

CHANGE

duisport is shaping the future



duisport Group, key figures 2015–2017 (in EUR million)

	2015	2016	2017	Change in % ¹ 17/16
Sales revenue ² (incl. sales that cannot be consolidated)	217.3	230.0	249.7	+9
Sales revenues ²	195.0	205.5	222.7	+8
Balance sheet sum	349.1	371.8	368.8	-1
Gross investments	19.9	18.3	34.3	+87
Earnings before interest, taxes, depreciation, and amortization (EBITDA)	37.3	40.4	40.5	+0
Earnings after taxes	10.5	10.8	11.7	+8
Cash flow I ³	22.3	31.0	24.6	-21
Permanent employees	856	877	896	+2

Goods handled at all Duisburg ports (incl. private company ports, in million metric tons)

	2015	2016	2017	Change in % ¹ 17/16
	51.9	53.1	50.2	-5
Ship	28.4	30.8	32.5	+6
Rail	48.9	49.2	48.7	-1
Truck ⁴				
Total	129.2	133.1	131.4	-1

Goods handled at duisport Group ports (in million metric tons)

	2015	2016	2017	Change in % ¹ 17/16
Ship	15.6	16.2	15.7	-3
Rail	19.1	17.6	18.8	+7
Truck	33.9	33.1	33.8	+2
Total	68.5	66.8	68.3	+2

¹ Percentage figures have been rounded; rounding tolerance 0.1.

² Sales revenues +/- changes in stocks + own work capitalized.

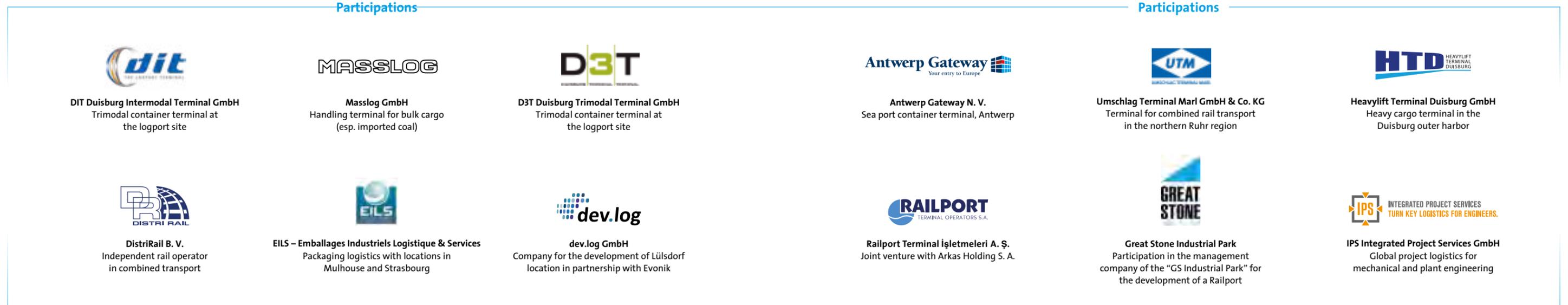
³ Annual profit + depreciation for fixed assets + change in provisions (previous year: in long-term provisions).

⁴ Truck-handling volume at company ports has been estimated.

The duisport Group and its business segments



Participations



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The world continues to turn. The last two coal mines, Prosper Haniel and Ibbenbüren, close down in 2018. It means that the German coal mining industry is ... history. Digital technologies are rapidly changing logistics in ways previously unimaginable. Will nothing remain the way it was? No.

No. The Port of Duisburg will remain the Port of Duisburg. With its responsibility for the region and the people who live here. With its claim to build success on collaboration and partnerships. With its ability to always see the challenges of a new era as an opportunity, and become actively involved in shaping the future. That will remain.



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THE DAWN OF A NEW ERA

Germany's industrial center on the Rhine and Ruhr is saying good-bye to stone coal mining. The last shift in the mines at Ibbenbüren and Prosper-Haniel in Bottrop at the end of 2018 will bring back memories along with a sense of sadness. Many will ask: What comes next? Where will the journey lead after the last shift and over 200 years of industrial mining?

A lot of the answers can be found in the Port of Duisburg, where 301 years ago the first coal port on the mouth of the Ruhr created the conditions for the international marketing of "black gold".

300 years later, Duisport will not be unprepared when the mining era comes to an end, because the port has been anticipating change for a long time. For example, after the coal mining era passed its zenith, we saw the emergence of the counterpart to the famous Duisburg "Kohleninsel" (Coal Island): tank storage facilities with more than 500 tanks for more than one million tonnes of mineral oil, which is connected to the large neighboring refineries in the region via pipelines.

As demand for domestic coal continued to decrease, and more and more mines were shut down, the port helped to address the emerging shortfalls.

Just 20 years ago, coal and ore accounted for 70 percent of the handling volume in Duisburg. Now, coal only contributes around ten percent to Duisport's handling volume – although it consists of imported coal, which is still essential for securing base loads at power plants and for steel production. After Hamburg, Duisport is still the second-largest German coal port, although on a declining trend.

Today, the new front-runners in terms of growing handling volumes in Duisburg are containers loaded with vehicle components and electronics, machines, chemical products or furniture. They already account for well over 50 percent of the handling volume – and growing.

The ability to turn change into opportunity is also made evident by this example: In recent years, Duisport has become a co-creator, and sometimes also a pioneer, of fundamental changes on the Rhine and Ruhr. One example is the continuous devel-

opment of trans-continental transportation networks for increasingly complex supply chains in the economy. The same can be said with regard to the digitization of logistics processes in partnership with universities, research institutions and leading industrial companies.

And in the more recent past, the development of new structures designed to promote the start-up culture on the Rhine and Ruhr. In mid-March, five start-up companies joined the innovation hub startport; they are working to develop new digital solutions for the logistics industry. The partners for the initial work include Universität Duisburg Essen and the Fraunhofer-Institut Dortmund, as well as well-known companies such as Evonik, RWE and Klöckner & Co.

Of course, Duisport also takes responsibility when it comes to the climate and energy transformation: Together with companies such as Siemens, Evonik and RWE, we are developing new strategies for climate-friendly energy supplies on water and land, and testing new management technologies for guiding traffic.

At the same time, during the last two decades the former port company has also gradually become an important promoter of industry on the Rhine and Ruhr. Almost 30,000 new workplaces have been created in the port's catchment area within 20 years. And in the joint venture logport Ruhr, Duisport and RAG Montan Immobilien GmbH are also developing former mining areas into new commercial and logistics hubs – e.g. in Kamp-Lintfort and Oberhausen, where 2,000 new workplaces are already being created.

Large developments projects based on these models are being prepared by Duisport in Duisburg-Walsum on the site of the former paper factory and with partners such as Evonik in Lülldorf near Cologne and at other future locations. Therefore, Duisport has remained a committed, innovative and reliable partner to the Rhine-Ruhr region for over 300 years, and will continue to do so following the dawn of a new era in 2018 and far beyond. We are creating new opportunities – Good Luck!

How mining engineers saved the port

In the mid-1950s, the mining industry and the Port of Duisburg took on one of the most demanding engineering projects in their history. Over a total of ten years (until 1966), coal mining below the dock was precisely managed from the neighboring Westende mine so that the entire port was evenly lowered by approximately two meters. For example, Gelsenkirchener Bergwerks AG used mining technology to save the Port of Duisburg from imminent silt accumulation – a masterpiece for the history books and a boon for the future of logistics employment in North-Rhine Westphalia. By the way: A year later, the Westende mine was shut down.

