

Marlog 12

Ports as engines for
sustainable growth

Alexandria, March 12th 2023



Port of
Antwerp
Bruges
International

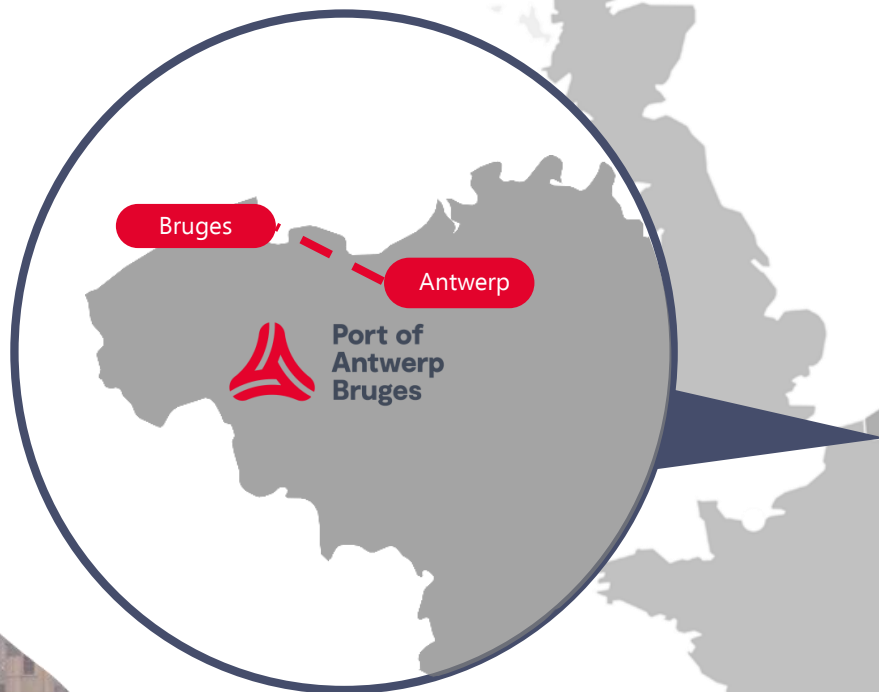


Agenda

1. **Port of Antwerp-Bruges**
2. Challenges in the global supply chain
3. The port platform as a catalyst for sustainable growth



