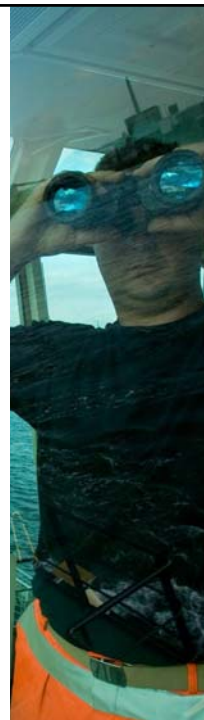


The Port of Antwerp

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

Antwerp is a LANDLORD port

3 systems

definitions based upon

- ownership of the property
- organisation of operations

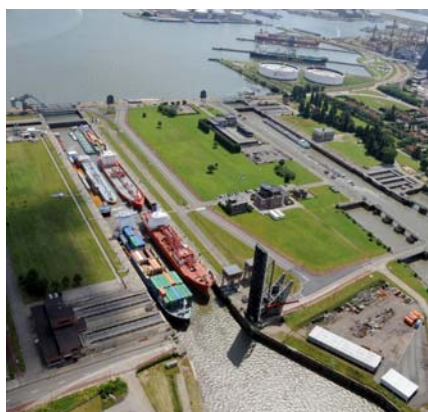


port system	infrastructure	superstructure	operations
LANDLORD	yes	no	no
TOOL	yes	yes	no
SERVICE	yes	yes	yes

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

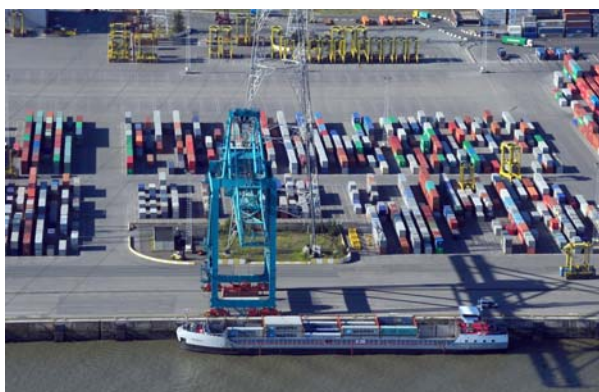
- Harbourmaster's Office
 - Strategy & Development
 - Marketing, Promotion & Commercial Relations
 - Communications & Press department
 - Port Dues department
 - Government contracts
 - Property management
 - Documentation Centre
 - Dredging department
 - Infrastructure services
 - Tug service
 - ...
- 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
- KVVBG: Royal association of traffic flow controllers



