North Sea Port

Together. Smarter.

IMPACT 2030

Strategic Plan

Table of content

Foreword **5**

Our Strategic Compass **10**

Impact 2030 in Action **14**

External Developments 15

Our Ambitions in 5 Strategic Action Domains 16

1 Leading European port for our customers 18

2 Increased resilience & safety 22

3 Space for targeted growth 26

4 Connecting port infrastructure 30

5 Sustainable supply chain connections 34

Finally **38**

Impact 2030

This is the Strategic Plan 2030 for North Sea Port , with a forward look towards 2035. The plan builds upon our previous strategic plan, Connect 2025, and addresses the challenges of today and tomorrow. The world is changing rapidly. Geopolitical uncertainties, the climate crisis, and shifts in global trade are influencing our port and its surrounding area. This plan emphasises the importance of flexibility and resilience and establishes the basis for strengthening our role in ensuring the security of supply for critical raw materials and goods.

This revised plan is also based on the updated shareholder mandate. The ambition of our shareholders remains undiminished. Additionally, they ask us to engage in dialogue even more explicitly about important environmental conditions such as safety and liveability.

Together with governments, partners, customers, and other stakeholders, we have an impact on and contribute to societal issues, both towards 2030 and beyond. With the Strategic Plan 2030, we are focusing on growth, sustainability, and connection with our surrounding area. This is why it has been titled: Impact 2030. The central question we answer is: How do we ensure, today and tomorrow, that we sustainably continue to grow together, make an impact, and create added value for a resilient economy and society in Europe?

Setting Course for the Future, Together

Some developments are so far-reaching and rapidly changing that we wish to determine, together with our customers, governments, and other regional, national, and European stakeholders, how North Sea Port can and must contribute to them.

With this revision leading up to 2030, and initial look towards 2035, we invite our customers, governments, and partners to join us in setting sail to realise the lasting added value of North Sea Port. We look forward to charting this course together!

On behalf of the Board of North Sea Port,

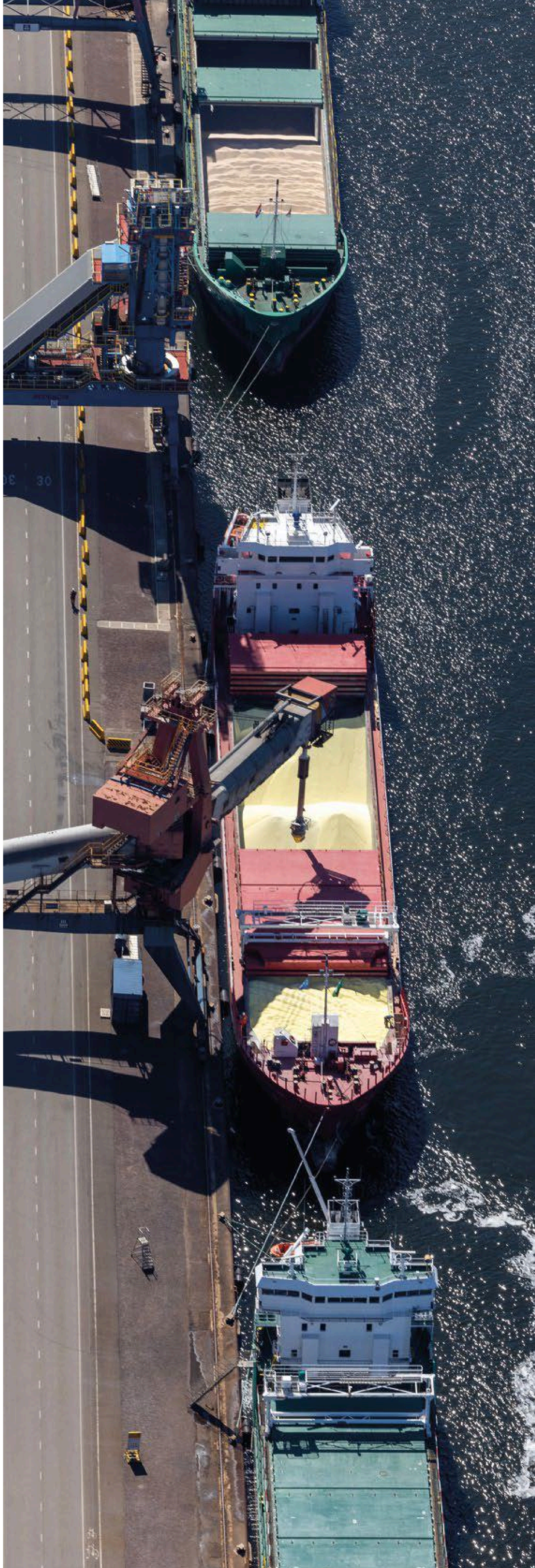
Cas König

CEO

Together stronger in turbulent times

The past few years brought plenty of challenges: a pandemic, war, trade tariffs, nitrogen issues, grid congestion, and water scarcity. Despite this turbulence, North Sea Port has proven itself to be flexible and forward-looking, thanks to strong ecosystems of collaborating companies, ports, and numerous other stakeholders. This success is partly due to our 250 colleagues, who, in an open port environment, amidst a unique cross-border region, demonstrate daily what it means to be true #wavemakers. We are proud of our resilience and strategic focus on our customers.

External developments underline the strategic importance of seaports such as North Sea Port. Developments by and within seaports also have a major impact on current societal and economic developments. In the current geopolitical and economic context, security of supply is high on the agenda, particularly for energy, raw materials, and food. The Netherlands and Belgium are largely dependent on foreign countries for their energy supply. The majority of that energy is transported via sea freight. Due to geopolitical developments, the role of seaports in military mobility and corridor development is also prominently in the spotlight. This makes ports such as ours in the Netherlands and Flanders crucial for the economy, security of supply, energy, and food provision today and tomorrow, and underscores that, as ports, we must invest in our resilience.



Collectively anchoring greater value

How do we ensure that we grow sustainably with impact and continue to offer added value – economically, ecologically, and societally – in the region and Europe? That is the core of this Strategic Plan towards 2030. North Sea Port strives for a balance between economic ambitions and societal responsibility. This requires action, collaboration, and an open, forward-looking perspective. By 2050, we will be climate neutral, while also fulfilling a broader economic and societal role. The port area contributes to broad prosperity and sustainable employment. To achieve this, much is needed: physical space, environmental space, investments, talent, public support, and above all, an enormous dose of ambition.

With this Strategic Plan as a roadmap and our ambition as the driving force, we are collectively taking the next steps in strengthening and accelerating our strategic goals. Only in this way can we realise our impact and continually create greater value for everyone, as a future-proof, competitive, leading European port.

And... action! Working towards acceleration and implementation

Although we are proud of what we have achieved, concerns remain. Ports must adapt their infrastructure to the raw materials and energy of the future, such as hydrogen and other sustainable molecules. This requires joint planning and investment from industry, strategic partners, ports, and governments. This also requires space – both physical and environmental space. Together with our partners, we are also committed to the liveability around the port.

Only through intensive collaboration can we safeguard our prosperity and future in a healthy balance between the port and its environment. This, too, is given a place in this revised Strategic Plan. We offer certainty and support to the industry in our port area. After all, the manufacturing and process industry, together with the associated ecosystem, provides the wind in the sails of our port and the region. With 106,000 (in)direct jobs, this is the economic foundation upon which we continue to realise our added value and impact.

Large-scale projects, such as Rail Ghent Terneuzen, the cross-border hydrogen and CO_2 infrastructure, further electrification, and the development of green corridors, will play a key role in this. As will the subsequent steps following the opening of the New Lock in 2024, as part of the North Sea Locks.
All these far-reaching projects must be realised within the next 5 years.

