

ELmawani



#ISSUE 02 DECEMBER 2023

NEOM Club Concept,

*The Royal Entrepreneur
Ambassadors of the
Megacity Project,
Proposal Targeting
Great Investments*



Navigating Prosperity:

*Scottish Marine Ports
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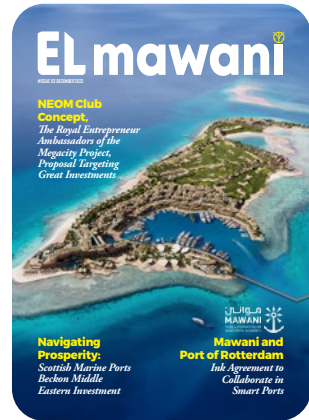
Editor's Note

It is certain that the new strategy announced by His Excellency, the President of the Saudi Ports Authority (Mawani), Mr. Omar bin Talal, in the upcoming period, will seek along with the national strategy for transport and logistical services to effectively – as confirmed by His Excellency the Minister of Transport and Logistics, Engineer Saleh Al Jasser – increase the demand for human resources and expand the offering of attractive job opportunities to the young men and women of the Kingdom in this vital sector, reaching one million job opportunities by the year 2030. This represents a leap into a new future in the journey of maritime transport and logistical services according to Vision 2030, thereby transforming the Kingdom into the largest logistical hub in the world, benefiting from its geostrategic location as a junction of three continents.

Through more than 160 projects, as announced, and increasing the capacity in Saudi ports to more than 40 million standard containers annually, the Kingdom's market share of regional shipping will rise to 45% and the occupancy rate of the ports to 70% of their capacity. This will drive an improvement in the Kingdom's international ranking index to the 10th position from the 49th, which is a "leap" for Saudi ports amidst global demographic shifts, the global economy, regional trends, and the international challenges that beset the region. The reshaping of logistical networks and supply chains will have significant repercussions on the maritime industries, especially in light of a recently published report confirming the growing dominance of Asian economies on the global economy.

Hence, came the wise vision of His Royal Highness the Crown Prince, Prime Minister, Prince Mohammed bin Salman, and his proposal to establish the economic corridor linking India, the fifth-largest economy in the world, passing through the ports of the Middle East, and reaching Europe, considering it a part of global partnerships. This corridor complements without intersecting with other logistical corridors, and it suffices to know that in 2021, Asian economies constituted 43% of maritime exports and 64% of imports. In addition, four of the top five countries providing seafarers in the world were located in Asia. From here came the vision of the Crown Prince and the leap over the impossible!

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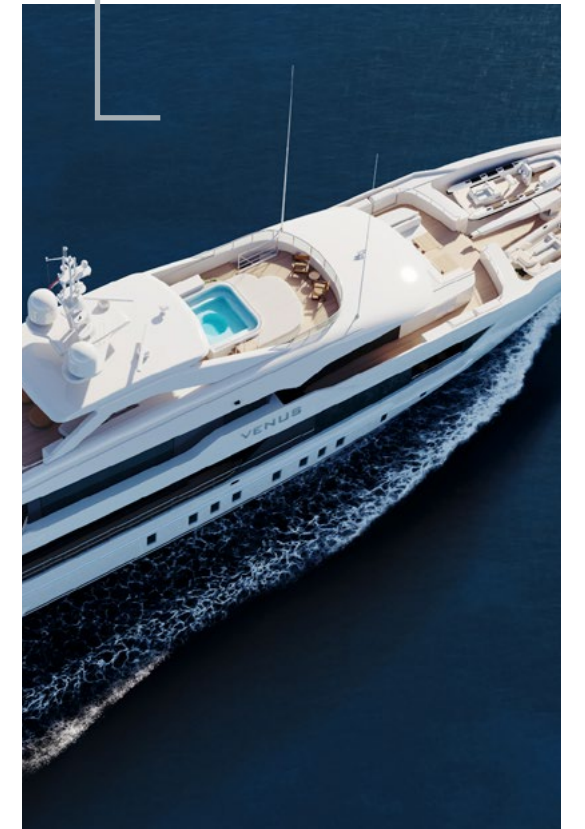
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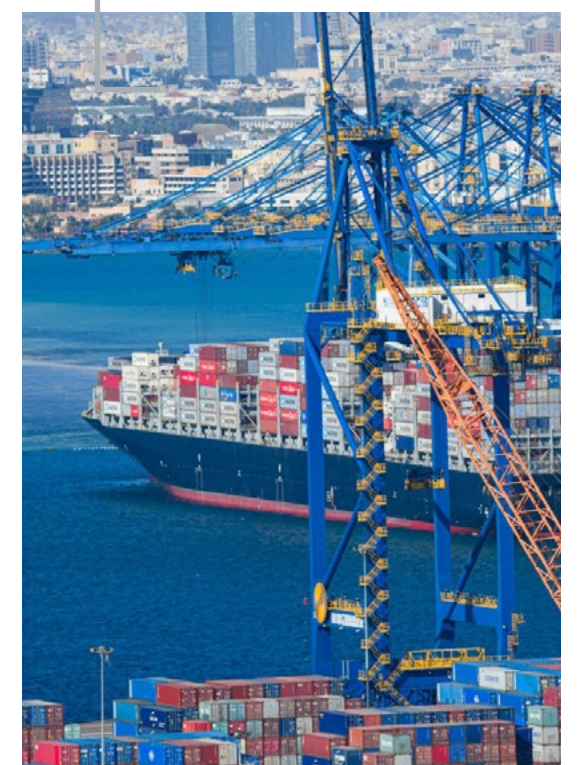
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MARIA K. BAKALAKOU WRITES: NEOM CLUB CONCEPT, THE ROYAL ENTREPRENEUR AMBASSADORS OF THE MEGACITY PROJECT, PROPOSAL TARGETING GREAT INVESTMENTS



As we envisage the future of luxury tourism and sustainable development for the Kingdom of Saudi Arabia, NEOM represents a bold new frontier, stepping boldly on new waters waiting to be explored. But as the venture develops, the leading teams must steer it with a clear vision and well-charted course.

NEOM represents not just the future of luxury tourism in a new region but also a sustainable development and environmental stewardship for the coming decades.

The Kingdom proved that it is undergoing modernization and has

become more organized, thanks to the vision of Crown Prince HRH Mohammed bin Salman, standing ready to rival the UAE, the “Switzerland of the Middle East” in order to become the “Monaco of the Middle East”. However, it has to exert efforts to tackle the critical issues of environmental impact and

sustainability head-on.

Concerns: NEOM, a project that seeks to redefine luxury tourism, must ensure an extensive communication strategy with the world. Questions derived from my profession and over Superyachting around environmental impact and sustainability are critical.

Are water bodies around NEOM totally charted for Superyachting? What is the plan for the discharge of bilge waters to minimize harm to the coastal ecosystem? As we anticipate thousands of dives, how will the reefs be impacted and protected? Have arrangements been made for cultivating and preserving mangrove colonies? What will the yachting itineraries look like, and will a shipyard be established along the coastal zone? Efficient transportation will be another essential feature for this modern city.

Is there a plan for a fast train system that connects the coast to the major cities, accommodating workers and visitors alike? When it comes to investments and marketing, what strategies are in place? How will NEOM uphold sustainability protocols to safeguard the reefs and local biodiversity? Where will the artisan village be located that showcases local craftsmanship and heritage, and to add a local color all Ultra-High-Net-Worth Individuals (UHNWI) would seek for?

LinkedIn Quiz: Recently, a surprising revelation came to light when a NEOM marketing team posted a LinkedIn quiz asking if boat owners would traverse the Suez Canal to reach NEOM. A note of clarification: in yachting terms, boats refer to small vessels less than 24m, hence would lack the fuel autonomy to make such a journey. This oversight reflects a neglect of the Superyacht clientele (the target group for this venture) and disregards the investment by the Public Investment Fund (PIF) in all over regional yacht ownership, charter, services and operations.

Moreover, some comments including mine were deleted by the marketing team and this fact rather sparked my intention to write this article.