A global port in the heart of Europe



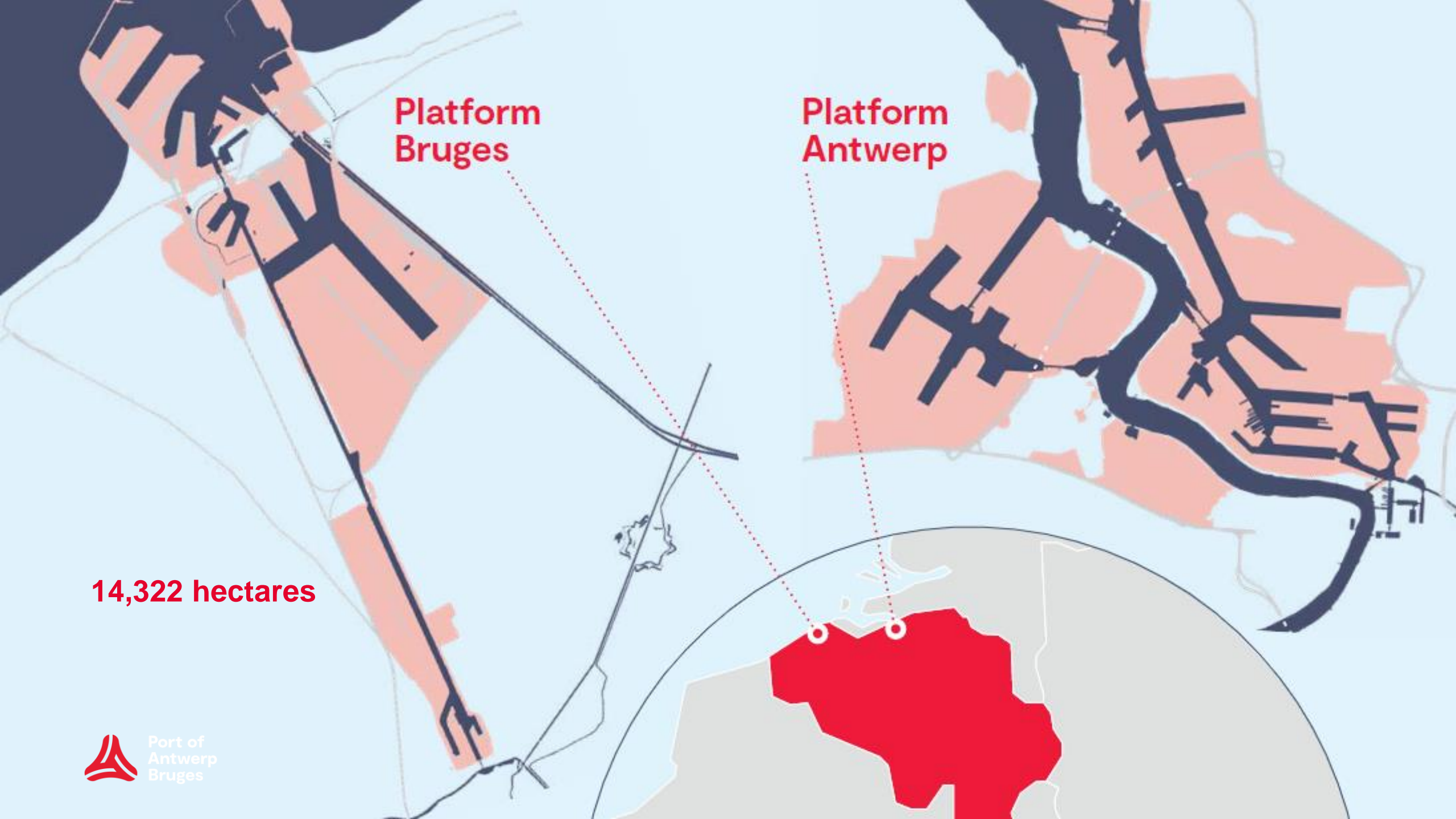
One port
Two sites



**Platform
Bruges**

**Platform
Antwerp**

14,322 hectares





Major port in **Europe**



Port of
Antwerp
Bruges



Largest **car handling**

port in Europe

3,507,461 million cars/year



Number one **export**

port in Europe



Total throughput

