

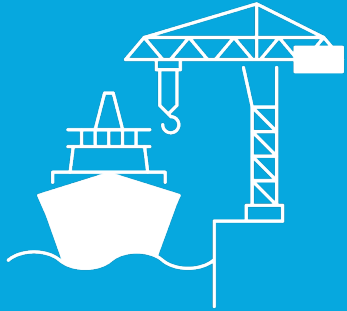


A transition
in full throttle

Central European location: 60 km from Vlissingen to Ghent



Among the top 10 ports in Europe – creating value



Goods traffic
Hamburg - Le Havre range

7

550
companies

Goods traffic
Europe

10

102,000
jobs

Added value
Europe

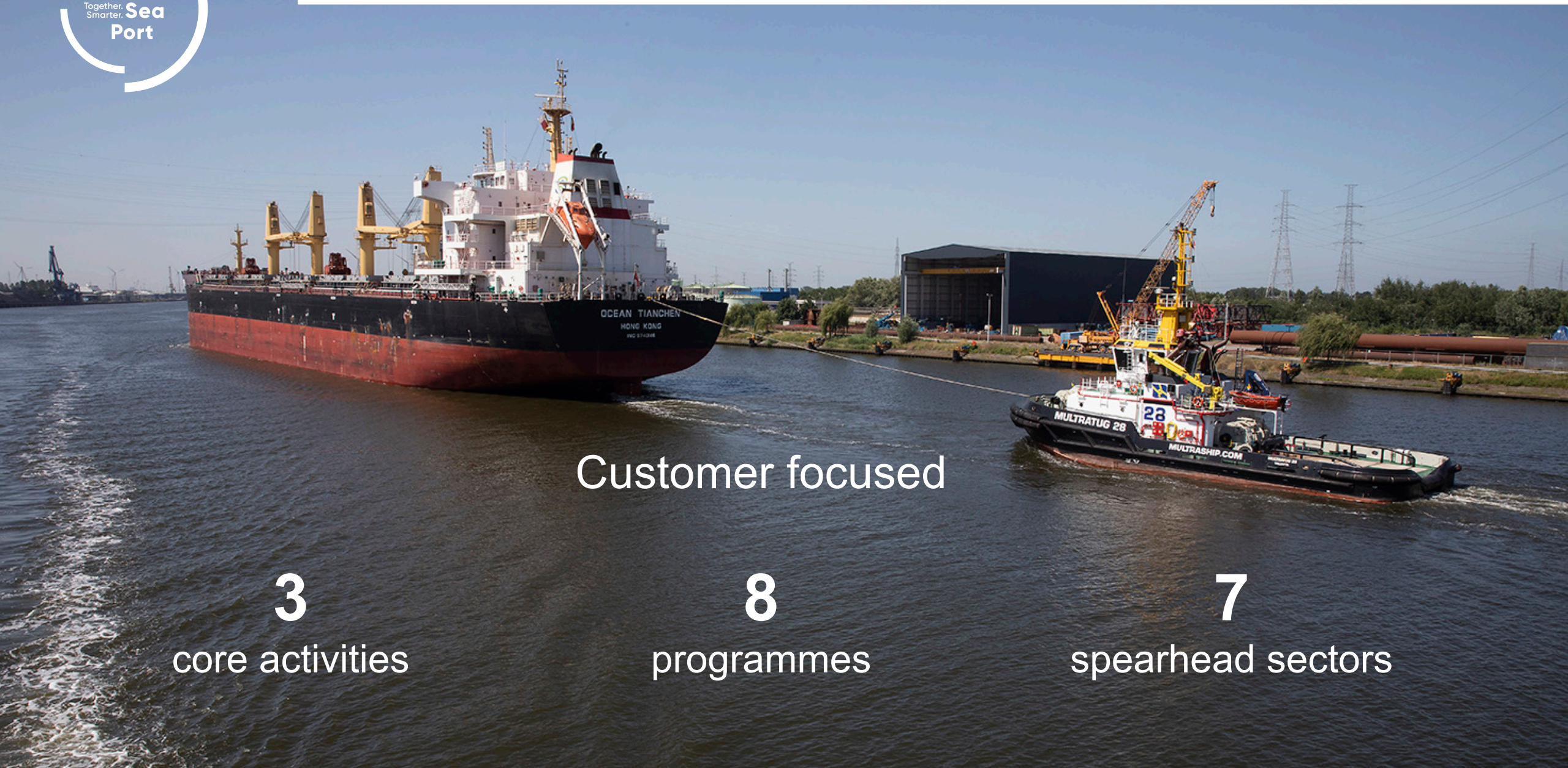
3

12.6 billion euros
added value





Ambitions



Customer focused

3

core activities

8

programmes

7

spearhead sectors

Biofuels and beyond

North
Together. Smarter.
Sea
Port

Pioneer in production: start 2005

- Waste based bio-diesel by Cargill
- Steeanol by ArcelorMittal

8 programs

**Digitalisation and
*data community***

**Invest in
*climate***

**Working with
local communities:
*license to operate***

**Invest in
*circular economy***

**Invest in
*energy transition***

**Connector of
collaborating
parties**

**Strong
*logistics chains***

Port infrastructure



Investing in the circular economy

Circular economy

- Ambition: climate-neutral Europe
- Transform old processes
- Residual, waste and energy flows become new raw materials
- Seeking new parties, such as research institutes and startups