My projects: Nevertheless, and just for the history, seven years ago, my journey with NEOM began when I was entrusted with a project for KSA and I delivered a new city project within the Kingdom. It was

bittersweet to learn that it was already an ongoing government initiative!

My subsequent ventures included a Marina as an ideal stop between NEOM and Jeddah, and the “NEOM CLUB”, a global communication platform for the NEOM venture, offering Saudi leading teams an opportunity to showcase the model outside the country and attract investors through reciprocal investments.

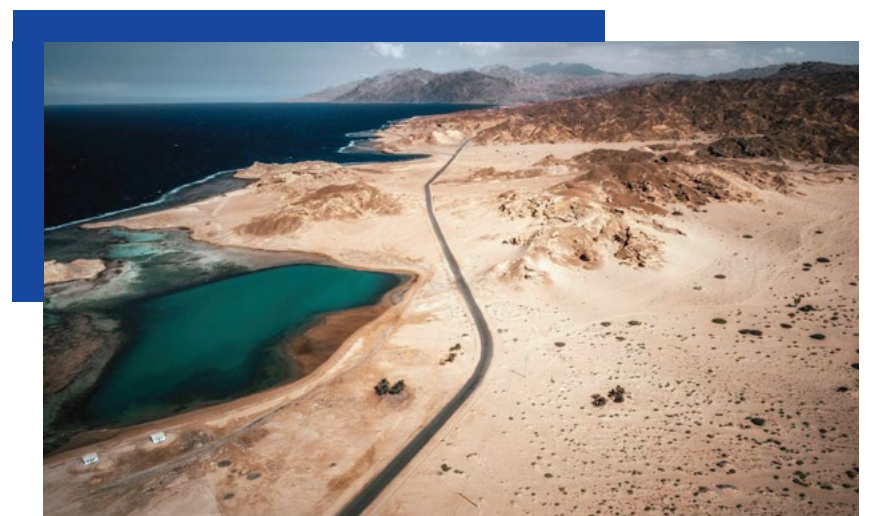
Proposal: To cater to the target audience of Superyacht clientele, NEOM needs more than casual quizzes and influencer promotions. Instead, it requires a sophisticated approach, under the auspices of the Ministry of Foreign Affairs, to align with the significant investment by the Public Investment Fund (PIF).

My project when delivered was stating

reciprocal investments for the NEOM venture and envisions some of the most influential personas, including the imprisoned princes - significant entrepreneurs who have contributed to the Kingdom’s fortune, becoming Ambassadors of the plan.

Communicating the NEOM project to international audience: As a 500-billion dollars megaproject, the approach had to be based on highlighting economic and political opportunities, such as:

• **Investment opportunities:** The Saudi’s Governmental should provide a firm commitment to the project as a guarantee that the investors will benefit once the project is finished and promote the opportunities in each sector strongly through the NEOM CLUB investment hubs or by inviting the principal shareholders to the delegated host countries*.



• **Employment:** Building a megacity requires a vast amount of workforce and engagement of various international companies. Workers are supposed to live in comfort in the region. Moreover, the wealthy young Saudis would detach from the oil industry to be educated on new sectors as per the magnificent project of NEOM.

• **Reciprocal investments:** 14 delegated host countries are expected to accept Saudi investments from Neom Club to give the opportunity for a test model outside the country.

Investing in the NEOM project would be rewarded with the reciprocal investment from the Saudi side in a certain sector in delegated 'host countries' to test the Neom model in their ground. Embodying the NEOM philosophy, all investments in the delegated host countries should align with the principles of value, long-term, and socially responsible investing.

• **Supporting Political influence & Strategic Alliances:** Supporting the project would certainly lead to better and improved relations with the Kingdom. Heavy investment could buy a country a great degree of political influence in Saudi Arabia and could serve as a basis for the future relations. The reciprocal investments will support the Ministry of External Affairs to shape some great political bonds progressively.

• **Royal Ambassadors:** Unveiling NEOM's Vision through Royal Saudi entrepreneurs, reinventing Global Sectors through Ambassador-Countries. The strategy for global impact would involve 'Host' Countries, each embodying a distinct sector, serving as NEOM's Ambassadors to the world.

The current royal entrepreneurs who are restricted to travel would become ambassadors of the plan, to travel again in the globe with a sole scope to deliver investment agreements and the case of imprisoned princes would find a solution to this dead-end.



The chosen ambassador-countries will form the 'NEOM Global Network', aiding local operations while also greatly benefiting the parent project. This network is designed to offer:

- Exclusive privileges to NEOM Citizens (NEOM Club Card)
- Expert insights back to NEOM
- A global R&D platform for every NEOM project
- A showcase of NEOM principles to the world
- Revenue production and diversified investment
- Creation of business and employment opportunities
- Attraction of major investors & strategic alliances
- Establishment of a multinational interactive community
- Use of local/regional financing tools

• **Stability & Free Speech:** The marketing strategy should also put a heavy focus on stability. The NEOM project shows how the Kingdom has a plan for its economy after the hydrocarbon resources are completely drained.

Investors are more likely to find the project alluring if they believe their investment will be stable and beneficial in the long run, without risk for the principal investors or their workforce if any judgement surpasses the international law.

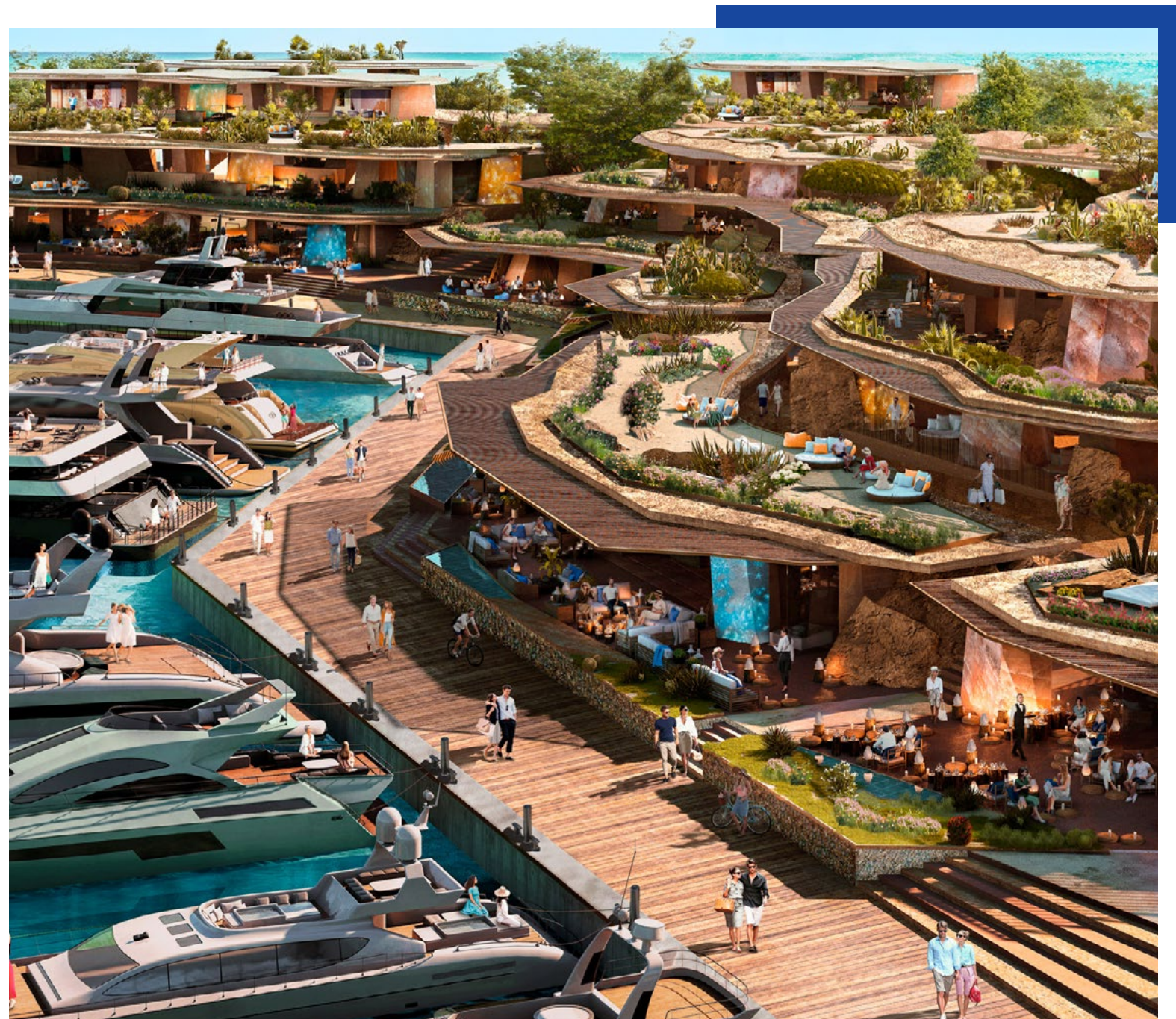
• **Events by the water:** The successful Red Sea Week has been a great pilot for more to occur and the life autonomy on board yachts would allow gorgeous events by the water by inviting the global media.