1820

3556 employees extract 0.41 million tonnes

1900

228,593 employees extract 60.1 million tonnes

1945

276,192 employees extract 33.3 million tonnes

1990

100,949 employees extract 54.6 million tonnes

2000

48,679 employees extract 29.9 million tonnes



Ruhr mining in key figures



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DEVELOPING LOGISTICS

startport – the innovation platform

Logistics means movement. This requires viable solutions. And it is why duisport established the startport innovation platform together with partners from industry. At the Werhahnstraße in the Duisburg interior port, promising start-ups receive extensive support to develop their ideas for pioneering logistics and supply chain products and services to market readiness under optimum conditions.

“THE NEW INNOVATION PLATFORM IN THE WORLD’S LARGEST INLAND PORT WILL CONTINUE TO STRENGTHEN NORTH-RHINE WESTPHALIA AS A LOCATION FOR START-UP COMPANIES.”

Andreas Pinkwart
North Rhine-Westphalia’s Minister of Economic Affairs and Digitalization



startport innovation platform

Together with partners from industry, duisport established the startport logistics innovation platform in 2017. It offers start-up companies an opportunity to develop innovative logistics solution in the creative environment of the Duisburg interior port. At this time, five start-ups at different stages of development are part of the startport project. They utilize the attractive work environment in the Werhahnmühle and maintain close contacts with the managers, developers and logistics experts at Duisburger Hafen AG. In this way, startport helps the young companies turn their innovative ideas into market-ready logistics products or services.

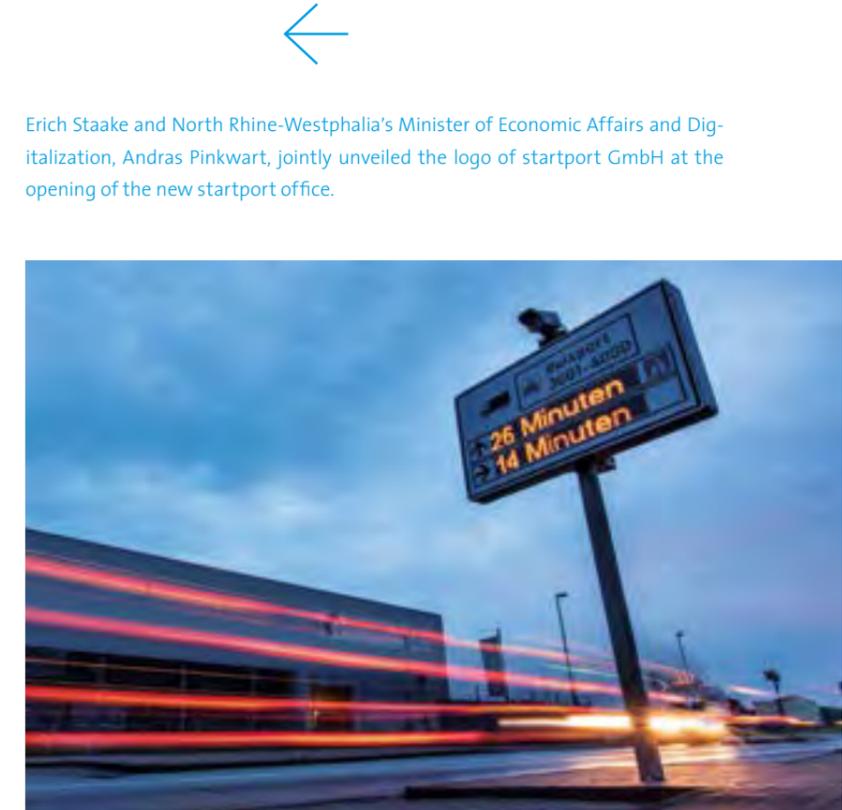
Erich Staake on startport: “Our industrial cores must be connected using high-performance logistics models. startport aims to become an incubator for logistics innovations.”

Sustainability projects

Together with Universität Duisburg-Essen, duisport has developed an integrated energy and climate protection concept as our contribution to the energy transformation. Working with our strong cooperation partners from industry, including Siemens, RWE Supply & Trading GmbH and Innogy, we are consistently implementing the concept in the Port of Duisburg.

Traffic guidance system

The traffic guidance system that was developed in cooperation with Siemens enables us to avoid traffic jams around the Port of Duisburg and reduce traffic noise for nearby residents. In addition, duisport and local logistics professionals also developed concepts for shifting more than 100,000 truck journeys from the road to rail and the inland waterways sector.



With innovative and sustainable projects, such as the installation of a charge column infrastructure for electric cars, organic solar film and the traffic guidance system, the Port of Duisburg is continually transformed into a hub for the energy transformation.

THE NEW START-UP SPIRIT ON THE RHINE AND RUHR ACTS AS A MAGNET

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A new spirit has taken hold of the Ruhr region, while the once dominant stone coal sector makes a dignified exit in 2018. Start-up initiatives are springing up everywhere – almost like the mine head towers of the past. startport in Duisburg's interior port plays a central role in the development of future solutions for logistics and industry. At the same time, "Gründerallianz Ruhr" (Ruhr Founders' Alliance) also started its work at the "Zollverein" in Essen – a first central contact and coordination point for the start-up scene, started by the

Initiativkreis Ruhr. In an interview, **Erich Staake** (Chief Executive Officer of Duisburger Hafen AG and startport initiator) and Duisburg resident **Dr. Christian Lüdtkke** (founder coordinator for Ruhr of 'Gründerallianz' and also the founder and Managing Director of the Berlin-based digital consulting and start-up incubator etventure) talk about current developments in the start-up scene. The question and answer session quickly gave way to an intensive exchange of ideas.

Mr. Staake, what is on your mind now that the start phase for startport has been completed – and how do you experience the energy of the young talent in the industry?

Erich Staake: *I am grateful and deeply impressed by the level of commitment and enthusiasm displayed by our team at duisport in order to turn this completely new project into reality. And we can count on the help of many partners from science and industry to ensure the success of this project. But in the end, it is the young people in the five start-ups that have to ensure a successful outcome. They have approached their work with an enormous amount of energy. This has been noticed, and there is already a lot of additional demand. The premises are full, and we have to think about expanding. This confirms our approach, namely that even just the idea of creating closer connections between industry and logistics will generate such demand. I find this very encouraging.*

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Dr. Christian Lüdtkke

Founder coordinator for Ruhr of 'Gründerallianz' and also the founder and Managing Director of the Berlin-based digital consulting and start-up incubator etventure.



Apart from its contents, what exactly distinguishes startport from the other start-up centers on the Rhine and Ruhr?

Erich Staake: First, there is the time factor. While start-ups elsewhere usually have six months to bring their ideas to market, we decided to support our young talent for a whole year. In addition, we have concentrated our efforts on industry and logistics, and the collaboration with exclusive partners such as Evonik and Klöckner & Co, universities, consulting companies and a number of members of the Initiativkreis has created a fertile ground that promotes the rapid development of specific new solutions for imminent challenges. This is where the site advantage pays off – as evidenced by the connection between industry and logistics in this leading logistics region of Europe, which is also a major industrial location.

