

# ESPO at 30: Ports looking into the future



# ESPO at 30: Bridging the past with future horizons

ESPO is celebrating its 30th anniversary. The organisation was created in 1993, in the aftermath of the Treaty of Maastricht, the Treaty that gave Europe more power in the field of transport. In 1993, following the fall of the Berlin wall in 1989, Europe and the world were moving towards more cooperation and globalisation. Over the last thirty years this movement of further integration, opening up and breaking of walls has not stopped. Back then the European Union counted twelve members, while Austria, Finland and Sweden were in the 'waiting room'. The European Union is now counting 27 members, and even if we lost one important partner underway, it is discussing further enlargement.

But, at the same time, we must, sadly enough, also recognise that the global eagerness to partner up between countries and regions, the once-prevailing global enthusiasm to lift barriers, has stopped. Already for some years, trade barriers have been on the rise in different parts of the world. During the pandemic's two-year span, health measures and policies created temporary borders and barriers. The severity of this health crisis often prompted governments to adopt isolationist stances. Just recovering from this huge health crisis, Europe woke up on 24 February 2022 with a war on its continent. As a consequence of the Russian invasion in Ukraine, Europe is grappling with a geopolitical and geo-

economic crisis, most of us haven't gone through before. This cannot be seen separately from the global and unprecedented global climate crisis. The world is thus undergoing a radical transformation.

As gateways to Europe, as nodes in the supply chain, ports are in the middle of this world in transition. Over the last years, ports have been playing an important role in strengthening the resilience of Europe's economy and society. Evolving beyond their traditional role as mere logistics hubs, ports have come to the forefront as key players within the emergency supply chain, are developing into hubs of energy and have proven to be trustworthy partners in ensuring current and future energy needs. Furthermore, they are a partner in preparing Europe for a net-zero economy and society. Considering all these game changers and uncertainties, how will ports look like in 30 years?

To mark the 30 years of ESPO, we have asked port managers to share their vision on the future of their port. How do they see their port developing? What would be the dream picture of their port in 2053?

This book gathers the vision of 47 EU port leaders. While some maintain a sense of cautious optimism, others are confident that our climate and energy ambitions will materialise. Then there are those — including the undersigned — who let their imagination run wild.

I hope you all enjoy reading these contributions. While Europe's ports share views, priorities and dreams, this book shows that every port, and every port leader, has its own pathway, its own role, its own future!

Let's see whose dreams have become reality in 30 years.

Zeno D'Agostino  
*Chair ESPO*

# 47 EU port leaders on the future of their port

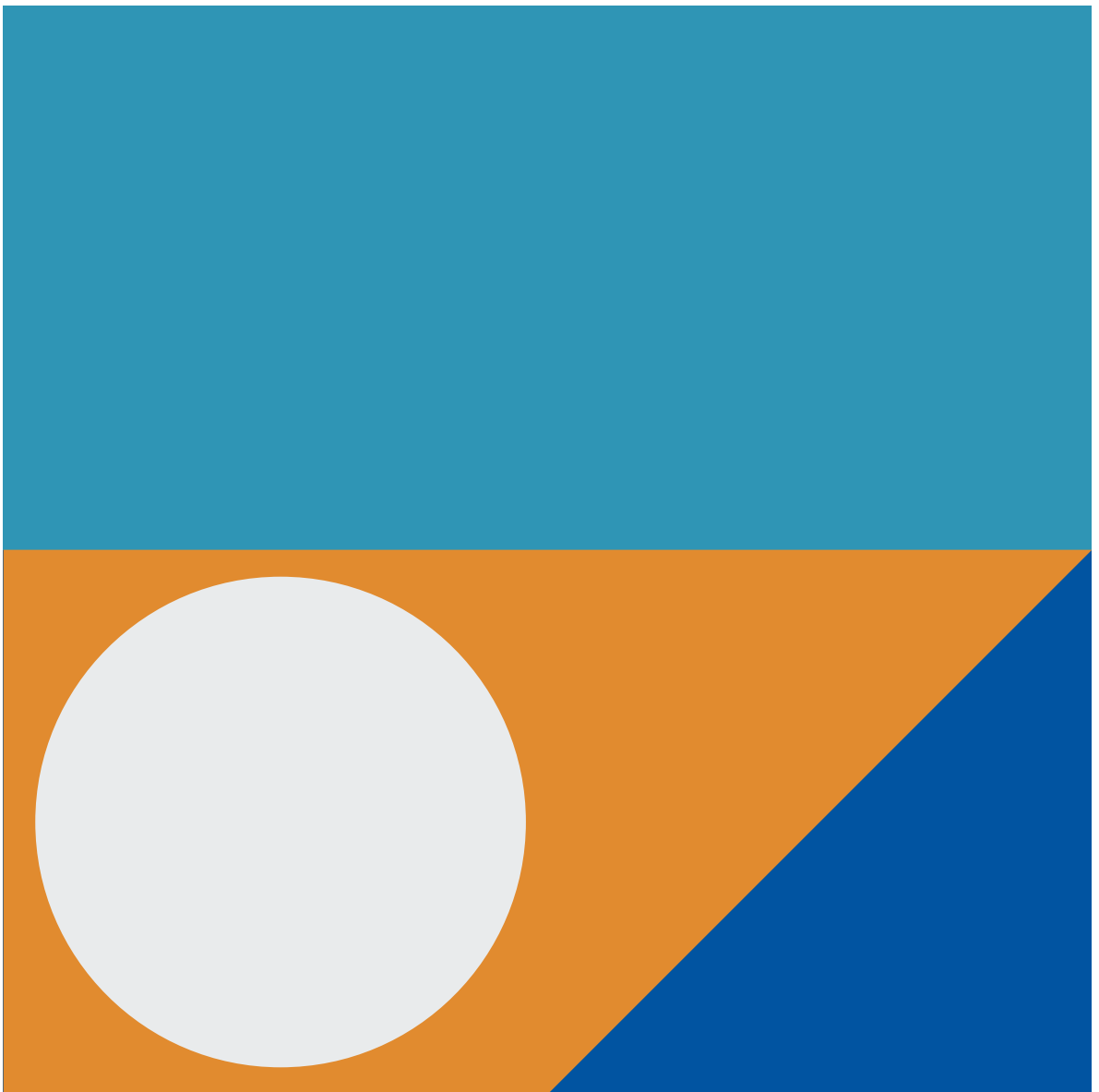
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# **Growing as a strategic maritime and logistic bridge between Europe and Africa**

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The Bay of Algeciras, at the Strait of Gibraltar, is a strategic crossroads for global maritime connectivity and logistics. The Strait, the second busiest maritime route in the world with 115,000 ships per year, connects the Mediterranean with the Atlantic and two continents, Europe and Africa. Geoeconomic context with greater demand in the proximity of the value chain (nearshoring) and progressive liberalisation of African trade represents a great opportunity to enhance the EU's southern neighbourhood policies.

The Port of Algeciras will grow as a strategic intercontinental maritime and logistics bridge and trading partner between Europe and Africa.

A sustainable leadership is built upon the offer of a wide and competitive range of services, as well as on three strategic axes: Competitiveness, Sustainability and Innovation. Our aim is to lead a competitive port and a logistics offer which creates added value in close cooperation with customers. Being among the top largest ports in Europe allows us to contribute to the benefit of the regional economy and employment.

The Port of Algeciras, as an energy port and leader in bunkering in the Med will continue to work together with its port community to facilitate the transition of the industry to zero emissions.

For that, Algeciras Port will be digitally connected to all the stakeholders in the logistic chain, moving forward from traditional cyclic planning to automatic, real-time continuous planning, gaining visibility, flexibility, and agility. We also need to evolve towards a new business model concept based on collective learning and decision-making, allowing the application of the 'swarm intelligence' concept.

Current technology is ready for this evolution, but it is not just a question of technology, but of new ways of understanding and implementing operations. Ways of working will change, and new enablers will emerge (autonomous vehicles, remote work, etc.), making it possible to gain efficiency and safety.

The changes and adaptation needs will be much quicker than in the previous 25 years. ESPO's roles and solid collaborative models between ports will play a key role.

Are we ready for it? I think so. Let's go for it!!!

# Adding value as key to the future





The Amsterdam port exists for 750 years. The port's role is continuous, however, the cargo remains subject to change. Starting off as a herring, wood, and spices port, in the past centuries, it has changed into a large hub for energy, raw materials and agribulk.

Future cargo flows will exist of sustainable fuels and energy carriers, such as hydrogen. As a port, we are at the centre of the transition from fossil fuels to a non-fossil future. Additionally, more space will be attributed to circular companies and manufacturing. And, when your business changes, new partners come into view. Due to our focus on sustainability, we are attracting new partners, such as hydrogen manufacturers.

Infrastructure is king. Historically, ports have a strong infrastructure with quays, basins, and waterways that give access to the road and the rails. Transitioning to a climate-neutral port also means investing in crucial new energy infrastructure, such as electricity, steam, CO<sub>2</sub>, and hydrogen.

The port-city cohabitation will change since the port helps the city become fully circular and climate neutral. The companies in the port are able to contribute because of the scale, infrastructure, innovation power, and knowledge they deliver. Port and city will thus become more entwined.

In 2050 our port will remain important as a climate neutral hub for sea going vessels and river barges, with all vessels being connected to shore power and using clean fuels, such as green hydrogen and e-methanol.

Additional value has become more important for us. Traditionally, the focus was on the tonnes of transshipment. The port's role in achieving climate goals and eventually becoming a climate-neutral port has become greater.

The port's traditional role has shifted from a passive landlord with nautical infrastructure to being a frontrunner in the energy transition. We are taking the lead, which also means our role has become more active, such as becoming a co-investor in sustainable developments and being an initiator in optimising the value chains. The port's role has also become more societal, as it is our responsibility towards society to prioritise the transition towards clean energy and a circular economy.

A 21st-century port is a dynamic and multifaceted entity that goes beyond traditional cargo handling. It embodies sustainability, innovation, efficiency, and adaptability while serving as a critical link in the global supply chain and contributing to the economic well-being of its region.

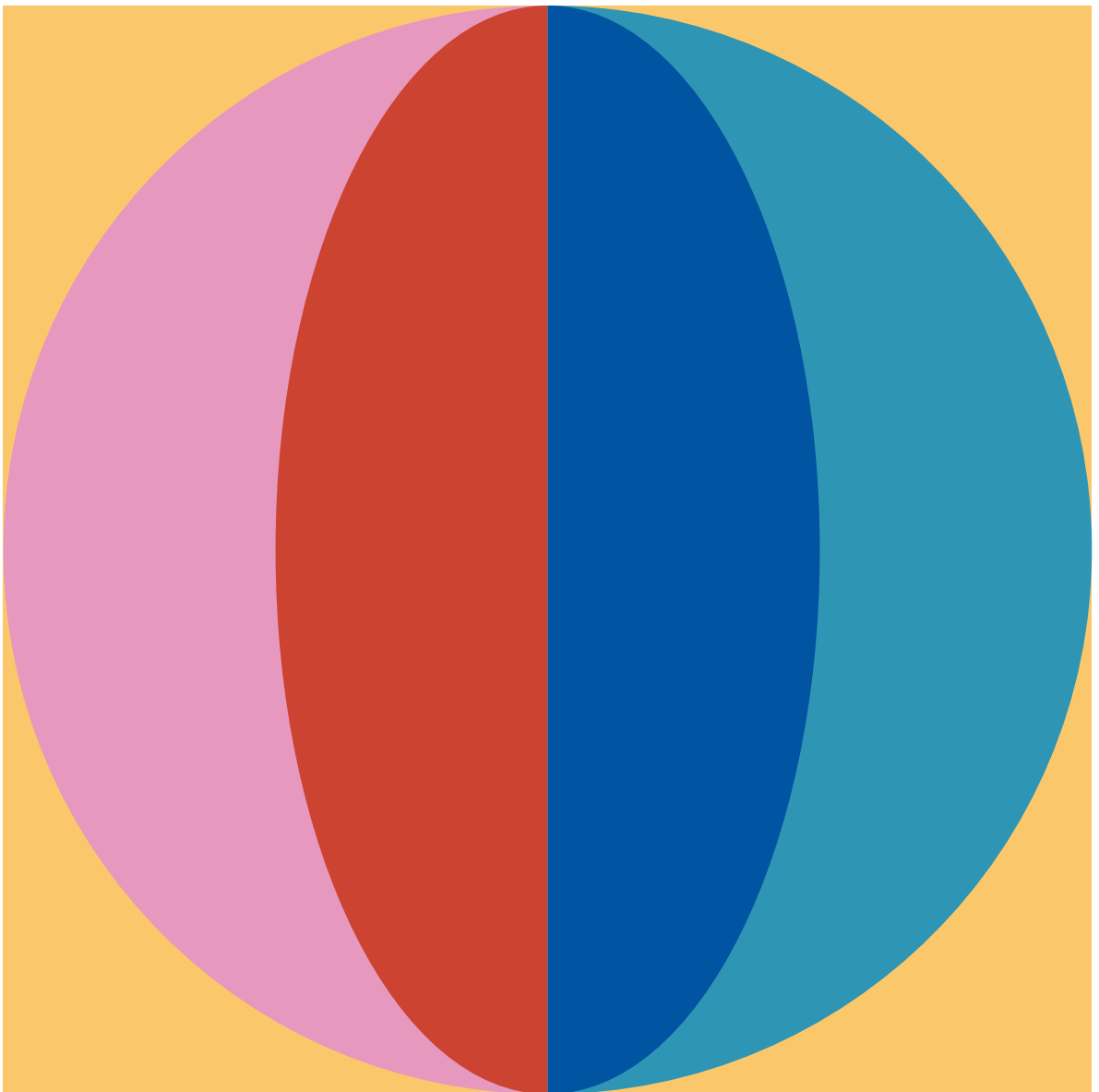
This is completely in line with Port of Antwerp-Bruges' long-term ambitions: we aim to be a global port that reconciles the needs of humankind with those of the climate and the economy. Next to maximising the benefits for our customers and prioritising safety, mobility, and quality of our environment, we aim to be a climate-neutral port by 2050. In 30 years' time, I truly hope that we will have reached, and even surpassed, this ambition.

As community builders, we aim to be a pioneer smoothing the path for innovation in view of net-zero and digitalisation while investing in those areas in which the market has not yet developed. Together with the port community and our partners, we are working on reducing CO<sub>2</sub> emissions and the transition to alternative energy sources.

During the past five years, we have laid the foundations for a futureproof port. The result is ground-breaking innovations such as hydrogen and methanol-powered tugs, an autonomous sounding vessel, a remotely piloted barge, Beyond the Visual Line of Sight drones, a digital twin, and a hotspot for circular economy in the port area. So, even if we are already reaping the fruits of this change in mindset, the full result will only be visible in 30 years.

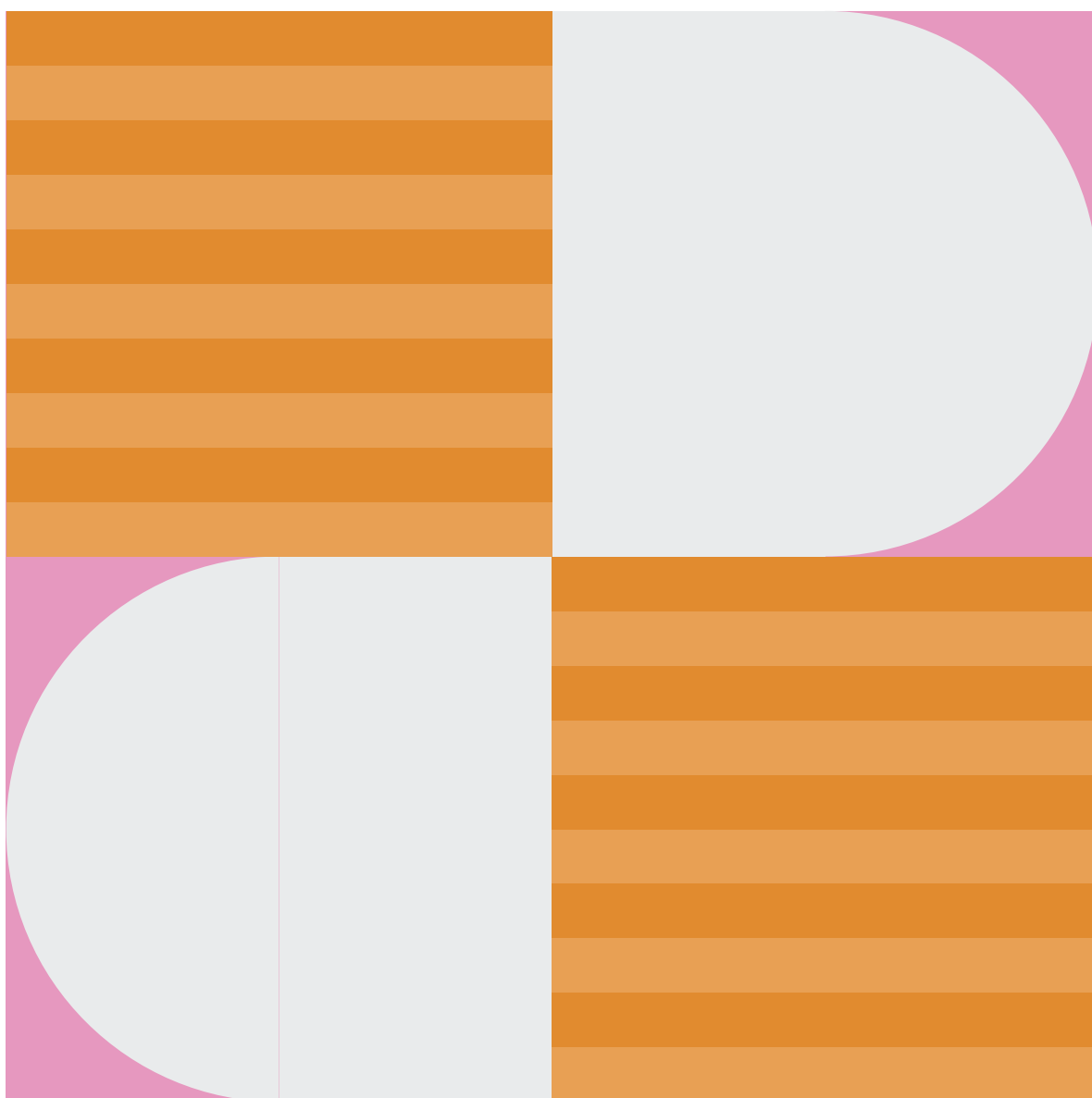
We are not doing this on our own. In the future, I see the need to join forces even more, probably with partners we do not know yet. The unseen crises over the past years are truly a lesson for the next 30 years. I am convinced that challenges and opportunities can only be addressed by open-mindedness, creativity, flexibility, and cooperation. Over the next 30 years, we will foster these qualities. An important partner in this journey will be all our European fellow port colleagues and European policymakers. By 2050, I hope that today's innovations will be business as usual.

# Aiming to be a pioneer



# Becoming a SMART euro-regional hub

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Over the past 30 years, we have witnessed profound changes on the global stage, and we are firmly committed to remaining at the forefront of these developments. As the Port of Barcelona, our mission is to generate prosperity in our community by increasing the competitiveness of our clients through the efficient and sustainable provision of logistics and transport services. This mission will be the cornerstone of our vision for the next 30 years.

We aspire to become a SMART (Sustainable, Multimodal, Agile, Resilient, and Transparent) euro-regional hub. This positioning as a gateway to Europe will drive significant growth in logistics activity, with an expansion of logistics facilities and offering value-added services for cargo.

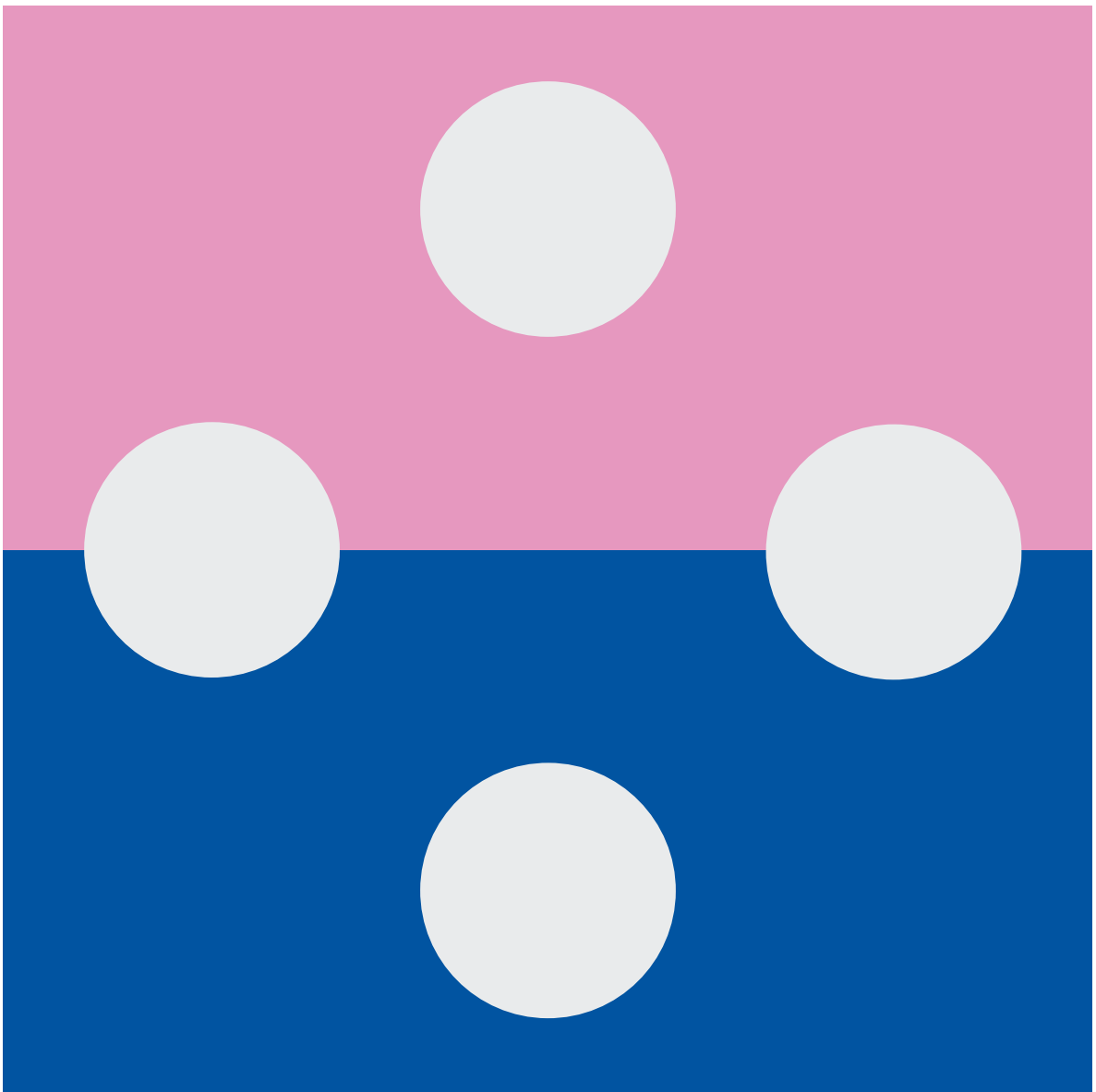
We are committed to developing new logistics services and establishing the port as a regional leader in innovation, driven by a logistics port and technological ecosystem that excels in implementing new services and advanced processes in Europe. For the future, we have created two key tools: BCN Port Innovation Foundation and BlueTechPort, an international hub for innovation in the blue economy.

The Port of Barcelona will also serve as a testing ground for technological, environmental, and operational innovations and as a hub for the production and distribution of clean energies that will facilitate the decarbonisation of our continent.

Our relationship with our host cities will be intensified by promoting permeability between the port and urban areas. The port will concentrate on electric mobility infrastructure and services, while our logistics zone will solidify as a central urban distribution node in the metropolitan conurbation.

We are enthusiastic about this vision and will work tirelessly to bring it to fruition, in close collaboration with our partners at ESPO, to achieve the future goals set by all European ports. We hope this book serves as a testament to our shared ambitions and a guiding light on our path towards a prosperous and sustainable future.

# Applying innovation as a working method



It is almost a science-fiction exercise to predict the Port of Bilbao in 2050. Surely, none of the people currently working at the Port will be active, and the world will have achieved new technological breakthroughs.

I envision our Port with autonomous modes of transport (ships, trucks, trains, machinery) manufactured with circular economy materials and powered with alternative fuels based on renewable energies.

The Port will be a hub for producing, integrating and redistributing alternative fuels and renewable energies connected to green and digitalised industries, cities, and logistics corridors.

Hopefully, we will have succeeded in decoupling the economic growth from its impact on the environment. In addition, artificial intelligence will be a co-worker, and new technologies we have not yet imagined will emerge.

We will have adopted new regulations for autonomous modes of transport and protected people from GHG emissions, achieving a more respectful use of the oceans.

We will have adapted our infrastructures to the rise in sea level and learned to better manage uncertainty by applying innovation as a working method. As Peter Drucker pointed out, 'The greatest danger in times of turbulence is not turbulence itself, but to act with yesterday's logic, and turbulence will be our natural condition for sure.

If anyone reads these hypotheses in 30 years' time, many of them may not have come true. However, I hope the Port of Bilbao will still be a Core Port in 2050, and that by then, we will be celebrating almost 800 years of history.

I also wish we will continue to serve the industry, citizens of the Basque Country and our entire hinterland in an effective, efficient, agile, and sustainable way, knowing how to adapt quickly to new technologies, regulations, and uncertainties.

I would also like the Port of Bilbao to keep a leadership position in the European Atlantic Arc, aligned with the objectives of the EU, developing projects together with our port community, municipalities, and institutions around us.

In short, I wish we remain a trusted partner for any stakeholder wishing to invest in our port.

According to Antoine de Saint Exupéry, ‘Your task is not to foresee the future, but to enable it.’ Looking ahead to 2050 might help to enable a better future. Climate change must be our prime concern, and without ports, there can be no transition to green power and no decarbonisation of industry. By 2050, therefore, the measures launched as part of our sustainability strategy and those we are still planning will hopefully become reality.

One key project is the Energy Port currently planned for the south of Bremerhaven: in 2050, large numbers of wind turbines will ideally be produced there, and old models will be repowered before leaving for offshore locations where they generate clean power. This energy will be fed into sea cables produced and shipped in Bremerhaven. Bremen’s ports will be home to floating hydrogen electrolysers converting the wind of distant offshore farms into hydrogen, which is then fed into a Europe-wide hydrogen grid.

