

Greetings from Amsterdam

Business at Amsterdam Seaports and the Port of Amsterdam itself grew strongly in the year 2008 with European services showing the healthiest advances.

The remarkable figures of 2008 are a pleasant surprise indeed, the more so given the fact that they were achieved at the front end of a worldwide recession that threatens to break all records. It remains to be seen to what extent the turndown will affect Amsterdam Seaports business' over coming time. But thanks to the wide range of services offered, and goods and activities handled, I expect Amsterdam's maritime sector to continue to do well.

The Annual Report 2008 has been built around descriptions of routes that cargoes to and from the Port of Amsterdam must follow. In this way we hope to give an impression of what it means to ship cargo to Amsterdam, to process cargo in Amsterdam and to tranship cargo from Amsterdam to its final destination. Enjoy your reading.

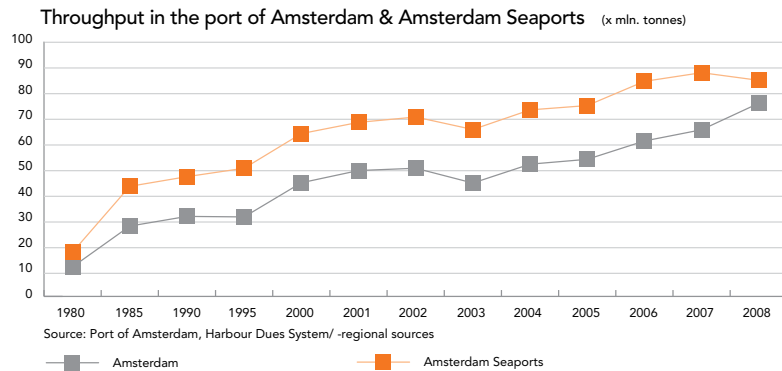
Dertje Meijer
Acting Interim President and CEO
Port of Amsterdam

Amsterdam 29 september 2008 - **The assignment**

- The European branch of a worldwide computer manufacturer (the shipper*) wants to ship 4,400 monitors from its production location in Huangzhou (China) to dealers in St. Petersburg, Prague and Dubai. He instructs a logistics service provider* in Amsterdam to collect the monitors from the factory in Huangzhou.
- The Amsterdam location of the logistics service provider e-mails the location in Shanghai and reports the contact details of the factory where the monitors are to be loaded. The Shanghai location arranges for all transport activities until the ship departs with the container on board. For some of these activities it calls in a shipping company*. The logistics service provider in Amsterdam, based on price agreements and service, has mentioned a number of preferred shipping companies.

Highlights 2008

- Transshipment in Amsterdam Seaports increased by 8.2% from 87.8 in 2007 to 94.8 million tons.
- Transshipments in the Port of Amsterdam increased by 11.6% from 67.9 to 75.8 million tons.
- Profits of the Port of Amsterdam decreased by 3,8% from 46,8 to 45 million euros.



Throughput by category of assets in the port of Amsterdam (x 1,000 tonnes)

	1995	2000	2005	2006	2007	2008
Oil products	7,094	11,207	19,131	23,428	24,866	30,566
Coal	4,760	11,289	12,597	12,314	17,266	17,283
Agribulk	7,529	10,044	8,299	8,085	8,323	8,737
Sand, gravel and minerales	3,952	4,623	6,707	7,325	6,852	5,789
Containers	1,111	782	925	3,257	3,435	3,905
Other	6,778	6,669	6,160	6,602	7,132	9,475
Total	31,225	44,614	53,819	61,011	67,874	75,755

Source: Harbour Dues System, Port of Amsterdam

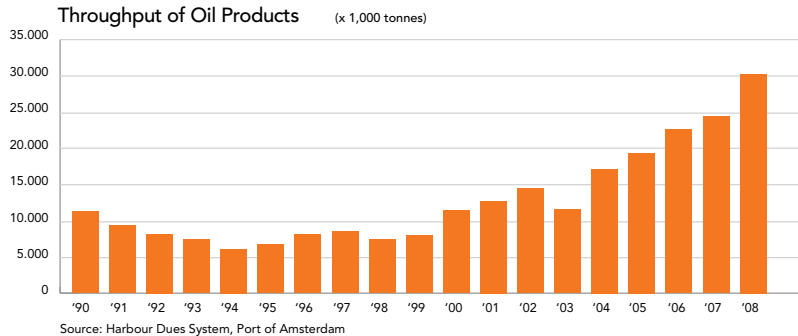
- Shipper** Customer, (industrial) company that wants to have goods shipped.
- Logistics service provider** A company supplying, storing, managing, distributing and/or shipping goods.
- Shipping company** Company that equips ships, commercially exploits them, puts ships into service and ships goods. A shipping company has both commercial and administrative staff, shipping agents and ship brokers.

Huangzhou / km 0 - 30 september 2008 - **The factory**

- The Shanghai location calls up the factory (contract manufacturer*), agrees on when to collect the monitors and confirms the agreement by e-mail. Three days later, on 3 October, 4,400 monitors will be ready for collection.
- The Shanghai location books a 40-foot container at the shipping company stating which feeder* heading for Singapore and which ship destined for Amsterdam should reserve space for the container (the shipping company maintains a line service between the Far East and Europe, which departs several times a week from Singapore).
- The Shanghai location also calls in a local trucker. Here it takes on the role of a forwarding agent*.
- The trucker drives to the container terminal stated by the shipping company and loads empty container NYKU408992-6.

Highlights 2008

- Liquid bulk transhipment* in Amsterdam increased by 26.6% from 26.6 to 33.6 million tons.
- Dry bulk transhipment* in Amsterdam declined by 0.3% from 35.3 to 35.2 million tons.
- General cargo* transhipment increased by 15.3% from 6 to 7 million tons.
- Transhipment of oil products in Amsterdam increased by 22.6% from 24.9 to 30.5 million tons. Over recent years Amsterdam has developed into one of the main handlers of oil products worldwide. In 2008 many of the port's oil terminals were drastically modernised and expanded.
- NuStar invested 100 million euros in building an advanced storage terminal for oil products at the former oil terminal of Kaneb. On the 15 ha site it has increased storage capacity from 150,000 m³ to 600,000 m³, that is from 1 m³ per m² of available site to 4 m³.



contract manufacturer Local producer making a product on behalf of the manufacturer.

feeder A feeder, also referred to as shortsea ship or lighter, is a small sea-going vessel. From a large vessel (deepsea ship) goods are loaded onto a feeder that then distributes them to smaller nearby ports. The large vessel often cannot physically access the smaller port.

forwarding agent Company that purchases transport services and ensures goods are collected and delivered at the right time.

liquid bulk transhipment Transhipment of liquid goods in large unpackaged quantities, stored in tanks.

dry bulk transhipment Transhipment of goods in large unpackaged quantities separated in different cargo spaces.

general cargo Goods shipped separately or packed in crates, boxes, bags or containers.



Huangzhou / km 0 - 3 oktober 2008 - **Departing**

- The trucker drives container NYKU408992-6 at 7 AM (the time agreed) to the factory in Huangzhou.
- Factory staff load container NYKU408992-6 with the 4400 ordered monitors and protective filling material to protect them from damage on the way.
- One member of staff fumigates the container. This will prevent the container from carrying vermin from China to Europe and will protect the monitors and the boxes inside the containers.
- One member of staff seals the container using a unique and identifiable seal.
- At 10 AM the trucker leaves with container NYKU408992-6 'on board', to head for the inland rail terminal in Wuhan.