Mr. Lüdtkke, you are also supporting the Duisburg startport project as someone with personal start-up experience and as a founder coordinator. What role do you envision for startport compared to the planned larger start-up networks on the Rhine and Ruhr?

Christian Lüdtkke: It functions as a beacon. This is where founders meet industrial and logistics companies to develop a common language for future solutions. We believe it makes sense to consolidate similar focus areas for other areas of the business-to-business segment in the Ruhr region, while the work for the end customer business is bundled out of Berlin, for example.



startport provides the current five start-ups with the opportunity to rapidly develop concrete new solutions for the imminent challenges faced by the logistics industry.

What is the status of the entire start-up scene on the Ruhr at this time?

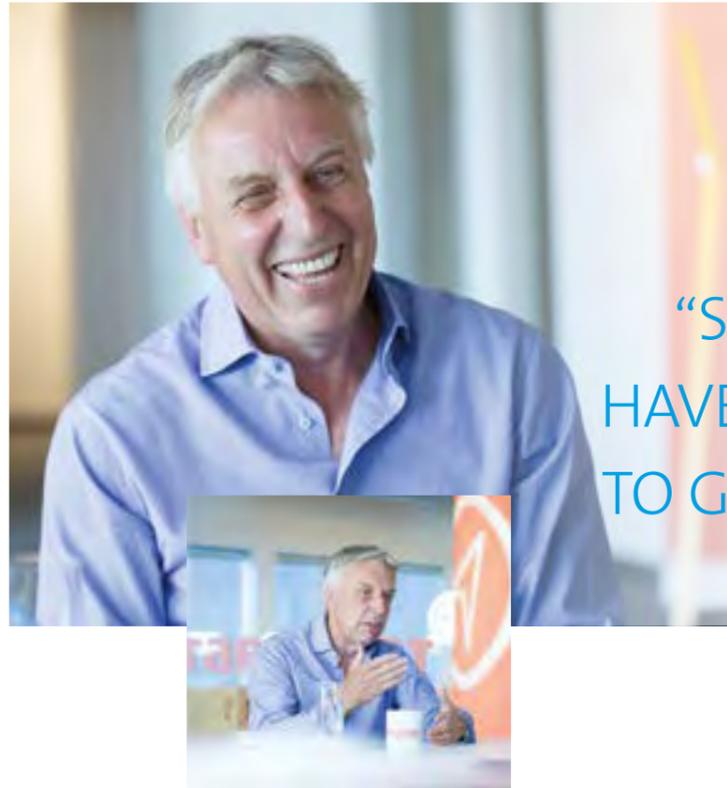
Christian Lüdtkke: We have found that our call-outs to potential founders have really hit a chord. It is like preaching to the choir. And the existence of a functioning industrial core provides additional momentum. Young people know: the large number of high-quality industrial companies based in this region generates a large volume of data while also having to manage a great many challenges in practice. This provides the start-ups with a lot of starting points. At the same time, the many founder initiatives are still a bit like a patchwork quilt at this point. We believe that our task as a member of the Gründerallianz Ruhr is to lend a recognizable face to this development. We have many great stories about great start-ups that are doing great things. But we also know that this story must not just be told in the Ruhr region, as was done in the past. It must be talked about in Tel Aviv, Paris and Stockholm, Hamburg, Munich and Berlin. The new image of the Ruhr region also includes the existing established companies, which do not block new developments but rather actively support this new trend. Others can only be envious about this fertile ground for start-ups. But it will take some time until this story will truly arrive in everyone's mind.

But even in the surrounding area, not everyone knows which start-ups are working on which issues (and where) – and where this path is supposed to lead in the end. Is this a task for the Gründerallianz?

Christian Lüdtkke: It certainly is. But of course it is not about developing a top-down master plan for the founders. We have to give this scene an opportunity for diversity, for self-determination about the direction of their work. This includes the right to fail. We need people who have the courage to create ideas out of chaos. At the same time, the region must become the dependable roof under which new plants can thrive. Our task is to generate momentum from the new movement that attracts other founders on the outside, who in turn create additional new energy. After a maximum of ten years, the focus will switch to the investor's point of view: by that time, the local start-up scene must be so attractive that the start-ups of today can themselves invest in future start-ups and make money along the way.

Erich Staake: We will be able to create such a habitat for new developments – of that I am certain. And that is something many people still think is impossible – namely that our region could give rise to such a spirit that is carried by young people, who show courage and who receive enormous assistance for their efforts. In this way, the Rhine/Ruhr region will be able to chart the course for a new future.

Christian Lüdtkke: And in this process, the DNA of the region is renewed after 200 years of industrial history: because the old Ruhr spirit of seizing opportunities and getting things done never dies. This type of mentality promotes entrepreneurial energy ...



“SUCH SOLUTIONS
HAVE THE POTENTIAL
TO GIVE OUR REGION
A NEW UNIQUE
SELLING POINT.”

Erich Staake
Chief Executive Officer of
Duisburger Hafen AG

Erich Staake: This type of energy helps to do away with the sentimentality about the past. The course to the future is already being charted today, for example in the case of steel, where a traditional material is prepared for future challenges with innovative methods. Or in the logistics industry, which will meet the requirements for new mobile solutions for industry and trade as well as the challenges associated with climate protection.

A question about the role of logistics: Where do you see the role of this growing sector in an economy that will be digitally connected in the future – isn't logistics actually a trendsetter when it comes to connectivity?

Christian Lüdtke: Yes, the relationship between industry and logistics has become increasingly connected, especially here on the Ruhr. Logistics and mobility will remain key issues for the future. They have to be examined together. And if the start-ups are able to work successfully, we will not only be able to get a handle on our own storage and delivery problems here on the Ruhr and Rhine, but can also offer model solutions for the major challenges in the world's metropolitan regions.

Erich Staake: I totally agree. I am very happy that the start-ups in our startport project already focus on precisely these issues, including digital solutions for managing truck traffic, optimizing unloading/loading processes or creating intelligent connections between different transport carriers. Such solutions have the potential to give our region a new unique selling point.

What else is required for the Rhine/Ruhr region, currently in second place, to overtake the capital city of Berlin to become the top start-up region in Germany?

Christian Lüdtke: First place is not an end in itself, also because such statistical rankings alone do not offer a lot of informative value. We should look to ourselves and ask if there are still specific gaps in some cases. Our top issue remains the same: We want to do everything possible to portray the start-up spirit in a positive way to increase the probability of not just more but also successful start-ups.

But we also have to ask ourselves where young and creative people from the region ultimately want to go. Until now, many graduates of Ruhr universities swiftly proceeded to move south or abroad ...

Erich Staake: I have heard this complaint in all the years that I have been involved with the *Initiativkreis Ruhr*. We have to do more to awaken the spirit that says: It pays to get involved right here. But I seem to have detected a new openness for local opportunities in the generation that is now part of the start-up scene. The challenges have changed, as has the flexibility of traditional companies and their willingness to try something new. The big names in the energy industry are repositioning themselves at the moment, which will once again make them more attractive to young talent. Everywhere you see how we give the new start-ups a lot of leeway with a culture of openness and open-mindedness. I am known as a realist, not a soothsayer. But I have a good feeling. Having said that, a recent survey of founders conducted by chambers of industry and trade also showed that young start-up talent in North-Rhine Westphalia views a lack of financial resources and excessive bureaucracy as a hindrance to renewal.

