ArcelorMittal

ArcelorMittal Belgium (as an industrial stakeholder in NSP area)
Nov 17 2021

Maritiem <> Niet Maritiem

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De maritieme cluster omvat de bedrijfsactiviteiten die eigen zijn aan de havens en waarvan het bestaan essentieel is voor de havens. Tot die bedrijfsactiviteiten behoren het beheer en het onderhoud van de havens, navigatie, overslag, opslag, baggeren, visserij, maritieme diensten, exploitatie van zeesluizen enz. De publieke sector betrokken bij het havengebeuren wordt integraal bij de maritieme cluster ondergebracht.

Tot de niet-maritieme cluster behoren vier segmenten die, niettegenstaande ze geen rechtstreekse economische band hebben met de havenactiviteiten, toch van belang zijn voor de havens omdat de niet-maritieme cluster voor een deel van haar activiteiten direct afhangt van de geografische nabijheid van die havens.

SOCIAAL-ECONOMISCH BELANG VLAAMSE ZEEHAVENS

Het betreft vier segmenten:

- industrie: onder meer chemische industrie, metaalindustrie, automobielindustrie en energiesector;
- handel: de keten van tussenpersonen in de handel die een band met de havens hebben, zoals toeleveranciers, import-export bedrijven, handelsbedrijven die een band hebben met de bovengenoemde industrie;
- vervoer over land: de verschillende vervoermodi te land (wegvervoer, spoorwegvervoer, pijpleidingen enz.);
- andere logistieke diensten: bedrijven die niet-specifieke maritieme diensten leveren in de havens, zoals o.a. informaticadiensten, schade-experts, controlebureaus en consultancy.

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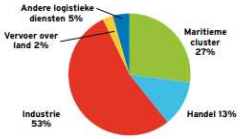
Bron : De Vlaamse Havens / feiten 2019

Vlaamse havens - Toegevoegde Waarde (in miljoen euro)
Directe Toegevoegde Waarde

Maritieme cluster	2013	2014	2015	2016	2017	2018
Goederenbehandeling	2.005,1	2.060,9	2.110,4	2.186,8	2.298,8	2.276,8
Overige maritieme cluster	2.308,8	2.314,2	2.753,3	2.601,9	2.400,9	2.333,7
Totaal maritieme cluster	**4.313,9**	**4.375,1**	**4.863,7**	**4.788,7**	**4.699,7**	**4.610,5**
Niet-maritieme cluster	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**
Handel	1.730,4	1.822,9	1.823,3	2.008,0	2.152,9	2.275,6
Industrie	7.477,9	7.748,9	8.432,9	8.234,5	9.456,4	9.034,5
Vervoer over land	472,9	450,3	417,8	411,2	418,1	422,6
Andere logistieke diensten	681,0	684,0	726,1	723,5	805,9	838,3
Totaal niet-maritieme cluster	**10.362,2**	**10.706,1**	**11.400,1**	**11.377,2**	**12.833,3**	**12.571,0**
Totaal directe toegevoegde waarde	**14.676,1**	**15.081,2**	**16.263,8**	**16.165,9**	**17.533,0**	**17.181,5**
Totaal indirecte toegevoegde waarde	**12.576,7**	**12.622,3**	**11.626,6**	**11.225,7**	**12.431,4**	**11.873,9**
Totaal direct + indirecte toegevoegde waarde	**27.252,8**	**27.703,5**	**27.890,4**	**27.391,6**	**29.964,4**	**29.055,4**

Bron: NBB.



Tabel 4.2

Maritieme cluster	2018	%
Goederenbehandeling	2.276,8	49,4%
Scheepsbouw en -herstelling	59,3	1,3%
Havenaanleg en baggerwerken	344,1	7,5%
Rederijen	453,4	9,8%
Scheepsagenten en expediteurs	718,3	15,6%
Visserij en visverwerking	93,4	2,0%
Bunkering & maritieme handel	6,2	0,1%
Havenbedrijf (havenautoriteit)	323,2	7,0%
Publieke sector / overheid	335,8	7,3%
Totaal maritieme cluster	**4.610,5**	**100,0%**

Niet-maritieme cluster	2018	%
Chemische industrie	4.228,8	33,6%
Metaalverwerkende nijverheid	1.382,6	11,0%
Voedingsindustrie	234,0	1,9%
Autoconstructie en assemblage	867,2	6,9%
Bouw	447,4	3,6%
Electronica	50,4	0,4%
Energie	292,5	2,3%
Brandstofproductie	1.129,4	9,0%
Overige industrie	402,2	3,2%
Wegvervoer	302,5	2,4%
Overig landtransport	120,1	1,0%
Overige logistieke diensten	838,3	6,7%
Handel	2.275,6	18,1%
Totaal niet-maritieme cluster	**12.571,0**	**100,0%**

Totaal directe toegevoegde waarde: 17.181,5

Bron: NBB.