287 mio tons/year



20,675

Seagoing vessels/year



Important **cruise**

port in Benelux

547,374 passenger movements



Largest **chemical**

hub in Europe



15% of EU **gas** market

Agenda

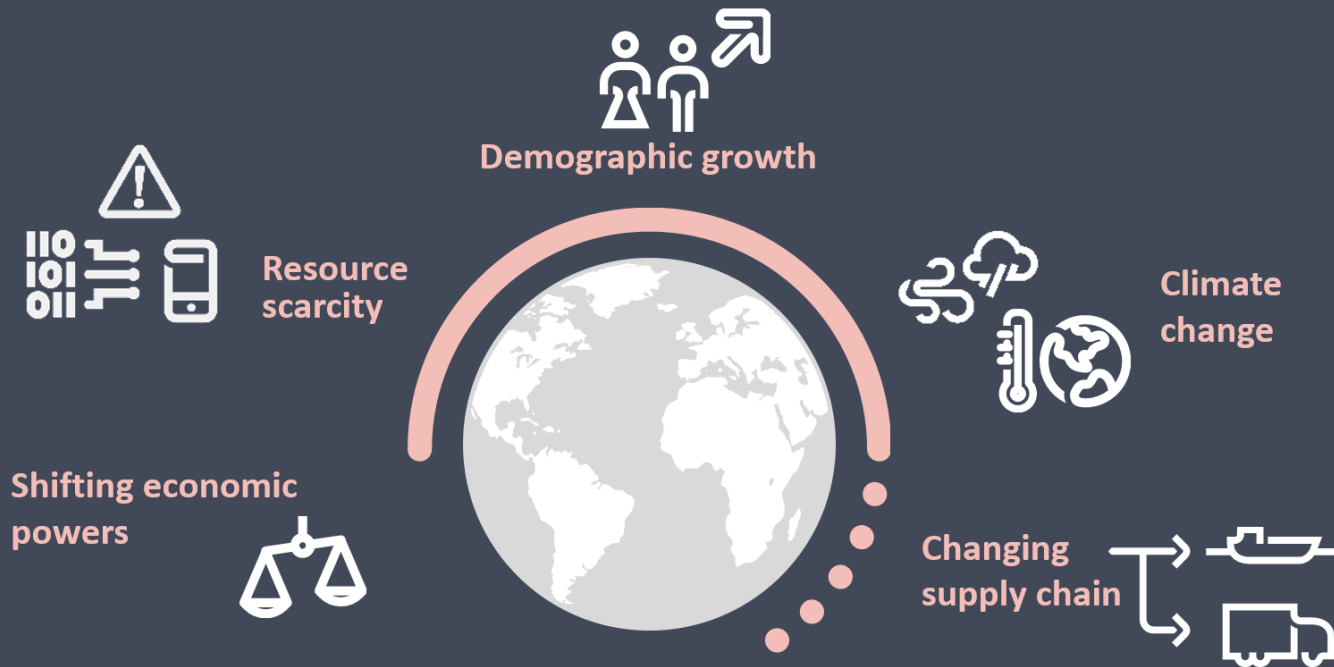
1. Port of Antwerp-Bruges
2. **Challenges in the global supply chain**
3. The port platform as a catalyst for sustainable growth