• **Superyacht contribution:** As I often say, luxury tourism spots like St. Tropez and Mykonos Island became hot destinations thanks to the rich and famous arriving in yachts. Similarly, the Arab world has influenced the Superyacht industry's scale. It's now time for the PIF to invest in a company with a +70% acquisition, to learn, operate, and enhance the national flag and class of societies in the Kingdom. NEOM would be the great super yachting season from October to May and this is all Marina & Superyacht house stakeholders to consider and promote to PIF.

Embodying the NEOM philosophy, all investments through NEOM CLUB should align with the principles of value, long-term, and socially responsible investing.

Let's reflect on NEOM's pioneering vision and its potential for a brighter future! What are your thoughts on NEOM's ambassador-countries approach? How can we best navigate these new waters? I welcome your insights and comments. Thank you.

(Bio): Boasting a career that spans 25



years, Maria has carved a niche for herself in the luxury yachting industry. Blessed to be mentored by a yacht owner and naval architect of the Greek-built Liveras mega yachts, this sparked her passion for superyachts and craftsmanship. This hand-on experience enriched Maria with a comprehensive knowledge of various aspects of the yachting industry, including ownership, retail charter, charter management & operations, marketing, procurement, and crewing.

Her diverse work portfolio includes a

multitude of companies, including shipping firms, and Arab Royal families. Major achievements include a great track of successful charters, and an optimal balance in charter management, fostering strong relationships between owners, charterers, and crew teams. Notably, she made history as the first professional female skipper in Greece, participating in open sea regattas.

Today, she has turned her discerning eye and bespoke approach to charter retail, ensuring she provides her clients with the ideal yacht, expert

negotiation, superior customer care, and itinerary design.

A visionary at heart, Maria is drawn to innovation, technology, and sustainable projects. When not involved in yachting, she pens blogs on her blog www.ecodna.art, and travels with her son to both known and developing yachting destinations worldwide, reflecting her ongoing commitment to exploration and growth. Her experience with the Saudi Royal families made her love the Kingdom and keen to relocate and assist in the Superyacht sector.



DR. CAPT. MOHI-ELDIN M. ELSAYEH TO “EL MAWANI”:

The National Industry Development and Logistics Services Programme, in relation to 2030 Vision, is the Kingdom’s signal of Many Massive Achievements.

In an interview with El Mawani, Dr. Mohi-Eldin M. Elsayeh, Dean of the College of Maritime Transport & Technology (CMTT), Arab Academy for Science, Technology & Maritime Transport (AAST&MT), emphasized that maritime education in the Arab world incorporates the prerequisites of the Fourth and Fifth Industrial Revolutions, as elements of the Fourth Industrial Revolution have been incorporated into all maritime educational curricula.

Dr. Capt. Elsayeh highlighted the importance of enhancing the Saudi-Egyptian relations and cooperation, both historically and in maritime transport. He also stressed that the program for developing national industry and logistics services, according to Vision 2030, is the Kingdom’s signal of many massive achievements amid strategic-geopolitical challenges and conflicts in the region.

Below is the excerpt of the interview with Dean of the College of Maritime Transport & Technology (CMTT), Arab Academy for Science, Technology & Maritime Transport (AAST&MT)

Q- At the outset, what is your opinion about Egyptian-Saudi relations and cooperation in maritime trade, since the two countries can be a force in this field due to their geostrategic location?

A- The relationship between Egypt and Saudi Arabia is distinguished by its strength and continuity, owing to the great prestige and qualifications enjoyed by both countries at the Arab and international levels. This is a solid and stable relationship, supported by a long history of honorable positions and common interests. It is defined by many agreements, protocols, and memoranda of understanding that herald a bright future based on partnership, strategic collaboration, and commercial cooperation in all fields. In terms of cooperation in maritime trade, a cooperation agreement in maritime transport and ports was signed between the Kingdom and Egypt to strengthen and develop cooperation in maritime transport and ports.

The agreement seeks to develop and facilitate the traffic of commercial ships between the two countries for transporting goods and passengers, to encourage trade exchange, to facilitate the movement of ships, to develop technical cooperation and training, and to coordinate the positions of the two countries in global organizations and

forums related to maritime transport.

Q- Saudi ports have made a huge leap in their infrastructure, enabling them to assume a global competitive position within the framework of Vision 2030 and the transformation of the Kingdom into the largest logistics hub in the region. How do you see this Vision?

A- The Kingdom of Saudi Arabia has designed several programs to achieve the goals and vision of its Strategic Plan for the year 2030. Among the most important of these programs is the National Industry Development and Logistics Services Program, through which the Kingdom has achieved a number of varied successes, including the launching of the Geological Survey Program, introduction of five new shipping lines, the establishment of renewable energy stations, and a rapid increase in investment in the industrial sector.

The program will also focus on improving trade, creating a local industry that is competitive in global markets, creating competitive advantages based on innovation, stimulating investments, creating job opportunities, and increasing the Kingdom’s logistical connectivity locally, regionally and globally.

Q- Maritime education is the “backbone” of any maritime industry. To what extent can we say that the Arab world has generally enhanced cooperation in this field and in the Kingdom in particular?

A- If Arab’s maritime education is mentioned, there is no doubt that we must mention the Arab Academy for Science, Technology and Maritime Transport. It is the oldest Arab maritime academy, and the Arab House of Expertise, providing education, training and consultancy services to all Arab countries. The academy plays a significant role in capacity building of Saudi cadres through empowering, training and providing consultations to delegates from the Kingdom of Saudi Arabia. In general, the level of cooperation

between Egypt and the Kingdom in the field of higher education, awarding of scholarships and the students’ conditions in both countries’ universities should be lauded.

Q- We have a union of Arab seaports working through the Arab League. To what extent do you think this will manifest an integration of Arab ports? What were the results of previous meetings regarding the unification of merchant marine ranks across the Arab region?

A- The Arab Seaports Union is one of the specialized Arab federations operating under the umbrella of the League of Arab States. It aims to develop and coordinate the fields of work of its members, strengthen ties among them, and contribute to economic integration among Arab countries. To this end, the Union exercises its duties and provides its expertise in relation to the Unified Arab Merchant Marine Ranks Initiative. This initiative is respected by the Union, but for it to be effectively implemented, it must be regulated by a legal framework applicable to all ports in the Arab countries.

The Union can contribute to enhancing Arab ports integration by coordinating member states in the implementation of new projects or the expansion of existing projects in order to meet the needs of the Arab world. Furthermore, it encourages its institutions to act as a single group in relations with other parties, and providing them with the necessary support. As for the unification of merchant marine ranks at the Arab region level, it is a good initiative, yet it must be managed by a general framework.

Q- In light of the Fourth and Fifth Industrial Revolutions, do you think that maritime education in Egypt and other Arab countries is keeping up with and interacting with the repercussions of these Revolutions, positively and negatively?