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Lakshmi N. MITTAL

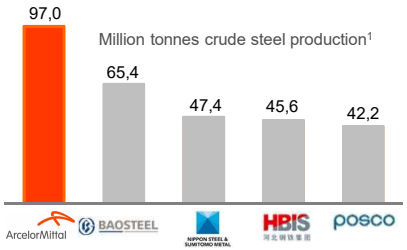
President of the Board

Aditya MITTAL

Chief Executive Officer (CEO)

ArcelorMittal

ArcelorMittal Group
Worldwide presence



[1] Source: World Steel Association & [2] Reference year: 2017

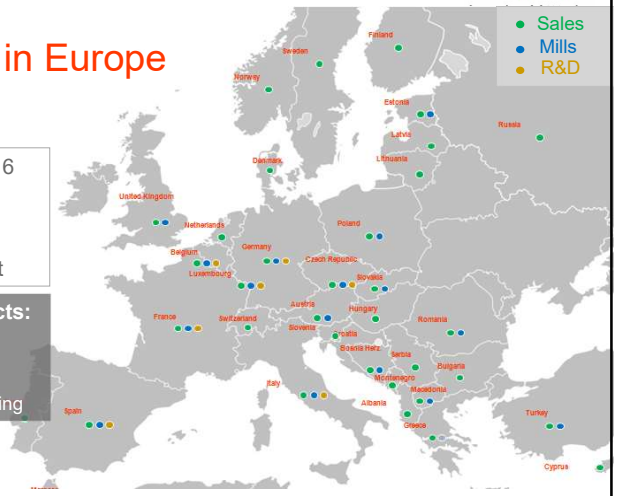
Supported by our global R&D team: 1.400 researchers,10 labs

Presence in 60 countries & an industrial footprint in 17 countries
~197,000 employees

ArcelorMittal in Europe
Our sites

- 400 different sites in 16 countries
- Workforce: 80,000 employees
- Slab capacity: 37.6 Mt

Division - Flat Products:
- 40 production sites in 13 countries
- 28 Mt shipments
- 19 blast furnaces operating

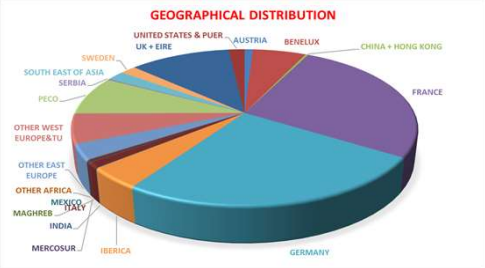


[1] Reference year: 2016

Products and markets

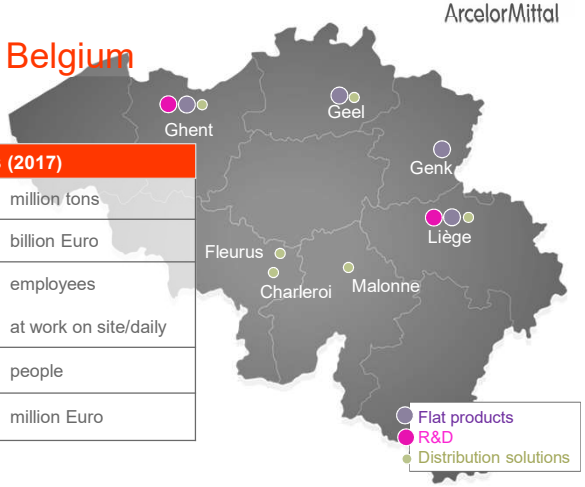
Shipments:	**6,3 mt**
Automotive:	38%
Industry:	60%
Packaging:	2%
(only Liege)	

AM Belgium focusses on Automotive
=
High quality products



ArcelorMittal in Belgium

Key figures (2017)		
Shipments	6.8	million tons
Turnover	5.1	billion Euro
Internal staff	5,800	employees
Subcontractors	1,300	at work on site/daily
Dir. + indir. employment	13,000	people
Investments	133	million Euro