Highlights 2008

- On 19 November the City Council approved the Port Vision 2008-2020 known as Smart Port. The Port Vision was created in consultation with citizenry, the business community, social organisations and governments. Sustainable growth is a pivotal part. The main outlines are:
 - doubling transshipments by 2020 (from 66 to 125 million tons)
 - growth to 2020 in the existing port area
 - intensified use of available space, more efficient layout of available sites
 - increased employment of 15% by 2020 (approx. 4800 jobs)
 - reducing road transport (from 53 to 45%)
 - promoting transport by water (from 43 to 49%) and rail (from 4 to 6%)
 - reducing CO₂ discharges
 - encouraging use of cleaner fuels and land-generated power
 - attracting companies transshipping and producing biomass and biofuels without harming food production
 - no space for new coal and oil terminals unless sustainable
 - establishing an annual Sustainability and Innovation Fund of 2 million euros
 - constructing a second large lock at IJmuiden.
-
- November saw the official kickoff of the new Environmental Policy Plan of the Port of Amsterdam. It contains forty initiatives providing smart, practical and sustainable solutions to realise intended port growth with the scarce physical and environmental space available. The Environmental Policy Plan describes how the Port of Amsterdam intends to do this and how it aims to mobilise its clients to assist.

Wuhan / km 100 - 3 oktober 2008 - **The rail terminal**

- At 12.00 the truck with container NYKU408992-6 arrives at the rail terminal in Wuhan. From here the logistics service provider can follow the container status on the Internet; he knows when the container leaves, when it arrives and if it is in stack at terminals and ports. With this information the logistics service provider knows when to have people ready in Amsterdam to unload the container, ship it and make any final adjustments to the monitors.
- The Shanghai location of the logistics service provider prepares the consignment note* which includes instructions for the shipping company and the loading and customs documents.
- The shipping company coordinates from the rail terminal the shipping of container NYKU408992-6 to the port of Shanghai and subsequently to the transshipment port* of Singapore, where the container heads for Europe.
- The shipping company has a full-service contract with the rail terminal. Terminal staff lift container NYKU408992-6 off the truck and position it at a location in the terminal until the shipping company's goods train, which arrives three times in a week, comes to collect it.
- Three times a week the shipping company sends a goods train to collect the containers from the rail terminal to take them to the port of Shanghai.

Highlights 2008

- In the Amsterdam port are various unexpected flora and fauna that have usually 'hitchhiked' on sea-going vessels coming in from far-away places. In 2008 a number of new species were added. In the river IJ a mussel species from the Gulf of Mexico was discovered called the American brackish water beach shell. The largest known European catfish (80 cm) was caught in the Amsterdam port, an osprey was observed and a calling quail was heard, which is extraordinary in this area.
- In 2008 the Port of Amsterdam provided four signposted cycling routes in the port area: the Ruigoord route (18 km), the Westhaven route (16 km), the Hemhaven route (12 km) and the Stadhaven route (5 km).

consignment note A consignment note is a document that covers the main details of a cargo in its transport by road, rail, water or air (e.g. the name and the place of business of the sender, shipper and receiver, the date and place where goods are to be unloaded, the nature of the goods and the number, packaging method, special features and the gross weight).

transshipment port Junction of main transport routes, where goods from all over the world arrive, are repacked, forwarded and shipped on.

Shanghai / km 740 - aankomst 7 oktober 2008 - **The port of Shanghai**

- Staff at the Wuhan rail terminal load container NYKU408992-6 onto the train to Shanghai, due to depart at 8 AM.
- Two days and 640 kilometres later (the goods train has made several stops to load and unload containers) the container reaches the container terminal* at the port of Shanghai.
- At the Shanghai container terminal the shipping company also has a full-service contract. Terminal staff remove container NYKU408992-6 from the train wagon, add it to the containers that are ready to leave for Singapore (from here the containers will be shipped to the European ports of Le Havre, Amsterdam, Hamburg, Antwerp and Southampton) and the next day load it onto NYK Venus, the feeder leaving for Singapore.
- The shipping company's electronic planning data system has scheduled the container and indicates where it should be located on the ship. This depends on such things as the port at which the container is to leave the ship, the weight (the ship must be stably loaded) and whether the container contains any hazardous materials.
- Two days after arriving in Shanghai container NYKU408992-6 boards NYK Venus for its two-day's voyage to Singapore.

Highlights 2008

- In autumn the Port of Amsterdam and 55 other ports signed up for the World Ports Climate Initiative to reduce CO2 discharges. Within this initiative the ports are also working on an index for cleaner vessels.
- The Port of Amsterdam is the initiator and current chair of EcoPorts, an organisation in which larger European ports exchange and develop solutions for environmental issues.
- In February the Port of Amsterdam hosted the third Greenport Conference, the sustainability conference of International Ports and the Environment. This time the event was combined with the (fourth) EcoPorts conference. With 230 registrations from all over the world, this year's participation was twice that of 2007.

***container terminal** Arrival and departure location for container storage and transshipment.

Singapore / km 4.444 - aankomst 11 oktober 2008 - **The mainport of Singapore**

In Singapore a similar project is taking place as the one in Shanghai, only this project involves containers ready to be shipped to the European ports of successively Le Havre, Amsterdam, Hamburg, Antwerp and Southampton. Having spent two days in stack on the container terminal, at 12.00 container NYKU408992-6 is hoisted onto NYK Sirius. Eleven hours later the ship departs for its 15,742 kilometre voyage to Amsterdam.

Highlights 2008

- The ports of Groningen, Amsterdam, Vlissingen and Terneuzen joined forces under the name HollandPorts to promote the Netherlands as primary access to Europe. One goal is to protect the ports' leading position within Europe. The Port of Rotterdam is involved in several projects and is also considering participation.
- In November Wilko Tijssse Claase, Head of Legal Affairs at the Port of Amsterdam, was appointed member of the ESPO Executive Committee (European Sea Ports Organisation, joint venture of European seaports in Europe.) The membership made him representative of Dutch ports in ESPO and sounding board of the EU.
- April saw the closing conference of the European project NoMEPorts (Noise Management in European Ports), an initiative of the Port of Amsterdam which aims to reduce noise in ports. Large and small ports working closely together with the University of Cardiff, engineering firm DGMR and EcoPorts resulted in a Good practice guide on port area noise mapping and management. It was offered to the European Commission to be incorporated into European legislation.

Singapore / km 4.444 - vertrek 13 oktober 2008 - **The voyage**

- One hour before midnight NYK Sirius departs, onboard is container NYKU408992-6. At a speed of 55 kilometres an hour in 21 days the ship will have sailed 15,742 kilometres from Singapore to Amsterdam. On its way it will call on the port of Le Havre in Northern France.
- The shipping company in Shanghai sends colleagues in Amsterdam a consignment note with all relevant details of ship and cargo. Based on this information, the shipping company prepares a customs declaration.
- The shipping company in Shanghai also sends a consignment note for container NYKU408992-6 to the Shanghai location of the logistics service provider. The logistics service provider subsequently sends the (electronic) cover sheet* including all necessary cargo documents for container NYKU408992-6 to Amsterdam. The cover sheet contains various documents such as consignment notes, commercial or customs invoices, freight invoice, any existing certificates or licences and information on whether the container has been fumigated.
- The logistics service provider in Amsterdam sends his customer (the shipper) a cover sheet including the name of the ship and the expected arrival.
- The logistics service provider also pays the shipping company to arrange for the entire process (e.g. pilot, port towing service, mooring crew and lashers*).

Highlights 2008

- The number of sea-going vessels with cargo destined for Amsterdam increased by 13.3% from 5,310 to 6,019.
- In May, Amsterdam added a third Asia-loop (EU5), an additional weekly container service of the Grand Alliance sailing between the Far East and North Europe. In January 2009 this line service was discontinued due to diminishing cargo volumes. If the market justifies it, it might reopen in June.

***cover sheet** Electronic message from the shipping company, the forwarding agent or the logistics service provider to parties involved (e.g. customer, shipping agent, logistics service provider or customs). The cover sheet contains relevant information about the ship and the container in question such as consignment notes, commercial or customs invoices, freight invoice, any existing certificates or licenses and information on whether the container has been fumigated.

lasher A person who positions and secures containers on a vessel and to each other. The container terminal or the ship agent rents a lashing company that provides lashers.

