The Port of Antwerp

Dr. Walter Van Mulders
Senior Advisor, Business Development
Antwerp Port Authority

PORT OF ANTWERP

1. Landlord system
2. Investment projects
3. Real estate management
4. Leasing contracts
5. Tendering process
6. Management and Marketing concepts
Organisation of ports: port systems

3 systems definitions based upon
- ownership of the property
- organisation of operations

<table>
<thead>
<tr>
<th>port system</th>
<th>infrastructure</th>
<th>superstructure</th>
<th>operations</th>
</tr>
</thead>
<tbody>
<tr>
<td>LANDLORD</td>
<td>yes</td>
<td>no</td>
<td>no</td>
</tr>
<tr>
<td>TOOL</td>
<td>yes</td>
<td>yes</td>
<td>no</td>
</tr>
<tr>
<td>SERVICE</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
</tr>
</tbody>
</table>

Antwerp is a LANDLORD port

Organisation in the Port of Antwerp

The Antwerp Port Authority (APA) is an autonomous body that manages all infrastructure in the port:

- docks
- bridges
- locks
- quays
- land
Organisation in the Port of Antwerp

Antwerp Port Authority (APA)
- autonomous body, 100% owned by City of Antwerp
  - Harbourmaster’s Office
  - Strategy & Development
  - Marketing, Promotion & Commercial Relations
  - Communications & Press department
  - Port Dues department
  - Government contracts
  - Property management
  - Documentation Centre
  - Dredging department
  - Infrastructure services
  - Tug service
  - ...

- APEC (training center)
- PAI (port consultancy & investments)

Organisation in the Port of Antwerp

The private companies manage superstructure and operate the terminals:

- terminals
- cranes
- equipment
- warehouses
Organisation in the Port of Antwerp

ALFAPORT

= Federation of Port Companies and Logistic Service Providers:

– ABAS: Association of Antwerp master stevedores and port operators
– ASV: The Antwerp Shipping Association
– BRV: The Belgian Shipowners’ association
– VEA: Antwerp freight forwarding and logistics association
– KVBG: Royal association of traffic flow controllers

Organisation in the Port of Antwerp

CEPA

= Port of Antwerp Employers’ Association

– COLLECTIVE BARGAINING
– PERSONNEL ADMINISTRATION
  • Wages administration
  • family allowances
  • holiday fund
  • information social legislation
  • ...
– PROFESSIONAL TRAINING
– PREVENTION AND PROTECTION
  • Common service for prevention and protection
  • External service for prevention and protection
– FIRST AID – URGENT TRANSPORTATION
– SPORTS CENTRE
– ...

Organisation in the Port of Antwerp

**Sea / River**

- **Towage (privatecies)**
  - URS
  - Antwerp Towage

**Pilots (public)**

- MDK (public B)
  + (private NL)

**Docks**

- Towage
- APA
- Pilots / Mooring
- Brabo cvba

Role of the Port Authority is divers: manage, control, advise, facilitate, support...
The port as a multifunctional area

The port as a hub in the total supply chain

<table>
<thead>
<tr>
<th>Foreland</th>
<th>Port</th>
<th>Hinterland</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shipping lines</td>
<td>Stevedoring</td>
<td>Modal split</td>
</tr>
<tr>
<td>Advice and training</td>
<td>Customs</td>
<td>Cargo</td>
</tr>
<tr>
<td>Investments</td>
<td>IT</td>
<td></td>
</tr>
<tr>
<td>Cargo</td>
<td></td>
<td></td>
</tr>
<tr>
<td>...</td>
<td></td>
<td>...</td>
</tr>
</tbody>
</table>
Overseas ports want to improve their management and infrastructure or increase their efficiency and throughput.

Port of Antwerp wants to create stronger commercial links with maritime regions in growth countries worldwide.

Overseas partners can benefit from the know-how and expertise of the Port of Antwerp.

For more information: www.portofantwerp/pai - pai@portofantwerp.com - tel. +32 3 229 73 73

Widely connected to the worldwide foreland

Port of Antwerp International (subsidiary of APA)

- Direct services to over 500 ports
- 300 of which are called at weekly
- 289 breakbulk sailings a month

(The Antwerp arrival and departure list: www.portofantwerp.com)

Widely connected to the worldwide foreland

Shortsea regional container traffic 2011

North Sea 22% Atlantic 42% Baltic/Scandin/Russia 23% UK/Ireland 13% Spain/Portugal 22%
Excellent hinterland connections

rail  truck  barge

— Antwerp is located at a juncture of international lines
— 1,061 km of railway tracks in the port
— Each terminal is connected to the railway network
— 250 loaded cargo trains daily
— 24 million tons transported per rail (2008)

— The port is surrounded by highways
— Direct connection to surrounding countries

