading

B.W.O.C. Limited  
Weston-super-Mare, United Kingdom

Mabanaft Deutschland  
GmbH & Co. KG  
Hamburg, Germany

Mabanaft Energy Trading Inc.  
Houston, USA

Mabanaft Natural Gas Products Ltd.  
London, United Kingdom

Mabanaft Hungary Kft.  
Budapest, Hungary

Mabanaft Limited  
London, United Kingdom

Mabanaft Pte. Ltd.  
Singapore

#### Retail

Petronord GmbH & Co. KG  
Hamburg, Germany

AUSTROLUB GmbH & Co. KG  
Vienna, Austria

Benol Energieservice GmbH  
Frankfurt/Main, Germany

Böttcher Energie GmbH & Co. KG  
Regensburg, Germany

Deglmann Energie GmbH & Co. KG  
Weiden/Oberpfalz, Germany

EAG Energie Abrechnungs- und  
Service GmbH  
Hiddenhausen, Germany

Fundins Olja AB  
Tranås, Sweden

Greiner GmbH  
Wabern, Germany

Hartmann Energie GmbH  
Oberleichtersbach, Germany

Hempelmann Wittemöller GmbH  
Hiddenhausen, Germany

JB German Oil GmbH & Co. KG  
Wittenburg, Germany

John Schmierstoff Service GmbH  
Altlandsberg, Germany

Junction 29 Truckstop Limited  
Chesterfield, United Kingdom

Kaiser Söhne Mineralöle  
GmbH & Co. KG  
Arnsberg, Germany

Keck Energieservice GmbH & Co. KG  
Brakel, Germany

Keck Schmierstoffservice  
GmbH & Co. KG  
Brakel, Germany

Kiessling Energie GmbH & Co. KG  
Lauterhofen, Germany

Klindworth-Kronol Energie GmbH  
Hamburg, Germany

Lipps Energie GmbH  
Hagen, Germany



## Skytanking Holding GmbH

Hamburg, Germany

LSA Lubes Services GmbH & Co. KG  
Vienna, Austria

LTH Tank- und Haustechnik GmbH  
Purkersdorf, Austria

Mabanol GmbH & Co. KG  
Hamburg, Germany

Mabanol Bitumen GmbH & Co. KG  
Hamburg, Germany

Mabanol  
Schmierstoffservice GmbH & Co. KG  
Bremen, Germany

Manfred Mayer MMM Mineralöl  
Vertriebsgesellschaft m.b.H.  
Neudörfel, Austria

Mühlenbruch Stinnes TOTAL GmbH  
Bremen, Germany

NordBit GmbH & Co. KG  
Hamburg, Germany

Oiltech Lubes Service  
GmbH & Co. KG  
Erkrath-Unterfeldhaus, Germany

Petrocargo Mineralöl-Logistik GmbH  
Hiddenhausen, Germany

PS Olje AB  
Halmstad, Sweden

Schmidt Energiehandel GmbH  
Ascheberg-Herbern, Germany

Staack Pooltankstellen  
GmbH & Co. KG  
Hamburg, Germany

Stockholms Diesel & Oljehandel AB  
Bromma/Stockholm, Sweden

Swelube AB  
Angered, Sweden

Thomas Silvey Ltd.  
Bristol, United Kingdom

Uhlenbruck Energie GmbH & Co. KG  
Mühlheim an der Ruhr, Germany

ZIEGLMEIER Energie GmbH  
Schrobenhausen, Germany

OIL! Tankstellen GmbH  
Hamburg, Germany

OIL! tank & go ApS  
Vejle, Denmark

OIL! Tankstellen AG  
Rüti, Switzerland

OIL Tankstellen GmbH  
Vienna, Austria

BAT Auerswalde Nord  
GmbH & Co. KG  
Heidenau, Germany

### Others

BOMIN Bunker Oil Corp.  
Houston, USA

GCA Holdings LLC.  
Texas City, USA

Hydrant Refuelling System NV  
Zaventem, Belgium

IndianOil Skytanking Limited  
Bangalore, India

IndianOil Skytanking Delhi Limited  
Delhi, India

Luxfuel S. A.  
Luxembourg

Skytanking Austria GmbH  
Vienna, Austria

Skytanking Calulo (Pty) Ltd.  
Bryanston, South Africa

Skytanking Frankfurt GmbH  
Frankfurt, Germany

Skytanking GmbH  
Zurich, Switzerland

Skytanking GmbH & Co. KG  
Hamburg, Germany

Skytanking Germany GmbH & Co. KG  
Hamburg, Germany

Skytanking Limited  
Birzebbugia, Malta

Skytanking Munich GmbH & Co. KG  
Hamburg, Germany

Skytanking North America, Inc.  
Houston, USA

Skytanking N.V.  
Zaventem, Belgium

Skytanking Ovenon  
Havacilik Hizmetleri A.S.