Nearby the Suez Canal / km 14,128

Message with expected arrival

- About one week before arrival the logistics service provider receives a message from the shipping company letting him know when the ship is due to arrive. At that time many things can still change; a port may be skipped, or an extra port may be added to the itinerary.
- Two days in advance the logistics service provider checks on the Internet when the ship is due to arrive. The logistics service provider continues to inform the customer (the shipper) about whether or not the ship will be delayed.
- Again the logistics service provider takes on the role of forwarding agent and proceeds to plan shippers who will transport the monitors to their destinations in Prague, St. Petersburg and Dubai.

Highlights 2008

- In Spring 2008 pilot projects were carried out in the Amsterdam port with the Radio Frequency Identity Device (RFID), which allows one to follow cargoes using an electronic chip. Various companies participated including VCK and Telegraaf. An RFID lends itself perfectly to providing a selection of transport data. The device will mainly come in handy for customs and other supervisory bodies.

Amsterdam - 1 november 2008 - Preparatory activity

- As of 24 hours before arrival the ship broker* in Amsterdam, who works for the shipping company*, proceeds. One of the ship broker's tasks is to ensure the ship can moor in Amsterdam. He arranges for a mooring at the container terminal and ensures the right support (pilots, tugboats, mooring crew) to access the terminal properly and safely, and report the ship to the authorities. He repatriates crew members of NYK Sirius, a doctor to help an ill crew member and a mechanic to solve a problem with the engine. He presents the captain of NYK Sirius with a load/unload list, to ensure the latter knows what he will be carrying onboard once he departs from Amsterdam.
- The ship broker electronically reports to customs about the cargo NYK Sirius has onboard, the number of containers to be unloaded in Amsterdam, the contents of the containers, their numbers, weight, the number of packages (pallets or other units) and whether hazardous cargo is included.

Highlights 2008

- In 2008 the eighth and ninth container of ART-on-a-BOX were painted. ART-on-a-BOX is a project in which 12 sea containers are being painted by Amsterdam artists, mapping Amsterdam as container port and international logistics junction. Rob Schotsman decorated the eighth container with skylines of Amsterdam and Shanghai. Meltem Ulbegi painted the ninth container as Treasure Box, decorated with the port's underwater world and stylised tulip motifs.

***ship broker** Local employee at a shipping company or ship-broker's firm who ensures a ship can moor in a certain port. The ship broker secures a mooring at the terminal and sees to the right support (pilots, tugboats, mooring crew), reports the ship to the authorities and maintains contact with shippers and shipping agents.

agent Representative of at least one shipping company. One of their tasks is to ensure ships are allocated moorings, that they are unloaded, that the goods go through customs and that new cargo is ready to board.

shipping agent Representative of at least one shipping company in a port. Shipping agent, usually referred to as 'agent', is an umbrella name for all functions that take place upon the ship's approach. The shipping agent verifies whether a mooring is available for the ship and schedules its departure. He assists the captain in clearing the ship. This means that he handles all ship and cargo formalities with relevant parties such as the pilot service, towing service, mooring crew, the port authority (including paying port dues, declaring hazardous substances), customs, insurance, goods handlers, shippers, goods receivers and the forwarding agents. The shipping agent also represents the interests of the ship's crew: he provides the captain with money (usually required to pay the crew), delivers the crew's mail, in case of repatriation he arranges for the right visa, air tickets, transfer to the airport and sometimes also for hotel accommodation. If necessary he arranges for medical help and orders supplies and provisions for the ship. A shipping agent typically has different divisions: Customer Service Import, Customer Service Export, Maintenance and Ship Equipment Repairs, Intermodal Transport, Finance, Sales and Ship Broker.

Le Havre/km 19.736 - 1 november 2008 - **One day prior to arrival**

- NYK Sirius is due to arrive on Sunday. Some 24 hours before arrival the NYK Sirius agent reports electronically or by fax to Port of Amsterdam's traffic control centre in IJmuiden (to ensure good planning, the Port of Amsterdam is striving for 48 hours prior notice of arrival by 2010). At this time the ship itself is still in Le Havre, where the first containers for Europe are unloaded and new ones added.
- The agent's message is entered into Pontis, Port of Amsterdam's shipping traffic data system to which all participants have access (this is still done manually although an automated system is in preparation). Data entered include name, IMO number, length, width and draught of NYK Sirius
- 12 to 6 hours in advance, the NYK Sirius captain reports to the traffic control system, the so-called captain's-eta* (estimated time of arrival). This is the moment at which the traffic control centre exchanges 'pre-planning' for 'operational planning': to traffic controllers the ship is now really approaching. At sea there is no territorial boundary where the ship needs to report. The ship broker of NYK Sirius has meanwhile reported the ship to customs and military police.

Highlights 2008

- Late August 2008 the ports of Rotterdam and Amsterdam agreed as of 1 July 2009 to use one shared port community system. The organisations behind the two current systems - Port infolink in Rotterdam and PortNET in Amsterdam – will thus merge. This will allow customers to more easily exchange information and also simplify communication with port authorities and customs.

***captains-eta** Estimated time of arrival (eta): the expected arrival time reported by the ship's captain 12 to 6 hours ahead of arrival to the port's traffic control centre.

Nearby Dieppe / km 19,786 - 2 November 2008, 01.00

Six hours prior to arrival

- No later than 6 hours in advance the captain reports to the pilot service. At this stage the ship is assigned a pilot. NYK Sirius is a large container ship. This means little extra space in the lock and difficult manoeuvring in the port. In such cases it is required by law that two senior pilots attend to the ship. Not all 62 pilots in IJmuiden are senior pilots, which means careful planning is required.
- The ship draught is over 12.50 metres, which means that the Traffic team leader at the traffic control centre must identify a tidal window* (period in which the tidal flow is less than one mile an hour). Draught is less than 13.10 metres. This means that the traffic control centre need not calculate a tidal gate* used to establish the high-tide period during which the ship can safely sail into the navigation channel.
- Following an update of the captain's eta 4 and 2 hours in advance, planning is tightened. To allow the ship to pass the navigation channel* in front of the piers nearby IJmuiden, the pilots, but also the port towing service*, the lock and the mooring crew* must all be available. The traffic control centre verifies whether this is the case.
- 2 hours ahead of arrival the pilot* is picked up from his then present location and taken to the ship either by the pilot tender* or (in case of stormy weather) a helicopter.
- In the meantime the lock master* confirms that the lock will be available for NYK Sirius at 8.30 AM. The traffic control centre then refines the order of the vessels sailing in and out of the tidal gate with the lock master. The lock master too is constantly optimising the timing of incoming and outgoing ships.
- Before the ship commences its journey to between the piers, the traffic control centre verifies whether the lock is free and sufficient tugboats* are available. NYK Sirius needs two: a front boat and a back boat. A container ship this size is so big and powerful that even its minimum speed is too much for it to independently sail into the lock safely. In such case the tug at the back connected to the ship goes into reverse at high power to keep the ship slow and navigable. Variable or especially strong westerly winds sometimes mean two tugs at the back may be required. This is not the case this time, for the weather is friendly.

Highlights 2008

- In autumn 2008 the traffic controllers*, together with the pilot service* and (in the longer term) the port towing service planners relocated to one traffic control centre* in IJmuiden, the port operation centre. This will simplify communication and coordination.
- In May, harbour master Astrid Kee became the new chairman of the 'Netherlands Harbour Masters Association' (Vereniging van Havenmeesters Nederland).