This Strategic Plan lays the foundation for sustainably supporting the industry in our port area. We therefore call upon our partners and governments: let us collectively strengthen and accelerate the implementation of these impactful projects for the port, industry, and environment!

We plot our strategic course along five action domains for impact, sustainable growth, and added value

We focus on 5 strategic action domains, each with concrete actions, results, and recognisable initiatives.

1 We are a leading **European port** for customers with sustainable ambitions in the manufacturing and process industries and associated logistics.

2 We increase our **resilience and invest in the safety and security** of the port within its **surrounding area.**

3 We create **space for targeted growth** in line with our ambitions for the raw materials transition, energy transition, and sustainable multimodal logistics.

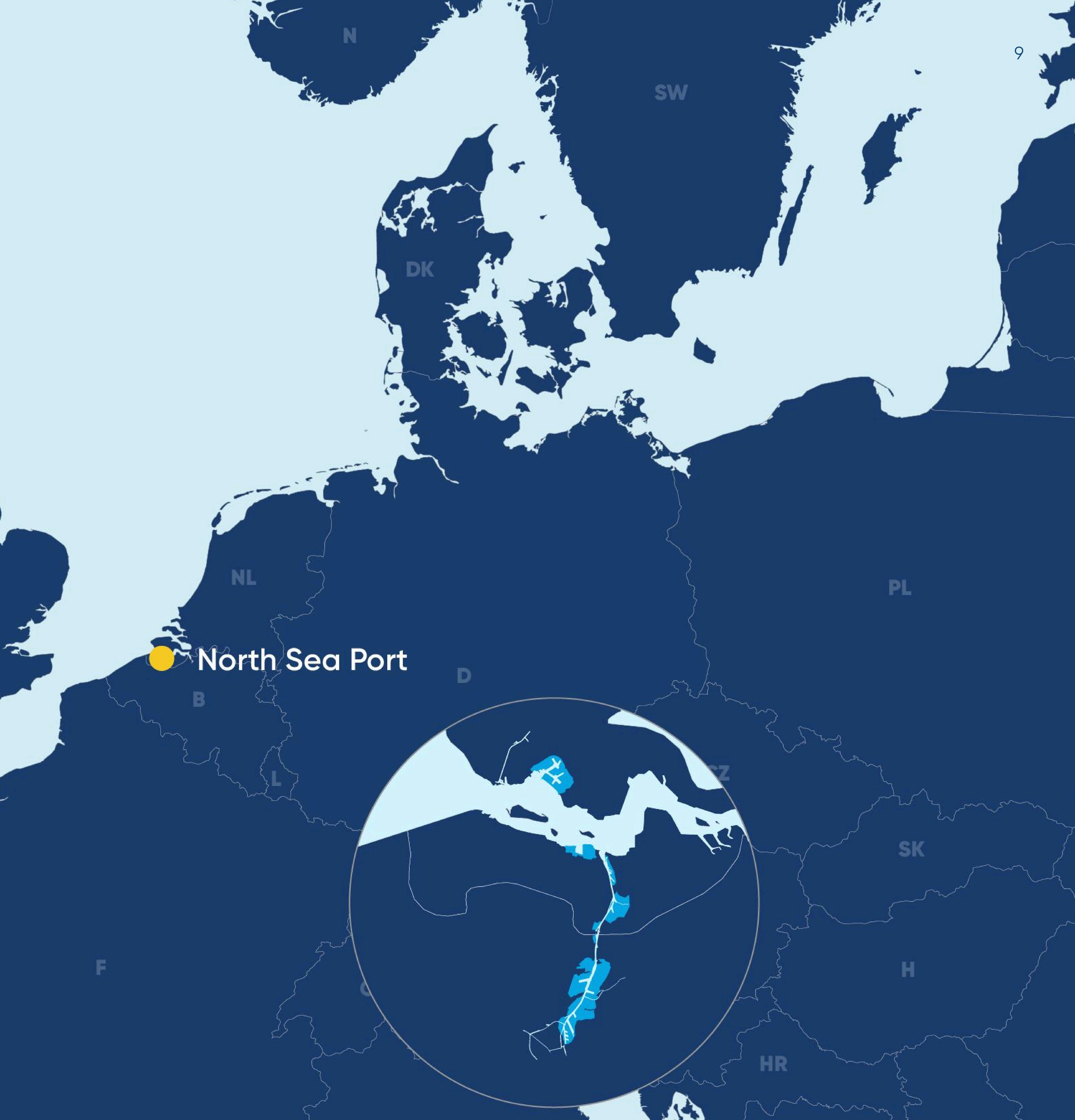
4 We realise and accelerate the implementation of **smart and sustainable port infrastructure.**

5 We **strengthen our governance** for effective and sustainable supply chain connections.

These domains reflect our commitment to the energy and raw materials transition, the circular economy, and multimodal logistics, featuring pioneering energy projects and excellent access to the raw materials of tomorrow, such as scrap, CO_2, plastics, building materials, and biomass. In this way, we are navigating decisively towards a climate-neutral and versatile leading European port.

In line with the shareholder mandate, we have further strengthened the importance of resilience and the safety of the port and its environment as a separate action domain within this Strategic Plan. We have also included the creation of space for targeted growth, in close connection with the realisation of added value for our surrounding area, as an independent action domain.




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Our Strategic Compass

Two Forces, One Direction: the Port Authority and the Port Area

To stay on course in a rapidly changing world, North Sea Port builds upon two foundations: the DNA of the port authority and the unique fabric of the port area. Both bear the name North Sea Port. Together, they reinforce each other, depend on each other, and determine our strategic compass. In this way, we provide direction for sustainable growth, societal added value, and economic power.

The DNA of North Sea Port – the Port Authority

As an organisation, we distinguish ourselves through our strong profile, based on our relationship with our customers, connection with our surrounding area, and societal impact. This DNA determines who we are, how we work, and what we aim to mean for customers, partners, and the environment.

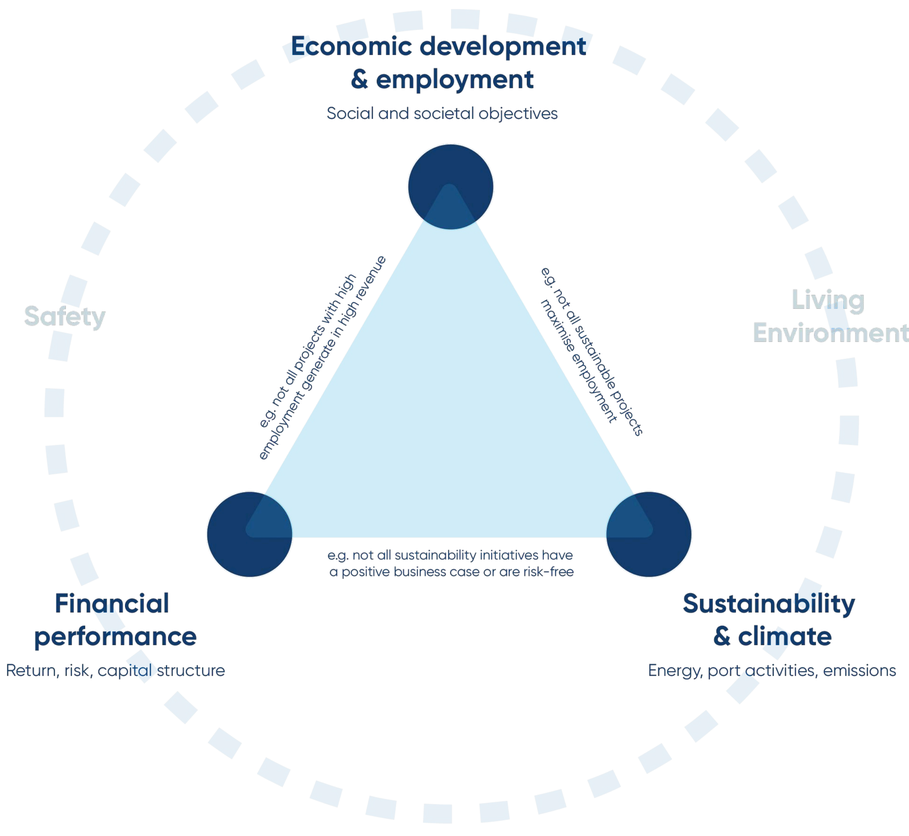
Customer Intimacy & Connector approach

We support our customers with a personal, tailor-made approach. Central to our operations is the Customer Intimacy approach: listening, understanding, connecting. We build long-term, valuable relationships with customers. As a Connector, we bring companies together with other relevant players in a community where collaboration, innovation, and solutions emerge. This model is more than a business strategy – it is a distinctive capability.

