



**DON'T
ASK YOURSELF
HOW WE DO IT.
JUST COUNT ON IT
THAT WE WILL.**

**JAN DE RIJK LOGISTICS
THAT'S HOW.**

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KEY FIGURES


Fleet

		2021	2022
	Lowdeck truck	435	440
	Regular truck	45	38
	Rigid Truck	35	40
	Rigid Truck cooled	18	14
	Van cooled	25	6
	Specialised truck	34	22
	Managed trucks	254	325
	Total	846	885

Loading units

		2021	2022
	Box trailer	415	519
	Containers	243	240
	Tautliner	255	280
	Container chassis	180	188
	Cooled trailer	190	200
	Flatbed/ Low-loader trailer	18	17
	Specialised trailer	18	18
	Total	1319	1462

Carbon footprint

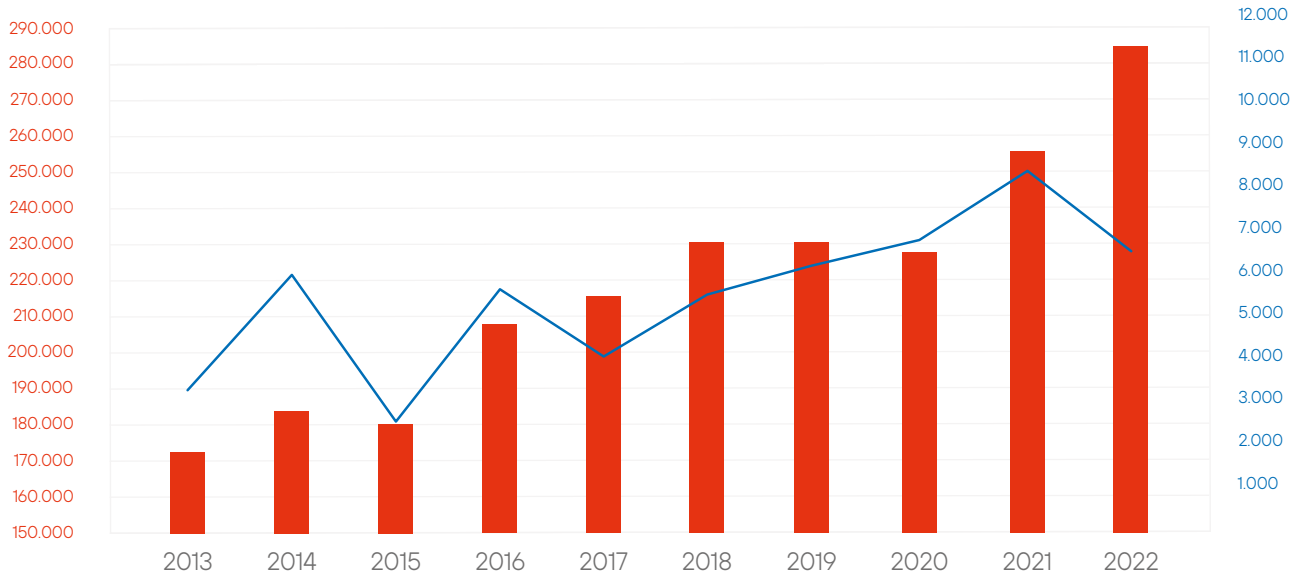
	CO ₂ emission 2021	
	Total	0,041 kg CO ₂ / loading meter km
	CO ₂ emission 2022	
	Total	0,041 kg CO ₂ / loading meter km

FTEs

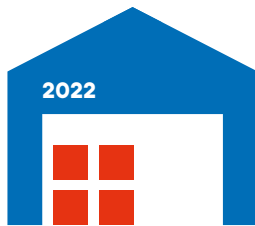
2021	Employees	FTEs
In the Netherlands	731	612
Outside the Netherlands	665	665
Total	1396	1277
2022	Employees	FTEs
In the Netherlands	760	642
Outside the Netherlands	693	692
Total	1453	1334

■ NET TURNOVER: (€x1000) ■ EBIT: (€x1000)

Financials Jan de Rijk N.V.

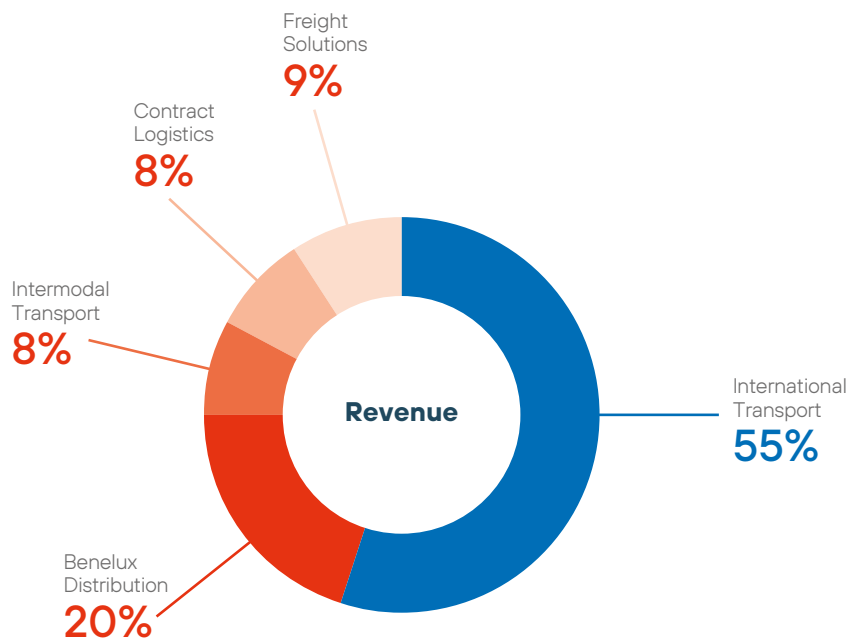


Contract logistics



Total
110.000 m²

Revenue split Jan de Rijk Logistics



Engine type

		2021	2022
	Euro 5	21%	8%
	Euro 6	79%	92%
	Total	100%	100%

Safety

		2021	2022
	Incidents	13	11
	Lost Time Injuries (LTI)	11	9

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MESSAGE FROM THE CEO



Our turnover rose from €256.6 million in 2021 to €283.3 million in 2022. This rise is mainly due to growing volumes from existing customers, contracts with new customers and a sharp rise in fuel prices.

Unfortunately, along with fuel prices, almost all other costs also rose sharply, putting pressure on the financial result. Group earnings before interest and taxes (EBIT) fell from €8.5 million in 2021 to €6.4 million in 2022, a good result under these difficult circumstances.

A perfect storm

The aftermath of supply issues in the wake of the corona crisis combined with the war in Ukraine have had a major impact on the logistics sector in general and on Jan de Rijk Logistics in particular. The market has been turbulent and unpredictable on the back of the external factors we faced in 2022, which has rendered effective cost management difficult.

The situation in Ukraine saw fuel prices rise sharply at the beginning of the year; they remained high throughout the rest of 2022, with major fluctuations over that period. The continued implementation of the Mobility Package has prompted a sharp increase in our staff expenses. In addition, the charter market has been highly volatile and unpredictable, resulting in a sharp rise in charter costs.

This has been compounded by major maintenance work on the rail network in Germany, which has had an impact on the performance of our intermodal connections between the Benelux and Italy. This ultimately led to operational inefficiencies and failure to achieve the turnover we were hoping for.

Like many organisations in the Netherlands, Jan de Rijk Logistics has had to contend with higher sickness absence than in previous years. Several (minor) corona outbreaks led to staff absences due to quarantine

measures. Fortunately, all the colleagues who were infected recovered well and are now healthy. That said, the ramifications of the corona crisis do seem to be manifesting in more absenteeism rooted in mental health issues.

Jan de Rijk Logistics mitigated all of these issues as quickly as possible over the course of the year. I would like to thank our staff and management team for the extra effort and flexibility they demonstrated in their efforts to serve our customers in the best possible way.

Outlook for 2023

We would like to thank our customers for their trust in and loyalty shown to Jan de Rijk Logistics. Once again in 2023, we will do our utmost to give them the best possible service. Thus far, volumes have been slightly lower than expected in 2023, but they are certainly not bad. Many customers have indicated that they expect a quiet start to the year, with volumes picking up from the second quarter onwards.

The International Transport, Benelux Transport, Intermodal Transport, Contract Logistics and Freight Solutions business units will continue to focus on ambitious growth. A less volatile market in 2023 should smooth the path to growth compared to last year. We restructured Benelux Transport in 2022. Network planning at our headquarters in Roosendaal has been centralised and the complex healthcare business, Omega Logistics, was divested to sharpen the focus of our portfolio on the market. After this restructuring exercise, this business unit will be in a position to concentrate on growth. The high standard of our service in Intermodal Transport has now been restored and we will once again be focusing on expanding our network.

Fred Westdijk
CEO Jan de Rijk Logistics



3 ABOUT JAN DE RIJK LOGISTICS

During the fifty years since it was founded (1971), Jan de Rijk Logistics has grown from a close-knit family business into a dynamic company, full of ambition and leading the way in innovation. Jan de Rijk Logistics has been a household name in logistics for many years. During this time it has become a leading provider of European transport and distribution services and associated contract logistics.

Core values

Our focus is always on our people and our customers, even when the going gets tough. As far as we are concerned, partnerships flourish when the market or capacity in the market faces challenges. Working together with our customers and joining forces to find solutions is what we are all about. Our entrepreneurship and drive to improve and innovate also helps us and our customers to improve together and to unflaggingly respond to changing circumstances. Continuing to invest in a modern IT landscape, and continuing to automate and digitalise, put us in a position to move in step with specific customer requirements. So customers don't have to wonder how we do it, they can rest assured that we will. **Jan de Rijk Logistics THAT'S HOW.**

That's how

Besides all the modern assets and processes, people are what we truly value. Sitting behind the wheel, picking orders in the warehouse, or giving customers the right information in the office: everyone is given the opportunity to develop. We always invest in people and create opportunities for everyone to grow within the company. But above all, we make sure we have a safe working environment. Our employees' physical and mental health are always the priority. Without the commitment of our people, we would not be able to achieve our growth and implement our development plans.



Besides growth, people and digitalisation, we are extremely conscious of the impact that we as a company and our customers have. We therefore have a clear sustainability plan that sets out how we aim to reduce our carbon emissions by 50% by 2030 compared to 2019. To this end, we are investing in hybrid and electric vehicles and we are actively using HVO as fuel. We also promote our intermodal solution and the aim is to extend our operations to more destinations.

For many years, we have been offering customers multidisciplinary solutions for transporting freight from A to B or to pack, transport and unpack cargo. This provides solutions for more customers in more markets. This wide range of services ensures that we can handle the peaks and troughs in the markets, and are always in a position to offer our customers alternatives.

Our customer portfolio is spread across the following business units:

International Transport

This business unit includes among its customers renowned shippers dealing with high-end goods, the most high-profile integrators and forwarders, and the world's largest airlines. We focus on high-end road transport across Europe, where our main focus is on air cargo, pharma, high-tech, express, special transport and temperature-controlled transport. We do this at an appropriate level of security, according to the nature of the product or the customer's requirements.

Intermodal Transport

This is a sustainable and cost-effective way of transporting goods that our Intermodal Transport business unit offers. Numerous customers operating in many different markets, from raw materials to finished products and from general cargo to dangerous goods, use our daily train service to and from Italy. We are also adding other destinations to our portfolio, and we monitor the performance of our trains to ensure that our service is stable.