Skytanking S. R. L.  
Fiumicino, Italy

Skytanking SLU  
Madrid, Spain

Skytanking Stuttgart GmbH & Co. KG  
Hamburg, Germany

S & JD Robertson North Air Ltd.  
Aberdeen, United Kingdom

**GMA**  
**Gesellschaft für**  
**Mineralöl-Analytik und**  
**Qualitätsmanagement**  
**mbH + Co. KG**  
Frankfurt/Main, Germany

## Companies Covered

As at 31 December 2019

102-56 The report is based on the internationally recognized Sustainability Reporting Standards of the GRI that were published in 2016 and partly revised in 2018. Our assessment is that the sustainability reporting complies with the requirements of the option “Core” of the GRI Standards and also follows the German Sustainability Code (DNK). This report has not been subjected to an external audit.

102-55 GRI CONTENT INDEX

GRI Standard	Disclosure	Page number(s)	Reported	Note
<b>GRI 101: FOUNDATION</b>				
<b>GRI 102: GENERAL DISCLOSURES</b>				
<b>Organizational Profile</b>				
102-1	Name of the organization	7	●	
102-2	Activities, brands, products, and services	7	●	
102-3	Location of headquarters	7	●	
102-4	Location of operations	3, 7, 10-11	●	
102-5	Ownership and legal form	17	●	
102-6	Markets served	7-13	●	
102-7	Scale of the organization	7, 12-13	●	
102-8	Information on employees and other workers	73-74	●	
102-9	Supply chain	8-9	●	
102-10	Significant changes to the organization and its supply chain	13, 43	●	
102-11	Precautionary Principle or approach	21, 38, 45-46, 51, 85	●	
102-12	External initiatives	39	●	
102-13	Membership of associations	52	●	
<b>Strategy</b>				
102-14	Statement from senior decision-maker	5	●	
102-15	Key impacts, risks, and opportunities	8-9, 45-47, 51-52, 89-91	●	
<b>Ethics and Integrity</b>				
102-16	Values, principles, standards, and norms of behavior	3, 17-18, 28-29, 35	●	
102-17	Mechanisms for advice and concerns about ethics	35-37, 80-81	●	
<b>Governance</b>				
102-18	Governance structure	18	●	
102-20	Executive-level responsibility for economic, environmental, and social topics	17, 20-21	●	
102-21	Consulting stakeholders on economic, environmental, and social topics	32-34	●	
102-33	Communicating critical concerns	81	●	
102-34	Nature and total number of critical concerns	36	●	
<b>Stakeholder Engagement</b>				
102-40	List of stakeholder groups	32	●	
102-41	Collective bargaining agreements	77	●	
102-42	Identifying and selecting stakeholders	32-33	●	
102-43	Approach to stakeholder engagement	32-34	●	
102-44	Key topics and concerns raised	34	●	
<b>Reporting Practice</b>				
102-45	Entities included in the consolidated financial statements	104-105	●	
102-46	Defining report content and topic boundaries	6, 33-34	●	
102-47	List of material topics	28-29, 34	●	
102-48	Restatements of information	6	●	
102-49	Changes in reporting	6	●	
102-50	Reporting period	6	●	
102-51	Date of most recent report	6	●	
102-52	Reporting cycle	6	●	
102-53	Contact point for questions regarding the report	6	●	
102-54	Claims of reporting in accordance with the GRI Standards	6	●	
102-55	GRI Content Index	106-109	●	
102-56	External assurance	106	●	