Christian Lüdtke: Too much bureaucracy can become a hindrance, but it should not be an exclusion criterion. And there has been some movement when it comes to financing: For example, the *Gründerfonds Ruhr*, which was established by the *Initiativkreis Ruhr* and *NRW.BANK*, offers a total of EUR 35 million in risk capital for investment in young and innovative companies. That is a very good start, and it fills a real gap. Now, enthusiasm for the new start-up sentiment and its economic opportunities must be created among other investors.

Erich Staake: And this is working better all the time. Very soon, startport looks forward to welcoming a well-known company of global renown as an additional exclusive partner in support of our start-ups. Such success stories act like a magnet – for our start-up scene and for the Ruhr region.

Interview: **Peter Lamprecht**, Chief Correspondent (retired), *Welt am Sonntag*

A SUNNY FUTURE WITH SOLAR POWER

The port as the “hub of the energy transformation”

Ports and energy – an interplay that is increasingly moving into the focus of discussions. In this context, duisport reveals its role as a trailblazer in the energy transformation: With its organic and ultra-light solar film, the Port of Duisburg has the potential to generate solar power on up to 10 million square meters of front and roof surface. The first film sections have now been applied on a property in the free port.



Solar film and electromobility

Together with Innogy, we are using state-of-the-art solar solutions and electric drive transport systems to turn the Port of Duisburg into a “hub for the energy transformation”. The first organic ultralight solar film has been applied to the front of a property in the free port. Following a successful test run, it may be possible to use up to 10 million square meters of front and roof surfaces in the Port of Duisburg for energy production. In addition, we are also gradually retrofitting our vehicle fleet for electromobility where possible. The construction of a charge column infrastructure is supported by Innogy.



“Electric cars operated with renewable energy mean less noise and particulates in urban areas. Several innovative vehicle fleets are already in the process of converting their vehicles.”

Elke Temme

Electromobility Manager at innogy SE – a provider of connected charging solutions for ten years

LNG fuel station

Liquefied natural gas (LNG) is an environmentally-friendly alternative to diesel fuel. With the support of RWE Supply & Trading GmbH and Universität Duisburg-Essen, the use of LNG is demonstrated in typical port handling equipment as part of a project that is supported by the European Fund for Regional Development (EFRE). Moreover, the mobile multimodal LNG fuel station will also go into operation during the course of this year. A stationary LNG fuel station for inland water vessels, truck and rail is in the planning stage.





KEY TECHNOLOGY OF THE FUTURE

New 3D printing center in the Port of Duisburg

Complex structures that are also extremely light and stable: these and more options are offered by additive manufacturing – a key technology of the future. In addition, Duisport also built a 3D printing center in partnership with Universität Duisburg Essen: The AM LAB translates the potential offered by this technology into industrial practice.

duisport digital

duisport is addressing the digital challenge. With the strategic reorganization of our work processes in all business divisions, we will strengthen and expand our leading position through digitization. Our digitization projects, which focus on connectivity and visualization, are consistently aligned to the requirements of our customers. This means new growth and creates new workplaces in the Port of Duisburg.

DIGITAL CHALLENGE

3D printing is an innovative industrial production method with great future potential. Therefore, we are building a 3D Print Center in the Port of Duisburg together with strong partners such as Universität Duisburg-Essen. Several specialized production lines are created with the help of multiple digitally-controlled 3D printers and in cooperation with automotive firms, medical products companies, steel companies and engineering companies.

OUR OBJECTIVE:

TO TRANSLATE THE POTENTIAL OF
ADDITIVE MANUFACTURING INTO
INDUSTRIAL PRACTICE.



Acquisition of full service provider Bohnen Logistik

At the end of 2017, duisport acquired the Lower Rhine freight forwarding company Bohnen Logistik – with which it had already maintained a long-standing relationship – in line with a succession planning process. With its 150 employees, Bohnen Logistik recently generated annual sales revenues of EUR 25 million. Erich Staake on the acquisition of the freight forwarding company Bohnen Logistik: “Bohnen Logistik’s activities are an ideal complement to our current product portfolio.”

Krefelder Container Terminal (KCT)

As a measure to optimize traffic, duisport participates in the Krefeld Container Terminal (KCT), which is located directly on the Rhine and is operated by neska Schifffahrts- und Speditionskontor GmbH. KCT is being expanded into a trailer port. This will release the burden on trailer traffic in the nearby grounds of logport III in Duisburg-Hohenbudberg.

SHAPING THE STRUCTURAL TRANSFORMATION

The revitalization concept logport celebrates its anniversary

Since its beginning 20 years ago, logport has become the trademark for successful structural transformation. The successful concept of developing former brownfields into optimally connected logistics parcels has become a strong symbol of successful structural transformation in the Rhine-Ruhr region and far beyond.





After logport I, Walsum is the second-largest project undertaken by Duisburger Hafen AG in the last 16 years. On the almost 40-hectare large grounds, transports of goods will be coordinated from road, rail and waterway on a trimodal basis and numerous workplaces will be created.



The logport family

Twenty years ago, logport I was started on the former site of the Krupp steelworks in Rheinhausen. In the meantime, duisport has developed a number of former brownfields into modern logistics locations with logport I to IV; almost all of the locations have been marketed.

The logport V site in Oberhausen is currently developed by logport ruhr GmbH, a joint venture of duisport and RAG Montan Immobilien GmbH. On the 30-hectare site of a for-

mer RAG coal storage location, Edeka Handelsgesellschaft Rhein-Ruhr mbH is building a logistics center with approximately 1,000 workplaces. Previously, logport ruhr GmbH already developed logport IV on a former mining site in Kamp-Lintfort.

More than one million square meters of warehousing areas were developed on logport I to V in the last 20 years. The revitalization of these brownfields resulted in more than 7,000 new workplaces. And the growth continues.

The 40-hectare parcel of a former paper factory in Duisburg-Walsum will be turned into logport VI, the second-largest logport project of the Port of Duisburg after logport I. On this parcel, which offers trimodal connections, duisport is building a container terminal directly on the Rhine. The land purchased by duisport is expected to be available for new construction by the end of 2019 at the latest.

Erich Staake on the outlook for logport VI on the site of a former paper factory: [“WE ARE CONFIDENT THAT THIS SITE WILL CREATE SIGNIFICANTLY MORE WORKPLACES THAN THE PAPER FACTORY.”](#)

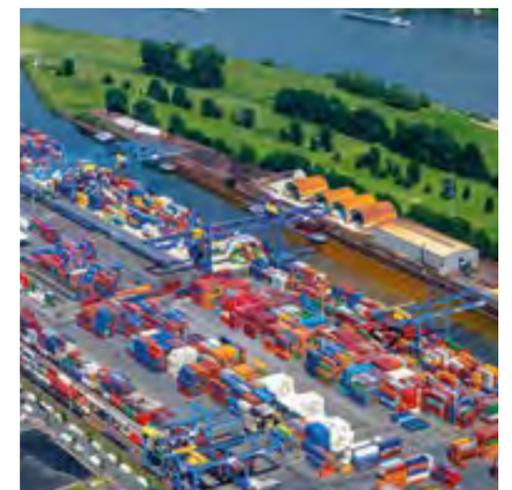
Cooperation with Evonik in Lülldorf

dev.log, a joint venture between Evonik and duisport, is developing a 50-hectare parcel in Niederkassel-Lülldorf for logistics and production companies. duisport is constructing the trimodal container terminal, which will start operations at the end of 2019, directly on the Rhine. The site development planning process for the first 20-hectare section is expected to be completed in 2019.