Collectively creating lasting impact and added value

We build upon the shareholder mandate for North Sea Port. Our shareholders task us with creating balanced value across economic development, sustainability, and financial performance.
The creation of one-sided value must be avoided. To express this balance, the strategic triangle has been created. The shareholders point to the growing importance of a safe port area and the liveability of the surrounding environment. The strategic triangle is therefore supported by these themes as the main preconditions.

Our refined course focuses on creating a broad and balanced impact and added value. We are therefore expanding the (societal) impact and added value we aim to create, in line with the updated shareholder mandate, with a focus on safety, security, and liveability.



North Sea Port is a powerful engine for the regional, national, and European economy.
Simultaneously, we actively contribute to broader strategic objectives. This includes the climate, energy and raw materials transitions, strengthening a safe and resilient society and economy, and increasing the strategic autonomy of Europe, the Netherlands, and Belgium. We also focus on green-blue infrastructure, biodiversity, and health, and limiting the impact of port activities on the immediate surroundings.
The challenges of the labour market and the importance of vocational training for young people aimed at the port ecosystem – as well as the cross-border cooperation it requires – will become increasingly important in the (near) future. We therefore support, in partnership, a well-functioning labour market in the port and stimulate collaboration with education and associated innovation networks, such as via North Sea Port Talent.

Liveability and our dialogue with the surrounding community

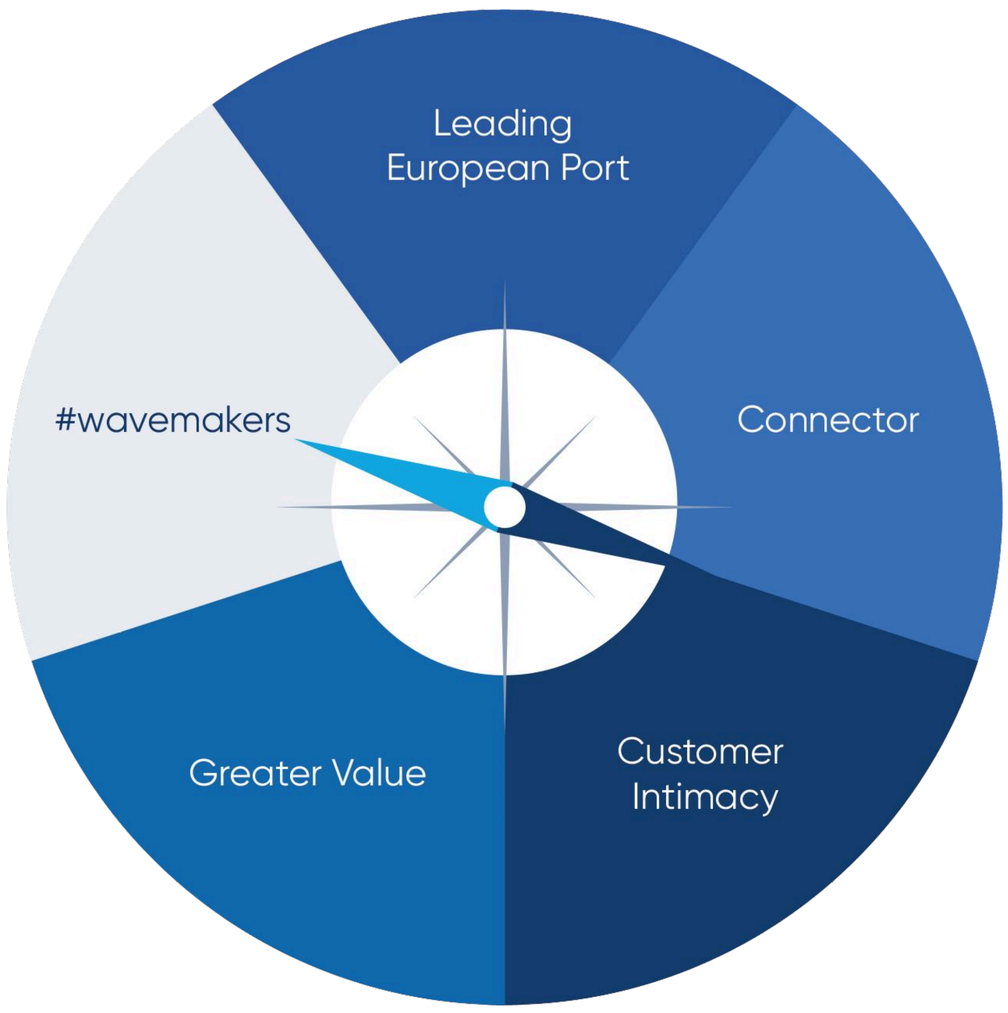
The joint efforts within the North Sea Port District are of great value for the cooperation between our port, its surrounding area, and the governments. Safeguarding liveability – in line with the mandate from our shareholders – is an essential precondition for further port development. We remain closely engaged in dialogue with our surrounding area on this matter and check, through periodic reputation research, whether our commitment to liveability is sufficiently secured. Socially responsible business practice is an integrated component of our strategic development. We assess the societal added value of developments, make careful considerations between differing interests, and actively engage in dialogue to increase public support for port development.

We aim to ensure that our strategic compass is implemented across all five action domains. This also means that for large projects with a significant impact on the environment, we proactively enter into dialogue with stakeholders, based on our added value model. In this dialogue, we discuss the influence of port developments on broad prosperity aspects. These aspects range from impact on economic value, employment, sustainability, and knowledge development, to challenges such as spatial footprint, safety, accessibility, liveability, and health. This dialogue also covers the opportunities North Sea Port sees for the energy and raw materials transition and strategic autonomy. This gives both us and our stakeholders a clear view of the positive and negative effects of port development on the surrounding community. And allows us, as within the North Sea Port District, to take targeted action together.

#Wavemakers of our leading European port

We are a leading European port that is always in motion. We actively contribute to the growth, safety, and development of our region, while building trust and creating lasting added value and impact. North Sea Port stands for a personal approach: Together. Smarter.

With our distinctive Customer Intimacy approach, we build strong relationships within our port community, both locally and internationally. As a Connector and partner, we pay attention to the specific needs of businesses and actively listen to local residents and other stakeholders. As an organisation, North Sea Port highly values its core values: Community building, Respect, and Future-proof. Our ambition as an employer is realised with a top team of driven #wavemakers – those who dare and are empowered to take the lead. Our core values propel us forward and accelerate our strategic plan: not deferring responsibility, but realising greater impact and greater value – here and now.





The Distinctive Character of the Port Area – North Sea Port as a Region

North Sea Port is not a classical port, but a cross-border and pioneering ecosystem. Its unique location, diversity, infrastructure, and scale make our port area a distinctive logistics and industrial hotspot with European power.