— Connected to the European waterway network by Schelde-Rhine canal and Albert canal
— Over 150 container shuttles per week to 54 destinations in Europe
— 65 barge operators offer regular, even daily, services between Antwerp and the European hinterland
[Inland Waterways Departure list: www.portofantwerp.com]

Excellent hinterland connections

Collaboration with hinterland hubs

— Supporting logistics platforms in the natural hinterland of Antwerp
  (e.g., Lijcke, Genk, Maastricht, etc.)
— Improved barge and railway network
— Hinterland hubs take over groupage and distribution function of seaport

— Beverdijk container terminal
— Port of Brussels
— Logistics platforms Limburg
— Port of Liege: Trilogiport
Focus areas Europe

Tier 1: Consolidation of volumes via transfers:
- WCT Meerhout
- Beverdonk Container Terminal
- TCT Willebroek

Tier 2: Tri-modal hinterland hubs
- South West: LAR Kortrijk / Moeskroen
- South East: Athus / Liège

Tier 3: Hinterland corridors (Rail/Barge)
- South Lanes:
  - France/Spain: Lille/Paris, Hendaye, Lyon, Marseille, Perpignan, Tarragona, Barcelona
  - Italy/Switzerland: Basel, Milan East & West
- Eastern Lanes:
  - Rhine corridor
  - Germany/Austria/Hungary
  - Czech Rep/Poland

Customer’s benefit: rapid transport flows through efficient trimodal connections

PORT OF ANTWERP

1. Landlord system
2. Investment projects
3. Real estate management
4. Leasing contracts
5. Tendering process
6. Management and Marketing concepts
Different kinds of infrastructure investments:

1. Renovation of existing infrastructure
2. New infrastructure within existing port area
3. Port expansion projects

Ambitious long term investment plan in infrastructure

1.6 billion euro in 15 years (up to 2025)

Projects completed:
- Deepening of the river

Shorter term projects include:
- Rail tunnel connecting left and right bank
- Construction of a second lock on the left bank
- Dock renovation and investment
- Purchase of a new suction dredging barge, new tugboats, dumb barges and a pusher barge

Long term project:
- Development area ‘Saeftinghe’ of ca. 1000 ha
Recent and future investments

1. Deepening of the river Scheldt
2. Second access to the Left Bank
3. Development zone 'Saeftinghe'
4. Road infrastructure
5. Rail infrastructure
6. Barge transport

Capacity available: a port for the future

Saeftinghe Development Area

- Area for maritime, industrial and logistic services
- Total surface ca. 1.000 ha
- Most feasible: large tidal dock
- Trimodal area: barge, truck, rail
Road Master Plan - Port of Antwerp (2009-2016)

- MONITORING & STRATEGY
- INFRASTRUCTURE PROJECTS
  - Capacity expansion E313
  - Secured Truck Parking
  - Master Plan 2020 (incl. third connection between left and right bank *)
- CONDITIONS
  - Pre-registration system for trucks
  - Liefkenshoektunnel free of toll
  - Re-use of containers
  - Tunnel safety
  - Exceptional transport
  - Ecocombi's
- TECHNOLOGY
  - Dynamic Traffic Management system
- PROMOTION & COMMUNICATION
  - Road transport commission (3x/year)

Rail freight Master plan - Port of Antwerp (2009-2016)

- MONITORING & STRATEGY
- INFRASTRUCTURE PROJECTS
  - Rail capacity increase:
    - Line 27A: Capacity increase (+30%)
    - Liefkenshoek railway tunnel
- CONDITIONS
  - Intra Port Rail (IPR) => Stimulate homologation shunting locs for Belgian railway network
  - Rail Base: Neutral facilities for railway companies (filling station, etc)
  - Import customs: Simplified procedure
  - Neutral handling of shunting yards in the port
  - Reduction of emissions (electrolocs, hybrid or low sulphur fuel shunting locs)
- HINTERLAND CONNECTIONS & FREQUENCIES
  - Public-private collaboration to increase new rail connections: AIS II Project
- PROMOTION & COMMUNICATION
  - Rail café
  - Rail freight conference
Barge Master plan - Port of Antwerp (2009-2016)

• MONITORING & STRATEGY

• INFRASTRUCTURE PROJECTS
  - Albert Canal increase bridges to make 4 layer-container transport possible
  - Seine-Nord

• CONDITIONS
  - Differentiated port tariffs
  - Port distribution: increase call sizes
  - Barge Traffic System (BTS) (pre-registration, waiting berths, locks, new version June '10)

• TECHNOLOGY
  - River Information Services (RIS)
  - Inland AIS (Automatic Identification System) [1/3/11]

• PROMOTION, COLLABORATION & NETWORKING
  - Container inland navigation forum (ICBO)
  - VOKA Inland navigation commission (3x/year)

Renovation of existing infrastructure:

