Foreword
An annual report is always a fraught exercise: is the final result positive, could we have done better, or was it just an ordinary year? 2011 was certainly not a lacklustre year. On the contrary, it was a year with more plusses than minuses. In economic terms it was actually a record year, and in social terms it was a year in which the links between city, region and port were strengthened. There is no better symbol of this than the new MAS Port Pavilion that was officially opened at the beginning of 2011.

In the space of less than one year this “shop window” for the port of Antwerp drew no fewer than 80,000 visitors. The many enthusiastic reactions demonstrate how interested and curious people are about our modern port. This ultra-modern visitor centre uses the very latest technology, making it innovative, accessible and future-oriented. Which of course are the values that our port espouses.

While the port is of clear economic importance for Flanders and for Belgium as a whole, its importance for employment in the region is even more tangible. No fewer than 150,000 people earn their living directly or indirectly from the port. But despite all our efforts the enormous range of career opportunities in our world-class port are still not widely enough known. Too few experts and specialists at all levels in all fields find their way to the port, and the Port Authority like other members of the port community is struggling to fill an increasing number of vacancies.

To counter this we as a Port Authority devoted extra efforts to communication in the labour market in 2011. The new jobsite and joint initiatives with various partners inside and outside the port community should attract people to a career in the port. And because we are a port “of and for people” we will continue to invest in this area.

As a result of a new law on financing of civil servant pensions (published in the “Staatsblad” of 3 November 2011) we as a Port Authority have an additional obligation imposed on us. Accordingly, the Port Authority will owe an additional annual “responsibilisation contribution” (shortfall contribution) to the government pensions department in order to cover tenured members of personnel, now and in the future. This means we are obliged to set aside a pensions provision of 299 million euros, with a corresponding one-time negative impact on the operating results for 2011.

Last year we once again won a number of awards. For the third year in a row we were singled out as Top Employer in recognition of our personnel policy over the past few years. Also in 2011 we were once again honoured as Best Dry Bulk Port, in welcome recognition for all the companies that continue to invest in this area. Then there was the award that brought particular pleasure for me personally: Port of the Year – International Seafarers’ Welfare Award. We as a Port Authority and as a community have always attached great importance to providing good facilities for seafarers, in a tradition stretching back over centuries. This award is a worthy recognition for the efforts of all those who strive to give our port not only a good reputation among our customers but also a reputation as a port where seafarers are always welcome.

We are now several months into 2012, and our 1,650 or so members of personnel once more direct their daily efforts towards the benefit of the port and its customers. With their know-how, experience and dedication they are the real capital of our Port Authority and of the port of Antwerp, a port of and for people.

Marc Van Peel
Port Alderman
Chairman, Antwerp Port Authority
2011, sustainable future vision

2011 was a good year for the port of Antwerp. Several new records were set, the many calls by ultra-large container carriers led to the upstream and downstream navigation regulations being amended accordingly, and work began on the vital second lock (Deurganckdok lock) on the left bank. Meanwhile the Total Plan outlining the future vision for the port of Antwerp was further developed, thus consolidating the communal effort.

And yet 2011 was not completely free of worries, nor was the financial crisis entirely left behind. European economic growth slowed down again in the last four months, but despite that we finished the year with new record figures thanks to the efforts of all stakeholders in the port. Never before has the port of Antwerp handled a larger container volume (both in TEU and in tonnage) in the space of one year than in 2011.

The importance of the deepening of the Scheldt was confirmed once more in 2011. We received calls by a record number of ultra-large vessels, and the new upstream and downstream navigation regulations demonstrate that Antwerp is accessible to even the very biggest ships. This accessibility and the other very significant advantages of Antwerp cannot be emphasised enough, including the location deep inland at the heart of the European consumer market, the excellent hinterland connections and the multi-functional capability of our port. We are also very pleased that construction work has started on the Deurganckdok lock on the left bank. This will further improve access, raise efficiency and ensure the operational security.

2011 also confirmed a number of trends in the shipping world. Apart from the growing number of ULCCs we saw rapidly increasing collaboration between shipping companies. An increase in the size of ships automatically leads to optimisation of services and a redistribution of vessels among all routes. Or in other words, you win some, you lose some. So while the impact in the medium term is difficult to forecast, the Port Authority is nevertheless confident about the longer-term future.

This confidence is based partly on the in-depth analysis underlying the Total Plan, together with the practical initiatives leading from it. By adjusting the port dues upwards just 2% in 2012 (the first time in three years, and less than the rate of inflation) we as a Port Authority seek to give a clear signal: Antwerp is a stable partner, one that values continuity.

The fact that we as a Port Authority see progress not only in economic terms is demonstrated by our investments in sustainability. The attention we pay to “people, planet and profit” is of fundamental importance for future growth. Consequently, this Annual Report follows an integrated approach based on the Global Reporting Initiative for economic sustainability. On reading it you will find that attention for people, planet and profit is one of our core values. In 2011 we collaborated with the Left Bank Development Corporation and all private partners in the port to produce a Sustainability Report, the first ever published by an entire port community. Proof indeed that the Antwerp port community has a shared vision of the future. We’re very proud of that!

Eddy Bruyninckx
CEO, Antwerp Port Authority
Vital and strong
2011, a strong year

The year got off to a good start with a rising number of ship calls and expanding volumes of freight, but in the second half of the year a clear slowdown in growth could be observed in most ports. The same was true of Antwerp. Despite this we were able to set various new records by the end of the year. In particular the tonnage of freight remained high, confirming Antwerp’s ability to generate cargo.

The petrochemical especially demonstrated its ability to maintain high growth figures year after year. Industrial companies along with the Port Authority have made large investments, with priority being given to sustainability.

On the job market, however, all port-related clusters were confronted with a large number of vacancies. Relatively few jobs were lost in the port during the recent recession, and now there is rising demand once more for well-trained professionals. The sector will have to fill no fewer than 4000 vacancies in the next few years.
2011 was a good year for the port of Antwerp. A total of 187,151,714 tonnes of freight was loaded and unloaded, 5% more than in 2010.

Container freight accounted for the largest proportion, rising by 2.5% in 2011 to 105,109,107 tonnes. In terms of volume it expanded by 2.3% to 8,664,243 TEU, an all-time record.

Ro/ro for its part also made significant progress, expanding by 14.0% to 4,244,410 tonnes.

Conventional breakbulk expanded by 14.1% to 12,695,805% on a year-on-year basis, but despite this it remained 25% below the 2008 level. The dip in volumes suffered by steel products, wood cellulose and paper in 2009 was only partly made up in 2010 and 2011, demonstrating that these categories have greater difficulty in recovering from recession.

The volume of bulk cargo handled rose by 7.1%, thanks mainly to the increased volume of liquid bulk (up 12.2%) and petroleum derivatives (up 19.6%). This made up for the decline of 3.5% in dry bulk, as lower volumes were recorded for ore (down 13.6%), scrap metal (down 17.3%) and fertilisers (down 5.1%). On the other hand there were larger volumes of coal (up 4.4%), gravel (up 8.8%) and cement (up 2.8%).

The number of seagoing ships calling at Antwerp rose yet again: 15,240 vessels visited the port in 2011, an increase of 3.1%. The gross tonnage for its part increased by 9.0% to 316,428,860 GT.

<table>
<thead>
<tr>
<th>Freight volumes in 2011</th>
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<tbody>
<tr>
<td><strong>TONNES</strong></td>
</tr>
<tr>
<td><strong>2009</strong></td>
</tr>
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<td><strong>2010</strong></td>
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<tr>
<td><strong>2011</strong></td>
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<tr>
<td><strong>2010-2011%</strong></td>
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<tr>
<td>Containers</td>
</tr>
<tr>
<td>87,247,745</td>
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<tr>
<td>102,539,658</td>
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<tr>
<td>105,109,107</td>
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<tr>
<td>2.5%</td>
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<tr>
<td>Ro/ro (excl. containers)</td>
</tr>
<tr>
<td>3,203,223</td>
</tr>
<tr>
<td>3,724,781</td>
</tr>
<tr>
<td>4,244,410</td>
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<tr>
<td>14.0%</td>
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<tr>
<td>Conventional/breakbulk</td>
</tr>
<tr>
<td>10,449,980</td>
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<tr>
<td>11,128,334</td>
</tr>
<tr>
<td>12,695,805</td>
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<tr>
<td>14.1%</td>
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<tr>
<td>TOTAL BREAKBULK</td>
</tr>
<tr>
<td>100,900,948</td>
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<tr>
<td>117,392,773</td>
</tr>
<tr>
<td>122,049,322</td>
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<td>4.0%</td>
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<tr>
<td>Dry bulk</td>
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<tr>
<td>17,383,826</td>
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<tr>
<td>19,779,538</td>
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<tr>
<td>19,186,260</td>
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<tr>
<td>-3.5%</td>
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<tr>
<td>Liquid bulk</td>
</tr>
<tr>
<td>39,521,655</td>
</tr>
<tr>
<td>40,995,692</td>
</tr>
<tr>
<td>46,016,132</td>
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<tr>
<td>12.2%</td>
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<tr>
<td>TOTAL BULK</td>
</tr>
<tr>
<td>56,905,481</td>
</tr>
<tr>
<td>60,775,230</td>
</tr>
<tr>
<td>62,012,392</td>
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<td>7.1%</td>
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<tr>
<td>TOTAL FREIGHT VOLUME</td>
</tr>
<tr>
<td>157,806,429</td>
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<tr>
<td>178,168,003</td>
</tr>
<tr>
<td>187,151,714</td>
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<tr>
<td>5.0%</td>
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<tr>
<td>CONTAINER VOLUME IN TEU</td>
</tr>
<tr>
<td>7,309,639</td>
</tr>
<tr>
<td>8,468,475</td>
</tr>
<tr>
<td>8,664,243</td>
</tr>
<tr>
<td>2.3%</td>
</tr>
</tbody>
</table>
Antwerp in the range

Market share Range, containers (tons)

Market share Range, containers (TEU)
Antwerp nr. 2 in Europe (2011)
Total maritime cargo turnover (million tons)

1. Rotterdam
2. Antwerp
3. Hamburg
4. Amsterdam
5. Marseille
6. Bremen
7. Algeciras
8. Le Havre
9. Valencia
10. Genova
11. London
12. Dunkerque
13. Zeebrugge
14. Barcelona
15. Calais
16. Zeeland Seaports
17. Riga
18. Tarragona
19. Bilbao
20. Nantes Saint-Nazaire

Antwerp nr. 2 in Europe (2011)
Maritime container turnover (million ton)
Antwerp nr. 3 in Europe (2011)
Maritime container turnover (million TEU)

1. Rotterdam
2. Hamburg
3. Antwerp
4. Bremen
5. Valencia
6. Algeciras
7. Le Havre
8. Zeebrugge
9. Barcelona
10. Genova
11. La Spezia
12. Las Palmas
13. Marseille
14. London
15. Göteborg
16. Gdansk
17. Livorno
18. Bilbao
19. Lisbon
20. Dublin

0,0 2,0 4,0 6,0 8,0 10,0 12,0
Antwerp in the world

Antwerp ranks nr. 12 in the world (2010)
International maritime traffic (metric tons)

1. Rotterdam
2. Singapore
3. Ningbo Zhoushan
4. Shanghai
5. Qingdao
6. Tianjin
7. Kaoao
8. Vung Tau
9. Tianjin
10. Tansui
11. Guangzhou
12. Antwerp
13. Port Haalden
14. Shanghai
15. Dam Pac
16. Guangyang
17. Houston
18. Nanking
19. Ulsan
20. Busan

Million tons

Antwerp ranks nr. 14 in the world (2011)
Container traffic (TEU)

1. Shanghai
2. Singapore
3. Hong Kong
4. Shenzhen
5. Busan
6. Ningbo
7. Guangzhou
8. Qingdao
9. Duibe
10. Rotterdam
11. Tianjin
12. Kaohsiung
13. Hamburg
14. Antwerp
15. Los Angeles
16. Tanjung Pelepas
17. Kiaman
18. Dalian
19. Long Beach
20. Laem Chabang

Million TEU
Port community finalises the Total Plan

In 2011 Antwerp Port Authority and the private companies within the port finalised the Total Plan outlining their vision of the future. The emphasis was on optimising the logistics chain so as to bring goods to their destination as efficiently as possible. Important aspects of this included the Antwerp Port Community System for electronic communication (to which authorities and port companies are connected), attracting new talent, the organisation of dock labour and measures to ensure sustainability. These aspects were also dealt with at the General Assembly of the port community on 22 June 2011, which formally closed the Total Plan.

Talent in the port

The port of Antwerp provides employment directly and indirectly for 150,000 people. While it offers plenty of career opportunities it also faces numerous challenges. One in four job places cannot be filled due to labour market shortages, while conversely there are lots of people who cannot find jobs due a mismatch between qualifications and requirements. To deal with this situation the Port Authority collaborated with Alfaport, Voka (Chamber of Commerce) the City of Antwerp and VDAB (Flemish employment agency) in setting up a “Talent Workgroup” as part of the Total Plan.

Further, additional investments were made to promote the port’s image as a dynamic employer. Initiatives included “Young Port” (with hands-on activities in the port for school pupils) and the Job Event at the Port Day.

Organisation of dock labour

Another important factor for the competitive position of the port of Antwerp is the organisation of dock labour. The port community asked all those involved to think about the port’s competitive position and the future requirements for dock labour. The main area of concern is not pay levels for dockers, it is the composition of shifts and the and the sometimes too rigid organisation of the work.

A sustainable future
The challenge of the 21st century is to achieve a sustainable economy and sustainable transport, and the port of Antwerp fits in which this perfectly. Thanks to its much improved sea access and its location deep inland it is the ideal hub for sustainable logistics chains.

The Port Authority, the Left Bank Development Corporation and the Alfaport have collaborated to publish a Sustainability Report for the port as a whole: www.sustainableportofantwerp.com. It describes how the port companies are able to reconcile “people, planet and profit” in their everyday commercial activities. In fact, the Antwerp port community is the first in the world to produce a sustainability report for the port as a whole.

The integrated Annual Report that you are now reading is also confirmation of the Port Authority’s sustainable aspirations. People, Planet & Profit have long been important for the Port Authority’s operations, and more and more attention is being devoted explicitly to these values.
Emphasis on supply chain thinking

Manufacturers and importers don’t necessarily choose a particular port: they choose the best logistics chain for getting their goods to the required destination. Reliability, quality, sustainability, flexibility, costs and speed are all important. The port of Antwerp aims to form an integrated part of the international logistics chains, and to be the best link within these chains for its customers. It therefore offers an extensive range of logistics solutions for customers with added value in the supply chains, including:
- Large numbers of connections with the foreland
- High quality of service in the port itself
- Cost-efficient connections with the hinterland
- Transparency and efficiency, thanks to electronic services
- Security, efficiency and productivity, thanks to trade facilitation
- Consultancy, acting as a knowledge centre

To secure these advantages the Port Authority plays a direct role with its port services (tugging etc.) and electronic services (APCS etc.), as well as making its know-how available and offering consultancy. Indirectly it supports this ambition by assuring the right facilities, acting as port landlord, attracting sustainable investment by shipping and logistics service providers, and carrying out marketing and promotion. Finally, the Port Authority supports the logistics chain by developing logistics services and creating the right conditions for collaboration and consultation.