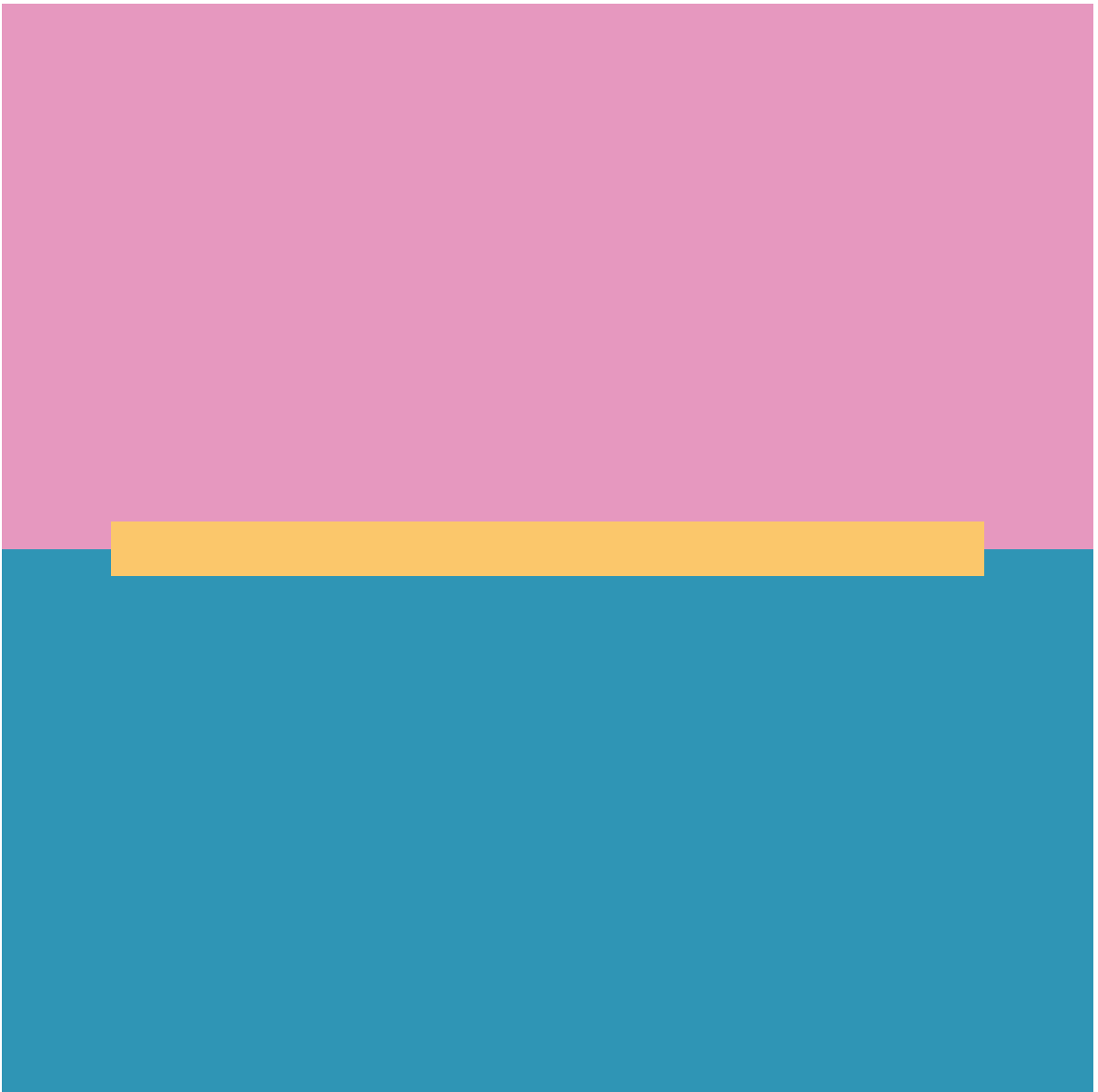
By 2050, this new function as an energy logistics hub will have provided enormous impetus for the ports of Bremen, like the container revolution in the 20th century. In 2050, Bremerhaven will see a significant increase in the transshipment sector following the extension of its container quay into the river. By then, container vessels will have access to green shore power at all berths because the port itself has already been climate-neutral and digital for years. AI and the data compiled at the ‘Smart Port’ enable even more efficient and climate-friendly transshipment. Moreover, in 2050, the hydrogen-powered railway terminal means that hardly any trucks calls at the ports.

By 2050, the cruise sector has undergone many changes: floating hotels have long since become emission-free, and the Columbus Peninsula in Bremerhaven is now a new highlight in the city, being a byword for sustainable tourism.

If this vision of the future is to happen, we have to set the right course over the next few years: we need productive, climate-neutral, sustainable and digital ports. In other words, ports that will continue to drive the economy and guarantee good work in future



# Enabling a better future



Even if the external environment is changing faster than ever, and right now, ports are rethinking the means to provide value to the community in an optimal way, the mission and vision of most European port authorities remain unchanged.

Therefore, the European ports will continue to act as intermodal hubs for their hinterland, ensuring safe and efficient sea and river navigation, maximising the added value and employment and thus, contributing to state-of-the-art connectivity for the European Union region.

But now more than ever, the geopolitical and economic conditions are still generating additional actions to the current ones. The last two years have proven that, at least for the Black Sea region, they can be extremely dynamic. The reconfigured logistic corridors will determine the means to upgrade the segments of the transport infrastructure which are not sufficiently developed and at the same time, will ensure the sustainable development of the ports. The intense use of intermodality speeds up the promotion of innovative environmental start-ups and the facilitation of green transport.

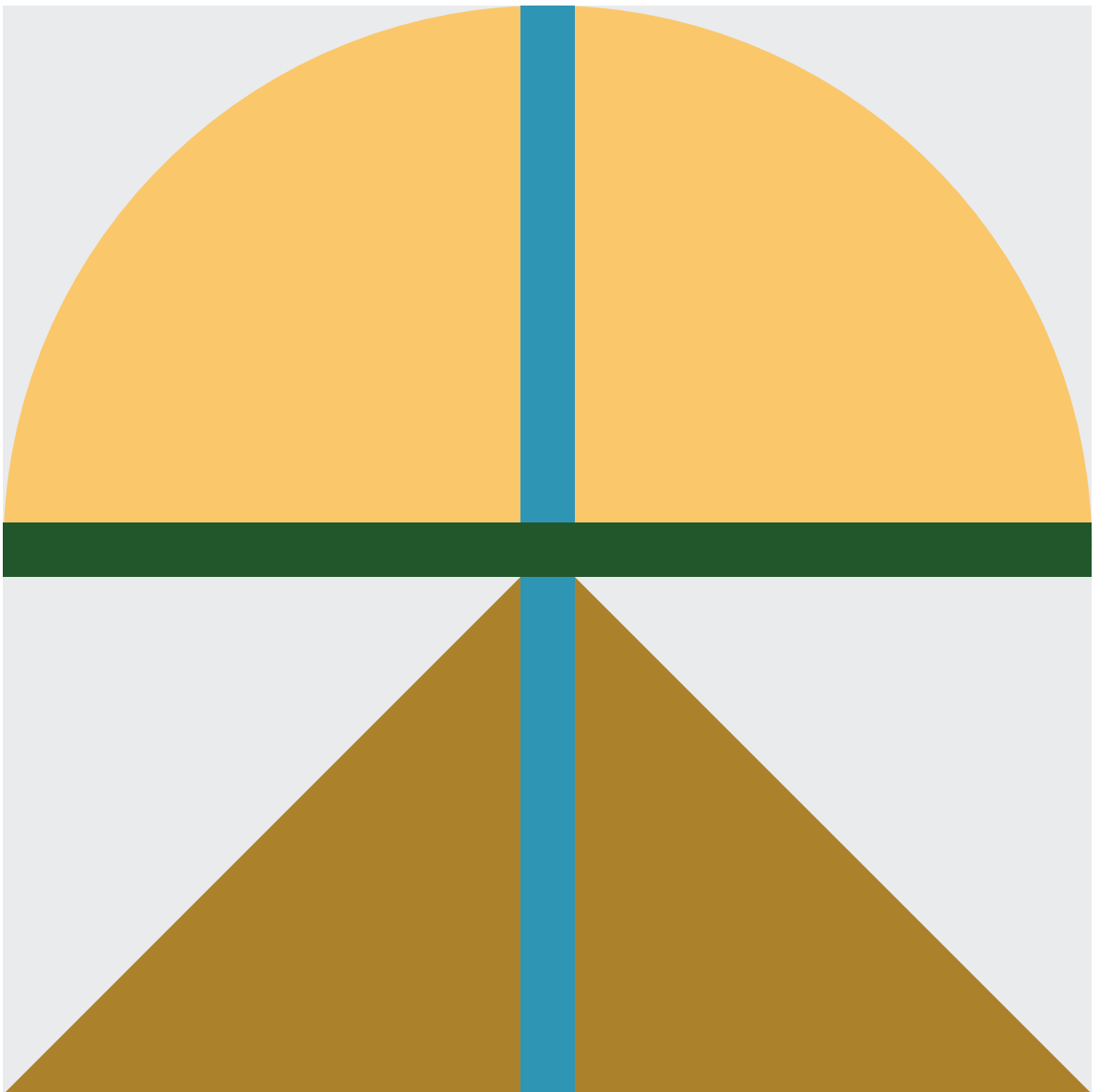
Recent history has proven the need to focus on developing more resilient and shorter supply chains that can better adapt to future or unforeseen disruptions.

In this context, the road to success for the Port of Constanța is to achieve its goals, which reside in the consolidation and expansion of the hinterland, ensuring an optimal connection between the Baltic, Black and Caspian Seas, becoming a better and more efficient hub for all types of cargo and assimilating the trends imposed by the blue economy.

# Ensuring an optimal connection between the Baltic, Black and Caspian Seas



# Reinforcing the role of leader in sustainable logistics



Our port is a meeting place and a collaborative hub located in the Øresund strait, where industry, research, and entrepreneurship meet, share knowledge, and inspire each other. We are a thriving ecosystem where new technologies, solutions, and business opportunities come to life.

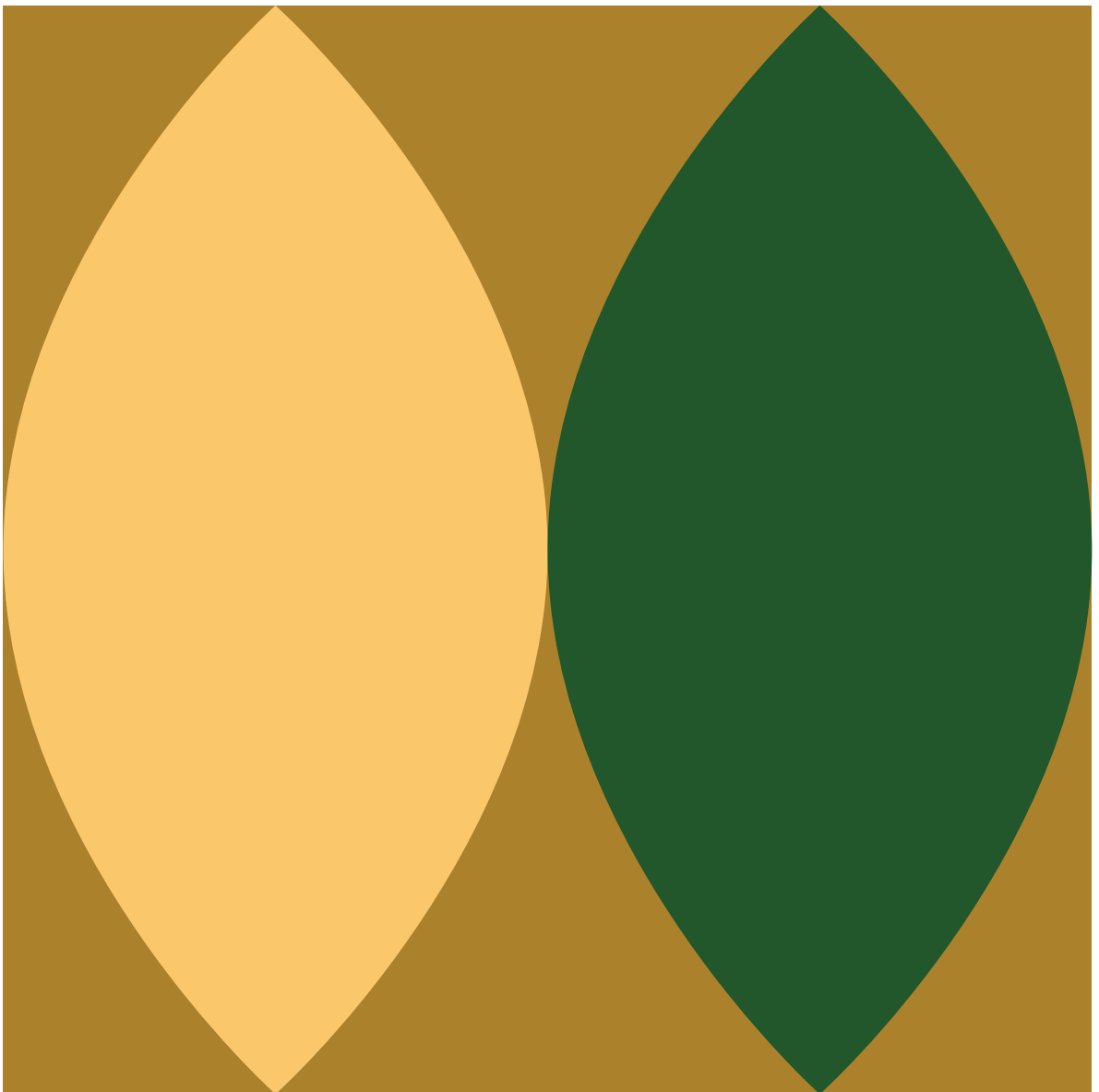
At the core of the Port of Copenhagen Malmö's mission lies a resolute commitment to sustainable fuel solutions that address the diverse needs of sea, air, and land transport. Our expertise as an energy hub in handling and producing advanced e-fuels and CO<sub>2</sub> not only reduces greenhouse gas emissions but also safeguards our surrounding environment.

Our cruise terminals in Copenhagen, Malmö, and Visby warmly welcome travellers from around the globe. These passengers have chosen to explore their surroundings in an environmentally responsible way through zero-emission cruising, and we are proud to offer them a green gateway to exceptional destinations across the Nordic region.

Furthermore, our port serves as a vital nexus for vessels from distant shores, aircraft arriving from across the world, and road and railway networks. With strategically located logistics hubs in Copenhagen and Malmö, we facilitate seamless global connectivity, ensuring efficient and sustainable transportation networks for the future.

As a multi-modal logistics and industrial player spanning the strait, we diligently supply the burgeoning populations of Malmö, Copenhagen, and the Øresund region with goods and supplies. Our commitment to innovation extends to pioneering green last-mile logistics, connecting our terminal directly to end customers, thus reinforcing our status as a leader in sustainable logistics today and tomorrow.

# Moving from the 'River to the Sea'



The Port of Cork is a 'Core Port' in the Trans-European Transport Network and a Port of National Significance (Tier 1) under the Irish Government's National Ports Policy 2013. The Government mandates the Port of Cork Company (PoCC) to lead the response in meeting Irish's future port capacity and infrastructure requirements and to be a driver for economic growth in the region.

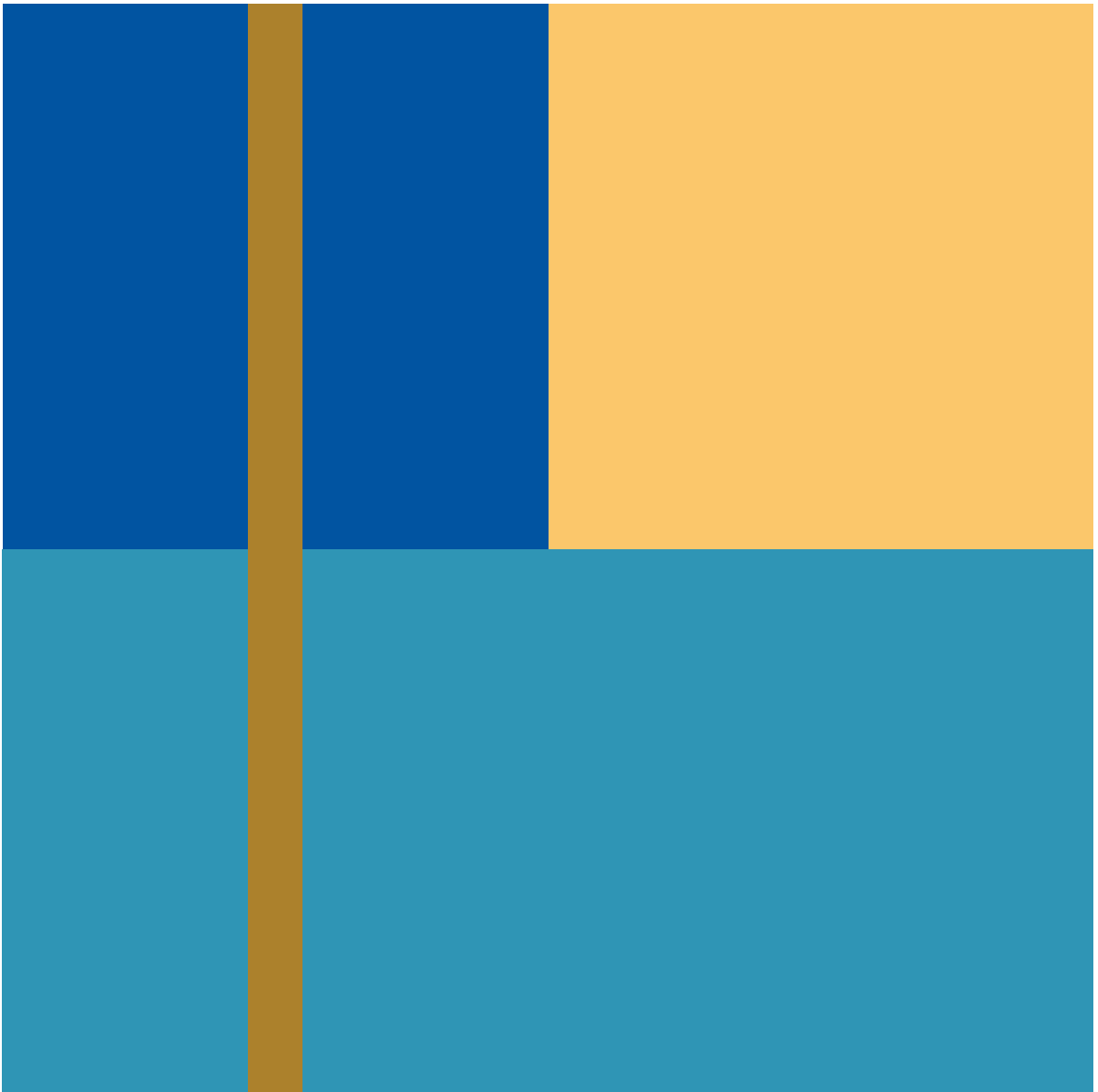
Planning for the future is a key priority for us, and our Port is undergoing a historic change to meet the current and future needs of the shipping industry and society as a whole. Our recently published Port Masterplan 2050 provides a vision of how the Port of Cork Company can continue to adapt and grow over the next 30 years and provides an integrated framework to plan for the short, medium, and long-term strategically.

In 30 years from now, our Port will be very different. The Masterplan maps the Port of Cork Company journey from 'River to Sea Port' aiming to move operations out of Cork City, and consolidate all activities in the lower harbour by 2050. This has largely been driven by ever-increasing ship vessel sizes, which are becoming unviable to accommodate upstream. This further responds to an increasing demand from global industry to provide reliable, safe, high-performing facilities and services in deeper water near the main shipping routes and will ensure the Port of Cork remains an efficient link in the global logistics chain.

In addition, as the country and the world move away from fossil fuel consumption to tackle the effects of climate change, the Port of Cork will continue to play a pivotal role in facilitating the future energy needs of the country as a hub for renewable fuels, transition fuels and offshore energy streams.

As we transition toward the future, we are extremely aware of our heritage and the role we play in our local community. As we endeavour to meet changing demands, the well-being of the people of Cork and its environment will continue to be embedded in our values and be reflected in every decision we make.

# Improving the capacity of the Port



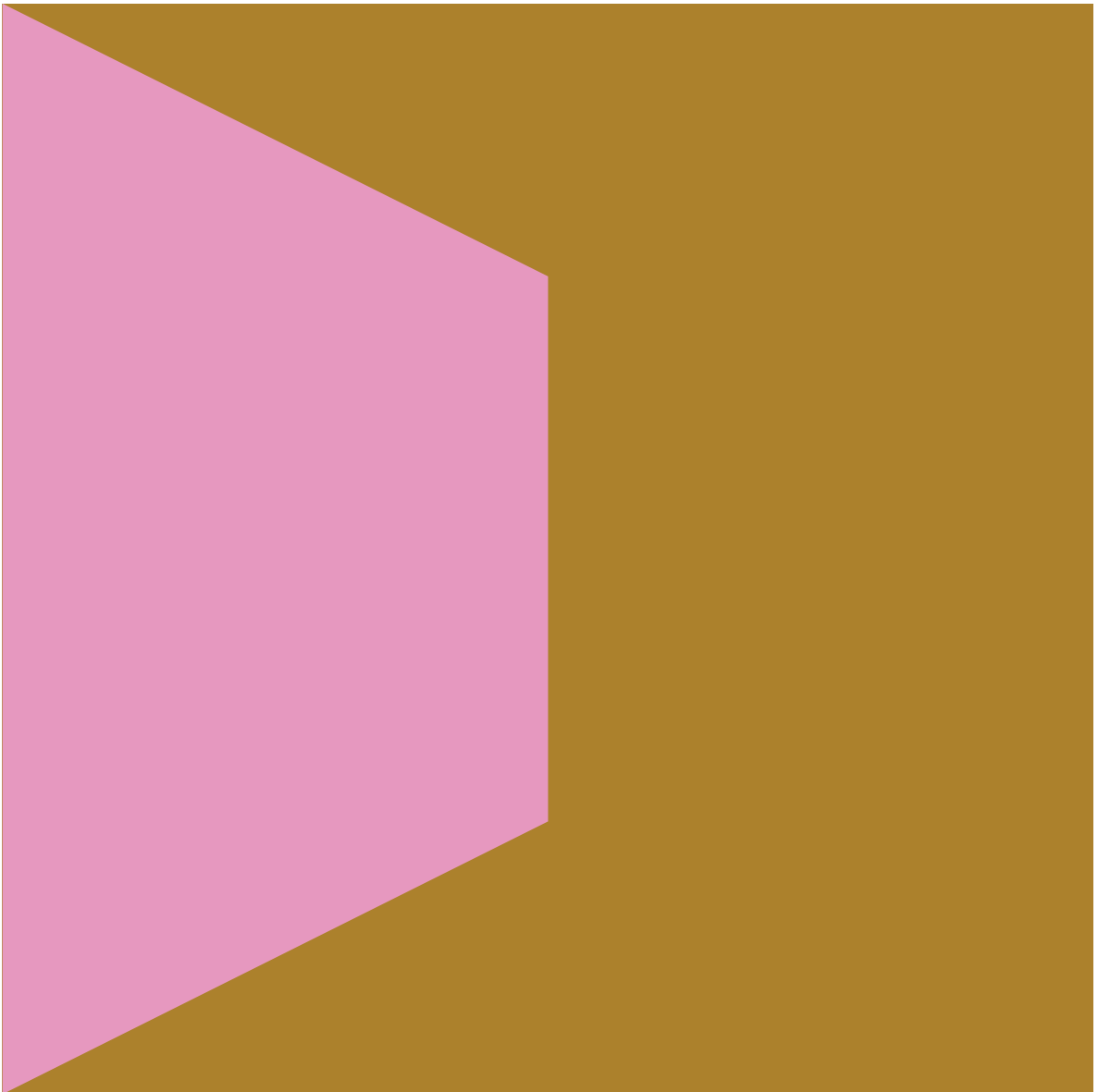


Dublin Port Company (DPC) has been galvanised over the last ten years as the 2040 Masterplan, published in 2012 set out a vision for future operations at the Port and critically examined how the existing land use at Dublin Port can be optimised for merchandise trade purposes. The Masterplan, which had been prepared following extensive engagement with stakeholders, also outlined how the Dublin Port company will work to better integrate the Port with the City and people of Dublin while continuing to be Ireland's largest Port, providing a gateway to the world. ESPO were a key stakeholder when the Masterplan was being developed, and the 2010 Code of Practice on Societal Integration of Ports has been and still is invaluable to us.

In 2018, the Board of the Company followed up on the Masterplan vision and set out a bold and ambitious view of where the Port will be in the future: 'The vision is that within ten years, we will have transformed Dublin Port into a highly land efficient port, an attractive destination in its own right and permeable to the people of Dublin to enjoy and experience the port's heritage in all its diversity, from the natural environment to arts, to local history'.

When I joined the port last year, I found that this vision had allowed for two-thirds of the Masterplan to pass planning permission, and work has already begun improving the capacity of the port within the confines of a UNESCO-designated biosphere. As we look to 2050, the issue of sustainability will be our key priority, and I am confident in the energy, integrity and competence of the Dublin Port team to deliver on what must be a key area of focus for us all. Finally, I would like to congratulate ESPO on its 30th anniversary and my predecessor, Eamonn O'Reilly and former Chairperson of ESPO from 2016–2020.

# Remaining the largest grain port in Poland



Today, the Port of Gdynia is a universal port, one of the leading ports in the South Baltic Sea Region. It specialises in handling general cargo, mainly unitised cargo transported in containers and a ro-ro system. The cargo handling in the port is year by year increasing and is estimated at 27,9 mln tonnes in 2022.

In 2050, the Port of Gdynia handles 60 mln tonnes focusing on being a multimodal and universal port, a fully automatic logistic and energy node, capable of creating and providing value-added services to markets.

In 2050, the Port of Gdynia is realising its deepsea operations, the further development of motorways of the sea, having adequate transport accessibility to the 'port gates', efficient servicing terminals, and integrated logistics facilities and supply chains. The outer Port, i.e., a hydrotechnical facility on the extended waters of the gulf for container ships, sets a record 5 million TEU's turnover. The Port of Gdynia remains the largest grain port in Poland and an important ferry and ro-ro node. The expansion of the port's infrastructure and facilities in this matter increases the capacity of the ro-ro terminals and the entire commercial connection between Poland and Scandinavia. The ferry terminal enables to service the largest and most eco-ferries in Europe. Freight volumes increased to 500 000 heavy goods vehicles in 2050.

Intermodal infrastructure is servicing railway sets in the Logistic Valley — a business hub facility for companies from around the world. The port has increased its spatial productivity, building a port ecosystem integrating local communes as a cluster of innovation and public revenue.

In 2050, investments in physical infrastructure are declining, because of a shift in more technological solutions. Data exchange has become a key instrument for streamlining and optimising infrastructure usage and operation by eliminating empty transport activities.

In 2050, the Port of Gdynia is an energy hub supplying energy sources for the maritime economy, including alternative fuels, renewable energy, electromobility facilities, as well as hydrogen.

The Port of Gothenburg was established just over 400 years ago, and ever since it has been the natural hub for commerce and transport in the West Coast of Sweden and, in the last decades, for all of Scandinavia. As we approach the future, we expect that the demand for connecting people and the continued exchange of goods and services will remain an important part of everyday life for the people of Europe.

