



Atlantico Business Development

Portugal Ports & Maritime Sector Seminar

June 9th, 2015 Rotterdam



sponsored by **DRAVOSA**



Introduction by Arnout Nuijt

Managing Director Atlantico Business Development

Welcome to the **Portugal Ports and Maritime Sector Seminar**. I am proud to see Portugal's major ports and maritime companies participating today. The seminar is an initiative of **Atlantico Business Development**, a consultancy in Rotterdam specialized in doing business with Portuguese speaking countries. The event is cordially sponsored by the **Dravosa** dredging company.

Why this Seminar? Well, this is absolutely the right time to promote the Portuguese ports and maritime logistics sector. In spite of the crisis in Portugal, transshipment in the country's ports grew around 30% in the 2009-2014 period. A lot is happening in Portugal and there are some unique selling points, like the very efficient Port of Leixões (in the city of Porto), the fast growing Port of Sines with its Spanish hinterland connections or the boundless opportunities in the cruise and nautical sports sectors.

We see Leixões in Porto now consolidating its position as a very efficient port, serving the immediate hinterland of Northern Portugal and parts of Spain. Northern Portugal is a highly developed industrial area. It's very international, with excellent connections and a vibrant SME-driven manufacturing base. Meanwhile in the capital of the country, Lisbon port is set to leap ahead with - among other things - a future new container terminal to be built on the Tagus south bank, at Barreiro.

Portugal's other logistical trump card however is held by the Port of Sines, a deep water logistics, energy and industrial hub. Sines is also increasingly serving as a gateway to central Spain. Both Lisbon and Sines will profit from a new cargo rail line to Spain, to be built before 2020. The new line will also improve connections to France.

Let's not forget the other, smaller, Portuguese ports. Though not directly a subject of today's event, the ports of Aveiro, Figueira da Foz and Setúbal have each carved out a distinct niche position.

Besides the dynamics of the Portuguese maritime sector, we can also safely say that the Portuguese economy has now 'turned the corner'. The country will be growing steadily for the next 3-4 years. Of course there is still a lot of ground to recover, but this is a very good moment to start paying attention to Portugal and its business and investment opportunities. The even stronger recovery in Spain is also of crucial importance to Portugal's logistics sector.

The story of MAR, the Madeira ship register, is also fascinating. The seminar will highlight the emergence of MAR as Europe's fourth largest register. No doubt it will continue to grow beyond that.

Portugal can be proud of its re-emerging maritime sector. We at **Atlantico Business Development** are ready to support Portugal in that respect.

More activities by **Atlantico Business Development** are definitely to follow: we will keep you posted!

Kind regards,

Arnout Nuijt

PORTUGAL IS BACK!

Portugal is finally emerging from the financial crisis. In the 2015-2017 period, the Portuguese economy is projected to grow between 1.5-2.0% annually. The country's economy has reinvented itself. Exports have been growing fast over the last few years, especially from the agribusiness sector. Among the most interesting business opportunities for foreign companies are the ports and logistics sector, fisheries, tourism, manufacturing (including excellent nearshoring or reshoring options) and agribusiness.

Portugal rediscovers its maritime opportunities

Over the past few years Portugal has also rediscovered its maritime past and future. Business opportunities abound in the ports and logistics sector, fisheries and aquaculture, as well as in cruise shipping and other forms of nautical tourism.

Ports and Logistics

After several years of reform and modernisation, Portugal's ports are definitely on the right track. The country's combined ports handled no less than 83 million tons in 2014, up from just 61 million tons in 2009. And there is still plenty of room for growth. Both Leixões (Porto), Lisbon and Sines will expand their existing container terminals and overall port capacity. In these ports new greenfield terminals are being developed as well.

Rail cargo

Meanwhile the fast growing deep sea container terminal at Sines (run by Singapore Ports), is set to get its dedicated direct cargo rail link to its Spanish hinterland before 2020. A connection to Lisbon may be added later as well. The project will be funded by the EU. The cargo department of CP (the Portuguese railroads) will be privatized soon.