As a follow-on from the Total Plan the Port Authority further developed the positioning of the port in 2011, with the emphasis on “supply chain thinking.” In order to increase the involvement of the port community the Port Authority set up port-wide expertise groups to make the port’s advantages better known.

Expert groups were set up for particular freight segments (Perishables, in November 2011) and for particular aspects of the port’s services (the Trade Facilitation Taskforce, which coordinates consultation of the Port Authority with Customs & Excise, the Food Safety Agency and other authorities).
Link in the international supply chains - Achievements in 2011

Seamless links with foreland and hinterland

Antwerp’s location in the heart of Europe, its excellent sea access and its multimodal capabilities make it a port of world importance offering seamless links with foreland and hinterland. The deepening of the Scheldt has improved Antwerp's sea access, while the “chain approach” permits efficient movement with all the links in the chain of vessel traffic control being managed as an integrated whole, from open sea to berth in port and vice-versa. Finally, the port completes its role in the international supply chains by offering productive, efficient and reliable intermodal transport.

- The Port Authority is participating in construction of the Deurganckdok lock on the left bank.
- In 2011 the Port Authority set up a special unit to play a facilitating role in developing new intermodal solutions, optimising the integrated processes in and around the port, and guaranteeing high-quality facilities.
- The Port Authority takes initiatives to strengthen the links between hinterland and port, such as making collaboration agreements and acquiring stakes in inland terminals. As part of this policy Antwerp intensified its collaboration with the inland port of Liège in 2011.
- In 2011 the Port Authority set up a rail freight connection with Chongqing, an important logistics centre in inland China. The service is operated in collaboration with Hupac, the Province of Antwerp Development Corporation and the Belgian Administration of Customs & Excise.
- On 1 March 2011 the Port Authority began trials of the Automatic Identification System (AIS) for barges. This system will improve safety, permit efficient barge traffic management and ensure faster lock passage.

Quality service and high added value in the port itself

The port of Antwerp offers unlimited possibilities for freight handling. Terminal operators provide rapid loading and unloading, while specialist service providers offer a vast range of value-added activities. Customised freight handling enables customers to avoid unnecessary operations and transport. Also in 2011 the Port Authority contributed by strategic management of port sites and warehouses and by attracting appropriate investment. In line with this policy the Port Authority ensures that new investments and existing concessions fit in with the vision for the port, with attention to sustainable development, creation of added value and making the port more competitive thanks to integrated logistics solutions.

Transparency and efficiency, thanks to electronic services

The Antwerp Port Community System (APCS) was launched in May 2011 at the initiative of the Port Authority in collaboration with AlfaPort. With its wide range of electronic communications services it contributes to efficient movement of goods and information between foreland and hinterland, with full transparency in all links of the chain.

Security, efficiency and productivity, thanks to Trade Facilitation

Finding the right balance between efficient inspections, facilitating international trade and optimising the international
supply chains is a major challenge. In the Port Authority’s policy for Trade Facilitation, security, efficiency and productivity are seen as a coherent whole, with the objective being maximum coordination of the various inspections. As of May 2011 the Customs and the Food Safety Agency carry out combined inspections of animal products at the Border Inspection Post on the left bank. This one-stop-shop approach yields time savings while affording operational security, better planning and thus lower costs.

**International valorisation of port knowledge**

The port of Antwerp seeks to play an active role in the worldwide logistics chain by sharing its expertise. Through Port of Antwerp International and APEC-Antwerp/Flanders Port Training Center the Port Authority passes on its know-how in port operation and maritime affairs. This position was further reinforced by the collaboration agreement signed with the Antwerp Management School in 2011.

**A stable pricing policy**

Some important measures were taken in the course of 2010 and 2011. Among other things, the port dues were frozen in 2010 and 2011 at the 2008 level, so as to offer stable, competitive pricing for port users. Further, a single point of contact was set up to report cases of damage to port facilities, supported by an electronic reporting procedure. The Shipping Traffic Management department too set up a single point of contact, and there were many new initiatives in the field of the environment.

**Additional efforts**

In 2011 the Port Authority expanded its Marketing, Promotion & Commercial relations (MPC) team. The aim of MPC is to position the port on the world market and to attract investment and freight flows, by means of a strategic branding and marketing approach. New communication channels were set up in addition to APCS. During the trade mission to China in October 2011 led by Prince Philip of Belgium, a “Circle of Friends” was set up in the form of an online community in order to strengthen relations of friendship and business with China. This initiative will be further supported with newsletters, networks and events.

Antwerp Port Authority carries out a satisfaction survey among customers of the port and of the Port Authority every two years, leading to a list of points for improvement and an action plan. In 2012 a new satisfaction survey will enable the Port Authority to measure developments in the satisfaction and loyalty of its customers. In the meantime there are still points for improvement where the various stakeholders can make a contribution.
Investment plan and Deurganckdok lock

The Port Authority board of directors approved an ambitious investment plan for the period 2011-2025 totalling 1.6 billion euros, aimed at further strengthening the competitive position of the port of Antwerp.

The Port Authority is investing in port expansion (including the Verrebroek dock, Saeftingen Development Area etc.), port infrastructure (with among other things construction of the Deurganckdok lock on the left bank), floating equipment, dock-mounted and mobile cranes, and finally new buildings. The Port Authority is also helping to finance the Master Plan for the port of Antwerp.

Large investments have traditionally been devoted to services. Implementation of the chain approach (integrated management of shipping traffic control, from open sea to berth in port and vice-versa) requires a powerful IT system, and in December 2011 the second release of the Antwerp Port Information & Control System (APICS2) became operational.

Deurganckdok lock on the left bank

Construction of the second lock on the left bank of the Scheldt began on 24 October 2011. The work is being carried out on behalf of a subsidiary of Vlaamse Havens NV, of which the Port Authority is the majority shareholder. With the growth of freight handling activities on the left bank this new lock has become absolutely essential. It will also afford greater security of operation, since there will always be at least one lock available. The new lock, which will be deeper than the Kallo lock, is expected to become operational in 2016.

Other investments

Pilotage on the sea approaches to Antwerp and on the Scheldt falls under the authority of the Flemish government. In 2011 three new pilot tenders were acquired, the Westdiep, the Wielingen and the Westerschelde. All are of the SWATH type (Small Waterplane Area Twin Hull) making them not only fast but also able to operate even in very bad weather, so that pilots can be put on board and taken off safely. There is also a mother ship due to be handed over in 2012. This will act as a permanent pilot station and floating hotel for the pilots.

The vessels are leased by the project company Wandelaar Invest which has various shareholders including Antwerp Port Authority. Wandelaar Invest in turn makes the vessels available to the Flanders Region, thus modernising the Flemish pilotage fleet.
Renovation and new construction

Renovation of the Van Cauwelaert lock

The Van Cauwelaert lock was re-opened on 6 June 2011 after having been closed for a complete refit at the end of 2009. Before that it had been operating continuously for more than 80 years. The lock was fitted with new gates, modified gate chambers, bottom rails and a new pusher system. A tunnel for pipes and cables was built underneath the lock, and new machine buildings were erected. In addition the access roads and bridges around the lock were renewed or repaired.

Quay renovation

In 2011 the Port Authority carried out a great deal of renovation work on quays. The quay walls were made deeper in the Industry dock, the 5th Harbour dock and the Leopold dock (to take the new investments by Sea-Invest). In the B2 Canal dock (concessions held by Evonik Degussa Antwerp and Oiltanking Stolthaven Antwerp) an entirely new structure was built. Further, a quay was built over the filled-in Grain dock to permit expansion by the Boortmalt company.

Other large projects completed in 2011 included renovation of the quay heads of the South quay, the lengthways and crossways quays in the Churchill dock and the B1 Canal dock quay.

Maintenance and resurfacing of roads in the port area

The roads in the port area on the right bank are constantly pounded by heavy traffic. In 2011 a new wearing surface was laid on several asphalt roads, while the stone surfacing on the Rostockweg, Stralsundweg, Göteborgweg, Heizegemweg roads and the Noordarlaan slip roads was replaced. Various drains and level crossings were also renovated or replaced. Finally, footpaths, cycle tracks and hard shoulders were laid.

Amoras project

“Amoras” is the Dutch acronym for “Antwerp mechanical dewatering, recycling and application of dredging spoil”, a project of the Flemish government. The water is removed from the spoil by chamber filter presses. This considerably reduces the bulk, so that the dewatered filter cake can be disposed of or even recycled under controlled conditions.

Barge waste collection centre
There are now two manned waste collection centres, at quay 75 and quay 1103, where barges can hand over their waste for processing in an environment-friendly way. A third collection centre is due to be opened near the Lillo bridge in Canal dock B2. Planning permission for the centres was granted at the end of 2011. With the waste collection centres the Port Authority seeks to provide a solution for barge operators and help to prevent illegal discharging and fly tipping.

**MAS Port Pavilion**

The MAS museum of which the Port Authority is a founding member was officially opened in the spring of 2011. At the foot of the MAS the Port Authority has opened a hyper-modern Port Pavilion to help strengthen the links between the general public and the port. The Port Pavilion was officially opened during the weekend of 4 February.

**New Port House on quay 63**

The Port Authority headquarters on the Entrepot quay are getting too small, and the Port Authority want to integrate and centralise most of its services. So the Port Authority decided to build a new Port House designed by Zaha Hadid Architects. The shortlisted contractors submitted their offers at the end of November 2011, and the second round of negotiations then started. The construction work will take a good three years.

**New data centre on Thornton Road**

The Port Authority has built a new data centre on Thornton road, in the middle of the port area and right beside the glass fibre loop. This had become necessary as quay 63 where the old data centre was located was being renovated. The Port Authority has another data centre in the Port House.
By rail, barge and road

2011 was a year in which sustainability and sustainable projects were prominent. However, sustainability is hardly a new concept for the Port Authority and the port of Antwerp. Many years of effort have been devoted to making transport between port and hinterland more sustainable. A Master Plan has been drawn up for the three modes of transport in order to translate the priorities into action.

Antwerp is still the second-largest rail port in Europe, and new infrastructure projects will ensure that sufficient capacity is available in future to permit further growth of this transport mode. Together with the other parties involved the Port Authority aims to make the most efficient use of the rail network. Additional projects for consolidating freight and organising support services were given special attention in 2011 and will also enjoy priority in future. Internal rail transport within the port is similarly being improved wherever possible.

About a third of transport to and from the port is by barge, and the Port Authority aims to increase this proportion in the coming ten years. New initiatives were started in 2011 and will be further developed in the next few years, and the possibilities for freight consolidation are being further extended. And just as with barge transport special attention is devoted to transport within the port.

Road transport was studied in a more scientific way in 2011, providing a basis for points for action in the Road Master Plan.
Master Plan for Rail Transport

The Port Authority aims to increase the share of hinterland transport carried by rail from 11% to 15% by 2020. To achieve this new infrastructure is being built and new rail services encouraged.

Belgian Rail Feeding was set up in 2011 to make transport inside the port more efficient. This rail company specialises in “last mile” services within the port, i.e. the last section of transport between quay and rail terminal before container trains are made up.

Sidings for rail cars with dangerous goods and tanking stations for diesel locomotives are important for the chemical cluster, which makes frequent use of rail. This new service was placed on the agenda in 2011 with a view to putting it into practice this year.

Excavation work for Liefkenshoek rail tunnel completed

To solve the problem of rail capacity around Antwerp a second rail access is being built, with a new tunnel connection between the left and right banks of the Scheldt. The tunnel will enable goods trains to shuttle between the two parts of the port without leaving the port area. This will have an important impact on operating costs, as the distance between the main locations on the respective banks will be reduced to 20 km while the maximum weight per train will be increased.

After 14 months of work the tunnelling machine completed excavation of the first 6 km tube underneath the Scheldt and Canal dock B1 on 16 May 2011, and the parallel second tube was completed on 23 June. The rail connection with a total length of 16.2 km is expected to enter service in mid-2014.

Another important infrastructure project concerns upgrading the main rail access, line 27A. Construction of a dive-under at Ekeren-Oude Landen would boost the capacity of this line by 30%, from 340 to 470 trains per 24 hours. However, the project was turned down by the City Council at the end of 2011. It is not the project as such that is controversial, rather the form it should take, namely an underground crossing instead of two bridges. The further procedure will determine the timing of the project, planned for 2014.
Now that the deepening of the Scheldt has been completed, putting the “Iron Rhine” back into operation is a top priority for the Flemish government and for the port of Antwerp. This rail route links the ports of Antwerp and Zeebrugge directly to the Ruhr area in Germany, offering a better alternative to the present route via Montzen and Aachen. However, part of it runs over Dutch territory. Discussions with the Dutch and German authorities were intensified in 2011, and in the case of the Netherlands these are expected to lead to a “Memorandum of Understanding” in 2012 that will settle one of the main points at issue, namely the division of the costs.

In the meantime the consultations with Infrabel (the Belgian rail track operator) have been consolidated and the further developments needed to make the port more competitive in rail terms have been determined. At the “Rail Café” event organised by the Port Authority, market representatives were informed about the new last-mile services, the possibilities for reserving local rail capacity via Infrabel, sidings for RID wagons and maintenance facilities for wagons and locomotives.
Master Plan for Barge Transport

Nearly 40% of transport to and from the port of Antwerp is by barge. This is a substantial amount in comparison with other ports, but nevertheless the Port Authority aims to raise the proportion to 43% by 2020. The Master Plan for Barge Transport provides the framework for this.

To further improve barge transport in the port area the Port Authority has been a keen proponent of the Automatic Identification System (AIS) for barges. This system not only contributes towards safety in the port but in combination with the Barge Traffic System (BTS) can eventually optimise lock and holding berth planning. A trial project using barges equipped with AIS began on 1 March 2010 and concentrated mainly on lock queuing. Subsequently, on 1 January 2012, the general use of AIS was made compulsory for barges. The ultimate objective is to introduce a fully-fledged barge coordination centre, and an action plan for this was set up in 2012. The first main element of this plan is based on offering a high level of service and improving facilities in the port area. In the meantime a number of bridges over the Albert canal were raised as part of the 2020 Master Plan so that barges with containers stacked four-high can pass under them.