Benelux Transport

The Benelux Transport business unit focuses mainly on last-mile B2B distribution in the Benelux, where we serve certain markets. These markets include



V.l.n.r.: Paul de Rijk, Susanne de Rijk, Fred Westdijk, Jan de Rijk en Jacqueline de Rijk-Heeren.

the automotive market, inner-city distribution and general cargo, whereby we combine as many flows as possible, so that we can achieve optimum customer performance. We also offer line-hauling services within the borders of the Benelux countries to provide supplies for our customers' distribution centres or transport between the various hubs.

Contract Logistics

The Contract Logistics business unit, with warehouses covering a total floor area of around 110,000 m², operates within Europe. We offer warehousing and transshipment operations as well as various value-added services and value-added logistics operations. We also offer our customers piece picking, order picking, repackaging, packing and assembly. Additionally, we handle full e-commerce fulfilment for customers, using a largely automated solution.

Freight Solutions

The new kid on the block, our Freight Solutions business unit, focuses on handling pan-European transport challenges on behalf of our customers. We do this from our offices in Swalmen as well as Roosendaal, where we have combined the operations and expertise of both forwarding offices in this business unit. We offer transport from A to Z and can also handle customs clearance for very diverse markets, product groups and countries.

4 BOARD OF DIRECTORS' REPORT

The aftermath of supply issues in the wake of the corona crisis combined with the war in Ukraine have had a major impact on the logistics sector in general and on Jan de Rijk Logistics in particular. These external factors that we faced in 2022 affected our result negatively. The market was volatile and volumes unpredictable throughout the year, which made effective cost management difficult.

Financial performance

Group turnover increased to €285 million in 2022 (2021: €257 million). Besides growth in volume, the sharp rise in fuel prices in 2022 was a factor. In the wake of the war in Ukraine and limited capacity in the market, earnings before interest and tax (EBIT) fell to €6.4 million compared to €8.0 million for the previous year.

The earnings before interest, taxes, depreciation and amortisation (EBITDA) amounted to 6.2% of sales, down from 7.5% in 2021. Investments over the course of the year totalled €18.8 million (2021: €19.4 million). We mainly invested in replacements for our national and international fleet and in new IT systems.





2022 by business unit

International Transport

This was a turbulent year for International Transport. A year of high peaks and deep troughs. In 2022, demand for capacity far exceeded supply. New customers in air cargo and express, strong volume growth among our existing customers and delivery issues presented by new equipment made it difficult to meet the high demand. The lack of capacity put the brakes on the intended growth of our customer base later in the year and it also put pressure on the financial result.

The war in Ukraine forced us to close our office in Kyiv for the time being. Our Ukrainian staff were transferred to Roosendaal to give them a safe haven and so that they could continue their work there. Operations in Ukraine are expected to resume after the war.

Several experienced managers from International Transport were transferred to the Benelux organisation to boost its ranks. Since then, International Transport has a new management team, which is giving the business unit fresh impetus. A new office has been opened in Frankfurt. It has a large private parking area and extensive facilities for our drivers, including separate facilities for our female colleagues.

The costs of chartering, fuel and virtually all other costs rose substantially during the year. It has been challenging to respond appropriately and quickly in the wake of many cost increases over a short period of time. In an effort to respond to the volatile market as best we could, a decision was ultimately taken to implement indexation of rates as early as 1 November instead of the usual 1 January.

Benelux Transport

By the end of 2021, the various transport operations in the Benelux had been merged into one business unit. This merger was implemented and consolidated further over the course of 2022. The complex healthcare business, Omega Logistics, was divested to sharpen the focus of our portfolio on the market.

We were also challenged by market volatility in the Benelux. The tightness in the jobs market for lorry drivers has fuelled high staff turnover. Drivers are in demand and the inclination to respond to demand from outside the company is strong. Fortunately, our experience is that drivers manage to find their way back to Jan de Rijk Logistics after a short spell elsewhere. High staff turnover affected the standards of our services and, ultimately, the financial performance of this business unit.



Despite the challenging times we endured, our customers remained loyal, and for that we would like to thank them. We have full confidence in our new, experienced management team in the Benelux.

Contract Logistics

Contract Logistics put the spotlight on operational excellence in 2022: they focused on safety, standardisation and stability of operational processes. With the final implementation of Boltrics at our Eindhoven site, the migration to this new WMS was completed and Jan de Rijk Logistics now uses only one standardised WMS at all its sites.

There was a lot going on in terms of staffing too: Contract Logistics has a new director, and there is new management at two of the sites. A focus on absenteeism significantly reduced the absenteeism rate last year.

In 2022, Contract Logistics performed well financially. Further expansion will continue to be a key focal point in 2023 too.

Intermodal Transport

Intermodal Transport performed well in the first half of 2022. The outcome as sound performance, satisfied customers and good financial results. Unfortunately, the second half of the year was a different

story. Work on the railways in Germany and under-performance by our traction provider put pressure on service delivery to our customers, and unfortunately it eventually even led to us losing some of our customers. The implications of this ultimately led to a disappointing financial result.

Just like the other business units, Intermodal Transport also suffered from volatility among the staff and high sickness absence. Towards the end of the year, things settled down and customer service also returned to a good level. A new Intermodal Transport director was recruited in 2022 and tasked with guiding the business unit towards further growth.

Freight Solutions (forwarding)

Despite capacity constraints in the market, Freight Solutions continued to grow exceptionally well in 2022. Turnover grew by almost 30%, mainly due to attracting new customers in the fields of solar panels, animal feed and building materials. At this point in time, Freight Solutions is focusing mainly on transport to/from Germany, Eastern Europe, France, Spain and Portugal.

To facilitate further growth, it has invested in further digitalisation of the Freight Solutions processes. The ultimate goal is to have completely paperless processes based on digital interfaces with customers as well as suppliers.





Digitalisation

In 2022, important steps were taken in terms of digitalisation. With the final implementation of Boltrics at our site in Eindhoven, the replacement of the WMS is complete. In the transport divisions, steps have been taken in terms of automated scheduling, further digitalisation of our connections with customers/charters and the application of artificial intelligence to assess the quality of CMRs.

Mobility Package

As we feared, the Mobility Package has far-reaching consequences for the transport sector: an even greater shortage of drivers, a loss of capacity due to the regulation stipulating that vehicles must return home, major cost increases for our customers and an extremely negative impact on the reduction of carbon emissions. Jan de Rijk Logistics is disappointed that 2022 has seen no final ruling on the controversial 'vehicle return home' regulation and cabotage rules on combined (intermodal) transport.



Category	Indicator	2020	2021	2022
Climate change	Greenhouse gas emission [kg/loading meter km]	0.043	0.041	0.041
	Fuel consumed in JDR owned fleet [l/km]	0.29	0.27	0.26
	Percentage renewable fuel [%]	0.3%	0.0%	1.0%
Pollution and waste	Total emissions and waste (scope 1 CO ₂ emission) [kton]	53.8	50.7	48.7

Environmental, social and governance

This year, Jan de Rijk Logistics is presenting for the first time a separate section on environmental, social and governance (ESG) in its annual report covering the topics our organisation is focusing on currently. With this first ESG-report, the process to establish fully compliant CSRD reporting in 2025 has started.

Environmental

Climate change remains the biggest threat in the long term and Jan de Rijk Logistics believes it is crucial to take responsibility in this respect. In 2022, we established our preliminary long-term sustainability targets.

Besides ongoing fleet renewal, our main focus in the short term is to actively promote HVO transport to our customers and, in the slightly longer term, to electrify our fleet or deploy hydrogen vehicles, depending on the maturity of the technology. We also actively seek routes on which LHVs can be deployed. We are currently offsetting carbon emissions, but we intend to phase out offsetting once HVO and electrification take up a larger share of our reductions in carbon emissions.

Jan de Rijk Logistics is noticing that sustainability is increasingly gaining the attention of shippers. This issue is appearing on agendas more and more, and organisations are more prepared to incur additional costs for a sustainable solution. Two customers converted to HVO in 2022 and several other customers have shown a serious interest in this idea for 2023.

Social

Staff safety is a key concern. Jan de Rijk Logistics aims to have a zero-accidents environment. Our main focus is on preventing accidents, at our sites as well as on the road. Among other things, we have

our weekly safety themes, instructional videos, we meticulously record near misses and train our staff based on this.

Along with safety, the development of our staff is key. Good staff are crucial to every successful organisation. Once again in 2022, we put the spotlight on training our people, both in terms of their jobs and in terms of their personal development. For all management positions, we use a trainee programme for school leavers and personal development plans (PDPs) to train new, mainly middle, management.

Governance

Jan de Rijk Logistics' aim is to create a working environment in which diversity and inclusion have an important role to play. For years, we have focused on attracting female drivers by providing good facilities where women can feel at home. In 2022, we carried out a benchmark measurement for diversity, across several layers in our organisation.

Furthermore, we revised our code of conduct in 2022 and appointed an external confidential adviser.

Roosendaal, 30 April 2023

Board of directors

F. (Fred) Westdijk, CEO

J.A.M. (Jan) de Rijk

J.G.M. (Jacqueline) de Rijk-Heeren

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SUPERVISORY BOARD'S REPORT

The Supervisory Board noted that the Company performed reasonably well in an increasingly volatile supply chain environment in 2022. This was partly due to the war in Ukraine, which triggered a sharp increase in fuel prices, and partly due to volatile market demand in logistics and transport. Increased costs driven by EU legislation in the form of the Mobility Package had to be absorbed initially, before adjustments could be made to market prices.

The organisation responded promptly to all these challenges, but was not able to achieve the financial performance of the previous year. Various constructive discussions were held with the Management Board on ways to control the steep cost increases, to put the company's supply chain networks to better use, and to further improve the efficiency of the organisation and the use of capital invested.

The focus in our discussions with the Board of Directors was on two of the business units, i.e. Benelux Distribution and Intermodal Transport, because of their significant impact on the overall performance of the company in 2022. At Benelux Distribution, the operations of its Omega branch were divested, the distribution network restructured and operations control was centralised.

At Intermodal Transport, which suffered greatly from the poor performance of the railway operator, more

strategic discussions were held about structural changes to the company's rail product. Intermodal Transport is still managing to satisfy the increasing demands of sustainable transport solutions for our customers.

International Transport's operations continued to grow and perform well, despite volatility in the market. At Contract Logistics the new automated fulfilment system Autostore operated to full satisfaction, allowing us to further expand our activities as a full logistics service provider. Freight Solutions performed very well, with double digit growth and good margins.

Supervisory Board meetings

The Supervisory Board held meetings with the Board of Directors six times. Besides the subjects noted above, the focus in these meetings was on:

- **Digital transformation**
The company is well underway with digital transformation, which is further improving efficiency and quality. The new warehouse management system was successfully implemented in the Eindhoven warehouse in 2022, which saw the completion of this successful project, with all the warehouses now on the new system.
- **Risk assessment and control**
With the further growth and increased complexity of the organisation, a company-wide project was started to further professionalise corporate governance. Areas of attention include structured risk identification, transparency of controls, clear policies, optimising internal processes, etc. A regular review of the outcome and progress of this effort was carried out together with the Board of Directors.
- **Cybersecurity measures**
The organisation updated the Supervisory Board regularly about the cybersecurity measures that the company has in place.
- **Company strategy**
Discussions started with the Board of Directors about the need to update the company's medium-term strategy, supported by external advice. Agreement was reached to initiate this project H1 2023.