Cruise shipping

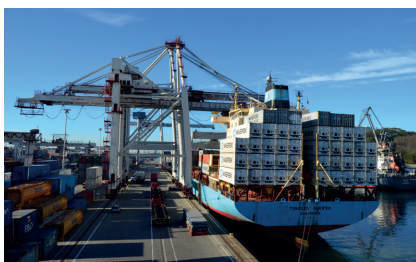
New cruise terminals have also been developed for Leixões (Porto), Lisbon (Santo Apolónia), the Algarve (Portimão), the Azores (Ponta Delgada) and Madeira (Funchal). The country is also investing in a string of new marinas.

Shipping register

MAR, the International Shipping Register of Madeira, is now the fourth biggest and fastest growing shipping register in the EU. It provides an attractive and excellent flag option, with all the advantages of remaining within the European Union.

Oil & gas

Though relatively modest offshore exploration is taking place, Portugal has good potential to become an oil & gas storage, shipping and services platform. The country is well situated between several markets in Europe, Africa and the Americas. There are also excellent bunkering facilities.



PROGRAM

of the Portugal Ports & Maritime Sector Seminar

- 13.30 hrs: Arrival & registration of participants at the Rotterdam Chamber of Commerce;
- 14.00 hrs: Arnout Nuijt, Managing Director Atlantico Business Development:
"Moderator's Welcome & Opening Remarks"
- 14.05 hrs: Miguel Marques, Partner PwC Porto:
"The State of the Portuguese Maritime Sector"
- 14.25 hrs: João Silva, Director Navex Shipping, Grupo E.T.E.:
"The ETE Group and NAVEX Shipping Company"
- 14.45 hrs: Albrecht Gundermann, Managing Partner EUROMAR, Hamburg:
"Growing Portugal's Merchant Fleet"
- 15.05 hrs: Susana Broco, Senior Trader GALP Energia, Lisbon:
"Bunkering in Portugal, now and the future"
- 15.25 hrs: Coffee Break
- 15.40 hrs: Jaime Vieira dos Santos, President of the Leixões Port Community, Commercial & Administrative Director at TCL- Terminal de Contentores de Leixões:
"Developments in the Port of Leixões"
- 16.00 hrs: Manuela Patrício, Director Port Terminals & Logistics, Port of Lisbon:
"Port of Lisbon - Revamping Opportunities"
- 16.20 hrs: João Franco, CEO of the Port Authority of Sines and the Algarve:
"Developments in the ports of Sines and the Algarve"
- 16.40 hrs: Panel discussion with all previous speakers;
- 17.00 hrs: Networking cocktail;
- 18.00 hrs: End of program.

June 9th, 2015 Rotterdam

THE SPEAKERS



Miguel Marques, Partner at PwC Portugal:

“The State of the Portuguese Maritime Sector”



Miguel Marques is the “Economy of the Sea” Partner at PricewaterhouseCoopers Portugal. Miguel is also a member of the PricewaterhouseCoopers Economy of the Sea Global Team. Since he completed his degree in Economics at Porto University he has been working at PricewaterhouseCoopers as advisor of multinational companies related to several industries, including renewable energy. He speaks regularly at conferences and other events around the world regarding off shore activities and sea industries. Miguel has worked with leaders and executives across Europe, the Americas and Asia in order to help them make the best business decisions.

Miguel is the author of HELM – PwC Economy of the Sea Barometer (Portugal), a compilation of data that allows a better understanding of the evolution of the economy of the sea. Simultaneously, HELM enables trend analysis and the evaluation of decisions that are being taken by various economic agents. HELM is a barometer made up of quantitative information transformed into indexes and perspectives of top managers provided by questionnaires answered by CEOs of several important entities operating in different subsectors of the economy of the sea.