The second main element of the Master Plan concerns intermodal projects aimed at improving the flow of barge traffic within the port and more efficient handling of container barges, which frequently have to call at several terminals. The Barge Traffic System (BTS) plays a central role here. This platform for communication between terminals and barges permits stricter planning on the terminals. At the moment BTS is obligatory for container terminals but the Port Authority plans to eventually extend it to all barges. Joint barge planning by the container terminals can also help to make the sailing schedules for container barges more efficient. In autumn 2011 the three largest container operators declared themselves willing to plan their barge operations jointly for a limited period and then to carry out an evaluation.

In the meantime the Premium Barge Service, a sort of shuttle service operating between six maritime container terminals, developed into a regular feature of the port. The possibility of adding a second loop will be considered in the spring of 2012.

Finally, the third main element of the Master Plan mainly concerns collaboration in the hinterland. One of the projects in which the Port Authority is participating is Beverdonk container terminal, a “transferium” on the Albert canal that
offers a neutral platform for port users and forms a consolidation point for containers carried to and from Antwerp by barge. This terminal became operational at the end of 2011. As well as helping to avoid congestion such a transferium is an important element of a more sustainable transport policy.

Like the Rail Café for rail transport, representatives of the barge sector meet at the Barge Bars for promotion, information and discussion.
Master Plan for Road Transport

Despite all the efforts to improve the modal split, road transport is still expected to account for 42% of all transport to and from the port in 2020, only slightly down from the present level of 46%. With its Master Plan for Road Transport the Port Authority has a programme of action to keep the port of Antwerp easily accessible.

To get a better handle on the traffic situation in the port area the Port Authority has developed an “internal inter-modal mobility model” for the port. This provides the community with a Mobility Impact Assessment that can be used as a basis to submit planning permission applications for particular construction projects. Further, the Port Authority carried out a truck traffic census last year, the results of which are expected to become available in the spring of 2012.

The Port Authority is also pleased about the “reuse of containers” programme. Under this system, after unloading a container the road haulier can decide to use it again for a different shipper, with the agreement of the shipping company. This results in less congestion at the container depots, better planning on the terminals and a reduction in traffic within the port.

The Port Authority aims to raise the efficiency, environmental performance and safety of road hauliers, and so in 2011 it decided to acquire a dynamic traffic management system. In collaboration with the Flemish Traffic Centre the Port Authority will direct port traffic towards the quickest and safest main road link. The dynamic traffic signs should be operational by the end of 2012.
A long logistics chain

A port is only a link in a long logistical chain. The Port Authority therefore collaborates with the private sector to develop relations with the hinterland. Initiatives include collaboration agreements, intermodal products (rail and barge connections), stakeholdings and setting up inland hubs.

With its hinterland policy the Port Authority also seeks to raise the proportion of goods carried by rail and barge. As well as reducing road congestion in and around Antwerp, this enables the port to play a greater role within the logistics chain. Furthermore, multimodal inland terminals offer opportunities for investors, with space for activities such as manufacturing, storage and distribution.

The Antwerp hinterland extends far beyond Flanders and Belgium. In the Port Authority’s policy a number of regions have been defined as belonging to the natural market served by the port. These include in particular western Germany, southern Netherlands and northern France.

In the case of Germany attention focuses on North-Rhine Westphalia, with various options being studied for concentrating Antwerp-bound freight. Northern France has always been important for Antwerp, and so the requirements of French shippers are being carefully studied. As for the southern Netherlands, the efficiency of transport to overseas destinations can be further improved through collaboration agreements that make use of existing infrastructure such as the Albert canal and the rail network.
Beverdonk - Limburg

Antwerp Port Authority has acquired a 20% stake in the Beverdonk Container Terminal on the Albert canal in Grobbendonk. With this stake the Port Authority aims to offer a multimodal platform to port users.

The terminal started with an annual capacity of 70,000 TEU which can eventually be expanded to 300,000 TEU. The terminal acts as a “transferium,” forming a consolidation point for goods travelling by barge to and from the port of Antwerp. This will also take some of the traffic off the road, just before the congestion-sensitive intersection of the E313 and E34. The time savings will further enable transport companies to improve their load factor.

In the meantime the Port Authority has set up the Extended Gateway in collaboration with the Province of Limburg, an area that offers many advantages in terms of logistics. The aim of this initiative is to support infrastructure for the logistics sector and to promote exchange of know-how between seaports and inland terminals. The inland port of Genk plays an important role here.
The Netherlands - Germany

In collaboration with Ewals Intermodaal and Meulenberg Transport (the operator of Stein) the Port Authority has studied the possibility of setting up a rail terminal on the Chemelot site near Geleen. This would expand rail links with Germany, enabling maritime and hinterland cargoes to be concentrated and making better use of rail services to southern Europe.

In the meantime various projects are underway in Germany with concrete proposals for North-Rhine Westphalia, an important region for Antwerp.
Liège Trilogiport

Antwerp Port Authority has signed a collaboration agreement with the port of Liège (Port Autonome de Liège – PAL) to make various sites in and around the port ready for development and to actively attract active investors. In September 2011 a Memorandum of Understanding was signed with a number of Liège-based shippers to search for ways of improving the logistics chain. Liège and Antwerp are natural partners, being linked by the Albert canal.
Brussels – Athus

The port of Brussels handles an annual freight volume of around 24 million tonnes. A quarter of this is carried by barge, the equivalent of 560,000 trips by truck.

The Antwerp and Brussels port authorities have already signed a convention to raise the proportion of rail and barge in all freight transport between the two ports, in a modal shift. In 2011 collaboration focused on marketing through the project group Connecting Citizen Ports in which seven inland ports are represented.

There is also collaboration with Athus, the main rail hub for connections with North-East France. The participation by the port of Antwerp in this rail hub offers huge added value, boosting Antwerp’s position in the region and in northern France. The port of Antwerp is represented in the Athus board of directors.
Antwerp in the foreland

Port of Antwerp International (PAI), a subsidiary of Antwerp Port Authority, specialises in consulting for development and management of seaports. In addition it seeks to invest in projects that could be of interest for the port of Antwerp, along with public or private partners from Antwerp or the host country. The Port Authority therefore decided to give PAI greater investment capacity by raising more share capital, and also to expand its personnel base.

The Port Authority aims to systematically expand its presence outside Europe, especially in economic growth regions that are able to generate trade. For this purpose PAI can call on the wide expertise of the port of Antwerp and its private partners, thus further expanding Antwerp’s international port network. The projects are located in strategic regions such as India, Brazil, the Middle East, South-East Asia and West Africa.
Oman

One of PAI’s first projects was the setting up of the new Port of Duqm Company (PDC), a 50/50 joint venture between the government of Oman and the Antwerp Port Consortium made up of PAI and the Antwerp partner Rent-A-Port. PDC is responsible for construction and operation of a distribution hub in Duqm, 550 km to the North of the capital Muscat. The port is due to be come operational in mid-2012.

The Omani government plans to build a port and industrial complex in Duqm, with strong emphasis on petrochemicals. An area of 21,000 hectares has been set aside for this, with 3,300 ha earmarked for a refinery and petrochemical complex and 116 ha for the port.
In addition to exporting oil the port will also concentrate on handling containers, conventional freight and bulk cargo. Space has been made available for a container terminal with an annual capacity of 200,000 TEU which will act as a hub for trade between the Persian Gulf, the Red Sea, the Far East, South-East Asia and East and South Africa. A market survey of container trade to and from the Far East was carried out at the end of 2011.
India

In February 2011 PAI signed a Memorandum of Understanding with Essar Ports in India for the Hazira port project in the state of Gujarat, following extensive prospecting along the West coast of India. Essar Ports, the second-largest private port operator in India, operates four ports on the East and West coasts. It aims to further expand and diversify its port operations, for which it counts on the help and support of PAI.

Studies have been carried out with the aim of working as strategic partners for developing various other port projects in India. The collaboration focuses on consultancy, investment, training and strengthening commercial relations.

In the first instance, however, both Essar Ports and PAI are concentrating on the port of Hazira and future port developments in the state of Gujarat, as the most important hub for future distribution of goods to and from India. One not unimportant aspect of the collaboration concerns joint training of port professionals. In this area PAI will call upon APEC/Flanders Port Training Center, another Port Authority subsidiary specialising in tailor-made maritime training.
Africa and Brazil

Antwerp is the leading European port of lading for West Africa, and so PAI is actively searching for interesting projects in this region. Priority is being given to the Democratic Republic of Congo, with Antwerp being twinned with the ports of Matadi and Boma. PAI seeks to convert the existing port model to the PPS formula used by Antwerp, in consultation with the Congolese authorities and the private port operators involved.

However, PAI is also prospecting in other African countries. On 17 November 2011 Antwerp Port Authority signed a “Privileged Partnership Agreement” with the San Pedro port authority (Port Autonome de San Pedro) in Côte d'Ivoire. The aim is to collaborate intensively in the areas of technical support, training, commercial activities and investment. In the meantime, in South America projects and partners have been identified in Brazil where the basis has been laid for possible collaboration.
Efficient and innovative
Deeper and bigger

The size of seagoing ships calling at Antwerp is steadily increasing. In 2011 the average gross tonnage rose above 20,000 GT for the first time ever. The freight capacity has also increased markedly, with more and more Ultra Large Container Carriers (ULCCs) of 10,000 TEU or more entering service.

The record is currently held by the Maersk shipping company which calls with vessels having an LOA of nearly 400 metres and a capacity of as much as 15,500 TEU. The recent deepening of the river Scheldt was crucially important for the port of Antwerp, permitting tide-independent navigation with a draught of 13.10 m. The maximum draught for ships sailing upriver is now 15.56 metres for destinations behind the locks and 16.00 metres for destinations on the river and in the Deurganck dock. Downriver, ships can leave from behind the locks with draughts of up to 14.50 metres and from on the river or in the Deurganck dock with draughts of up to 15.20 metres. Shipping companies are now choosing to send fewer but larger vessels, as having fewer port calls helps to keep transport costs down.

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<th>Year</th>
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New upstream and downstream navigation regulations

The better navigation conditions have greatly improved the accessibility of the port. During the first half of 2011 successful test trips were carried out with container carriers having a length of 366 metres and a draught of up to 15.50 metres. Based on the results the Permanent Commission for Supervision of Scheldt Navigation updated the upstream and downstream navigation regulations for such vessels in September 2011.

The new navigation regulations also leave open the possibility of even longer ships calling at Antwerp, subject to test trips being carried out.
The deepening of the Scheldt meant that in 2011 only 662 ships calling at Antwerp had to observe time windows, 536 of them being container carriers.
The advantages of Antwerp

Thanks to the amended upstream and downstream navigation regulations more than 100 ULCCs called in 2011, thus strengthening Antwerp's position as the second largest container port in Europe and the shipping and logistics gateway to North-West Europe.
But as well as the greater accessibility Antwerp has various other significant advantages, including its location deep inland, the large concentration of industrial and logistics companies in the port area and the immediate hinterland, and the highly efficient container terminals.

In the meantime Antwerp continues to invest in infrastructure. Work officially started on construction of the Deurganckdok lock on the left bank in November 2011. The new lock with a length of 500 metres, width of 68 metres and depth of 17.80 metres below TAW (the local datum level) is expected to enter operation at the beginning of 2016. As well as catering for the larger size of ships it will permit further development of the port area.

In November work started on deepening of the Noordzee terminal to 17.10 below TAW, so that it too will be able to take ships with the deepest draught.
Safe and efficient - the chain approach

The Shipping Traffic Management department is responsible for planning, monitoring and directing shipping traffic in the port of Antwerp, with maximum attention being paid to safety and the environment. The system is based on the “chain approach,” i.e. managing the entire flow of shipping traffic from the pilot pickup/drop-off point to berth in port and vice versa as a single, interconnected chain.

This integrated traffic management can be split up geographically, with the sea-river part on the one hand and the docks area on the other. On the sea-river part the Joint (Dutch/Flemish) Nautical Authority is responsible for shipping traffic control and nautical management. Pilotage is carried out by the Flemish DAB and the Dutch Pilotage, while two commercial companies (URS and AT) provide tug assistance.

In the docks area responsibility lies with the Shipping Traffic Management department of Antwerp Port Authority. Pilotage within the docks is carried out by Brabo, and tug assistance is provided by the Port Authority’s Tugging department. The integrated chain approach ensures maximum safety, protection of the environment and efficient control of shipping traffic, thus strengthening the port's competitive position.

In view of the increasing density of shipping traffic and the larger size of ships it was considered necessary to bring all the services concerned with traffic management together in a single building: Antwerp Coordination Centre. This is the nerve centre of the Shipping Traffic Department, and also houses various external services such as the Pilotage and the Scheldt radar chain. In this way all the main players whose job it is to ensure safe, efficient shipping traffic are brought under one roof.

Meanwhile, there is a Central Reporting Point for Chain Operation to handle complaints and remarks about shipping traffic management within the port area. Faster processing of complaints and remarks helps to assure better service.
IT support

Good IT support is essential for efficient traffic control within the port. At the end of 2011 the Port Authority rolled out the third release of the Antwerp Port Information & Control System (APICS2).

APICS deals with all aspects of shipping traffic to, from and within the port, including tug activities, lock planning, berth management and registration of dangerous goods. This IT platform is the main working tool of traffic controllers, dockmasters, quay supervisors, harbourmasters, dangerous goods operatives, port dues collectors, tug operators, pilots, SSS (Shipping & Signalling Services), MDK (Coast & Maritime Services agency) and the Shipping Police.

APICS has been regularly updated over the years, but in view of technological developments and the large increase in shipping traffic a major structural upgrade had become necessary, and so APICS2 was phased in starting in 2009. The third release was rolled out in December 2011, and the fourth and final release is planned for mid-2012. With APICS2 the Port Authority is moving from passive recording and monitoring of shipping movements to an active system in which users will be able to optimise their planning processes. The system, developed by the Port Authority’s own IT department, is a major element in the port’s competitiveness.
Barge Traffic System2

BTS2 is a unified system for reserving barge berths in the terminals of the various Flemish seaports. The system was evaluated by the terminal operators and barge operators in the course of 2011, after which proposals for improvement were submitted to Antwerp Port Authority.

This input is being taken into account by the Port Authority for the new BTS 3.0 version that will become operational in 2012.

BTS was developed in response to the growing volume and complexity of barge traffic. In the first phase a central register of barges was compiled. Then in 2010 work started on BTS2, a web application used by container barges to give advance notice of their arrival at the terminal, so that loading and unloading operations can be strictly planned. In a later phase all barges will be required to register so that the data can also be used for lock planning. BTS2 offers improved flexibility to accommodate late requests for berths, together with conflict control to warn barge and terminal operators when impossible arrival times are entered or when there are liable to be problems of terminal capacity. The system additionally makes it possible to link the application automatically to the servers of large users, such as terminal operators with their own planning systems.
AIS for barges

The proportion of goods carried by barge within the port continues to rise. To manage barge movements efficiently, including lock planning and berth management, it is necessary to track the locations of barges within the port at all times.