Strong industrial-logistics foundation

North Sea Port is the beating heart of a large and diverse industrial-logistics ecosystem, where the manufacturing and process industry plays a crucial role. The various value chains are well connected and reinforce each other, especially in the field of the energy and raw materials transition. We actively support the transition to more sustainable materials and raw materials. Our infrastructure plays an important role in this, providing space for renewable energy, sustainable materials, and innovative applications. Furthermore, multimodal logistics are central. Our port area offers a unique modal split, with a high share of inland shipping and a growing share of rail transport – essential for efficient and green transport chains.

Anchoring strategic importance

Our port strengthens European competitiveness, guarantees energy security and strategic autonomy, and creates an environment for the circular economy and sustainable growth. We contribute to prosperity, resilience, and broad societal progress. This is of great importance in a world of geopolitical uncertainty, scarcity, and climate change. By actively investing in future-oriented infrastructure and creating space for companies that contribute to the transition, we are building a European seaport that remains economically relevant and societally supported.

Cross-border character, limitless possibilities

As a Dutch-Flemish port, we offer limitless possibilities, literally! We belong to a select group of leading European ports thanks to our strategic location and strong connections. From our deep-sea port in Vlissingen on the North Sea and the Western Scheldt to the Ghent-Terneuzen canal zone (connected via the world-class North Sea Locks), we have direct access to important hinterland regions. Moreover, we are located at the crossroads of important European motorways and are connected to the Benelux waterway network, the European rail network, and two crucial European TEN-T Corridors: the North Sea-Baltic and North Sea-Rhine-Mediterranean. Thanks to our efficient multimodal infrastructure, we can optimally utilise local and international connections. The result? Unique logistical flexibility and diversity.

Our cross-border character offers countless opportunities for customers and strengthens our position as an attractive partner on a European scale.

Impact 2030 in Action: Navigating a New World

Since the previous strategic plan, Connect 2025, the port environment and the world have changed drastically. We have therefore revised our strategy towards 2030. And naturally, we don’t just go where the salty wind blows – we asked port economists from UGent and Erasmus UPT to analyse the external developments that are decisive for the course of North Sea Port. We refer to this analysis in the description of the action domains.

External Developments

Six external developments have been identified that we must respond to:

The energy and raw materials transition and climate adaptation require rapid action. Global CO_2 emissions continue to rise, putting pressure on the climate goals of the Paris Agreement. Scaling up remains a challenge due to financing problems, complex permits, and market uncertainty. The price gap between fossil options and sustainable alternatives remains large, and the current infrastructure is not yet ready for the future.

Geopolitical tensions increase uncertainty, putting sustainability and the sense of urgency from society and politics under pressure. In the past five years, the geo-economic and geopolitical playing field has changed significantly. Ports are also confronted with disruptions such as wars, economic sanctions, trade conflicts, and pressure on economic blocs, such as Brexit.The free trade model of recent decades is making way for **trade protectionism**. Affordable (green) energy is crucial for maintaining the regional and European industry. **Strategic autonomy and strategic economic relations** are gaining importance. 'Trading with friends' is becoming increasingly weighted, impacting the flow of goods through ports. Industrial policy is thus becoming increasingly important for the competitiveness of industry and for retaining and attracting essential industries and supply chains.

The safety/security situation in society demands a more active role from ports in improving (state) security and tackling undermining criminality, such such as the illegal trade in drugs, terrorism, and human trafficking. The increase in military conflicts and threats of war enhances the role of ports in logistical military operations.

Technological progress in recent years has also significantly changed the way ports operate and develop, and this will only intensify in the future.Finally, the development of the Netherlands and Belgium is becoming increasingly complex due to **spatial pressure**. Population growth, the rising demand for housing, the need to strengthen and preserve nature, the space required for the water system, and biodiversity... Moreover, the energy and raw materials transition requires extra space and new infrastructures, and the security of supply for critical goods, such as food and raw materials, also demands space for storage and reserves. In the Netherlands and Belgium, which are relatively small countries where the available space is largely allocated to agriculture, cities, business, infrastructure, and nature, choices must be made about how the available space is optimally distributed.

Our Ambitions in 5 Strategic Action Domains

To shape our strategic compass and realise our ambitions, we identify five strategic action domains. Within these domains, concrete actions and results for 2030 are set, along with an initial perspective towards 2035. The five strategic action domains also anticipate the external developments outlined:

1 LEADING EUROPEAN PORT FOR OUR CUSTOMERS
We are a leading European port for customers with sustainable ambitions in the manufacturing and process industries and associated logistics.

2 INCREASED RESILIENCE & SAFETY
We increase our resilience and invest in the safety and security of the port within its surrounding area.

3 SPACE FOR TARGETED GROWTH
We create space for targeted growth in line with our ambitions for the raw materials transition, energy transition, and sustainable multimodal logistics.

4 CONNECTING PORT INFRASTRUCTURE
We realise and accelerate the implementation of smart and sustainable port infrastructure.

5 SUSTAINABLE SUPPLY CHAIN CONNECTIONS
We strengthen our governance for effective and sustainable supply chain connections.

In the description of the action domains, actions, and results, we illustrate some examples of projects and developments that are being or will be realised by North Sea Port or by partners in the port area. The overview of examples is not exhaustive, but does offer inspiration for the conversation with and about North Sea Port – concerning our impact and ambitions, and other concrete initiatives that are underway or planned in the port area.



We are a leading European port for customers with sustainable ambitions in the manufacturing and process industries and associated logistics.

The competitiveness of the industry in Europe, including the Netherlands and Belgium, is under intense pressure. The energy and raw materials transition requires high investments that entail much uncertainty regarding financing and profitability. Therefore, retaining and attracting customers is not guaranteed. It is increasingly important to deliver added value from our ecosystem, which increases the attractiveness of the port and its competitiveness, and strengthens the value chains of companies.

With our Customer Intimacy approach, we ensure that customers who contribute to our strategic goals receive every opportunity for growth and are supported in realising their sustainable ambitions, such as the energy and raw materials transition. In this way, we strengthen the competitiveness of European industry.

We anchor companies in our port that contribute to our strategic objectives, help them grow, and attract new companies.

Our industry is under pressure, which can have significant consequences for the national and European economy. We therefore aim to commit resolutely to strengthening the competitiveness of our industry. To remain vital, resilient, and essential on a European scale as an industrial-logistics ecosystem, North Sea Port will further anchor the strategically important activities of existing companies. We allow them to grow in a targeted manner, with new, innovative players and circular activities that contribute to a flourishing industrial ecosystem.

Results in 2030

At least 10 new circular, innovative activities that perfectly align with the strategically important value chains of the companies already established in our port have been realised. Customer Intimacy is naturally integrated into our organisation. Existing and new customers will therefore be structurally and extensively screened, in the context of ‘knowing your customer’, to guarantee trusted and long-term customer relationships.

Outlook towards 2035

By 2035, the competitiveness of our industry will have been strengthened, partly due to the impactful contribution of North Sea Port, through the investments realised here.

Illustrative Project



Customer Intimacy as our company model

The #wavemakers of North Sea Port (our colleagues) work daily on strong, personal relationships with our customers. This allows us to understand their goals and challenges, both short-term and long-term. In this way, all colleagues contribute to what we call: Customer Intimacy – our way of working.

We facilitate our customers in the energy and raw materials transition.

Despite the significantly changed economic and geopolitical situation, our sustainable ambition remains clear: net zero by 2050. We support the industry in its CO_2 reduction by ensuring the availability of green and low-carbon energy and circular raw materials. We also develop CCUS projects (Carbon Capture, Utilisation and Storage) together with local and European partners. Additionally, we realise connecting infrastructure with our partners, which is essential for the transitions and strengthening collaboration between different clusters. Within Smart Delta Resources, energy- and resource-intensive companies in the Flemish-Dutch Scheldt Delta region have joined forces in a unique cross-border collaboration between industry, the port, knowledge institutions, grid operators, and governments. All of this enables our industrial cluster to ambitiously reduce CO_2 further.