*traffic controllers	Traffic controllers in the Port of Amsterdam ensure safe, smooth and environmentally friendly handling of shipping traffic between pilot boarding out at sea and the Oranjesluizen in Amsterdam.
traffic control centre	The offices where traffic controllers ensure safe, efficient and environmentally friendly handling of shipping traffic into and out of the port. The Port of Amsterdam's traffic control centre is in the Port Operation Centre in IJmuiden and covers the area of pilot boarding at sea to the Oranjesluizen in Amsterdam.
lock master	Traffic controller in charge of lock master tasks. The lock master ensures proper planning and assigning of the locks. The lock master is responsible for the safe, smooth and environmentally friendly handling of shipping traffic in the locks. The lock keeper opens and closes the lock doors.
IMO number	The unique (International Maritime Organisation) ship number. This is an unalienable part of the ship's body, irrespective of changing names or owners – a ship's 'DNA'.
pilot	A pilot is a navigation expert perfectly familiar with shallow and risky spots in all local waterways, locks and port areas. The pilot boards the ship out at sea and informs the captain and tug skippers on how to sail and moor the vessel safely in port (and naturally vice versa).
pilotage service	The organisation of pilots in a port.
pilot tender	Fast motorboat (typically capable of 60 kph) which transports pilots from port to vessel, vessel to vessel, and vessel to port, as required.
tidal window	Period in which rate of tidal flow is less than 1 mile an hour.
port tugboat	Small ship with a large engine capacity capable of pulling or pushing a large sea-going vessel and manoeuvring it to the right mooring (navigating a large high sided sea-going vessel in a busy port in the wind can be extremely difficult).
navigation channel	A navigation channel is the beaconed and (usually) dredged central channel of a waterway. Sea-going vessels typically only sail in this channel as the area outside it may be too shallow.
port towage service	Tugs a ship to the right mooring (given its large size, it is difficult to navigate in a port).
Mooring crew	A mooring crew is a team of men who secure a vessel to the quayside (the process called mooring). They take the ship's mooring lines and place them over the bollards on the quayside. They do the same in reverse on the ship's departure (unmooring). In the IJmuiden lock the team is called the 'Gouden Ploeg' or Golden Team; in Amsterdam they are referred to as the 'Koperen Ploeg' or Copper Team.
tidal gate	The high-tide period when water flow is at its slowest during which a ship can sail safely into the navigation channel and between the piers. Depending on draught a ship can sail for a certain number of hours prior to or after high tide. The current near the piers of IJmuiden must also not exceed one mile an hour.

Pilot boarding / km 20,186 - arrival 2-11-2008, 7.00 - **Arrival at pilot boarding**

- With a pilot tender the pilot or pilots are transported to the ship.
- At 7AM, the planned time, NYK Sirius arrives at the navigation channel location where the captain, the traffic control centre and pilots agreed to lift the pilots onboard. Usually they opt for the so-called pilot boarding*.
- Once the pilots have been lifted onboard, one of the pilots reports to the traffic control centre. Only with the permission of the traffic control system may NYK Sirius commence its journey to the lock. Permission is only given if the traffic controller at the Port Operation Centre near the piers is certain that the tugboats will be ready on time at the piers, at the end of the navigation channel.
- Between the piers the ship lowers a rope to the tug. With this rope the towing cable of the tugboat is hoisted onboard and positioned on the ship bollards*, to secure the tugboat to the ship.

Highlights 2008

- The Port of Amsterdam is part of the climate programme of the city of Amsterdam, targeting a 40% CO2 discharge reduction by 2025 (against 1990) and a CO2-neutral municipal organisation by 2015.
- The service boats in Amsterdam Seaports have become increasingly cleaner over recent years and several experiments are being held to evaluate environmentally friendly measures. The pilot service, the mooring crew in Amsterdam, port towing services Svitser and Iskes and the patrol boats of the Port of Amsterdam in 2008 have all switched over to low-sulphur fuel, which is allowing strongly reduced discharges of sulphur and fine particles. In 2008 Iskes, together with partners, launched a study on a port tugboat which was partly fuelled by hydrogen (feasible in case of slow sailing). The Svitser Group too is studying cleaner tugboats. Prior to replacement of its five patrol boats the Port of Amsterdam has signed a contract for a boat that is fitted with soot filters and the cleanest engine currently available. For the second heavy-generator patrol boats a study has been initiated on soot filters to install and test these early in 2009.
- In June Minister Cramer opened a wind farm in the Afrikahaven. It will produce approximately 60,000 KWh of power, enough for the power consumption of 17,500 households which is equivalent to all the people living in Amsterdam's Geuzenveld/Slotermeer urban district. Total current wind generation capacity in the port area is 65 Megawatt, providing power to 40,000 households.

***pilot boarding** An area just outside the navigation channel where a ship, without standing in another ships' way, waits for its pilot.

bollard A solid post on the quayside or ship around which awasers are placed to ensure secure vessel mooring.

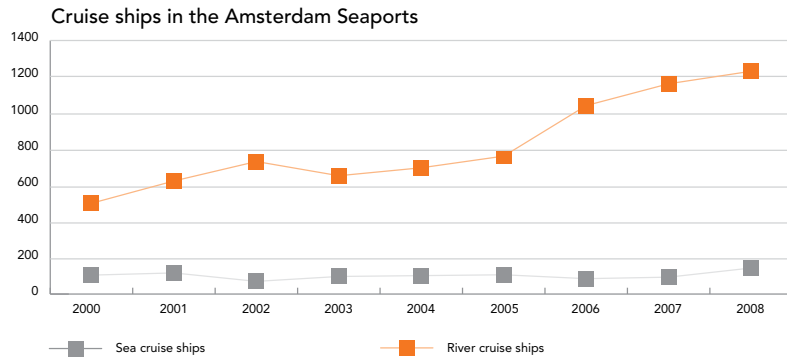
hawsers Thick cables used to moor a vessel.

IJmuiden lock/ km 20,206 - arrival 2-11-2008, 8.30 - **The lock**

- The pilot guides the ship, using tugboats for delicate manoeuvring, into the lock. The lock master informs the pilot whether to moor the ship along the port side (left) or the starboard side (right) of the lock, depending on the weather. Even if a ship fits only just into the lock, it will always moor on one side of the lock or the other.
- NYK Sirius has been instructed to moor on the port side. There the mooring crew is ready to secure the ship's hawsers to the bollards on the lock side.
- When the ship leaves the lock one hour later (each ship occupies the lock for one hour being 20 minutes sail in, 20 minutes lock closure and 20 minutes sail out), the tugboats generally remain in IJmuiden. Sometimes they sail along with the ship, for instance if all tugs in Amsterdam are occupied.

Highlights 2008

- The number of sea cruise vessels increased by 50%, from 78 to 117, the highest number thus far recorded.
- Number of sea cruise ship passengers increased by 53.7% from 147,000 to 226,000.
- The number of river cruise passengers remained little changed at 170,000; the number of river cruise ships declined slightly from 1,019 to 998.
- During the annual Seatrade Cruise Shipping Convention in March the Passenger Terminal Amsterdam, following a contest among cruise shipping companies, was acclaimed Most Efficient Terminal Operator. Amsterdam won the prize for Best Turnaround Destination: the best combination of transport from and to the terminal (by air and public transport) and handling of passengers at airport and cruise terminal. Hotel supply and tourist attractions were also praised.



Source:
 Port of Amsterdam, Harbour Dues System & Nautical Department
 City of Amsterdam, Department for Research & Statistics
 Passenger Terminal Amsterdam
 Amsterdam Cruise Port
 DFDS Seaways IJmuiden
 CBS Statistics Netherlands

Port of Amsterdam/ km 20,219 - arrival 2-11-2008, 10.10

The North Sea Canal

- On the pilot's guidance the captain navigates his ship down the North Sea Canal to the container terminal in the Amsterdam port. The journey, including mooring time in the Alaskahaven, requires 90 minutes.
- The shipping agent has ordered tugboats and mooring crew 24 hours in advance. The pilot verifies whether they are present and prepared.
- Mobile traffic controllers* guide NYK Sirius using patrol boats. Before the ship sails into the Alaskahaven (here is the container terminal quay) they have cleared the mooring and regulate other shipping traffic on the scene.