Reported ● fully ● partially

GRI Standard	Disclosure	Page number(s)	Reported	Note
<b>GRI 200 ECONOMIC STANDARDS</b>				
<b>Economic Performance</b>				
<b>GRI 103 Management Approach</b>				
103-1	Explanation of the material topic and its boundary	43	●	
103-2	The management approach and its components	43	●	
103-3	Evaluation of the management approach	43	●	
<b>GRI 201 Economic Performance</b>				
201-1	Direct economic value generated and distributed	42-43	●	
<b>Anti-corruption</b>				
<b>GRI 103 Management Approach</b>				
103-1	Explanation of the material topic and its boundary	37	●	
103-2	The management approach and its components	37	●	
103-3	Evaluation of the management approach	37	●	
<b>GRI 205 Anti-corruption</b>				
205-1	Operations assessed for risks related to corruption	37	●	
205-2	Communication and training about anti-corruption policies and procedures	37	●	
205-3	Confirmed incidents of corruption and actions taken	29	●	
<b>GRI 300 ENVIRONMENTAL STANDARDS</b>				
<b>Energy</b>				
<b>GRI 103 Management Approach</b>				
103-1	Explanation of the material topic and its boundary	53	●	
103-2	The management approach and its components	53	●	
103-3	Evaluation of the management approach	53	●	
<b>GRI 302 Energy</b>				
302-1	Energy consumption within the organization	53-54	●	
302-2	Energy consumption outside of the organization	58-59	●	
302-3	Energy intensity	53-54	◐	Due to the diversity of our Group, there is limited comparability between our companies' consumption figures. That is why, for purposes of comparison, we cite the consumption figures of Oiltanking tank storage activities, which are our largest, per tons of throughput.
302-4	Reduction of energy consumption	53-55	●	
302-5	Reductions in energy requirements of products and services	55	◐	In addition to absolute demand, we report the relative changes in Oiltanking tank storage activities.
<b>Water</b>				
<b>GRI 103 Management Approach</b>				
103-1	Explanation of the material topic and its boundary	64	●	
103-2	The management approach and its components	64	●	
103-3	Evaluation of the management approach	64	●	
<b>GRI 303 Water</b>				
303-1	Interactions with water as a shared resource	64-66	◐	We do not yet distinguish between water withdrawal and water consumption. We will improve our reporting on this in the future.
303-3	Water withdrawal	64	◐	We are not yet able to break down water withdrawal by areas of water stress.
<b>Emissions</b>				
<b>GRI 103 Management Approach</b>				
103-1	Explanation of the material topic and its boundary	57	●	
103-2	The management approach and its components	57	●	
103-3	Evaluation of the management approach	57	●	
<b>GRI 305 Emissions</b>				
305-1	Direct (Scope 1) GHG emissions	58-59	●	
305-2	Energy indirect (Scope 2) GHG emissions	58-59	●	
305-3	Other indirect (Scope 3) GHG emissions	60	●	
305-5	Reduction of GHG emissions	58-59	●	
305-6	Emissions of ozone-depleting substances (ODS)	61	●	
305-7	Nitrogen oxides (NO <sub>x</sub> ), sulphur oxides (SO <sub>x</sub> ), and other significant air emissions	62	◐	Only emissions such as NO <sub>x</sub> , SO <sub>x</sub> from third-party transports that were calculated using the EcoTransIT method can be reported.