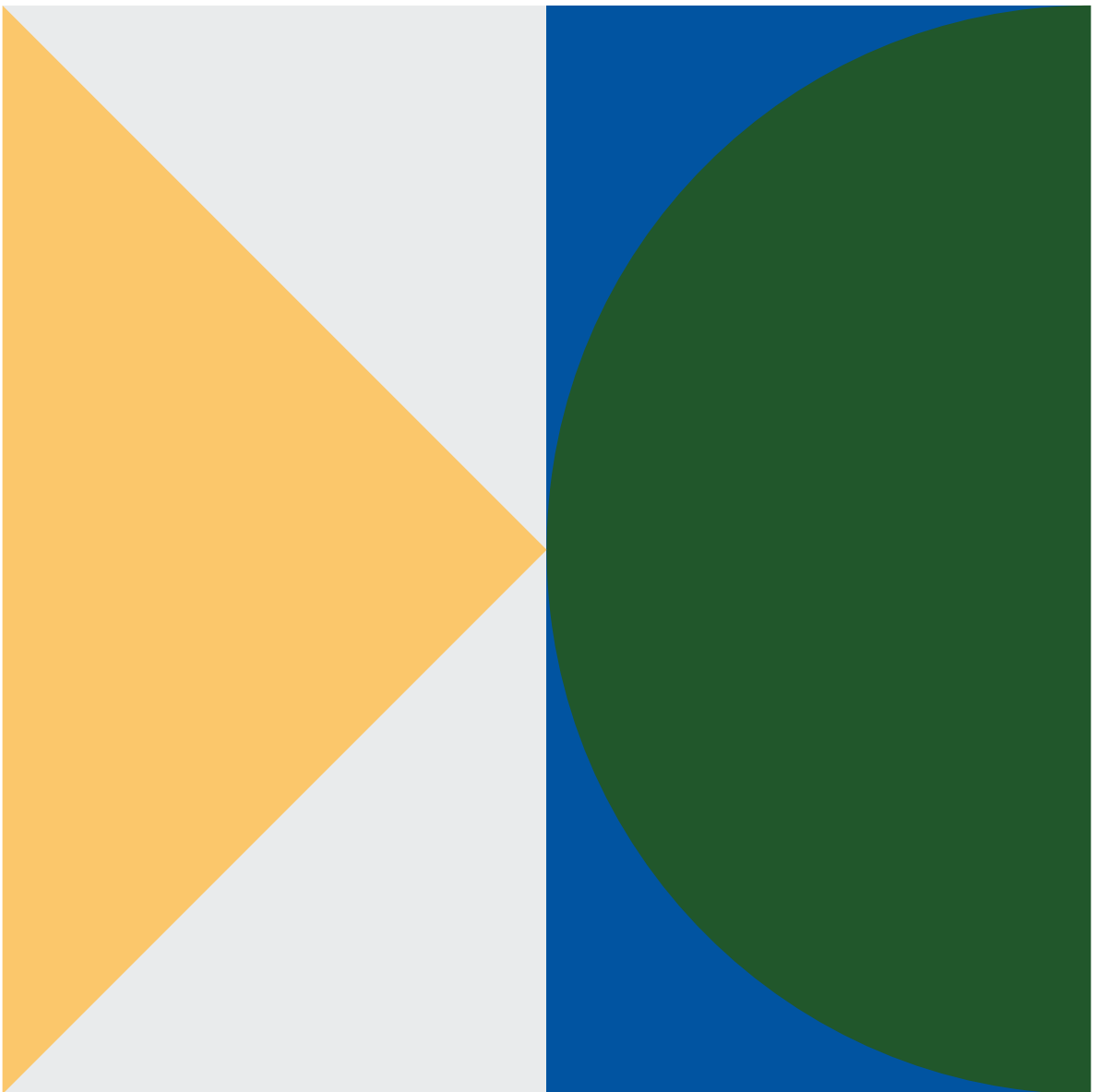
When digitalisation has transformed from a futuristic promise to an everyday reality, we will see the port becoming more efficient, providing seamless transport through silent vessels with no emissions.

What is today only a concept, in 2050, will have arrived and be ready to become the new normal.

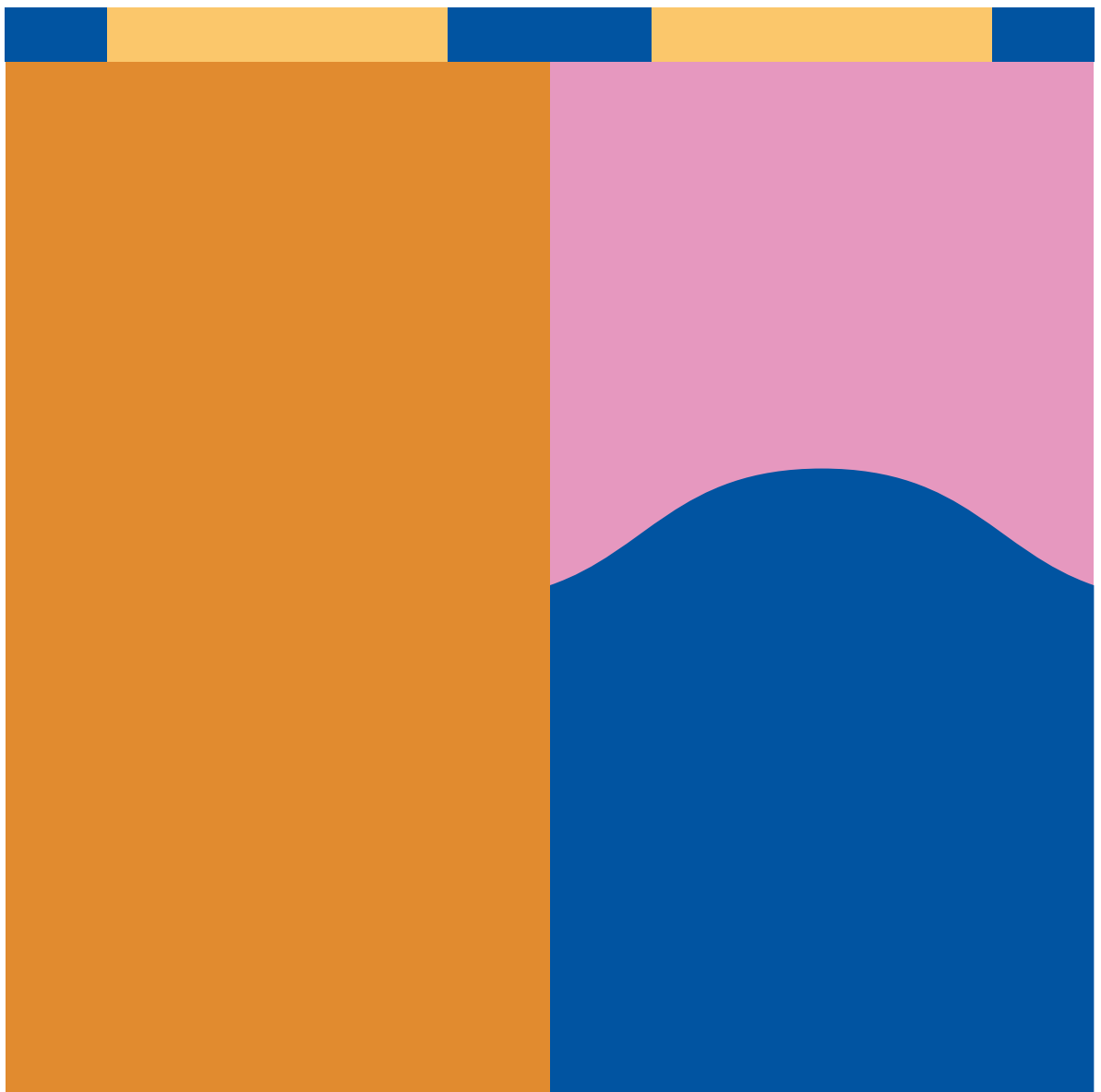
In 2050, the fossil era is left behind us, and the port has become a hub for fuels that are no longer called new or alternative but are seen as the natural choice. At the same time, the need for energy has risen even further and so has the need for safe handling and storage of energy products such as hydrogen, ammonia, and methanol. The port, has therefore, continued in its role as the natural hub for energy, yet with other products and a new level of connectivity as electricity once again becomes the centre of all transport.

As we chart our future course in order to future-proof the trade routes to continue to guarantee global access for everyone, we aim at creating the intelligent, globally integrated port of the future. It is our vision to provide the best possible preconditions for efficient and sustainable trade in the future. As such, the Port of Gothenburg will continue to be Scandinavia's largest and most important port and energy hub.

# Becoming an innovative hub where people meet and energy flows



# Focusing on circular industries and renewable energies



Groningen Seaports is the manager, commercial operator and developer of Eemshaven and the port of Delfzijl, including the inland ports and several business parks in the northern part of the Netherlands. Groningen Seaports focuses on strong clusters like the biobased chemical, green, and circular industries. There are huge developments in the ports.

In 2050, the port of Delfzijl will mainly host circular industries like batteries, plastic, and more. Besides these developments, a huge area will be used for biobased chemical production. Chemicals that can be used in our daily life or that will be deployed as raw material for products in our daily life that are made from residuals from agricultural products, like potatoes or beets. But also, residuals of the wood industry will be used to produce these biobased chemicals. The port is essential for the incoming and outgoing transport by sea and inland shipping.

In 2050, we will celebrate the 25th anniversary of the expansion of Eemshaven by 600 hectares. This expansion made it possible to focus even more on energy compared to the achievements of the port in 2023. Lots of wind turbines, solar parks, electricity cables to Norway and Denmark, gas-fired power powerplants that have been modified into hydrogen-fired power plants, and a coal-fired powerplant that switched to biomass with CO<sub>2</sub> capture. In 2050, even the existing LNG terminal is reconstructed into a hydrogen import terminal. So, almost all energy that is produced in Eemshaven is green.

Besides producing and importing energy, Eemshaven will have increased its offshore wind proposition. With the dedicated heavy load quays, Eemshaven will meet the needs of the continuously growing wind turbines and will have become one of the most important offshore wind ports around the North Sea. Due to its strong position, the largest part of the 300GW offshore wind farms are installed in the North Sea using Eemshaven as port, and the electricity and the hydrogen produced at sea will logically land in Eemshaven.

Considering the very dynamic developments of the past years, it certainly requires some imagination to shape a vision for our ports in the next 30 years. Strategic planning, however, requires a good dose of visionary content to create meaningful results. I will give it a try in Hamburg.

The Port of Hamburg will become more efficient, productive, and free from all kinds of emissions. By 2030, all major berths for cargo vessels and cruise terminals will have onshore power supply systems, which will be ready for use in 2024. In addition, the share of environmentally friendly and energy-efficient means of transport, in particular rail and inland navigation, will be increased. Moreover, the port is a decisive driver for the energy transition and will be a central hub for sustainable energy sources and energy security in Germany.

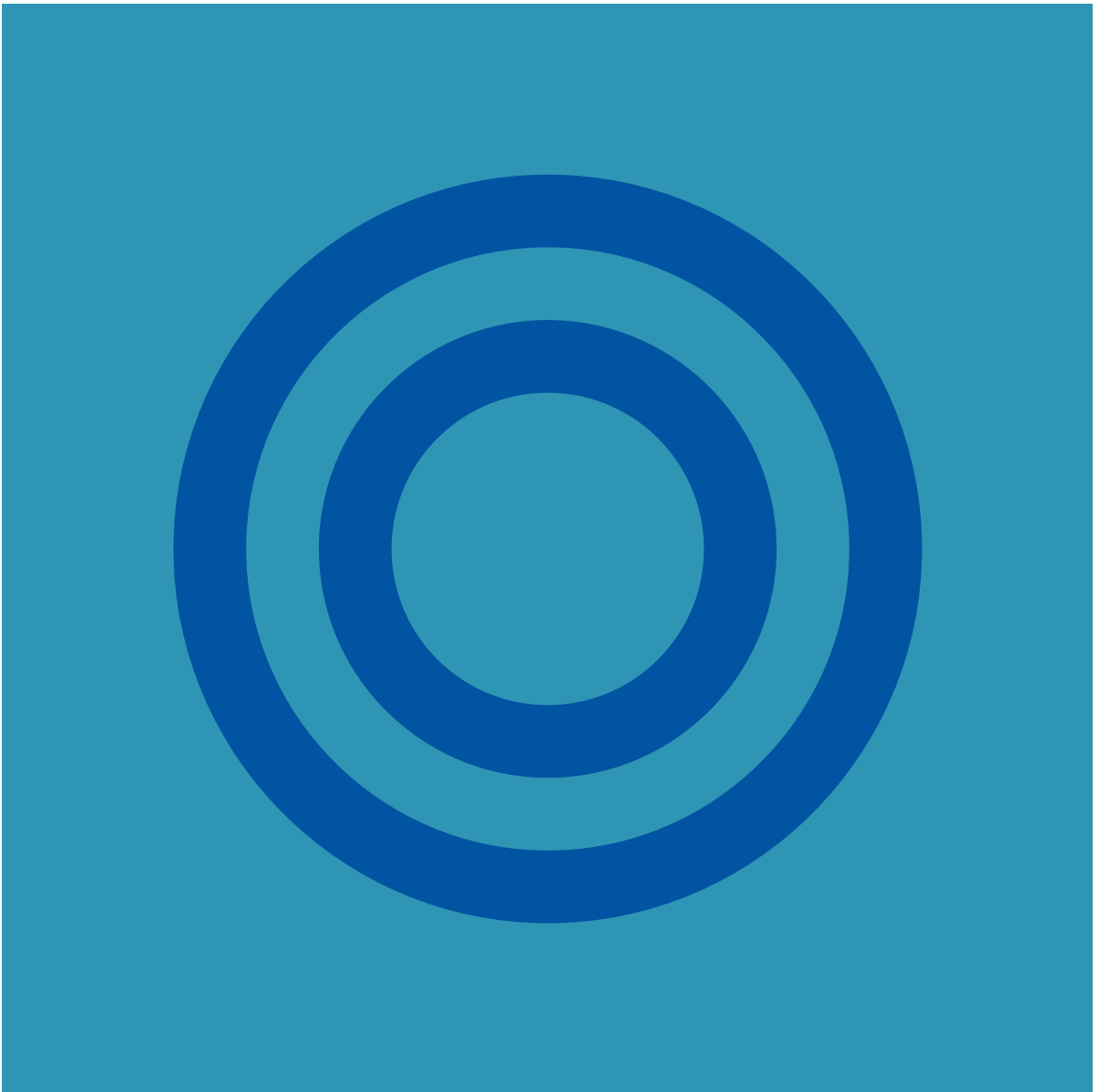
The expansive use of digital and autonomous systems will further amplify the Port of Hamburg's efficiency and climate-friendliness, thus helping the whole economy achieve its sustainability goals. Further digitisation will enable optimal logistics management, comprehensive and secure data exchange and close networking of industry players, enhancing the synergetic effects of clusters. New delivery concepts will be developed and tested within the port and the city as a real-life laboratory, leading to a last-mile logistics revolution.

Cargo throughput via the port will grow and continue to stimulate economic growth and employment in the metropolitan region of Hamburg. As a huge sustainable industry and logistics cluster, the port will attract further companies from the sustainable energy sector, as well as storage, processing, refining, and supplier companies, service providers, and manufacturers.

The challenges we are facing will force ports not only to make considerable investments but to question and ultimately re-establish the role they play in the greater scheme of things by seeking, testing, and putting in place new business models and, most probably, being much more open to incorporating practices from other industries. This certainly is a generation's defining task. I see the Port of Hamburg ready for this great transformation.



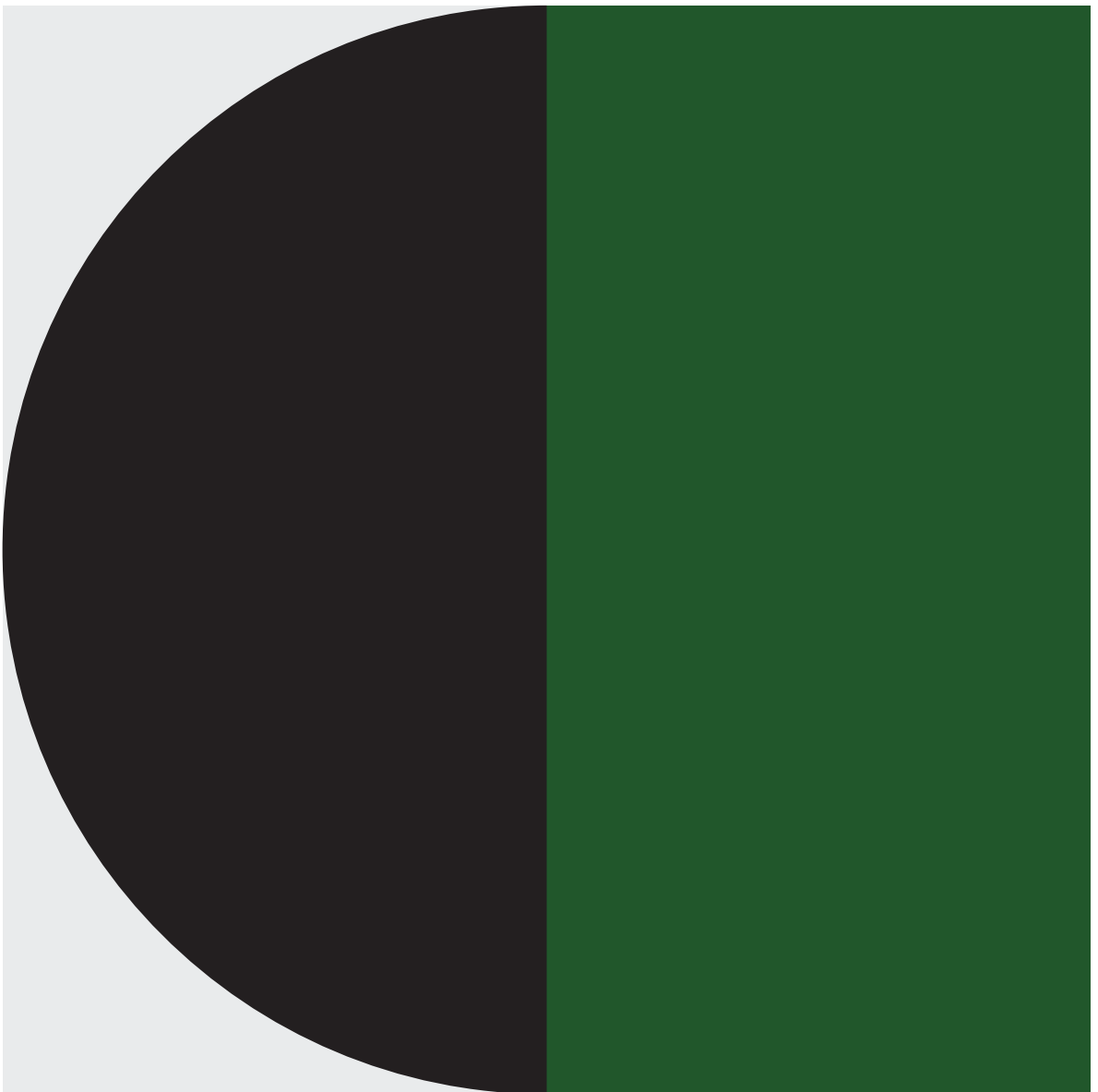
# Putting in place new business models



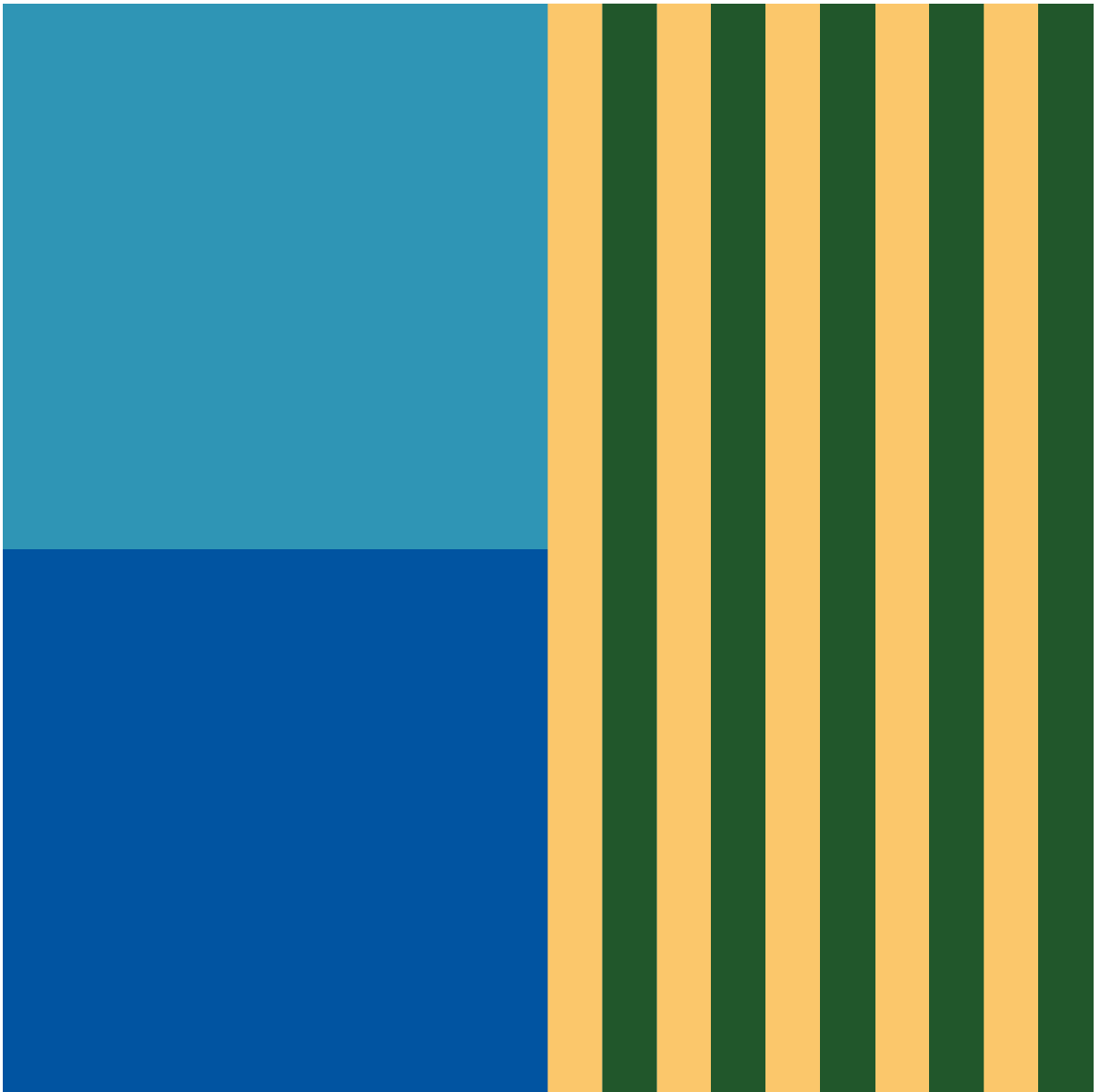
With an immediate connection to the open Baltic Sea, the Port of Hanko offers an extraordinary, easily accessible service for international trade to and from Finland. For a small, open economy like Finland's, an easy, cost-efficient, safe, and reliable supply chain is of the utmost importance to overcome the competition on the world market.

Port Of Hanko — The Finnish Green Global Hub — at the southernmost peninsula of Finland, meets and will continue to meet the advanced needs of the Finnish foreign trade in the future, as it has always done being a leading figure in the development of new customer-oriented processes to ensure the competitiveness of the whole supply chain. A carbon-neutral platform, offering slow steaming possibilities, thanks to its excellent geographical location as Finland's closest gateway to the rest of the world, safe and green hinterland connections, supported with excellence in digitalisation and digital solutions will ensure growth in the Port business. The opening of new facilities in the new port area of Koverhar offers the whole Finnish society a magnificent opportunity to strengthen its position in seeking new roadmaps in an ever-greener world.

# Searching new roadmaps in an ever-greener world



# Building a new model for port operations



The international context and climate change are leading us to rethink our models more than ever before. France's ports, in general, and HAROPA PORT in particular, are gearing up to provide alternative solutions and realise the net-zero ambition to become Europe's first major decarbonised economy. Our goal is to reconcile the ecological transition with a strengthening of economic sovereignty and technological independence.

The challenges are enormous: not only the conservation of the environment, the protection of the port's biodiversity and combating land artificialisation... but also combating rising sea levels and coastal submersion — as well as air emissions, of course. To meet those challenges, we are looking to develop future energy sources, provide onshore power and create novel industrial activities on the port land (e.g., green hydrogen, synthetic fuels, solar photovoltaic, liquified natural gas, natural gas for vehicles, methanisation). In this respect, the recent announcement by Engie and CMA-CGM of the launch in Le Havre of France's first platform for industrial production of renewable, low-carbon fuels is particularly symbolic. We are also rolling out the digital transition to enhance the fluidity and security of people and trade flows by using new, highly secure systems. Although the road ahead will be long and challenging, the focusing of the efforts of all concerned will enable us to build a new model for port operations in the first place internationally, a model that is sustainable, innovative and supportive of sovereignty, as well as being, above all, good for our country and for the planet. We are on our way to 2050 ...

The Port of Haugesund Authority (Karmsund Port Authority) is a leading port in Norway, driving innovation and shaping the future of port development. Looking ahead to 2050, we envision a transformative journey to position our port as a key player in the sustainable and digitalised port industry.

In line with Europe's commitment to becoming net-zero, we are dedicated to spearheading the transition towards a greener and more environmentally friendly port. By embracing renewable energy sources and implementing cutting-edge technologies, we aim to become a net zero port, setting new standards for sustainable practices. Our port will serve as a model for others, showcasing how economic growth and environmental stewardship can go hand in hand.

Connectivity will be at the core of our port's future. With the rapid advancement of digitalisation, we will leverage emerging technologies to create a seamless and efficient port ecosystem. Through the integration of the Internet of Things (IoT), artificial intelligence (AI), and data analytics, we will optimise port operations, enhance supply chain visibility and flow, and improve overall efficiency. Still, recruiting the most skilled people will be the most important factor, not AI and IoT.

The Port of Haugesund recognises the importance of strong partnerships and collaboration. In the next 30 years, we anticipate forging new alliances with innovative businesses, port companies and industries. By diversifying our business partners and focusing on commercialisation, we will expand our offer and adapt to evolving trade patterns. This will enable us to tap into emerging markets and seize new opportunities, ensuring our port and country's long-term growth and prosperity.

In conclusion, the Port of Haugesund is committed to leading the way in shaping the future of port development in Norway. With a strong focus on sustainability, digitalisation, and collaboration, we will pioneer innovative practices that set new industry standards. By embracing change and seizing opportunities, we will ensure that our port remains at the forefront of the European port industry, contributing to our region's economic growth and prosperity.

# Forging new alliances



When Gustav Vasa, King of Sweden, founded the City of Helsinki in 1550, he was not looking for a new city but rather a port to boost trade against the Hanseatic League. So, the port came before the city, and in the centuries that followed, both port and city prospered, leading Helsinki to become the capital of Finland, and the Port of Helsinki one of the world's leading passenger ports.