Automotive Cluster duisport

The Port of Duisburg has become an important Automotive Cluster, as VW and Audi are joined by Daimler AG, which is now also processing its SKD and CKD business for the global production network of the Mercedes-Benz Van division from the Port of Duisburg. As part of the total redesign concept for the Mercatorinsel in Ruhrort, duisport constructed a 25,000-square-meter-building over a period of eight months. It has been used by tenant DB Schenker to pack and ship individual components and vehicle components since the end of 2017.

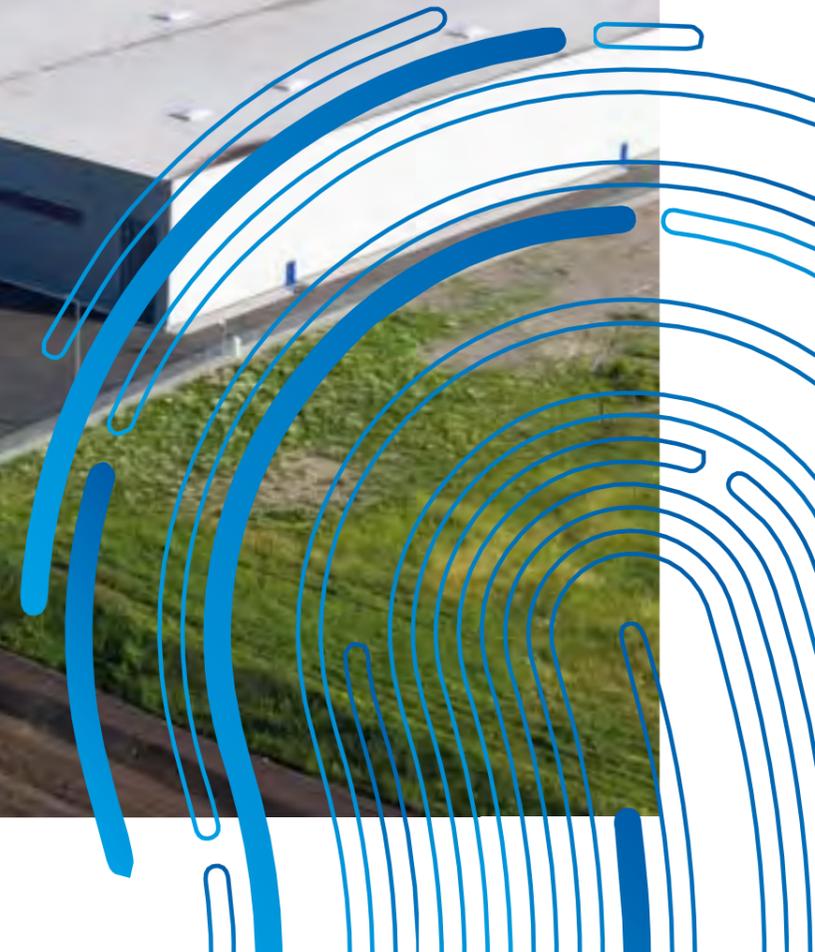
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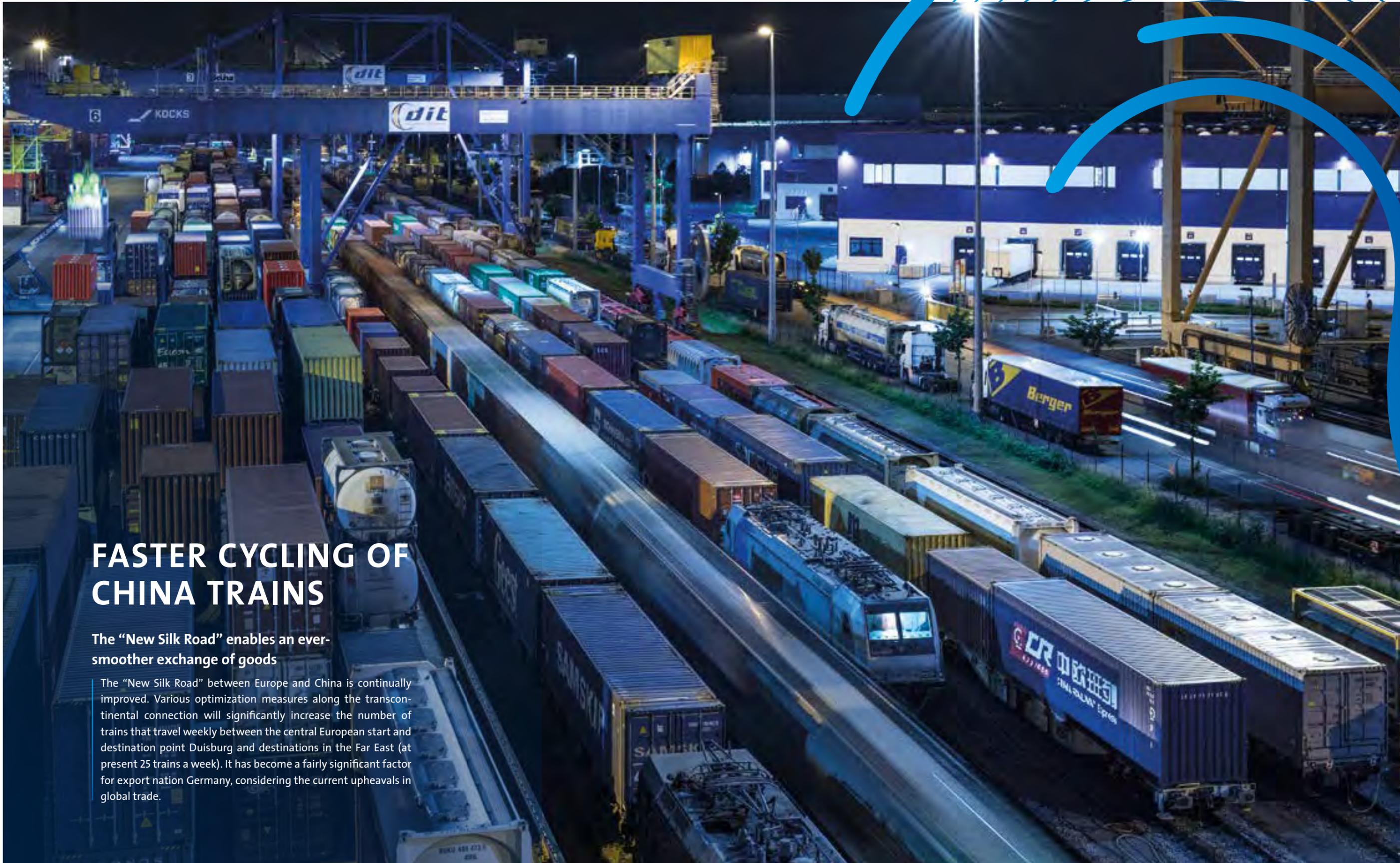


AUTOMOTIVE CLUSTERS CONTINUE TO GAIN SPEED

The port as a competence center for automotive logistics

After Volkswagen and Audi, duisport welcomed Daimler AG at the end of 2017: On the Mercatorinsel in Ruhrort, DB Schenker consolidates, packs and ships individual parts and vehicle components for the global production network of the Mercedes-Benz Vans division. duisport built a 25,000-square-meter-building for this purpose.