A hand is shown at the top, holding a stack of four light-colored wooden blocks. Each block has a large red letter on its left side and a corresponding word in black on its right side. The blocks are stacked vertically, forming the acronym VUCA. The background is a plain, light-colored surface.

Volatility
Uncertainty
Complexity
Ambiguity

Disruptive global drivers



Trends

Sustainability



Transition



Technology



Collaboration



Challenges in the global supply chains

- **Volatile shipping costs and an unpredictable future**
- **Riskful market and uncertainties to growth**
- **Reducing emissions and investing in newer fleets**
- **Ports are investing in performance and connectivity**
- **Need for a level playing field**

Strategic challenges

Sustainable growth & connectivity

Complementary services

Resilience & unique ecosystem

Strong position in the global supply chain

Transition

Leadership in energy and digital transition

Agenda

1. Port of Antwerp-Bruges
2. Challenges in the global supply chain
3. **The port platform as a catalyst for sustainable growth**



Defining and embracing your role as a port platform



Port of
Antwerp
Bruges
International

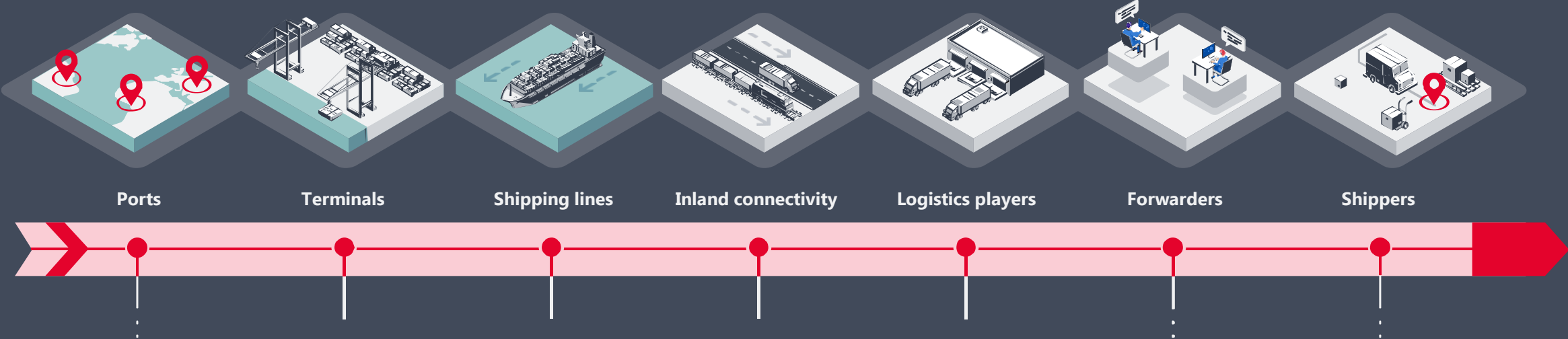


Ports as engines for sustainable growth



Integration strategy

vertical & horizontal integration



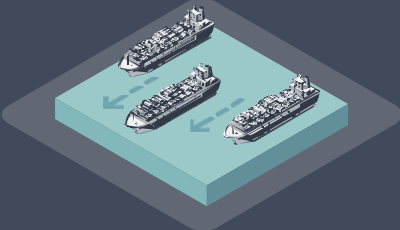
now

THE ALLIANCE

2M ALLIANCE

OCEAN ALLIANCE

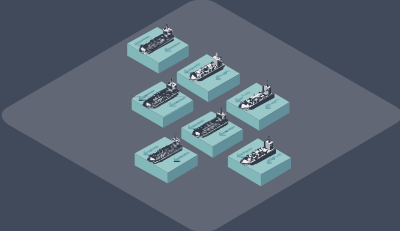
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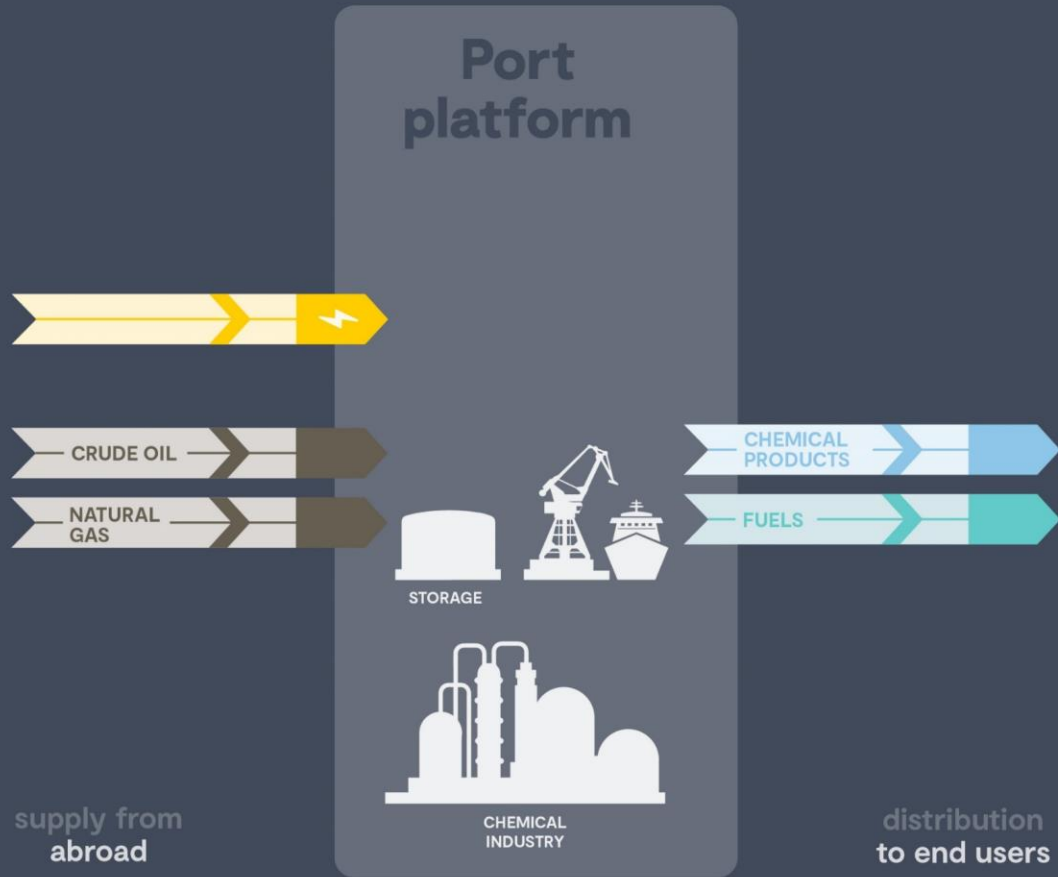
before

- CMA
- CGM
- COSCO
- CSAV
- CSCL
- DELLMAS
- CGM
- MSC
- EVERGREEN
- HMM
- MAERSK
- NEDLLOYD
- P&OCL
- HANJIN
- ...