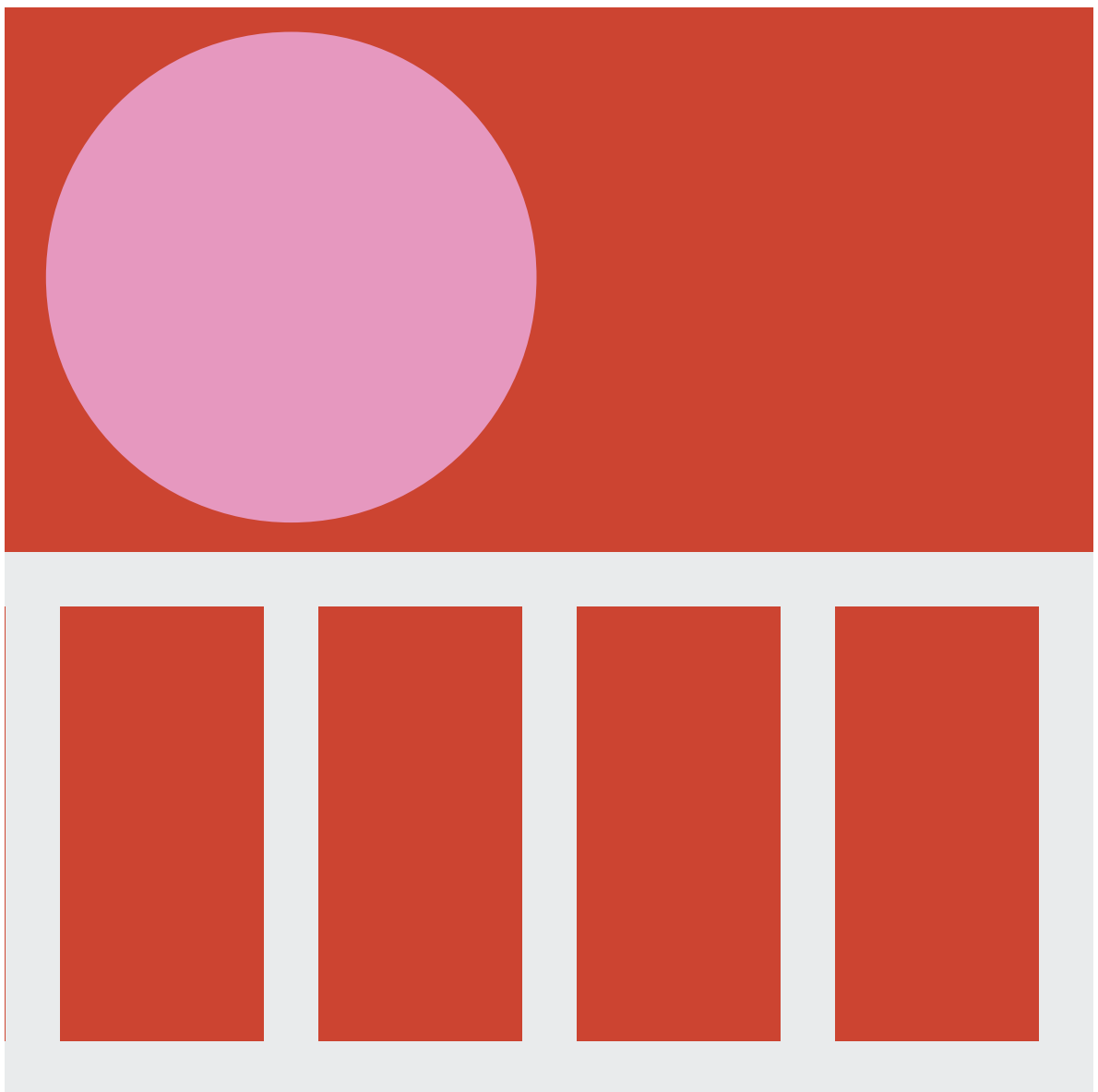
With five hundred years of history, thinking 30 years ahead seems a short time. Shipping has evolved through huge steps in past decades, and the speed of change is likely to accelerate. In 2050, we will still be very dependent on sea transport. Nowadays, 93 % of Finland's foreign trade is transported by sea. The economic emphasis and population are concentrated mostly within 200 kilometers from Helsinki. I therefore see the Port of Helsinki playing an even bigger role in the Finnish foreign trade. During the coming decades, we will likely be more connected by rail transport with the rest of Europe, combining sea and rail through a fully automated hub connecting cargo and data.

In passenger traffic, especially our close connection with Tallinn will grow further. What will have changed is that the vessels are fully emission-free. Most likely, we will have electrical vessels, which are then powered in the port. We might even have autonomous vessels calling our port. The passenger journey will be enabled digitally so that the transition to the vessel will be fully free. We will no longer speak about 'terminals' since they will be fully integrated into the surrounding city with open access for everyone.

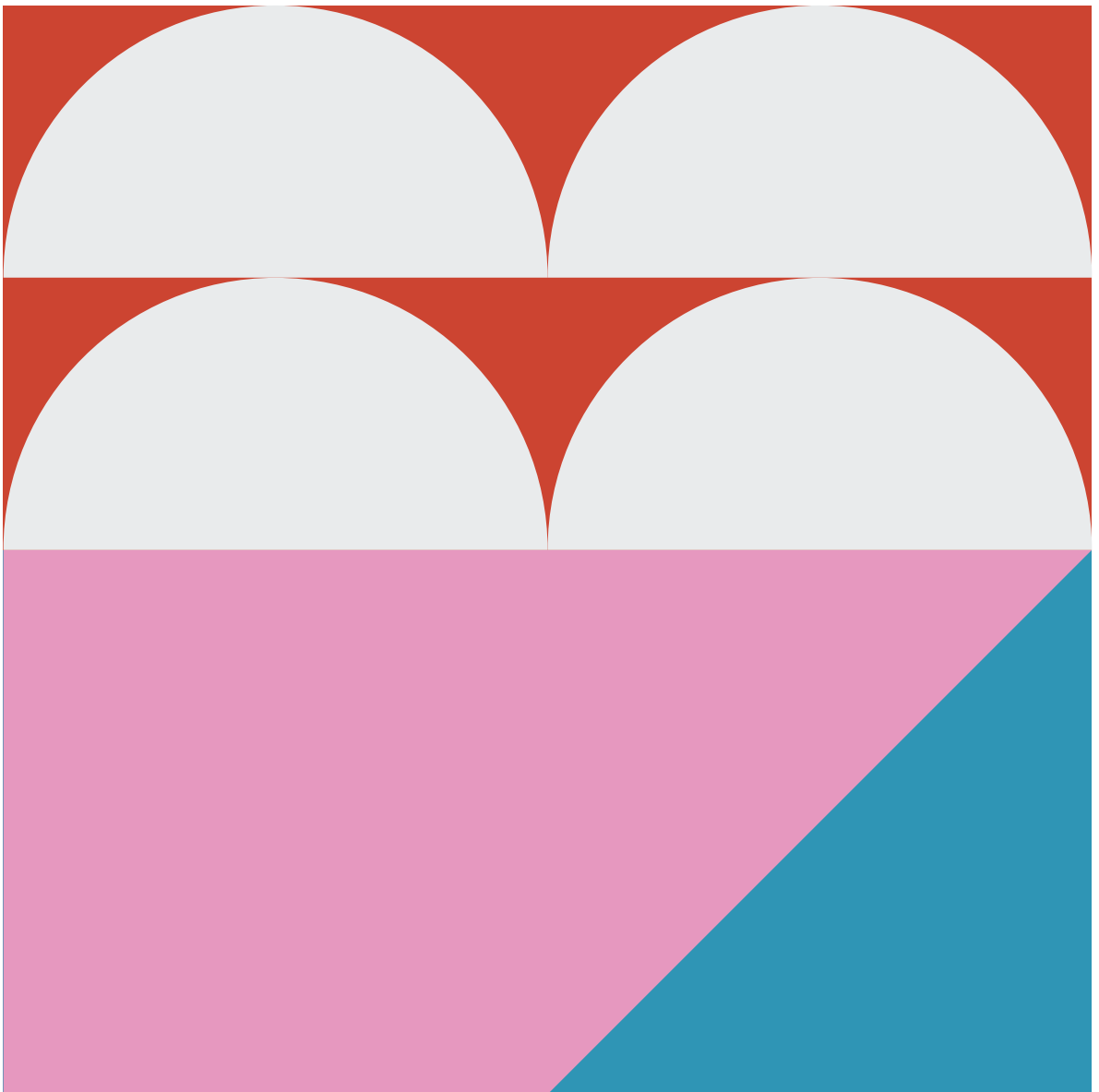
What will be automated will be done in the port, and the role of port staff will be even more that of experts and supervisors. The biggest development has been in the emission-free operations, which has improved the public acceptance of the port. But even though much has changed, what remains is that the port is the lifeline for the country's connectivity. Ports will remain, and vessels will be calling at the ports in the next century to come.



# Remaining the lifeline for the country and its connectivity



# Entering into new markets



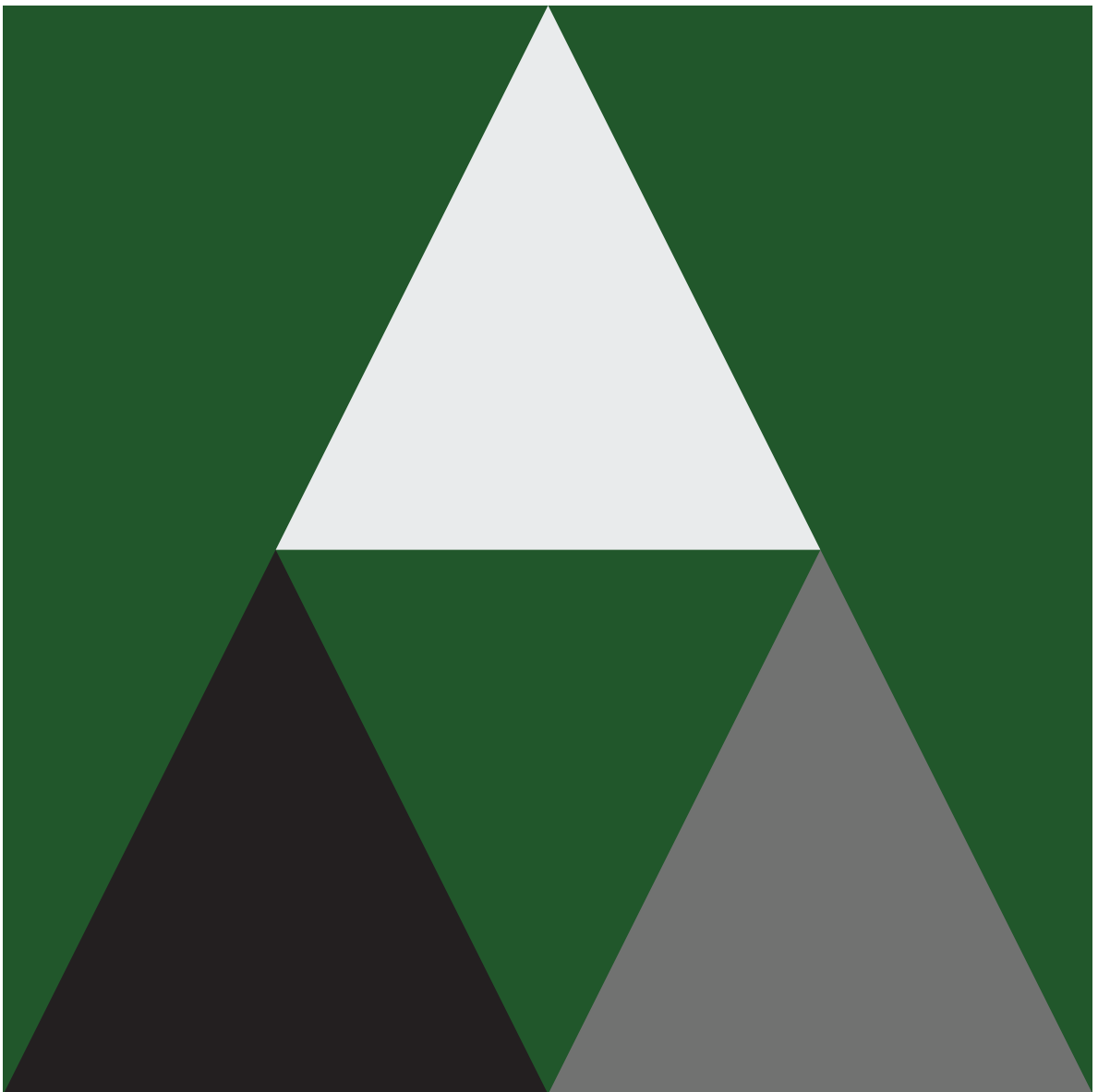
With an eye to 2050, the Heraklion port's vision is to become a carbon-neutral port with reduced environmental impacts for the benefit of its clients and the society and, at the same time, taking advantage of the technological developments towards further digitalisation of port operations.

Already, the port of Heraklion has embarked on an effort to reduce its environmental footprint through a series of initiatives. This vision will also assist the port of Heraklion to further strengthen its ties with the local society, perceiving the port not only as the facilitator of their trade and transport but also as a frontrunner in tackling environmental externalities from port operations.

In the next 30 years, we expect the port of Heraklion to maintain and reinforce its role as a major passenger and cruise port in Greece. Moreover, the engagement of the private sector through the port's privatisation, which is at its final phase, is expected to enrich the port product and to allow the port of Heraklion to enter into new markets. The port of Heraklion could also take advantage of its geographical position, aiming at the next 30 years to be a major transport node in the Mediterranean Sea, focusing on becoming the link between the European and the North African countries.

# Transforming into an industrial platform for circular energy systems

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One of Europe's largest hubs for carbon capture, utilisation, and storage. A focal point for the North Atlantic, Norway, the Baltic Sea, and the Baltic region. An important part of the local community in and around Hirtshals and the northern part of Denmark.

Our vision is that in 30 years, the Port of Hirtshals will be described as above. We are currently amid the largest expansion of the port in its 100-year history. This will transform the Port of Hirtshals into an industrial platform for circular energy systems, providing a fully utilised and balanced heat and electricity system to companies in and around the port and the surrounding community. As a part of Greenport Scandinavia, we are already working with large companies on CO<sub>2</sub> transport and storage in empty oil fields in the North Sea through the Greensand project.

The expansion will transform the port into a centre for green fuels that will be standard in the 2050s. The Port of Hirtshals is ideally located on the North Sea and is part of the EU's Trans-European Transport Network (TEN-T). Over the next three decades, the Port of Hirtshals will contribute to making even better use of the region's overall capacity of the sea, road, and rail network.

An essential part of a successful and sustainable Port of Hirtshals would be the ability to maintain a balanced relationship and cooperation with the surrounding community. With a population of approximately 6,000 in Hirtshals (and significantly more during the summer), the port is a major generator of economic and commercial growth and development in the area. At the same time, the port depends on the continued support and cooperation of the local community and authorities. This will still be the case 30 years from now.

I cherish my 30-year-long memories of when we used to hear the roaring of gantry cranes and whistling of vessels' sirens and used to watch blueish smoke from ships' chimneys. But our awareness has gradually changed these 'idyllic' port images to noise and visual pollution, air emissions, and eventually, the port business itself became an industrial monster with invisible walls, which alienated communities' interests and divided their lands and waters.

Luckily, environmental and digital progress has recently coloured the layouts of large-scale port infrastructural developments and massive maritime industrialisation in green.

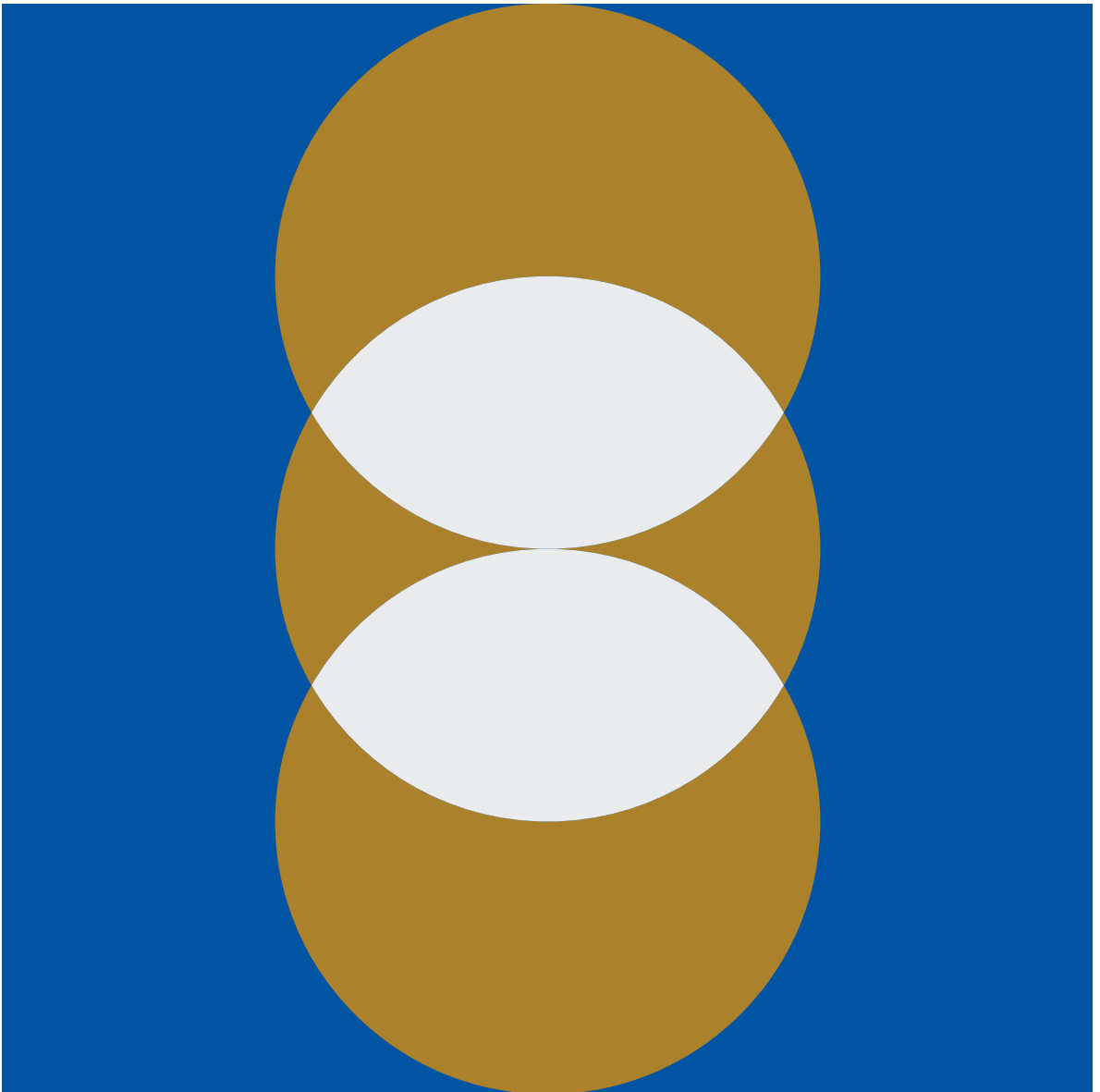
Klaipeda port has successfully maximised its geographical location: it has developed to a well-consorted multi-dimensional maritime industry with a bold green and entirely digitalised vision. Imagine, in 2050, the port cargo will be silently transported in steel tubes, buildings and warehouses will be furnished with integrated gardens, traffic flows will move through tunnels; the port will be navigated and operated by autonomous vessels and cranes, monitored by aerial and underwater drones.

In 2050, Klaipeda Port's green vision will redefine and dissolve its boundaries with Klaipeda city will unify the port's communities and their views, and the words 'Port' and 'City' definitions will merge into a single term, which still needs to be created. The future of Klaipeda Port is to unite with the city and to offer it the welfare of a green environment, smooth transportation and excellent connectivity, an outstanding place to live with visionary smart and green solutions.

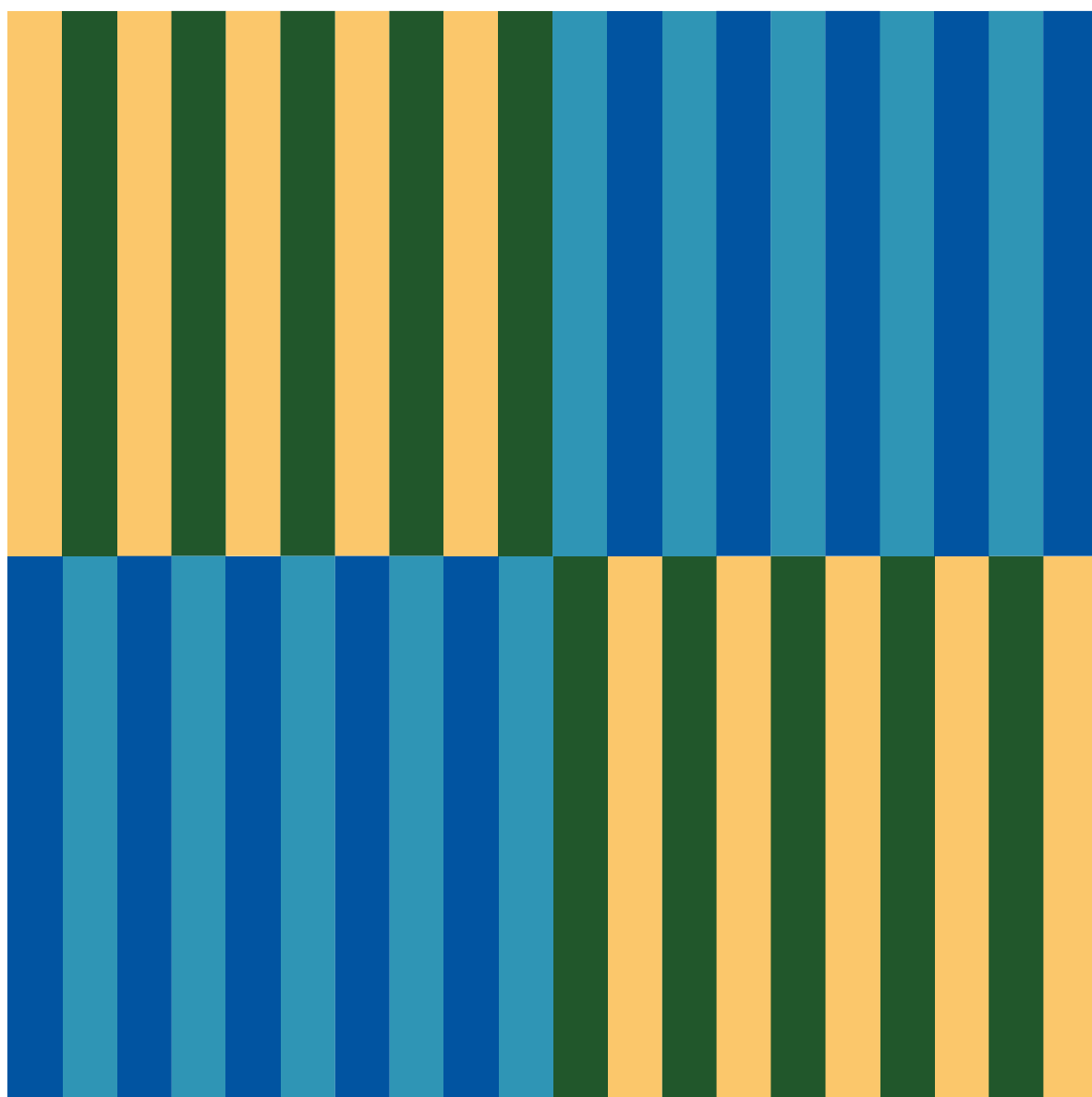
I am proud and privileged to be part of a committed team which consolidates its efforts and strengths to create and assist this City-Port transition and merge and bridge them to one single and harmonious ecosystem. I am happy to contribute and witness this historic development.

In 30 years, we will create a new port picture, an image with green imprints to enrich and promote maritime cultural and historical values.

# Bridging port and city to one ecosystem



# Changing our mindset



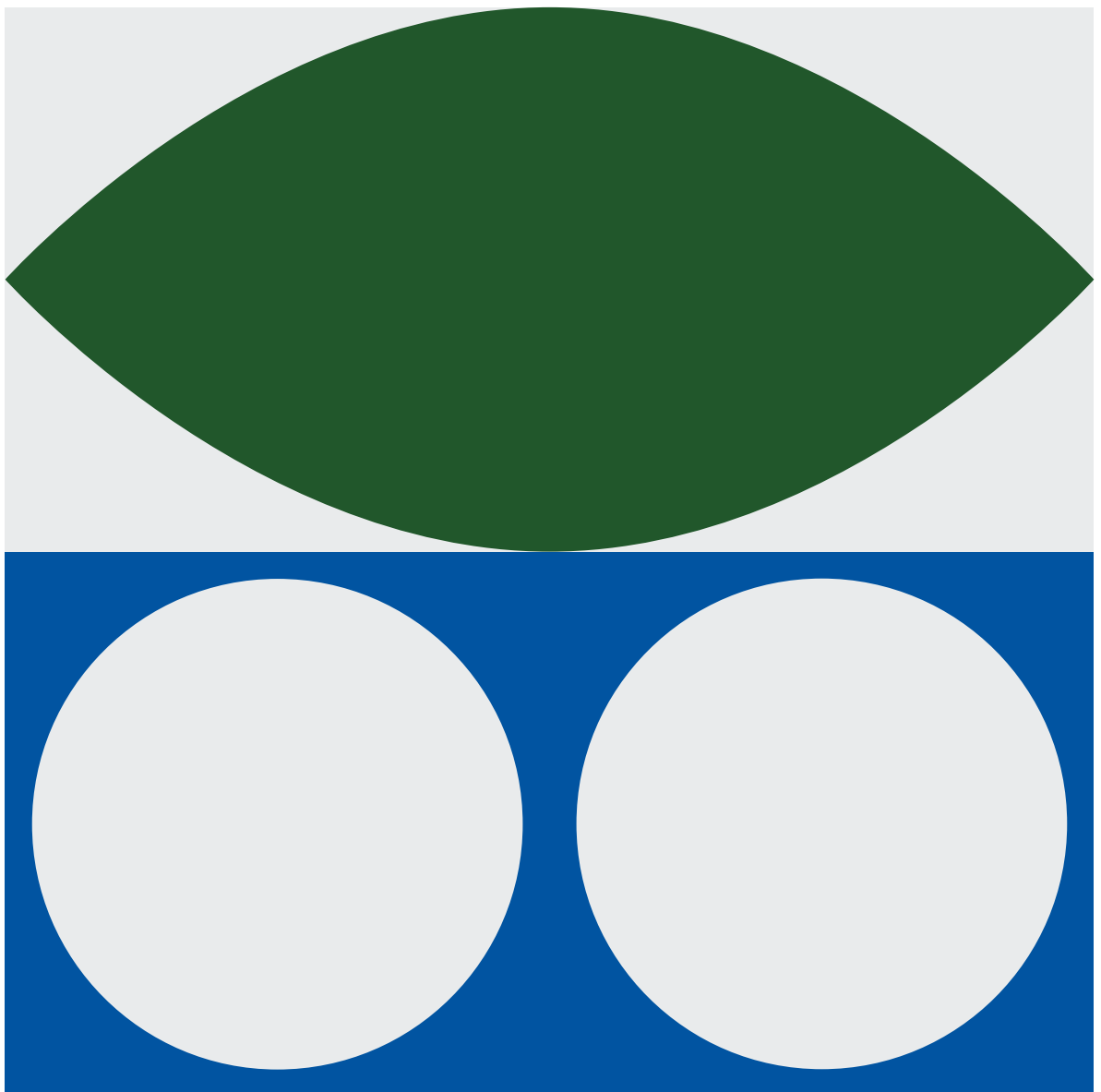


As a port operator, our vision focuses on offering reliable port services, providing and promoting logistic solutions to Central and Eastern Europe and meeting the requirements of the economy and most demanding clients. By 2050, the transition to non-CO<sub>2</sub> emitting technology shall be completed. It will bring considerable redevelopment opportunities and internal process changes to operations: handling of coal and similar products should be close to zero, while new equivalents shall partially replace oil. At Luka Koper, we expect a further increase in containerisation and a gradual decrease in handling other non-renewable fuels which will require infrastructure adaptations. We can forecast big steps in digitalisation with real-time exchange of data between the supply chain entities, therefore, there is a lot of work ahead for port operators in this segment. Another challenge which is today affecting many ports is hinterland connections, especially the lack of modern railway infrastructure.

As regards employees, we know that the next generations of employees will have a different approach and expectations towards work so that more emphasis will be given to remote, automated, and autonomous port operations, following the 'smart port' concept. This, together with the introduction of green technologies, local community support projects, energy self-sufficiency, on-shore power supply, etc., will not require only a considerable financial effort, but — which is more important — a swift change in our mindset.

# Acting more as a business hub

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The Port of Lisbon is located in the Tagus estuary, bordering the capital of Portugal and ten other municipalities. It is at the centre of the country's largest and most densely populated metropolitan area, and it neighbours not only to a large Natura 2000 area that occupies more than half of the port's jurisdiction, but also to innumerable architectural and archaeological heritage interests, both on land and underwater.

It is a highly diversified port, hosting activities ranging from containerised and breakbulk cargo handling, cruise and commuting passengers to industry, recreational and sports boating, shipyards, fishing, and many others. The port thus faces many challenges to reconcile with increasingly demanding environmental and social standards.