For this purpose the Port Authority began trials on 1 March 2011 for the introduction of an Automatic Identification System (AIS) for barges in the Antwerp port area. During the test phase barges with AIS enjoyed operational advantages: they were able to register in advance for lock passage and were put ahead of the queue, resulting in shorter waiting times and lower fuel consumption. Nine months later, on 1 January 2012, the system was made obligatory.

AIS automatically sends information regarding the name, position and direction of travel of the barge. Its use will mainly benefit safety and traffic control within the port area. A similar system has long been in use for seagoing ships.
Trade facilitation

Collaboration with Customs and other services was further expanded in 2011 with a view to making inspections as efficient as possible. Inspections are now carried out jointly by Customs and the Federal Agency for Food Safety at the Border Inspection Post on the left bank. In the meantime the declaration procedures for dangerous goods are being streamlined, and the degree of automation is being increased.

The Port of Antwerp is one of the main gateways to Europe, and so numerous inspections have to be carried out to ensure the health and safety of EU citizens and to protect the European economy. The inspections are performed both by external organisations such as Customs & Excise and the Federal Agency for Food Safety and by the Port Authority itself. While these inspections are necessary, care must be taken not to create barriers to trade. Finding the right balance is a significant challenge.
Collaboration with the port community

Antwerp Port Authority and Alfaport Antwerp (representing private companies in the port) have set up consultation procedures for trade facilitation. In addition to the inspecting authorities the consultation includes private companies, trade associations and interest groups. The aim is to achieve gains in operational efficiency thanks to coordination between the parties involved. Examples include workgroups dealing with Customs and import controls by the Food Safety agency.
Port Authority departments

The Port Authority has carried out a critical examination of its own inspection services. Work started last year on streamlining the declaration procedures for dangerous goods. The aim is to achieve time and cost savings for declarants, as well as greater reliability of information. At the same time more automation is being introduced by among other things making use of electronic information that is already available. Technical implementation is planned for the first half of 2012.

The Trade Facilitation department also supports the initiatives that started in 2011 to further develop relations with the foreland and hinterland, with the emphasis on information and communication. For this purpose Port Days were held in Duisburg and Cologne focusing on Customs & Excise.
National collaboration and collaboration with authorities

An efficient, customer-oriented Customs service is essential for our competitive position. To ensure this a National Forum has been set up as a permanent body for consultation between Customs and trade, but an important role is also played by the federal government.

In January 2011 the Port Authority and Voka (chamber of commerce) invited various members of parliament to Antwerp for a working visit, for them to gather information and see applications in the field. The invitation was extended respectively to members of the Committee for Finance & Budget (Lower House) and the Committee for Finance & Economic Matters (Senate). At the subsequent hearing by the Joint Committee the Port Authority emphasised the need for the Customs department to be reorganised and granted additional resources. These were duly granted at the end of 2011.

2012 will be an important year for crucial areas such as extending the work hours for Customs services and implementing the container clearance notice.

Smooth operation of the logistics chain requires a coordinated approach to inspections by government departments (police, labour inspectorate, environmental inspectorate, food safety, public health, customs, strategic goods etc.).

Talks began at national level in 2011 with a view to coordinating border control in Belgium. Collaboration between authorities is being promoted in the port of Antwerp too. As of May 2011 the Customs service and the Food Safety Agency carry out combined inspections of animal products at the Border Inspection Post on the left bank. Such a one-stop-shop concept permits faster throughput of goods and affords greater operational security. This in turn makes transport planning more efficient and avoids additional costs.

The collaboration is a first step in a wider context aimed at making gains in efficiency for all types of goods handled in the port of Antwerp.
Port security in operation

Port security is important. Not only are ports vulnerable to organised crime, but they are also potential targets for terrorism. The Port Authority plays a coordinating role in matters of port security and takes many initiatives in this area.

In the past few years considerable efforts have been devoted to meeting international standards. Inspections by the European Commission and working visits by the US Coast Guard have both contributed to the good reputation that the port has for security and safety.

In 2011 there were 88 port facilities (terminals etc.) in the Antwerp port area that come under the terms of the ISPS Code (International Ship & Port facility Security) and so are required to take the corresponding security measures. Applications for ISPS certification have been made for two other port facilities.

ISPS certification is awarded on the basis of an inspection by the port authorities and is valid for a period of five years. Within that period there are two other mandatory inspections by the port authorities. In 2011 there were 67 interim compliance inspections. The relevant measures are checked both on paper and on the ground by combining inspections with the mandatory annual exercise by the port facilities.

In addition, spot checks of the port facilities and of the port security plan are carried out by the National Authority for Maritime Security, and regular audits of the port security plan and of a number of sites are carried out by the EU Commission (DG Move). Finally, Antwerp as an important European port for North America receives regular visits by the US Coast Guard.

The Port Authority plays an organising and facilitating role for all inspections by the supervisory authorities.
Sharing expertise

Security Exercise Handbook

The Port Authority has many years of experience with security exercises, for which it uses its own handbook (first written in 2007 and regularly revised since then). This expertise has drawn the attention of the European Commission (DG Move) at whose request a Security Exercise Handbook (“Exercitium”) is being drawn up. This is being done on the basis of the Port Authority’s own experience on the ground (supplemented by that of other European authorities and ports) together with the expertise of the partners in the Local Committee for Maritime Security and the Province of Antwerp Emergency Planning department.

The handbook is now almost complete and will be made available to all European ports. It will be presented in 2012, to coincide with a large-scale security exercise.

Regulations for private security services

On the basis of a survey carried out by the Security department of the Port Authority, the National Authority for Maritime Security set up a workgroup to consider additional training for security agents working in the port. The Port Authority is represented in this workgroup, which is headed by the Federal Department of Home Affairs. In the meantime the regulations that govern the training of security agents have been extended to include an obligatory course on security tasks within the port. This course is currently being developed by the workgroup.

AEO versus ISPS

The Port Security department is participating as an expert in a comparative study of the ISPS Code and the security part of AEO certification (Authorised Economic Operator within a secure logistics chain). The ultimate aim of the study is that ISPS-certified port facilities that apply for AEO status should be referred to their ISPS security plan for all related questions. This should simplify the approval process for AEO security applications, as well as simplifying audits. The logical next step is to make agreements for exchange of information and collaboration between the Local Committees for Maritime Security and the AEO auditors of the Customs department.

Access control guidelines

The “Critical infrastructure” workgroup has drawn up guidelines for “Ensuring access control in compliance with ISPS regulations and the Act governing Private & Individual Security.” The guidelines, which lay down the competencies of security agents in ISPS facilities, have been accepted by the Private Security Directorate of the Federal Department of Home Affairs.

United in Security

This project brings together partners from the public and private sectors, including the Port Authority, to think about
developing further education in the field of security. The initiative comes from the Benelux Secretariat-General and is supported by the European Fund for Regional Development (Interreg) and the provinces of Antwerp and North Brabant.

“United in Security” submitted an application to the Flemish government in 2011 to obtain recognition for a new bachelor's degree in “Security Studies” at the Plantijn college in Antwerp, as well as a new master's degree in “Security Science” at the University of Antwerp. Antwerp Management School for its part aims to expand its post-academic security training as part of the “United in Security” project. The courses will start in academic year 2012-2013.

www.verbondeninveiligheid.eu.

Serious Gaming

The Port Security department is developing an innovative form of training in collaboration with Innotek, the Vest campus and the Emergency Planning department of the Province of Antwerp. A “serious game” is being prepared to encourage ordinary citizens in the province and employees in the port of Antwerp to become more self-reliant. Security consciousness and the use of AEDs (automatic external defibrillators) and small fire extinguishers are covered in a virtual game environment.

Security Awareness handbook

The Port Security department provided support for an internship project to “develop a procedure or technique that can be used by ISPS facilities in the port of Antwerp to raise security awareness among members of personnel.” The practical part of the final project led to a “Security Awareness” manual that will supplement the present “Security Awareness” handbook.
Crisis management

During 2011 there were no new initiatives in the field of crisis management. The CALAHAN crisis management system for the port of Antwerp was introduced fairly recently and has now become firmly established. The Port Authority joined this network last year.

The Integral Security Study for which the Port Authority is one of the main sponsors is being followed up by a steering group. The aim of the study is to arrive at proposals to improve the collaboration between the police departments on both banks of the Scheldt and the coordination between the various supervisory authorities. The study is being carried out by the universities of Antwerp and Ghent.
Socially responsible
A sustainable port for the 21st century

The Port Authority aims to position Antwerp as the sustainability leader in the Hamburg – Le Havre range. To achieve this it anticipates the impact of economic development on people and the environment, and takes action in good time. In this way responses to environmental challenges can be built into development. It is no longer a question of port or environment or society, but port and environment and society. Sustainable enterprise is the challenge of the 21st century.

The Port Authority and the port community share the same ambition when it comes to sustainability. In fact, the port of Antwerp was the first in the world to publish a Sustainability Report for the port community as a whole. Experts from the Port Authority, the port community and the Left Bank Development Corporation worked intensively on the report throughout 2011. Entitled “Sustainable Port of Antwerp” the report was presented at the beginning of 2012. In line with the port’s sustainable approach, the report is published on the internet at http://www.sustainableportofantwerp.com/.

Environment policy vision

The Port Authority works on the basis of its own policy vision. This has been defined as “preserving and promoting the development potential of the port as an economic gateway for Flanders, as part of a sustainable environment policy, in a critical, proactive and responsible way.”

One basic criterion is of course that all legal obligations must be met. Further, the environmental costs and benefits must be in reasonable proportion to one another. In the meantime the Port Authority goes for “quick wins,” with priority being given to initiatives that cost less and yield greater environmental benefits. Finally, any environmental efforts that go beyond what is legally required must not distort competition, either between companies or with respect to neighbouring ports.
### Environmental performance

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<td>4,399,457</td>
<td>8,615,331</td>
<td>7,990,666</td>
</tr>
<tr>
<td><strong>Energy</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gas</td>
<td>m³</td>
<td>447,764</td>
<td>539,280</td>
<td>344,147</td>
</tr>
<tr>
<td><strong>Diesel</strong>&lt;sup&gt;2&lt;/sup&gt;</td>
<td>Litre</td>
<td>8,065,204</td>
<td>8,679,843</td>
<td>8,822,433</td>
</tr>
<tr>
<td>Gasoline</td>
<td>Litre</td>
<td>11,018</td>
<td>6,910</td>
<td>6,143</td>
</tr>
<tr>
<td>CNG</td>
<td>Litre</td>
<td>-</td>
<td>-</td>
<td>456</td>
</tr>
<tr>
<td><strong>Electricity</strong></td>
<td>kWh</td>
<td>20,392,015</td>
<td>19,948,234</td>
<td>18,951,845</td>
</tr>
<tr>
<td><strong>Water</strong></td>
<td>m³</td>
<td>15,928</td>
<td>13,531</td>
<td>14,502</td>
</tr>
<tr>
<td><strong>Emissions</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CO₂&lt;sup&gt;3&lt;/sup&gt;</td>
<td>Tonnes</td>
<td>29,182</td>
<td>30,905</td>
<td>24,936</td>
</tr>
<tr>
<td><strong>Environmental expenditure</strong></td>
<td>€</td>
<td>438,717</td>
<td>1,515,940</td>
<td>2,938,522</td>
</tr>
<tr>
<td>Procurement</td>
<td>€</td>
<td>2,885,415</td>
<td>3,550,071</td>
<td>3,144,090</td>
</tr>
</tbody>
</table>

<sup>1</sup>The paper consumption is based on the counters on the multifunctional printers and laser printers. There are no overall figures for 2009 because not all printers, copiers and scanners were centralised.

<sup>2</sup>Diesel consumption by the fleet of vessels and vehicles, together with heating of buildings. The tugs accounted for between 62% and 68% of the total diesel consumption.

<sup>3</sup>CO₂ emissions based on direct and indirect energy consumption.
Energy and climate policy

The Port Authority has calculated the direct and indirect emissions of greenhouse gases (expressed in CO2 equivalents) of its own activities and of the entire port area. Based on these results initiatives have been launched to reduce the Port Authority’s environmental footprint, with energy saving and the development of sustainable energy generation playing a central role.

The energy and climate policy aims to raise the sustainability of port activities, by means of a phased focus.
Focus 1: achieve energy efficiency
Focus 2: make the remaining energy consumption as sustainable as possible
Focus 3: motivate people, by rallying them behind the ambition to play a pioneering role.

In addition, the Port Authority is examining ways of compensating for non-avoidable CO2 emissions (by the Port Authority and port companies) by means of offset programmes abroad, in line with its policy of Socially Responsible Enterprise. And when it comes to carbon capture and storage (CCS) the Port Authority's main task is to safeguard access to CO2 storage locations and prevent this leading to distortion of competition between ports.
Focus on energy efficiency

Energy audits

In 2011 the Port Authority gave financial support to 15 companies/concession-holders that carried out energy audits. Many companies that are not very energy-intensive have difficulty in reducing their energy consumption, mainly due to lack of know-how and the complex and time-consuming process of applying for subsidies. To get round this the Port Authority bears the cost of carrying out a full audit, with only part of this cost being passed on to the companies concerned in the form of a reduced initial amount. The companies for their part get a detailed analysis of ways in which they can save energy.

In 2011 the Port Authority carried out an energy audit of approximately 20% of its own 140 or so buildings. Measures such as turning down unnecessary heating, making modifications to the outer skin of the buildings and getting people to change their behaviour yielded savings of 1,540,000 kWh in 2011. The audits will be continued in 2012.

Waste heat

An initial survey of waste heat losses showed that the chemical and petrochemical industries in the port area were continually losing around 1,000 MW of low-grade waste heat. By way of comparison the city and port area together consume around 2,500 MW (peak), or around 5,000 GWh annually.

In 2011 the Port Authority launched a feasibility study in collaboration with essencia (the association representing the chemical industry), the Left Bank Development Corporation and a number of private companies. The aim was to find ways of using waste heat for district heating, industrial applications, greenhouse horticulture or more low-threshold technologies such as electricity generation (organic Rankine cycle) or water purification (by membrane distillation). The feasibility study is being carried out with the support of the MIP2 (the Flemish government’s Environment & Energy Technology Innovation Platform).

At the end of 2011, MIP3 support was granted for a feasibility study specifically for district heating in collaboration with the City of Antwerp, Infrax and EDF-Luminus, as district heating offers the largest potential market for industrial waste heat.
Focus on renewable energy development

Wind turbines on the left bank of the Scheldt

The Port Authority and the Left Bank Development Corporation have decided to collaborate with a private partner to build a large-scale wind farm on the left bank of the Scheldt. Port areas are ideal locations for building large wind farms. In this case there is room for up to 55 wind turbines, corresponding to the consumption of 100,000 to 120,000 households. The actual number will depend on how the turbines can be reconciled with port activities and with air traffic control. A study is being carried out of all the factors that could affect the siting (including bird life, ground shadow and high-voltage lines). The Port Authority hopes to start construction at the end of 2013.