Highlights 2008

- In November dredging activities were initiated in the navigation channel and the turning locations* in the river IJ behind the city's Central Station along the former Shell site. The navigation channel will also be widened. By April 2009 some 350,000 m³ of dredge spoil will have been extracted. This will provide inland navigation a navigable channel of over 200 metres in width, which will increase safety on the water in this tight part of the waterway.
- Following customer satisfaction research in 2007, in which the Port of Amsterdam scored a 6.8 (slightly better than the 6.4 scored in 2005), the Port of Amsterdam has initiated a number of actions to further increase customer satisfaction:
 - a computerised CRM (Customer Relationship Management) system will be set up to better tune account management to customers' wishes and needs;
 - computerised registration and handling of complaints will allow handling of complaints faster and more efficiently;
 - The Port of Amsterdam together with Schiphol airport will set up a Platform for Regional Security;
 - in close cooperation with port-located companies the Port of Amsterdam has founded the Haven College (start 2009) in the port. The purpose is to increase the number of port and logistics students and to better prepare them for the employment market;
 - to simplify and speed up customs formalities, the Port of Amsterdam has been working on a system called E-customs that will allow digital customs declarations;
 - in several projects efforts are being made to improve accessibility to the port;
 - www.portofamsterdam.nl is providing more information for companies in the port area;

- In 2008 the public campaign continued to bring the port closer to Amsterdam's citizens ('Amsterdammers'). The campaign was launched in 2007 and involved local celebrities sporting sailor tattoos designed by renowned tattoo artist Henk Schiffmacher. In 2008 the campaign centred around the heart (emotion and connection), the head (knowledge of the port) and the hands (physical effort and experience). An online port quiz was also part of the campaign with which participants could win a Nordcraft 430 sloop decorated by Schiffmacher. And, the Port of Amsterdam sponsored the local football event WC Amsterdam in which 38 teams with roots from all parts of the world participated.
- The Haparandadam was opened in June. This is the dam connecting the Haparandaweg with the groyne along the river IJ. The end of the dam provides a wide view of the IJ and the city. This location will also welcome restaurants, the REM island [doorlinken naar www.stadhaven-minerva.nl/smartsite20668.dws] and Pont 13. The dam will also provide room for 24 moorings for inland navigation, houseboats and company boats.
- In December the companies Cargill/Igma, Amfert en Eggerding, after a long struggle, signed a covenant with the city of Amsterdam and the province of North Holland concerning home building on sites in the Houthaven and on the former NDSM shipyard. For the next 15 years the municipality and the urban districts Amsterdam North, Westerpark and central city are not to initiate new housebuilding plans that might interfere with the functioning of port authorities in the Coenhaven and the Vlothaven. If in 20 years' time home construction should be considered necessary within the A10 ringroad, the municipality will do its utmost to present companies with alternative locations.

***mobile traffic controllers** Mobile traffic controllers at Amsterdam Seaports locally ensure a safe, smooth and environmentally friendly handling of shipping traffic on the North Sea Canal, the IJ and the Amsterdam port using patrol boats. They organise and guide traffic on the water. For instance they temporarily control ships to allow large vessels to navigate safely into the port, and in case of violations of traffic rules or water pollution regulations they will have the right to draw up an official report.

Turning locations Spacious locations on the water where ships can safely turn.

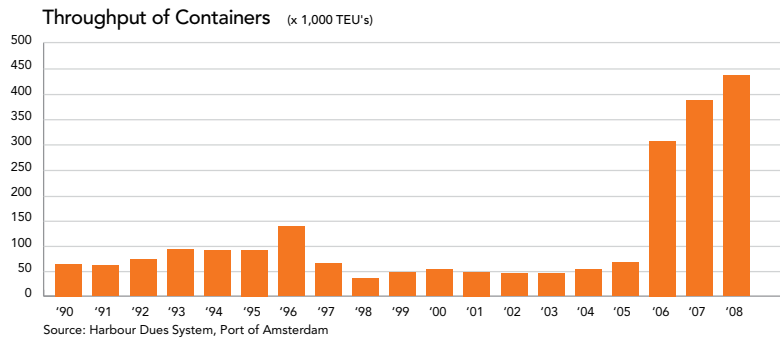
Container terminal / km 20,219,5 - arrival 2 November 2008, 10.40

The container terminal

- At 10.10 AM the captain, with the pilot's help, navigates NYK Sirius into the port, manoeuvring his way carefully and in 30 minutes to the mooring assigned to him by the terminal in the Alaskahaven.
- The Amsterdam mooring crew secures the ship to the quay bollards while mobile traffic controllers check whether it is moored properly.
- The shipping company has called the container terminal in the Amsterdam port to process container NYKU408992-6. Port staff on deck, the quay and four large cranes lift the 2000 containers off both sides of NYK Sirius in Amsterdam. At 14.50 container NYKU408992-6 follows. The crane operator positions the spreader* over the container after which the crane anchors the container automatically with a push of the button. The crane operator lifts it off and positions it on the quay. Another push of the button and the spreader disconnects it automatically. A member of staff uses a 13 metre high straddle carrier* to drive container NYKU408992-6 to a stack*, where it is stored until the transporter comes to collect it.
- The logistics service provider arranges the outstanding payments in agreement with the shipping company (e.g. lifting cargo offboard) and the paperwork.
- In deliberation with the customer the logistics service provider says which containers he would like to receive first. Container NYKU408992-6 has been given priority. At many ports 48 hours may pass between a ship's arrival and container delivery. One benefit this logistics service provider offers is the fact that the container terminal at which NYK Sirius arrived is just around the corner. Unloading and transport thus require but a few hours. And thanks to the computerised paperwork handling, containers can usually reach the logistics service provider's dock in only 24 hours from the ship's arrival.
- The regular container trucker of the logistics service provider receives a code number which he needs to pick up container NYKU408992-6. The truck driver also carries transit documents for customs as the logistics service provider must be able to prove that the monitors in container NYKU408992-6 are still in transit, which means they are still within the customs zone. Within the customs zone no Value Added Tax or no import duties are payable on incoming cargoes as the goods are destined for countries beyond the borders of the Netherlands.
- A straddle carrier driver of the container terminal loads the container onto the truck chassis, where the driver secures it.
- With container NYKU408992-6 'on board', the driver leaves the customs area and drives through the seal inspection desk towards the exit. At the seal inspection desk a member of staff uses a handheld computer to verify whether the seal number of container NYKU408992-6 matches the seal number shown on the manifest that gives all the details of the vessel's containers unloaded in Amsterdam.
- At the exit gate the container is automatically photographed on all sides to determine whether or not a container leaves the gate damaged.

Highlights 2008

- Transshipment of containers in the Port of Amsterdam increased by 12.8% from 385,603 to 435,129 TEUs (twenty foot equivalent units). In tons growth amounted to 13.7% from 3.4 to 3.9 million.
- Late December NYK sold the majority of its shares in the Ceres Paragon Terminal to Hutchison Port Holdings (HPH). Since March 2009 the terminal has the new name ACT (Amsterdam Container Terminals). As world leader in developing and expanding ports' international trade capabilities, HPH also owns the ECT terminal in Rotterdam. HPH's total worldwide transshipments are over 66.3 million TEUs.
- September saw the opening of Ter Haak Group's new headquarters. The five companies that were previously spread over four offices in the Amsterdam port, are now located in the same new building at the Ruijgoordweg.



***spreader** A heavy, length-adjustable and disconnectable part of a container crane with a grab at each corner used to anchor and lift containers into position.

stack Storage at a terminal with containers 'stacked' one upon the other.

straddle carrier Sideways driving container lift used at transshipment terminals to move containers.