ArcelorMittal Gent within North Sea Port - subarea Ghent

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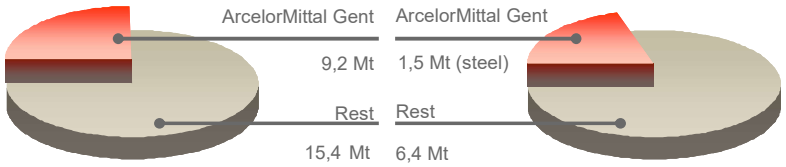
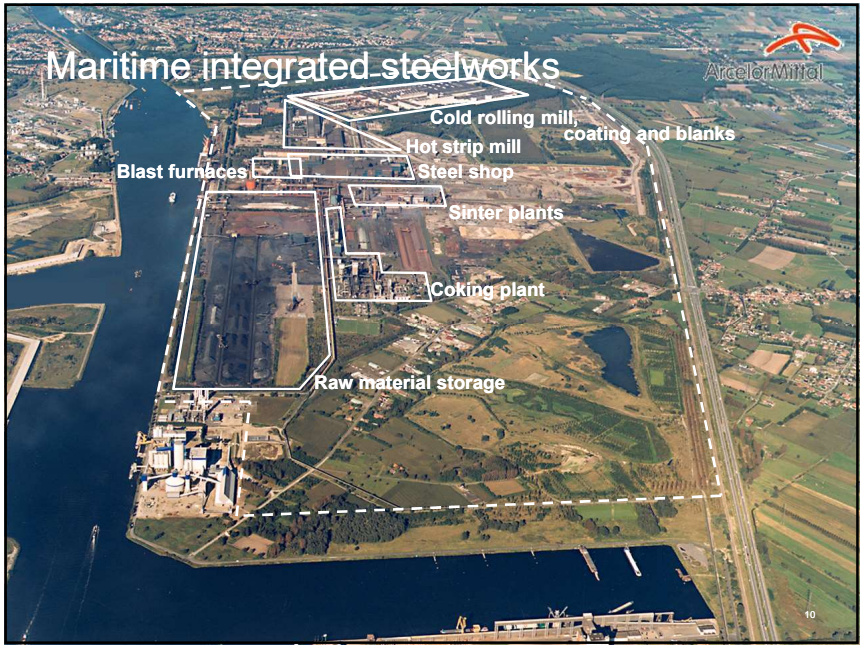
Total Discharged in 2017
24,6 Mt (INBOUND)

Total Loaded in 2017
7,9 Mt (OUTBOUND)



ArcelorMittal Gent was in 2017 responsible for
33 % of the total maritime traffic within North Sea Port - subarea Ghent
AM GENT needs NSP <> NSP needs AM Gent


Maritime integrated steelworks
ArcelorMittal
Cold rolling mill, coating and blanks
Hot strip mill
Blast furnaces
Steel shop
Sinter plants
Coking plant
Raw material storage
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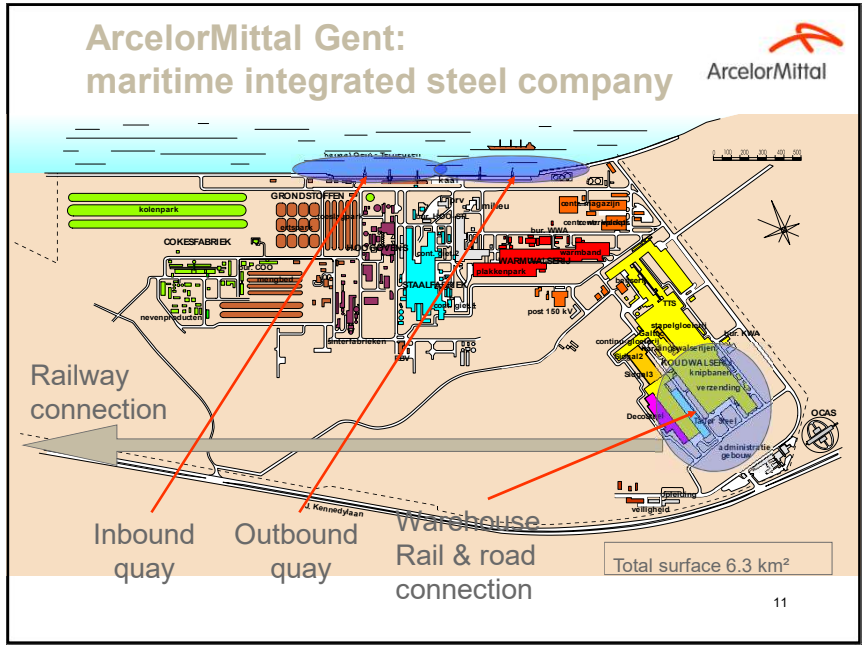
ArcelorMittal Gent:
maritime integrated steel company
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Railway connection
Inbound quay
Outbound quay
Warehouse Rail & road connection
Total surface 6.3 km²
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ArcelorMittal Liège

