
CONNECTING THE WORLD. BUILDING TOMORROW'S SUSTAINABLE PORT.

CORPORATE STRATEGY 2025-2029



OUR FOCUS IS ON OUR CORE TASKS AND THE FOUR FOCAL POINTS



OUR CORE VALUES



Focus

We set priorities, make resolute decisions and finish what we started.

Respect

We respect each other, our environment and the earth.

Resilience

We are flexible, recover quickly and are ready for the future.

Connection

We work with and for our clients, stakeholders and each other.

FOR EACH FOCAL POINT, WE HAVE FOUR TARGETS



In balance with
society and the
environment

1. Improving the **liveability** in and around the port.

2. Connecting the port and the environment.

3. Promoting a **balanced and inclusive labour market**.

13. Increasing **diversity and inclusion, social and physical safety** for all Port Authority employees and employees of contractors.



Climate neutral
and circular

4. Reducing **greenhouse gas emissions** in the port area.

5. Transforming into an industrial complex that produces clean **energy (carriers)**.

6. Transforming into a chemical complex that uses **sustainable and circular** raw materials.

14. Reducing the Port Authority's **emissions of greenhouse gases**.



Resilience,
security of supply &
strategic autonomy

7. Increasing the **flexibility and resilience** of the port.

8. Contributing to the **security of supply** of energy and critical and strategic raw materials in Europe.

9. Maintaining Europe's **strategic autonomy** by retaining existing manufacturing industries and attracting new ones.

15. Increasing the **flexibility and resilience** of our own organisation.



Future-proof earning
power

10. Promoting an attractive and innovative **business climate**.

11. Ensuring excellent **port infrastructure and maritime access**.

12. Optimising the **operational performance** of the port.

16. Excellent **operational performance of the Port Authority**.

Port of Rotterdam Authority

SUMMARY

It is our mission to create economic and societal value by working with clients and stakeholders to achieve sustainable growth. Our purpose 'Connecting the World. Building tomorrow's sustainable port', together with our mission and the context in which we find ourselves, form the basis for our four strategic focal points.



FOUR STRATEGIC FOCAL POINTS



In balance with society

The Port Authority is committed to improving the living environment, safety, nature and biodiversity around the port. Our ambition is to connect the port with the surrounding area, promote a balanced and inclusive labour market and optimally safeguard our robust starting point to ensure a future in which we have societal backing. Net positive is our long-term goal in this regard.



Climate neutral and circular

The Port Authority's ambition is to be a leader in the energy and resources transition by creating optimal conditions for its partners in logistics, energy and production. Climate neutral is our ultimate goal here, which we aim to achieve by transforming the port and industrial complex into one that produces clean energy (carriers) and uses sustainable and circular raw materials.



Resilience, security of supply and strategic autonomy

The Port Authority aims to ensure that the port remains flexible and resilient to economic fluctuations, disruptions to *supply chains*, and unexpected climate events. The Port Authority also wants to contribute to safeguarding Europe's security of supply of energy, food and other materials needed in society, and to ensuring the port's industry remains competitive so we can maintain our strategic autonomy in Europe.



Future-proof earning power

The Port Authority strives to stimulate the business climate in the Netherlands and Europe. The Port Authority wants to achieve this by providing excellent port infrastructure and maritime access, contributing to the availability of affordable (sustainable) energy and optimising operational *performance* within the port itself.



The Port Authority believes that with these four focal points, it will position itself as a transition leader, remain a partner of choice for port users and further invest in social well-being while meeting high safety and resilience standards. The focal points have been split up into sixteen more specific targets, (four per focal point) which in turn are translated into concrete (key) results and initiatives to be monitored in a targeted and effective way by the organisation.

The new strategy builds on the current strategy with key themes of sustainability, the chain role and organisational quality. However, there are some crucial changes. There is greater focus on the living environment and social value. We are taking more of a facilitatory role rather than creating ourselves. Our contribution to resilience, security of supply and strategic autonomy has gained greater emphasis. In addition, growth is defined as a result, rather than a goal in itself.

With these four focal points in mind, the Port Authority is further developing itself into an inclusive, climate neutral, resilient and effective organisation. This strategy aids us in being transparent and specific about how we will achieve our targets.



WE REMAIN COMMITTED TO MAINTAINING WHAT WE HAVE BUILT AS EUROPE'S LARGEST PORT

Basic principles

We are a **mature port**.

We want to remain a **port for logistics, industry and energy**.

We remain a **port for Europe**.

We are facilitating the **transition** to a climate neutral and circular industry.

We continue to carefully manage the **limited space**.

We are continuing to develop into a **digital port**.

Implications for the Port Authority

Growth is not a goal in itself. We are focusing on **quality and future-proofing**.