- **Sustainability**

Regular discussions were held about the company's sustainability plans. The company has clear initiatives for further reducing its carbon footprint, including using HVO (hydrotreated vegetable oil), and investing more in hybrid and fully electric vehicles. Intermodal solutions are also part of this sustainability plan. A comprehensive ESG plan is being drafted to get the company ready for ESG standards and requirements in the near future.

- **Budget 2023**

The plans and budget for 2023 were reviewed, including growth plans, financial targets, cost-reduction efforts, increased focus on safety and sickness absence rates.

Supervisory Board members

In 2022, an effort was started, in close contact with the shareholders, to gradually renew the composition of the Supervisory Board. So far, the Supervisory Board comprises Mr B. Seckel, Mr S. van Loon and Mr W.N.C. Heeren (chairman). Mr Seckel and Mr van Loon are due to retire from this Supervisory Board at the beginning of 2023 and three new members will join, namely: Mr J. Blom, Mr J. de Vegt and Mr R. de la Houssaye. Mr W. Heeren will stay on as chairman of the Supervisory Board.



The Supervisory Board would like to thank the Board of Directors and the whole Jan de Rijk Logistics organisation for the good work and cooperation during the year.

Roosendaal, March 2023

W.N.C. Heeren (chairman)

J. Blom

R. de la Houssaye

J. de Vegt

6 CORE ACTIVITIES

Mr J.A.M. de Rijk and Mrs J.G.M. de Rijk-Heeren founded Jan de Rijk Logistics in 1971. Whereas the focus in the early years was entirely on developing air cargo trucking in Europe, the company has since grown into an international logistics service provider with offices across Europe. Operations have expanded and are carried out by five different business units.

- ☒ International Transport
- ☒ Benelux Transport
- ☒ Intermodal Transport
- ☒ Freight Solutions
- ☒ Contract Logistics

All operations within the various business units have one thing in common: working with the customer to develop the most efficient, cost-effective and sustainable solutions. Driven by digitalisation and the will to improve, we continue to develop processes and activities so that we can improve the entire supply chain, while in the process taking the burden off our customers as much as possible. From plan to execution.

Digitalisation is the key

Ever since the company was founded 50 years ago, having more efficient processes and customer satisfaction have been at the top of the agenda. This is particularly evident in the strides we have taken over the last 10 years in digitalisation and actively promoting data integrations with customers. Where this is not possible, we proactively give them access to the customer portal that we ourselves have developed. Transparency and sharing data is now in our DNA. All of this made possible in part by our data warehouse, which is linked to our enterprise service bus, which in turn connects all the systems.




Year on year, we're witnessing more customers joining us in this digital revolution, even though sustainability is also at the top of many customers' agendas. Like our customers, we are aware of the impact we can have on climate change. By actively promoting alternative fuels and jointly investing in sustainable solutions in terms of transport and warehousing, we have set up an ambitious sustainability programme together with our customers.

More than 50 years of knowledge accumulation for and by customers

Thanks to many years of working with leading customers, we have built up a wealth of expertise in many industries. Besides air cargo, this includes the automotive sector, healthcare, retail, event logistics, e-commerce, high tech and high-value freight. Each time, we evolve together with existing and prospective new customers and are open to exploring and perfecting developments in the markets we are familiar with as well as in those we are less well informed about.

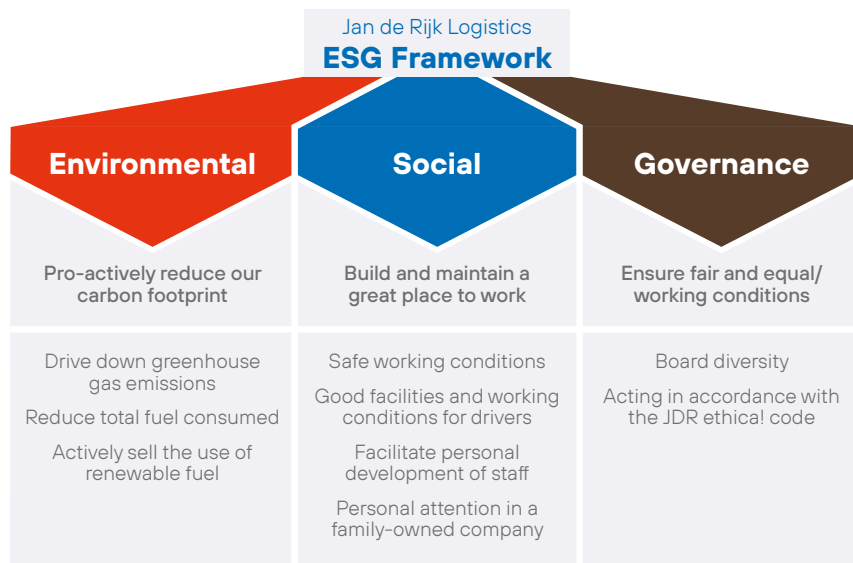
We know what is required from our customers and what they require from us, and we believe in working with them, supply chain partners and authorities to develop logistics solutions together. Based on a combination of our drive to continuously improve our operations and a healthy dose of entrepreneurship, we have been growing for over 50 years and will continue to do so going forward. We're up for every challenge. Jan de Rijk Logistics, that's how!

The key competitive strengths of the organisation are:

	Well-recognised brand in transportation, distribution and logistics as well as supply chain management solutions
	Network of 27 offices in 13 European countries
	Asset-based business model that ensures high operational control and reliability together with strong capacity commitments and high quality standards
	Sizable fleet operator in Europe with a daily deployment of owned assets
	Recognised provider of multimodal solutions
	Large and broad customer portfolio with a healthy balance between global, European and regional customers and small and medium-sized companies
	Recognised as a leading provider of road feeder services in air cargo
	Well positioned in non-food retail and pallet distribution in the Benelux and Germany
	Recognised specialist in a number of key industries, such as Aerospace, Technology, Automotive and Healthcare
	Operational management and shared support services organised at group level
	State-of-the-art ICT platform to increase operational efficiencies and to cater for maximum customer connectivity
	Compliant with leading industry standards in quality, health and safety, security and environment
	Management team with long-term industry experience and global business environment know-how
	(Sustainability) Modern and clean fleet with a focus on alternative fuels, for instance HVO

7 ESG (ENVIRONMENTAL, SOCIAL, GOVERNANCE)





Our approach to ESG

Jan de Rijk Logistics takes ESG to heart. We believe that being able to excel in all three areas buys a company's reputation and productivity. Doing so is not just the right thing to do but it's the smart thing to do. We understand how important it is to not just "talk the talk" but to "walk the walk" when it comes to sustainability. At the same time, we are aware that not all aspects of ESG are included in this first ESG report yet, but rather themes that are important to our organization at this moment in time. We are tak-

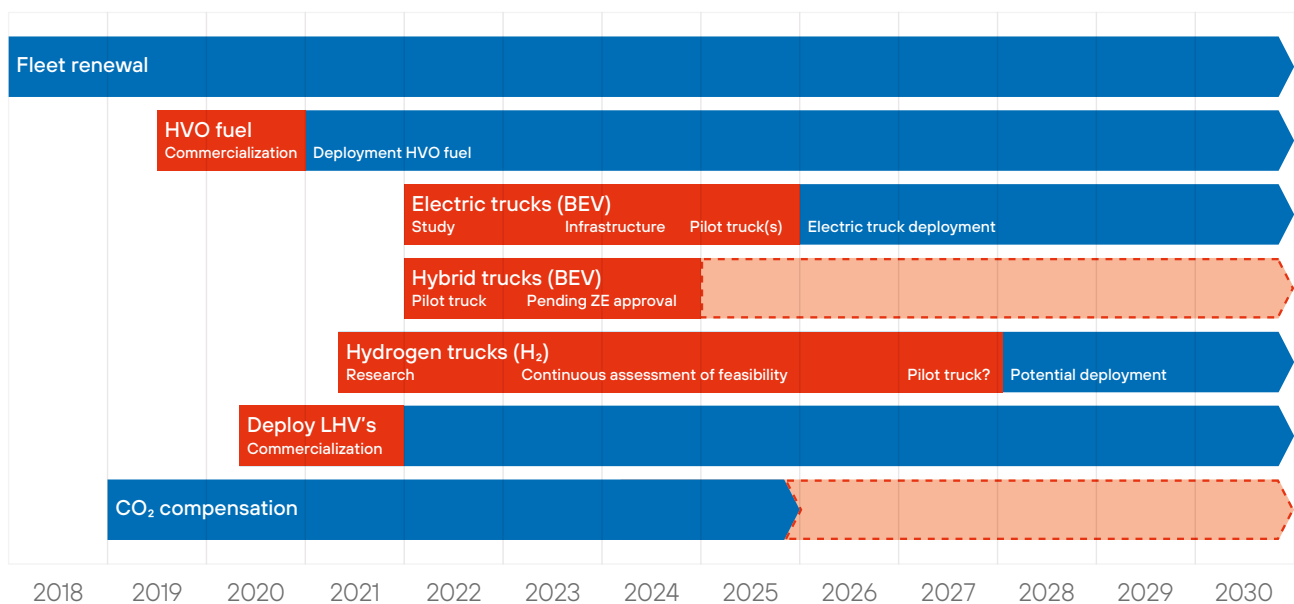
ing a practical approach to ESG and are continually looking to improve.

Environmental

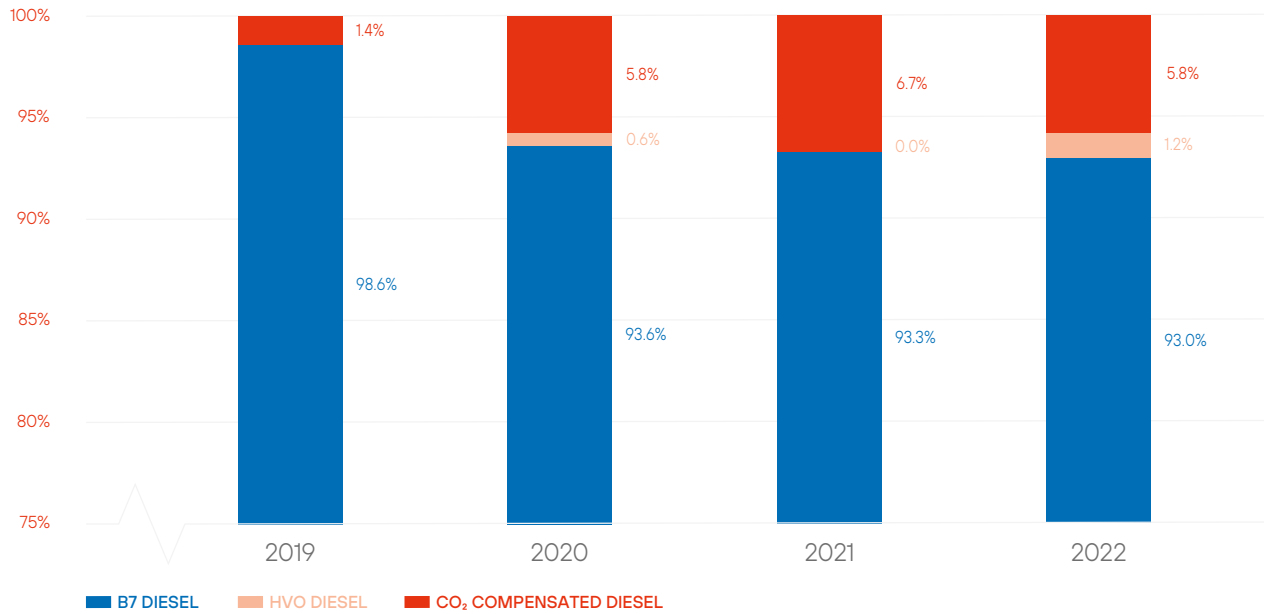
At Jan de Rijk Logistics we have a strong responsibility towards our customers, our employees and future generations. Climate change is the greatest challenge we all face in the longer term. Jan de Rijk Logistics believes it is important for it to continue to shoulder its responsibilities, which is why we launched our Sustainability Roadmap in 2022.