'External' transport flows IN / OUT GENT

2020 (in mT)	MARITIME	BARGE	TRUCK	RAIL
INBOUND	6,7	2,82	0,43	0,22
OUTBOUND	1,1	0,87	2,53	1,61

→INBOUND flows oriented towards maritime and inland waterways
→OUTBOUND flows oriented to all modes with high truck%

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Seaborne cargo traffic +/- 10mio tons
Loading ports iron ore & coal (via cape & pmx)

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Max. capacity of dry bulk vessel per port

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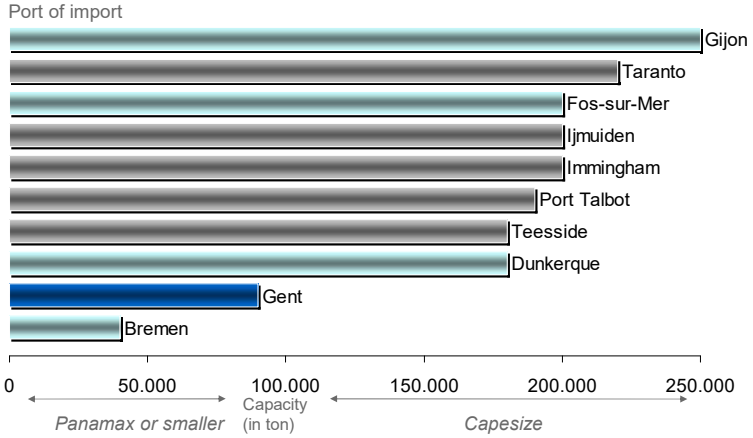

Source: Policy Research Corporation

Maritime Accessibility ArcelorMittal Gent

- Canal Gent-Terneuzen accessible for post-Panamax-type vessels
- Max. measurements
  - Lenght: 265 m
  - Width: 37 m
  - Depth: 12,5 m
- Quay ArcelorMittal Gent
  - Lenght: 1.050 m (loading 400m / discharging 600m)
  - Depth: 13,5 m
  - Max. deadweight: 72.000 ton

Discharging ports for ArcelorMittal Gent

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Situation AM Gent versus OVET Terminals for CAPES -> 1-2 mio ton annually by barge

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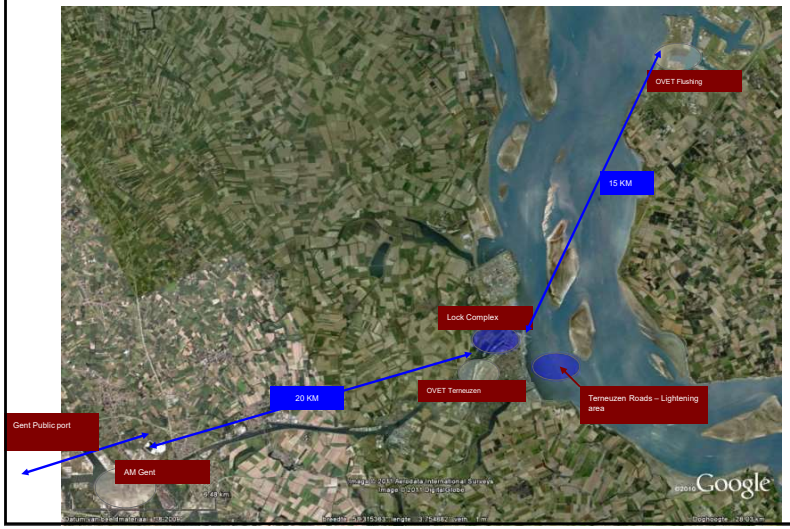