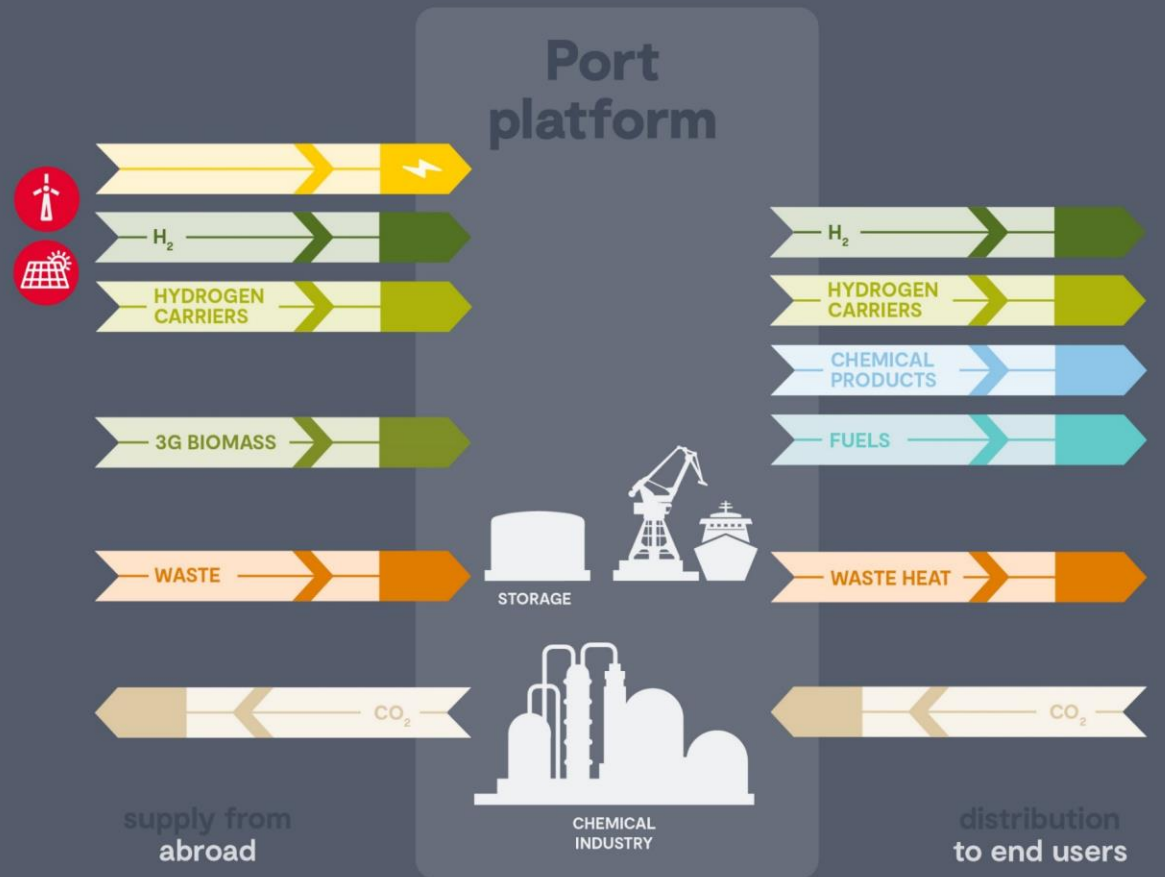
before



Green Energy & Feedstock Hub of the Future

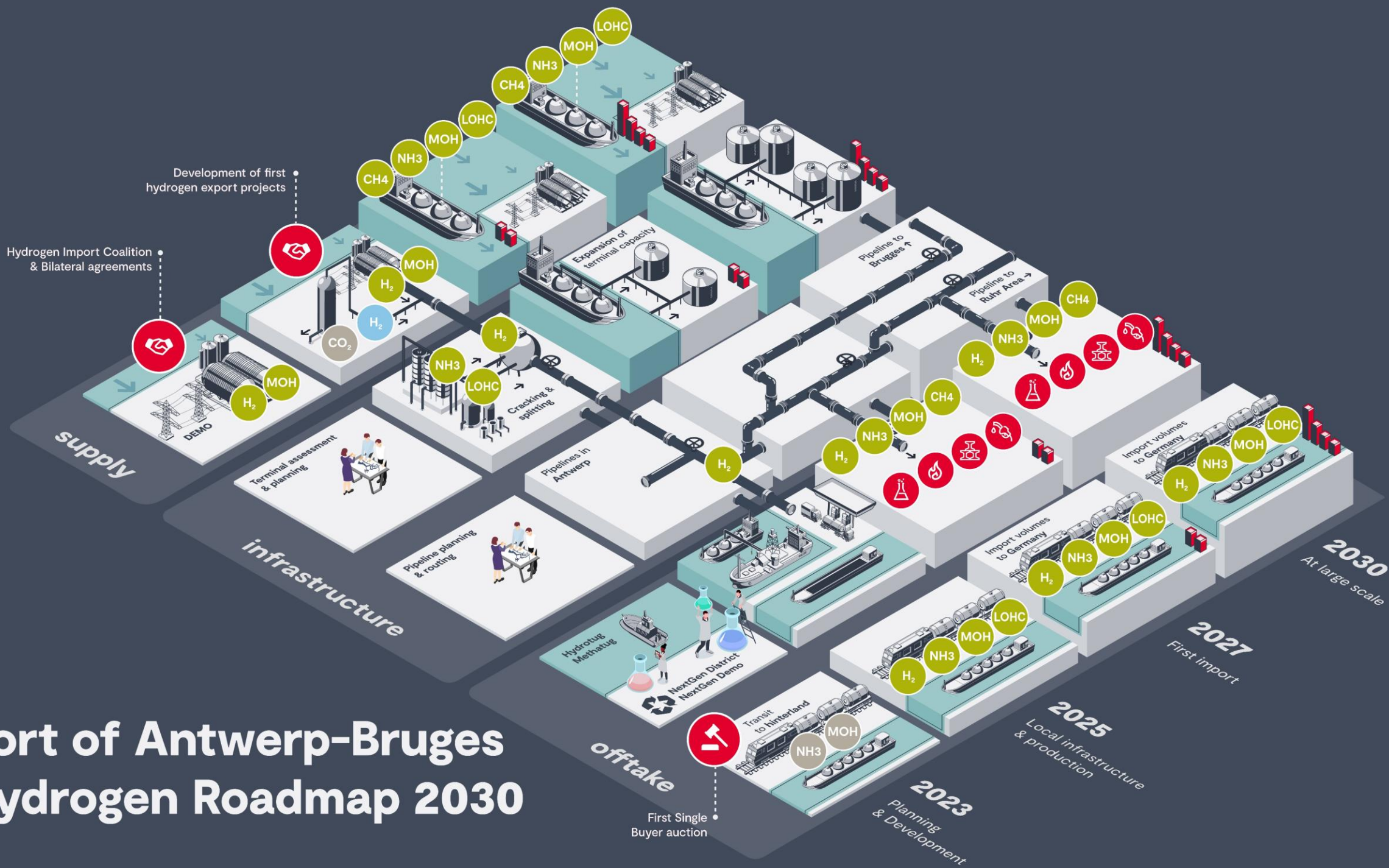


now



future

Port of Antwerp-Bruges Hydrogen Roadmap 2030



Challenges & opportunities for ports

| | Sustainable growth | Supply chain | Energy transition |
|-------------|---|--|--|
| Challenge | <ul style="list-style-type: none">• Growing costs – Stable revenues• Limited possibilities for physical growth of port platforms in the long run | <ul style="list-style-type: none">• The battle over the control of the supply chains : horizontal & vertical integration• Creation of networks that will weaken the role of ports | <ul style="list-style-type: none">• Industrial transition near port clusters• Competition import/export hubs green molecules |
| Opportunity | <ul style="list-style-type: none">• Sustainable growth in strategic markets• New service offerings impacting the supply chain | <ul style="list-style-type: none">• No consolidation yet of ports & port authorities• Creation of networks based on knowledge & expertise | <ul style="list-style-type: none">• New cargo flows based on changed energy landscape• Frontrunner H2 supply chain• Synergie between H2 and Port Platforms |

Thank you

Kristof Waterschoot | Managing Director

Port of Antwerp-Bruges International

APEC | Antwerp-Flanders Port Training Center



**Port of
Antwerp
Bruges**
International