A- After the era of the COVID-19



pandemic, the world was forced to confront modern technology, especially in the realms of education, trade, and many economic sectors. Maritime education in the Arab world is engaging with the Fourth and Fifth Industrial Revolutions, having incorporated elements of the Fourth Industrial Revolution into all maritime educational curricula. Marine students are also qualified to work with all kinds of modern devices and technology through the most recent simulators, laboratories, and workshops.

Adopting the Fourth and Fifth Industrial Revolutions will create niche markets to Egyptian or Arab maritime labour, whose main problem lies in the mutual recognition of certificates between the maritime authorities, regionally and internationally, that issue these certificates.

Q- Will the use of autonomous or smart ships technology, as well as smart ports, have a negative impact on maritime education and its graduates?

A- On the contrary, the emergence of

autonomous ships and smart ports will not negatively affect maritime education and its graduates, but will add more skills that maritime students must learn. They will focus mainly on education related to modern technology and the elements of the Fourth Industrial Revolution such as digitization, automation, virtual reality and augmented reality. Our entry into the era of modern and smart technology will change the form of education and the form of graduates' jobs; for example, the task of the ship's captain can be limited to monitoring the movement of the ship from the shore and may not require their presence on-board the ship, but they must first be trained to exploit this technology.

Q- Egypt has witnessed a great "maritime renaissance" in terms of seaports and the establishment of port communities, driven by the country's interest in becoming a logistical hub that integrates with its surroundings in response to global challenges. How do you view this step and what are the common denominators in Egypt-Saudi port and logistical integration?

A- Egypt and Saudi Arabia are two

pivotal countries in the Middle East, as they together constitute about 34% of the region's population and about 39% of the Arab GDP, which makes them an important economic hub in the region.

The Kingdom of Saudi Arabia is Egypt's largest trading partner in the Middle East. The volume of bilateral trade increased in 2021, recording \$4.3 billion, compared to \$3.2 billion in 2020, a growth of 34%.

Since Egypt and Saudi Arabia enjoy strategic geographical locations as well as cultural, social and economic ties, the two countries are capable of achieving integration which will lead to a considerable positive impact on the economy and investment of both states. This is in addition to the interest of both countries in developing and establishing logistical zones and striving to benefit as much as possible from investments, accelerating financial flow operations, and improving the lives of their citizens.

Q- Unfortunately, we have failed to establish an Arab classification body, despite having Egyptian and

Arab experts in this field. What are the reasons? Is it possible, if the Arab political will coalesces, that the dream in this field can be realized?

A- Classification bodies are non-governmental organizations working in the maritime transport sector. They set standards for building and classifying ships, supervising their construction and subjecting them to periodic checks to ensure their permanent compliance with these standards. The idea of classifying ships began in 1760, and this arose from a group of insurance offices, thus it is evident that ship insurance was the primary motivator for classifying them. However, I disagree with you regarding the phrase "we have failed"; we have not failed to establish an Arab classification organization or association. There have been a number of initiatives to establish an Arab classification organization. However, we must consider that the establishment of such a classification body and its ability to compete with international organizations specialized in this field, such as the Norwegian Classification Authority (Det Norske Veritas), is not a simple task and will

require significant funding, Arab cooperation and integration, as well as patience and time for the dream to come true.

Q- Is there another dream that haunts us in the presence of an Arab shipping company similar to international shipping companies?

A- Maritime transport is the least expensive means of transporting goods, and therefore it is the main means of transporting world trade in general. For this reason, all countries, especially the developed countries, depend in their economic activity on the movement of international trade due to the large volume of exports and imports in the exchanged trade among them and various countries of the world.

Therefore, we hope that this dream will come true soon in light of the efforts of concerned parties in the Arab countries to develop commercial fleets and interest in developing seaports, as well as interest in the maritime transport industry and seaborne trade, which will reflect positively on the economy of the Arab countries. It is worth noting that the Egyptian state

supports plans to develop the commercial fleet within the framework of the country's 2030 Vision.

Q- Finally, can we cooperate in the Arab world through agreements or MoU to open labor markets for our maritime workers, in light of the competition from East Asian groups and others?


A- Opening labor markets to Egyptian or Arab maritime labor does not depend on cooperation protocols or memorandums of understanding; rather, the problem lies in the mutual recognition of certificates issued by the maritime authorities regionally and globally. Here comes the role of concerned parties in Arab countries, who must work hard to facilitate the procedures for exchange of recognition.

The mutual recognition of certificates between Arab and foreign maritime authorities, will solve the problems of maritime labor, will help Arab seafarers to join foreign ships, will contribute in solving unemployment and will achieve a noticeable increase in the national income of Arab countries.



PROF. MARGARET A. KIDD IN EXCLUSIVE INTERVIEW WITH “EL MAWANI” - SAUDI ARABIA: UNIQUE AND STRATEGIC GEOGRAPHIC LOCATION FOR GLOBAL TRADE LOGISTICS HUB

By. Magdy Sadek

 Kidd in an exclusive Interview with “El Mawani” emphasized the unique and strategic geographic location of the Kingdom of Saudi Arabia as a global trade logistics hub between Asia, Africa, and Europe.

She said: “There is no question global supply chains have faced enormous pressure along with a new geopolitical landscape over the last three years of Covid 19. This pressure has been exacerbated by the Russian-led war on Ukraine

Below is the excerpt of the interview.

Q- Are you optimistic about what is happening to the global trade movement that is exposed to many crises and supply chains worldwide after Covid 19 and then the Russian-Ukrainian War?

A- There is no question global supply chains have faced enormous pressure along with a new geopolitical landscape over the last three years of Covid 19. This pressure has been exacerbated by the Russian led war on Ukraine. While there have been shortages of raw materials and critical components along with a number of severe bottlenecks, the world has witnessed record trade (largely driven by Western consumers). The current slowdown in demand will allow time for global supply chains to catch up and recalibrate. In the intermediate to long term, lessons learned from the crisis will trigger more nearshoring,

friend-shoring and onshoring, as well as increasing data sharing, standardization for trade visibility and leveraging of technology for autonomous operations. Certainly, I remain optimistic that this challenging period has provided an opportunity for supply chain managers to rethink and reconfigure global supply chains for a more resilient future.

Q- What are the future scenarios for Maritime traffic regarding IMO’s decision to reduce carbon emissions and climate change impact?

A- The IMO has set strategies to reduce the CO2 intensity by 40% in 2030 and by 70 % in 2050 as compared to 2008 levels. The future for the maritime sector indicates its shift to sustainable and environment-friendly practices such as decarbonization and automation. We live in an interconnected global world.

Reduction of carbon emissions to address climate change does not translate to reduction of maritime traffic but rather the commitment to a global compact on curbing emissions and deploying new technologies and operational processes to ultimately achieve a net-zero end game.

Q- What is the implication or impact of this for shipbuilding industries specifically autonomous ships?

A- The decarbonization of the shipping industry will have a major impact on the sector. It is believed that autonomous ships can in fact help achieve energy-efficient and cost-effective goals. With the help of Artificial Intelligence (AI), autonomous ships are enabled to make their own decisions depending on real-time situations to achieve effective navigation and reducing fuel consumption. Smaller-sized vessels have currently been tried and tested with success. It is only a matter of time before these vessels will replace manned ships.

Q- Does this mean that it is necessary to reset the infrastructure of movement inside smart seaports to receive such ships?

A- Ports will have to advance to meet the requirements of autonomous vessels. On-shore aspects of shipping, including port infrastructure, cargo handling, and the land-based logistics and transportation chain, will change as a result of automation.





Q- When do you expect the carbon emissions to end in maritime traffic? Are you optimistic about this?

A- Global shipping contributes approximately 3% of worldwide greenhouse gases (GHG). With the maritime industry responsible for transporting approximately 90% of world commerce, there is increasing pressure on the sector to reduce its carbon footprint.

The IMO adopted the first set of international mandatory measures to improve ships' energy efficiency in 2011. Over the last decade, the IMO has included additional regulatory measures, along with adoption of the Initial IMO GHG strategy in 2018 (initial strategy to be revised in 2023).