FASTER CYCLING OF CHINA TRAINS

The “New Silk Road” enables an ever-smoother exchange of goods

The “New Silk Road” between Europe and China is continually improved. Various optimization measures along the transcontinental connection will significantly increase the number of trains that travel weekly between the central European start and destination point Duisburg and destinations in the Far East (at present 25 trains a week). It has become a fairly significant factor for export nation Germany, considering the current upheavals in global trade.



The connection between Duisburg and Wilhelmshaven can be expanded to up to three departures weekly in the future.

Shuttle to JadeWeserPort

A container train from the port's own rail company duisport rail has been making weekly runs between the Port of Duisburg and the JadeWesertPort in Wilhelmshaven since May 2017. This provides the only German deepwater port that can also be reached by the world's largest container vessels with loads over 20,000 standard containers (TEU) with direct access to central Europe's largest logistics hub in Duisburg.

Through this close cooperation, the largest Italian sea port of Trieste and duisport combine their forces and strengthen the corridor between the two locations.



Cooperation with the port of Trieste

duisport and the northern Italian port of Trieste signed a strategic cooperation agreement in the summer of 2017. The largest Italian sea port in the Adriatic Sea and duisport are expanding rail freight and trailer traffic, and are also planning joint investments in logistics centers in the back country of Trieste. This will have the effect of increasing duisport's transport of goods from and to Greece and Turkey, since most of these shipments are processed through Trieste. The port of Trieste is also connected by ship through the maritime Silk Road that goes from South China via the Suez Canal to the Mediterranean Sea.

Focus on China – Speeding up the Silk Road

In recent years, the global "Silk Road Strategy", which was initiated by the People's Republic of China under the motto "One Belt, One Road", has become a constant topic of discussion for economic policy-makers and the business media. duisport, in its role as central Europe's starting and destination point with a unique hub function for transcontinental land connections, is garnering a lot of attention in this regard, and has developed into a key component of this strategy.

At this time, 25 trains run on the more than 10,000-kilometer-long route. They transported more than 100,000 TEU in the 2017 financial year. At the same time, the plans prepared by the Chinese initiators and stakeholders are assuming a steady increase of traffic. Particularly Chinese investors such as the China Merchants Group are pushing the project ahead, supported by their respective regional and local partners along the northern and southern Silk Road routes.

As train frequencies increase, more action will be needed particularly at the strategic hubs, as the efficiency of the routes must be optimized to ensure that larger volumes of goods can be moved reliably in shorter time periods and with increased precision. The objective is to reduce the run time to ten days where possible based on various measures.

This includes, among others, the simplification of unloading at the relevant border crossings due to the different track gauges, and the optimum coordination of the train runs. Intensive discussions are also underway with regard to the high number of time-consuming engineer changeovers on the routes



Erich Staake together with Guanpeng Li, President & Executive Director of Sinotrans Limited, at a joint meeting at Sinotrans Headquarters in Beijing in April 2018.

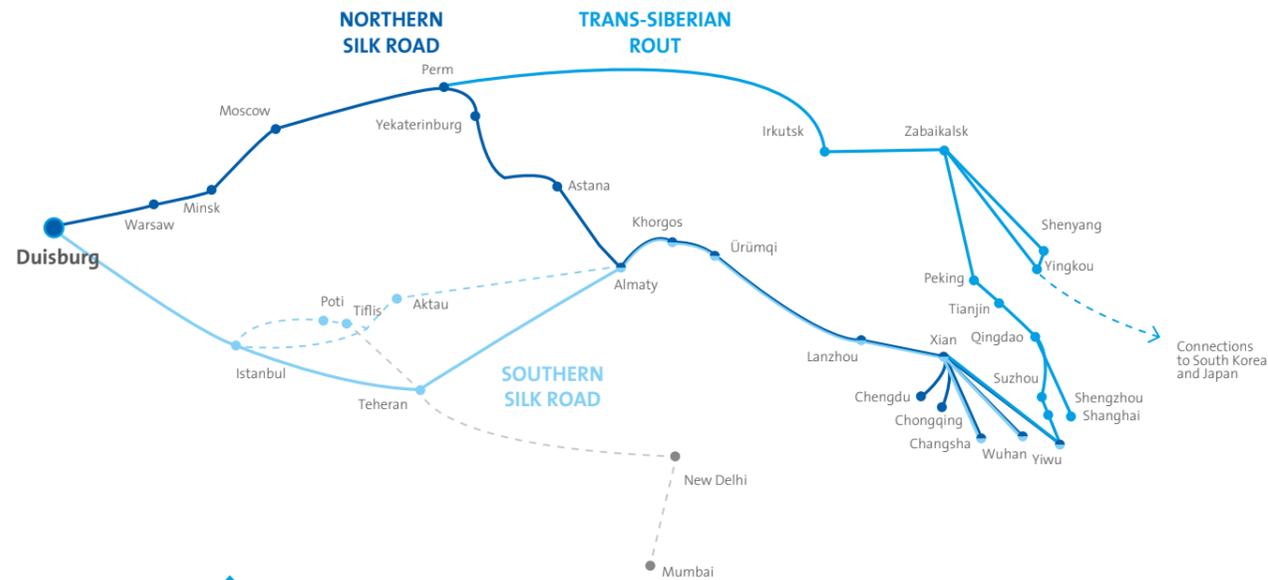


west of Belarus through Poland and Germany. Finally, the optimization and harmonization of customs modalities between the participating adjacent countries is also a topic of discussion.

Sinotrans strengthens Silk Road initiative

The China Merchants Group (CMG), with which duisport entered into a close collaboration for projects along the Silk Road initiative (e.g. "Great Stone" in Minsk) in 2016, is expanding its logistics activities. CMG, China's largest state holding, has taken over the logistics company Sinotrans and merged it with its current logistics subsidiary China Merchants Logistics. Sinotrans' main purpose is to drive forward the expansion of the rail freight route to optimize the volumes and transport times on the New Silk Roads.

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At this time, 25 trains run on the more than 10,000-kilometer-long route between Europe and Asia.

DUISPORT IS CONTINUOUSLY EXPANDING ITS ACTIVITIES ALONG THE CORRIDORS OF THE “ONE BELT, ONE ROAD” SILK ROAD INITIATIVE.



GREAT STONE: TRANSCONTINENTAL COOPERATION

**duisport develops a “logistics master plan” for
Belarus industrial park**

An area measuring over 90 square kilometers, located directly on the route of the New Silk Road, the connecting piece between Europe and Asia – that is the planned Great Stone industrial and logistics park near Minsk. duisport is involved in this project with its development know-how and will optimize the traffic concept of this future hub.



Strategic hub: Engagement in Minsk

With a view to the structures of globalized logistics, duisport feels a responsibility to contribute its own competence at eye-level in the interest of the customers and partners in the German economy. This is achieved not least through its current participation in the operator company for the world's largest project for an international industrial and logistics park: "Great Stone". This park is currently being constructed in cooperation with Chinese and Belarus partners at the edge of the northern Silk Road near Minsk, the capital of Belarus. The parcel is six times the size of the Port of Duisburg, and is also supposed to become a home for international industrial, trading and logistics companies, as well as a large hub on the Silk Road with the existing east-west traffic connections in Europe.