Factors influencing decisions to invest:

• Financing: subsidies of Flemish Community
  - 20% for commercial infrastructure
  - Conditions:
    - Project gives an added value for the Port Policy of Flemish Community
    - Specific conditions can be set in the area of:
      - Efficient use of existing capacity
      - Efficient use of space
      - Mobility
      - Environment and nature
      - Land use planning
  - Economic impact assessment
  - Environmental impact study (according to environmental legislation)
New infrastructure within existing port area:

Factors influencing decisions to invest:

- Financing: subsidies of Flemish Community
  - 20% for commercial infrastructure
  - Conditions:
    - Project gives an added value for the Port Policy of Flemish Community
    - Specific conditions can be set in the area of:
      - Efficient use of existing capacity
      - Efficient use of space
      - Mobility
      - Environment and nature
      - Land use planning
    - Economic impact assessment
    - Environmental impact study (according to environmental legislation)

Flemish Community: subsidies and co-financing

Project
- Value added
- Sustainable
- SCBA (Social cost benefit analysis)
- EIS (Environmental impact study)

Subsidies / Co-financing
- Port basic infrastructure: 100% (exceptions possible)
- Port internal basic infrastructure: 50%
- Equipment infrastructure: 20%
- Minimum amount
- Advance payments system
Flemish Community: subsidies and co-financing

Port basic infrastructure: 100% (e.g. locks)

Equipment infrastructure: 20% (e.g. quaywall)

Port internal basic infrastructure: 50% (e.g. dredging “awaiting dock”)

Port of Antwerp investment plan 2025: 1.6 billion Euro

Port development
- Extension Verrebroekdok
- Extension Saeftinghe Development Area
- Investment policies Port of Antwerp International

Port infrastructure:
- Construction second lock Leftbank
- Renovation - investments docks
- Maintenance roads and bridges
- Adaptations Kanaaldok
- Adaptations Waaslandkanaal
- Remediation watersurface

Equipment
- Purchase new hopper dredger
- Purchase new tugboats
- Purchase pushed lighters and pusher
- Shore cranes and mobile cranes

Buildings
- Building new Port House and renovation of service buildings
- New workhouse AWN

+. purchase GM site, financial contribution to the Oosterweel project and to the Port of Antwerp Stadium.
### Port of Antwerp

**public sector: + 10 billion Euro (incl. 1.6 Euro APA)**

<table>
<thead>
<tr>
<th>Masterplan Mobility Antwerp</th>
<th>Rail infrastructure</th>
<th>Port infrastructure</th>
<th>Port infrastructure APA</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Scheldt connection (TERN)</td>
<td>Rail tunnel Liefkenshoek</td>
<td>Building biggest port of the world 2011-2016</td>
<td>Expansion Verrebroekdok</td>
</tr>
<tr>
<td>Optimization locks Rightbank</td>
<td>Increase capacity Rightbank</td>
<td>Development zone Saeftinghe</td>
<td>Renovation investments docks</td>
</tr>
<tr>
<td>Elevation Bridges Albertkanaal</td>
<td>Second railaccess</td>
<td>Logistic Parc Waasland</td>
<td>Maintenance roads and bridges</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Logistics Parc Schijns</td>
<td>Equipment (tug boats, hopper dredger)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Beverdonk Container Terminal</td>
<td>New buildings</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Acquisition GM site</td>
</tr>
</tbody>
</table>

---

### PORT OF ANTWERP

1. **Landlord system**
2. **Investment projects**
3. **Real estate management**
4. **Leasing contracts**
5. **Tendering process**
6. **Management and Marketing concepts**
Second access to the left bank

- Second lock for seagoing vessels accessing the left bank
- Ready by 2016
- Biggest lock worldwide dimensions:
  - length: 500 meters
  - width: 68 meters
  - depth: 17.80 meters

Property Management

- The Port Authority awards concessions for sites, warehouses and covered storage within the port area, for private companies in which to carry out their businesses.
- In addition, the Port Authority manages a large number of utilities, pipelines and wind turbines.
- The concession policy and assets management in general are the responsibility of the Property Management department.
Property Management

Port of Antwerp: Leftbank – Rightbank

LEFTBANK

Maatschappij Linkerscheldeover (MLSO)
Company Left Scheldt bank

Logistics sites

Maritime zone

RIGHTBANK

Gemeentelijk Havendrijf Antwerpen (GHA)
Port of Antwerp Authority (APA)

Logistics sites

Maritime zone
PORT OF ANTWERP

1. Landlord system
2. Investment projects
3. Real estate management
4. Leasing contracts
5. Tendering process
6. Management and Marketing concepts

Leasing contract = concession

Landlord Port:
The port authority
owns most of the port grounds and
administrates the infrastructure.