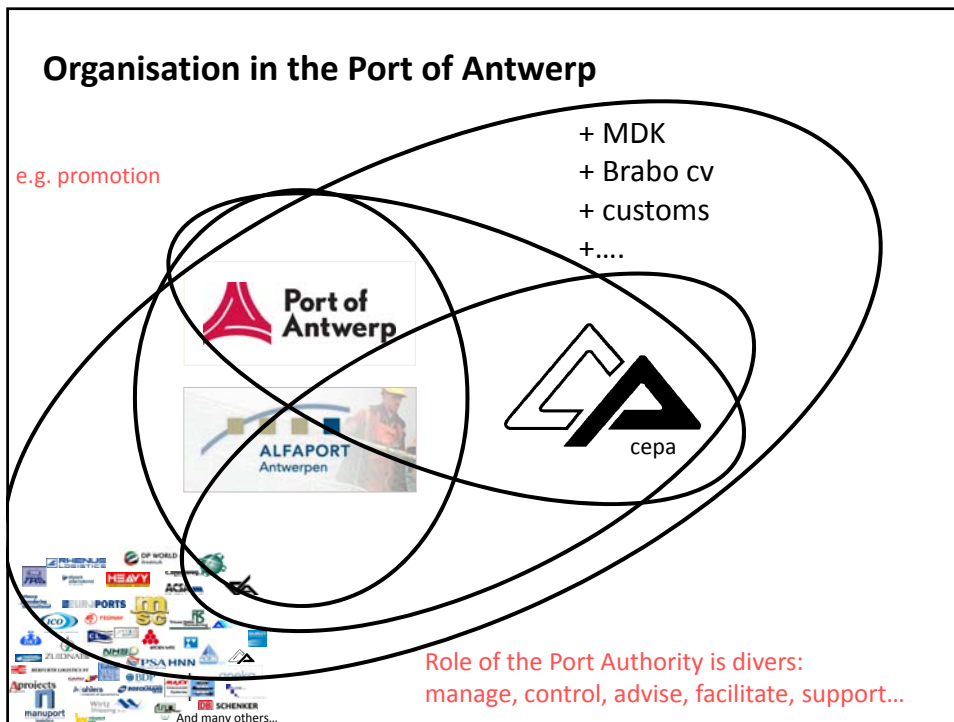
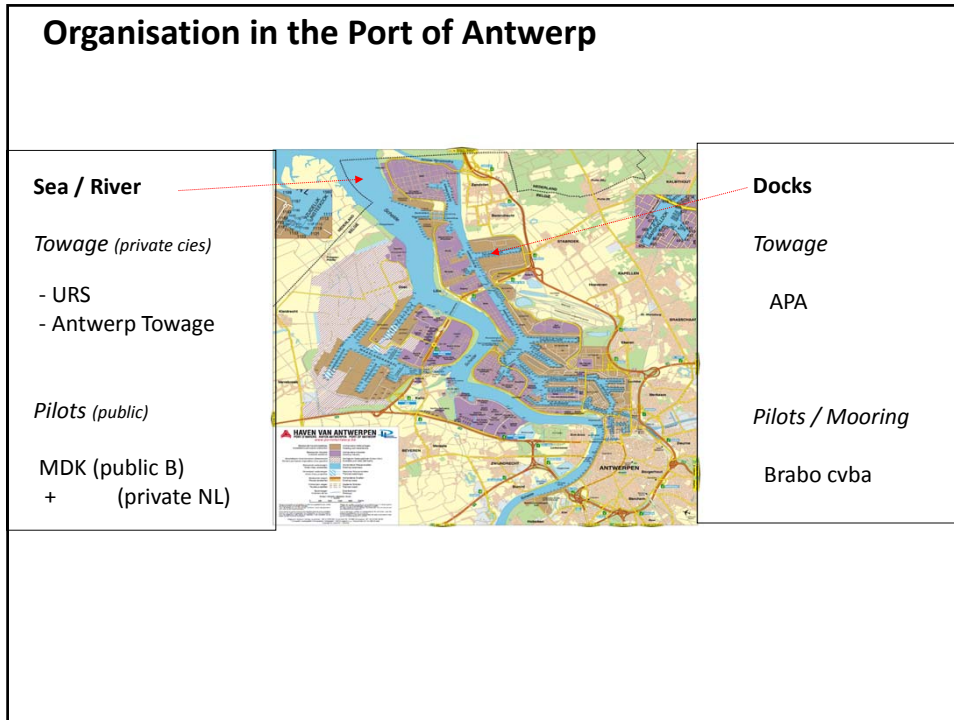
Organisation in the Port of Antwerp

CEPA

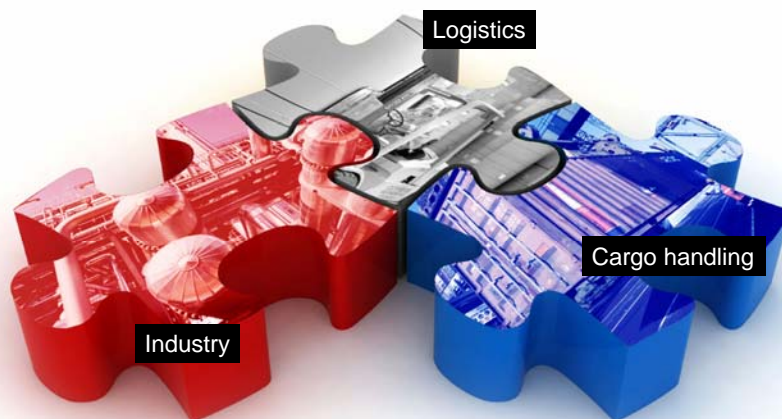
= Port of Antwerp Employers' Association

- 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
- ...





The port as a multifunctional area



The port as a hub in the total supply chain



Foreland

Shipping lines
 Advice and training
 Investments
 Cargo
 ...