Roadmap Sustainability

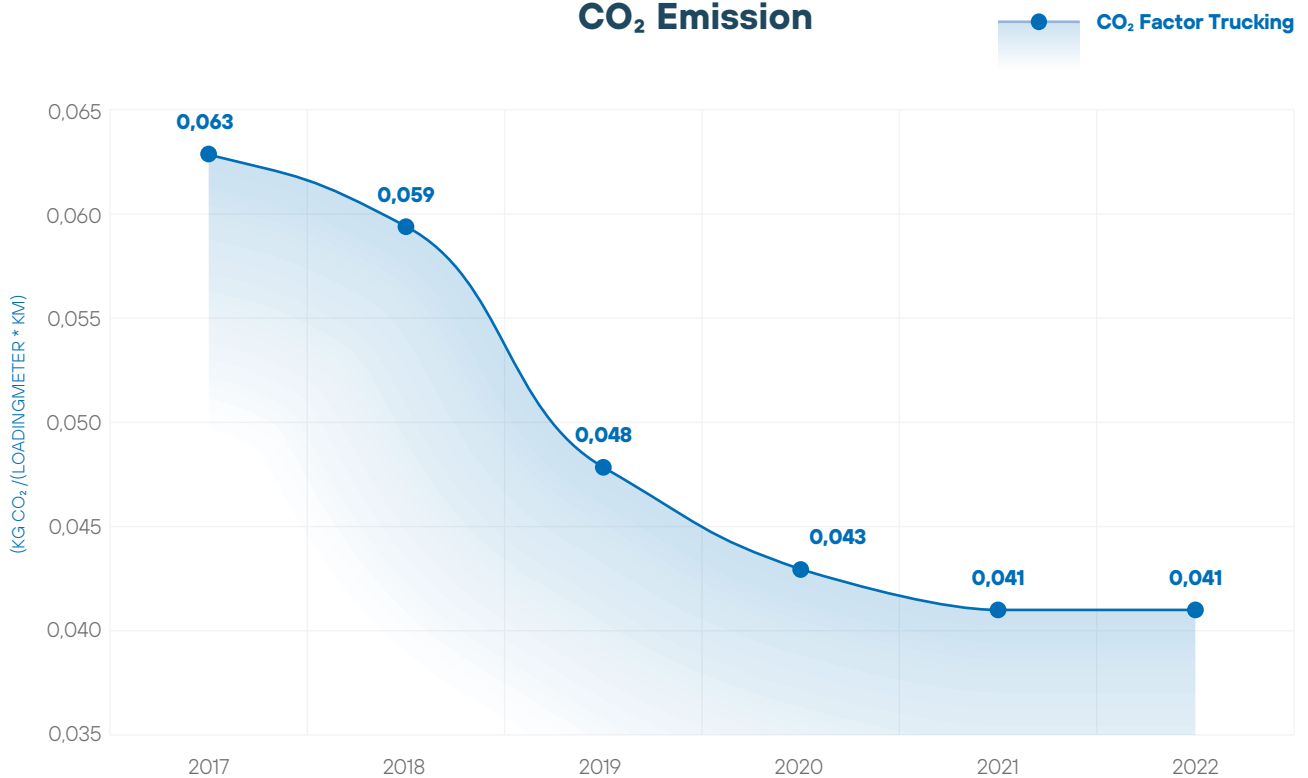
Jan de Rijk Logistics aims to reduce its (WTW) CO₂-Emission with **50%** in 2030 vs 2019



Fuel usage



CO₂ Emission





Embedding effective measures into our current strategy has already led to continuous reduction of our carbon footprint. Most of the carbon footprint is emitted by our own fleet. Our daily practice aims at reducing this emission by decreasing the use of carbon based energy sources.

Our Roadmap Sustainability is focused around seven concrete actions to achieve 50% reduction in well-to-wheel CO₂-emission in 2030 compared to our 2019 baseline. Well-to-wheel emissions include all emissions related to fuel production, processing, distribution, and use. In the case of diesel, emissions are produced while extracting petroleum from the earth, refining it, distributing the fuel to stations, and burning it in vehicles.

Fleet renewal

Each year, Jan de Rijk Logistics invests substantially in new vehicles. These newest generation trucks are by definition more fuel efficient compared to their predecessors, seriously reducing the overall consumption of diesel.

HVO fuel

We introduced HVO to our customers in 2019 and since then we have replaced a significant volume of diesel with HVO. Our ambition is to substantially increase this amount in the years to come.

Electric trucks (BEV)

Battery electric vehicle (BEV) technology developed rapidly in 2022 and even bigger steps are yet to come. Jan de Rijk is monitoring these developments closely. In 2023, we will apply to have the capacity of the electricity grid increased in our main locations to facilitate electric vehicles in the future. Larger-scale deployment of BEV trucks in our fleet will commence in 2026.

Hybrid trucks (PHEV)

In anticipation of zero-emission approval of plugin hybrid electric vehicles (PHEV), the first hybrid truck was deployed in 2022 to test this technology for our

inner-city distribution. Unfortunately the Dutch government has not approved the hybrid truck as zero emission, forcing us to pause further deployment until this approval is granted.

Long heavy vehicles (LHVs)

LHVs or road trains are one of the most efficient ways to reduce carbon emissions. Jan de Rijk Logistics has added another LHV to its fleet. It is fully powered with HVO and runs on a dedicated route between Schiphol Airport and Frankfurt Airport for Air France/KLM. We will continue to look for other lanes and other customers to introduce LHVs in the near future.

Carbon offsetting

We continued our carbon offsetting agreement with Shell to offset part of our carbon emission by investment in 'green projects' worldwide. In the medium term, the measures described above will replace the carbon offsetting programme.

Given that we managed to reduce our carbon footprint even more, we will continue our ambitious plan in the years to come. Looking to the future, we are convinced that our efforts will have a serious impact on global targets and reflect our deeply felt sense of responsibility. Improving our planet. That's how!

Social

All members of our staff contribute with their day-to-day work to shaping our company and serving our customers. Jan de Rijk Logistics' aim is to create a great and unique working environment for its staff, ensuring it provides fair and equal working conditions, healthy and safe working environments, attractive salaries, promotion and retention strategies, personal development opportunities and anything that contributes to generating high engagement levels amongst our staff.

Safe working conditions

Safety is and always will be an important topic at our organisation. We have taken several measures based on the results of previous years. For instance, we always analyse every accident or incident and ensure that improvement measures are taken so that similar incidents can be avoided in future. Our target is to reduce the number of incidents in 2023.

Safety	Indicator	2021	2022
Working conditions	Lost-time injury frequency rate [incidents]	11	9
Driver working conditions	Fatality rate [fatalities]	0	0
	Voluntary and involuntary turnover rate [%]*	21	28
Accident and safety management	Number of road accidents/incidents	159	142
People development	Hours of training per employee [hrs]*	2.112	4.197
	Personal development plans for MT and staff reporting to MT [%]	21%	41%

* Netherlands only

The number workplace accidents that occurred and resulted in absenteeism fell last year. Prompted by the number of incidents in 2021, we have taken several safety measures. For instance, we held various safety training programmes for our drivers, warehouse staff and mechanics. Several training sessions on working on/using a tailgate have been organised. All our mechanics have obtained their SCC certificates.

Safety campaigns ('Stay alert, don't get hurt') were held in April and October 2022, aimed at raising awareness among our employees. During these campaigns, members of staff were asked to actively report unsafe situations so that steps could be taken. In addition, several safety precautions have been implemented at our premises and in our warehouse. We have refurbished our walkways and traffic plans and given our staff more personal protective equipment.

In 2022, our focus was on raising safety awareness among our employees. 2023 will be dedicated to changing behaviour, among other things by communicating on weekly themes more frequently.

Driver working conditions

Jan de Rijk Logistics believes it is important to offer our drivers a safe and pleasant working environment. Our fleet is paramount in this. Jan de Rijk Logistics will continue to invest in a new fleet so that our drivers work in new vehicles. Not only that: all our own premises have good facilities for showering, cooking, sleeping and washing. For years, we have focused on recruiting female drivers by providing separate, well-maintained facilities for women, where they can feel at home. Despite the number of incidents that led to absenteeism, fortunately there have been no fatalities in recent years. Shortages in the jobs market saw a rise

Employer Value Proposition

International company in your region	Entrepreneurial environment	Good facilities	Advanced
We offer our members of staff a challenging international working environment based in regional offices in Europe.	We have an entrepreneurial culture in which our can-do mentality is paramount.	Our working environment has excellent facilities. Our offices are cutting edge and we ensure our staff has the right tools for the job.	We are pioneers in our field, leading the way when it comes to advanced, innovative technology.
European reach, local touch.	Have you got a great idea? We'll give you the space to find out if it'll work in practice.	We make sure that our fleet consists of new vehicles and that excellent facilities are available on the road, especially for our female drivers.	Our vehicles are equipped with the newest on-board computers and our IT systems are leading models in the industry.

Personal attention/family business

Attention for the individual is the foundation on which Jan de Rijk Logistics rests. We are a family business with a great working environment, where we give our staff the personal attention they deserve.

Governance	Indicator	2022
Diversity and inclusion	Number of nationalities at Jan de Rijk Logistics [#]	33
	Ratio of male/female employees [%]	84.8% / 15.2%
	Ratio of male/female drivers [%]	91.8% / 8.2%
	Ratio of male/female empl. in management positions [%]	86.4% / 14.6%
Board diversity	Ratio of males/females in board and supervisory board positions	85.7% / 14.3%
Code of ethics	Number of employees contacting the external confidential adviser	3

in staff turnover last year. Our response to this was to concentrate on various recruitment activities. As an example, we held flyer campaigns targeting drivers throughout the Netherlands and made sure we attended job fairs. We work closely with various schools to introduce young people to our organisation, and the transport and logistics sector in general. Despite the high turnover, we have successfully welcomed many new members of staff to our organisation.

Personal development

Continuing to learn and develop is tremendously important to all our members of staff. This is why we encourage our employees to keep developing and keep learning, both as part of their work and in their private lives. We train (new) members of staff on the job and facilitate courses through our partners. We also keep our staff's professional knowledge up to date by encouraging continued development, both as part of their work and in their private lives. This investment is reflected in the number of hours they have spent on training.

In 2022 we started training our own CE drivers; all in all, eleven members of staff started the programme. Since then, six apprentices have successfully completed the programme and have started working as National Drivers at one of our sites. We have also invested in improving the safe driving practices of our drivers through various training programmes. In 2022, we welcomed two new management trainees to our management development programme, which trains recent graduates over a two-year period for four different positions/assignments at the organisation. The purpose of this traineeship is to develop the skills of our future management, particularly middle management.

Governance

Jan de Rijk Logistics believes that active corporate governance is important to the development of the company, to ensure the sustainable provision of long-term benefits for shareholders, employees and society.

Diversity and inclusion

We respect and value differences because they make our organisation stronger, innovative and attractive, which is why we concentrate on diversity in various areas of our organisation.