As for the wind farm on the right bank, the Port Authority aims to achieve a significant increase in the number of turbines by 2015, assuming the problem of air traffic control can be solved.

Solar power

The Port Authority has relaxed the permit conditions for solar panels, enabling concession-holders to install up to 5 MW of capacity per site.

Until 2010 the Port Authority was responsible for operating the electricity distribution network (up to 30 kV) on the right bank. Under the terms of Flemish government regulations the Port Authority was limited in the number of solar panels it could permit. The board of directors therefore decided to spin off electricity distribution on the right bank, and the activity was transferred to the intermunicipal company IVEG, a member of the Infrax group. Thanks to this transfer and the resulting advantages of scale, a distribution network has been created with sufficient transmission capacity to take the output from solar panels, along with sufficient financial capacity to purchase “green electricity” certificates.

Biomass
The Port Authority is also examining the feasibility of building a biomass power station in the port area, as this source of energy will become increasingly important thanks to its CO2-neutral combustion. Using biomass as an energy source should make it possible to reduce greenhouse gas emissions by 20%, in line with the obligation imposed by the EU on member states with a target date of 2020.

Based on a survey of companies in the port area the Port Authority found a good location for the biomass power station, namely on part of the Solvay site. At the end of 2011 a Letter of Intent was signed with Solvay to examine all the aspects of the proposed power station.

**Carbon capture, utilisation and storage (CCUS)**

The Port Authority is working on initiatives to capture the carbon dioxide gas (CO2) released by burning carbon-based fuels and re-using it in various industrial processes. The CO2 first has to be separated from the other atmospheric emissions to produce a reasonably pure gas. It can then be transported for storage in depleted gas fields or water-bearing strata.

In consultation with the Flemish Institute for Technical Research (VITO), the Belgian Geological Service and the Environment, Nature and Energy department of the Flemish government, a note was drawn up entitled “Towards CO2-neutral industry in Flanders – the role of Carbon Capture, Utilisation & Storage (CCUS).” In this way it is hoped to create momentum among policy makers and the Antwerp port community.

In the short term the study will serve as the basis to apply for EU subsidies for carrying out a CC(U)S demonstration project in the port of Antwerp. Industrial partners for such a project were selected in 2011. In the longer term the study will support the possibilities for scaling up CCUS with the focus on creating added value in the port of Antwerp.
Air quality management

The average concentration of particulates in the port area decreased between 2003 and 2010 as a consequence of measures to limit emissions.

However, there was a slight upwards trend in 2011, with seven of the eight measuring stations in the port recording levels higher than the daily norm on more occasions than the permitted 35. The average concentration over a period of one year has also increased by 1 to 2 µg/m³, to 34 µg/m³, although this is still well within the norm of 40µg/m³. The concentration of sulphur dioxide, on the other hand, has fallen spectacularly in the past 20 years, and this trend continued in 2011. This positive result was achieved thanks to among other things the stricter standards for the sulphur content of barge fuel, following on from stricter standards for the fuel used by seagoing ships in 2010, together with large investments by industry, refineries in particular.

The Port Authority had previously switched to low-sulphur fuel for its own fleet. In 2011 preparations were made for modifications to the fleet aimed at reducing NOx emissions. In the meantime a large part of the vehicle fleet was replaced by more environment-friendly vehicles. Bicycles are made available to staff for short journeys.
Focus on air quality

Encouragement for environment-friendly ships

In 2011 the Port Authority introduced the Environmental Ship Index (ESI) with the aim of rewarding environment-friendly ships that score better than the legal minimum. As of 1 April 2011, all seagoing ships with an ESI score of more than 31 are granted a 10% discount on tonnage dues. The index was launched by Antwerp and 12 other ports under the auspices of the International Association of Ports and Harbours (IAPH). It measures the performance of ships in terms of emissions of sulphur oxides, nitrogen oxides and CO2, with the latter parameter being based on the ship’s energy efficiency plan. A bonus is also accorded to ships by providing them with onshore power supplies when they are at berth in the port. Since the spring of 2011, ships’ owners can record the scores of their ships. By the beginning of 2012 there were already 578 scores recorded. There are 13 ports that grant discounts to ships with good ESI scores.

Onshore power for barges

By extending the supply of onshore power to barges as well as seagoing ships the Port Authority aims to make significant cuts in emissions of pollutants such as nitrogen oxides (NOx). Onshore power is not only much less polluting but also creates less noise nuisance. To begin with, however, the barge operators didn’t like the system of prepaid cards to pay for the system, as they found it not very convenient, and so the service tended to be under-used. Since 1 February 2011 the Port Authority makes onshore power available free of charge at 28 connection points in the barge holding dock near the Nordkasteel bridges. This temporary measure will give the Port Authority time to work out a new, more flexible payment system, in consultation with the barge industry. The present arrangement will run until 1 July 2012.

LNG feasibility study

The Port Authority is responding to the increasing trend for using LNG as a ship fuel, and aims to be able to cater for LNG-powered ships by 2015. Increasing attention is being paid to this alternative fuel. In preparation for this development the Port Authority is participating in the Interreg project “Clean North Sea Shipping” and in a Flemish research project in collaboration with the Flemish Region (department of Mobility & Public Works), the ports of Ghent and Zeebrugge and the Fluxys LNG company. The Flemish project is looking at the possibilities for use, the legal framework, questions about risks and safety, and the logistical aspects. Using LNG as a ship’s fuel cuts emissions of nitrogen oxides (NOx) to 85% to 90% and emissions of sulphur oxides (SOx) and particulates by nearly 100%. There are also large reductions in CO2 emissions. Given the proposed introduction of trading in emission rights for seagoing ships, this offers very significant advantages.

Study for port handling equipment

Following an invitation to submit project proposals, the Port Authority received 13 suggestions for projects to limit emissions of harmful gases by port handling equipment. A budget of 400,000 euros has been made available, and the most innovative project proposals with large benefits for the environment will be given financial support.
Nature conservation

“The Port of Antwerp More Naturally” is aimed at conservation of all species that are characteristic of the Antwerp port area and for which the port is of crucial importance to their continued existence in Flanders. The objective is to set aside up to 5% of the Antwerp port area – about 600 hectares – as suitable habitat for these species and to protect and manage it accordingly.

The main effort in 2011 was directed towards drawing up a species protection programme (SPP) for the Antwerp port area. Within this programme certain exceptions can be made to prohibitions under the terms of the “Species decree” provided that the end result is to conserve the species concerned.

By conserving particular species in particular areas it is possible to solve quite a few “nature problems” encountered by commercial sites, even when the species concerned are strictly protected under the terms of the Bird and Habitat directives. In this way the programme offers greater legal certainty for port users.

The species protection (SP) programme for the port of Antwerp consists of individual SP plans or programmes together with general objectives that apply to all SP plans and programmes.

The port SP plan aims to conserve certain species for which the port is an important habitat, focusing on numbers across the port area as a whole rather than the sites of individual companies.

The choice of species or genus for which an SP plan or programme is drawn up is based on a study by the University of Antwerp, which in turn was further examined in 2011.

In 2011 individual SP plans/programmes were drawn up for the natterjack toad, the swift, the house martin, the sword-leaved helleborine, the marsh helleborine, the fen orchid, the brown argus, bats, the black headed gull and the peregrine falcon.

As well as being a motor of the economy the Antwerp seaport area is a treasure store of species and habitats that are threatened at European level. Indeed, large parts of it are designated as Special Protection Areas (SPAs) under the terms of the European Bird & Habit directive (Natura 2000). In addition to 1000 or so hectares around the port, within the port area itself some 400 hectares of “ecological infrastructure” have been created that afford protection to species such as the sand martin, the black-headed gull, the common tern, the natterjack toad, the brown argus and the marsh helleborine.

In 2001 the Port Authority and the Natuurpunt nature association signed a collaboration agreement setting up the project “The Port of Antwerp more Naturally” to create a network of ecological infrastructure within the port area. These are small wildlife areas that can co-exist with other activities. The network of core areas and corridors affords opportunities for fauna and flora that are characteristic of port areas, without posing any obstacle to normal port operations. Thanks to this arrangement between the Port Authority and the NGO, nature protection is no longer a source of conflict between industry on the one hand and conservationists on the other; instead it is dealt with by constructive collaboration.
Environmental care within the Port Authority itself

The Port Authority adopted an Environmental Charter for the period 2010-2011, and seeks to renew this commitment for the period 2011-2012.

The Environmental Charter is an initiative of the Kempen and Mechelen chambers of commerce, aimed at helping companies to create more environment-friendly working conditions. Through its participation in the charter the Port Authority aims to demonstrate its environmental intentions both internally and externally.

In order to obtain the certificate the Port Authority and in particular its technical services had to meet two conditions, namely to comply with environmental legislation and to complete three initiatives for protection of the environment. In the end it completed six such initiatives:
1. Better information was provided to barge operators on the subject of waste management facilities. As a result, less waste now gets into the docks.
2. Close collaboration between the Concession Management department and the Environmental department ensures less soil pollution by activities that are not subject to obligatory checks.
3. The Port Authority has switched to low-sulphur fuel for its crane, tug and dredger fleets and for heating buildings.
4. A gap analysis with respect to ISO 14001 was carried out, as a first step towards a formal environment management system.
5. All procurement by the Port Authority is submitted for consultation beforehand, so that environmental and safety risks can be identified at an early stage.
6. The vehicle fleet has been made more environment-friendly, and company bicycles are now available for travelling short distances.

Sustainable procurement policy

Under the terms of Vlarem II (Flemish regulations governing environmental permits) the environment coordinator has advisory authority over all investments that are relevant from an environmental point of view. Last year this advisory authority was confirmed by the management committee.

In addition to the purchase of more environment-friendly office supplies, cleaning materials, paint, hazardous substances and vehicles this led to the acquisition of a mobile crane with better environmental performance, as well as modifications being made to the engines of the Port Authority’s tugs.

The authority of the Environment department also extends to sustainable buildings. For example, the Thornton Road data centre was built with adiabatic cooling, a very energy-efficient system for carrying away the heat generated by the server farm. In fact this system is 7 to 10 times more energy-efficient. The office part of the data centre is also built to a low-energy design.
**Waste and materials management**

The Port Authority has the duty to set an example, and so it tries as far as possible to reduce the amount of waste produced by its own operations. Waste is collected selectively, and the waste materials are managed with the help of a centralised Waste Data Base.

This application generates a report of the quantities processed and the corresponding costs, with a breakdown by department, type of waste, composition, collector, processor and processing method. The graphics below illustrate the amounts of waste produced internally by the Port Authority:

![Internal waste: hazardous materials](image)

The explanation for the increase in non-hazardous waste in 2011 is that until the 2010 the Port Authority’s waste was collected by the municipal services on a lump-sum basis per container, without recording the amounts. As of 2011 the Port Authority switched to a private company which does record the quantities, as required by law. In 2011, for instance, the Port Authority disposed of 280 tonnes of scrap iron. The large difference compared with previous years is due to clearing-up and renovation work.

![Internal waste: non-hazardous materials](image)

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**Scrap iron**

<table>
<thead>
<tr>
<th>Year</th>
<th>Tonnnes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>277</td>
</tr>
<tr>
<td>2009</td>
<td>845</td>
</tr>
<tr>
<td>2010</td>
<td>388</td>
</tr>
<tr>
<td>2011</td>
<td>280</td>
</tr>
</tbody>
</table>

**Single point of contact for barge waste**

The Port Authority has set up a single contact point for enquiries concerning barge waste. In 2011 it dealt with 48 complaints or queries. As of 2011 the Port Authority is also the formal national contact point for complaints regarding application of the CCR (Central Commission for Rhine navigation) treaty on barge waste, with particular responsibility for discharge declarations.

**Shipping waste**

In the past few years the port of Antwerp has played a pioneering role within Europe when it comes to collection of waste from seagoing ships. The Antwerp system gives the ship’s owner or agent a free choice of which port collection centre to use, resulting in a high level of service, competitive prices and large volumes submitted for collection.
Figure: quantities of ship’s waste (m³) submitted for collection in the port of Antwerp

There is also a powerful information and monitoring system that gives a full overview of the flow of waste within the port of Antwerp, from notification by the ship that waste is available for collection until it finally arrives at the collection centre. This data management system not only provides the Port Authority with the information it needs to monitor production of ship’s waste and ensure that the necessary capacity is available, but also facilitates the operations of the inspection services responsible (Port State Control and OVAM, the Flemish waste company).

**Amoras project – Vamoras**

The Amoras project became operational in October 2011. This project, named after the Dutch acronym for “Antwerp mechanical dewatering, recycling and application of dredger spoil,” is of strategic importance for the port of Antwerp. Water is removed from the spoil by chamber filter presses, after which the filter cake can be disposed of in a controlled manner. This joint project by the Flemish government and Antwerp Port Authority offers a sustainable solution for processing and disposal of dredger spoil from the port. The Amoras project will be operated for the next 15 years by the Sereant private consortium. Some 500,000 tonnes of dry filter cake will be produced per year. For the moment it is being stored on the Amoras site.

In parallel with this the Vamoras project was officially started on 1 April in 2011 by the Port Authority and the Flemish
Region to look at ways of recycling the filter cake. Practical tests are being carried out in collaboration with private partners to look for ways of using the filter cake in e.g. bricks, lightweight aggregate or concrete for foundations. In this respect the Port Authority is following the cradle-to-cradle philosophy: on the one hand there can no longer be any question of simply throwing away large quantities of waste, while on the other hand increasingly scarce raw materials cannot be used for low-grade applications such as building materials.
**Water management**

**Water consumption**

Most water used by the Port Authority is mains water. Only limited use is made of rainwater, in four buildings, for among other things cooling the server rooms. The MAS Port Pavilion is cooled using water from the docks. Further, the Port Authority supplies drinking water to barges. 37% of the Port Authority’s own waste water is carried away to a central purification plant, while 31% is handled by an individual purification plant (IPP). Two more IPPs were installed in 2011, bringing the number of buildings connected to an IPP to 14.

![Consumption drinking water](image)

**Monitoring water quality**

Under the terms of the environmental permits to which it is subject, the Port Authority has to monitor the quality of water in the docks at regular intervals. Checks are carried out to ensure compliance with the environmental quality standards laid down in Vlarem II (Flemish regulations governing environmental permits), with the emphasis on certain dangerous substances. The latest series of measurements started on 1 April 2011 and is being continued in 2012. Measurements are made at two points on the right bank and one on the left bank. The focus of the monitoring in 2011-2012 is on the basic physical and chemical characteristics together with several additional parameters for which excess levels were found in the past in measurements performed by the Port Authority and the Flemish environment.
company, or for which high levels were found in underwater sediments. Only substances that are actually discharged in the port area are monitored.