We are committed to the long-term prosperity of the Rotterdam-Rijnmond region, the Netherlands and Northwest Europe. We are well prepared to absorb shocks and can **respond to changing market circumstances**.

The large-scale operations offer **efficiency gains**, which clients can profit from, and which can help them to **reduce the climate impact of their operations**.

Climate and circularity is a focal point. The Port Authority is pooling its resources to facilitate the energy and resources transition and to achieve its emissions reduction objectives by 2030 and 2050. We also realise that Europe still needs fossil fuels and raw materials but will gradually wean off them over time. The port is evolving at an equal pace.

Space is scarce in and around the port. That is why we are developing logistics **within existing boundaries**. We are doing our utmost to facilitate this for energy and industry within the port and industrial complex. Whenever this is impossible, we prepare ourselves for expansion.

This calls for **improved cooperation** in the **digital ecosystem** to remain relevant and increase efficiency.

EXTERNAL CONTEXT: WE ARE AT THE DAWN OF A NEW ERA

Important developments

Implications for the Port Authority

Focal point



Increasing social value means that a healthy living environment, safety, nature and biodiversity are increasingly important.

Improving the **living environment**, connecting the port to its **surroundings** and promoting a **balanced and inclusive labour market** to increase support for the port and safeguard our robust starting point to ensure a future in which we have societal backing. Net positive is our long-term goal in this regard.

In balance with society and the environment



The energy and resources transition requires the port and industrial complex to transform.

Reducing CO₂e emissions in the port area. **Climate neutral** is our ultimate goal. Transforming into an industrial complex that produces **clean energy (carriers)** and uses **sustainable and circular raw materials**.

Climate neutral and circular



The uncertain economic and geopolitical context affects market and logistics activities.

Increasing **flexibility and resilience** to respond quickly to economic fluctuations, physical or digital disruptions of *supply chains* and unexpected climate events.

Establishing *supply chains* for critical and strategic raw materials to safeguard the **security of supply** and ensure Europe has access to them.

Strengthening and diversifying industry in the Rotterdam-Rijnmond region and the 'Antwerp, Rotterdam, Rhein, Ruhr Area' in order to maintain the **strategic autonomy of Europe**.

Resilience, security of supply and strategic autonomy

CO₂e is an abbreviation of 'carbon dioxide equivalent'. This is a unit of measurement to compare the emissions of different greenhouse gases based on their greenhouse effect.



WE EMBRACE OUR OWN ROLE

What stays



We create **economic** and **societal** value by working with clients and stakeholders to achieve **sustainable** growth in the world-class port.

Implications for the Port Authority

Promoting an **attractive business climate** in the Netherlands and in Europe. Ensuring **excellent port infrastructure and maritime access**. Optimising the **operational performance** of the port.

Focal point

**Future-proof
earning power**

We ourselves are changing with the port.

We expect the port and industrial complex to change across the axes of the four focal points. This means we will have to change along with them. As the port's developer, we are responsible for leading and shaping the transformation of our port.

We are fully centring our activities around these four focal points. And like our port, we ourselves will also need to become **more resilient, climate-neutral and circular, more inclusive and safer**. Our **operational performance** must be as excellent as that of the port itself.

AS THE PORT'S DEVELOPER, WE ARE RESPONSIBLE FOR LEADING AND SHAPING THE TRANSFORMATION OF OUR PORT

In our corporate strategy, we are centring all our activities around the four focal points

Approach

We define clear targets. In our corporate strategy, we describe our targets and define the underlying outcomes we need to achieve in order to reach them.

Structure of our corporate strategy



We are realising our four focal points by setting clear targets in our corporate strategy and defining measurable results ('*key results*').

We are conducting research, as we do not yet have all the information and knowledge we need.

Our targets are fixed for the coming period. But we do not yet have the knowledge to define all the *key results* in a way that is clear and measurable. This is where research comes in. In the corporate strategy, we have therefore also included a **research agenda**. In it, we describe which topics we still need to explore in more detail. The results of these studies may lead to the development of new *key results*.

We can adjust, add or remove key results in response to the changing world in which we are operating. However, our targets remain the same.

We define our *key results* based on the knowledge we have now, on the government (Europe, Netherlands) policies that are currently in force or expected to come into force, and on current geopolitical relations. All this may change so it may be necessary to adjust, remove or add *key results* during the strategy period.

The corporate strategy is a steering tool for our organisation.

Each year, we will evaluate our corporate strategy based on the achieved results and developments and update it, where necessary, in consultation with our Supervisory Board.



WE WANT TO KEEP THE PORT IN BALANCE WITH SOCIETY



In balance with society and the environment

1. **Improving the liveability** in and around the port.