As far as Jan de Rijk Logistics is concerned, diversity means more than the ratio of men to women in our organisation. Diversity is about all kinds of differences that we perceive, both the visible (skin colour, male/female, age) and the invisible (gender, religion, culture, level of education, etc.). Within our organisation, we are noticing an increasing diversity in nationalities and cultural backgrounds. Our aim is to have a wide range of personalities on our management team, based on Insights Discovery Profiles. Having this diversity will promote team creativity and productivity, among other things.

Code of ethics

Avoiding work-related psychosocial stress plays a crucial role in a healthy and safe working environment. That is why we pay a lot of attention to this at our organisation. Our code of ethics lays down clear guidelines for appropriate behaviour. An external confidential counsellor is called in to deal with inappropriate behaviour or integrity issues. This is how we work on creating a socially safe work atmosphere at our organisation.

Three of our employees contacted the external confidential advisor during 2022. None of these cases required additional actions or measures.

THE GROUP'S BOARD OF DIRECTORS

Management board

Fred Westdijk (1966, Dutch)

CEO

Joined Jan de Rijk Logistics 2019

2010-2019 DHL Supply Chain

2003-2010 Exel Logistics

1990-2003 KLM Royal Dutch Airlines

Board and Supervisory Board memberships:

NDL/HIDC

Jan de Rijk (1946, Dutch)

Director

Founded Jan de Rijk Logistics 1971

Board and Supervisory Board memberships:

VCK Logistics, Neele Vat

Jacqueline de Rijk-Heeren (1952, Dutch)

Director

Founded Jan de Rijk Logistics 1971

Board and Supervisory Board memberships:

Brabant Economic Board, MCA, Intervest

Supervisory Board

Willem Heeren (1948, Dutch), chairman

Sjoerd van Loon (1949, Dutch), until April 2023

Bernard Seckel (1948, Dutch), until January 2023

Jasper Blom (1977, Dutch) – as of January 2023

Jan de Vegt (1959, Dutch) – as of January 2023

Roderick de la Houssaye (1969, Dutch) – as of

April 2023

Advisory Board

Bert Pauli (Dutch)

Emile van Duren (Dutch)

Management Team

Fred Westdijk, CEO

Aart van Bezooijen, CFO a.i.

Gerard Vegter, CFO – as of June 2023

Daniël Uijtdewillegen, COO

Daniël Uijtdewillegen, International Transport

Wesley van Hoeijen, Benelux Transport

Aryan van Zoest, Intermodal Transport

Hein van Rijckevorsel, Contract Logistics

Hans Heeren, Freight Solutions

Stephan Pieters, Commercial

Heino Kempers, ICT

Annemarie Somers, HR

Sjel Wijngaards, Corporate Office

CONNECT WITH J-CONNECT

For many years now, we have been continuously improving our customer portal, J-Connect. Saskia Beukeveld was partly responsible for this development and currently is reaping the benefits together with her customer service team.

What benefits from transparency?

Our customers are increasingly aware of the benefits of real-time transport information. It provides them with valuable data to manage their supply chains and communicate with stores, distribution centres and airports. This information not only provides cost efficiency and productivity through more streamlined operations, not to mention improved service levels and NPS scores and reduction in churn, all of which is achieved by an excellent customer experience. Transparency and availability of information improves our performance too, so everyone stands to win.

What do we achieve?

All the information we can provide regarding transport is to hand, either for customers in their systems via API, via email notifications, or by logging in to our own J-Connect portal. It only matters that customers apply a solution that matches their needs; they all have the same foundation. 'Using these solutions, we can inform them ahead of time and without the need to wait for a customer service employee to re-enter the data in an email. We consider this a waste.' Does this mean our customer service employees are no longer available? Absolutely not, the opposite is true. We have hired the smartest people to help you to figure out complex transport puzzles. Let them do what they are good at, so we win together.

With our digital solutions, you know exactly where we are at, 24/7/365, via any device. Our customers can also retrieve the information we display in our portal so that it is available in their system. We also provide standard API documentation to make integration with our customers easier.

How did we achieve this?

Providing transport visibility, real-time tracking and sending alerts may sound easy and obvious, but it's

not that simple. Our J-Connect is only as good as its input and we rely on many sources, like the orders received from customers, planners that allocate trucks and trailers, and our Telematics solution. Don't forget about our drivers, our eye on the road and interface with the customer; they provide lots of valuable insights that we can share. 'Not only do we pass on information and documents, we also validate our sources, using AI where possible, and otherwise with human intervention and reporting mechanisms.'

We also work with experts in the field of user experience of application usage. Our J-Connect is designed to be so intuitive, that no training is required. We asked several customers who use the portal about their information requirements; we also looked at frequently asked questions and reporting needs. We also looked at consumer portals and notifications we are sent when buying online, which is great source of human expectations.

What's next?

We don't stop when the cargo is delivered, we have also included full transparency about the invoicing process, including invoice status, payment due dates, documents and a breakdown of costs. At the end of the day, the portal will always be in continuous development, so future capabilities are limitless.





AUTOSTORE NEVER TIRES

One group of employees at Jan de Rijk Contract Logistics work tirelessly: they are the AutoStore robots. Together with a fantastic group of human colleagues, they ran an excellent operation in 2022. Davy Duijndam is in charge of the entire operation.

Back to beginning

Installing AutoStore involved a great deal of time and effort. The entire warehouse floor had to be reinforced and a major investment was made in automation and training people and configuring machines. Together with customers and the efforts of our people, a lot of energy was put into setting up the right processes, based on data and practical experience. 'Without partnering with our customers, who

understood that this would involve a learning curve, we wouldn't have achieved what we did.'

We are currently running at a performance of 99.98% on stock value. Our first international internal customer audit went well and we have gone from having two shifts to one day shift only. This is mainly down to the ongoing optimisation of our processes. We have also trained our own staff and the team now consists of 16 permanent, experienced employees who handle operations effectively each and every day. Without this perfect combination of people and equipment, we would never have managed to achieve such a high level of performance.



Onwards and upwards

There's still room in AutoStore for other e-commerce customers and, because the system can be expanded modularly, we can always absorb more customers and more SKUs. 'To prepare for this growth, we have set up an operational excellence programme so that we stay on top of process development.' This has already produced one-piece-flow operation, and all processes have been fully documented and provided based on value flow mapping and comprehensive descriptions. 'This is how we can easily translate our successful operations of today into growth in the future.'

We will also continue to train and develop the staff involved so that we are ready for all the great things

to come, and it goes without saying that we will do so together with our tireless staff.

Info	Figures
Number of robots	11
Number of stations	3
Number of locations	11,500
Number of orders sent 2022	101,618
Number of items picked 2022	1,152,852
Sent to number of countries	42

8 SUMMARISED FINANCIAL STATEMENTS





Consolidated balance sheet as at 31 december 2022

(Before appropriation of result)

	31 December 2022		31 December 2021	
	€	€	€	€
Assets				
Fixed assets				
Property, plant and equipment				
Vehicles	49.651.509		45.424.805	
Other tangible assets	10.528.603		9.701.424	
		60.180.112		55.126.229
Current assets				
Inventories		527.241		497.387
Receivables				
Trade debtors	48.302.213		42.869.273	
Taxes and social security charges	2.962.051		1.881.878	
Other receivables and accrued assets	4.920.317		4.899.377	
		56.184.581		49.650.528
Cash and cash equivalents		353.964		755.708
		117.245.898		106.029.852

	31 December 2022		31 December 2021	
	€	€	€	€
Equity and liabilities				
Group equity		39.204.213		39.517.652
Provisions				
Deferred tax liabilities	3.485.336		3.984.734	
Other provisions	774.420		588.155	
		4.259.756		4.572.889
Long-term liabilities				
Loans contracted	406.250		2.031.250	
Lease liabilities	8.016.306		0	
		8.422.556		2.031.250
Current liabilities				
Payables to banks	24.061.232		20.534.907	
Repayment obligations	2.768.211		1.625.000	
Trade payables	27.014.857		25.518.163	
Payables relating to taxes and social security contributions	4.544.473		6.507.760	
Other liabilities and accrued expenses	6.970.600		5.722.231	
		65.530.126		59.908.061
		117.245.898		106.029.852

Consolidated income statement for the year 2022

	2022		2021	
	€	€	€	€
Net turnover		285.030.359		256.785.502
Direct operating costs	54.419.523		44.904.384	
Costs of subcontracted work	118.967.699		105.272.836	
Expenses of employee benefits	76.003.505		70.793.178	
Depreciation of intangible and tangible assets	11.411.624		10.669.192	
Other operating expenses	17.836.923 4		16.680.414	
Total of expenses		278.639.274		248.320.004
Total operating result		6.391.085		8.465.498
Financial income and expense		-872.308		-446.353
Total of result of activities before tax		5.518.777		8.019.145
Income tax expenses		-1.035.353		-1.974.718
Extraordinary result				
Total result after tax		4.483.424		6.044.427

Consolidated cash flow statement for the year 2022

x1,000

	2022		2021	
	€	€	€	€
Cash flows from operating activities				
Total of operating result		6.391		8.465
Adjustments for				
Depreciation		11.412		10.669
Increase (decrease) in provisions		186		84
Movements in working capital				
Decrease (increase) in inventories	-30		-122	
Movements accounts receivable	-6.497		-8.030	
Increase (decrease) in other payables	2.864		4.918	
		-3.663		-3.234
Cash flows from operations		14.326		15.984
Interest paid	-1.018		-446	
Income tax paid	-3.331		-925	
		-4.349		-1.371
Cash flows from operating activities		9.977		14.613
Cash flows from investment activities				
Purchase of property, plant and equipment	-18.753		-19.384	
Proceeds from sales of property, plant and equipment	2.228		940	
Cash flows from investment activities		-16.525		-18.444
Cash flows from financing activities				
Dividend paid	-5.000		-2.500	
Proceeds from borrowings	9.887		-	
Repayments from borrowings	-2.352		-1.236	
Cash flows from financing activities		2.535		-3.736
Net cash flow		-4.013		-7.567
Currency conversion differences		85		27
Total of increase (decrease) in cash and cash equivalents		-3.928		-7.540
Movement in cash and cash equivalents				
Cash and cash equivalents at the beginning		-19.779		-12.239
Increase (decrease) cash and cash equivalents		-3.928		-7.540
Cash and cash equivalents at the end		-23.707		-19.779

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

General

The summary financial statements were taken from the 2022 Jan de Rijk N.V. audited financial statements, on a basis that is consistent with the audited financial statements except for the information in the financial statements (including the notes), which has been abridged.

Entity's key operations

Jan de Rijk N.V. and its group companies' operations mainly consist of transport and running a storage and transfer centre for goods, the distribution of goods and forwarding operations.

Disclosure of group structure

Jan de Rijk N.V. is the head of the Jan de Rijk Logistics Group.

Disclosure of estimates

In applying the principles and policies for drawing up the financial statements, the board of directors of Jan de Rijk N.V. make different estimates and judgments that may be essential to the amounts disclosed in the financial statements. If it is necessary in order to provide the transparency required under Book 2, Section 362(1) of the Dutch Civil Code, the nature of these estimates and judgments, including related assumptions, are disclosed in the notes to the relevant financial statement item.

Disclosure of consolidation

The consolidation includes the financial information concerning Jan de Rijk N.V., its group companies and other entities over which it exercises control or whose central management it conducts. Group companies are entities in which Jan de Rijk N.V. exercises direct or indirect control based on a shareholding of more than half of the voting rights, or of which it has the authority to govern their financial and operating policies in some other way. Potential voting rights that can be exercised directly from the balance sheet date are also taken into account.