The Port Authority aims to act as a “responsible householder,” monitoring the situation so that appropriate action can be taken whenever it becomes necessary. Developments affecting water quality (biological and chemical) are also included in the port’s Sustainability Report.

The Port Authority participates in projects such as Tide (Tidal River Development) and supports research projects including three programmes for integrated water management in collaboration with the University of Antwerp.
Noise nuisance

An EU guideline requires noise level surveys to be carried out around major roads, railways and airports and in built-up areas with their neighbouring industrial areas. Based on this requirement “noise action plans” were drawn up for the most exposed centres of population, and limits were set. The public was informed of these measures. Since the port is a “neighbouring industrial area” of the Antwerp conurbation, a noise survey map has to be drawn up for it also. This is the responsibility of Antwerp City Council, but the Port Authority decided to draw up the noise nuisance map for the port area itself. The survey was carried out by an expert from the Port Authority with the help of the external consulting company Vinçotte Environment. There are regular consultations with the municipal councils around the port area as part of a “good neighbour” policy, and in November 2011 the initiative was taken to set up a sub-regional consultation forum.
Of and for people
Well-supported personnel policy

Any company must innovate and invest if it is to grow and invest. But even more than technological innovation and state-of-the-art infrastructure, the human factor is crucial.

Value-driven enterprise

It is people that make the difference, each member of staff at his or her place in the company. In 2010 the Port Authority introduced five new core values, namely reliability, respect, innovation, customer orientation and collaboration. In 2011 these values were structurally anchored in job agreements with all members of personnel, with the latter also being validated in terms of behaviour agreements and value-driven work. Further, the values were incorporated in a new code of conduct and published in a brochure.

Employment performance

<table>
<thead>
<tr>
<th>Employees¹</th>
<th>Unit</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>City employee (waged) with tenure</td>
<td>Persons</td>
<td>49.9</td>
<td>42.8</td>
<td>39.6</td>
</tr>
<tr>
<td>City employee (salaried) with tenure</td>
<td>Persons</td>
<td>5</td>
<td>4.4</td>
<td>4</td>
</tr>
<tr>
<td>Port Authority employee (waged) with tenure</td>
<td>Persons</td>
<td>440.7</td>
<td>413.3</td>
<td>359.7</td>
</tr>
<tr>
<td>Port Authority employee (salaried) with tenure</td>
<td>Persons</td>
<td>607.2</td>
<td>590.3</td>
<td>555.9</td>
</tr>
<tr>
<td>Employee (waged) with contract of employment</td>
<td>Persons</td>
<td>286.6</td>
<td>285.4</td>
<td>296.8</td>
</tr>
<tr>
<td>Salaried employee (formerly waged) with contract of employment</td>
<td>Persons</td>
<td>0</td>
<td>0</td>
<td>0.8</td>
</tr>
<tr>
<td>Salaried employee with contract of employment</td>
<td>Persons</td>
<td>272.6</td>
<td>340.6</td>
<td>396.2</td>
</tr>
<tr>
<td>Student with contract of employment</td>
<td>Persons</td>
<td>0</td>
<td>0</td>
<td>0.7</td>
</tr>
<tr>
<td>Total</td>
<td>Persons</td>
<td>1661.9</td>
<td>1676.8</td>
<td>1653.5</td>
</tr>
</tbody>
</table>

Personnel turnover

<table>
<thead>
<tr>
<th>Men joining/leaving</th>
<th>Persons</th>
<th>62/76</th>
<th>52/71</th>
<th>78/150</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women joining/leaving</td>
<td>Persons</td>
<td>38/21</td>
<td>44/21</td>
<td>60/30</td>
</tr>
</tbody>
</table>

Days lost due to injury/industrial accident, leave, downtime and absenteeism

| Industrial accidents | Working hours | 18,602 | 22,641 | 17,740 |
| Maternity leave      | Working hours | 6,833  | 7,185  | 2,144  |
| Absenteeism          | Working hours | 12     | 92     | 703    |
| Leave of absence due to special circumstances | Working hours | 8,328 | 9,282 | 7,436 |
| Force majeure        | Working hours | 4,784  | 4,590  | 5,157  |
| Strike               | Working hours | 0      | 212    | 2,648  |
| Illness              | Working hours | 162,050| 168,580| 163,924|
| Illness (Medical Expertise dept.) | Working hours | 0      | 7,889  | 6,650  |
| Suspension           | Working hours | 108    | 998    | 1,419  |
| Total                | Working hours | 200,717| 221,468| 207,820|

Cases of discrimination

<table>
<thead>
<tr>
<th>N°</th>
<th>N°</th>
<th>N°</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Cases of behaviour that goes beyond the limits

| Informal cases | N° | 5 | 1 | 2 |
| Formal cases   | N° | 1 | 1 | 0 |

Training

| Personnel attending courses | N° (unique) | 1072 | 905 | 1054 |
| Personnel attending courses | Number (total number of courses followed) | 1662 | 1677 | 1654 |

N° of hours of training followed per employee

| Hours/employee | 15 | 9 | 9 |

Diversity

| M/F employees | Persons | 1397/274 | 1376/299 | 1315/332 |
Until 1996 the Port Authority was part of the City of Antwerp Corporation. It then became an independent municipal company, with employees having a contract of employment with tenure. Since 2002 employees have been taken on only with a contract of employment.

As of 2010 “non-nationals” are defined as nationals of a country that is not an EU member state. Up until 2009 the criterion was the country of birth.
Opportunities to learn

Learning is not only a right but also a duty for all Port Authority members of personnel, as part of the joint striving for further training. The conventional forms of training and courses remain important, but the Port Authority also tries to take a more all-inclusive approach. It aims to make an important contribution towards the abilities, independence and sense of responsibility of all employees. This process is directed and supported by a Training unit.

Members of personnel must also be given the opportunity of meeting their responsibilities and doing their job in a proper way, with correct operation of services, departments and the entire organisation being of paramount importance. But more than that, employees must be given the chance to assume new tasks and responsibilities as part of their personal development within the organisation.

In 2011 particular attention was devoted to the introduction of MS Office 2010, with information sessions, internal ambassadors and digital support. The introduction of the new, innovative APICS2 (Antwerp Port Information and Control System, used for shipping traffic control) was similarly accompanied by an in-depth training programme tailored to the requirements of users. This programme is being continued in 2012. Apart from such large projects there are various specialist courses, seminars and individual training requests. The Port Authority also invests in training for management, with a range of internal courses having been restarted, supplemented with personal coaching where required.
Changing tack

The planned move to the new Port House involves more than just construction of a new headquarters. The move will be accompanied by a new way of working: paperless, more transparent and with hot-desking.

This change process has been given the name of “Changing tack,” as it involves radical changes in terms of information management, work environment and work methods.

Towards the end of 2011 the changes were tested in a newly set-up location with 100 or employees who were previously based at the location where the new headquarters is being built. This was accompanied by intensive training in more efficient management of information, both digital and on paper, supported by the powerful IT and telephone facilities. The new working arrangements and the layout of the new workplaces and meeting areas permit “activity based” collaboration, with consequent gains in efficiency.

For instance, having the multifunctional printers set as standard to double-sided copying resulted in 2 million sheets of paper being saved in 2011. Further, using digital diaries for members of the management committee has resulted in 50,000 sheets being saved monthly since 1/9/2011.

In 2012 this “new way of working” will be further monitored and optimised before being introduced in the new Port House.
Restructuring of electricity supply

In 2011 we carried out an important restructuring of our electricity generation and distribution department. As a Port Authority we have a policy of developing renewable energy sources, but in the deregulated Flemish energy market it is not possible for generation and distribution to be combined in a single company. Accordingly, this operational department was spun off to the intermunicipal company IVEG.

14 employees transferred to IVEG, while another 16 continue to work for the new Port Authority’s service department under the authority of the COO. They are now responsible for development and maintenance of the electrical systems for the Port Authority’s own buildings, as well as bridges, locks and other port facilities. A “Low Voltage Call-Out Service” has also been set up.
Top Employer

Antwerp Port Authority was once again hailed as one of the Top Employers in Belgium in 2011. This award is presented to employers who meet strict criteria laid down by the CRF Institute, an international specialist in the field of employment conditions. Antwerp Port Authority was one of 43 organisations to be certified in this way. The Port Authority meets the very highest conditions, so that for the fourth time in a row it may call itself a “Top Employer” for a period of one year.

According to the survey, the Port Authority offers excellent primary conditions of employment and builds a strong corporate culture. According to the citation, “The Port Authority more than ever promotes career development and focuses on career opportunities, with the emphasis on competencies.”
New recruitment campaign and Job Site

With its more than 1,650 employees the Port Authority works to keep the port operating at full capacity day and night. As a commercial operation we need employees with a varied range of qualifications, and so in 2011 we launched a new recruitment campaign and a website under the motto of “Set your own course.” Testimonials by existing employees enable potential recruits to discover the range of activities and jobs within the Port Authority. The campaign logo is a compass, symbolising future-oriented collaboration. The core values at the points of the compass indicate how we aim to achieve this.
Talent workgroup

Recruiting new talent is a challenge not just for the Port Authority but for all employers in the port. Practical measures include a one-stop-shop for employers, employees, job seekers and educational bodies. This will begin operation in 2012 in a unique example of collaboration with Alfaport, the City of Antwerp and VDAB (Flemish government employment agency).

At the Flemish Ports Day on 25 June 2011 a Job Event was once more organised under the title “Is this how you see a job in the port of Antwerp?” In addition to the job fair, opportunities were afforded for training organisations and schools, while visitors were able to “test drive” various simulators and enter for workshops. Further, Open Door Days were held by various companies including the Port Authority so that members of the public could find out about their activities from close by.
Salaried employees only

As of 1 January 2012 all new employees are hired under a contract of employment giving them white collar (salaried) status. On that date also, waged workers were given the opportunity to switch to a contract of employment giving them salaried status. The Port Authority aims to push back the boundaries when it comes to conditions of employment, and plays a leading role in national discussions on this matter.

In view of the economic situation the social partners and the Port Authority decided not to sign a new labour agreement but to extend the existing agreement by another year. In addition to making white collar status general, it was agreed to reduce the lead time for the recruitment process so as to make the personnel policy more dynamic. Finally, as part of the Port Authority’s policy of sustainability and cost efficiency employees were offered a package of “eco-vouchers” as of the beginning of 2012.
Focus on the public

In addition to carrying out its financial and economic tasks and ensuring respect for the environment and quality of life, Antwerp Port Authority aims to be an organisation of and for people, one that is rooted in social reality.

This means first of all engaging in dialogue with all stakeholders. This communication can take many forms. To begin with there is a wide range of media (including the press, information brochures, websites, social media etc.). But it can also involve organising events and supporting initiatives by third parties, or giving financial support to socially meaningful projects. Last year the public was treated to several large-scale events, with the Port Authority frequently being a major player.
MAS Port Pavilion

In 2011 the port of Antwerp renewed and strengthened its links with the city. Over the years the port has grown farther and farther away from the city, literally and metaphorically: "out of sight is out of mind." However, it is essential for the port to enjoy broad social support. The port is an important source of employment, and at the same time people living close by have to deal with the impact of the port on their day-to-day lives. The Port Authority therefore places great importance on strengthening the links with the general population and ensuring good communication with local residents. With this objective in mind the brand-new MAS Port Pavilion was opened last year.

The Pavilion at the foot of the MAS museum enables visitors to become acquainted with the modern port. As such the Pavilion perfectly complements the museum itself, which on the sixth floor recounts the history of the port. And from the roof of the museum there is a view over the entire port, stretching 16 km away as far as the Dutch border.

The Pavilion itself is based on an innovative technological concept, with a unique interactive surround screen that puts visitors right in the centre of the port, with all the accompanying sights and sounds. The 360° screen is inspired by the numerous silos and storage tanks operated by the chemical companies in the port. With the continuous flow of panoramic images on the cylindrical screen, visitors are immersed in the world of the port. On the smaller touchscreens at the side of the projection room, visitors can call up dozens of different hotspots with detailed information about the modern port.

In terms of geographical size Antwerp is the largest port in the world, covering an area equivalent to more than 20,000 football fields on either side of the Scheldt. On the floor of the MAS Port Pavilion there is a satellite photographs measuring more than 6 metres across. The high level of detail inspires visitors to try and locate e.g. the company where they work, or a particular dock or school or even their own house. Entrance to the Pavilion is free of charge.

The Port Pavilion is also provides a meeting place for the port community. Here, port companies can not only welcome guests but also use the first floor for meetings or business events. Outside, the Port Pavilion is the ideal starting point for the four cycle routes through the port. The cycle map introduced by the Port Authority two years ago has proved to be a great success, with more than 30,000 copies having been distributed so far. After visiting the MAS Port Pavilion cyclists are not only better informed about the port but can also choose their route according to their own interests and preferences. In its first year the MAS Port Pavilion
has welcomed no fewer than 80,000 visitors.
2nd Flemish Ports Day

On 25 June the four Flemish ports (Antwerp, Ghent, Ostend and Zeebrugge) opened their doors to the general public. In Antwerp some 17,500 people took advantage of the opportunity. They were able to visit 30 so locations, as well as the Job Event in the Willem dock.

To help them find their way around and focus on particular aspects there was a choice of three themes, namely nature & ecology, tastes & smells, and technology & goods. The 2nd Flemish Ports Day took as its slogan “Is this your picture of the port?” The intention was to make the general public acquainted with the diversity of port activities. Some 3,000 people visited the Job Event in Antwerp, where there were vacancies for a great number of jobs in practically all sectors of the port.
Sponsoring

The Port Authority sponsors activities in and around the port area. The sponsorship ranges from financial support to support for events at which the name and activities of the port of Antwerp are featured. The Port Authority supports sporting and cultural activities, as well as institutions with a social objective and specific port-related activities.

Antwerp Giants adopted by the port

In 2011 the Port Authority and the Antwerp Giants basketball club extended their collaboration significantly. The club is now the official team of the port and bears its name. The initiative will continue for a period of one year, during which the first-class team will appear as the “Port of Antwerp Giants.” Port Authority and club alike share the ambition to promote the name and fame of Antwerp and its world-class port more intensively, both at national and at international level. During the past year the professional basketball players, who are very popular with the Antwerp public, also took part in a number of public activities with the port community.

Bollard project
The Port Authority and various port companies took part in the bollard project organised by the “Gazet van Antwerpen” newspaper. As its name implies this art project featured bollards in every imaginable way as a symbol of the port, with bollard painting, bollard stories, a bollard magazine, mini-bollards, a walking guide and much more besides. Finally, bollards painted by artists and various celebrities were “auctioned” for a good cause.