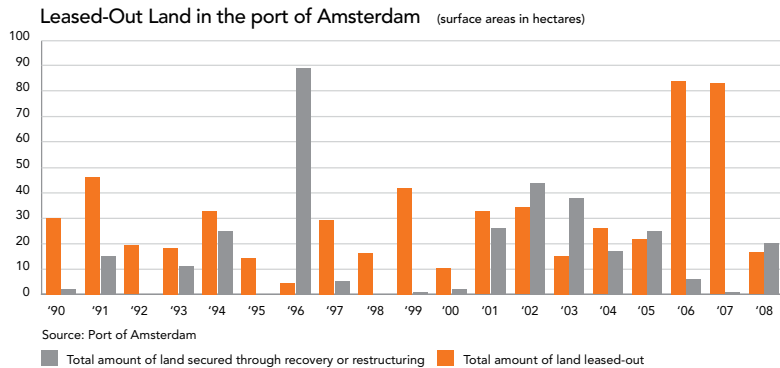
Logistics service provider / km 20,220,5 - arrival 3 November 2008, 9.35

Reaching the logistics service provider

- The truck driver drives container NYKU408992-6 from the container terminal to the site of the logistics service provider one kilometre ahead (a 5-minutes' drive). The site is perfectly secured including a protected zone. Here nothing and no one may enter without thorough inspection in advance, everything is registered by cameras and all staff, cleaners, temporary workers and drivers as well as managers are screened for proper behaviour.
- Container NYKU408992-6 may only enter the protected zone of the site if the reception code number, which the driver received earlier, and the driver's papers are found correct. This is checked at the gate, with attention also being paid to whether the seal, attached by the contract manufacturer in China, matches the papers.
- The preliminary message which the logistics service provider received from the shipping company states that container NYKU408992-6 has been fumigated. Before the container is placed in the warehouse for unloading, a specialist member of staff pricks into the container rubbers to ensure it is free of gas. After such a long journey this is usually the case, but not necessarily. Container NYKU408992-6 proves to be gas-free. Had this not been the case, it would have spent some hours on the logistics service provider's site in a special degassing chamber with a strong extraction plant.
- The seal is broken and after a visual inspection (a member of staff looks into the container to make sure it does not contain anything illegal such as refugees for instance), the truck driver carries container NYKU408992-6 to warehouse 6.
- The container support is placed against the door, to hermetically close it and ensure nothing and no one can enter or leave.
- A member of staff at the central control room opens the warehouse door.
- The monitors are unloaded, counted and electronically entered into the warehouse system of the logistics service provider. The customer, who can access this system, can now see that the monitors are present.
- Container NYKU408992-6, now empty, returns to the container terminal, where the shipping company has scheduled it for its next voyage.

Highlights 2008

- Of the 1900 hectares under management by the Port of Amsterdam, 2008 saw 16.5 ha issued and 20 ha returned.
- On the Ankerweg, a site of demolition contractors Beelen, a coaster quay is under construction. The site used to be the property of Solvay and has never been used for business activities. Now that the Port of Amsterdam has regained and reissued the site, 150,000 tons of soil, rubble, asphalt and other bulk will be transhipped annually.
- The Port of Amsterdam, on the request of Amsterdam Port Services (APS), is busy doubling the surface of the island in the Petroleumhaven and constructing a new landing stage. APS is responsible for collecting waste oils of (sea-going) vessels. In 2010 APS intends to put into use a number of oil storage tanks on the new site.
- At the VCK Scandia Terminal a 12,000 m² site has been asphalted and a new 5,000 m² warehouse has been built to service increasing storage and transhipment needs.
- In March the mayor of Amsterdam Job Cohen ceremoniously sank the first pile to mark the construction of the Greenmills biodiesel factory in the Amsterdam port.
- Also in March the third indoor terminal of Waterland Terminal and a new 340 metre long quay in front of Waterland Terminal and Koopman Car Terminal were handed over. In May, the old quay (10,000m²) of Koopman Car Terminal was once again asphalted.
- Metal barrel suppliers Blom Vaten expanded its site by 1000 m² as environmental measure allowing for larger supplies of scrap and barrels.
- In July port alderman Freek Ossel sank the first pile to mark the construction of a distribution centre in the Atlaspark on the south side of the Afrikahaven. 'Districentre Afrikahaven' will cover 105,000 m² and house six varied-size warehouses.
- In August the Port of Amsterdam won the ORAM (Amsterdam Region Business Association) prize for the best maintained industrial site.



Logistics service provider / km 20,221 - 3 November 2008

Value added by the logistics service provider

- The logistics service provider gives the monitors one final touch before they are shipped off to St. Petersburg, Prague and Dubai. This is called added value*.
- The 4,400 monitors loaded in container NYKU408992-6 are generic monitors and each must be made country-specific. 2,000 monitors are destined for St. Petersburg. Warehouse staff open each box, remove the original cable, add a Russian manual, software and power cables compatible with the Russian power system, and close the box (the logistics service provider has prepared these kits in advance.) The cables had arrived earlier with another cargo from China, the software was downloaded from the Internet and burnt, and the manuals were printed by an Amsterdam printer.
- 2,399 monitors are destined for Prague. Likewise they are provided with a Czech manual, software and measuring apparatus to set screen colours.
- For both countries the boxes with monitors are loaded on pallets each with 100 monitors. They are temporarily stored in the warehouse awaiting the next shipment and electronically entered in the warehouse system.

Highlights 2008

- Number of jobs (direct and indirect) in Amsterdam Seaports: 55,000.
- December saw the founding of the Haven College that is to be operational in the Amsterdam port in 2009. It will combine port and logistics training in the Amsterdam region and serve as single point of contact and information desk for training and employment in the port.
- In February the first five 'Port Operations Employee' students at the Nova College in IJmuiden received their diplomas. They were instantly offered employment contracts by port companies IGMA, Waterland and OBA.

***added value** Added service(s) to physical products. For instance, assembling extra components for cars, providing computer peripherals, manuals and cabling connections for the country of destination and exchanging English plugs for European ones. These are examples of activities that raise the value of the product concerned and in addition involve the creation of more employment.

- Over the next 10 years the Amsterdam port will create approximately 15,000 more jobs due to staff retirement and new business activities. Thus has the Port launched a recruitment campaign to spotlight employment opportunities. The campaign includes posters and billboards, a supplement about working at the port in the Spits (free daily) newspaper, articles in magazines targeting Amsterdammers and students such as Stap and Kijkkez, as well as participation in a brochure intended for ROC students. The Port of Amsterdam also organised a network game at Sitos in the port area offering job-seekers the opportunity to experience work and training.
- In the near future staffing in the Stadhaven Minerva area will rise from around 500 a few years ago to 5,000. Various creative companies are setting up at the site.

St. Petersburg / km 21,921 - 10 November 2008 - **To St. Petersburg**

The 2,000 monitors destined for St. Petersburg, along with two more products that also received the logistics service provider's final touch, are scheduled for shipment to the Russian customer. The three products fit exactly into the container. * Two days later the monitors are transported from the warehouse, loaded into another container provided by the shipping company and lifted onboard a truck. The process from the moment the monitors arrived is repeated only now in reverse.

- The paperwork is taken care of and the trucker drives the container with the monitors in 5 minutes to the terminal where it is positioned on a feeder destined for St. Petersburg. This is all done by the same logistics service provider.
- The logistics service provider has called in a shipping company to ship the container with monitors to St. Petersburg. He has hired staff at the terminal to lift the container off the truck, stack it and subsequently load it from the planned position onto the feeder.
- On 6 November at 9 AM terminal staff place the container on the feeder that will sail to St. Petersburg via Hamburg and Kotka in Finland. Three days later the feeder with the container and the 2,000 monitors arrives at the port of St. Petersburg.
- The agent of the shipping company in St. Petersburg clears it through Russian customs, ensures the container is unloaded (and returns with new cargo) and arranges a forwarding agent to ship the monitors to the final customer in St. Petersburg, an ICT hardware importer.
- 39 days from the monitors being produced in Huangzhou (China), and after a 21,921 kilometre journey they reach the ICT hardware importer in St. Petersburg, who will sell them to private customers.

Highlights 2008

- In February NYK launched a new weekly Baltic Express Service that will call on Hamburg, St. Petersburg, Kotka and Amsterdam and fits in with Grand Alliance's Asia-Europe services.
- Early 2008, the weekly Amsterdam-Finland ro-ro line service was expanded dramatically. UPM Seaways has doubled capacity compared against 2007.
- In June, Amsterdam launched a new shortsea connection with the Swedish ports of Göteborg and Helsingborg.

***shortsea ship** A shortsea ship, also referred to as feeder or lighter, is a small sea-going vessel that ensures cargoes are transported between larger vessels (deepsea) to smaller regional ports. The deepsea ship is usually not able to access such smaller ports.

deepsea ship A ship sailing intercontinental routes. Cargoes of deepsea ships are typically transhipped at large ports onto much smaller shortsea ships for further shipment to regional ports.