Group companies and other entities in which Jan de Rijk N.V. exercises control or whose central management it conducts are consolidated in full. Participating interests in group equity and group result

are disclosed separately. Participating interests over which no control can be exercised (associates) are not included in the consolidation.

The company's interests in joint ventures are accounted for by proportionate consolidation. An entity qualifies as a joint venture if its participants exercise joint control under a collaborative agreement.

Intercompany transactions, profits and balances among group companies and other consolidated entities are eliminated, unless these results are realised through transactions with third parties. Unrealised losses on intercompany transactions are also eliminated, unless such a loss qualifies as an impairment. The accounting principals of group companies and other consolidated entities have been changed, where necessary, in order to align them to the prevailing group accounting principals.

General accounting principles

The accounting standards used to prepare the financial statements

The consolidated financial statements have been prepared in accordance with the statutory provisions of Title 9, Book 2 of the Dutch Civil Code and the firm pronouncements in the Dutch Accounting Standards, as published by the Dutch Accounting Standards Board ('Raad voor de Jaarverslaggeving'). Assets and liabilities are generally valued at historical cost, production cost or at fair value at the time of acquisition. If no specific valuation principle has been stated, valuation is at historical cost. In the balance sheet, income statement and the cash flow statement, references are made to the notes.

The differences and reasons that led to the revision of the classification and amounts compared to the previous year

The principles of valuation and determination of the result used have remained unchanged compared to the previous year. The figures for 2021 have, where necessary, been reclassified in order to make them comparable with the figures of 2022.

Conversion of amounts denominated in foreign currency

Items included in the financial statements of group companies are measured using the currency of



FREIGHT SOLUTIONS, SPECIALISTS IN ALL MARKETS

Jan de Rijk Logistics' latest business unit, Freight Solutions, has boomed since its inception in 2019. What started out as two employees and a good idea has now grown into a fully-fledged business unit with huge potential and 11 enthusiastic employees. 'Taking the burden out of the customers' hands is key as far as we're concerned,' Hans Heeren (BU director) tells us.

Chris ten Houte de Lange's (Business Development Manager) vision on this is very clear: 'To systematically provide high-quality solutions for our customers, based on data, service, quality and, above all, clear communications.' These key objectives have resulted in strong growth and even greater ambitions. As well as, most importantly, very happy customers who love coming back to Freight Solutions.

At Freight Solutions nothing is beyond the realms of possibility. Its network of partners is widespread and its knowledge has grown tremendously in recent years. Because of this, we have a solution for basically every customer looking to transport something in Europe. 'Thanks to the virtual nature of the business unit, there are no limits in terms of region or product, within or across national borders in Europe.'

While the focus commercially is currently on retail products and long-life foods, Freight Solutions does a lot of business in animal feed and the packaging industry. 'Not only that, the construction industry is also a market for which we have excellent solutions.' This business unit mainly sees growth in building material transportation, sustainability products (including solar panels and insulation material), property development and machinery. Freight Solutions targets small and medium-sized enterprises in all these markets. There's such a wide range of markets and product groups, and these are just some of the markets we serve.

Digitalisation as an enabler for further growth and providing a full-service solution

'In 2023, besides growth, our eyes will be on the further digitalisation and automation of processes in the business unit. This is necessary to stimulate growth, but also to take the burden out of our customers' hands.'

We'll be investing the returns of this in the business unit to promote further technological development of the processes and systems currently in use. 'The entire process from order to cash must be efficient and paperless.'



the primary economic environment in which the group company in question operates (the functional currency). The consolidated financial statements are presented in euros, which is the functional and presentation currency of Jan de Rijk N.V.

Transactions in foreign currencies are stated in the financial statements at the exchange rate of the functional currency on the transaction date.

Monetary assets and liabilities in foreign currencies are converted to the closing rate of the functional currency on the balance sheet date. The conversion differences resulting from settlement and conversion are credited or charged to the consolidated income statement, unless hedge accounting is applied.

Non-monetary assets valued at historical cost in a foreign currency are converted at the exchange rate on the transaction date. Non-monetary assets valued at fair value in a foreign currency are converted at the exchange rate on the date on which the fair value was determined.

Finance leases

Jan de Rijk N.V. leases some of the vehicles, whereby

it retains substantially all the risks and rewards of ownership of these assets. These assets are recognised on the balance sheet on commencement of the lease at the lower of the fair value of the asset or the discounted value of the minimum lease payments. The lease instalments to be paid are divided into a repayment and an interest portion, using the annuity method. The liabilities under the lease, excluding interest payments, are included under long-term debts.

The interest component is included on the income statement for the duration of the contract on the basis of a fixed interest percentage of the average remaining redemption component. The assets are depreciated over the remaining economic life or, if shorter, the duration of the contract.

Operating leases

Jan de Rijk N.V. may have lease contracts whereby a large part of the risks and rewards associated with ownership are not for the benefit or not incurred by the company. The leases are recognised as operational leasing. Lease payments are recorded on a straight-line basis, taking into account reimbursements received from the lessor, on the income statement for the duration of the contract.

Financial instruments

Securities included in financial and current assets are stated at fair value if they are related to securities held for trading or if they are related to equity instruments not held for trading, as well as derivatives of which the underlying object is listed on a stock exchange. All other on-balance financial instruments are carried at (amortised) cost.

Accounting principles**Property, plant and equipment**

Tangible fixed assets are valued at acquisition costs or production costs plus additional costs less straight-line depreciation based on the expected life, unless stated otherwise. Impairments expected on the balance sheet date are taken into account.

Other tangible assets

Other tangible fixed assets are valued at historical cost or production cost including directly attributable costs, less straight-line depreciation based on the expected future life and impairments. Subsidies on investments will be deducted from the historical cost price or production cost of the assets to which the subsidies relate.

Impairment of non-current assets

On each balance sheet date, Jan de Rijk N.V. assesses whether there are any indications that a fixed asset may be subject to impairment. If there are such indications, the recoverable amount of the asset is determined. If it is not possible to determine the recoverable amount of the individual asset, the recoverable amount of the cash-generating unit to which

Property, plant and equipment

Movements are as follows:

	Vehicles	Other tangible assets	Total
	€	€	€
Balance as at 1 January 2022			
Cost or manufacturing price	103.733.172	23.130.954	126.864.126
Accumulated depreciation	-58.753.315	-13.405.005	-72.158.320
Accumulated exchange differences	444.948	-24.525	420.423
Book value as at 1 January 2022	45.424.805	9.701.424	55.126.229

Movements			
Additions	15.609.187	3.143.685	18.752.872
Depreciation	-10.110.136	-1.962.712	-12.072.848
Disposals	-10.683.120	-1.038.326	-11.721.446
Depreciation on disposals	9.469.034	685.833	10.154.867
Currency translation differences	-58.261	-1.301	-59.562
Balance movements	4.226.704	827.179	5.053.883

Balance as at 31 December 2022			
Cost of manufacturing price	108.659.239	25.236.313	133.895.552
Accumulated depreciation	-59.394.417	-14.681.884	-74.076.301
Accumulated exchange differences	386.687	-25.826	360.861
Book value as at 31 December 2022	49.651.509	10.528.603	60.180.112
Depreciation percentages	7,5 - 33%	10 - 50%	

the asset belongs is determined. An impairment occurs if the carrying amount of an asset is higher than the recoverable amount; the recoverable amount is the higher of the realisable value and the value in use. An impairment loss is directly recognised on the income statement while the carrying amount of the asset concerned is concurrently reduced.

Inventories

Inventories (stocks) are valued at cost price based on the FIFO method or lower realisable value. The realisable value is the estimated sales price less directly attributable sales costs. In determining the realisable value the obsolescence of the inventories is taken into account.

Receivables

Receivables are initially valued at the fair value of the consideration to be received. Receivables are subsequently valued at the amortised cost price. If there is no premium or discount and there are no transaction costs, the amortised cost price equals the nominal value of the accounts receivable. If payment of the receivable is postponed under an extended payment deadline, fair value is measured on the basis of the discounted value of the expect-

ed revenues. Interest gains are recognised using the effective interest method. Provisions for bad debts are deducted from the carrying amount of the receivable.

Cash and cash equivalents

Cash at bank and in hand represents cash in hand, bank balances and deposits with terms of less than twelve months. Overdrafts at banks are recognised as part of debts to lending institutions under current liabilities. Cash at bank and in hand is valued at nominal value.

Equity

When Jan de Rijk N.V. purchases treasury shares, the consideration paid is deducted from equity (other reserves or any other reserve if the articles of association allow so) until the shares are cancelled or reissued. Where such shares are subsequently reissued, any consideration received is included in equity (other reserves or any other reserve). The consideration received is added to the reserve from which earlier the purchase price has been deducted. Incremental costs directly attributable to the purchase, sale and/or issue of new shares are shown in equity as a deduction from the proceeds net of tax.



Equity

Movements in equity were as follows:

	Share capital paid called up	Share premium reserve	Legal and statutory reserves	Other reserves	Result for the year	Total
	€	€	€	€	€	€
Balance as at 1 January 2022	45.500	3.069.461	-268.837	30.627.101	6.044.427	39.517.652
Appropriation of the result	-	-	-	6.044.427	-6.044.427	-
Result for the year	-	-	-	-	4.483.424	4.483.424
Movement in financial year	-	-	203.137	-	-	203.137
Dividend payment	-	-	-	-5.000.000	-	-5.000.000
Balance as at 31 December 2022	45.500	3.069.461	-65.700	31.671.528	4.483.424	39.204.213

Provisions

Provisions are measured at the best estimate of the amount that is necessary to settle the obligation on the balance sheet date. Provisions for pensions are valued based on actuarial principles. The other provisions are carried at the nominal value of the expenditure that is expected to be required to settle the obligation, unless stated otherwise. If it is expected that a third party will reimburse the obligations, this reimbursement is recognised as an asset on the balance sheet if it is probable that it will be received when the obligation is settled.

Provision for tax liabilities

Deferred tax liabilities are recognised for temporary differences between the value of the assets and liabilities under tax regulations, on one hand, and the book values applied in these financial statements on the other. The computation of the deferred tax liabilities is based on the tax rates prevailing at the end of the reporting year or the rates applicable in future years, to the extent that they have already been enacted by law. Deferred income tax is provided on temporary differences arising on investments in group companies, associates and joint ventures,

Provisions

Deferred tax liabilities

	2022	2021
	€	€
Balance as at 1 January	3.984.734	3.978.012
Mutation due to tax rate adjustment	-	115.802
Addition	70.330	241.213
Release	-569.728	-350.293
Balance as at 31 December	3.485.336	3.984.734

Other provisions

	2022	2021
	€	€
Provision for maintenance	563.975	451.155
Provisions related to disputes	210.445	137.000
Balance as at 31 December	774.420	588.155

except where the timing of the reversal of the temporary difference is controlled by Jan de Rijk N.V. and it is probably that the temporary difference will not be reversed in the foreseeable future. Deferred tax balances are valued at nominal value.

Provision for major maintenance

A provision is recognised for expenditures incurred on major maintenance work on buildings so that these costs can be spread over several financial years. The addition to the provision is determined based on the expected amount of the maintenance work and the intervals between the times when major maintenance work is carried out. The provision for major maintenance is valued at nominal value.

Other provisions

Other provision are included in accordance with the nominal value of the expenditure that is expected to be necessary to settle the obligations.