During the course of 2018, duisport will develop the basic concept for a "Logistics Master Plan" on the order of the stakeholders. It is supposed to define the main options that are available to optimize the transportation, loading and storage conditions at this central hub and for Belarus as a whole – an important step in the interest of the companies that want to and must transport goods between the continents. duisport was entrusted with this important task because it will be able to include the experience from the development of the various "logport" projects as well as the experience from the development of future concepts for international ports, such as Santos (Brazil) and Jebel Ali (Dubai).



At an event of the Belarus government in Luxembourg, duisport Chief Executive Officer Erich Staake signed a letter of intent for a participating interest in the management company of the "Great Stone Industrial Park" in the presence of the Prime Minister of Belarus.



Ready to go: Logistics hub Istanbul

The contract that connects duisport and Turkey's most important logistics company, Arkas Holding S.A., in a joint venture was already concluded in 2016. The goal of the joint venture is the construction of a logistics hub near Istanbul, directly on the planned route of the "Southern Silk Road". This location offers excellent opportunities for logistics professionals and suppliers from the two participating countries to transport goods by overland rail from and into central Europe. Construction of this future project will commence this year.



The digital revolution was the number one topic at transport logistic 2017, which was held in Munich from 9 to 12 May. Under the duisport umbrella brand, Duisburger Hafen AG and 13 well-known handling, transportation, shipping and freight companies from the Rhine-Ruhr region presented the entire service range of the Port of Duisburg.



Network management at international trade fairs

Acting in unison with our partners at leading trade fairs – this is another component in the international strategy of the duisport Group, which is steadily expanding as the number of tasks increases. The world's leading trade fair "transport logistics" in Munich was another case in point. For three days, managers from duisport as well as managers from customer and partner companies were engrossed in conversations with international visitors at the duisport stand.

The stand was also very popular at the Turkish leading trade fair "logitrans" in Istanbul, where duisport was represented together with the China Merchants Group. At the joint trade fair appearance at the Chengdu logistics trade fair in China, Turkish and Chinese partners were also on location. Chengdu is the capital city of Sichuan province, which has already been a partner province of North-Rhine Westphalia since the time of former Premier Johannes Rau.

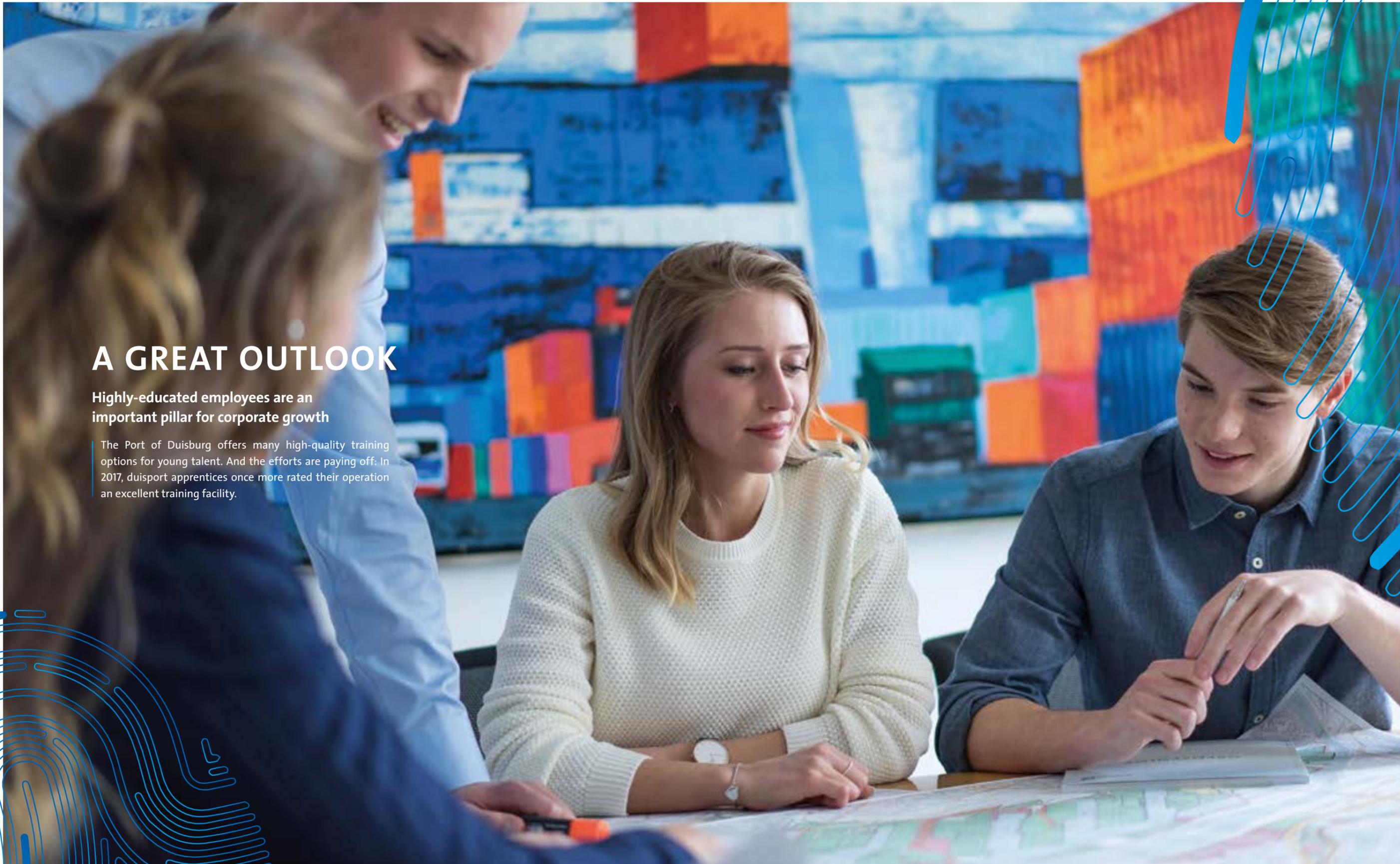
On the invitation of Federal President Frank-Walter Steinmeier, Erich Staake accompanied the latter on his state visit to India from 21 to 26 March.

duisport has long maintained close business contacts with India, where it operates a subsidiary of duisport packing logistics GmbH near Pune, among others.

A GREAT OUTLOOK

Highly-educated employees are an important pillar for corporate growth

The Port of Duisburg offers many high-quality training options for young talent. And the efforts are paying off: In 2017, duisport apprentices once more rated their operation an excellent training facility.



duisport offers training for the future

In 2017, duisport once again received its certification as an “Ausgezeichneter Ausbildungsbetrieb” (Excellent training facility). In an anonymous survey, duisport apprentices gave positive marks to the quality of their training. During the course of a year, duisport trains on average 45 youth for the following careers (dual system and career-integrated): computer scientists for application development, timber mechanics, storage logistics professionals, switchman and locomotive engineers, merchants for industry; freight forwarder and logistics services, and real estate. In this way, we cover all of the occupations that are of relevance to the duisport logistics chain.

DUISPORT TRAINS ON AVERAGE 45 YOUTH DURING THE COURSE OF A YEAR.



Judith Grefe from “ertragswerkstatt” handed over the certificate “Excellent training facility 2017” towards Eva-Maria Mohnfelder, Head of Human Resource Management Duisburger Hafen AG (l.) and Training manager of Duisburger Hafen AG Stephanie Adamczik (r.).