Lightening at Terneuzen Roads of raw materials

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Average draught in Terneuzen Roads: 14.0 m

Lightening to a draught of 12.5 m
(= direct transshipment from Panamax into barge)

Average lightened tonnage per vessel: 10000 à 14000 t
(max. 3000 t per barge ⇨ ~~4 à 5~~ barges per vessel)

Year volume: about 1,2 million ton (coal and iron ore)

Post Panamax
M/V ALAM PERMAI

- First Post-Panamax vessel in Port of Ghent (M/V Alam Permai, 20/11/2008) 37m width
- 83.4 kton iron ore from Brasil
- Extra cargo capacity of 10 to 20 kton compared to regular Panamax
- P-PMX vessels increase the competitiveness of AM Gent towards other Maritime mills due to decrease in transport costs
- All 3 test were positive

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New Capesize Lock at Terneuzen (ETC 2023)

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https://nieuwesluisterneuzen.eu/

- Next to current PMX lock, a new capesize lock will be constructed for 3 reasons:
  - Safety: in case of (heavy) accident with current locks all seagoing traffic is blocked to the port of Gent for longer period
  - Congestion: current lock complex is saturated. Taken into account roll-out of Seine-Nord project traffic is expected to grow further
  - Evolution of bulk fleet towards bigger (= capesize) vessels which results in freight disadvantage for Gent companies if they can only be delivered by PMX
- Once the lock is there, further work is to be done on the draught of the canal → dredging up to 16 m

External transport flow - OUTBOUND

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Elements to consider :

- PRICE : Transport price (from TCO perspective)
- LEAD-TIME / RELIABILITY : Delivery Times
- ORIGIN/DESTINATION CONSTRAINTS or OTHER CONSTRAINTS : e.g. low/high water
- VOLUME / CAPACITY: Based on customer needs
- ECO SCORE of each logistic solution
- COMPETITOR solutions
- … … …

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Outbound Road transport

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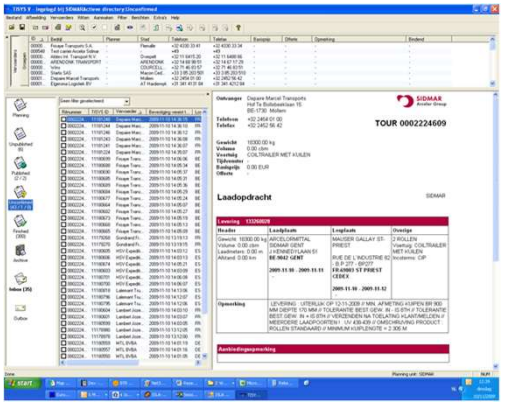
- Contracting
  - Tendering per country and postal codes
  - Multi-suppliers (around 30 carriers)
  - Standardized offer / service (based on flexibility)
  - Min 23 Ton payment
  - Gasoline clause
  - Goal is max 2 suppliers per zone



- Operations
  - Dedicated truck chartering team (around 600 trucks per day !)
  - Chartering in internal ERP system based on contract e-catalogue
  - Load optimisation heuristic
  - Internet communication with suppliers

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Outbound Road transport – connected to the European highway netwerk

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Rail transport – internal shunting yard linked to electronic follow-up tools on site

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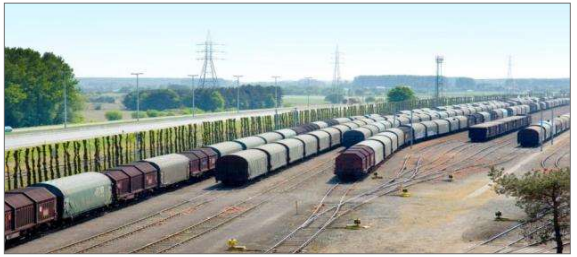

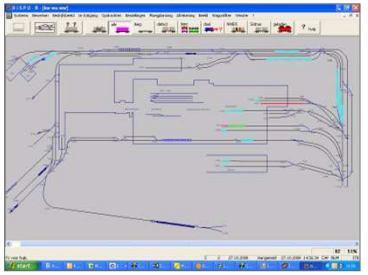

Geographical location of ArcelorMittal Gent and link to its inland water customers

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Maritime route via DFDS Seaways

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ArcelorMittal Gent → terminal DFDS Gent