Non-current liabilities

On initial recognition, long-term debts are recognised at fair value. Transaction costs that can be directly attributed to the acquisition of the long-term debts are included in the initial recognition. After the initial recognition, long-term debts are recognised at the amortised cost price, being the amount received taking into account premiums or discounts and minus transaction costs. If there is no premium/discount or if there are no transaction costs, the amortised cost price is the same as the nominal value of the debt. The difference between the stated book value and the mature redemption value is accounted for as interest costs in the consolidated income statement on the basis of the effective interest rate during the estimated term of the long-term debts.

Current liabilities

On initial recognition, current liabilities are recognised at fair value. After initial recognition current liabilities are recognised at the amortised cost price, being the amount received taking into account premiums or discounts and minus transaction costs. This is usually the nominal value.

Accounting principles for determining the result

The company usually recognises revenue at the level of separate contracts. If it is necessary to reflect economic reality, revenue is recognised at the level of a group of contracts, for example where the company has entered into several separate contracts, which have been negotiated as a total, separating the individual contracts in terms of pricing and profit margin that are closely related and are implemented simultaneously or immediately after each other.

The company recognises revenue for the amount to which the company expects to be entitled in exchange for transferring promised goods or services, which is the transaction price. This amount excludes amounts received on behalf of third parties. The transaction price may consist of a fixed fee, a variable fee or a combination thereof. When determining the transaction price, the company does not take credit risk into account. Any write-downs as a result of the credit risk are charged to the income statement. In determining the transaction price, the company assumes that the goods or services will be provided in accordance with the relevant agreement and that this agreement will not be cancelled, extended or otherwise modified. The company measures non-monetary considerations at fair value.

Long-term liabilities

	Balance as at 31 December	Repayments due	Remaining pay-back	Remaining pay-back	Interest percentage
	2022		time > 1 year	time > 5 year	
	€	€	€	€	
Loans contracted	2.031.250	1.625.00	406.250		%
Lease liabilities	9.159.517	1.143.211	8.016.306	2.788.447	%
Total	€ 11.190.767	€ 2.768.211	€ 8.422.556	€ 2.788.447	-



The Company recognizes revenue per separate performance obligation. A performance obligation is a commitment in a contract to supply:

- a distinct good or service or a combination of goods or services which are collectively distinguishable from other commitments in the contract; or
- a range of distinct services that are largely the same

Promised goods or services can be distinguished if the following criteria are met:

- the buyer can use the benefits of the goods or services independently, whether or not jointly with resources that the buyer has or can obtain; and
- the commitment to provide the goods or services is distinct from the other commitments contained in the contract.

If two or more contractual commitments by the company to provide goods or services are indistinguishable separately, the commitments are combined into a combination of goods or services that are collectively distinct from other commitments in the agreement.

If several performances are laid down in a contract, the total transaction price is allocated to the performance

obligations in proportion to their value. The company bases this value on the stand-alone selling price per performance obligation. If the standalone sales price is not known, the company estimates the value. The nature of the performance obligations is as follows:

- National and international transport
- Forwarding
- Contract logistics

Net revenue

Revenue from services rendered is accounted for in net turnover at the fair value of the consideration received or receivable, net of allowances and rebates.

Revenue from services rendered is recognised on the income statement if the amount of the revenue can be determined reliably, collection of the related compensation to be received is probable, the extent to which the services have been performed on the balance sheet date can be determined reliably and the costs already incurred and (possibly) yet to be incurred to complete the service can be determined reliably.

If the result from a specific service contract cannot be determined reliably, then revenue is recognised

Notes to the consolidated statement of income and expenses

Net turnover – Revenue allocation by division is as follows:

	2022	2021
	€	€
International transport	157.879.086	144.279.055
Benelux	56.523.834	54.431.189
Intermodal	23.929.713	25.974.048
Automotive	22.573.103	11.511.278
Contract Logistics	24.124.623	20.589.932
	285.030.359	256.785.502

Of the realised turnover is for 79,8% invoiced to customers in the EU and 20,2% invoiced to customers outside of the EU.

Expenses of employee benefits	2022	2021
	€	€
Wages and salaries	54.882.942	49.940.379
Social security charges	7.741.258	7.449.191
Pension contributions	3.906.417	3.360.153
Other employee costs	9.472.888	10.043.455
	76.003.505	70.793.178

2022

Average number of employees	Active within the Netherlands	Active outside the Netherlands	Total
Direct employees	383	590	973
Indirect employees	250	98	348
Average number of employees	633	688	1321

2021

Average number of employees	Active within the Netherlands	Active outside the Netherlands	Total
Direct employees	383	573	956
Indirect employees	233	87	321
Average number of employees	616	660	1276

The average number of employees is calculated on the basis of a full-time employment contract.



Balance sheet as at 31 december 2022

(Before appropriation of results)

	31 December 2022		31 December 2021	
	€	€	€	€
Assets				
Fixed assets				
Financial assets				
Participations in group companies	58.721.877		52.618.948	
Receivables from group companies	770.000		1.700.000	
		59.491.877		54.318.948
Current assets				
Receivables				
Receivables from group companies	12.667.932		21.507.044	
Taxes and social security charges	5.916			
Other receivables and accrued assets	1.863		1.863	
		12.675.711		21.508.907
Cash and cash equivalents		36.813		7.073
		72.204.401		75.834.928

	31 December 2022		31 December 2021	
	€	€	€	€
Equity and liabilities				
Equity				
Share capital paid called up	45.500		45.500	
Share premium reserve	3.069.461		3.069.461	
Legal and statutory reserves	-65.700		-268.837	
Other reserves	31.671.528		30.627.101	
Result for the year	4.483.424		6.044.427	
		39.204.213		39.517.652
Provisions				
Deferred tax liabilities	2.896.722		3.360.566	
Other provisions	1.003.614		974.203	
		3.900.336		4.334.769
Long-term liabilities				
Payables to bank		406.250		2.031.250
Current liabilities				
Payables to banks	14.576.541		11.985.259	
Repayment obligations	1.625.000		1.625.000	
Trade payables	18.360		39.522	
Liabilities to group companies	11.732.207		13.881.294	
Payables relating to taxes and social security contributions	510.767		2.280.542	
Other liabilities and accrued expenses	230.727		139.640	
		28.693.602		29.951.257
		72.204.401		75.834.928

Company abridged income statement for the year 2022

	2022	2021
	€	€
Result from participations	4.870.381	6.714.308
Company result after taxes	-386.957	-669.881
Net result after taxes	4.483.424	6.044.427

Notes to the company abridged income statement

Employees

Average number of employees	2022	2021
Average number of employees over the period working in the Netherlands	7	7
Average number of employees over the period	7	7

up to the amount of the service costs that are covered by the revenue.

Revenue from services rendered is recognised on the income statement in proportion to the stage of completion of the transaction as at the reporting date. The stage of completion is assessed by referring to assessments of the work performed/the services performed up to that time as a percentage of the total services to be performed/the costs incurred up to that moment in proportion to the total estimated costs of the services to be performed.

Direct operating costs and costs of subcontracted work

The direct operating costs include costs invoiced or being invoiced by third parties, related to transport costs for services provided such as fuel costs, maintenance costs, taxes and toll costs. The costs of subcontracted work include costs charged, or being charged by third parties, for transport.

Wages and salaries

Salaries, wages and social security contributions are charged to the income statement based on the terms of employment.

Applied policy for pension costs

The group has various pension plans. The Dutch pension plans are financed through contributions to pension providers, i.e. insurance companies and

sectoral pension funds. The foreign pension plans are comparable to the Dutch pension plans. The pension obligations of both the Dutch and the foreign plans are valued according to the 'valuation to pension fund approach'. This approach accounts for the contribution payable to the pension provider as an expense on the income statement.

Based on the administration agreement, it is assessed whether and, if so, which obligations exist in addition to the payment of the annual contribution due to the pension provider on the balance sheet date. These additional obligations, including any obligations from recovery plans of the pension provider, lead to expenses for the group and are included in a provision on the balance sheet. With final salary pension plans, an obligation (provision) for (upcoming) past service is included if future salary increases have already been defined on the balance sheet date.

The valuation of the obligation is the best estimate of the amounts required to settle it on the balance sheet date. If the effect of the time value of money is material if the obligation is valued at the present value. Discounting is based on interest rates of high-quality corporate bonds.

Additions to and releases of the obligations are recognised on the income statement.

A pension receivable is included in the balance sheet if the group has the right of disposal over the pension

LET'S GO SOUTH

From September 2022 onwards, Patrick Brenters will be responsible for developing the South region in the Jan de Rijk logistics network. This development is based on the growth that transportation of fresh goods in Italy has undergone in recent years.

Italy

To boost growth in Italy, we have decided move into new premises in Settala. This site offers more space and opportunities. 'Having this site means we can strengthen the connection with intermodal transport while also having the opportunity to carry out warehousing and VAS operations.'

The market in Italy is constantly changing and we are witnessing a shift in the cultivation of plants from the Netherlands to Italy driven by rising costs in the Netherlands. This also requires us as an organisation to be flexible and to cater for these changes. We are trying to get this change on track together with organisations like the Dutch Royal Flower Group.

This change demands not only changing our premises, but also our assets and staff. Our commercial and operational team has been reinforced for this purpose, which enables us best serve the various customers in both air cargo and the fresh market as effectively as possible. We are joining forces with them to develop operations in the rest of Italy, whereas traditionally we have focused mainly on the north. 'Italy is bigger than the Milan region alone and we have a large partner network, including in intermodal transport, to serve a much larger region.' There are regions outside Italy, too, that are developing. In this respect we are also looking at Slovenia and Spain.

Spain

Based on market research that we carried out internally in Spain, we decided that we should develop this region as well. Whereas in the past we handled most of the flows with partners, we have now decided to deploy more of our own assets and also to explore the market further.

'For this, basically the same applies as in Italy: we are going to broaden our outlook, expand our operational region and offer more services, again in combination

with Intermodal. We have built up our market expertise in Italy over a long period of time, whereas in Spain we still have to work on this.'

To this end, we visited several cities in Spain and Portugal a few times. Spain is a vast and diverse country with very distinct characteristics, which affect the supply of and demand for capacity. 'We have to grow in phases and with specific objectives in mind. We have to be astute as to how we deploy our assets so that this growth is stable,' Brenters believes.

'The strength of our organisation lies in pooling market knowledge, our own assets, the quality of our staff; all with a healthy dose of entrepreneurship.' Over the years, the company has evolved to become what it is today because of these attributes, and we intend to keep things that way. So Jan de Rijk Logistics intends to continue investing in new markets, regions and services. But for now, let's go South! That's how!



receivable and it is probable that the future financial benefits that the pension receivable holds will accrue to the group and the pension receivable can be reliably established.

As at year-end 2022 (and 2021) no pension receivables and no obligations existed for the group in addition to the payment of the annual contribution due to the pension provider.

The coverage ratio of the Dutch pension funds in question as per 31 December 2022 is 110.8%. Based on the administration agreements, the company has no obligation to pay additional premiums other than higher future premiums.

Depreciation of property, plant and equipment

Tangible fixed assets are depreciated over their estimated useful lives as from the time that they are ready for use. Land and investment properties are not depreciated.

Future depreciation and amortisation is adjusted if there is a change in estimated future useful life. Gains and losses from the occasional sale of property, plant or equipment are included in depreciation.

Other operating expenses

Costs are determined on a historical basis and are attributed to the reporting year to which they relate.

Financial income and expenses

Interest income and expenses are recognised on a pro rata basis, taking account of the effective interest rate of the assets and liabilities to which they relate. When accounting for interest expenses, the recognised transaction expenses for loans received are taken into consideration.