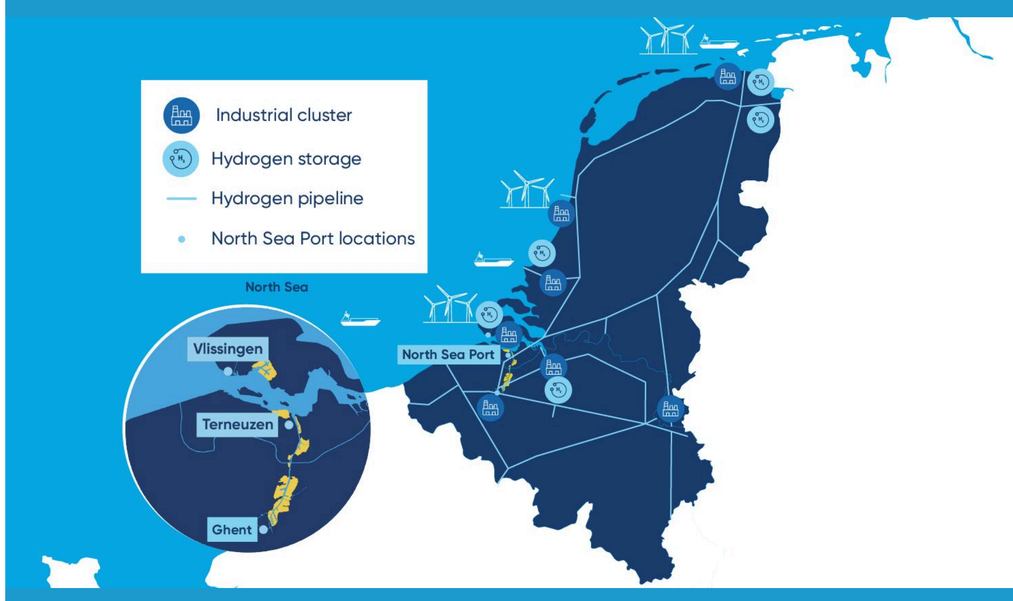
Results in 2030

Important investment decisions have been taken and implemented to achieve the net zero goal by 2050. Examples include projects for electrification, CO_2 and hydrogen infrastructure, and industrial projects that have high potential for CO_2 reduction among our customers.

Outlook towards 2035

Towards 2035, developments in the energy and raw materials transition will follow rapidly, leading to the reduction of 8 million tonnes of CO_2. The realisation of multiple flagship projects will lead to the further expansion of cross-border CO_2 reduction projects and sustainable energy supply projects, such as the 380kV connection in Zeelandic Flanders.

Illustrative Project



Cross-border H_2 infrastructure

A cross-border network of pipelines is being constructed to transport hydrogen within, from, and to our port area. The Dutch Hynetwork Services and the Belgian Fluxys hydrogen are collaborating on this unique cross-border infrastructure.



380kV connection Zeelandic Flanders.

The 380kV connection expands the high-voltage network towards Central Zeeland and Zeelandic Flanders. This is necessary to enable large-scale electrification for existing companies in Zeeland as well as new projects.

We attract essential cargo flows for the energy and raw materials transition.

To realise the energy and raw materials transition, we focus on attracting even more essential cargo flows. This includes green molecules and energy carriers, hydrogen carriers, recyclable and renewable materials (such as scrap), circular carbon, alternative building materials, and alternative fuels.

In this way, we continue to work towards our ambition of becoming a major European hub for sustainable molecules by 2035, for example, through developments such as Deep-C Circular (Sloe area) and North-C Circular (Ghent Canal Zone). Furthermore, with an eye on the future, we aim to develop a roadmap towards a fossil-free port in collaboration with our customers, governments, and other stakeholders through ongoing dialogue.

Results in 2030

We have increased the share of sustainable cargo flows in our total throughput via sea freight. The import capacity for hydrogen carriers has reached up to 3 Mt by 2030.

Outlook towards 2035

By 2035, North Sea Port will be a major European hub for sustainable molecules, and the import capacity for hydrogen carriers will further increase from 3 Mt to 7 Mt.

Illustrative Project



Deep-C Circular

Deep-C Circular is a 40-hectare site with a high-quality deep-sea quay. This unique development location focuses on the import of hydrogen (carriers) and circular materials, and the associated manufacturing and process industry.

We increase our resilience and invest in the safety and security of the port within its surrounding area.

A safe and resilient port within its surrounding area is essential. Safety and security risks are increasing worryingly. The resilient society and strategic autonomy of countries are under pressure. This also creates a mandate for ports, and reducing these risks is crucial – for the safety and liveability of the surrounding community, just as much as for the economy. We take responsibility by actively making targeted investments and fulfilling our role as Connector. We invest in strengthening the port and its surrounding area. We make our contribution to societal issues visible and ensure that it is supported by the surrounding community.

We invest in the safety and security of the port within its surrounding area.

Through intensive collaboration with our customers, authorities, and other ports, we continuously raise the safety and security level in our port and its surrounding area. We invest heavily in physical safety and security measures and actively cooperate to exclude undermining criminality from our port. We strengthen our intelligence picture and proactively share our data (on nautical, environmental, and digital safety/security) where necessary with partners who have an interest in this. We also focus on monitoring high-risk areas, using cameras, smart techniques, and sensors. This improves control over entry and exit and increases surveillance of these areas. In this way, we not only strengthen prevention but also actively increase the apprehension rate of criminals.

Furthermore, together with our customers and governments, we safeguard the environmental and ecological safety of port activities. For example, the storage and transport of new energy carriers require attention in terms of safety. North Sea Port, together with customers and competent authorities, ensures that this occurs safely and carefully, also for the protection of the surrounding area and its residents. Our commitment to safe infrastructure and monitoring the cumulative safety aspects of port development is an important part of the societal dialogue with our surrounding area and stakeholders.

Results in 2030

To bring the entire Sloehaven under surveillance, investments have been made in extending the physical fencing from 3 to 9 kilometres. This has been supplemented with a digital fence. A digital shield has also been implemented in the Flemish part of the port to better control access to the port. Together with our customers – in line with our Customer Intimacy approach – we have ensured that all ISPS-obligated companies in the North Sea Port area not only comply with legal requirements but also with the higher standards applied in the Hamburg-Le Havre range. Significant investment has been made in doubling our surveillance and enforcement capacity to guarantee a higher level of safety. We have strengthened nautical safety by reducing the number of incidents by at least 50%, and we include monitoring of the current safety status in the safety barometer.

Outlook towards 2035

By 2035, we will have established an integrated risk monitoring and management system for safety and security across the whole of North Sea Port, to increase general security and reduce risks.

Illustrative Project



Digital and physical enclosure

North Sea Port reinforces surveillance of risk areas and control over entry and exit with physical fencing, supplemented by a digital shield around the port. Together with our partners, we thus safeguard a secure port environment and contribute to an attractive business climate.



Safety Barometer

The safety barometer provides a summarised overview of the current safety status in the port. This allows us to strengthen safety, and signal and address unsafe situations in a timely manner.

We strengthen the resilience of our port.

North Sea Port is a strategic maritime artery that, with its physical and digital infrastructure, is of vital importance to the economy and society. Disruptions to traffic flow, sabotage to physical infrastructure, or cyberattacks can cause major societal upheaval. By strengthening our resilience, we ensure that, in the event of a threat, we can better protect our interests and limit the impact on customers and the environment. This mainly concerns shipping, physical infrastructure, cybersecurity, and information security.

We therefore work closely with other seaports as one strong maritime network. We respond quickly and resiliently to threats to our physical or digital infrastructure, or to disruptions in traffic flow. North Sea Port is well prepared to fulfil its military and societal logistical role. We deliver a crucial contribution to defence and military mobility, partly by enabling the dual use (combined civilian and military use) of our infrastructure and port facilities. An example of our years of experience and an important project in our contribution to military deployment is our role in the Host Nation Support projects.