55 Bollards
Port For Life

Last year port employees once more carried out a series of fund-raising initiatives for Music For Life, the benefit week organised by the national radio programme Studio Brussel. The participation by the port community generated more enthusiasm than ever before. The Port Authority and many private companies in the port, either together or separately, organised various fun activities to raise funds for the big end-of-year charity campaign. A cheque for 110,500 euros was eventually handed over by Marc Van Peel, port alderman and chairman of the Port Authority, and Rudi De Meyer, managing director of Alfaport. “All these initiatives together not only brought in a great deal of money – in fact more than we could have dreamed of – but they also showed that our port is the workplace of highly motivated and committed people,” Marc Van Peel declared.
Communication

The Port Authority naturally has to communicate extensively with the media in all areas. In addition to the conventional communication focusing on the economy and operation of the port, attention is also paid to people. For example, the Port Authority contributed a weekly feature entitled “All hands on deck” as part of the “1000 suns” summer programme put out by the national broadcaster. This feature took viewers behind the scenes, showing them the workings of an international port: how a ship’s crewmembers keep themselves occupied during a long sea voyage, what jobs are done by a drinking water tender or a dredger, the role of female tug skippers, and so on. The factual yet not-too-serious approach went down well with the public: the programme attracted one million viewers on average, a record level for the summer holiday period. The wide range of subjects covered made the port more comprehensible to the average citizen, helping to create wider support among the general public.
Collaboration

Antwerp Port Authority, the Province of Antwerp and Lillo Port Centre signed a new collaboration agreement in 2011 to generate wider public support for the port of Antwerp. With the MAS Port Pavilion the Port Authority has created a new facility where all who are interested can find information about the port in the broadest sense. Lillo Port Centre for its part takes a more educational approach, making the port better known to groups of students and adults by means of exhibitions and guided tours. With this collaboration agreement the parties confirm their shared objectives and support each other’s initiatives.

In June last year the Port Authority hosted the annual general meeting of AIVP (“Association Internationale des Villes et des Ports”), an international network of port cities. In addition to the AGM a conference was held on the theme of “Port cities as ideal locations to develop economic initiatives for sustainable growth.” Debates were held on industrial ecology as a solution for the future of port cities, the advantages of logistics platforms for port cities, strategies for developing offshore wind farms, and how a port city can manage economic initiatives. More than 100 representatives of this international network of port cities in Europe, Africa, Asia and America attended the event in Antwerp.
Antwerp Port Authority

Antwerp Port Authority was set up in 1996 by the City of Antwerp (council decisions of 24/6 and 9/9) as an independent, municipally-owned company with its own powers of decision-making and personnel policy, able to form collaboration agreements with other companies and government departments. It was given its present legal status as an independent municipal port authority by the Port Decree. This form of business organisation enables it to react quickly and appropriately to the rapid developments in shipping and the economy, at both national and international level.

Antwerp Port Authority has a board of directors which includes representatives of industry, the port companies, the left bank area of the port and the nature associations. By decree it also has members from the various political parties represented in the City Council.

The core tasks of Antwerp Port Authority are to act as a landlord and to develop the port infrastructure. To increase the added value that the port generates for the city and the region in a sustainable way, assure high-quality, uninterrupted services and provide well developed facilities, the Port Authority also carries out a whole series of operational tasks (tugging, dredging etc.), as well as various marketing and commercial activities. It aims to continue carrying out all these tasks in future in a cost-efficient way, while being open to new developments.

In the meantime, however, the role of port operator has acquired a new dimension. The old concept in which freight transport was seen as the sum of different sections of land and sea transport is no longer tenable; instead, a port is viewed more and more as a link in an interconnected logistics chain that stretches from the overseas "foreland" to the continental hinterland, in a continuous flow of goods without borders. Accordingly, the role of port operator no longer ceases at the boundaries of the port. We face a new and interesting challenge.

Legal form: Antwerp Port Authority is an independent, municipally-owned company.
Organisational chart
Board of directors

The board of directors is the Port Authority's highest body. It lays down the strategic options and main policies for the port, and ensures democratic control of port policy.

The board of directors is made up of 18 members, of which the majority (at least ten) must be members of the City Council. Each political group represented in Antwerp City Council must also be represented in the board of directors. Other bodies represented are Alfaport (association of private companies in the port), VOKA (chamber of commerce), the Left Bank Development Corporation, Interwaas (local development association) and Natuurpunt (nature association). According to the provisions of the Port Decree (adopted in the Articles of Association) not more than two thirds of the directors may be of the same sex.

The port alderman of the City of Antwerp is ex officio the chairman of the board of directors.

The regional port commissioner attends board meetings as a representative of the Flemish government. Supervision is carried out by three commissioners appointed by the board. Under the terms of the Articles of Association two commissioners are members of the City Council and one is an auditor.

The board of directors is reconstituted after local elections. The board meets every month, except in July and August. The remuneration of board members and of the supervising commissioners is set by the City of Antwerp Council.

The Port Authority's Articles of Association include provisions in case of conflict of interests. They also specify that members of the executive committee must not hold any political office.

Composition of the Board of Directors

Chairman:
Marc Van Peel (alderman for the Port and Personnel)

CEO, Antwerp Port Authority:
Eddy Bruyninckx

Members:
Ann Coolsaet (Open VLD city councillor) (as of 30/5/2011)
Rik Daelman (Chairman, Interwaas) (as of 19/9/2011)
Peter Deckers (chairman, Left Bank Development Corporation)
Wouter De Geest (CEO of BASF Antwerpen, director and member of the bureau of Voka)
Rudi De Meyer (CEO of Alfaport Antwerpen)
Annick De Ridder (Open VLD city councillor) (until 30/5/2011)
Bart De Wever (NVA city councillor) (until 24/10/2011)
Philip Heylen (alderman for Culture and Tourism)
Patrick Janssens (mayor)
Kris Luyckx (NVA city councillor) (as of 24/10/2011)
Erwin Pairon (Groen! city councillor)
Jan Penris (Vlaams Belang city councillor)
Peter Symens (policy officer, Natuurpunt)
Bruno Valkeniers (Vlaams Belang city councillor)
Kathleen Van Brempt (sp.a city councillor)
Ludo Van Campenhout (alderman for City Development, Sport and Diamonds)
Robert Voorhamme (alderman for Education, Economy, Employment and the Self-Employed)
Toon Wassenberg (sp.a city councillor)
Freddy Willockx (chairman, Interwaas) (until 19/9/2011)

Secretary:
Luk Laerenbergh

Regional Port Commissioner:
Antoon Colpaert

Supervision:
Ann Coolsaet (Open VLD city councillor) (until 30/5/2011)
Claude Marinower (Open VLD city councillor) (as of 30/5/2011)
Guy Lauwers (alderman for Public Works, City & Neighbourhood Maintenance, Property Maintenance, Urban Decentralisation and Environment)
Luc Van Coppenolle (Deloitte auditors)
Executive Committee

The board of directors delegates day-to-day management of the Port Authority to an executive committee whose members are appointed by the board.

The members of the executive are employees of the Port Authority. Their term of office ends on the occasion of the first meeting of the new board of directors, after which they may be reappointed. The executive committee is chaired by the Chief Executive Officer.

The executive committee also prepares the decisions of the board of directors, and implements the decisions by the latter. The various aspects of day-to-day management of the Port Authority are shared among the different members of the executive committee.

Composition

Chairman:
Eddy Bruyninckx, CEO

Members:
Jan Adam, chief financial officer
Luc Arnouts, chief commercial officer
Greet Bernaers, infrastructure & environment manager
Christiaan De Block, chief operations officer
Pascale Van Hoecke, personnel manager
Jan Verbist, harbourmaster
Björn Verhoeven, property manager

Secretary:
Luk Laerenbergh, chief secretary

The operations both of the board and of the executive committee are governed by internal regulations.

Remuneration committee

The remuneration committee is a sub-committee of the board of directors and deals with the remuneration of members of the executive committee.
Foreign representatives

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Financial report

1. Income Statement

The Port Authority's Income Statement is summarised in the following table.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating profits</td>
<td>314.177</td>
<td>306.912</td>
<td>297.122</td>
</tr>
<tr>
<td>Operating charges</td>
<td>(517.760)</td>
<td>(241.876)</td>
<td>(209.218)</td>
</tr>
<tr>
<td><strong>Operating profit</strong></td>
<td><strong>(203.583)</strong></td>
<td><strong>65.036</strong></td>
<td><strong>87.904</strong></td>
</tr>
<tr>
<td>Financial profits</td>
<td>15.942</td>
<td>15.959</td>
<td>16.683</td>
</tr>
<tr>
<td>Financial charges</td>
<td>(1.747)</td>
<td>(1.189)</td>
<td>(1.655)</td>
</tr>
<tr>
<td><strong>Profit on ordinary activities</strong></td>
<td><strong>(189.388)</strong></td>
<td><strong>79.806</strong></td>
<td><strong>102.932</strong></td>
</tr>
<tr>
<td>Extraordinary profits</td>
<td>19.187</td>
<td>1.251</td>
<td>2.576</td>
</tr>
<tr>
<td>Extraordinary charges</td>
<td>154</td>
<td>(971)</td>
<td>(40.975)</td>
</tr>
<tr>
<td><strong>Result before taxes</strong></td>
<td><strong>(170.047)</strong></td>
<td><strong>80.086</strong></td>
<td><strong>64.533</strong></td>
</tr>
<tr>
<td>Taxes</td>
<td>(208)</td>
<td>(13)</td>
<td>(18)</td>
</tr>
<tr>
<td><strong>Profit for the financial year</strong></td>
<td><strong>(170.256)</strong></td>
<td><strong>80.073</strong></td>
<td><strong>64.515</strong></td>
</tr>
</tbody>
</table>

Antwerp Port Authority made a loss of 170.3 million euros in 2011. The main elements of this result are as follows:

- As a result of the new pension legislation for local and provincial authorities, a new concept of “Responsibilisation contribution” has been introduced. A provision of 299 million euros has been set aside for this, which explains the significant loss for the financial year;
- As in 2010 the general port fees remained unchanged in 2011. The rise in turnover is due to an increase in volume and changes in the mix of activities;
- With effect from 1 July 2011 Antwerp Port Authority transferred its electricity distribution network operation activities to IVEG (with INFRAX as the operating company). This transfer resulted in a capital gain of 18 million euros in accounting terms.
1.1 Operating income

The breakdown of the different sources of income is as follows:

The main concession fees remained at the same level as in 2010. The variations in income are therefore due to changes in the site area and the net effect of concession sites being withdrawn as a consequence of investments, as well as other such withdrawals being ended.
The freight volume rose from 178.1 million tonnes to 187.2 million tonnes, representing an increase of 5.1%. The number of port calls also increased (up 3.5%), as did the total register tonnage of vessels (up 8.9%). The variation in shipping dues followed this development, with the remaining effects being due to developments in specific market-oriented fee levels. The substantial reduction in berthing fees for bulk freight in 2010 was maintained in 2011. Barge dues on the other hand experienced a substantial increase due to the higher level of activity.

The tugging department experienced turnover growth of 14.5%. 8.1% more tugging jobs were carried out, while the register tonnage tugged rose by 7.4%.

The turnover from operation of the electricity distribution network has halved as a result of this activity being transferred to IVEG as of 1 July 2011.

After the significant growth in turnover in 2010 from both the dock cranes and the floating cranes (by 20.7% and 42.7% respectively), in 2011 there was a decline in the number of jobs carried out, which is reflected in the turnover. In the meantime further efforts were made towards greater collaboration between dock-mounted and floating cranes, both internally and commercially.

The other operating income amounted to 49.4 million euros in 2011, compared with 54.2 million in 2010. This operating income consists to a large extent of operational subsidies from the Flemish Region (25 million euros in 2011 and 27.6 million in 2010). The subsidies are a contribution towards the costs that the Port Authority incurs in carrying out tasks that are actually incumbent upon the Flemish Region under the terms of the Port Decree.

The other operating income in 2010 included the amounts passed on for withholding tax on income from real estate and water supplies, totalling 16.9 million euros (16.2 million in 2009).
Operating charges

The following chart shows a comparison of the various sub-categories.

Purchases of services and miscellaneous goods rose by 4.9 million euros overall as a result of:
- higher fuel costs for vessels due to more tasks being carried out, and higher fuel prices due partly to the use of low-sulphur fuel;
- greater expenditure for additional IT support, made necessary by a large number of ongoing projects;
- greater expenditure on dredging work that had to be paid for by the Port Authority itself;
- higher expenditure for maintenance of infrastructure.

The personnel costs amounted to 118.7 million euros, compared with 117.5 million euros in 2010. This means payroll costs rose by 1%. The main reasons for the increase are as follows:
- the impact of Collective Labour Agreements resulting in a higher end-of-year bonus;
- a slight decrease in the number of members of personnel, expressed in full-time equivalents. This is attributable to two contrary effects, namely a decrease due to personnel involved in operation of the electricity network being transferred to the company that took over this activity, and an increase in the number of personnel in other departments;
- the consumer prices index rising above a trigger point, so that wages were raised by 2%;
- a 3% increase in the Social Security contribution compared with 2010.

The provisions include 279.8 million euros for operating costs. This is due in the first instance to a provision of 299 million euros for pensions. Changes were made to the social security contributions for tenured members of personnel by an Act passed at federal level on 24 October 2011 (“Act to ensure sustainable financing of pensions for tenured members of personnel of provincial and local authorities and local police precincts, amending the Act of 5 May 2002 setting up the integrated police pension fund and making special provision for social security and various other provisions”).

Under the terms of this Act there has to be an additional pension contribution for “individual responsibilisation” (the responsibilisation contribution). As a result, the authority concerned has to match a portion (currently set at 50%) of the difference between what it already contributes towards financing pensions (through the general Social Security contribution) and the pensions that the Social Security body (in this case RZE PPO) pays out in pensions to the authority's members of personnel. As a result of this new law Antwerp Port Authority has to pay a responsibilisation
contribution. While this obligation is laid down by law (and so is definite), the amount of the contribution is not yet definite. The obligation meets the definition of a provision laid down in art. 50 of the Royal Decree of 30 January 2001 implementing the terms of the Companies Act. According to arts. 54 and 95 §2 of the Royal Decree a provision has to be set aside based on an actuarial calculation that takes into account the impact on pensions of the wage increases that may be expected, the transferability of the pensions, equalisation payments, mortality tables and discounting rates.

For the other provisions there is a write-back of 19.2 million euros on balance, mainly due to a reassessment of the clean-up costs for polluted soil based on new market information for such operations. The estimated risk for the “Fort Filip” sites has remained unchanged since the previous year, as there have been no further developments in this matter. However, the Port Authority considers that various other parties are also liable for this environmental risk.

The main components of the other operating charges are the withholding tax on income from real estate and the charge for water supply points.
Financial income - extraordinary result

1.3 Financial income

The financial result fell slightly from 14.8 million to 14.2 million euros, due to the following factors:
• a decrease of 0.5 million euros in the dividends received;
• lower debt interest costs, although the further write-back of the write-down applied in 2009 was lower in 2011 than in 2010.