They target a reduction of at least 50% in GHG emissions and a 70% reduction of CO2 by the year 2050. This is in line with the Paris Agreement in terms of publishing GHG reduction targets. Although it remains irrefutable when zero emissions will be attained, the development of sustainable shipping operations through the era of energy transition is the just and right move forward.

Q- What is the impact of the Russian – Ukrainian crisis on maritime navigation with the rise in oil prices? In addition, what is the ramification of carbon emission projects?

A- In terms of the Black Sea region, the Russia – Ukraine war has caused disruption of port and logistics

operations, along with a need for securing alternative routes. The disruption has also impacted prices of a number of commodities. Sanctions on Russia combined with the under investment in the oil and gas sector over the last several years as the world focuses on energy transition have exacerbated tight energy markets. The Energy "Trilemma" of reliability, affordability, and sustainability will most certainly (on a short-term basis) impact the momentum of a move to a net-zero environment globally. The bright spot is the increase in CAPEX spending for renewables.

Q- What is the subsequent impact on the competitive position of seaports?

A- The geopolitical implications of the

Russia – Ukraine war will reflect new alignments in trade and supply chains. Seaports could be a beneficiary of a new world order as a result of shifting trade patterns as well as the role they will play in energy transition when considering location of industrial clusters and seaport status as hubs for LNG and Hydrogen.

Q- What is the EU Emissions trading system (EU ETS) in the maritime sector?

A- A crucial component of the EU's strategy to tackle climate change is the emissions trading system (EU ETS). The EU ETS is a program in which a limit is imposed on the right to emit specific pollutants across a region and businesses can exchange emission rights within that region. The EU has been considering a policy package to address several aspects of the decarbonization of the sector, such as the supply of alternative fuels and infrastructure, and one of those aspects is the inclusion of maritime transport in an ETS. The Council and EU Parliament agreed in December 2022 to include maritime shipping emissions within the scope of the EU ETS. My understanding is they agreed on a gradual introduction of obligations for shipping companies. A phased-in implementation, with 40% of emissions covered by the system during 2024, 70% for 2025 and 100% for 2026, respectively.

Q- What is the meaning of the iconic "green ship" of the new generation of zero carbon vehicle carriers?

A- "Green ship" is a name given to any seagoing vessel that contributes towards improving the present environmental condition in some way. Green ship technology adopts procedures to decrease emissions, consume less energy, and be more efficient.

Q- How do you analyse the current development in Saudi Arabia ports and the Kingdom's 2030 vision?

A- The 2030 Vision for the Kingdom of Saudi Arabia's long-term economic success is timely. One of the primary

themes is a thriving economy. This will require a decoupling, diversification, and transition of the nation's economy away from fossil fuels and into areas such as manufacturing, renewable energy, and tourism. Notably assisting the 2030 Vision is the Saudi ports and maritime transport sector. The World Bank Container Port Performance Index 2021 ranks King Abdullah Port #1, Jeddah Port #8, and King Abdul-Aziz Port # 14, respectively in terms of performance efficiency. Additionally, the unique and strategic geographic location of the Kingdom of Saudi Arabia as a global logistics hub for trade between Asia, Africa, and Europe creates an opportunity for increased infrastructure investment in the maritime sector to support the expansion of the national economy.

Q- Have you visited the Kingdom before?

A- Personally, I have experienced parts of the MENA region including, Morocco, Turkey, and the United Arab Emirates. I am currently excited to share that I will be heading to the Middle East in mid-February to attend Breakbulk Middle East in Dubai, along with a meeting with a number of maritime stakeholders. While I have not had the pleasure of visiting the Kingdom of Saudi Arabia, I look forward to an invitation and opportunity to visit and to collaborate in the maritime logistics and ports space. The transformation of the economy in the Kingdom of Saudi Arabia led by the Crown Prince Mohammed bin Salman Vision 2030 plan creates a compelling reason to visit a country which is expected to be a powerful economic hub both regionally and globally.

Q- Have women proved their importance in the maritime and

logistical field? How can that be evaluated?

A- While historically, men have been the predominate face of the maritime logistics and ports sector, women have nevertheless played an increasingly important role in this space and have proved diversity builds both stronger and more sustainable organizations. Certainly, it is notable that one of the United Nations Millennium Development Goal is "Sustainability" which considers diversity, equity, and inclusion in the workplace.

A great way to evaluate the importance and contribution of women in the maritime logistics and port space comes from experiences in the United States. In terms of port leadership of nationally significant ports, the ports of New York and New Jersey, Port Freeport, Port of Hueneme, South Carolina Ports, and Port of New Orleans are run by women. These women were selected by diverse boards of directors based on their skill sets and historical performance.

An additional illustration of the importance of women in the maritime sector comes from the contribution of those serving in academia and the preparation of the maritime workforce of the future. One can look at Houston the fourth largest city in the United States, Energy Transition Capital of the World, and home to University of Houston and Houston Community College both of which have women leading maritime oriented supply chain and logistics training programs. As a female leader in this sector, I believe that women should not be evaluated differently from their male counterparts. The former have clearly proven their importance and contribution to the sector.

Bio of Margaret A. Kidd, Professor Margaret A. Kidd is Chair, the Student Research Poster Competition, 4th Annual Port of the Future Conference and Program Director, Supply Chain & Logistic Technology; Instructional Associate Professor in Construction Management Department I College of Technology in the University of Houston.

RODOLPHE SAADÉ:

Exceptional Leader

He is one of the exceptional and talented leaders in the maritime industries globally. As Chairman and Chief Executive Officer of CMA CGM Group, he had resounding success; he is proud of the legacy he has built through invaluable experiences and opportunities he has gained during his tenure with his father the giant Jacques Saadé.

Jacques Saadé stated: “Rodolphe has proven himself over the years, and he has my deepest trust as Chief Executive Officer of the Group. I know that, with Rodolphe as CEO, with Farid Salem and Tanya Saadé Zeenny, our Executive Officers, and all our teams around the world, the Group will continue its development with the same commitment and passion”.

Rodolphe Saadé was previously the Executive Officer. After he founded a company selling water coolers in the Middle East, he joined the Group in 1994 in the U.S. He then worked in Hong Kong before coming back to Marseilles to head a shipping line linking Northern China to Japan. From 1997 to 2000, Rodolphe Saadé successively headed different shipping lines.

In 2008, when a cruise yacht owned by Le Ponant, a CMA CGM subsidiary at that time, was hijacked, he was the one who led negotiations with the pirates, which resulted to the release of the yacht. In 2009, he took over responsibility for the Group's financial restructuring.

In 2015 and 2016, he successfully led the voluntary general cash offer for Neptune Orient Lines (NOL), a Singapore-based container shipping company. In April of last year, he conducted the talks leading to the

inking of the largest operational agreement of the sector with three Asian competitors.

Rodolphe Saadé, Chairman and Chief Executive Officer of the CMA CGM Group since November 2017, was born in Lebanon in 1970 and has extensive international experience.

After graduating from Concordia University in Montreal with a degree in business and marketing, he founded a water dispenser company before joining the CMA CGM Group headed by his father Jacques Saadé, in 1994. From 1997 to 2000, he successfully managed various shipping lines before taking over the transatlantic and transpacific lines.

Having been appointed Vice Chairman and member of the Board of Directors of CMA CGM in 2010, that very year, he supervised the financial restructuring of the Group.

He was named President of NOL's Board of Directors in 2016.

That same year, he led the negotiations that resulted in the signing of OCEAN ALLIANCE, a strategic operating agreement with Cosco Shipping, Evergreen Line, and OOCL.

Since his appointment as Chairman and Chief Executive Officer of the

Group in 2017, Rodolphe Saadé has implemented an ambitious new strategy particularly aiming to carry out a digital transformation and to combine a simplified and optimized transport offer with maritime, port and logistics services.

In April 2019, he successfully carried out a public tender offer for CEVA Logistics.

In February 2021, he announced the incorporation of Air Cargo, the Group's new airfreight division. CMA CGM purchased six cargo planes, ordered another six and established a strategic partnership with Air France KLM.