102-55

GRI Standard	Disclosure	Page number(s)	Reported	Note
<b>GRI 300 ENVIRONMENTAL STANDARDS</b>				
<b>Effluents and Waste</b>				
<b>GRI 103 Management Approach</b>				
103-1	Explanation of the material topic and its boundary	67	●	
103-2	The management approach and its components	67	●	
103-3	Evaluation of the management approach	67	●	
<b>GRI 306 Effluents and Waste</b>				
306-1	Water discharge by quality and destination	69	●	
306-2	Waste by type and disposal method	67-68	○	So far, we cannot yet break down the disposal procedures in detail.
306-3	Significant spills	67-69	●	
<b>Environmental Compliance</b>				
<b>GRI 103 Management Approach</b>				
103-1	Explanation of the material topic and its boundary	51	●	
103-2	The management approach and its components	51	●	
103-3	Evaluation of the management approach	51	●	
<b>GRI 307 Environmental Compliance</b>				
307-1	Non-compliance with environmental laws and regulations	16	●	
<b>GRI 400 SOCIAL STANDARDS</b>				
<b>Employment</b>				
<b>GRI 103 Management Approach</b>				
103-1	Explanation of the material topic and its boundary	73	●	
103-2	The management approach and its components	73	●	
103-3	Evaluation of the management approach	73	●	
<b>GRI 401 Employment</b>				
401-1	New employee hires and employee turnover	74-75	○	For reasons related to data protection, we cannot disclose the turnover figures by age group and gender, as this would make it possible to make personal inferences at some smaller companies.
401-3	Parental leave	80	○	The data refers to our German locations.
<b>Occupational Health and Safety</b>				
<b>GRI 103 Management Approach</b>				
103-1	Explanation of the material topic and its boundary	85	●	
103-2	The management approach and its components	85	●	
103-3	Evaluation of the management approach	85	●	
<b>GRI 403 Occupational Health and Safety</b>				
403-1	Occupational health and safety management system	85	●	
403-2	Hazard identification, risk assessment, and incident investigation	85-88, 91	●	
403-3	Occupational health services	86-87	●	
403-4	Worker participation, consultation, and communication on occupational health and safety	85	●	
403-5	Worker training on occupational health and safety	86-88, 91	●	
403-6	Promotion of worker health	86-87	●	
403-9	Work-related injuries	89-90	○	In future we will breakdown the most important types of work-related accidents.
<b>Training and Education</b>				
<b>GRI 103 Management Approach</b>				
103-1	Explanation of the material topic and its boundary	77	●	
103-2	The management approach and its components	77	●	
103-3	Evaluation of the management approach	77	●	
<b>GRI 404 Training and Education</b>				
404-1	Average hours of training per year per employee	87	○	So far, only the training hours for HSSE are recorded worldwide.

GRI Standard	Disclosure	Page number(s)	Reported	Note
<b>GRI 400 SOCIAL STANDARDS</b>				
<b>Non-discrimination</b>				
<b>GRI 103 Management Approach</b>				
103-1	Explanation of the material topic and its boundary	79	●	
103-2	The management approach and its components	79	●	
103-3	Evaluation of the management approach	79	●	
<b>GRI 406 Non-discrimination</b>				
406-1	Incidents of discrimination and corrective actions taken	79	●	
<b>Local Communities</b>				
<b>GRI 103 Management Approach</b>				
103-1	Explanation of the material topic and its boundary	95-97	●	
103-2	The management approach and its components	95-97	●	
103-3	Evaluation of the management approach	95-97	●	
<b>GRI 413 Local Communities</b>				
413-1	Operations with local community engagement, impact assessments, and development programs	95-102	○	We only report the proportion of sites that work with charitable projects for the common good.
<b>Socioeconomic Compliance</b>				
<b>GRI 103 Management Approach</b>				
103-1	Explanation of the material topic and its boundary	36	●	
103-2	The management approach and its components	36	●	
103-3	Evaluation of the management approach	36	●	
<b>GRI 413 Socioeconomic Compliance</b>				
413-1	Non-compliance with laws and regulations in the social and economic area	36	●	

## ABBREVIATIONS

<b>API</b> ▷ American Petroleum Institute	<b>KPI</b> ▷ Key Performance Indicator
<b>CARE</b> ▷ Concern And REporting	<b>NO<sub>x</sub></b> ▷ Nitrogen Oxide
<b>CO<sub>2</sub></b> ▷ Carbon Dioxide	<b>OCIMF</b> ▷ Oil Companies International Marine Forum
<b>CO<sub>2e</sub></b> ▷ Carbon Dioxide Equivalents	<b>OHSAS</b> ▷ Occupational Health and Safety Assessment Series
<b>DNK</b> ▷ Deutscher Nachhaltigkeitskodex (The Sustainability Code)	<b>OSRL</b> ▷ Oil Spill Response Limited
<b>GHG</b> ▷ Greenhouse Gases	<b>SDGs</b> ▷ Sustainable Development Goals
<b>GRI</b> ▷ Global Reporting Initiative	<b>SO<sub>2</sub></b> ▷ Sulphur dioxide
<b>HR</b> ▷ Human Resources	<b>SO<sub>x</sub></b> ▷ Sulphur Oxide
<b>HSSE</b> ▷ Health, Safety, Security & Environment	<b>TRI-R</b> ▷ Total Recordable Injury Rate
<b>ILO</b> ▷ International Labour Organization	<b>UN</b> ▷ United Nations
<b>ISO</b> ▷ International Organization for Standardization	<b>VOCs</b> ▷ Volatile Organic Compounds

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