Covered transshipment Gent

By ecocombi to customer

Covered transshipment Göteborg

Sea transport on cassette via DFDS Seaways ships Gent –Göteborg

Outbound Maritime transport

- Total number of vessels loaded per year : varies between 300-350 (Steel products)
- Size varies between 1500 Ton and 10.000 Ton

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European short sea destination AM Gent

Scrap quay – all weather terminal

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All weather terminal + warehouse

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Containers for steel export

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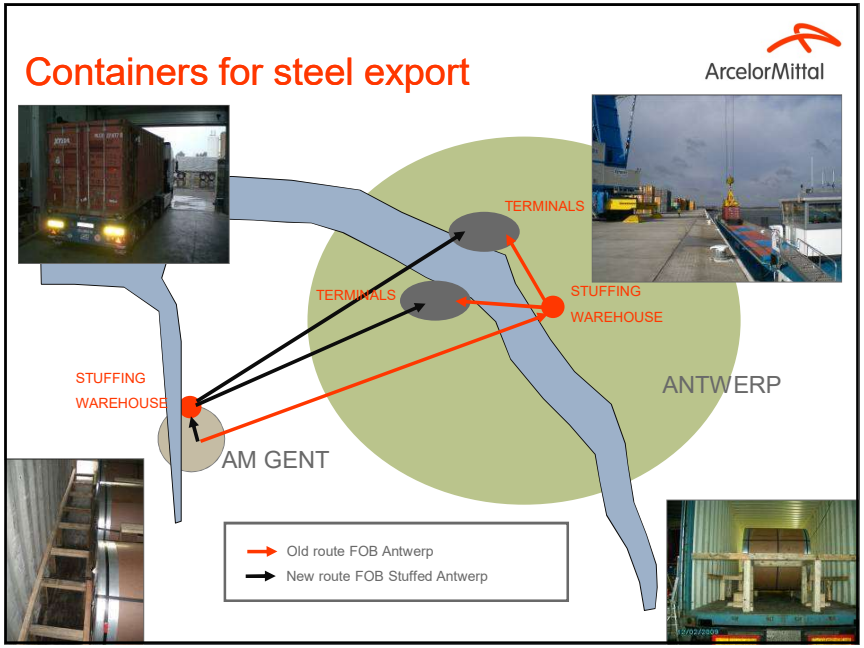

Green Transport / Future challenges

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Potential of clustering ideas / cooperation

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Public Authorities / Ports / Universities / Industry / Logistic Actors / … to work together (in all domains) towards new – competitive - business models

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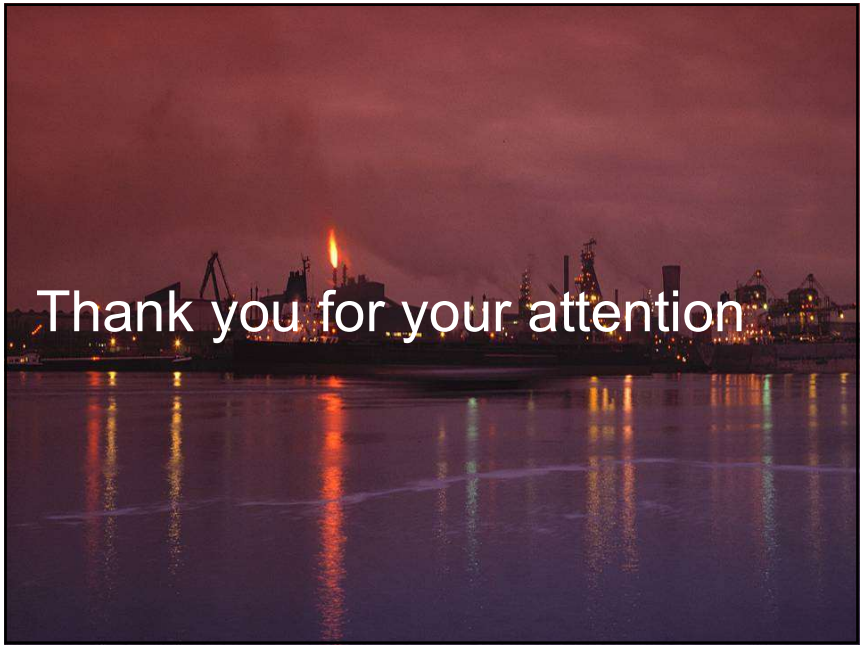
Thank you for your attention