Results in 2030

A national cybersecurity platform has been realised in the Netherlands and intensive collaboration with seaports in Flanders has been established. To fulfil our military and societal logistical role in the field of defence, targeted exercises and evaluations take place annually. Our contribution to our military logistical role has been further strengthened with investments in the dual use of port infrastructure. To this end, together with Defence and our customers, efforts have been made to realise additional port capacity for military deployment.

Outlook towards 2035

Moving forward to 2035, together with our partners, we will ensure that we can effectively manage risks and that these, in line with other seaports, will remain at the risk level we have predetermined.

Illustrative Project



Cybersecurity Platform

The Cybersecurity Platform FERM enhances digital resilience and robustness in the Dutch seaports of national importance. FERM focuses on limiting the (physical) impact of digital disruptions in the crucial chains within the seaports.



Host Nation Support projects

North Sea Port has years of experience in supporting defence and facilitating military transports under the framework of Host Nation Support. North Sea Port facilitates commercial projects that serve the national interest and monitors the progress of port operations.

We create space for targeted growth in line with our ambitions for the raw materials transition, energy transition, and sustainable multimodal logistics.

The configuration of land and environment is under pressure. Choices must be made about how and where to make space, without jeopardising our ambition to strengthen our role as a leading European port in the energy and raw materials transitions. In addition to optimising existing port space, there is also a need for extra space. The energy and raw materials transition demand sufficient (environmental) space. Therefore, the scarce available port space must be reserved for companies that demonstrably contribute to a sustainable industrial-logistics ecosystem. In doing so, we will closely monitor the balance required by the shareholder mandate within the triangle of economic development, sustainability & climate, and financial performance, alongside the preconditions of safety and liveability. North Sea Port will actively take on a targeted and developing role in this.

We prioritise the development and infill (densification) of sites within the port area for port and water-bound activities.

We prioritise strengthening strategically important port and water-bound activities. For example, we will focus on the (re)development of sub-areas in the port, such as Deep-C Circular and North-C Circular. This space, in line with the shareholder mandate, will be used for the energy and raw materials transition of businesses and for strengthening our multimodality. At the same time, we are working in broad collaboration to strengthen the green-blue infrastructure, both within and around our port area. This includes buffer zones and the realisation of coupling areas and nature compensation, where we focus on combining liveability, biodiversity, and green-blue objectives.

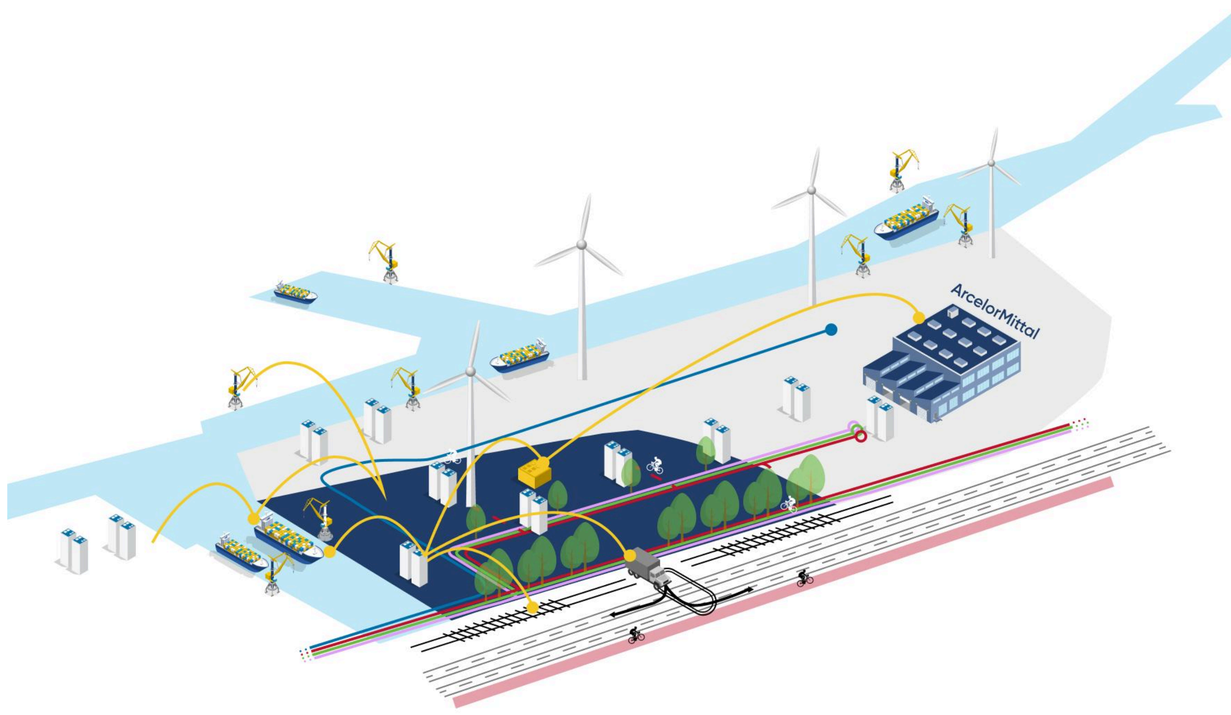
Results in 2030

In partnership and consultation with governments, 350 hectares within the current port boundaries have been purposefully redeveloped and better utilised. Our port nature and climate adaptation plan, through which we resolutely commit to nature development and climate adaptation, including countering salinisation and improving water availability, has been implemented.

Outlook towards 2035

Towards 2035, we will continue to efficiently utilise the space within the port boundaries and reissue freed-up space for port and water-bound activities. We also maintain a strong focus on the realisation of green-blue infrastructure and a climate-robust port, with securing (fresh) water availability as a continuous point of attention.

Illustrative Project



North-C Circular

North Sea Port is collaborating with ArcelorMittal Belgium and the Flemish government on the development of 150 hectares of industrial terrain (site preparation, provision of infrastructure, and access), enabling ArcelorMittal Belgium to take major steps in the energy and recourse transition.

We acquire and develop sufficient space to facilitate the growth of our port and water-bound companies.

We work with our partners on a clear vision and agreements regarding the acquisition and targeted development of extra space, which is essential for realising our growth objectives in the energy and raw materials transition and multimodality. The targeted expansion of port and water-bound activities in this new space will contribute to societal and economic added value and help to achieve national and European objectives, such as strategic autonomy, resilience, economic development, and climate neutrality. With this space for growth, we aim to create added value and impact, and to engage in dialogue about this with our surrounding community. Many of these ambitions require both physical space and environmental space, within and around our seaport. In addition to the smart utilisation of existing port sites, we will acquire and develop additional sites in phases.