Income tax expense

Tax on the result is calculated based on the result be-

fore tax in the consolidated income statement, taking account of the losses available for set-off from previous financial years (to the extent that they have not already been included in the deferred tax assets) and exempt profit components, and after non-deductible costs have been added. Due account is also taken of changes that occur in the deferred tax assets and deferred tax liabilities in respect of changes in the applicable tax rate.

Cash flow statement

The cash flow statement was prepared using the indirect method. The cash items disclosed in the cash flow statement comprise cash at bank and cash equivalents minus amounts payable to banks, except for deposits with a maturity longer than three months. Cash flows denominated in foreign currencies have been converted at the average estimated exchange rates. Exchange differences affecting cash items are shown separately in the cash flow statement. Interest paid and received, dividends received and income taxes are included in cash from operating activities. Dividends paid are recognised as cash used in financing activities. The purchase consideration paid for the acquired group corporation is recognised as cash used in investing activities where it was settled in cash. Any cash at bank and in hand in the acquired group corporation has been deducted from the purchase consideration. Transactions not resulting in inflow or outflow of cash, including finance leases, are not recognised in the cash flow statement. The value of the related asset and lease liability are disclosed in the notes to the balance sheet items. Payments of finance lease instalments qualify as repayments of borrowings under cash used in financing activities and as interest paid under cash generated from operating activities. With respect to financial leases, cashflows are presented gross because assets are purchased by the company and then sold in batches to the leasing company.

Report of the independent auditor

To: the board of directors of Jan de Rijk N.V.

Summarised financial statements

The summarised financial statements do not contain all the disclosures required by the statutory provisions of Title 9, Book 2 of the Dutch Civil Code and the firm pronouncements in the Dutch Accounting Standards as published by the Dutch Accounting Standards Board. Reading the summarised financial statements and our report thereon, therefore, is not a substitute for reading the audited financial statements of Jan de Rijk N.V. and our auditor's report thereon. The summarised financial statements and the audited financial statements do not reflect the effects of events that occurred subsequent to the date of our auditor's report on those financial statements of 25 May 2023.

Our opinion

The summarised financial statements 2022 (hereafter: 'the summarised financial statements') of Jan de Rijk N.V., based in Roosendaal, is derived from the audited financial statements 2022 of Jan de Rijk N.V.. In our opinion the accompanying summarised financial statements are consistent, in all material respects, with the audited financial statements 2022 of Jan de Rijk N.V., on the basis described in the notes.

The summarised financial statements comprise:

1. Consolidated balance sheet as at 31 December 2022;
2. Consolidated income statement for the year 2022;
3. Cashflow statement for the year 2022;
4. Related accounting principles and explanatory notes;
5. Company balance sheet as at 31 December 2022;
6. Abridged income statement for the year 2022;
7. Related accounting principles and explanatory notes.

Responsibilities of management and the supervisory board for summary financial statements

Management is responsible for the preparation of the summarised financial statements on the basis as described in the notes.

The supervisory board is responsible for overseeing the company's financial reporting process.

The audited financial statements and our auditor's report thereon

We expressed an unqualified audit opinion on the audited financial statements 2022 of Jan de Rijk N.V. in our auditor's report of 25 May 2023.

Our responsibilities

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

Breda, 4 July 2023
Van Oers Audit B.V.

R.M. Rademakers RA

File: RH/127063/14442



www.janderijk.com

JAN DE RIJK

LOGISTICS

THAT'S HOW WE ENGINEER

Whether we're talking about transport or contract logistics, calculating solutions for the customer is crucial in every business unit. For ourselves as well as the client, it is essential that we include all the pertinent factors in the calculation. We recognise the important role that engineers play at our organisation, as well as in the relationship with the customer, from the very beginning. Marc Bauwens and Robert-Jan Rodemond are two of our engineers.

A good solution is dependent on many factors

'Not only data, but certainly also creativity, experience and technology help us to design the best systems. Engineering is the art of problem solving,' the engineers tell us. From warehousing to transport and from stock management to order fulfilment: all the steps in the process have to be optimised in order to develop an efficient system. When all is said and done, our goal is to offer our customers a trouble-free operation and, in that sense, it means being invisible to the customer. This is perfectly in line with Jan de Rijk Logistics' motto: 'Don't ask yourself how we do it, just count on it that we will'.

Transport and warehousing: both an art in themselves

When it comes to transport, we try to advise the customer about the right way to transport their goods, but also about the right route for the transport based on demand, but certainly also based on our own creativity and experience. In the process, we take into account the customer's specific cost and performance requirements, but sustainability is also becoming a major factor. Using a more efficient route also reduces the impact on the environment. 'That's what's fun about the engineer's game: keeping everyone happy with the highest possible performance delivered in the most efficient way.'

Consider warehousing: it often takes engineering one step further. 'Engineering a warehouse solution is not unlike solving a puzzle with lots of different pieces. Sometimes it's easy to fit them in with existing solutions, but quite often we start from scratch.

That's when it really is a lot of fun.' Automation plays a major role in warehouse solutions in many facets, right from when the type of solution is chosen. Our own WMS also has to be integrated with the processes we will be carrying out, be it picking and packing, order fulfilment and ultimately the transport. 'A good data capture system, one which is integrated with external and internal customer systems, is essential for a successful process.' Besides executing the process properly, space constraints are also a factor to be borne in mind. 'Warehouse floor space can only be used once, so we make sure it's done as efficiently as possible.'

For and by the customer

Ultimately it's up to the customer: before the process starts as well as during the process, and from defining the issue to the final solution. Having the right data not only makes the process easier; it speeds it up and it can be used to improve the solution. 'So it is the customer who we work with closely when developing solutions, and who – together with us – determines the success of the solution.' Once again, it is a case of: 'Don't ask yourself how we do it, just count on it that we will'.



9 OUTLOOK FOR 2023



Thus far, volumes have been slightly lower than expected in 2023, but they are certainly not bad. Our expectation is that we will have a relatively weak first half of the year, with volumes picking up after the summer.

In terms of safety, Jan de Rijk Logistics will be launching a comprehensive campaign to raise awareness of safety risks among our staff even more. This will entail highlighting specific safety topics throughout the year. Our target is to reduce the number of incidents, and the severity of incidents, in 2023.

By increasing the capacity of our electricity grid connections, we will be taking the first steps next year in preparing our sites for the arrival of the first electric trucks. This is all in line with our schedule for our sustainability strategy. Our focus on educating customers about and actively selling alternative fuel (HVO) will continue unrelentingly in 2023.

As far as digitalisation is concerned, our focus in 2023 will be on carrying on with our programme to digitalise communication with our customers and on using arti-

ficial intelligence for our international planning. In addition to all of this, we will also continue to be actively engaged in combatting the downside of digitalisation by expediting the implementation of our cybersecurity programme.

The International Transport, Benelux Transport, Intermodal Transport, Contract Logistics and Freight Solutions business units will continue to focus on ambitious growth. A less volatile market in 2023 should smooth the path to growth compared to last year.

We restructured Benelux Transport in 2022. The network planning at our headquarters in Roosendaal has been centralised and the complex healthcare business, Omega Logistics, was divested to give our portfolio more market focus. After this restructuring exercise, this business unit will be in a position to concentrate on growth.

The high standard of our service in Intermodal Transport has now been restored and we will once again be focusing on expanding our network.

We would like to thank our customers for their trust in and loyalty shown to Jan de Rijk Logistics. Once again in 2023, we will do our utmost to give them the best possible service. We are also looking forward to working with all the new customers and partners that have been and will be added to our portfolio in 2023.



V.l.n.r.: Stephan Pieters, Aryan van Zoest, Sjel Wijngaards, Annemarie Somers, Aart van Bezooijen, Fred Westdijk, Heino Kempers, Hans Heeren, Hein van Rijckevorsel, Daniel Uijtewillegen, Wesley van Hoeijen

10

JAN DE RIJK LOGISTICS OFFICE NETWORK



Offices	Address	Location
The Netherlands		
Jan de Rijk Logistics Roosendaal (HQ)	Leemstraat 15	4705 RT Roosendaal
Jan de Rijk Logistics Aalsmeer	Legmeerdijk 313, Locatie 1	1431 GB Aalsmeer
Jan de Rijk Logistics Eindhoven	De Keten 2-8	5651 GJ Eindhoven (Acht)
Jan de Rijk Logistics Beilen	Eursing 2	9411 XC Beilen
Jan de Rijk Logistics Waddinxveen	Handelsweg 7	2742 RD Waddinxveen
Jan de Rijk Logistics Swalmen	Sportparklaan 19	6071 RA Swalmen
Jan de Rijk Logistics Geldrop	Vlier 20	5662 TM Geldrop
	De Hooge Akker 6	5661 NG Geldrop
Jan de Rijk Logistics Almere	Damsluisweg 60	1332 EJ Almere
Jan de Rijk Logistics Vianen	Tuinschouw 12	4131 MD Vianen
Jan de Rijk Logistics Amstelveen	Truckparking, Vijlmeesterweg 5	1187 ZW Amstelveen
Belgium		
Jan de Rijk Logistics Brussels	Brucargo Building 706.29	1830 Machelen, Belgium
Jan de Rijk Logistics Liege	Rue St Exupéry 17	4460 Grâce-Hollogne, Belgium
Jan de Rijk Logistics Beringen	Lochtemanweg 15	3580 Beringen Limburg - Vlaanderen, Belgium
Spain		
Jan de Rijk Logistics Espana	E.S.G. Oficina A306 Aeroporto de Barcelone-El Prat	08820 El Prat De Llobregat, Spain
Hungary		
Jan de Rijk Logistics Hungary	Aerzone Park C3 Lörinci út 59,	2220 Vecses, Hungary
Germany		
Jan de Rijk Logistics Deutschland	Nordendstraße 79-87	64546 Mörfelden-Walldorf, Germany
Austria		
Jan de Rijk Logistics Österreich	Flughafenstrasse 1	Terminal 2, Flughafen Linz A-4063, Hörsching, Austria
United Kingdom		
Jan de Rijk Logistics United Kingdom	10 Pulborough Way	Hounslow Middlesex, TW4 6DE, United Kingdom

Offices	Address	Location
Italy		
Jan de Rijk Logistics Italy	Akno Business Park, Via Bruno Buozzi 5, Building no 2	20049 Settala, Italy
France		
Jan de Rijk Logistics France	14 Rue de la Belle Borne Centre de Fret Aérien Roissy-Sogaris, Building A	B.P. 18433 Trembay-en-France 95707 Roissy Charles-de-Gaulle Cedex, France
Bulgaria		
Jan de Rijk Logistics Sevlievo	Velika I Georgi Chenchevi str. 3	5400 Sevlievo, Bulgaria
	64 Hristofor Columb Boulevard	1592 Sofia, Bulgaria
Romania		
Jan de Rijk Logistics Otopeni	1a Drumul Garii Odai, Airport Plaza	Otopeni, Romania
Jan de Rijk Logistics Brasov	3D Camil Petrescu; 6th floor ; Ap. 604	Brasov, Romania
Ukraine		
Jan de Rijk Logistics Ukraine	18/14 V. Khvoiki str. Office 315	0480 Kiev, Ukraine
Poland		
Jan de Rijk Logistics Poland	Ul. Wirazowa 35 Room 326	PL 02-158 Warszawa, Poland







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Jan de Rijk N.V.

✉ P.O. Box 1086

📍 4700 BB Roosendaal

☎ +31 165 572 572

🌐 janderijk.com