In times of great exposure to public opinion and high uncertainty, the Port of Lisbon is trying to solve actual problems by looking far into the future.

Over the next 30 years, adaptation to climate change, energy efficiency, renewable energy, circular economy, artificial intelligence, and port-city relationships, will drive innovation and shape the port landscape. The port will have to adapt to the new reality, acting more as a business hub than a transport interface, as it did in the past, by attracting new economic activities that take advantage of the port infrastructure and the location near the sea. The expected reindustrialisation of Europe and the growing importance of the circular economy and 3D printing, together with an increase in efficiency derived by automation and digitalisation will enhance the importance of tourism and leisure in the port areas.

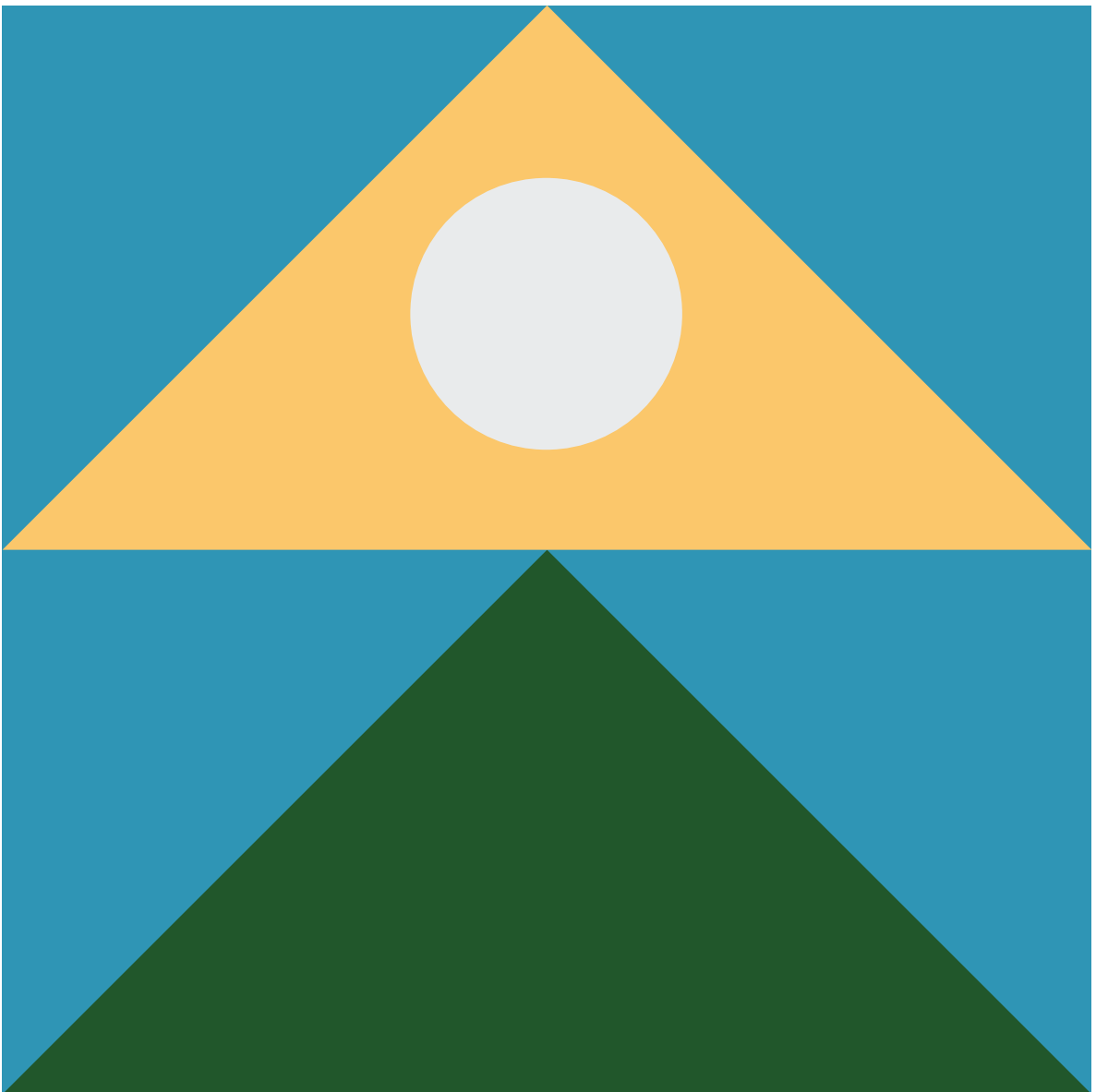
In 30 years' time, we foresee the Port of Lisbon as a green, energy-efficient and smart port; an international hub of innovation in the blue economy and a core node of innovative and automated climate-proof supply chains while providing renewable energy and ecosystem recovery, perfectly integrated into the surrounding cities and contributing to the well-being and wealth of society.

The Port of Luleå is amid the green transition in Northern Sweden and is well-positioned to adapt to these changes. Our vision is to be ‘The sustainable link to the world’ for businesses in the Arctic region. The Port of Luleå has excellent connections to the hinterland via railway and highway. In 30 years, the Port of Luleå will have been for long a pollution-free port attracting environmentally conscious businesses and industries seeking to reduce their carbon footprint in the north of Sweden. The Port of Luleå will also be one of the strongest actors regarding sustainable supply chain practices regarding carbon-neutral shipping, renewable energy integration and green industry products in the Bothnian Bay. Additionally, Luleå’s strategic location in the Baltic Sea will continue to enhance its connectivity by opening new trade routes and opportunities for international partnerships.

In 30 years, the Port of Luleå aims to be a global benchmark for sustainable and efficient maritime operations. The port will play a crucial role in supporting the growth of sustainable industries, fostering innovation, and enhancing regional economic development. We envision the port as a key driver of job creation, technological advancement, and environmental stewardship in Northern Sweden. Our commitment to being a pollution-free port will continue to define our identity and attract forward-thinking businesses.

The Port of Luleå, the northernmost of Sweden’s five TEN-T ports, is ready for a dynamic and sustainable future driven by the changing landscape of global trade and a steadfast commitment to environmental responsibility. We anticipate exciting new business partnerships, enhanced connectivity, and a harmonious cohabitation with the city, all contributing to the port’s role as a vital economic and environmental hub in the coming decades.

# Supporting the growth of sustainable industries



# Embarking on a sustainable expansion of the port

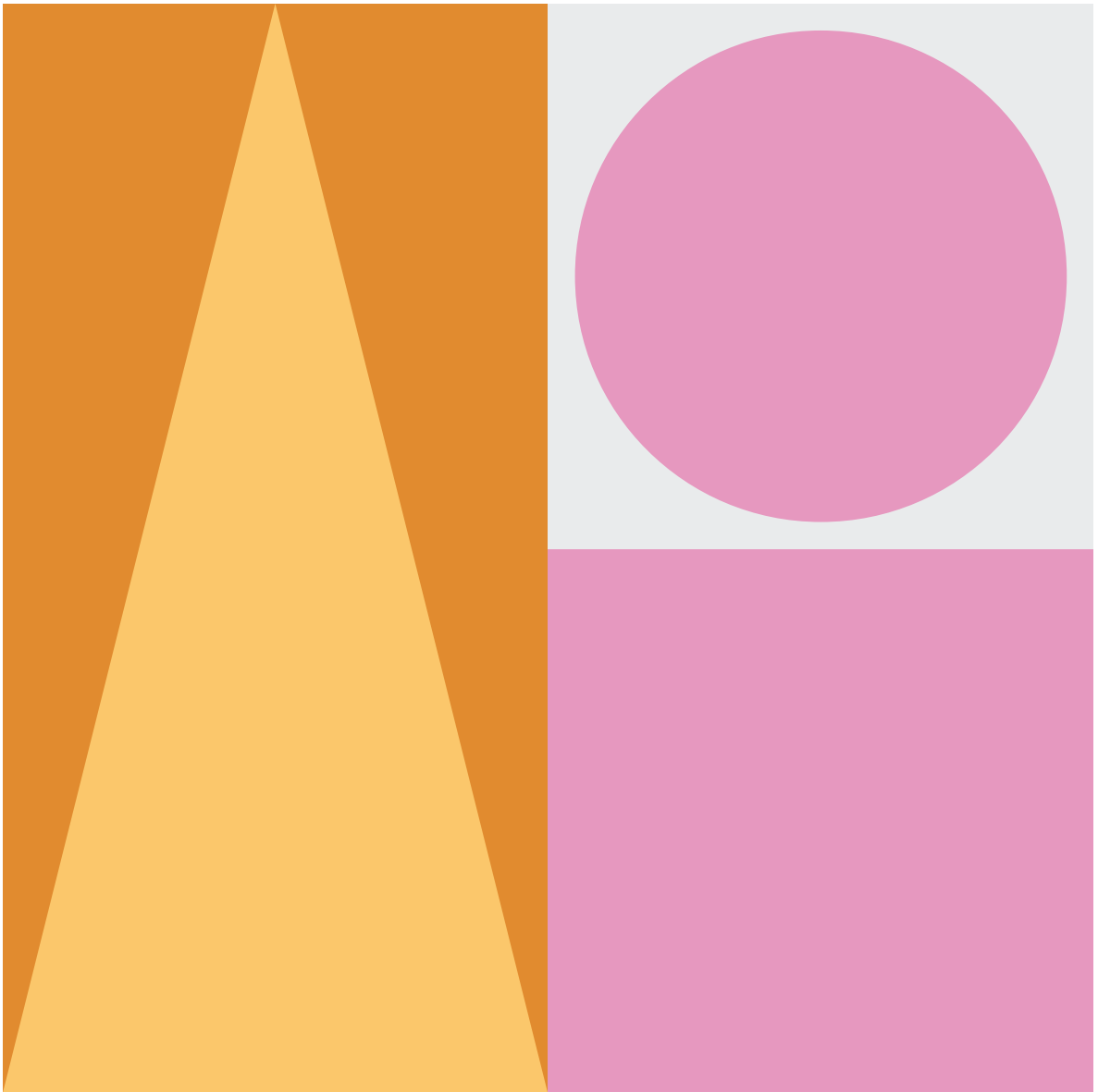


Presently, Malta Freeport Corporation has embarked on its Onshore Power Supply Project. North Quay Terminals 1 & 2 will have OPS by mid-2025. This will see an improvement in climate change, air quality and noise. The system is modular so that it can adapt to future expansions, and it has two subunits, so two ships can be connected to each system. The work on this project started in late August.

In October, we started with the reclamation of 30 square kilometres of land at Terminal 2. This will take two years. The Quay will be able to offer berthing to vessels over 400 meters. The North Quay of Terminal 2 will be increased by 200 meters, bringing it to a total of 680 meters and the West Quay measures circa 300 meters. Malta Freeport Corporation will be funding half of this project.

Finally, we plan to automate the port handling and gantry crane operations and transport within the Freeport in the next ten years.

# Becoming the world's third largest internet hub





We are in 2050. Over 96% of global trade which is not electronic, is now shipped by sea. In just a few years, the sector has managed to face the challenge of the century. Combining wind and carbon-free propulsion, maritime transport has never been cleaner. After the environmental awareness of the 2000s and the energy revolution of the 2020s, the transition was achieved in 2050.

The Port of Marseille Fos has moved from a fossil fuel-based model to one based on renewable energies and data exchanges. The port has become the world's third-largest internet hub. It has diversified into digital technology — which now represents 30% of its turnover — by supporting the paperless logistics revolution with the rise of 3D printing and blockchain technologies. Thanks to AI, it has built continuous communication with the general public through chatbots and developed a dynamic pricing policy based on fintech.

With the support of regional land planning and the strategic choices of Europe and its member countries, the port (like the other port areas in Europe) was able to host most of the transition's major industrial projects thanks to the extension of its field of influence with economic integration in the Rhône Valley. Developing the field is now at the core of its business model thanks to multiple equity investments, which have made it possible to move up the value chain. The Port of Marseille Fos is now investing all over Europe along strategic lines as well as in the foreland to support commercial developments.

Even though this is just a small portion of its income, passenger traffic remains a major Port of Marseille Fos asset. As a result of the carbon neutrality of all its activities, achieved two years ahead of time in 2048, the port's excellent relations with its region ensure that everyone is looking for a more sustainable future. Thanks to its port, Marseille has become a World City.

The Port of Moerdijk, Netherlands' second-largest container seaport, is pivotal in European trade. Situated inland, between the ports of Rotterdam and Antwerp, it is a multimodal hub of broad international allure. It integrates various modes of transport, including shortsea, inland shipping, rail, road, and pipelines. More than just a port, Moerdijk is a beacon of sustainability and safety, facilitating large-scale logistics and serving diverse industries such as energy, recycling, and chemistry.

With a history spanning over half a century, the Port of Moerdijk has undergone remarkable growth. Current expansions include the sprawling 'Logistiek Park Moerdijk' (over 200 hectares) and an additional 35 hectares at the Industrial Park Moerdijk, exclusively reserved for circular industries. Provisions have been made near the Roode Vaart for potential future expansion of port activities. All of this, with a commitment to ecological growth and local environmental sustainability.

The 'Havenstrategie Moerdijk 2030' now focuses on economic growth and employment in Brabant, emphasising sustainable logistics and chemical industries. Balancing people, the planet, and profit contributes to Europe's climate goals through modal shifts.

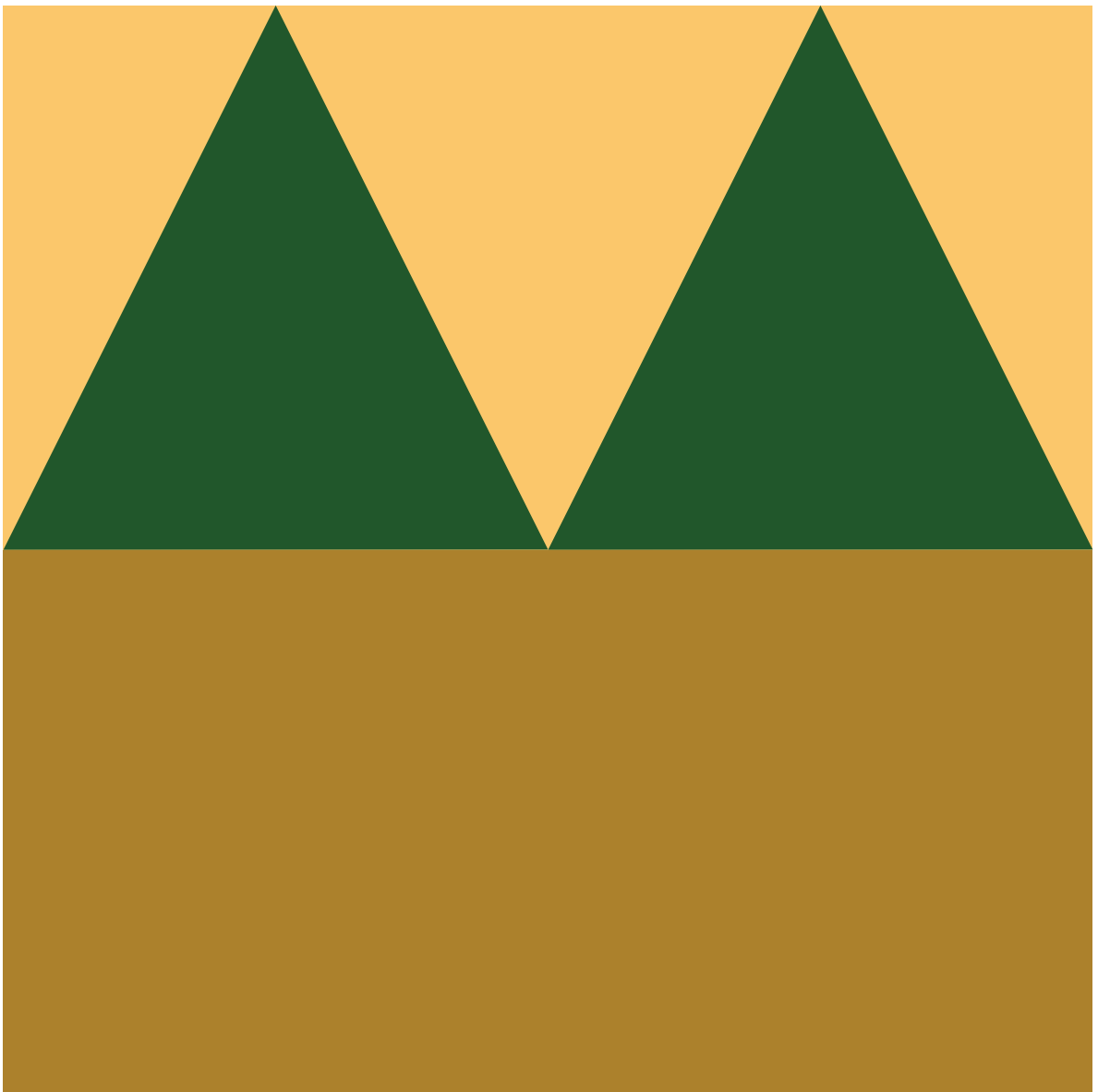
Looking towards 2050, Port of Moerdijk envisions a broader societal role. Beyond economic value, it seeks to demonstrate its worth in various domains, including modal shift, energy transition, and the raw materials transition. The port aims to be a unifying force, collaborating with the community, businesses, and government to foster connections.

Located on numerous corridors for inland shipping, pipelines, rail and road transport, the Port of Moerdijk focuses on shortsea shipping as the ideal way to combine growth with environmental objectives. Expanding cooperation with shortsea ports in Europe is of primary significance for the future of the Port of Moerdijk.

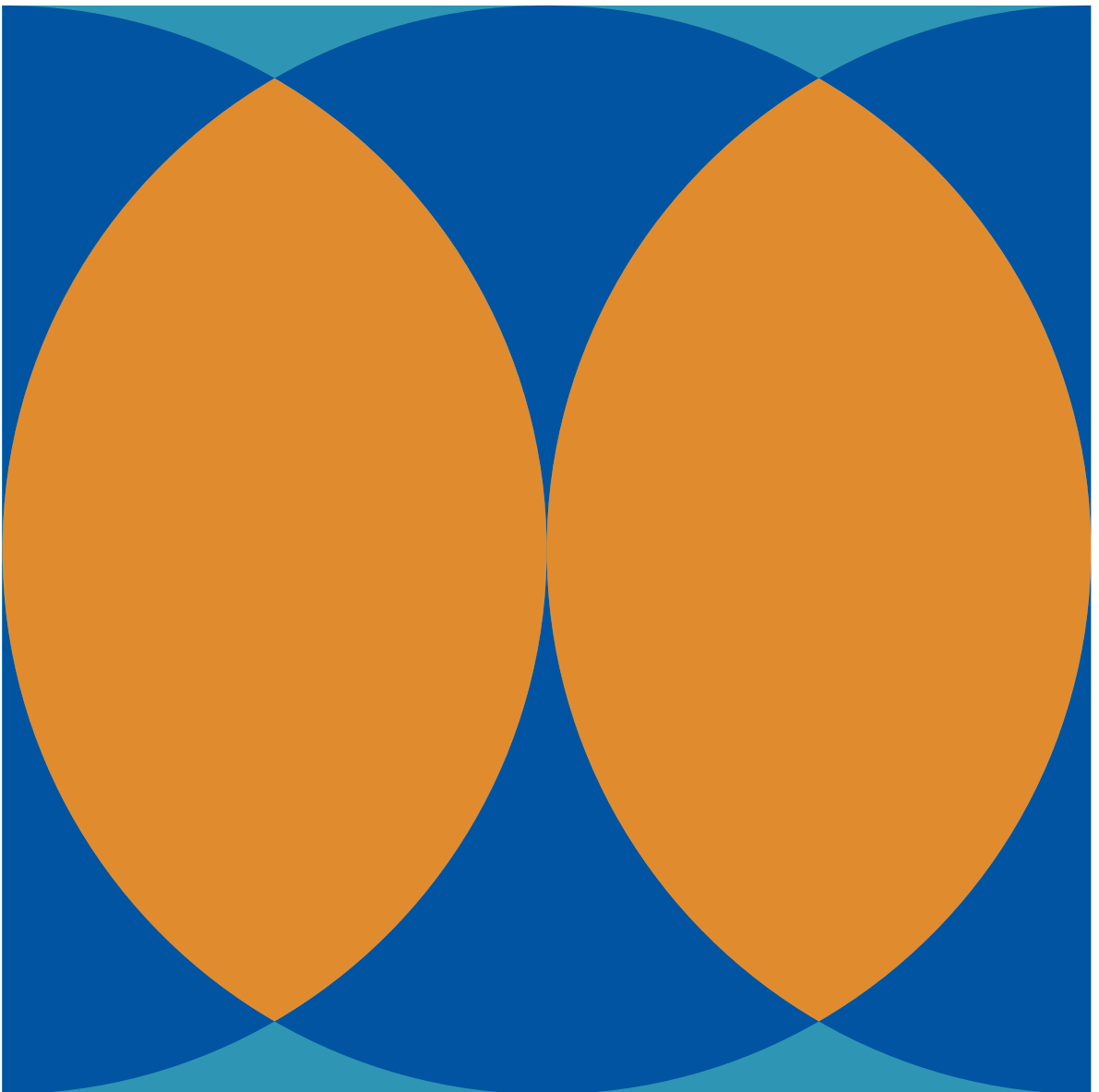
Recognising its place within the environment, Port of Moerdijk carefully considers its impact. Ensuring alignment with the goals of the area and contributing to its greater purpose. As the port grows, societal investments must increase. Supporting community initiatives and promoting cooperation on modal shift, energy, and raw materials transition is valuable to all. Working together, speeding up together.

# Expanding cooperation with short sea ports in Europe

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# Moving towards net zero business through mutualisation and intermodalism



Based on shared challenges faced by the seaport community as sea level rise, violent weather disturbances, changes in trading patterns, and accommodation of new ships and commodities, the Port of Nantes Saint-Nazaire has two strategic projects underway to create value and jobs in the 2050 net-zero carbon world.

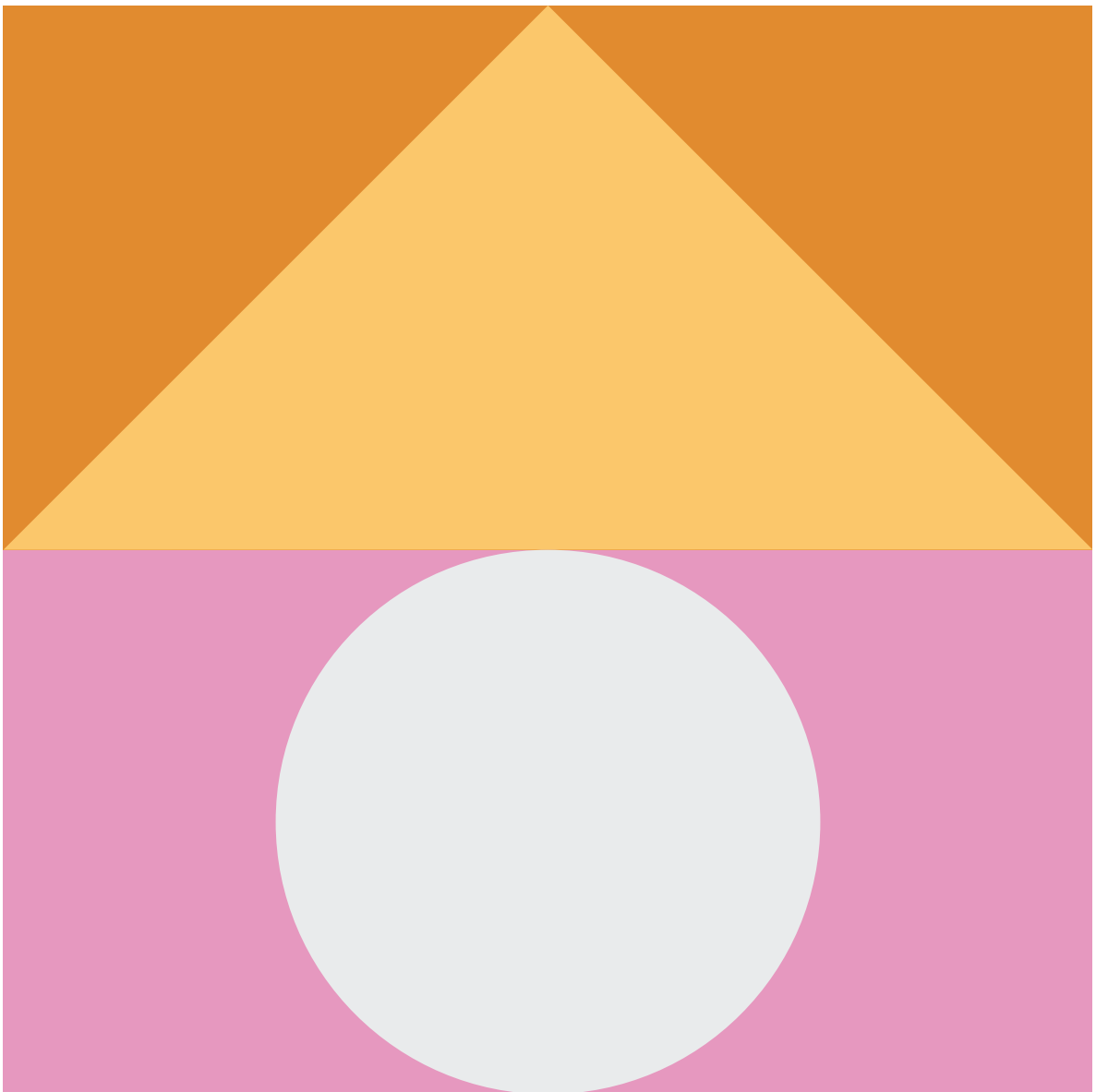
First, the Zone Industrielle Bas-carbone project is the transition of the present port industrial area to a low-carbon industrial activity zone. Part of the 'France 2030' Programme, ZIBac has the threefold objective of achieving carbon neutrality in the port area by 2050, building industrial resilience to face the anticipated consequences of climate change, and encouraging the emergence of new sectors supporting the energy transition. ZIBac aims at setting up a multimodal hydrogen hub permitting the production, import and transport of low-carbon hydrogen, a multimodal CO<sub>2</sub> hub enabling the capture, reception, value-enhancement and export of industrial CO<sub>2</sub>, a natural gas hub for the production and distribution of green/low-carbon gas, and a centre of operations dedicated to other low-carbon energy sources and allowing the production and supply of biofuels, bio-LNG...

ÉOLE is the second key project which should be realised by 2050. Thanks to its leading position in the offshore windmill industry and its ideal geographic position for the Atlantic wind fields exploitation, the Port identified the next step of the offshore windmill industry, based on floating wind turbines, as an essential growth driver in its net-zero business model. It currently designs an integration base for floating wind power in order to meet the requirements of the sector's industrial firms.

In 2050, the Port in 2050 should provide its customers with sustainable services, especially by providing zero-carbon (sail) shipping lines to local companies and sustainable logistics to key industries such as aeronautics and automotive. Thanks to mutualisation and intermodalism, the Port will remain a core TEN-T port by connecting the southern neighbouring countries to the EU network in the Atlantic Corridor.

Last but not least, caring for both the environment and people, especially through circular ecology and creating attractive and inclusive jobs, will be a daily challenge by 2050.

# Building a sparkling mix of industry, innovation and art



In the year 2050, industrial complexes will be completely climate-neutral and fully connected in a futuristic North Sea Port. Renewable energy powers industry and logistics. Emissions are a thing of the past. The interaction between people and port takes on an extra dimension thanks to AI-driven technology and mixed reality.

The port is no longer just an industry; water and nature play a prominent role. Logistics run autonomously, and space is being used efficiently, also for living, recreation and culture.