Highlights 2008

- The Port of Amsterdam commissioned the AMSbarge which originally started in 2006. This is an innovative inland barge with container crane providing a daily cargo pick-up and delivery service in the northern Randstad (urban agglomeration of western Netherlands) for companies on or near waterways. In 2008 the construction started of a second, larger version, as well as a special accompanying flat-bottomed container carrier.
- In 2008 the Port of Amsterdam set up the three-year cooperative project Peaks in Accessibility together with government bodies and companies in the North Wing of the Randstad. The project's purpose over coming time is to more effectively connect companies and industrial parks using road transport intensively to water transport. The AMSbarge concept will play a major role here.
- May saw the launching of the 'IJsselmeer Round Trip (Rondje IJsselmeer)', an inland navigation service from Amsterdam to the smaller regional ports of Harderwijk, Kampen and Urk. It is one of the ways the Port of Amsterdam is seeking to justify its role as sustainable port, and adding an extra dimension to 'green transport'.
- Late July, a new inland barge service was launched from Amsterdam to Germany. The two-weekly shuttle connects Amsterdam directly with the main terminals along the river Rhine as far as Aschaffenburg and Basel.
- At the former ADM site 16 moorings have been provided for on-hold inland navigation. The moorings can be accessed by car.

Prague/ km 21,332 - 11 November 2008 - **Heading for the Czech Republic**

- The 2,399 monitors destined for Prague, having spent three days at the logistics service provider's warehouse along with a few other products, are heading for the Czech Republic in a container that has been arranged for by the shipping company. Here the process from the moment the monitors arrived is repeated only now in reverse. The logistics service provider's permanent trucker drives it to the rail terminal one kilometre ahead, where a rail forwarding agent* loads it onto a freight train for Prague.
- Three days and 1080 kilometres later the rail forwarding agent in Prague lifts the container off the train, where the next day the container is loaded onto a truck for the last 30 kilometres to the computer wholesaler.

Highlights 2008

- Expanded rail facilities have improved the accessibility of Westpoort considerably. Near the Aziëhavenweg a new emplacement will be constructed and a direct connection built from the Aziëhavenweg to the main railway network near Sloterdijk (both to be completed early 2010). The rail emplacement Westhavenweg will be expanded allowing the handling of longer goods trains (ready mid-2010).
- On the Transformatorweg the possibilities of a rail flyover are being studied in an Infrastructure Act Procedure, for rail connection to Utrecht and Amersfoort. Should the Ministry of Transport decide in 2009 in favour of the initiative, the flyover will be built in 2011-2012.
- With more than 150 trains a week the Betuweroute that opened in June 2007 was used intensively in 2008. However, no trains from Amsterdam could use the Betuweroute because of a lack of sufficient locomotives with the special security system ERTMS required to run on the Betuwe freight rail line.
- The Amsterdam port has welcomed a new rail connection with the south. Every week at least one train with containers runs between rail terminal Eight in Eindhoven and container terminal ACT, the former Ceres Paragon terminal.

*rail forwarding agent Company purchasing rail transport services and ensuring goods are collected and delivered at the right time.

Dubai / km 25.491 - 8 november 2008 - **To Dubai**

- One monitor is a specific order for a hospital in Dubai. This monitor will be connected to a high-tech medical scanning device. The hospital is in a hurry and is willing to pay for air transport to receive the consignment promptly. The logistics service provider has booked a flight and arranged for transport to Schiphol airport.
- Once the 4,400 monitors from container NYKU408992-6 have been loaded, each monitor is adjusted to the customer's wishes. The monitor destined for the hospital in Dubai is sent to a special department of the logistics service provider for this type of specialist order. Here trained staff adjust the monitor to the hospital's specific requirements; they connect the monitor to a high-specification computer prepared on the previous day, add special software for the scanning device and test both the monitor and the computer.
- Four days after the ship's arrival from China, a courier loads the monitor and the computer onto a transport vehicle; he delivers the goods including all required documentation to the Dubai desk.
- The logistics service provider sends the hospital in Dubai a preliminary message stating the expected arrival time, flight number and all relevant details of the monitor and the computer.
- At 4 AM the plane lands and 12 hours later a member of the hospital staff personally collects the goods.
- 37 days after the monitor was produced in Huangzhou (China), and after a 25,491 kilometre journey, the monitor reaches the final customer, the hospital in Dubai, where it will be used for viewing specialist scans.

Highlights 2008

- Construction of the key Amsterdam access road the Westelijke Randweg finally started early 2008. Long-lasting planning and permit procedures had delayed start as construction was originally scheduled for 2005 and 2006.
- In Autumn the Directorate General for Transport, Public Works and Water Management, the city of Amsterdam, Amsterdam urban region and the province of North Holland joined hands to improve circulation on the A10 ringroad using creative and smart measures. Effects will be felt as of Spring 2009.

Highlights 2008

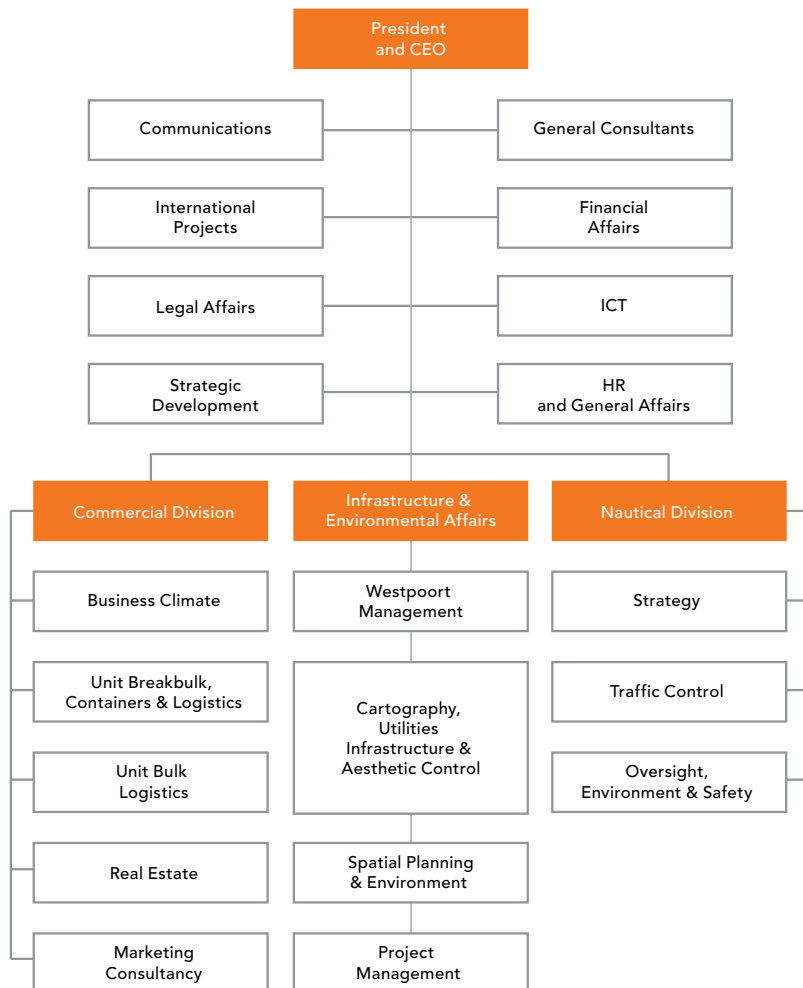
- In order to restructure the Minervahaven into Stadhaven Minerva, activities were initiated in the summer to shift the western bank of the Minervahaven. This will create a 20 metre wide land strip along the water. Here a road will be constructed in 2009 to extend the now no-through road Archangelkade to a ringroad with footpath and trees along the water. On the Mercuriushaven a look-out point has been created.
- Since March two Westpoort buses, used on a daily basis to make Westpoort better accessible for staff, have been running on biofuel produced by Greenmills from organic residues. In September the Westpoort bus was given permission to use bus lanes. And in 2008 the Westpoort bus counted 21 participating companies with 120 rides and around 800 passengers daily.
- Stichting Westpoort Bereikbaar ('Accessible Westpoort Foundation') and NS OV-fiets ('Dutch Railways public transport bike') together launched a campaign to introduce companies in Westpoort to the 'public transport bike' or the OV-fiets as a means of business transport.
- To compensate for CO2 discharge of its employees' business trips by aircraft, the Port of Amsterdam has asked the Trees for Travel foundation to plant trees in Borneo; 804 trees were planted in 2008.