In 2022, Mr Rodolphe Saadé led several acquisitions:

- Ingram CLS to strengthen the Group's position in e-commerce logistics.
- GEFCO to make CMA CGM a leading player in automotive logistics.
- Colis Privé to expand the Group's logistics solutions for “last mile” delivery.

Aware of the role and responsibility of companies in society, Rodolphe Saadé implements a committed Cooperate Social Responsibility (CSR) and sustainable development strategy: a

decision to stop using the Northern route in 2019; the acquisition of new LNG-powered vessels; the end of plastic waste transport in 2022; and the creation of an Energies Fund the same year in order to support the Group's clean energy transition and achieve its goal of net zero carbon emissions by 2050.

In 2022, he launched TANGRAM, the Group's innovation and training facility dedicated to the shipping and logistics solutions of the future.

Lastly, since it was first established in 2005, the CMA CGM Group's Foundation has supported more than 350 local, national, and international projects aimed at delivering emergency humanitarian relief, better education, and equal opportunities.



MAERSK LINE: *7-Pointed Star!*



The use of Maersk's alternative fuels is estimated to reduce GHG footprint by more than 80% compared to conventional fossil fuels



Maersk Line, Limited (MLL) provides end-to-end transportation solutions to support the unique requirements of the US government. As the largest owner and operator of US flag vessels trading internationally and the largest participant in the VISA/MSP programs, MLL's vast network ensures reliable and regular connection to all corners of the globe

MLL, an American company, was established in 1983 to support the

conversion and operation of five maritime prepositioning ships on behalf of the United States Navy.

Since 1983, MLL has grown and now owns 20 US flag registered container vessels operating around the world to support the United States with military, government, and humanitarian missions.

Their participation in the Maritime Security Program (MSP) and Voluntary Intermodal Sealift Agreement (VISA)

ensures that MLL assets, both afloat and ashore, are always available to support the US government.

MLL provides ocean shipping services from over 300 ports around the world. With the largest fleet of internationally trading US flag registered vessels, and a vast global inland network, MLL offers its clients customized end-to-end transportation solutions.

In addition to handling dry and refrigerated containers, MLL provides

special container solutions, while also handling out of gauge and break-bulk cargo. These special services give the company's customers access to standard services offered by RO/ROs, conventional carriers, and break-bulk vessels, combined with all the advantages that the liner shipping has to offer, such as: frequent /reliable departures, fixed schedules, and unparalleled global reach.

The Maersk logo is a white seven-pointed star on a pale blue background. The logo dates back to 1886 when it was used on Captain P. M. Møller's first steamer, the s.s. LAURA. The story behind it relates to an episode where Captain Møller's wife, Anna, had accompanied him on a sea voyage and fallen seriously ill. The deeply devout Captain Møller prayed for his wife's recovery, and at last she did recover.

When The Steamship Company Svendborg was founded in 1904, the seven-pointed star on the pale blue background became its funnel emblem and the symbol on the company's house flag. When The Steamship Company of 1912 was established, the seven-pointed star was chosen as their logo as well

Throughout the years, the white seven-pointed star has been synonymous with Maersk, but the logo has undergone some minor changes. The last changes date back to the early 1970s when Maersk enlisted the Danish designer and architect Acton Bjørn to help with a more modern design, the one that is still in use today.

Reefer Containers

Reefer containers play a vital role in preserving perishables during transit. The focus on eco-friendliness has led them to explore advanced refrigerants. R513A, introduced six years ago, reduces Global Warming Potential (GWP) by 56%, significantly lowering carbon emissions over a reefer's lifespan.

The use of Maersk's alternative fuels is estimated to reduce GHG footprint by more than 80% compared to conventional fossil fuels



Inditex, parent company of fashion brands such as Zara and Massimo Dutti, has partnered with the freight group Maersk to reduce its global greenhouse gas (GHG) footprint from seaborne logistics by incorporating alternative fuels in all its inbound routes with the carrier. Through the ECO Delivery Ocean programme, Maersk replaces fossil fuels on its ships with green fuels* like green methanol or second generation biodiesel based on waste feedstocks. This is expected to deliver an estimated reduction of more than 80% in GHG emissions compared to conventional sources.

With ECO Delivery Ocean Maersk offers its customers the opportunity to handle transports completely with certified green fuels for a fixed cost. The corresponding greenhouse gas savings are confirmed to the customers with an externally verified certificate and these transports will be exempted from EU Emissions Trading System (ETS) charges by Maersk in the future.

A.P. Moller - Maersk is an integrated Logistics company working to connect and simplify its customers' supply chains. As a global leader in logistics services, the company operates in more than 130 countries and employs over 100,000 people. Maersk is aiming to reach net zero emissions by 2040

across the entire business with new technologies, new vessels, and green fuels.

* Maersk defines 'green fuels' as fuels with low to very low GHG emissions over their life cycle compared to fossil fuels. The maritime company's green fuels and its supply chain are verified by the International Sustainability and Carbon Certification (ISCC). The methodology for accounting emissions is based on GLEC (Global Logistics

In the same context A.P. Moller - Maersk A/S and CMA CGM have decided to join forces on several areas relating to decarbonization, in full compliance with all laws and regulations.

As frontrunners of the energy transition in shipping, both companies are convinced that joint action will help accelerating the green transition in shipping, learning from each other to go further and faster.

CMA CGM and Maersk have set a net-zero target for their shipping business, have identified scalable solutions that can create impact in this decade, and have already individually taken ambitious paths on promoting decarbonization for shipping.

Maersk has been ordering vessels that can be operated on bio/e-methanol.

WINDS OF CHANGE IN THE SHIPPING INDUSTRY

BY GAVIN ALLWRIGHT, SEC. GEN. INTERNATIONAL WINDSHIP ASSOCIATION (IWSA)



The shipping industry faces the huge challenge of decarbonisation; coordinating worldwide with a huge number of stakeholders and a fleet that is almost entirely reliant on fossil fuels is also another difficult task.



The focus to date has mainly been on the development of alternative fuels and the decades of infrastructure roll-out required to deliver them with all of the associated costs.

However, there is another approach coming to the fore, a complimentary approach that could facilitate the delivery of the decarbonisation goals and at the same time pay for itself; then also release the funds needed to meet the US\$1.4-1.9 trillion decarbonisation costs.

That approach is to once again harness an energy source that has been used for millennia, a free energy source that doesn't require prospecting, mining, refining, transporting, bunkering or storing on-board and one that is available abundantly worldwide today, that is the wind!

The International Windship Association (IWSA) and its 150+ membership from 40 different countries are advocating for this change in approach and there are already 26 large ocean-going vessels with wind propulsion systems installed, over 1.5 million dwt of shipping along with 10 wind-ready vessels awaiting installations. This number is likely to double over the next year.

Wind propulsion is broken down broadly into two main approaches, with seven main technology categories (rotor sails, kites, soft and rigid sails, suction winds, turbines and hull forms).

Wind-assist is the approach of building or retrofitting a motor vessel with a wind propulsion system that delivers propulsive energy and enables engines to be throttled back or speeds to be maintained but is not the main energy provider.

Primary wind vessels, however, are ones that have wind energy as their primary means of propulsion. Engines are auxiliaries that provide power when the vessel is in low wind areas, during manoeuvring etc.

Wind-assist can deliver 5-20% of the propulsive energy requirement, with the potential to optimise that to 30%, remembering that this percentage is calculated without any changes to the motor vessel operational profile. Primary wind vessels can deliver 50%+ and very high levels when on windy routes and adjusted to maximise wind.

There are also projects underway that capture the excess energy produced by the wind when sailing and turn that energy into electricity and zero-

emissions fuels on-board.

These large vessel systems utilise state-of-the-art technology, modern materials and they are highly automated, making the crew's work manageable. The systems are all fully compliant with SOLAS and COLREGs.

All the five classification societies that are IWSA members have full guidelines for wind-assist systems. Retrofit installations for many systems are fairly straightforward with foundations laid during standard yard or port call cycles and then the actual rig can be lifted into position and operational in a matter of hours.