The Belgian conductor Dirk Brossé has long advocated art and culture in the port as a catalyst for change and connection. I quickly embraced this, and in 2050, the port is bursting with culture all year round. During the annual biennale, artists reuse port materials into dynamic and interactive installations powered by AI. Industrial installations and shipping are silent, allowing concerts and music festivals to take place in old shipholds. Visitors stay in hotels on and around the water with floating wellness facilities. Maritime e-Sports and gaming events are extremely popular, with virtual historic naval battles taking place throughout the port area.

North Sea Port in 2050 is a sparkling mix of industry, innovation, and art. This is a story of a port embracing its past to build a utopian future far beyond our imagination.

Welcome to North Sea Port, where dreams come to life.

PS This text was created with Chatgpt ;-)

# Strengthening the port-city environmental relationship





In 2053, the Port of Oslo will have transformed into a global maritime hub that stands as a positive example of efficiency, sustainability, and connectivity. With its vision of becoming ‘the world’s most effective and environmentally friendly city near the port,’ the port has not only realised this ambition but has also firmly established itself amongst the leading maritime cities of the world.

The bedrock of Port of Oslo’s transformation has been its commitment to environmental sustainability. In 2053, the carbon footprint of the port, visiting vessels, and all connected land activity has been eliminated by transitioning to clean and renewable energy sources.

The Oslo region’s maritime cluster has played a pivotal role in this journey. In 2053 our region has a stronger position regarding innovation and embraces the green and digital transformations that have swept through the maritime industry. This forward-thinking approach has not only boosted the port’s efficiency but has also made it a model for sustainable development and has collected international recognition.

The City of Oslo and the Port of Oslo have fully embraced the autonomous revolution, both for land and sea operations, using cutting-edge navigation systems, artificial intelligence, and remote monitoring capabilities making maritime transport safer and more efficient than ever before. Connectivity is another pillar of the Port of Oslo’s success in 2053, where the port is a node in several Green corridors towards central European ports.

Port of Oslo’s success story in 2053 also includes the quality of life. The city near the port has flourished, with green spaces, smart infrastructure, and a high quality of life for its residents along the expansive Oslo Harbor Promenade. The port has become an integral part of the city’s identity, and its commitment to sustainability has made it a desirable place to live and work.

In conclusion, the Port of Oslo’s journey to become ‘the world’s most efficient and environmentally friendly port city’ by 2050 is a clear testament to the power of innovation, sustainability and connectivity. The collaboration between people, customers, the city of Oslo, and the port itself has made this possible over time.

I will be 79 years old by then. Quite an old man Port of Riga will be 853 years old.

Over the course of 800+ years, the basics of a port have not changed. Breakwaters, shipping canals, and quay walls are still the key structures of every port. Although the next 30 years might come with digital control and monitoring, these elements will stay the same — made of concrete and steel.

What will have changed in 2053 is that ships in the Baltic Sea region are powered by a combination of emission-free fuels. In Port of Riga, pilotage is remote, mooring operations and most cargo handling processes are automatic, and onshore power supply as transitional technology has become redundant. Port operators can have real-time tracking of all essential elements of their emissions, including energy consumption and the efficiency of the whole logistics chain.

The most challenging is what is going to happen to the cargo portfolio. To meet the set climate goals, transport of goods and commodities should decrease in the coming decades. I expect our port to become more and more integrated into processes supporting the circular economy. Recyclables — both as resources and as a product — will form a considerable share of the cargo turnover of Baltic seaports. Our port area, used for ship-shore interface will have become more compact (consolidated) thanks to efficiency. My guess is a third of what it is now. Freed-up areas will be used for zero-emission-based manufacturing, energy production and storage, supporting the green economy of our city — the City of Riga.

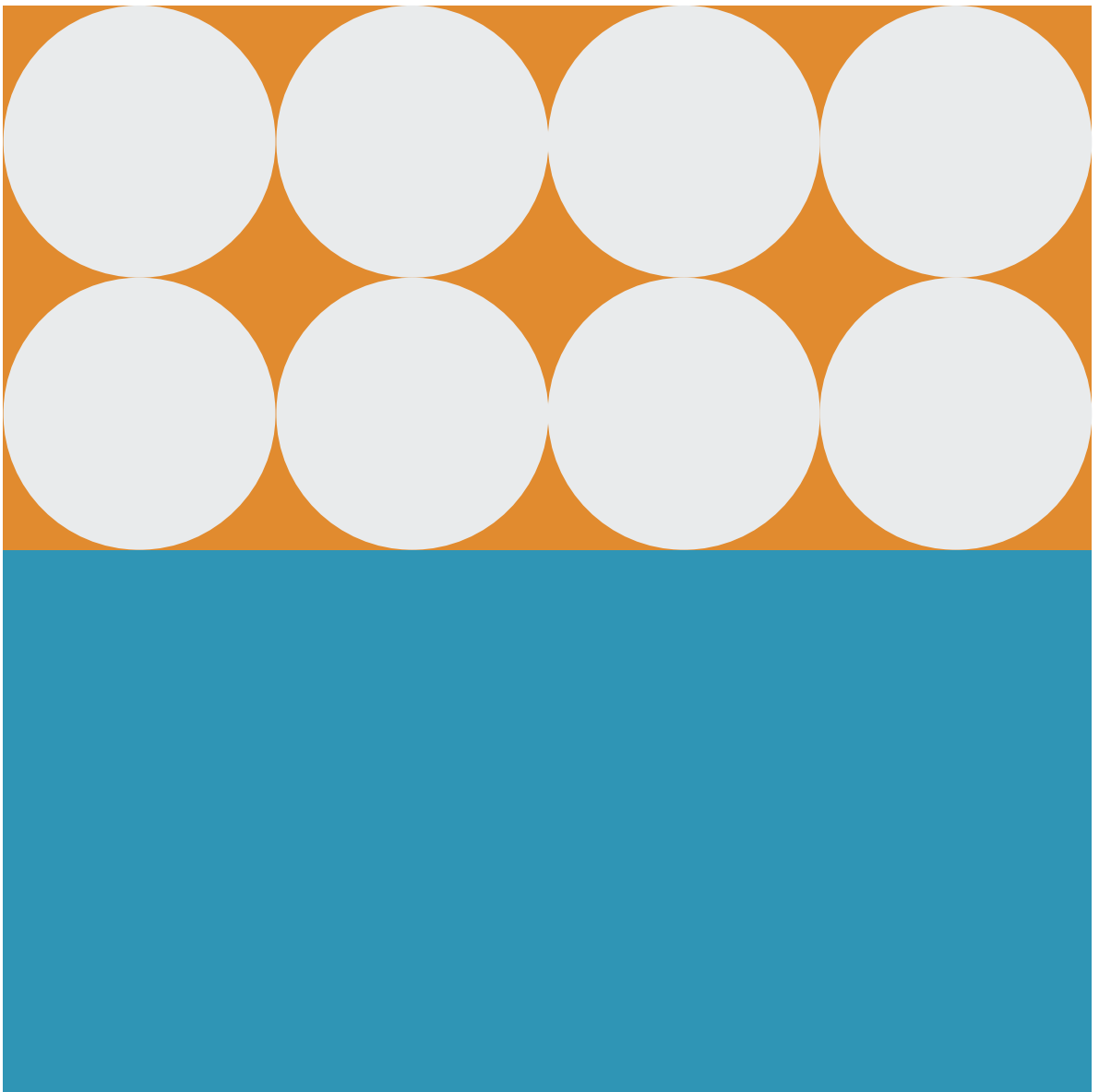
Digital data hubs and AI will have become a routine nearly everywhere, for sure in most of our port's logistics, planning and operations. Nevertheless, truly autonomous merchant vessels will not be there, and ports will still be run by humans. However, there is one precondition: if we stay above water level because of global warming!

# Recyclables becoming an important commodity

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# Navigating the route to a sustainable and interconnected tomorrow



As we look ahead to the future, envisioning the Port of Piraeus three decades from now requires us to consider the significant technological advancements and the urgent need for sustainability. These elements are at the core of the Port of Piraeus' strategy and the company's top priorities for today and tomorrow. Piraeus Port has become a top-ranking port in Europe across various aspects, such as container volume, passenger traffic, and cruise business. This success can be attributed to the diverse range of high-end services it offers, substantial investments and ambitious modernisation projects. These endeavours, guided by a comprehensive plan and a future-proof strategy, have paved the way for continuous progress and sustainable growth, further strengthening the port's leading position in the industry.

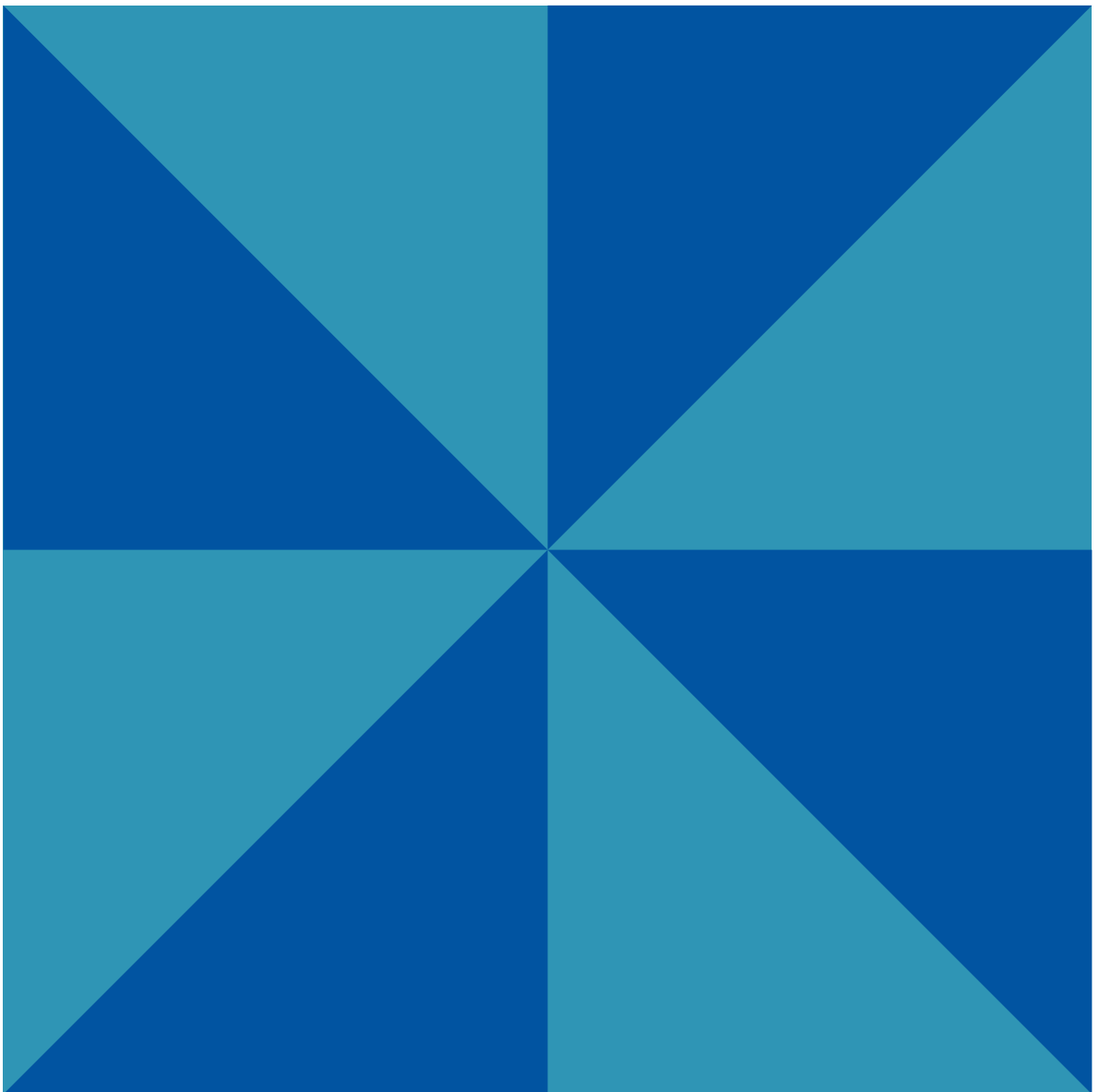
In the next three decades, our hard work and dedication for our vision for a green Piraeus Port will pay off. We will see a wide adoption of renewable energy sources and sustainable practices, allowing us to come closer to our net zero emissions targets.

Digital transformation is another aspect of our innovation orientation and forward-thinking mindset. The innovations we implement today, such as the Internet of Things, AI and automation technologies will become commonplace with new breakthroughs further revolutionising our operations, increasing connectivity, turnaround times, and security while maximising the economic benefits for all stakeholders.

Looking at the human factor, the technological developments will also affect working conditions leading to a wider use of remote working and to establishment of safer working conditions. Furthermore, the Port of Piraeus will continue to bolster its socio-economic impact in Greece and drive prosperity while revitalising the surrounding port communities, transforming them into thriving cultural and commercial centres and an integral part of the port's vibrant ecosystem.

As we fast forward to thirty years, the Port of Piraeus will solidify its position as a crucial link in a global fully interconnected transport system, trade and tourism, contributing to a greener and more sustainable planet.

# Transforming into an international port serving offshore wind



Over the last 5–10 years, Port of Roenne has been on a transformative journey from a domestic port serving the local society of the Danish Island of Bornholm to an international port also serving offshore wind installation projects in the Baltic Sea.

We want to participate in the green transition, we want to take our share of the responsibility. And we do this, for example, by serving offshore wind installation projects with purpose-built areas and quays that can carry the increasingly large elements of offshore wind.

At the same time, we are investing time and effort in exploring shore power and green fuels for the decarbonisation of shipping, where ports are a vital part of the value chain needed for the transition. Through cooperation with other ports, we are ensuring that the transition can be as smooth as possible by ensuring a standardised approach.

Our vision is that in 30 years, we will be the green center of the Baltic Sea. We will have created a future-proof port, capable of withstanding more extreme weather and rising sea levels. We will serve visiting vessels with shore power and green fuels, just as we handle their waste in the most sustainable way. By 2050, more than 20 GW of wind power will have been installed with Port of Roenne as a base. And from the port, we will also supply more than 60.000 vessels passing by every year with green fuels.

The port of the future will be 'ISI': inclusive, sustainable, innovative. It will be an ecosystem of enterprises, an energy producer, the natural home of industrial activities and technological development, and a trailblazer of business model innovation. It will be as open as possible to its cities and surrounding territories, a source of income with great attention to the quality of life provided. The future should see the ports as one of the main strategic infrastructures of any country, the natural link of connectivity between land and sea, buyers and sellers, and between countries and continents.

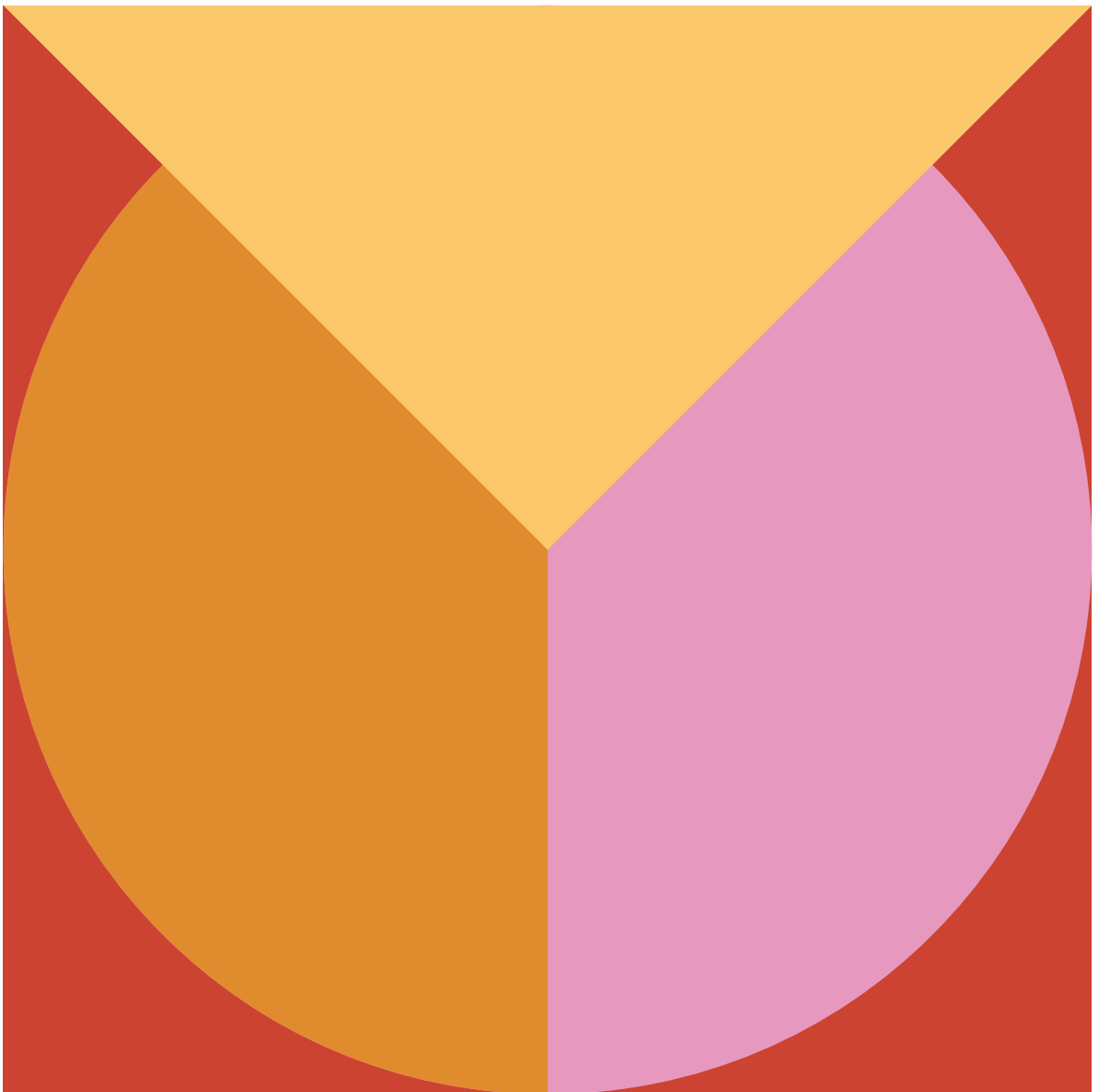
On the shoulders of trade, culture can travel and on the shoulders of culture, mutual understanding and, ultimately, peace can travel. Therefore, sometimes silently and sometimes visibly, the port of the future has to be an active player on several different fronts, fully integrated with the other stakeholders in developing a specific area or extended hinterlands. In this perspective, ports will necessarily have to be active players in forming and developing the skills of prospective workers and actual ones in view of continuous development of the workforce, since no visions can happen without the women and the men that are carrying them forward!

In a nutshell, the port of the future will create great opportunities for all.



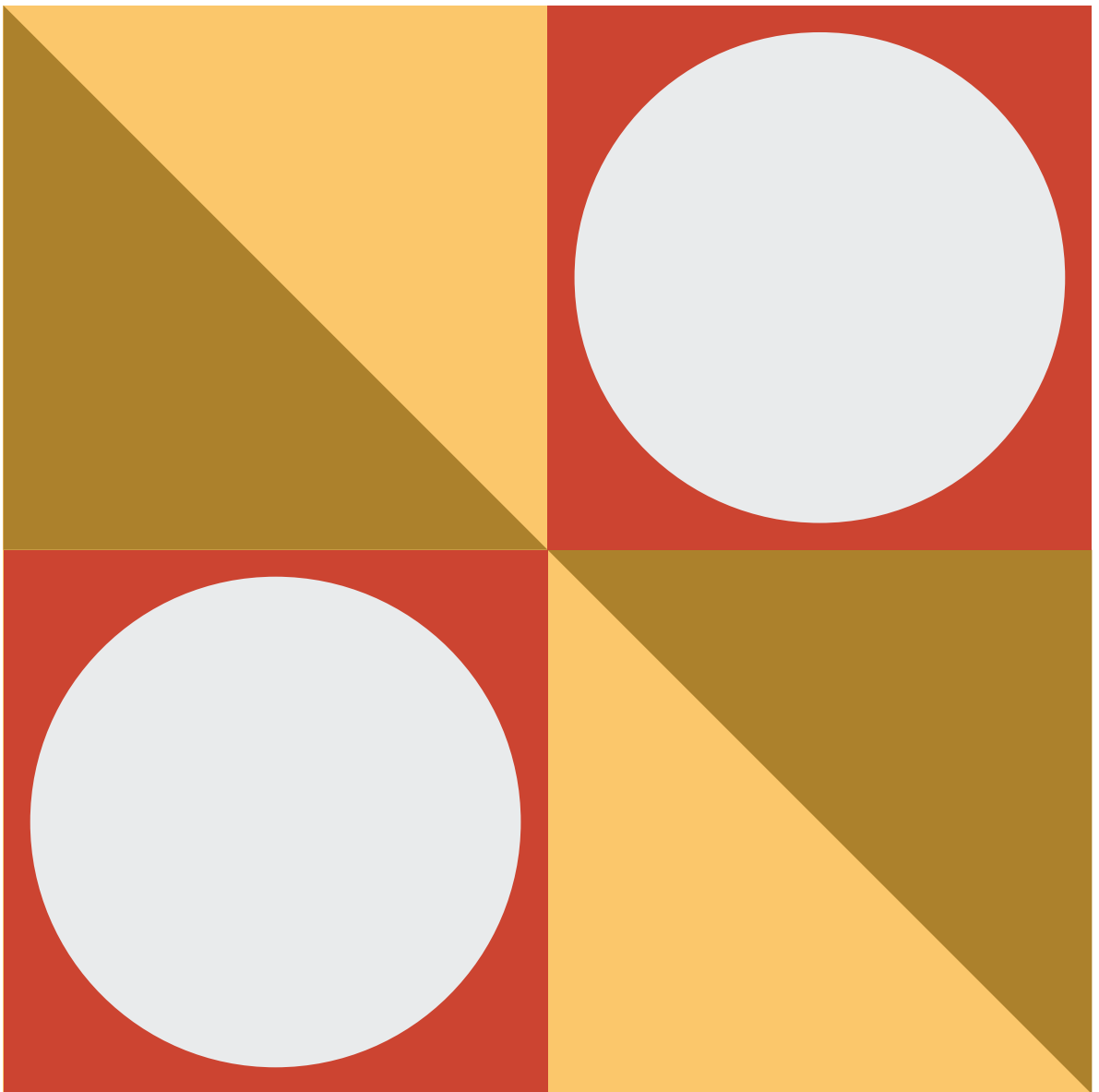
# Becoming a trailblazer in business model innovation

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# Rolling up our sleeves and jointly co-create the future

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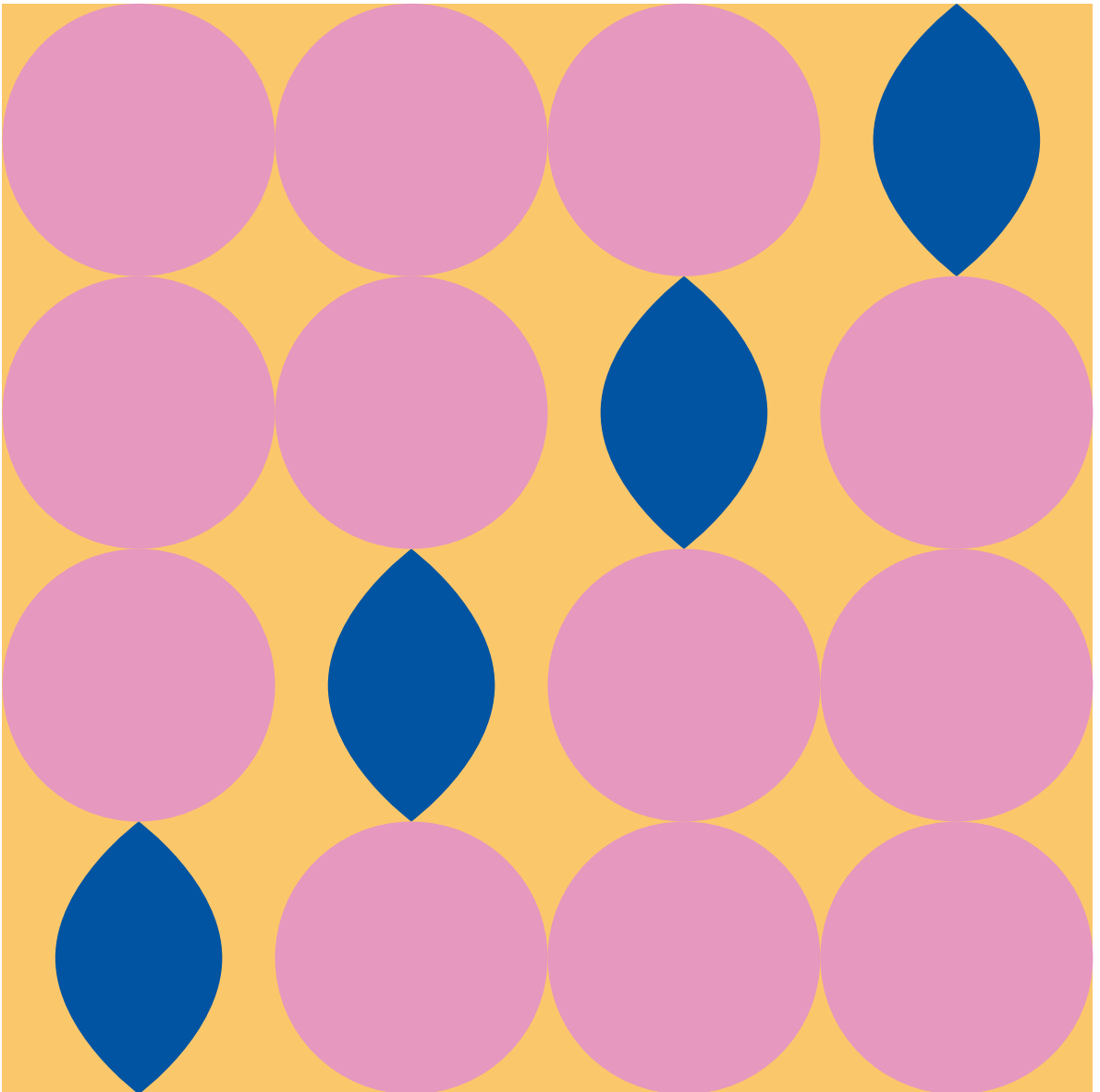
In thirty years' time, the Port of Rotterdam will not be a completely different port. Cranes will still handle cargo, ships will still enter and leave the port, the industry will still crack and refine liquids, and all the products will be moved to the hinterland by the four modalities. However, there will be major dissimilarities with the port of today. The emissions in the port will be net zero. The logistical and industrial processes will be electrified, using green hydrogen or synthetic or biobased fuels, the materials and products will be fully regenerated, and a wide system of pipelines and cables will transport the green energy. Next to the energy and industrial transformation, the digital transformation will result in automated and optimised logistical processes. The digital twin of all the port assets will manage and optimise its maintenance. Vessels will sail autonomously and 'talk' to quays and bolders via AI technology. Last but not least, the labor transition has resulted in a better-educated and more diverse workforce operating in an inclusive environment.

The Port of Rotterdam is ambitious to remain the main gateway to Europe for 30 years. The only way this can be achieved is if we continue realising the energy, digital and labour transition.

And as Mahatma Gandhi once said: 'the future depends on what we do in the present'.