At the beginning of 2018, duisport started “duisport talents”, a program for young talent. At this time, the program supports 12 young people from the company's own ranks with regard to personality development and digitization projects.

As an additional measure to promote education, duisport also supports the Germany stipend at Universität Duisburg Essen. It offers students an opportunity to take a scientific look at the logistics issues in the Port of Duisburg in addition to their studies.

duisport also places a high priority on maintaining contacts with students – an issue of added urgency as the search for young talent is becoming increasingly difficult. Every year, Chief Executive Officer Erich Staake answers the questions of school classes from the Rhine-Ruhr region as part of the annual “Dialog mit der Jugend” (Dialog with Youth) campaign. This speaker series was established 20 years ago by the Initiativkreis Ruhr under the motto “Raus aus den Klassenzimmern, rein in die Unternehmen” (Out of the classrooms into the companies).

The high training rate and apprentice satisfaction demonstrate that duisport is considered an attractive employer with good future opportunities.

duisport has supported the TalentAward Ruhr for many years. This time, the award went to Ali Sirin, a social scientist from Planerladen e.V., who established a platform for youth from different cultures in the northern part of Dortmund. He and his talent Samuel Boachie received the award from Erich Staake in November 2017.



duisport as a modern employer

duisport considers its employees the most important resource for its current and future success. Therefore it must work hard to remain an attractive employer – with a variety of offers and measures that promote satisfaction, health and motivation among employees.

The health management program includes free fruit on a weekly basis, treatments from a physiotherapist during working hours, colon cancer prevention as well as soccer, tennis and running groups. Employees interested in professional development can also take advantage of seminars, workshops and language courses.

The ability to achieve work-life balance is important to duisport, hence the port covers the costs for the advisory and placement services of awo lifebalance GmbH. This service provider of the Arbeiterwohlfahrt (Workers' Welfare Organization) helps port employees find daycare spaces, and also offers services for family members who require help and care.

Part-time models and home office days are additional measures that aim to enable duisport employees to achieve work-life balance.

**EMPLOYEES
ARE THE MOST
IMPORTANT
RESOURCE FOR
DUISPORTS
CURRENT AND
FUTURE SUCCESS.**

duisport helps

duisport is aware of its social responsibility in society. Therefore we once again supported social and charitable projects in 2017.

For example, as part of our promotion of young talent we supported the “Kinder erklären die Logistikwelt” (Children explain the world of logistics) campaign. It is a fun way to introduce students to the world of logistics. Our aim is to contribute to a better understanding of the way our industry works.

duisport also provided financial support to DRK Duisburg, and made donations in kind to the children’s station of the Herzzentrum Duisburg, among others.



The Port of Duisburg has supported the LogistiKids ideas competition for a number of years.

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Initiativkreis Ruhr, Essen
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IHK Dortmund, Schütze
p. 53

Imprint

Publisher

Duisburger Hafen AG
Port number 3650
Alte Ruhrorter Strasse 42–52
47119 Duisburg, Germany
Phone +49 203 803-0
Fax +49 203 803-4232
mail@duisport.com
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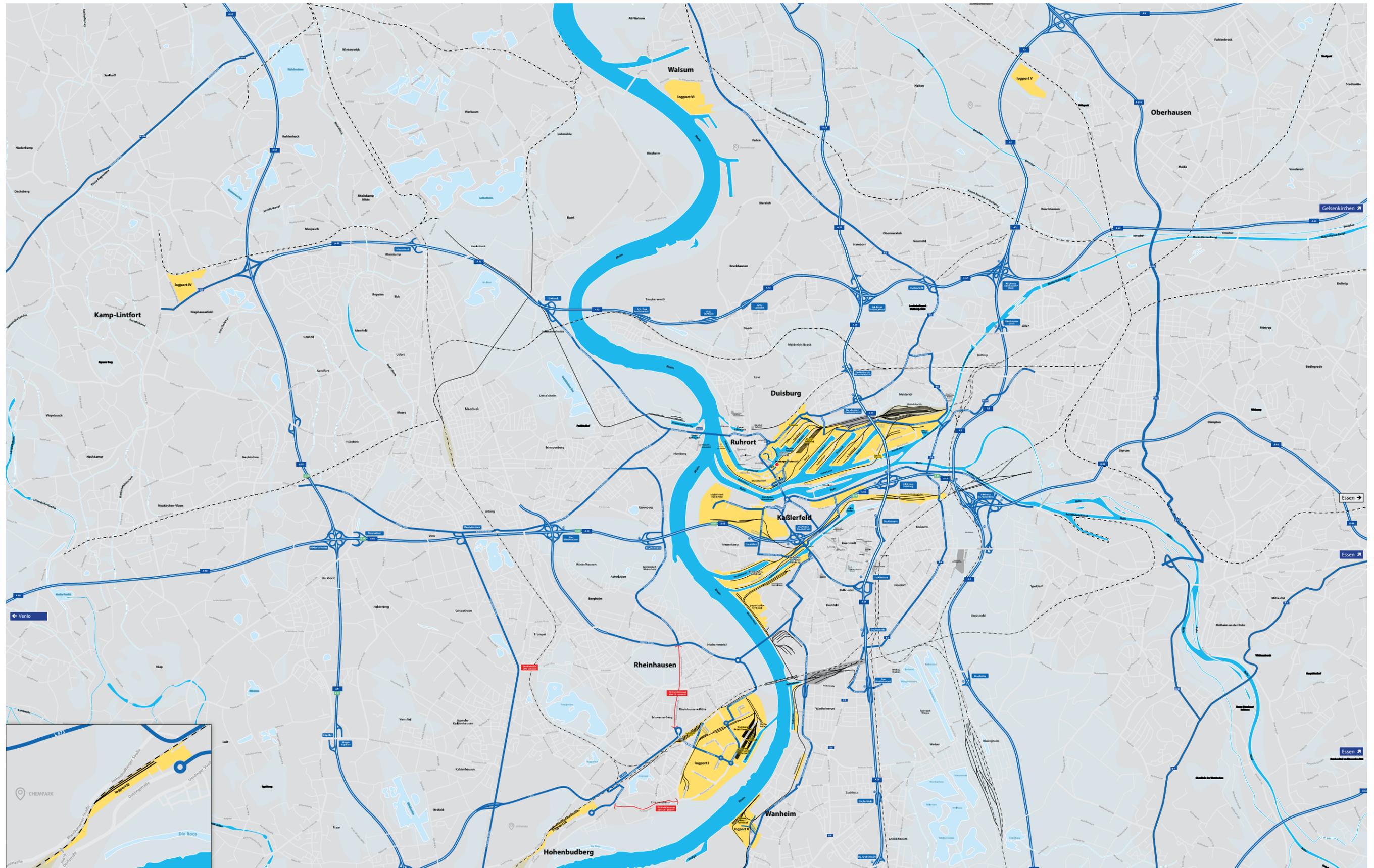
dws Werbeagentur GmbH, Duisburg
www.dws.de

Printing & processing

druckpartner
Druck- und Medienhaus GmbH, Essen



PORT MAP



Zeichenerklärung/Legend

A 40

Autobahn/Motorway

Haupterschließungsstraßen/
Important connecting road

Hauptesisenbahnlinien/
Important connecting railway

Eisenbahn/Railway

Wasserfläche/Water area

Hafengebiet duisport/
duisport port area

Sitz der/Headquarters of
Duisburger Hafen AG



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