There is also significant investment underway in production facilities with manufacturing capacity growing at a pace so that worldwide there is already the ability to install hundreds of units. By 2024, this will be in the thousands collectively in Europe and China.

The economies of scale and learning curve with increased installations means that unit costs are already starting to fall too.

This momentum is building at a significant time, with EEXI and CII




regulations now in force, the inclusion of shipping in the EU Emissions Trading Scheme, along with enforced decarbonisation requirements to be included in the Fuel EU Maritime legislation and US Ocean Shipping Reform Act as well as the discussions at IMO for a global carbon levy. There is still work to remove the remaining market and non-market barriers and to assure financial markets of the viability and desirability of wind technologies.

Things are moving in the right direction and the market forecasts, from EU and UK research, up to 10,000 installations by 2030 and up to 45% of the fleet outfitted with wind by 2050 respectively. Both are achievable at the current growth rates, though the IWSA feels that these numbers are on the conservative side.

The winds of change are blowing hard in the industry; it is time to set the sails and harness that energy for a clean, green and profitable wind-powered fleet of the future.



VENUS HULL AND SUPERSTRUCTURE ARE NOW JOINED TOGETHER!

 Heesen Yachts is delighted to confirm to the public that the construction of YN 20655, code-named *Project Venus*, is proceeding on schedule, and the yacht is available for sale with delivery foreseen for the second quarter of 2025.

With a length over all 55 metres and a generous internal volume of 760 GT, Project Venus is the latest in the successful 55 Steel series. She is the only 55-metre superyacht built in Northern Europe currently available on the market. Venus represents a unique opportunity

for discerning clients to purchase a yacht with Dutch pedigree, built to the highest quality standards, with a shortened delivery time.

Two MTU4000 M63 (IMO Tier III) will propel her to a maximum speed of 15.5 knots and provide a transatlantic range of 4,500 nautical miles at a

cruising speed of 13 knots, with a frugal fuel consumption close to 210 litres per hour, excluding the hotel load. These figures are impressive per se, but even more so if you think they are delivered by a steel yacht that displaces approximately 600 tons at half load.

Heesen is renowned for its attention to

meticulous weight management in yacht construction, which has been developed for its lightweight, fast aluminum yachts. This construction technique can be successfully applied to steel-hulled vessels, as well. Less weight means less drag. Combined with the ultra-performing Fast Displacement Hull form devised by van Oossanen and perfectly engineered by Heesen, all result in an impressive performance across the entire speed range.

Project Ancora, hits the water!

Mengi Yay delivered the NB 100 project, the 100th boat in its history, successfully arrived at its facility in Tuzla! Ancora, the third hull of the Virtus 47 series, delivered to its owners at the end of October. The interior was designed by Red Yacht Design and the exterior was designed by VYD Studio and naval architecture by GINTON NAVAL ARCHITECTS.



YACHTS Events

Head across Alligator Alley from Fort Lauderdale and you'll find the Naples Boat Show, covering Marco Island, Bonita Springs, and Naples.

This delightful event takes place on the picturesque Gulf Coast of Florida. Naples is known for its luxurious lifestyle, and the Boat Show perfectly reflects this ambiance. You'll find an impressive array of boats, including luxury yachts, powerboats, and sailboats; all set against the backdrop of Naples' stunning coastline. It's a showcase of elegance and a must-visit for those seeking a taste of high-

end yachting. HCB will have boats available to view and sea trial at this show.

The Naples Boat Show is the largest premier recreational show in the Naples-Marco Island area. On land at the Sugden Regional Park, In-water at the Naples City Dock with complimentary shuttle service. The show will feature displays by marinas, boat dealers, and other marine-related businesses. The Naples Boat Show is



owned and managed by the Marine Industries Association of Collier County.

Miami International Boat Show - February 14-18, 2024

Just a short drive south of Fort Lauderdale, Miami hosts its own marquee boat show every February. The Miami International Boat Show is a vibrant celebration of all things nautical. With its stunning waterfront location and a vast array of vessels, accessories, and water toys, this show is a treasure trove for boating enthusiasts.

Take the chance to explore the latest boat models, marine electronics, and gadgets while enjoying the Miami sun.

Come by our booth at the Miami Boat Show for a special VIP presentation.

The Miami International Boat Show and the Miami Yacht Show have joined forces to create the Discover Boating Miami International Boat Show, the largest boat and yacht show in the world.

Discover everything from kayaks to superyachts to the latest aquatic

innovations. The on-land portion of the event will take place at the newly reimagined Miami Beach Convention Center and Pride Park.

The in-water components of the show will take place at Venetian Marina, Herald Plaza, Museum Park Marina, and Yacht Haven Grande Miami.

Historically, the Miami International Boat Show and Miami Yacht Show have attracted hundreds of thousands of attendees to South Florida and generated an estimated combined annual economic impact of \$1.34 billion.

Navigating Prosperity:

Scottish Marine Ports Beckon Middle Eastern Investment

Scotland, By Amro Heikl

Scotland's picturesque coastline is home to a network of bustling marine ports, each with its unique charm and potential.

As these ports continue to play a pivotal role in the country's maritime trade and industry, they present an exciting opportunity for Middle Eastern investors seeking strategic investments in the heart of the United Kingdom. Below are few key Scottish marine ports and ways they could attract investments from the Middle East.

1. Aberdeen Harbour: Gateway to the North Sea

Aberdeen Harbour, often referred to as the 'Energy Capital of Europe,' is strategically positioned to serve the North Sea's bustling oil and gas industry. Middle Eastern investors, experienced in the energy sector, could explore opportunities for collaboration in offshore renewables, logistics, and infrastructure development. As the transition to green energy gains momentum, Aberdeen's port offers a gateway to the flourishing offshore wind and renewable energy markets.

2. Port of Leith: Edinburgh's Maritime Hub

The Port of Leith, nestled in the vibrant city of Edinburgh, is a thriving center for international trade. Middle

Eastern investors with an eye for logistics and transportation could tap into the potential for expanding cargo handling capabilities and upgrading port infrastructure. The port's proximity to the Scottish capital makes it an attractive location for distribution and supply chain investments.

3. Port of Grangemouth: Scotland's Industrial Heart

The Port of Grangemouth, Scotland's largest container port, is a crucial link in the country's supply chain. Middle Eastern investors could explore opportunities to enhance the port's capacity for handling container traffic, thereby facilitating trade between Scotland and the Middle East. Investments in state-of-the-art logistics and warehousing facilities could also bolster Grangemouth's position as a key industrial hub.

4. Port of Dundee: Rising Star on the East Coast

Dundee's port is on the cusp of a transformative journey, with ambitious plans to become a leading hub for the offshore wind sector. Middle Eastern investors experienced in renewable energy and maritime infrastructure



could play a pivotal role in supporting the port's expansion into offshore renewables, creating a strategic link between Scotland and the Middle East's growing renewable energy markets.

5. Port of Greenock: Western Gateway to Scotland

Situated on the scenic Clyde River, the Port of Greenock has a rich history as a trade gateway. Middle Eastern investors could explore opportunities to modernize and expand the port's facilities, thereby strengthening Scotland's western connectivity and trade routes. Investments in

warehousing, logistics, and cruise ship infrastructure could tap into the potential for tourism and trade.

6. Port of Rosyth: Scotland's Naval Hub

Rosyth's port is renowned for its naval and shipbuilding activities. Middle Eastern investors with expertise in maritime technology and shipbuilding could forge partnerships to develop cutting-edge ship repair and manufacturing facilities. With Scotland's growing emphasis on defense and maritime security, Rosyth offers a strategic location for such investments.

In conclusion, Scotland's marine ports present a wealth of opportunities for Middle Eastern investors seeking to diversify their portfolios and participate in the country's economic growth. With a focus on sustainable energy, logistics, transportation, and infrastructure development, these ports

are well-positioned to forge strategic partnerships that benefit both Scotland and the Middle East. As global trade and collaboration continue to evolve, the potential for mutually beneficial investments in Scotland's marine ports is boundless, ushering in a new era of maritime prosperity.