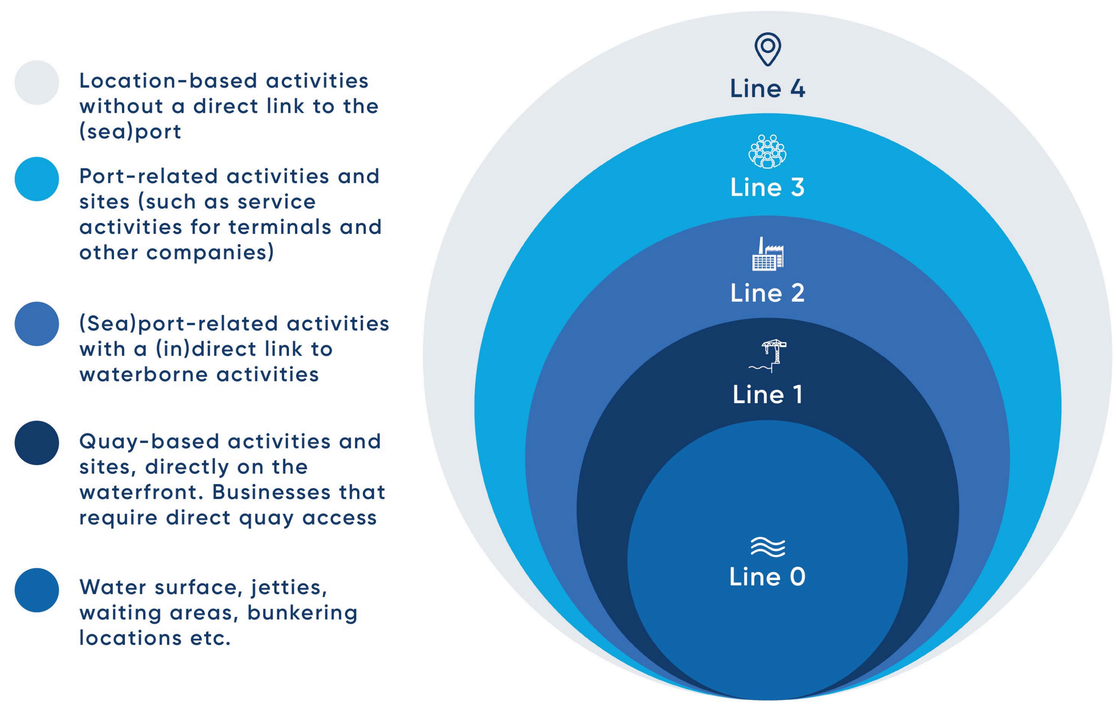
Results in 2030

Port expansion, including the acquisition and development of each sub-area, has been targeted and initiated in close consultation with the competent authorities.

Outlook towards 2035

Towards 2035, we aim to have issued the additionally acquired space.

Illustrative Project



Spatial Development Strategy for the port

The Spatial Development Strategy (ROS) is a spatial vision and development perspective for our ambitions as a leading European port. It contains supported choices for better utilisation and targeted growth of the port, and provides direction on which type of business activity fits where within our port.

We realise and accelerate the implementation of smart and sustainable port infrastructure.

In addition to our growing role in industry and the energy and raw materials transition, North Sea Port remains a crucial hub in the European transport network. With technological innovations, we make transport smarter, more sustainable, and safer, which is essential to remain competitive. Our port infrastructure is decisive in this. Together with and in support of our partners, we invest in new infrastructure to facilitate our ambitions for the energy and raw materials transition and multimodal connections.

Many important projects are planned for the coming years that are crucial for the port, the established industry, and our surrounding area. Many of these projects are national initiatives, often supported by Europe, and of great importance for the earning capacity of the Netherlands and Belgium. We ask our infrastructure partners and governments, in collaboration with North Sea Port, for a strong ambition to realise and accelerate the implementation of these projects in and towards the port area. This includes cross-border rail and pipeline infrastructure, waterways, electrification projects, the landing of green energy, and improving the accessibility of the port area.

We make our existing port infrastructure smarter and more sustainable.

We make our infrastructure and space smarter, safer, and more sustainable by collaborating with customers and stakeholders. We achieve this through climate-adaptive spatial use, sustainable projects, and data- and risk-driven inspection and maintenance work. With innovative, data-driven solutions, we will be able to work smarter, more efficiently, and more sustainably. In support of our Customer Intimacy approach, we are continuing to build a digital twin of our port space and infrastructure to improve data exchange and communication. In this way, we manage and ensure the optimal availability and utilisation of port area and infrastructure.

Results in 2030

CO_2 emissions for the construction of our infrastructure have been reduced by a minimum of 40% for construction equipment, such as excavators, cranes, and trucks, and by a minimum of 20% for the construction materials used. Also, the (digital) evolution of the Geographic Information System (GIS) and the Building Information Model (BIM) for port infrastructure has been realised.

Outlook towards 2035

As part of our Customer Intimacy approach, we have realised a complete digital twin of our port area and infrastructure.

Illustrative Project



Smart inspections of port infrastructure

With smart inspections, the condition of our port assets is monitored by advanced technologies such as sensors, machine learning, and AI. They enable us to manage our assets better and more effectively. The reliability and availability of port infrastructure for our customers consequently increase.

We realise and facilitate new future-proof port infrastructure.

Together with our partners, we realise and facilitate strategic infrastructure projects that are essential for the growth and accessibility of our industrial-logistics cluster as a leading European port. It concerns a broad range of projects that must be implemented in the short term, with due regard for cross-border cooperation. All these projects are necessary for our customers.

These (cross-border) projects focus on the energy and raw materials transition, strengthen multimodality, and improve the accessibility of the port area. In the context of a resilient society, we must also further strengthen the possibilities for dual use – combined civilian and military use.

The Ghent-Terneuzen Canal will be further optimised so that the North Sea Locks can be better utilised. This offers significant advantages for lock occupancy, operational functioning, safety, reduction of pressure on the nautical chain, and limiting salinisation. Important steps must become visible in the coming years in the realisation of the cross-border rail infrastructure project Rail Ghent Terneuzen. Simultaneously, far-reaching road projects are taking place in and towards the port area, including the R4WO and the Midden-Zeeland route. Accessibility for employees cycling in the port area will also be further improved.

In the short term, there is a great need for structurally available space for cables and pipelines in our port. Finally, we are working with partners on crucial projects for CCUS and/or the transport of sustainable molecules via water, in light of the intended industrial CO_2 reduction of 8 million tonnes.

Results in 2030

To achieve the goal of growth, accessibility, and dual-use capacity of our industrial-logistics cluster as a leading European port, the necessary investment decisions have been taken, realised, and implemented. This includes Rail Ghent Terneuzen and supplementary projects for military mobility. It also includes the optimisation of the Ghent-Terneuzen canal, allowing lightering in the Massagoedhaven. To improve the accessibility of our port for employees, North Sea Port has constructed 30 km of additional cycle paths in the port.

Outlook towards 2035

By 2035, the Ghent-Terneuzen Canal will be further optimised, allowing larger ships up to 45 metres wide to navigate the canal.

Illustrative Project



Rail Ghent Terneuzen

The Rail Ghent Terneuzen project, a collaboration between ProRail, Infrabel, and North Sea Port, aims to improve the cross-border rail network between Ghent and Terneuzen. By resolving bottlenecks in rail freight transport, capacity will increase, and the railway will become safer, more robust, and more reliable.



Optimisations Ghent-Terneuzen Canal

As a first optimisation, the canal from the North Sea Locks to the Massagoedhaven must be deepened, and the quay at the Massagoed must be adapted. This will allow larger vessels navigate the canal and to be lightered behind the North Sea Locks.

We strengthen our governance for effective and sustainable supply chain connections.

Geopolitical developments make further European cooperation essential. This requires, among other things, more effective chain integration, the decarbonisation of logistics chains, and stronger multimodal connections with the hinterland. We are committed to further advancing multimodality and smart logistics flows, to continue proving ourselves as a versatile European multimodal network.

We strengthen our governance for an effective nautical-logistics chain.

We strengthen our steering role over the nautical-logistics chain. Together with chain partners, such as other European ports, we develop smart port infrastructure and a digital platform that enables our customers to operate cost-efficiently and sustainably. With North Sea Portal as a central platform, the journey up to the quay can be planned reliably, increasing efficiency for our customers. A stronger steering role over the nautical-logistics chain ensures greater commercial resilience and the operational flexibility required to switch rapidly in the event of disruptions. With safety, efficiency, and punctuality in mind, we aim to take the management of vessel traffic in our port and on the Ghent–Terneuzen Canal under our own direction.

Results in 2030

With the launch of North Sea Portal, reliable travel planning is possible up to and including the quay. The average waiting time has been reduced by a minimum of 50%.

Outlook towards 2035

By 2035, we will have digital solutions, such as a digital twin, that will ensure more efficient and better monitored operations in the port.