2. **Connecting the port and the environment.**

3. Promoting a **balanced and inclusive labour market.**

13. Increasing **diversity and inclusion, social and physical safety** for all Port Authority employees and contractors.

Ambition

We are improving the living environment in and around the port. Local residents must be able to trust that the place where they live is safe.

This also means that the port must be a pleasant and safe place with areas where people are welcome to experience the port. The port is having more contact with its surroundings.

The port must be a nice place to work. First, so companies can attract good personnel more easily and, second, so we can create economic value in the immediate area.

This approach generates societal backing for our operations in the port and for the further development of the port.

Our goal is to ensure that local residents and other stakeholders have a positive opinion of the port and the Port Authority.

Our own organisation must also be diverse, inclusive and safe.



WE WANT TO SUPPORT THE TRANSITION TO A CLIMATE NEUTRAL AND CIRCULAR ECONOMY



Climate neutral and circular

Ambition

4. Reducing **greenhouse gas emissions** in the port area.

We want to significantly reduce greenhouse gas emissions in our management area by 2030. Our target is a 55% CO₂e reduction in emissions by companies in the port compared to 1990 and a 20% CO₂e reduction in the maritime chains compared to 2019.

5. Transforming into an industrial complex that produces clean **energy (carriers)**.

We will produce clean fuels at the port of Rotterdam, replacing some of the demand for fossil fuels to reduce the CO₂e footprint of end-users. Our goal is to replace at least 20% of fossil fuels produced in 2019 with clean fuels, which amounts to 6.3 MTPA by 2030.

6. Transforming into a chemical complex that uses **sustainable and circular** raw materials.

The companies in our chemical complex produce products based on fossil fuels. In the port of Rotterdam, we are going to replace some of those raw materials with sustainable and circular raw materials. Our goal is to replace at least 20% of fossil fuels used in 2019 with renewable and circular raw materials, amounting to 1.9 MTPA.

14. Reducing the Port Authority's **emissions of greenhouse gases**.

Our own organisation and suppliers must also become climate neutral and circular. Our goal is significant CO₂e reductions from our own operations and from all services and materials we procure in line with Science Based Targets initiative (SMTi).

CO₂e is an abbreviation of 'carbon dioxide equivalent'. This is a unit of measurement to compare the emissions of different greenhouse gases based on their greenhouse effect. **MTPA** stands for million tonnes per annum.



WE CONTRIBUTE TO THE RESILIENCE AND SECURITY OF SUPPLY AT THE PORT



Resilience, security of supply and strategic autonomy

7. Increasing the **flexibility and resilience** of the port.

Ambition

Resilience focuses on preventing disruptions, both digital and physical. In the case of a disruption, our aim is to mitigate the impact on operations (absorption). If there is a disruption, minimising operational recovery time (resilience) is important.

8. Contributing to **security of supply** of energy, critical and strategic raw materials in Europe.

Europe is increasingly focusing on the industry of the future, such as the production of wind turbines, batteries, solar panels, etc. This requires different raw materials. Some of them are critical and strategic. To ensure security of supply, we must focus on setting up *supply chains* for these raw materials.

9. Maintaining Europe's **strategic autonomy** by retaining existing manufacturing industries and attracting new ones.

The Northwest European industrial cluster contributes greatly to our prosperity and independence. Preserving, future-proofing and diversifying this cluster is necessary to maintain Europe's strategic autonomy.

15. Increasing the **flexibility and resilience** of our own organisation.

Our own organisation and suppliers must also become flexible and resilient.



WE SUPPORT OUR STAKEHOLDERS IN FUTURE-PROOFING THEIR EARNING POWER



Future-proof earning power

Ambition

10. Promoting an attractive and innovative **business climate**.

It is important that our existing clients can continue to develop in our port and new clients can establish themselves. To ensure this, it is essential to improve the business climate at the port. Our focus is on maintaining the industry and keeping it competitive for the next five years.

11. Ensuring excellent port infrastructure and maritime access.

Major developments call for a port and industrial complex that is ready for transition. Our goal is to provide the space and infrastructure needed for the transition. This involves existing and new infrastructure, both physical and digital, as well as infrastructure for which we are not (currently) directly responsible.

12. Optimising the operational performance of the port.

We are focusing on improving operational *performance*. This will allow us to remain the most competitive and sustainable port in Europe.

16. Excellent operational performance of the Port Authority.

We are laser focused on the effectiveness of everything we do: all our activities must have a clear purpose that contributes to the goals of the Port Authority.



Want to find out more?

For more information about the Port of Rotterdam Authority: www.portofrotterdam.com
Port of Rotterdam Authority can also be followed on LinkedIn, Instagram and Facebook

Colophon

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