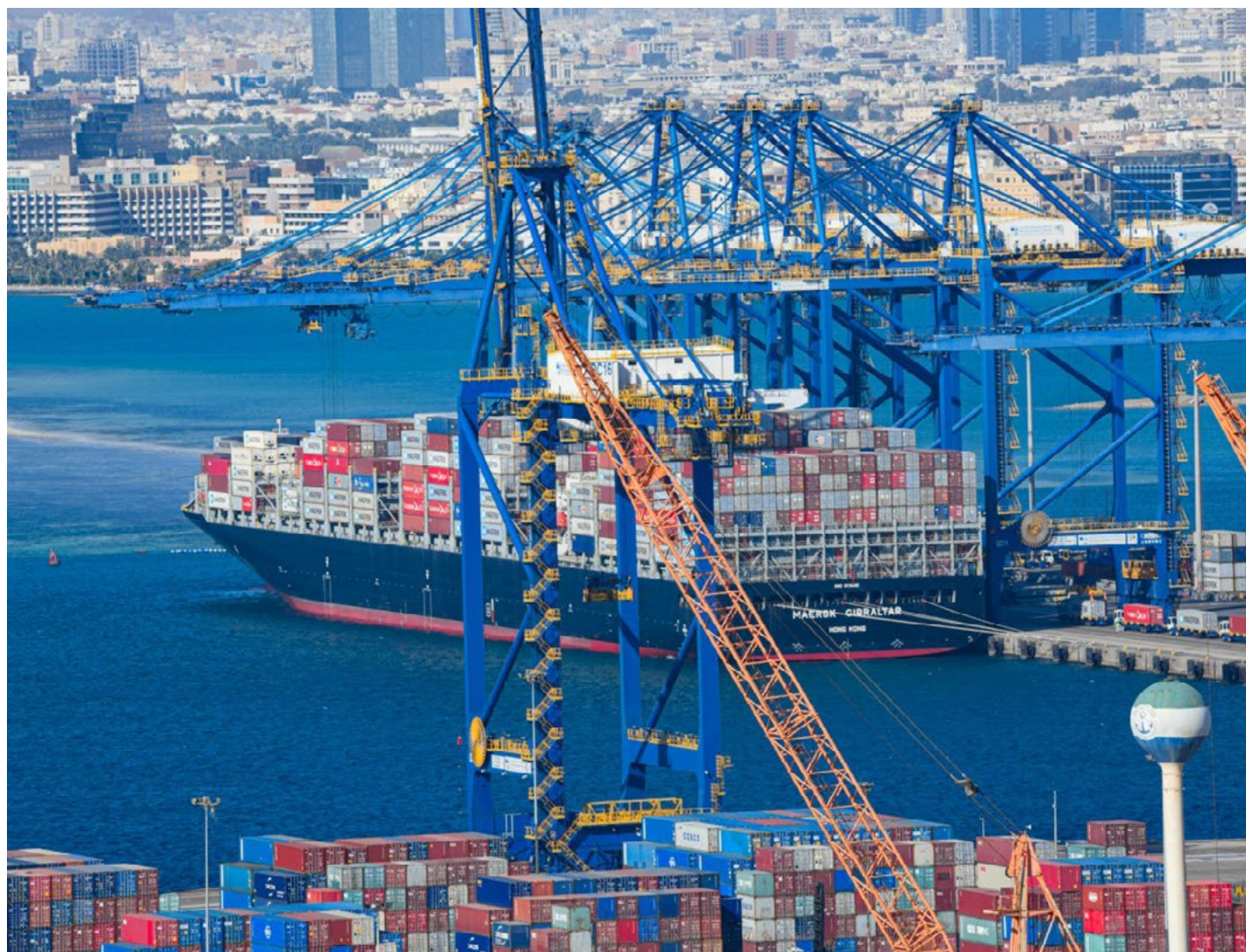




Mawani and Port of Rotterdam

Ink Agreement to Collaborate in Smart Ports

Saudi Ports Authority (Mawani) signed an agreement with Port of Rotterdam to collaborate in smart ports sites, human capital development, knowledge transfer, and performance optimization in support of the Kingdom's economic diversification efforts aimed at creating a state-of-the-art investment and trade hub.



The agreement was signed at Jeddah Islamic Port by Mr. Omar Hariri, Mawani President, and Boudewijn Siemons, CEO at Port of Rotterdam Authority.

The deal will further enhance cooperation between both entities in port corporatization, a widely-adopted business model based on outsourcing terminal operations to the private sector while keeping the ownership and regulatory aspects in the hands of autonomous government bodies in a bid to upgrade efficiency and productivity, as well as upskilling the sector's workforce across managerial and scientific disciplines.

Port of Rotterdam- Europe's Largest Seaport

Rotterdam is the largest seaport in Europe and one of the largest in the world. It became the Netherlands' second most important port after its expansion along the Meuse. The port is located at the Rhine-Meuse Delta estuary, where the Rhine flows into the North Sea. It's 40 kilometers long and spreads over 10,500 hectares - up to now. Since globalization needs space, the capacity of the Rotterdam Port is exhausted. It is considered to be a strategically important distribution point in Europe as it is surrounded by Europe's highly-populated and industrialized centres - the German Ruhr district, Paris, and London.



The Port of Rotterdam came into existence in 1283 when a small fishing village was created at the mouth of the Rotte River by reclaiming a tract of land. The port became a major seaport in 1360 after the construction of a canal to the Schie. This development allowed the port to gain access to larger cities in the north, and to facilitate the transport of goods between England and Germany.

Owing to its special geographical location, the Rotterdam Port enjoys great renown. The largest ships in the world can enter the harbor directly from the sea - ships drawing up to 24 meters. Rotterdam is far and away the most important trading point for mineral oil in Europe.

Millions of tons of oil arrive every year. About half of it is shipped on to the Ruhr district and to Antwerp and the other half is processed directly at the port. Almost all oil companies have refineries at the port and large consumers like Frankfurt Airport in Germany are directly connected to Rotterdam through their own pipelines. In view of the mineral oils and chemicals that are involved, the Rotterdam Port has become, at the same time, one of the most dangerous places in the world. Strictest safety regulations are in use since 1.2 million people are living directly at the side of the port.

The objective of the Port of Rotterdam Authority is to enhance the port's

competitive position as a logistics hub and world-class industrial complex. Not only in terms of size but also with regard to quality. The Port Authority is therefore leading the transition to sustainable energy and it is committed to digitalization in order to make the port, and the supply chain, more efficient. The core tasks of the Port Authority are to develop, manage, and exploit the port in a sustainable way and to deliver speedy and safe services for shipping.

The port authority is responsible for handling shipping traffic and developing public infrastructure, existing port areas and new port sites. The main goal of the company is to strengthen the competitive position of the port in terms of size and quality. The Maasvlakte II area of the port is currently undergoing expansion and is expected to be completed by 2026.

The Port of Rotterdam occupies 12,464 hectares (ha) with industrial sites covering an area of 5,300ha, and infrastructure and water surface covering the remaining area. The length of the port is 42km, while its quay length is 89km and it has 131 jetties. The port also includes 1,500km

of pipelines. The port has 14 container terminals to handle short-sea, deep-sea and inland shipping, and 20 container depots.

PoRA invested €25m (\$32.12m) to develop a 5ha site to accommodate the future expansion of the Botlek Tank Terminal. The terminal strengthened the port's capacity to 490,000m³ in 2017. In 2019, the terminal added six tanks with a total capacity of 20,000m³ for biofuel storage.

On the other hand, The Maasvlakte II project included the extension of the port covering an area of 2,000ha. Construction of Maasvlakte II began in 2008 and was completed in 2013. It was constructed in a protected nature conservation area called Voordelta. The Port of Rotterdam Authority provided finance for the project, which included the construction of two deep-sea quay walls, two barge feeder quay walls, and a 3.5km long breakwater. The project added 1,000ha of port area to the port.