Illustrative Project



North Sea Portal

North Sea Portal is the customer-oriented final piece of the digital port environment. It offers a one-stop-shop for the port community to streamline their logistics processes and associated digital services and information exchange.

We facilitate the strengthening and expansion of the number of open intermodal connections.

In our growth as a leading European port, we ensure an expansion of the number of open intermodal connections for our customers, via deepsea, shortsea, inland shipping, pipelines, and rail. Regular scheduled services to important logistics hubs contribute to a better modal split and promote more sustainable transport, in line with our ambitions. This includes, for example, new inland shipping connections to Northern France and Germany and improved connections with the ports in the Netherlands and Flanders. We strengthen our connections with major logistics hubs, further increasing efficiency and accessibility as a leading European port.

The realisation of new truck parking facilities is also essential for the accessibility of the port, as well as for the well-being of drivers and the liveability around the port area.

In line with the declarations of intent with Infrabel and ProRail respectively, we aim to increase the share of rail transport from 9% to 15%. A rail infrastructure project like Rail Ghent Terneuzen is crucial for this.

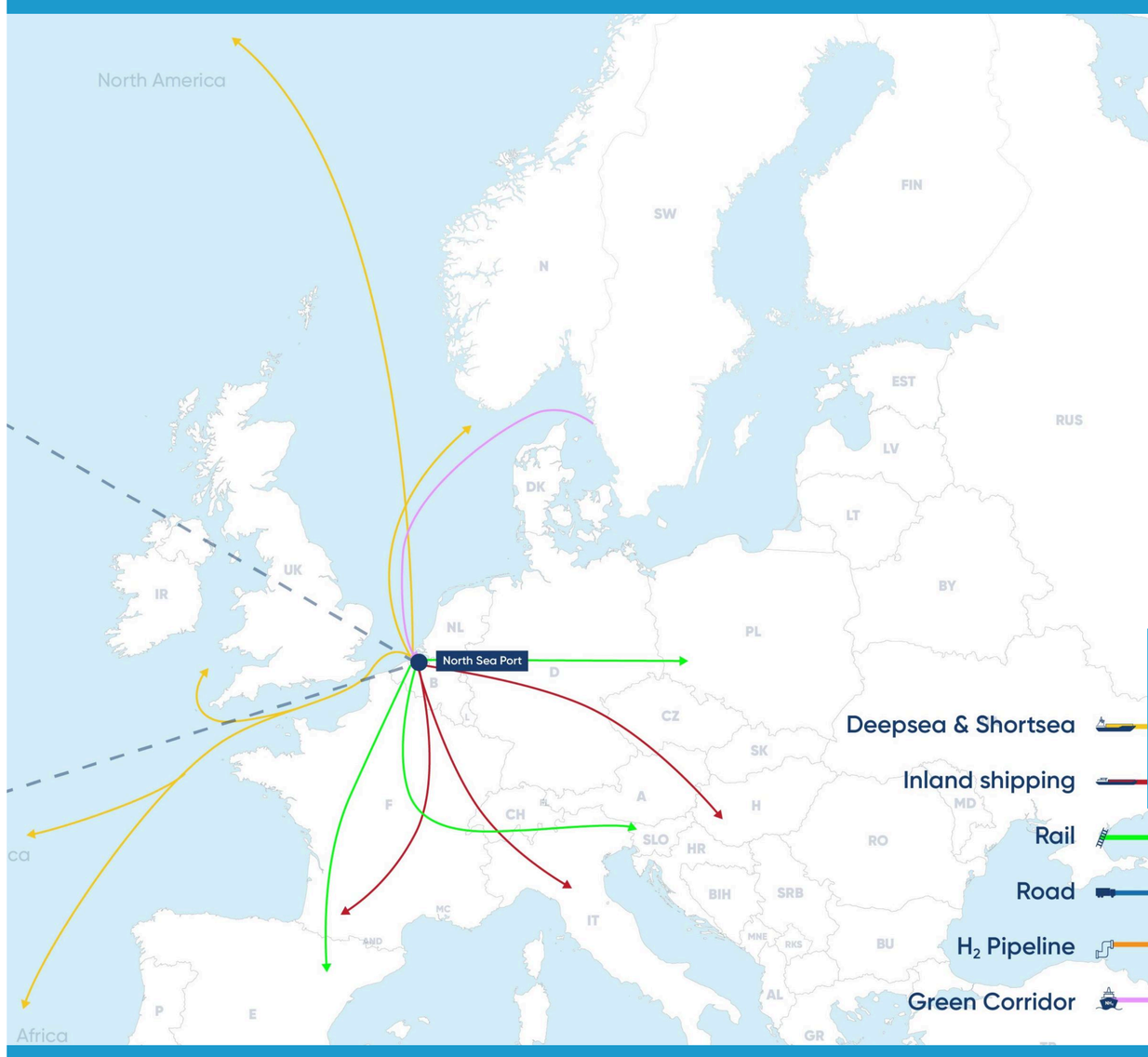
Results in 2030

The number and diversity of open intermodal connections have been increased. Two new truck parking facilities have been facilitated with associated charging capacity – one for the Sloehaven and one for the Canal Zone. In strengthening multimodality, the share of rail transport has increased towards 15%, as stated in the declarations of intent with ProRail and Infrabel. We have maintained the share of inland shipping at a minimum of 60% and expanded the number of shortsea connections.

Outlook towards 2035

Towards 2035, we will create more robust, efficient, and sustainable logistics connections, making us more resilient and flexible and strengthening our European position.

Illustrative Project



More ‘open’ intermodal connections

By having more ‘open’ intermodal connections, our customers transport their goods more frequently and optimally to and from the hinterland. To this end, diverse intermodal operators must be active in our port. Optimising Single Wagon Load transport also leads to an improved mix of modalities appropriate to the desired modal split.

We make the nautical and logistics chain more sustainable.

We are committed to the sustainable transition of the entire logistics chain, from our port to the European hinterland connections and outside Europe. We invest in greening our corridors by working with our customers to accelerate the fuel transition and electrification. We do this partly by developing new bunkering options in North Sea Port along these strategic corridors.

We make nautical and logistics activities more sustainable through better chain collaboration and facilitate the realisation of projects such as shore power, Green Shipping Corridors, and Clean Energy Hubs. We focus on a multiplicity and safe bunkering of alternative fuels in the port. North Sea Port also has a strong ambition for its own organisation towards climate neutrality, with a phased reduction of Scope 1 and 2 emissions.

Results in 2030

We have reduced CO_2 emissions in nautical and logistics activities. We are multifuel-ready and fully prepared for the safe bunkering of alternative fuels in the port. The port authority itself has achieved an 80% reduction in Scope 1 and 2 emissions.

Outlook towards 2035

By 2035, North Sea Port as a port authority will be 100% climate neutral for Scope 1 and 2 emissions.

Illustrative Project



Green Shipping Corridor between North Sea Port and Port of Gothenburg

The coalition of DFDS, North Sea Port, Port of Gothenburg, and Port of Antwerp-Bruges is collaborating on greening the shipping corridor between Sweden and Belgium.

Finally

Impact 2030 cordially invites you

In the introduction, we stated that we want to realise this revised strategy together with governments, partners, customers, and other stakeholders. In fact, only by working together can we achieve the necessary impact and make a meaningful contribution to addressing societal challenges. North Sea Port does this with 250 dedicated colleagues, our #wavemakers.
Impact 2030 is an open invitation to jointly shape and accelerate the strategic development of our Dutch-Flemish port area. For greater impact and added value. Each from their own role and responsibility. Impact 2030 already provides a clear outlook on what our customers, our governments, our communities, and many other stakeholders can expect from us by 2030 – with a view towards 2035.

Together. Smarter.

North Sea Port

northseaport.com