The challenges we are facing are too big to handle on our own. As European seaports, we have to cooperate and jointly facilitate Europe's sustainable and economic objectives. Therefore, the relevance of ESPO's activities in Europe will only increase in the next 30 years. Let us not dwell in the past, but as we say in Rotterdam: 'roll up our sleeves' and jointly co-create a bright, sustainable, safe and inclusive future for our European seaports and the people who work there. Congratulations on your 30th anniversary!

# Becoming a sustainable and autonomous energy producer and supplier



The Port of Sines will, in the near future, face the challenge of energy transition and sustainability; the next thirty years will lead us towards an environmentally sustainable and autonomous energy production and supply port, focused on innovation and digitalisation as a tool to grow greener, more efficient and competitive.

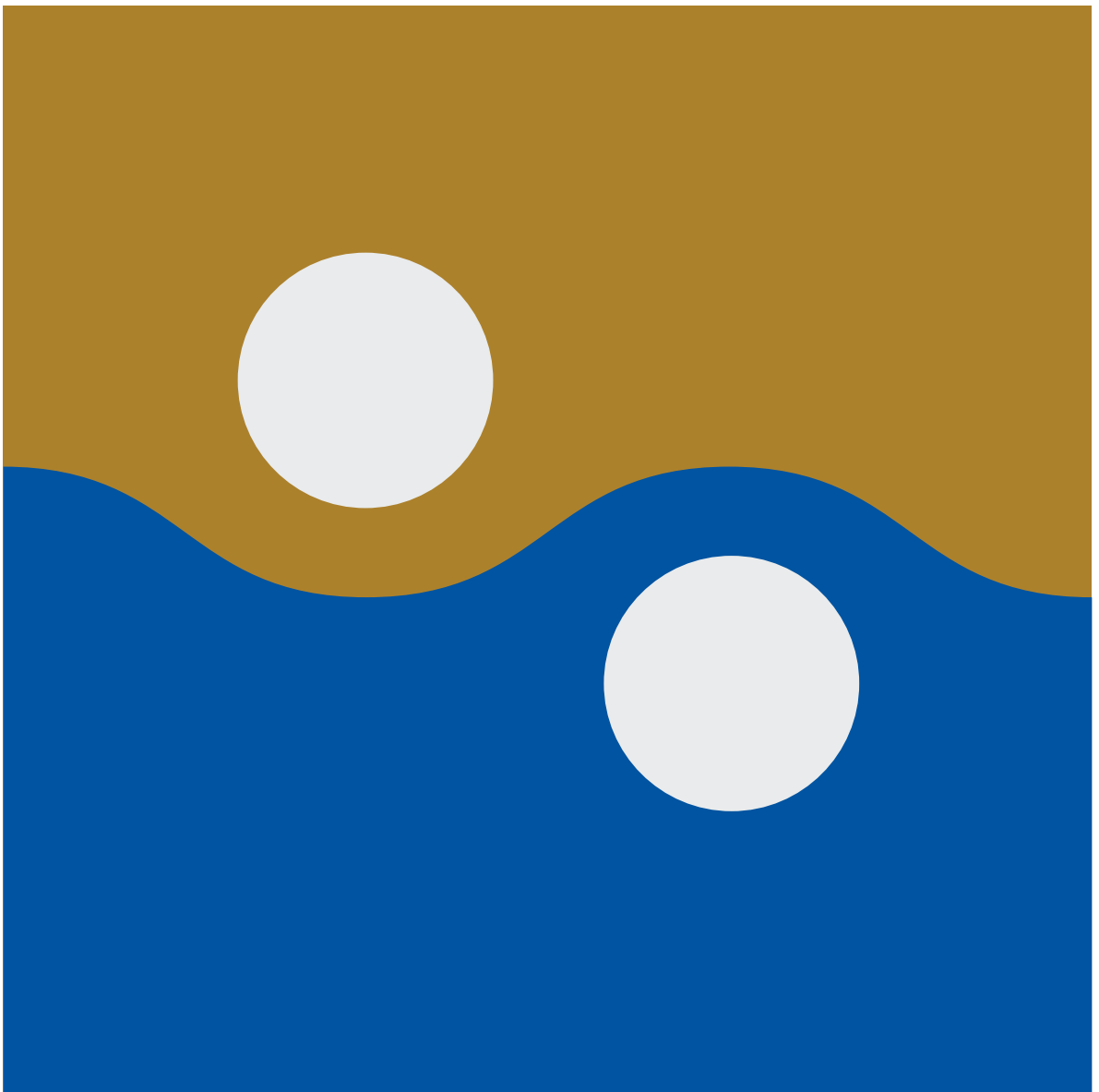
Our vision is that this ‘greening’ and innovation will encompass the entire value chain, where all its stakeholders will interact and add value to this global community focused on sustainability and digital efficiency. The NEXUS Agenda, currently under implementation, will be the key element in the accomplishment of this goal. NEXUS consists of an innovation agenda, formed by a consortium headed by the Port of Sines with thirty-five partners covering the entire value chain, aiming at developing a series of innovative technological solutions and services. The goal is to decarbonise the Port of Sines logistics corridor. This digital and energy transition process includes, of course, the industrial and logistic area of Sines, where the companies already settled are now taking the first steps towards carbon neutrality while receiving new investments in green fuels and solutions.

As concerns cargo volumes, containerised cargo is expected to grow steadily; the port is expanding to comply in an adequate way with the increasing market demand. Hinterland cargo will be enhanced; rail connections with the Iberian hinterland are currently being improved, thus allowing Sines to be expected to double its market share in the next ten years. As for liquid bulks, the decline in hydrocarbons will be counterbalanced by handling green fuels and new cargoes directly linked to the industrial energy transformation process, while the dry bulk terminal is finding new business opportunities and cargoes.

Sines looks up to the future with confident eyes, certain that we are facing challenging projects and goals to achieve; these challenges keep us focused, motivated, determined and committed becoming a greener, more innovative, efficient and competitive version of ourselves in the next thirty years.

# Shifting more traffic from road and air to sea

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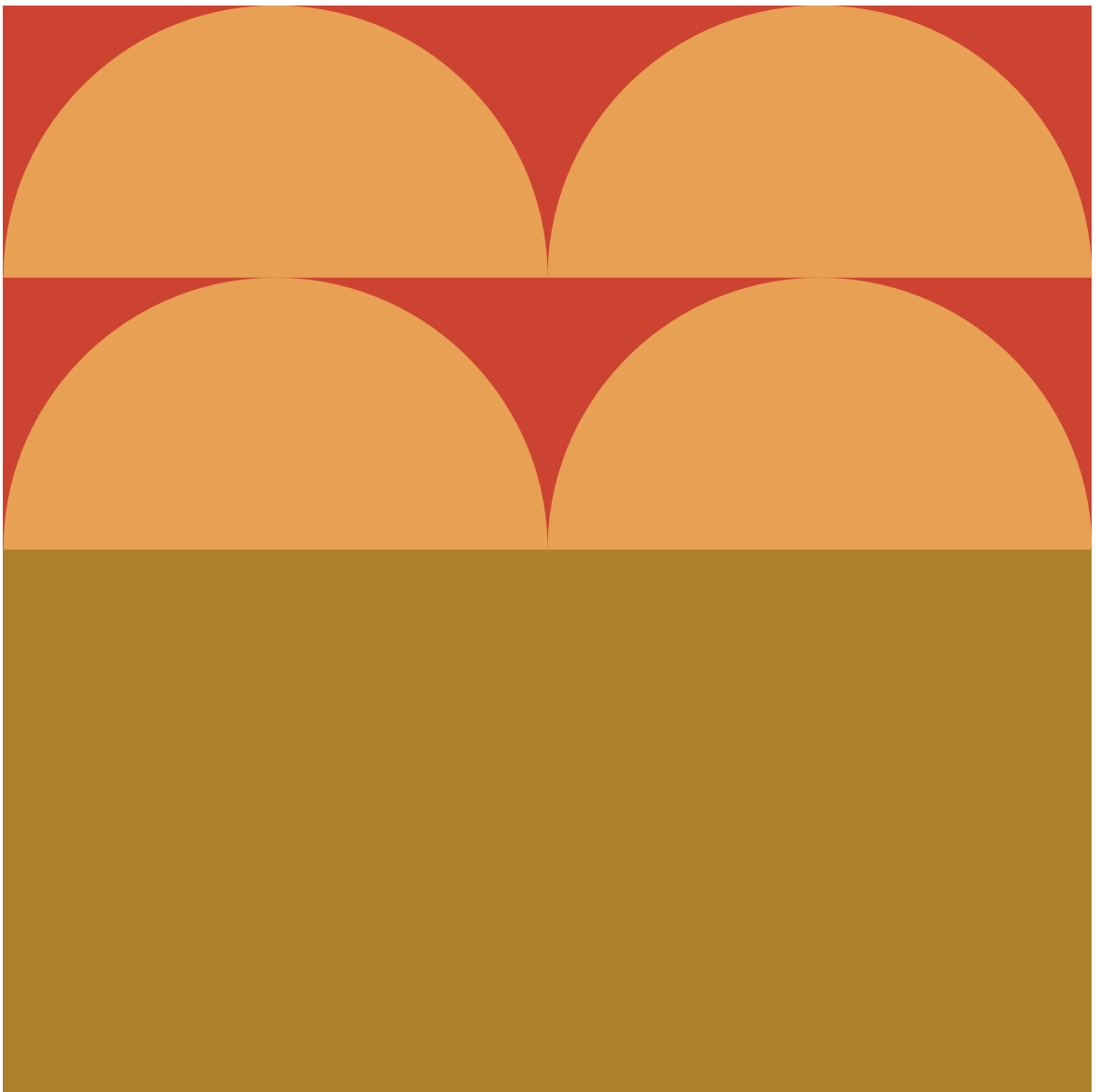
The Port of Split, with six functionally different harbour basins in four cities, is one of the twenty largest passenger ports in the EU. During the last twenty years, the number of passengers and vehicles in the City Port, the central passenger port basin, has doubled to almost six million passengers and a million vehicles a year. During the last two decades, the Port of Split Authority responded to that challenge by doubling the operating area in the City Port. The passenger traffic is highly seasonal, as almost 40 per cent of passenger traffic occurs during July and August, while nearly two-thirds of passenger traffic occurs from June to September.

In 30 years' time, the traffic projections of the Port of Split Authority indicate that the traffic will double again. The main challenge is to avoid significant congestion-caused environmental damage and shift as much traffic as possible from the road to the sea. We aim at relocating more than two hundred thousand trucks from the City Port basin in the city centre and moving as much passenger traffic from the Split Airport to the Port from the road to the sea. The Port of Split Authority also aims at revitalising the geostrategic position of cargo transport.

Along with infrastructural works, the Port of Split aims to become a smart port to adapt to the rapidly changing global environment, characterised by climate change and conflicts. By introducing new digital technologies, the functional integration of the various modes of transport will be achieved, while implementing sustainable development policies will make the Port of Split a green port. That is especially important, as the City Port is integral to the Split city centre, next to the ancient city centre.

The vision of the Port of Split Authority is positioning the port among the best ports in Europe to contribute to the sustainable development of the islands, Split and the entire region, as well as connecting the eastern and western shores of the Adriatic. That includes providing the best possible service to all users, especially island residents, tourists, and businesses.

# Going forward in cooperation with the surrounding world





The Ports of Stockholm group is located in the heart of Sweden and the Baltic Sea. The group consists of three large port areas in three municipalities and is adjacent to the sea and lake. Ports of Stockholm is one of the world's largest passenger ports and one of Sweden's largest freight ports.

The Ports of Stockholm are growing and developing in harmony with urban development in the region and the rest of Europe to create efficient, sustainable transport corridors for goods and passengers.

Some major investments have recently been completed. The new freight port, Stockholm Norvik Port, has been built just south of Stockholm. In central Stockholm, a port and passenger terminal has been built. North of Stockholm, investments have been made in new piers and land infrastructure for the growing RoRo business.

The strategy ahead is to create robust systems for society's challenges, investments and needs. Energy and customer benefits are our focus. It is important to be flexible and find solutions regarding new fuels, to be open for investment in wind and hydropower and to be a facilitator in carbon capture solutions, just to mention a few concrete areas.

Dialogue with stakeholders has never been more important, and almost all of the forward-looking work is done in cooperation with the surrounding world.

In troubled times, redundancy, safety, and security are important issues, especially for a port with such a strategic location as Stockholm in the middle of the Baltic Sea.

In a nutshell, Ports of Stockholm aims to be a robust, sustainable, efficient hub for passengers and goods that grows together with all stakeholders and the society as a whole.

Our vision of ‘being the leading ports of the Southern Baltic Sea’ opens up a wide range of opportunities for Szczecin-Świnoujście in the coming years. Membership in ESPO made us realise how dynamically the shipping and port industry is changing and how much has happened in the last 30 years. During this time, we built new quays and new storage and handling terminals. Better access infrastructure opened new transport possibilities, and we became a beneficiary of EU programs, developing our activity dynamically over the years.

The future is being created just today. Therefore, the vision of our ports for the next 30 years depends on how we manage to achieve the most important goals at present. One of them is the energy transformation, and both ports will undoubtedly become active participants in this process. Furthermore, new terminals that we plan to build, primarily in Świnoujście — a deep-water container terminal and an installation terminal for servicing offshore wind farms—as well as in Szczecin — the development of port activities at investment areas dedicated for further development will undoubtedly open up new opportunities to use the potential of both our ports.

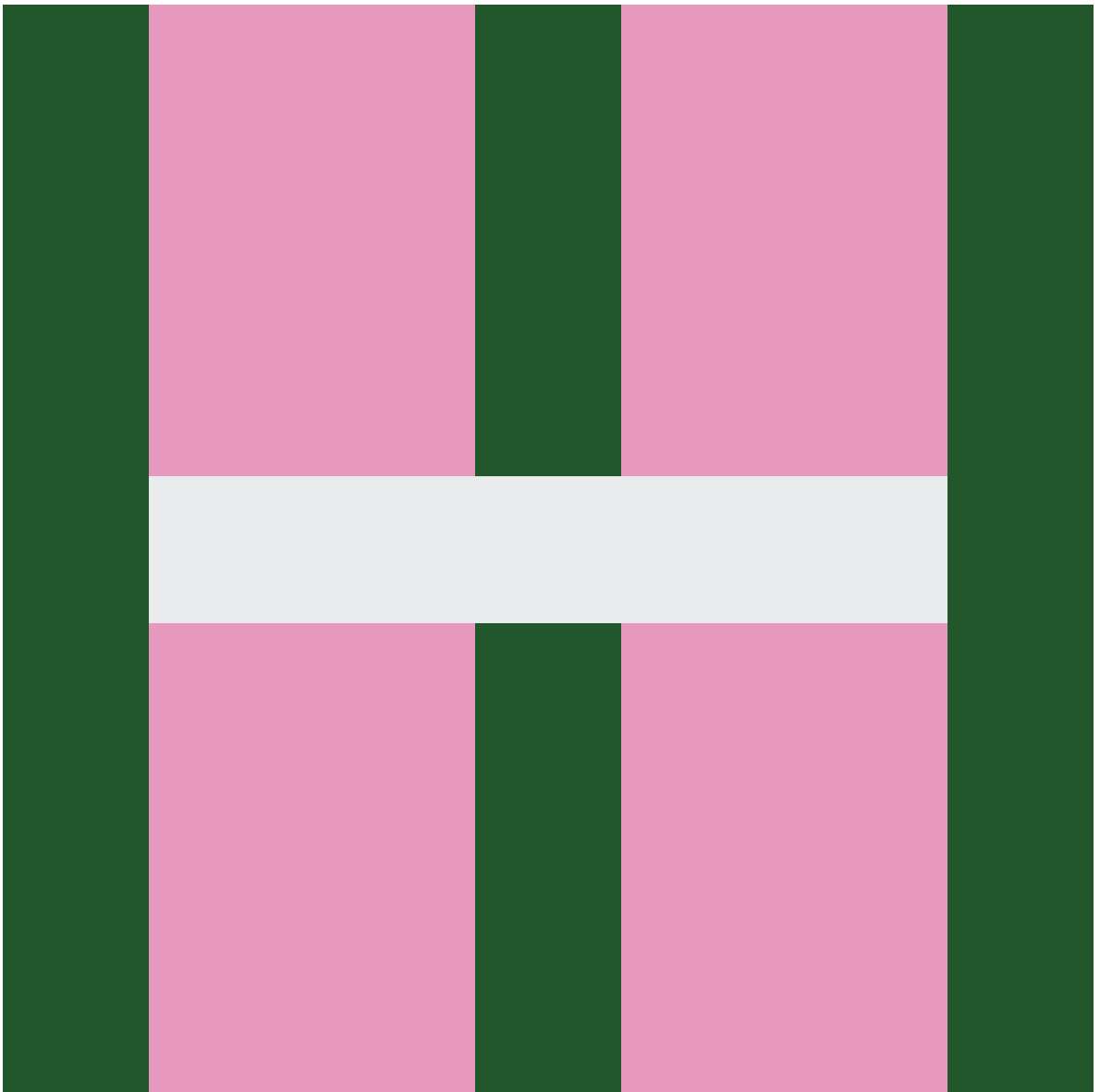
Towards 2050, we are becoming a port complex that consciously manages the environment that is sustainable and modern, enjoying the status of core TEN-T ports and having important links within the Baltic Adriatic Transport Corridor, as well as constantly creating conditions and opportunities for handling an increasing amount of cargo and transport means.

# Creating The Future Today

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# An Unwavering Commitment to the Future



Over the past 30 years, the Port of Tallinn has undergone relentless modernisation, emerging as a pinnacle of progress and innovation. Our commitment to growth is not just a reflection of our past but a promise for the future, as we envision the next 30 years with flourishing optimism for both our passenger and freight operations.

Trade volumes and infrastructural enhancements have been key milestones in our journey. But our dedication goes beyond that. It is about harnessing the port's potential to make a meaningful contribution to society. Our vision is unambiguous: we aim to be the most innovative port in the Baltic Sea region in all our endeavours. This involves embracing automation, pioneering technologies, and digital solutions to deliver top-tier services. Our strategy is based on a sustainable approach, with a strong emphasis on reducing our environmental impact on the broader community and within the port itself.

We are not just future-ready; we are shaping the future. The Port of Tallinn is at the forefront of the Baltic Sea's green transition. We harbour ambitions of transforming the South Port of Paldiski into the nexus for the construction and maintenance of wind farms. In collaboration with our partners, we are confident to emerge as a leading hydrogen supplier in cooperation with our partners and clients. These strategic moves will bolster clean energy production in the region and also fortify energy security.

With alterations in transport routes, the extension of the Adriatic-Baltic corridor to Estonia will be pivotal for port trade. This will be further strengthened by the connection of the Railway Baltica to the Muuga Cargo port.

Estonia's maritime identity shines through our ports. Their quality reflects the stature and aspirations of our nation. Significant steps have been made to intertwine passenger terminals with urban landscapes, ensuring they are both functional and appealing. Positive feedback from locals and tourists reinforces our belief that this integrated approach is the way forward.

Taranto port-city — beautifully set in Italy along the Puglia region, having a privileged position in the heart of the Mediterranean Sea — is currently in the middle of a process of redefining its economic and cultural dimensions. Thanks to a diversification strategy aimed at the development of new port activities along with a massive infrastructural development towards a modern infrastructure, the Ionian Sea Port Network Authority supports internationalisation processes and promotes the mission of local businesses.

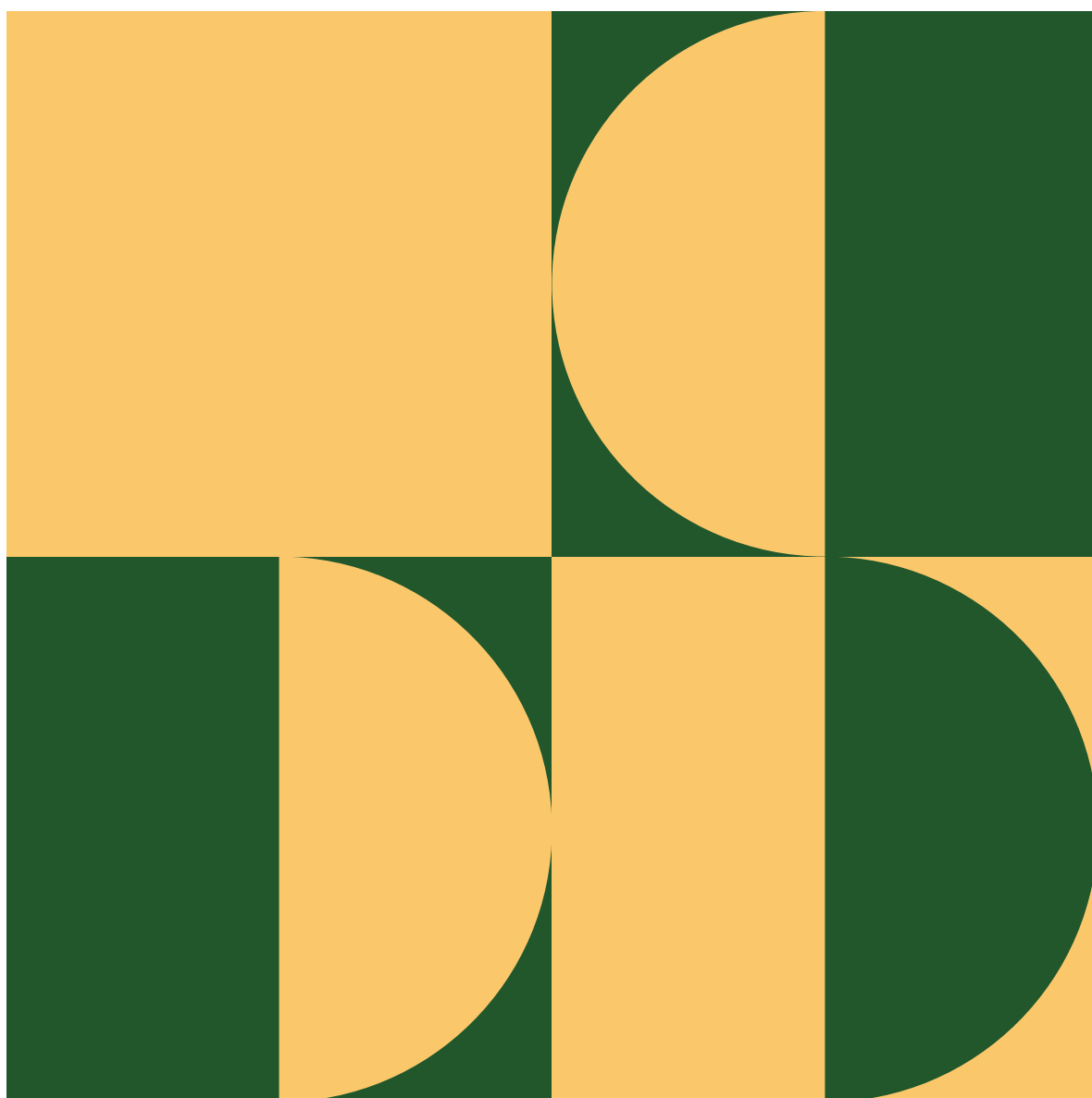
Taranto is strengthening its pivotal role by facilitating sustainable transport, either through promoting cruise tourism or providing a source of innovation and a new cohesion between the port and the city by reducing the environmental impact of its port operations on the local community. Being one of the ‘core’ ports of the Scandinavian-Mediterranean TEN-T Corridor, Taranto’s large rear-port areas are gaining in attractiveness because of the presence of the Special Economic Zone and the Customs Free Zone. Those play a pivotal role in relaunching the local economy and attracting investments in renewable energy.

Today, the path to the delivery of the smart, sustainable, competitive, and safe ‘port of the future’ implies rapid changes in strategy to overcome new challenges arising from the need to meet the requirements set by the European Green Deal and the recent EU legislative ‘Fit for 55’ proposals. Ports play a vital role in Europe’s energy transition; indeed, they are expected to gradually become ‘energy prosumers’ generating their own green power.

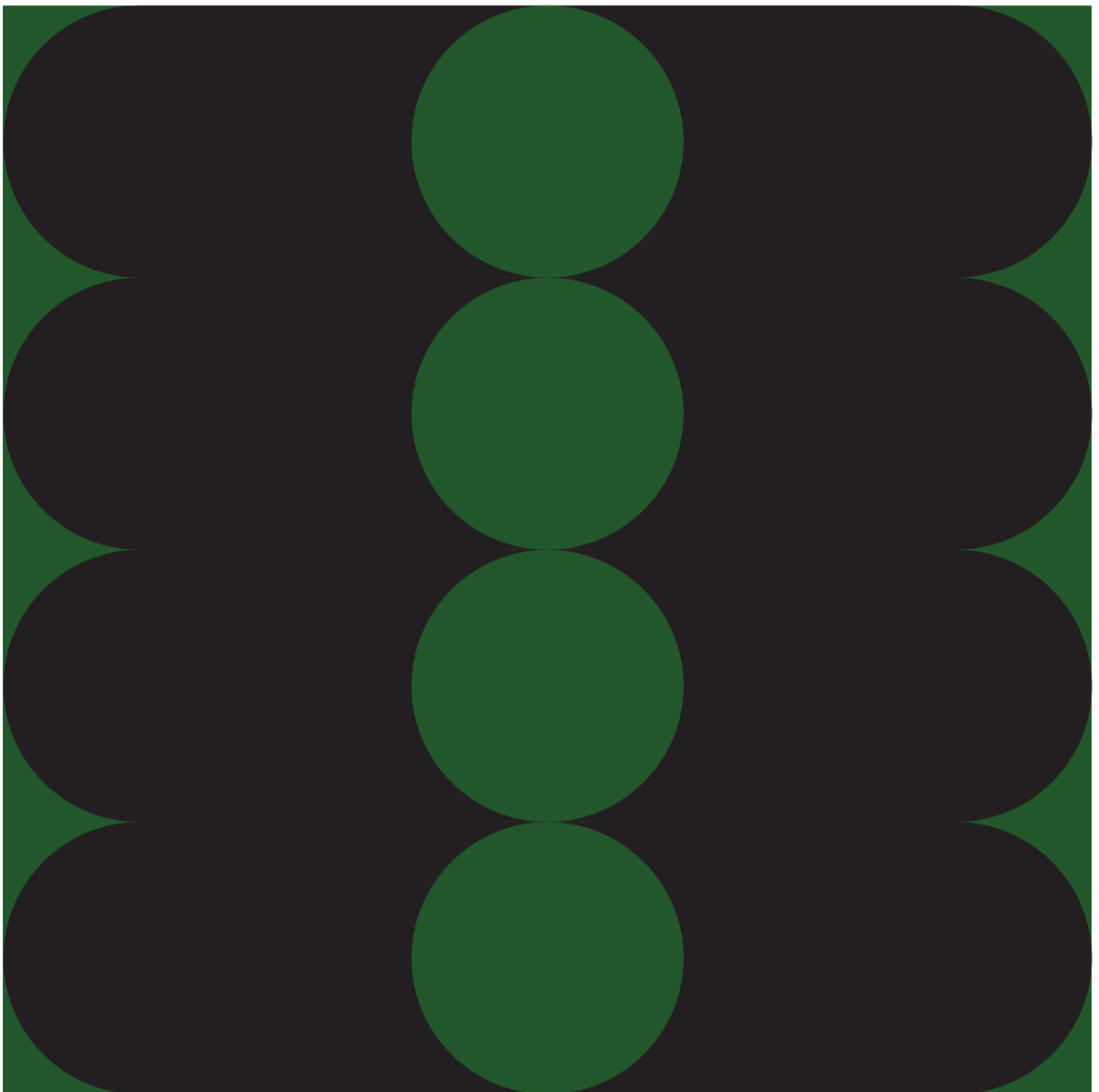
The first offshore wind farm in the Mediterranean Sea, installed in the Port of Taranto, represents a milestone for the ecological and energetic transition of the Med area. In the future, the Authority will strive to repurpose green-field areas into wind and solar floating plants, develop circular economy projects and monitoring systems capable of increasing sustainable port-related business.