Port

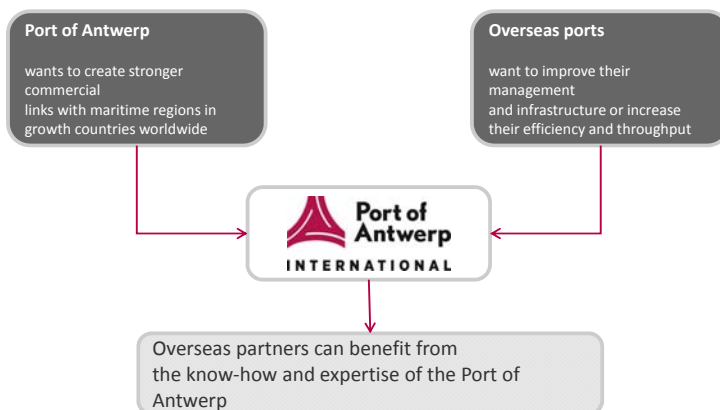
Stevedoring
 Customs
 IT
 ...

Hinterland

Modal split
 Cargo
 ...

Widely connected to the worldwide foreland

Port of Antwerp International (subsidiary of APA)



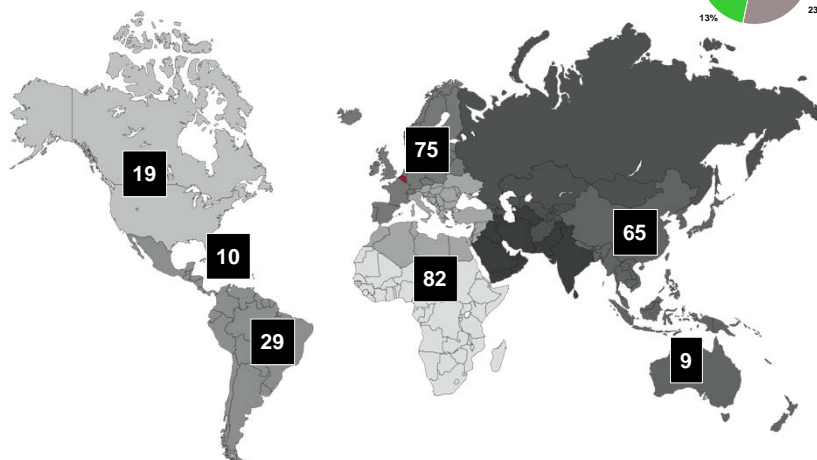
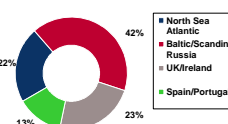
For more information : www.portofantwerp/pai - pai@portofantwerp.com - tel. +32 3 229 73 73



Widely connected to the worldwide foreland

- 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)