2025

- Cluster area of 150 hectares for circular projects
- 10 innovative circular activities
- Complementary to the 7 spearhead sectors (food and feed, steel, energy, building materials, chemicals, value added logistics, automotive)

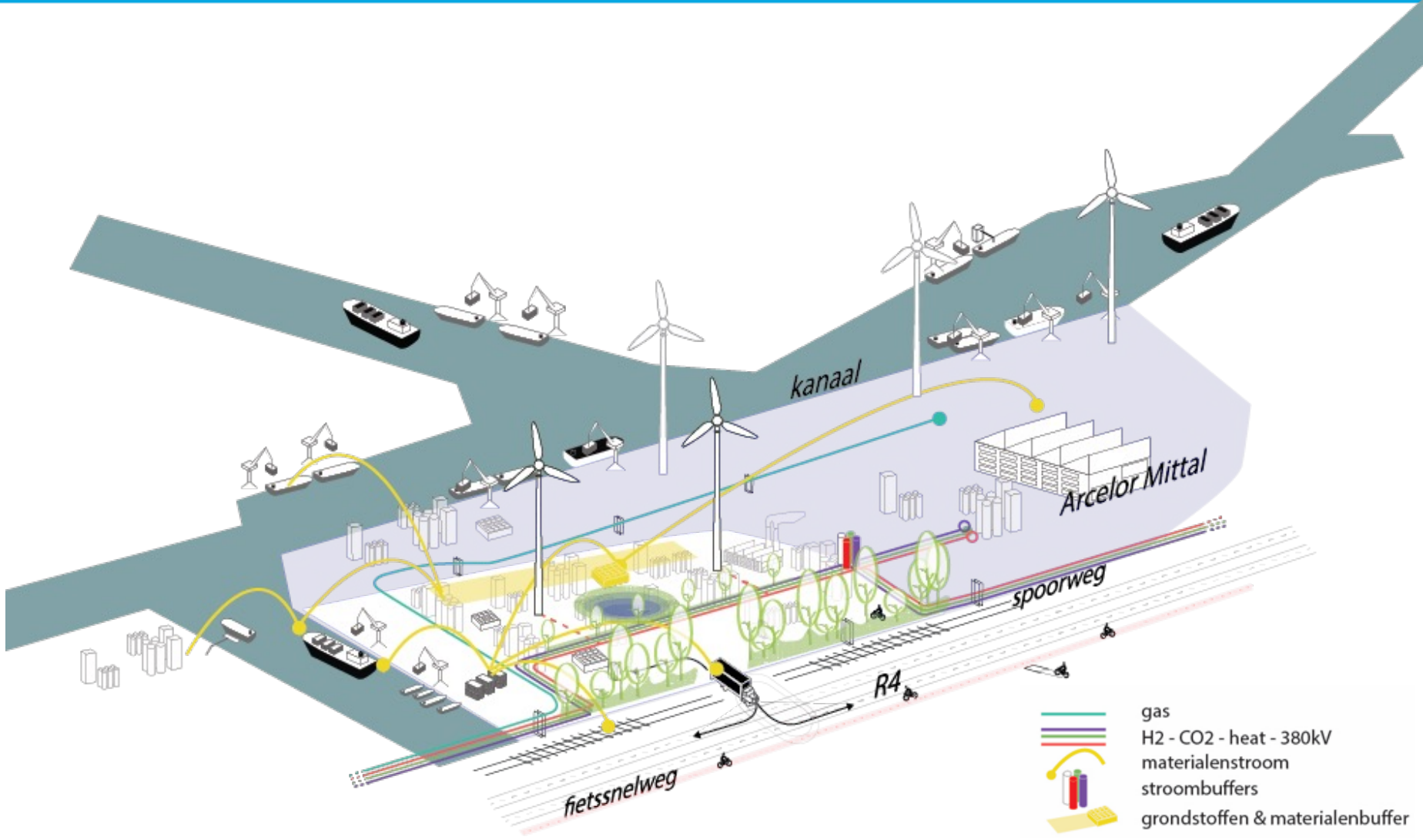




Zeeland Refinery



Rodenhuize North – North-C Circular/ArcelorMittal





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