Concession:

’an administrative contract by which a
central authority grants a private partner
the right of use of a part of a public good
(e.g. public domain) for a given time’

Antwerp port: + ownership constructions
Concessions

Types of concessions in the port of Antwerp:
– Land versus quay (water)
– Warehouses

In total the Antwerp Port Authority administrates more than 37,500,000 m².

Concessions: Prices

Parameters for Price setting

- Location
  - quay
  - Land

- State of grounds
  - paved
  - unpaved

- Nature of planned activity
  - traffic generating activities
  - services to traffic generating
  - other services

- Specific tariffs for private parking facilities
Concessions: Prices

Tariffs as from 1.1.2012 (extract)

<table>
<thead>
<tr>
<th>Quay</th>
<th>Eur/m²/year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quay</td>
<td></td>
</tr>
<tr>
<td>short term storage</td>
<td></td>
</tr>
<tr>
<td>unpaved general:</td>
<td>2.84</td>
</tr>
<tr>
<td>paved concrete:</td>
<td>5.11</td>
</tr>
<tr>
<td>other</td>
<td></td>
</tr>
<tr>
<td>unpaved general:</td>
<td>5.68</td>
</tr>
<tr>
<td>paved concrete:</td>
<td>10.15</td>
</tr>
<tr>
<td>Backyard</td>
<td></td>
</tr>
<tr>
<td>traffic creating</td>
<td></td>
</tr>
<tr>
<td>unpaved:</td>
<td>3.18</td>
</tr>
<tr>
<td>general services:</td>
<td></td>
</tr>
<tr>
<td>unpaved:</td>
<td>6.12</td>
</tr>
<tr>
<td>Warehouses</td>
<td></td>
</tr>
<tr>
<td>closed, concrete floor</td>
<td>30.74</td>
</tr>
</tbody>
</table>

Concessions: Duration

Determination of the term of the concession agreement based on following criteria:

- Planned investment on real estate
- Decisive factors for activities on the quay:
  - Quality of the project
  - Planned lay-out/efficient use of space
  - Projected traffic generation
- Substantial investments: review duration
Concessions: new concession holder

Special clauses.

There is an obligation to inform the port authority about any **change of control**

The rights on the grounds are **not automatically transferred**

Concessions: Penalties

Possible sanctions

- **Financial sanction**
  (neglect to pay the concession contribution, financial penalty for not achieving the minimal projected tonnage, ...)

- **Decreasing the length of the concession contract**
  (when projected investments are not fulfilled)

- **Cancelling the concession contract**
  (continuing neglect to pay the concession contribution, when projected activities are not carried out, ...)


PORT OF ANTWERP

1. Landlord system
2. Investment projects
3. Real estate management
4. Leasing contracts
5. Tendering process
6. Management and Marketing concepts

Tendering process

Allocation of concessions

- Basic principle: principle of equality

- Tendering:
  - public
  - objective

- 21 ha (on the west side of G6)
- 2 wind turbines reserved areas on the site
- Mostly asphalted site (non-tar-containing)
- Lighting over a wide area
- Good rail connections with 4 loading spurs on site
- Good road access nearby Noorderlaan K2 Junction
Tendering process

Tendering process:
- Publication
- Handing in offers
- Property team
- Management Committee / Board of Directors
- appeal

---

Tendering process

- 3 ha, maximum rail length of 300m on site
- Direct electrified rail access from Antwerp-Noord and shunting yard Lillo
- Direct road access to Noorderlaan, near junction with R2
PORT OF ANTWERP

1. Landlord system
2. Investment projects
3. Real estate management
4. Leasing contracts
5. Tendering process
6. Management and Marketing concepts

Management & Marketing: Stimulate productivity

- Efficient use of space
- Minimum tonnage
- Use of modern technologies for container handling
Management & Marketing: Stimulate productivity

Existing measures
- Use of modern technologies for container handling (e.g. stacking)
- Obligation to inform the port authorities about the planned layout, the handling techniques, the projected traffic etc.

New measures
Special Clause regarding to an efficient use of space
  - Evaluation every five year
  - Possibility to add special clauses to enhance efficient use of space

Management & Marketing: Ecological efforts

- Draft of a new document concerning ecology in the port area (with the willing collaboration of the Antwerp Port Authority)
- Rigorous application of general guidelines and directives of the EU (habitat guidelines, sustainable development, ...)
- Initiatives to protect the environment (renewable energy, ...)
Concessions: special clauses

e.g. Deurganckdok:

- Handling of containers loaded and unloaded on the Deurganckdok
- Regulatory measures concerning traffic in the region
- Obligation to have the equipment and facilities at one's disposal which are needed to stimulate a modal split

For more information: Antwerp Port Authority
Havenhuis, Entrepotkaai 1, 2000 Antwerp
tel. +32-3-205.20.18
patrimoniumbeheer@portofantwerp.com

Thank you for your attention.