Shortsea regional container traffic 2011

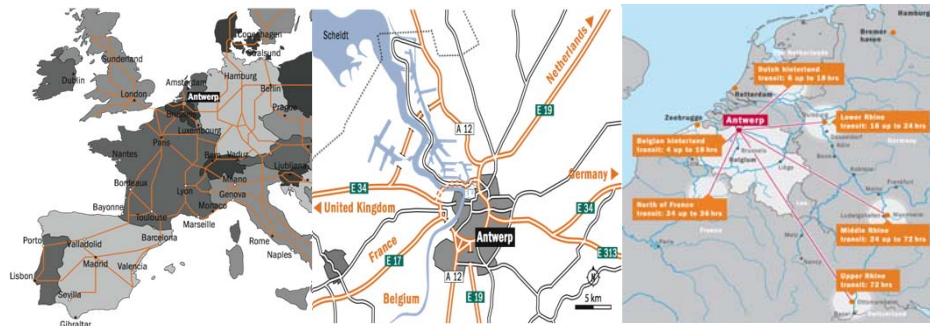


Excellent hinterland connections

rail

truck

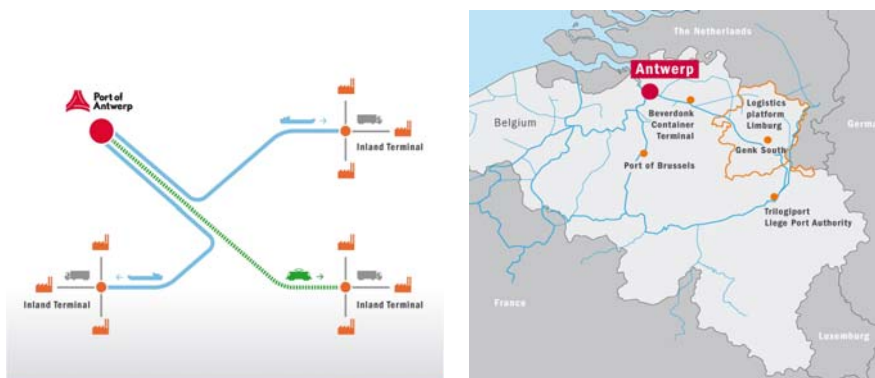
barge



- Antwerp is located on a junction 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 (2009)
- The port is surrounded by highways
- Direct connection to surrounding countries
- Connected to the European waterway network by Scheldt-Rhine canal and Albert canal
- Over 175 container shuttles per week to 56 destinations in Europe
- 45 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 (for ex. Liège, Genk, Venlo, Duisburg, etc.)
- Improved barge and railway network
- Hinterland hubs take over groupage and distribution function of seaport
- Beverdonk container terminal
- Port of Brussels
- Logistics platform Limburg
- Port of Liège: Trilogiport

Focus areas Europe

Tier 1: Consolidation of volumes via transferia:

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, Irun,
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

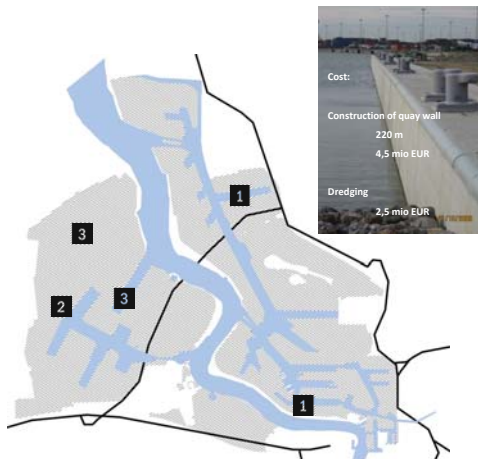
PORT OF ANTWERP

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

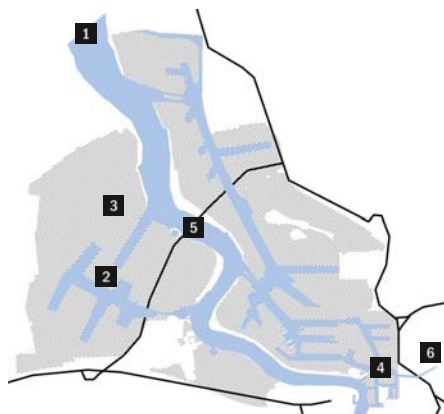
Long term project:

Development area 'Saeftinghe' of
ca. 1000 ha



Recent and future investments

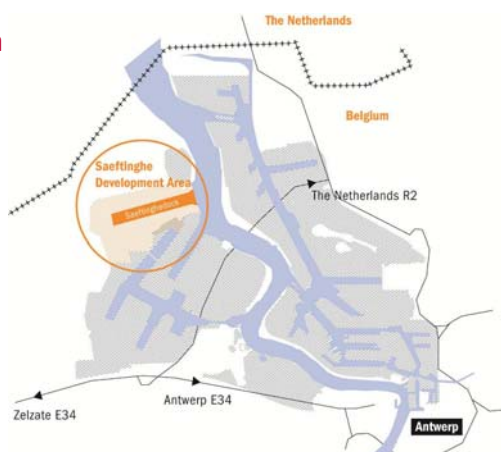
- 1 [Deepening of the river Scheldt](#)
- 2 [Second access to the Left Bank](#)
- 3 [Development zone 'Saeftinghe'](#)
- 4 [Road infrastructure](#)
- 5 [Rail infrastructure](#)
- 6 [Barge transport](#)



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

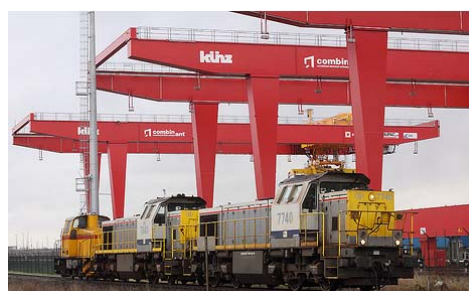
- Intra Port Rail (IPR) => Stimulate homologation shunting locs for Belgian railway network
- Rail Base: Neutral facilities for railway companies (filling station, etc)
- Import customs: Simplified procedure
- Neutral handling of shunting yards in the port
- Reduction of emissions (electrolocs, hybrid 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 assesment
 - 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)

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



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

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 Oosterweelproject and to the Port of Antwerp Stadion.