The next 30 years are just around the corner: we feel positive and optimistic about the future of port technologies and industry. To achieve these goals, the Port of Taranto will act on strategic plans based on a greener and more sustainable future, from a local to an EU and global perspective.

# Gradually becoming energy 'prosumers'



# Taking the lead in connectivity





Thessaloniki Port Authority S.A. aspires to be more than a port, to be the multi-gateway intermodal network and logistics solutions provider for the Balkans and the broader Southeast, Central and Eastern European region, strategically located in Northern Greece close to the major Trans-European Road and railway networks with direct access to the Southeastern European countries.

The Port of Thessaloniki has been designated as ‘a port of International Interest’ and one of the Greek ports belonging to the Core Network of Trans-European Transport Network.

Moving forward, we are continuously looking for innovative ways to operate sustainably and efficiently while directly interacting with our business, economic and social stakeholders.

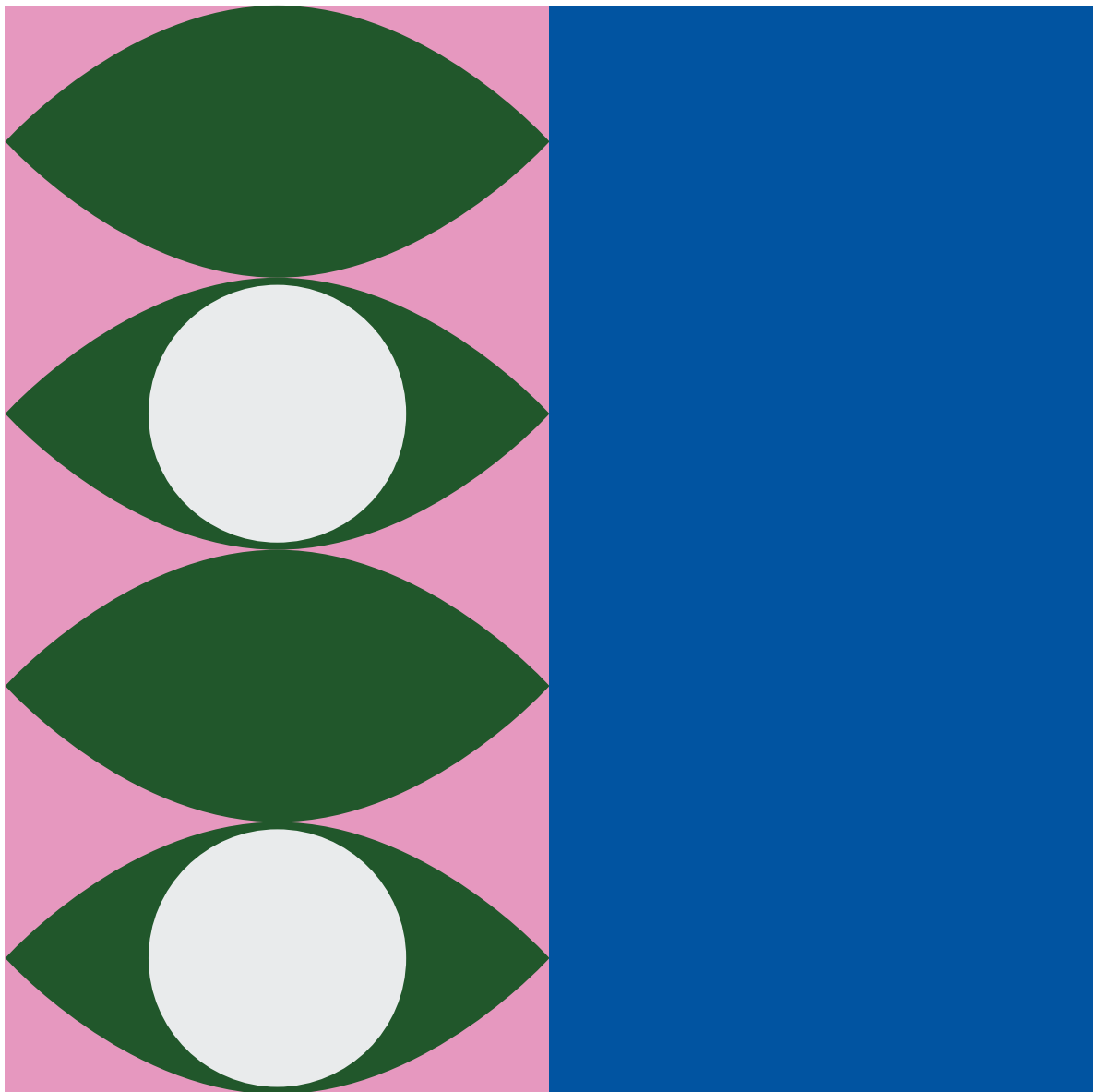
Digitalisation is not only a global trend but also a fundamental value to the Port of Thessaloniki’s smart port approach. Our smart port approach refers to the optimisation of the port’s operations, processes and infrastructure through automation and smart technologies, with the aim of providing innovative and high-end services that create surplus value for the wider port community.

We bring our regional supply chain to a new era by providing connectivity that facilitates business growth, fostering economic and social added value and respecting the mandate for a ‘green’ future for our planet and the younger generations.

In short, at Thessaloniki Port Authority S.A., we constantly invest in the modernisation of the Port of Thessaloniki in terms of infrastructure, equipment and provided services, in digitisation aiming to boost the overall sustainability of our activities and in a new era of connectivity to facilitate business growth, fostering economic and social added value.

We are building the Port of the Future.

# Being the gates to the underwater world



The future of the port is not the port, or better, it is not the port that we are used to know.

I think that if we want to imagine the scenario of the port of Trieste in the next 30 years, we have to consider two relevant phenomena: Climate Change and Human Creativity.

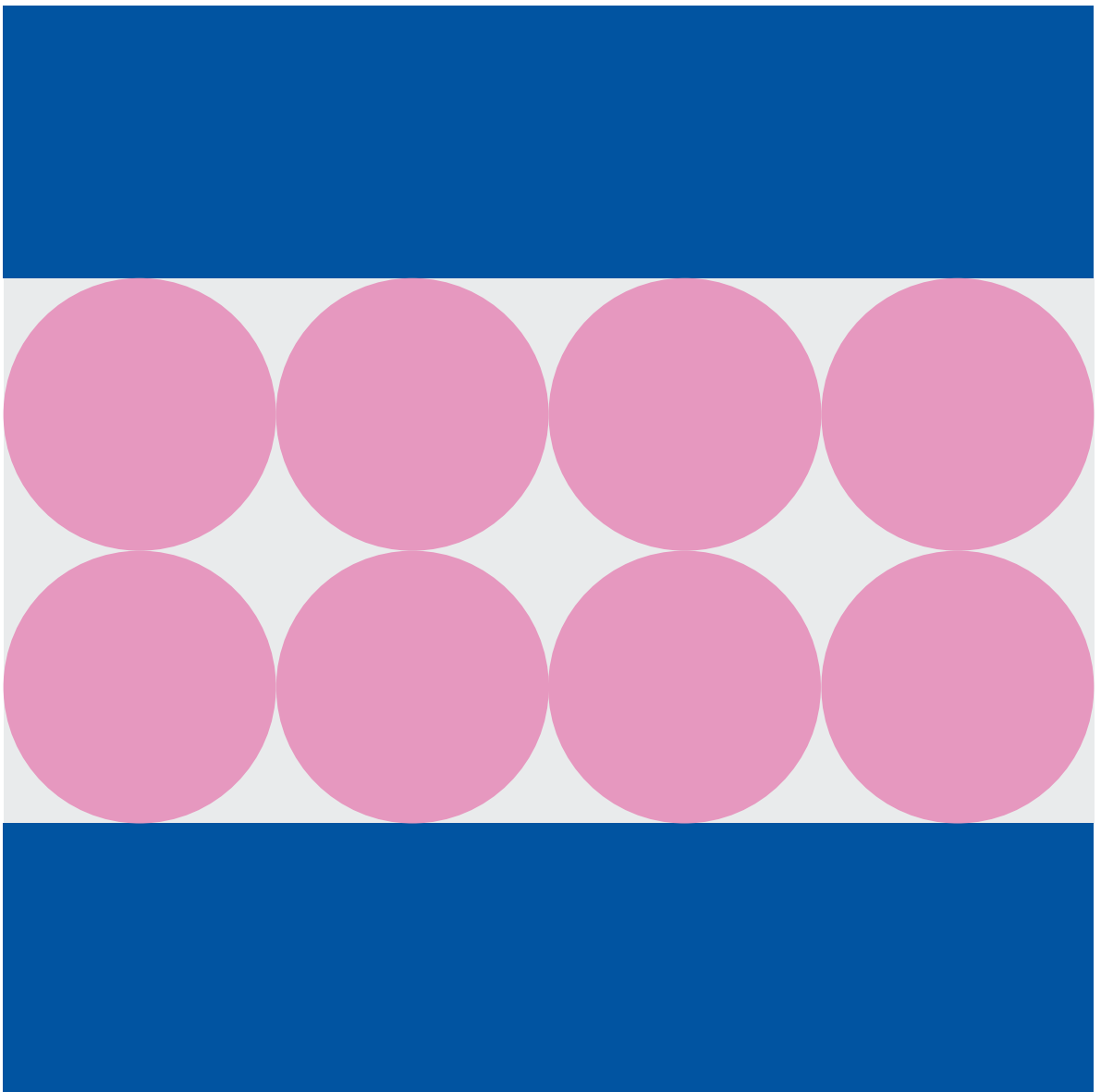
Climate Change is shaping the future of all the global ports, not only because of the water level rise but also because of the increasing global warming: if this is the trend in the next 30 years we will go living in the mountains or under the seas.

What do I mean? In the mountains the climate is temperate, and it will be good, also in the future. Under the sea, we have the same situation: I think a lot of productive activities we are used to manage on the land will be transferred there in the future. Underwater, you can become a perfect location for industries, data centres, etc... since you can have perfect temperature without costs. In 2050, ports and port cities are the gates between the present global scenario and the future one, the link to these new human productive places, to the areas of the biggest opportunities for business, culture and social evolution.

Human Creativity is the force of everything, the engine that allows us to be the leading beings of the world since the mists of time. If we want to imagine the port of the next 30 years, we must trust it without limits or rigid mental schemes. Imagine that the ports' role will be overcome by new logistic systems based on flying drones carrying cargos from the ships (at anchor offshore) directly to inland centers distribution. Will it be the end of the ports? Yes, in the actual version, but no for the new role as gate to the underwater link with the underwater world and for the role they will have as energy production hubs or as digital hubs for data (gateways for the submarine cables and datacenters).

Dreams? Nightmares? Only open-minded thoughts...

# Becoming a globally recognised knowledge cluster



In 2050, Valenciaport will be a global benchmark enclave driven by a firm vision and a strong commitment to sustainability, innovation, and the generation of value for society. The widespread adoption of new technologies, the consolidation of environmental sustainability practices and the redefinition of international logistics standards will shape this future.

This vision of our ports is achieved by the following elements.

Valenciaport will form part of a global network of connections, seamlessly and efficiently integrating maritime, land and air transport modes. The infrastructure will be adapted to accommodate new modes of transport, such as Hyperloop, high-performance drones and other (high-speed) transport systems, improving efficiency and sustainability in the movement of goods.

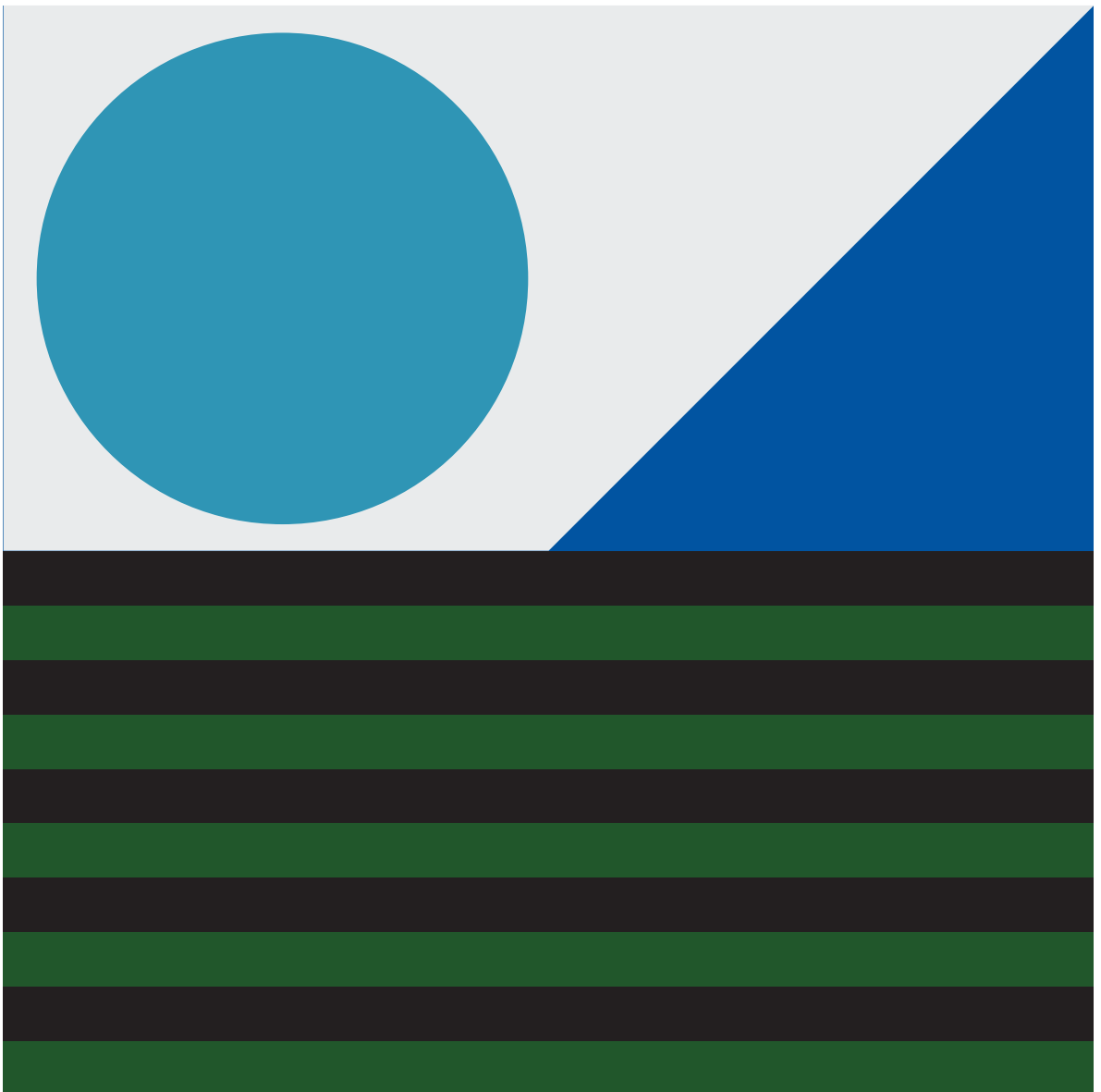
Valenciaport will be a benchmark in technological innovation, making the most of the opportunities offered by advances in automation and robotics. By 2050, we will have implemented autonomous cargo handling systems and cutting-edge drones to streamline and optimise port processes. Port operations and logistics will be fully automated, with full traceability and controls.

In 2050, Valenciaport will continue to be a model of successful integration between the port and the city. Urban development projects will continue to be implemented, promoting a harmonious coexistence between port activities and the daily lives of citizens.

Valenciaport will become a globally recognised knowledge cluster, where universities, research and development centers and technology companies from all over the world connect with our knowledge bases, fostering the creation of new services and products for our environment and the entire logistics sector.

Valenciaport will be integrated into zero-emission corridors. The active role of the Port Authority of Valencia and the entire port community in the supply of shore-side electricity and the use of zero-emission fuels will facilitate the establishment of zero-emission corridors of which Valenciaport will be part.

# Future-proofing the port



Nowadays, the Port of Valletta — The Grand Harbour is a multi-purpose international port offering a comprehensive range of services, including cruise and ferry and cargo handling berths, specialised grain and cement silos, petroleum installations and bunkering facilities, ship facilities and boatyards, super yacht refit centres, port reception facilities, including tank cleaning, marinas, warehousing and open storage facilities and maritime-related support services.

As part of the regeneration of the Port of Valletta, to cater for future requirements, several projects have commenced, with some nearing completion, which will further enhance Malta's strategic role in the International Maritime Industry

An important project to mention in that respect is the supply of electrical power to ships at berth, directly to the receiving ship, from a shore-side electrical power source. The main focus of this project will be to equip the cruise berths. The first phase of this big project started in spring 2023.

I should also mention the building of a new quay with a total length of 355 meters to be completed in autumn 2025, which will further increase the capacity for cruise vessels and provide the terminal with additional flexibility.

I am furthermore also proud to announce the building of the new Ras Hanzir terminal and quay with a total length of 358m, which will further increase the capacity of the ports and manage multi-modal cargo operations. This new terminal will provide the port with additional flexibility.

The port of Venice has a unique complexity, composed of three different port areas — the historic centre of Venice, Marghera, and Chioggia — each with its particular purpose, function, history, and potential. Additionally, the system encompasses multiple sectors- industrial, energy, commercial, logistical, cruising, fishing, and yachting, all located within a delicate lagoon environment.

This system plays a pivotal role in the mobility of goods and people in a strategically relevant area at national and European levels. Furthermore, it is closely associated with ‘Venice and its Lagoon,’ which has already earned UNESCO recognition and is subject to special protection as both a tangible and intangible heritage of humanity.

Considering the complex nature of this system and the numerous variables that will shape the international landscape by 2050, it is challenging to envision its future.

Nevertheless, as has been the case throughout Venice’s 1600-year history as a port city, the answer lies in its remarkable resilience.

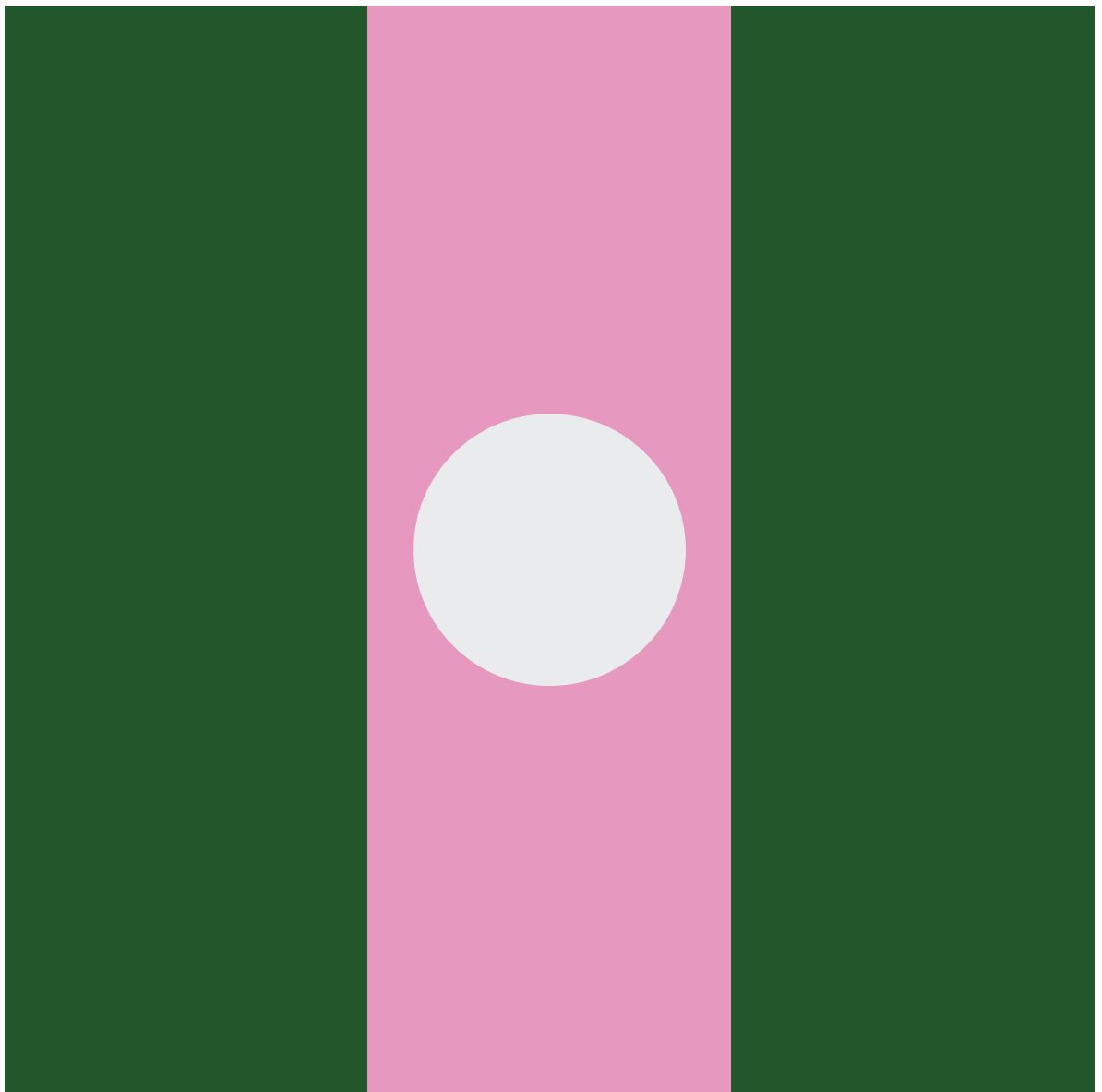
Venice has consistently been at the forefront in facing challenges of similar magnitude to those we face today. These include historical conflicts, during which Venice was known as ‘la Serenissima’, pandemics with the invention of quarantine, and flooding addressed by the MOSE project, a hydraulic system designed to protect against high tides. It’s in the same spirit that we must see the recent contribution of the Port of Venice in guaranteeing the export of agribulk from Ukraine.

Therefore, the vision of the port of the future will be characterised by a relationship, internationalisation, research and innovation, investment in human capital, listening, and engagement with all stakeholders to transform this port system by 2050. We want a model that can ensure the quality of life in a dialogue between development and integration with the lagoon ecosystem, connecting with the surrounding territory and the markets around the world.

We aim at a port where the cruise industry will align with the public acceptance of the touristic destination, a port accommodating zero-emission ships with green hydrogen. A competitive port system thanks to its excellent sectors, serving the northeast of Italy and the central European nations in a sustainable framework.



# Combining resilience and engagement with all stakeholders in the port



# Being a port where nobody feels like a stranger



First, I would like to congratulate ESPO on its 30th Anniversary and thank the push it has meant for the Port of Vigo throughout all these years in the design of the Port of the Future.

In 1870, the Port of Vigo and its estuary inspired Jules Verne and were the scenery for his novel 'Twenty Thousand Leagues Under the Sea'. This French writer was a visionary ahead of his time, and this fact honours and motivates us to make an ambitious and sustainable plan for the Port of Vigo for the next 30 years.

At this moment, the Port of Vigo is growing the seeds of what will be the Port of the Future. We are working on innovative and sustainable projects intending to become, by 2050, a Green and Blue Port embedded in the city and a marine ecosystem.

We are turning our infrastructures into green infrastructures, which generate underwater ecosystems, such as the one we have created within the project Living Ports. Furthermore, we are projecting a port integrated into the city through sustainable mobility and underwater walks connecting different areas in the city.

We are also working on transforming all vessels at the Port of Vigo into vessels supplied with green fuels, such as hydrogen. Additionally, the electrification of the port terminals is beginning to materialise. With the project Jules Verne, we will succeed in providing hydrogen, ammonium, and methanol not only to vessels but also to transport inland.

We work closely with universities, technological centres and shipyards in the designing of the vessels of the future. We want all sectors to move forward together: fisheries, port services, local maritime traffic, etc. We believe in a 'just transition'.

Another big challenge is energy sovereignty. This is a great task due to future electricity needs for new fuels and the onshore power for the vessels charging.

A port must be a meeting point with vessels arriving at our coasts, but also with the city. A port where nobody feels like a stranger and everybody feels welcome.

Thank you, ESPO, for 30 years together.



## The European Sea Ports Organisation today

The European Sea Ports Organisation was founded in 1993. It represents the interests of the port authorities, port associations and port administrations of the seaports of the 22 maritime Member States of the European Union and Norway. ESPO also has observer members in Albania, Iceland, Israel, Montenegro, Ukraine and United Kingdom.

ESPO ensures that European port managing bodies have a clear voice in the European Union. The organisation is the principal interface between Europe's ports and the European institutions and its policymakers. ESPO is also engaged in a dialogue with European stakeholders in the Port and Maritime sector.

In addition, ESPO is a knowledge network which brings together port professionals with a view of exchanging good practices and developing pro-active bottom-up initiatives in different fields: environmental management, port-city relations, reporting of key performance data and cruise as well as ferry passenger issues.

ESPO works through a permanent secretariat, which is based in Brussels, a General Assembly, an Executive Committee, six specialised Technical Committees and three Networks.

Since 2009, ESPO has had a joint office with the European Federation of Inland Ports (EFIP).

More information on ESPO's functioning, initiatives and achievements can be found on: [www.espo.be](http://www.espo.be)

## Overview of ESPO membership

The following national port associations are members of ESPO:

- Bulgarian Ports Infrastructure Company
- Croatian Ports Association
- Cyprus Ports Authority
- Danish Ports
- Finnish Port Association
- Union des Ports de France (UPF)
- Hellenic Ports Association (ELIME)
- Irish Ports Association
- Associazione Porti Italiani (Assoporti)
- Norwegian Ports
- Association Ports of Portugal (APP)
- Ports of Sweden.

The following port associations are observers at ESPO:

- Associated Icelandic Ports,
- Israel Ports Company (AIP),
- British Ports Association / UK Major Ports Group.

The following port administrations are members of ESPO:

- Puertos del Estado,
- Administrația Porturilor Maritime S.A. Constanța,
- Transport Malta (together with the port).

The following port administrations are observers in ESPO:

- the Ukrainian Sea Ports Authority (USPA)
- Montenegro Maritime Administration.

The following member countries are represented by their ports directly:

- Belgium,
- Estonia,
- Germany,
- Latvia,
- Lithuania,
- Netherlands,
- Poland
- Slovenia.

Albania is represented by the port of Durrës.

## Want to read more?

- *Updated Study on The Infrastructure Investment Needs And Financing Challenge Of European Ports* (to be released in April 2024)
- *ESPO Environmental Report 2023* (October 2023)
- *Trends in EU Ports Governance 2022* (June 2022)
- *ESPO Study – The new energy landscape 2022* (June 2022)
- *Joint Deloitte-ESPO Study: Europe's Ports at the crossroads of transitions* (June 2021)
- *ESPO Green Guide 2021, a Manual for European Ports Towards a Green Future 2021* (September 2021)
- *Code of Good Practices for Cruise and Ferry Ports* (June 2016)
- *Code of Practice on Societal Integration of Ports* (May 2010)

These publications can be downloaded from:  
[www.espo.be/publications](http://www.espo.be/publications)

Hard copies are available at the ESPO Secretariat.

## How to follow us?

The ESPO website is ESPO's library, newsroom and notice board. It gathers all our position papers, publications, and press and updates you about our upcoming events. You can also consult ESPO's annual report, which features, amongst others, the annual throughput of Europe's main ports. If you want to get our news directly in your mailbox, just drop a line to [mail@espo.be](mailto:mail@espo.be).

Follow us on Twitter: [@ESPOSecretariat](https://twitter.com/ESPOSecretariat)

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