What are the Port of Amsterdam's core activities?

The Port of Amsterdam manages, operates and develops the Amsterdam port by order of the Amsterdam City Council. The port area encompasses more than 1,900 hectares including port estates, quays, roads, railway tracks, ditches and green spaces, and another 600 hectares of waterways. The Port of Amsterdam's mission is to be a reliable port and to manage the economic activities and employment at the Amsterdam Seaports in a sustainable manner. Amsterdam Seaports comprises the ports of Amsterdam, Zaanstad, Beverwijk and Velsen/IJmuiden.

The Port of Amsterdam has the following three main tasks:

1. Optimising the services and business development climate in the port region. In order to achieve this aim, it focuses on existing clients, attracting new cargo flows and locations and on marketing and promotions.
2. Constructing and maintaining the infrastructure, innovating the port and managing the Amsterdam Westpoort port area.
3. Promoting the streamlined, safe and environmentally responsible processing of shipping traffic from 40 kilometres off the coast of IJmuiden to the Oranjesluizen by employing instruments including regulations, legislation and enforcement.



The Figures

The profit realised in 2008 amounted to € 45 million. The 2008 estimate was based on a € 39.5 million profit. The increased profit was mainly the result of the rising revenues from port charges thanks to the increased transshipment in 2008. The result for the year 2007 amounted to € 46.8 million, including a once-only result on sales worth € 6.2 million. Rental and lease revenues (exclusive of redemption of the ground lease) decreased by 5.5% from € 60.5 million to € 57.2 million in 2008. The decrease was due to the settling of the Ceres agreement.

Transshipment of goods in the port of Amsterdam increased from 67.9 million tons in 2007 to 75.8 million tons in 2008 - an increase of more than 11.6%. The average price per ton rose to € 0.58 representing a 2 cent increase compared to 2007. Revenues from port charges increased by 18.5% reaching a total of € 42.9 million compared to 2007.

Investment in port infrastructure and buildings and sites totalled € 35.9 million in 2008, € 6.7 million of which was invested in the acquisition of sites.

Financial highlights

	2008	2007	2006	2005	2004
Capital employed (x € 1 million)					
Total capital employed	582.0	556.3	572.0	556.0	546.0
Tangible fixed assets	469.0	452.5	472.0	458.0	456.0
Gross investment	35.9	39.4	37.8	27.1	37.0
Financial impact (x € 1 million)					
Turnover	125.3	157.0	100.0	101.0	80.5
Operating profit	45.0	46.8	29.3	21.6	18.8
Depreciation	16.0	57.7	16.9	20.7	22.1
Cash flow	61.0	104.5	46.2	42.3	40.9
Key figures					
Profitability (profit + interest on loans as a % of the total capital employed)	10.5	11.2	7.7	6.5	5.9
Profit margin (profit as a % of turnover)	35.9	29.7	29.4	21.3	23.4
Transshipment (in millions of tons)	73.6	65.4	61.0	53.8	51.9
Of which:					
Liquid bulk	33.6	26.5	25.4	20.7	18.2
Dry bulk	33.0	32.8	30.1	30.0	30.9
General cargo	7.0	6.1	5.5	3.1	2.8
Number of ships passing through the port	6.029	5.635	5.742	5.115	5.026
Average port charges per ship (x € 1)	7.113	6.427	6.228	6.155	5.760
Number of staff at the end of FY	361	318	310	315	315
Average wage costs per position (x € 1,000)	64.8	67.8	64.9	64.6	63.1
Absenteeism (%)	4.5	4.5	3.7	5.0	4.9

Balance sheet as of 31 December 2008

(detailed breakdown of the various balance sheet items in €)

ASSETS		31 dec 2008	31 dec 2007
A Fixed assets			
Intangible fixed assets		0,00	0,00
Tangible assets		469,020,335,67	452,485,720,55
Financial fixed assets		18,394,207,74	16,687,963,51
Capital contribution	426,320,16		426,320,16
Other long-term loans	10,324,957,86		7,611,365,43
Contribution to assets owned by third parties	7,642,929,72		8,650,277,92
Appropriated reserves invested		87,558,191,23	81,452,807,93
B Current assets			
Stocks		0,00	0,00
Receivable		20,867,005,42	24,127,038,96
Liquid assets		81,236,069,93	118,558,115,38
Prepayments and accrued income		13,128,716,28	972,442,84
C Other prepayments and accrued income			
Intra-municipal receivables		1,402,663,44	1,346,177,05
Current account balances with Group Finance		50,535,99	2,929,575,99
		691,657,725,70	698,559,842,21
A Fixed assets			
		574,972,734,64	550,626,491,99
B Current assets			
		115,231,791,63	143,657,597,18
C Other prepayments and accrued income			
		1,453,199,43	4,275,753,04
		691,657,725,70	698,559,842,21

Balance sheet as of 31 December 2008

(detailed breakdown of the various balance sheet items in €)

LIABILITIES		31 dec 2008	31 dec 2007
A Long-term liabilities			
Shareholders' equity		95,615,992,43	87,608,550,52
Reserves	95,615,992,43		87,608,550,52
Provisions		33,300,654,70	38,465,372,82
Long-term debts		486,429,744,41	468,720,855,70
Capital debt to the City of Amsterdam	485,761,952,80		465,627,042,61
Private loans	0,00		2,403,800,00
Guarantee deposits (securities)	667,791,61		690,013,09
B Current liabilities			
Short-term debt		18,004,201,98	12,129,382,49
Current account relationships with non-financial institutions	5,337,869,44		5,771,840,95
Other debt	12,666,332,54		6,357,541,54
Accrued liabilities		30,466,753,15	28,847,933,68
C Other accrued liabilities			
Intra-municipal debt		5,810,151,62	353,493,70
Current account balances with the City of Amsterdam		22,030,227,41	62,434,253,30
		691,657,725,70	698,559,842,21
A Long-term liabilities			
		615,346,391,54	594,794,779,04
B Current liabilities			
		48,470,955,13	40,977,316,17
C Other accrued liabilities			
		27,840,379,03	62,787,747,00
		691,657,725,70	698,559,842,21

Profit and loss account for 2008

(Port of Amsterdam including maintenance of public roads in €)

		2008	2007
Operating income			
Rents, leases and quayage	64,342,499	63,448,550	
Port charges	42,884,505	36,218,730	
Inland port charges	3,386,000	3,203,972	
Environmental tax (H.A.P. - Port Waste Materials Plan)	1,374,160	1,275,690	
Contribution for maintenance of public roads	7,320,115	3,053,318	
Other operating income	5,296,131	49,843,949	
		124,603,410	157,044,209
Operating expenses			
Staff costs	27,055,065	24,627,567	
Depreciation	16,012,868	57,699,463	
Interest on capital loan	16,296,946	15,759,730	
Maintenance of infrastructure etc.	7,381,053	3,854,712	
Waste disposal charges	1,681,559	1,265,039	
Accommodation costs	1,668,312	1,697,820	
Other operating expenses	13,384,191	10,868,887	
		83,479,993	115,773,218
Operating profit		41,123,417	41,270,990
Capitalised interest		253,843	239,259
Reserves		2,486,408	-4,776,798
Income and expenditure		8,945,717	10,354,356
Extraordinary income and expenditure		1,828,405	1,320,168
Provisions		818,891	1,148,879
Profit before transfer to reserves		55,456,681	49,556,855
Transfer to reserves		-10,455,613	-2,793,980
Profit		45,001,068	46,762,875