Port of Antwerp

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

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

PORT OF ANTWERP

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

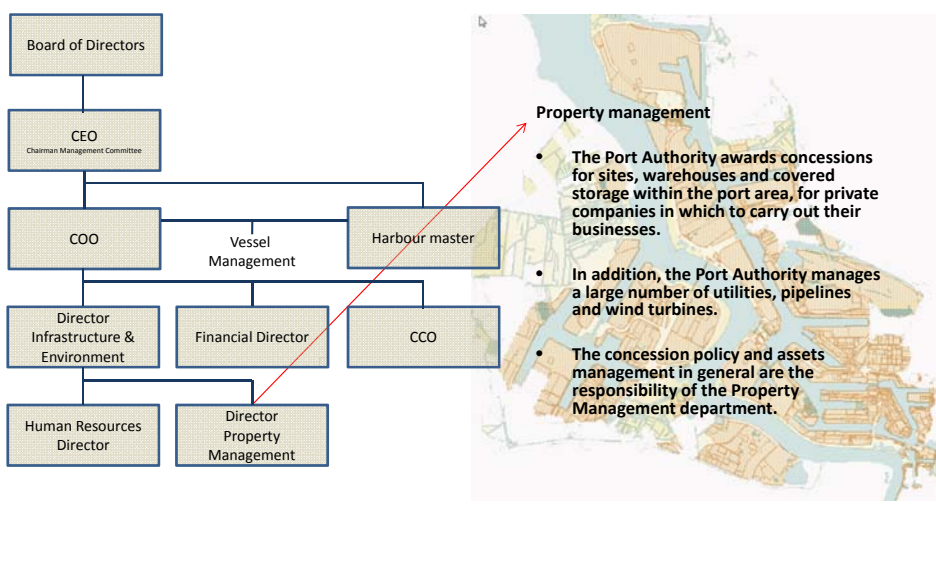


Second access to the left bank

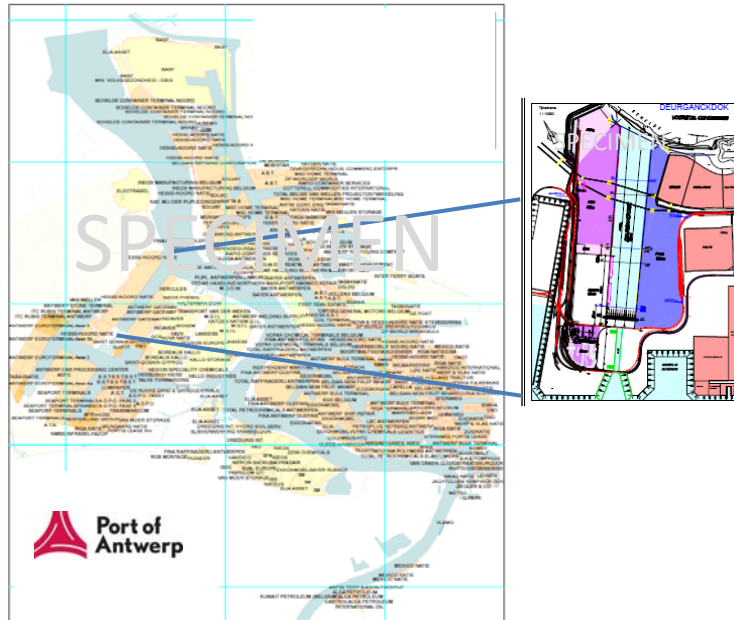
- Second lock for seagoing vessels accessing the left bank
- Ready by 2016
- Biggest lock worldwide dimensions:
 - length: 500 meters
 - width: 68 meters
 - depth: 17.80 meters