1.4 Extraordinary result

The extraordinary results in 2011 are attributable to capital gains on fixed assets (18 million euros) associated with the transfer of the electricity distribution network activity to IVEG.
Balance Sheet

2. Balance Sheet

The Balance Sheet is summarised in the table below.

<table>
<thead>
<tr>
<th>(in euro x 1000)</th>
<th>31/12/2011</th>
<th>31/12/2010</th>
<th>Liabilities</th>
<th>31/12/2011</th>
<th>31/12/2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assets</td>
<td></td>
<td></td>
<td>I. Capital</td>
<td></td>
<td></td>
</tr>
<tr>
<td>II/III. Tangible/intangible assets</td>
<td>976,178</td>
<td>985,680</td>
<td></td>
<td>307,110</td>
<td>307,110</td>
</tr>
<tr>
<td>IV. Financial assets</td>
<td>12,683</td>
<td>8,589</td>
<td>III. Revaluation surplus</td>
<td>10,506</td>
<td>11,461</td>
</tr>
<tr>
<td>V. Receivables &gt; 1 year</td>
<td>7,458</td>
<td>8,182</td>
<td>IV. Reserves</td>
<td>250,579</td>
<td>432,827</td>
</tr>
<tr>
<td>VI. Stocks</td>
<td>1,963</td>
<td>2,548</td>
<td>VI. Investment grants</td>
<td>237,103</td>
<td>248,947</td>
</tr>
<tr>
<td>VII. Receivables &lt; 1 year</td>
<td>48,676</td>
<td>56,160</td>
<td>VII. Provisions</td>
<td>416,721</td>
<td>137,317</td>
</tr>
<tr>
<td>VIII. Investments</td>
<td>286,825</td>
<td>182,908</td>
<td>VIII. Amts payable &gt; 1 year</td>
<td>17,556</td>
<td>19,556</td>
</tr>
<tr>
<td>IX. Cash at bank and in hand</td>
<td>19,501</td>
<td>12,732</td>
<td>IX. Amts payable &lt; 1 year</td>
<td>85,616</td>
<td>75,579</td>
</tr>
<tr>
<td>X. Deferred charges and accrued income</td>
<td>6,761</td>
<td>5,577</td>
<td>X. Accrued charges and deferred income</td>
<td>34,855</td>
<td>29,580</td>
</tr>
<tr>
<td>Total</td>
<td>1,360,046</td>
<td>1,262,376</td>
<td></td>
<td>1,360,046</td>
<td>1,262,376</td>
</tr>
</tbody>
</table>

2.1 Assets

The amount of tangible and intangible assets has fallen by 9.5 million euros. The balance is made up as follows:

- Investments 46.2
- Depreciation & amortisation (41.3)
- Retirals/write-downs (14.4)

The investments are made up mainly of the following components:

- Investments in docks (17.3 million euros)
- Buildings (9.8 million euros)
- Tugs and hopper barges (7.7 million euros)

The financial assets have risen as a result of:

- a 74% stake in the new company Deurganckdoksluis NV, set up to build a second sea lock on the left bank. The capital contribution by the Port Authority is 5.9 million euro, of which 3.3 has been paid up;
- a subordinated loan of 0.5 million euros made to Wandelaer Invest NV, in accordance with that company's financial plan.

The long-term trade accounts receivable include concession fees for which a payment schedule over a longer period has been agreed. As last year, the other long-term accounts receivable are partial contributions by the Port Authority for a “pre-ground bank” (i.e. a land reserve).

The trade accounts receivable have risen as a result of part of the long-term accounts receivable having been reclassified as short term, for collection in 2012. The increase in turnover has also had an impact on the amount of trade accounts receivable. The remaining accounts receivable have fallen sharply after a large, one-off increase in 2010 due to decree subsidies having been received late.

The positive cashflow for the year resulted in the sum of liquid assets plus investments rising by 195.6 million to 306.6 million euros.

2.2 Liabilities

The amount of equity (“Reserves”) has fallen by 183.1 million euros as a result of the loss of 170.3 million for the financial year being capitalised and 12.8 million euros being appropriated to dividend.

Overall there has been a very sharp rise in the amount of provisions, due to the greater provisions being made for pensions (see separate explanation above).

The financial debts were repaid in 2011 according to the agreed due dates. There were no opportunities to pay off particular debts early at financially advantageous terms.

The amounts payable within 1 year have risen (to 85.6 million euros at the end of 2011 compared with 75.6 million at
the end of 2010) due a significant portion (8.3 million euros) of the tax demands for payment of withholding tax on earned income having been received late, so that they could not be paid until after the end of the year. Like last year, the amount of 12.8 million euros to be paid out has been included under the heading “Other debts.”
Cash flow statement

3. Cashflow Statement

The cashflow statement shows the main incoming and outgoing cashflows. As in the two previous years, the cashflow ultimately generated is positive.

<table>
<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Short-term investments and liquid assets at start of year</td>
<td>195,640</td>
<td>172,089</td>
<td>119,500</td>
</tr>
<tr>
<td>Cashflow generated from operating activities</td>
<td>141,610</td>
<td>85,803</td>
<td>115,040</td>
</tr>
<tr>
<td>Cashflow devoted to investment activities</td>
<td>(14,413)</td>
<td>(36,461)</td>
<td>(36,499)</td>
</tr>
<tr>
<td>Cashflow devoted to financing activities</td>
<td>(16,511)</td>
<td>(25,791)</td>
<td>(25,952)</td>
</tr>
<tr>
<td>Short-term investments and liquid assets at year end</td>
<td>306,326</td>
<td>195,640</td>
<td>172,089</td>
</tr>
</tbody>
</table>

The cashflow from operating activities has risen sharply due to the higher income and the larger amount of working capital. The latter has increased as a result of the reduction in “Other amounts receivable” (the opposite of what happened in 2010) and a rise in short term amounts receivable (see the remarks above about withholding tax on unearned income).

The net cashflow devoted to investment and financing activities has fallen. In the case of investments a significant impact was produced by the shedding of fixed assets, namely the “distribution network operator” assets that were sold to IVEG. The cashflow devoted to financing activities has fallen as the tranche of loans to be repaid in 2011 was lower than in previous years.
Other required information

4. Other required information

Apart from the information mentioned in the annual accounts, there were no significant events after the closing date of the Balance Sheet. The points regarding R&D and the existence of branch offices are not applicable. No procedures were carried out under application of art. 523 of the Companies Act. No use is made of financial instruments of any significance in judging the assets, liabilities, financial position and result.

As regards the risks and uncertainties facing the Port Authorities, these are mainly in the following areas:
- developments in legislation as a result of the Port Decree and its implementation;
- developments in legislation in the field of town and country planning and the delimitation of the port area;
- compliance with environmental legislation, and changes in the latter. There are also risks which in principle are borne by concession holders, but if the latter fail to meet them (e.g. in case of bankruptcy) then these obligations could fall upon the Port Authority. Further, there is still a risk posed by as yet unknown pollution of underwater sediment which might have to be cleaned up. Finally, changes in the law governing underwater sediment could impose additional obligations on the Port Authority.

The attractiveness of ports in general is determined by factors such as accessibility, the efficiency of the port activities and the quality of the hinterland connections.

Antwerp, 27 March 2012

For the Board of Directors

Eddy Bruyninckx              Marc Van Peel
CEO                          Chairman of the Board of Directors
Auditor's Report

Auditor’s report for the financial year ended 31 December 2011 submitted to the City Council of Antwerp, on the financial statements of Antwerp Port Authority

Your Worships,

In accordance with the legislation and the Articles of Association, we hereby report on the completion of the auditing task that you have entrusted to us. This report contains our opinion on the financial statements, together with the required additional explanations and information.

Unqualified audit opinion on the financial statements

We have audited the annual accounts of Antwerp Port Authority (independent municipal company) for the financial year ended on 31 December 2011, drawn up on the basis of Belgian GAAP (generally accepted accounting practices), with the balance sheet showing a total of 1,360,046 (000) euros and the income statement showing a loss for the financial year of 170,256 (000) euros.

Drawing up the annual accounts falls under the responsibility of the board of directors. This responsibility includes among other things: designing, implementing and maintaining the system of internal controls for drawing up and faithfully presenting the financial statements so that these do not contain any anomalies of material importance as a result of fraud or error; choosing and applying the accounting principles; and making the accounting estimates which can be considered reasonable under the circumstances.

It is our responsibility to express an opinion on these financial statements, on the basis of the checks carried out by us. Our audit of the annual accounts was carried out in accordance with the legal requirements and auditing standards applicable within Belgium, as published by the “Instituut der Bedrijfsrevisoren.” These auditing standards demand that our audit should be organised and carried out so as to give a reasonable degree of certainty that the annual accounts do not contain any anomalies of material importance.

In accordance with these auditing standards, we carried out checks to obtain verification of the amounts and comments in the financial statements. The choice of these checks depends on our judgement, which in turn is based on an assessment of the risk of the financial statements containing anomalies of material importance as a result or fraud or error. In making this risk assessment we take into account the port authority’s existing internal controls for drawing up and faithfully presenting the financial statements, so as to determine the most appropriate checks, but not to form an opinion of the effectiveness of the port authority’s internal controls. We also formed an opinion of the appropriateness of the accounting principles, the reasonableness of the accounting estimates made by the port authority, and the presentation of the financial statements as a whole. Finally, we obtained the necessary explanations and information from the board of directors and the managers of the port authority, for us to carry out our checks. We believe that the checking information obtained by us provides a reasonable basis for our opinion.

In our opinion, the financial statements closed on 31 December 2011 give an accurate picture of the assets, the financial position and the results of the port authority, in accordance with generally accepted accounting standards within Belgium.

Additional explanations and information

Selecting the contents of the Directors’ Report and drawing it up falls under the responsibility of the board of directors, as does compliance by the Port Authority with the Articles of Association, the relevant articles of the municipal law and the Flemish Community decree of 2 March 1999 concerning seaport management and policy.

It is our responsibility to mention the following additional explanations and information in our report, which however do not affect the scope of our opinion on the financial statements:
• The Directors’ Report contains the information required by law and is consistent with the financial statements. However, we cannot pronounce on the description of the main risks and uncertainties facing the company, nor on the company’s position, its foreseeable development or the significant impact of certain facts on its future development. On the other hand, we can confirm that the data provided do not show any obvious inconsistencies with the information available to us in carrying out our task.
• We further draw attention to the item “Important pending litigation and other important obligations” in the notes to the accounts “5.13 Rights and obligations not included in the balance sheet,” in which the Board of Directors states that an important claim by a third party is pending against the Port Authority. This represents a large uncertainty, as the court concerned has not yet come to any decision. Depending on the outcome of this case, it could have a large
impact on the results and assets of the Port Authority.
• Without prejudice to certain formal aspects of minor importance, the accounting records are maintained and the financial statements have been prepared in accordance with the applicable Belgian legal and regulatory requirements.
• We do not have to report any transactions carried out or decisions made in violation of the Articles of Association or the Companies Act, to which port authorities are subject under the terms of art. 5 §2 of the Flemish Community decree of 2 March 1999. The proposed appropriation of the results is in accordance with the law and the Articles of Association.

Antwerp, 27 March 2012
The Auditor

DELOITTE Bedrijfsrevisoren
BV o.v.v.e. CVBA
Represented by Luc Van Coppenolle
Report of the Independent Auditors

Report by the Board of Auditors for the financial year closed on 31 December 2011, submitted to the City Council of Antwerp.

Your Worships,

In accordance with the legislation and the Articles of Association, we hereby report on the completion of the auditing task that you have entrusted to us. This report contains our opinion on the financial statements, together with the required additional explanations and information.

Unqualified audit opinion on the financial statements

We have audited the annual accounts of Antwerp Port Authority for the financial year ended on 31 December 2011, drawn up on the basis of Belgian GAAP (generally accepted accounting practices), with the balance sheet showing a total of 1,360,046 (000) euros and the income statement showing a loss to be appropriated for the financial year amounting to 170,255 (000) euros.

Drawing up the annual accounts falls under the responsibility of the board of directors. This responsibility includes among other things: designing, implementing and maintaining the system of internal controls for drawing up and faithfully presenting the financial statements so that these do not contain any anomalies of material importance as a result of fraud or error; choosing and applying the accounting principles; and making the accounting estimates which can be considered reasonable under the circumstances.

It is our responsibility to express an opinion on these financial statements, on the basis of the checks carried out by us. We have therefore carried out checks to obtain verification of the amounts and comments in the financial statements. The choice of these checks depends on our judgement, which in turn is based on an assessment of the risk of the financial statements containing anomalies of material importance as a result or fraud or error. In making this risk assessment we take into account the company’s existing internal controls for drawing up and faithfully presenting the financial statements, so as to determine the most appropriate checks, but not to form an opinion of the effectiveness of the company’s internal controls. We also formed an opinion of the appropriateness of the accounting principles, the reasonableness of the accounting estimates made by the company, and the presentation of the financial statements as a whole. Finally, we obtained the necessary explanations and information from the board of directors and the company managers, for us to carry out our checks. We believe that the checking information obtained by us provides a reasonable basis for our opinion.

In our opinion, the financial statements closed on 31 December 2011 give a true and fair view of the assets, the financial position and the results of the company, in accordance with generally accepted accounting standards within Belgium.

Additional explanations and information

Selecting the contents of the Directors’ Report and drawing it up falls under the responsibility of the board of directors, as does compliance by the Port Authority with the Articles of Association, the relevant articles of the new municipal law and the Flemish Community decree of 2 March 1999 concerning seaport management and policy. It is our responsibility to mention the following additional explanations and information in our report, which however do not affect the scope of our opinion on the financial statements:

• The Directors’ Report contains the information required by law and is consistent with the financial statements. However, we cannot pronounce on the description of the main risks and uncertainties facing the company, nor on the company’s position, its foreseeable development or the significant impact of certain facts on its future development. On the other hand, we can confirm that the data provided do not show any obvious inconsistencies with the information available to us in carrying out our task.

• We further draw attention to the item “Important pending litigation and other important obligations” in the notes to the accounts “5.13 Rights and obligations not included in the balance sheet,” in which the Board of Directors states that an important claim by third parties is pending against the Port Authority. This represents large uncertainties, as the courts concerned have not yet come to any decisions. Depending on the outcome of this case, it could have a large impact on the results and assets of the Port Authority.

• Without prejudice to certain formal aspects of minor importance, the accounting records are maintained and the
financial statements have been prepared in accordance with the applicable Belgian legal and regulatory requirements.

• We do not have to report any transactions carried out or decisions made in violation of the Articles of Association or the Companies Act, to which port authorities are subject under the terms of art. 5 §2 of the Flemish Community decree of 2 March 1999. The proposed appropriation of the results is in accordance with the law and the Articles of Association.

Antwerp, 28 March 2012
For the Independent Auditors

Claude Marinower
Antwerp City Councillor

Guy Lauwers
Antwerp City Councillor