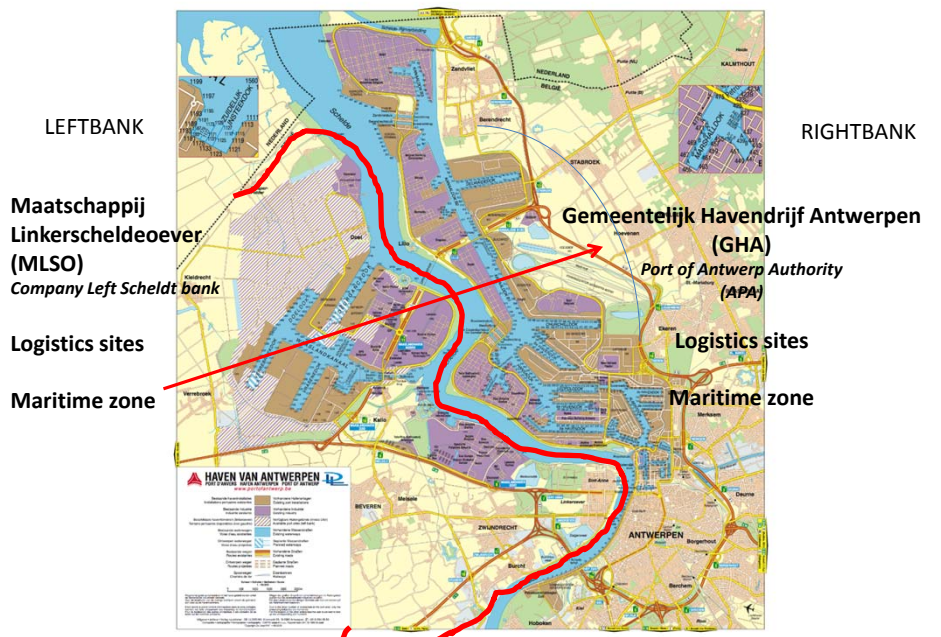
Property Management



Property Management



Port of Antwerp: Leftbank – Rightbank



PORT OF ANTWERP

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



Port of Antwerp

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 public authority grants a private partner the right of use of a part of a public good (e.g. public domain) for a given time'



RUP -> port area

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

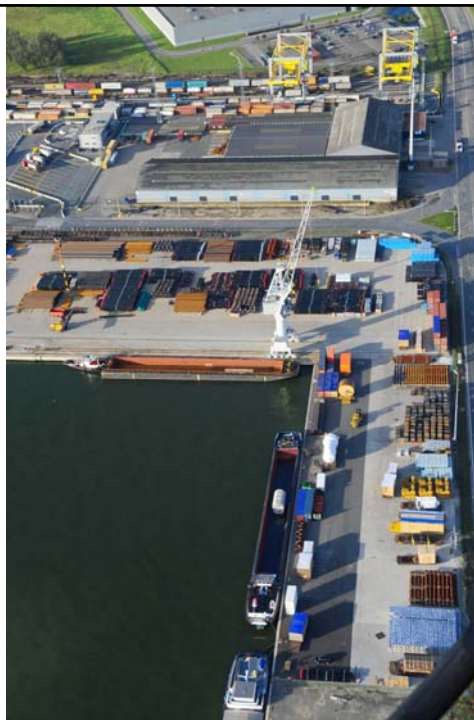
- Location
 - quay
 - Land
- State of grounds
 - paved
 - unpaved
- Nature of planned activity
 - traffic generating activities
 - services to traffic generating
 - other services
- Specific tariffs for private parking facilities



Concessions: Prices

Tariffs as from 1.1.2012 (extract)

	Eur/m ² /year
Quay	
short term storage	
unpaved general:	2,84
paved concrete:	5,11
other	
unpaved general:	5,68
paved concrete:	10,15
Backyard	
traffic creating	
unpaved:	3,18
general services:	
unpaved:	6,12
Warehouses	
closed, concrete floor	30,74



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

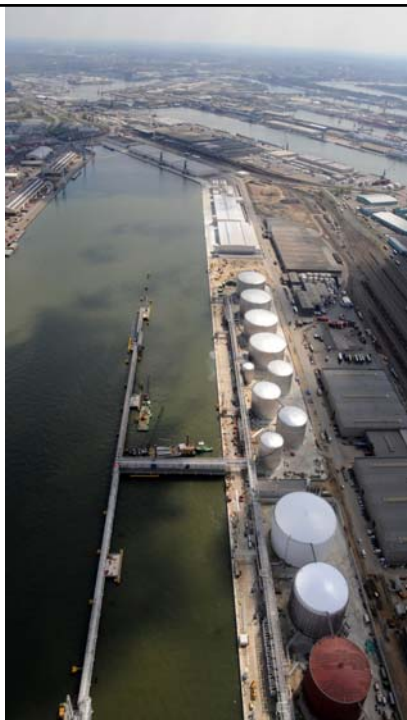


Concessions: new concession holder

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



Port of Antwerp

Tendering process

Allocation of concessions

- Basic principle:
principle of equality
- Tendering:
 - public
 - objective



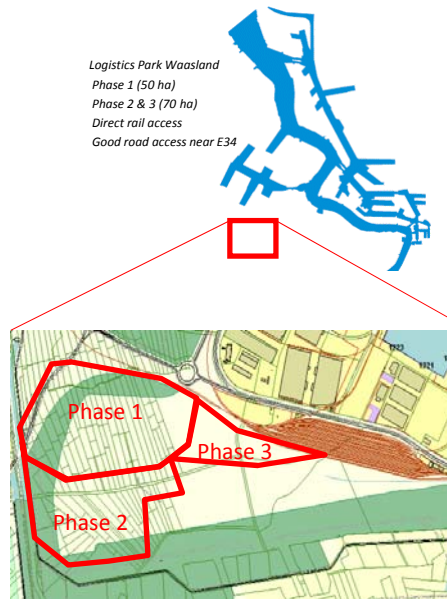
- 21 ha (on the west side of GM)
- 2 wind turbines reserved areas on the site
- Mostly asphalted site (non tar-containing)
- Lighting over a wide area
- Good rail connections with 4 loading spurs on site
- Good road access nearby Noorderlaan R2 junction

Tendering process

Tendering process:

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

Logistics Park Waasland
 Phase 1 (50 ha)
 Phase 2 & 3 (70 ha)
 Direct rail access
 Good road access near E34



47

Tendering process

new development

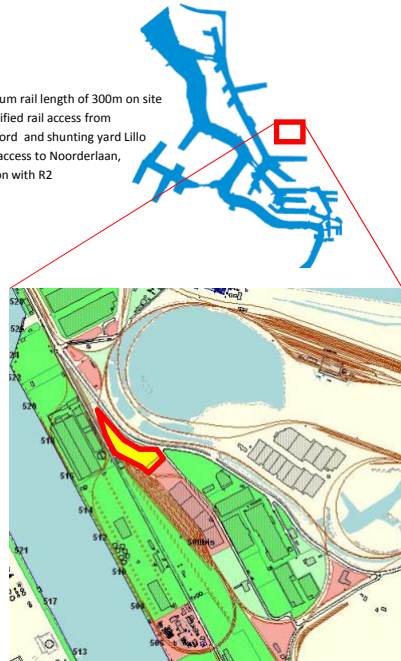
review

split

combine

limited inquiry

- 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



48

PORT OF ANTWERP

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



The image shows a construction site at a port. Several workers in high-visibility yellow and black clothing are working. One worker is using a surveying instrument on a tripod. In the background, there are large gantry cranes and power lines. The Port of Antwerp logo is visible in the bottom left corner of the image.

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

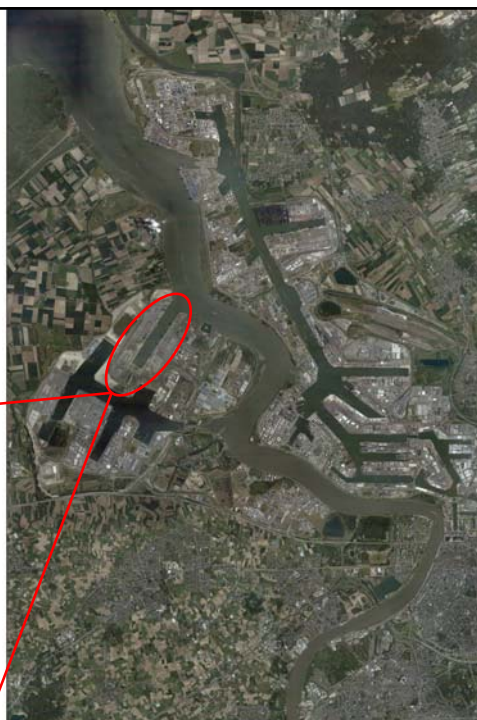
- Draft of a new document concerning ecology in the port area (with the willing collaboration of the Antwerp Port Authority)
- Rigorous application of general guidelines and directives of the EU (habitat guidelines, sustainable development, ...)
- Initiatives to protect the environment (renewable energy,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



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

New Harbour House
Zaha Hadid Architects



Thank you for your attention.