About PwC Portugal

PwC helps organisations and individuals create the value they’re looking for. We are a network of firms in 157 countries with more than 195,000 people who are committed to delivering quality in assurance, tax and advisory services. PwC in Portugal, Angola and Cape Verde together has 1,204 staff and 37 Partners, of which 22 are in Lisbon, 8 in Porto and 7 in Luanda.



João Silva, Executive Manager E.T.E. Group and NAVEX Shipping:

“The ETE Group and NAVEX Shipping Company”



João Silva is Executive Manager of Navex (E.T.E. Group) in Portugal since 2012. He is jointly responsible for P&L including all functional areas – commercial, operations and finance – of Navex, the largest shipping agent in Portugal with 20% market share and yearly revenues of over 29 Million Euros. Before joining Navex, João Silva was country manager Portugal for the A.P. Möller– Maersk Group. From 2001-2003, João was also a Maersk Assistant Trade Manager in the Netherlands, integrating the management of the Africa Line team in Rotterdam. He was responsible for marketing, sales team coordination, finance and operations of all the container traffic from Maersk Line - Benelux countries to the African continent. João Silva studied business administration and management in Lisbon and Singapore.

About Grupo E.T.E – NAVEX Shipping

Established in 1936, the E.T.E. Group has evolved into a universe of interconnected and complementary companies providing a set of added value services to its clients. Port Operations, originally the core business of the Group, developed over the past decades into a network of terminals and concessions providing an integrated chain of logistical links of land, air, sea and river transport.

The growth of cargo shipping, the traditional activity of the Group, is also evident in the Portuguese islands of the Azores and Madeira, where it assures a public service. This allowed the Group to develop regular shipping lines to other areas, such as Northern Europe and African ports. The Group’s activity, as ship-owners, also includes specialized vessels to transport cement, fuels and solid bulk cargos. The ever-present concern with the environment, safety and quality, led the Group to implement strict policies and regulations in every branch of its varied activities, which have been certified and recognized by several national and international institutions, partners and clients.

THE SPEAKERS



Albrecht Gundermann, Managing Partner at Euromar:

“Growing Portugal’s Merchant Fleet”



Albrecht Gundermann is Managing Partner of European Mar Lda. He is also the Managing Partner of Quarterdeck GmbH & Co. KG, active in the purchase and asset management of nine merchant vessels and the owner of Kyros Shipping GmbH & Co. KG. From 2007-2009 Albrecht Gundermann was Managing Partner of the Maritim Equity GmbH & Co. KG/Salomon Invest GmbH, raising EUR 50 mio. equity to purchase four merchant vessels. From 2003-2007 Albrecht was the Managing Director of LISCR (Deutschland) GmbH, establishing the Liberian flag in Germany and building it to 50% market share or 1,500 merchant vessels. Albrecht has also been an Assistant to the President of the Israeli Supreme Court, Prof. Aharon Barak, and a Personal Assistant to Minister-president of Saxony, Prof. Biedenkopf.

About Euromar

European Mar Lda. is based in Funchal/Madeira with field offices in Lisbon and Hamburg. The company acts as an exclusive partner of SDM (the Madeira Development Agency) in promoting the International Portuguese Ship Registry MAR and supports ship owners with all flag related matters. The company is owned and run by Captain Jörg Molzahn and attorney and banker Dr. Albrecht Gundermann who both have been active in ship registration and flag matters since numerous years. With the help of European Mar Lda., MAR managed to be the fastest growing registry in the EU in 2014. The vision is to build MAR to a leader in quality, quantity and service.



Susana Broco, Senior Trader GALP Energia, Lisbon:

“Bunkering in Portugal, now and in the future”



Susana Broco graduated as a marine engineer from the Escola Superior Náutica Infante D. Henrique ENIDH (Portuguese Maritime College), where she also got the Title of Specialist on Maritime Transport with special focus on the supply of marine fuels / bunkers and she was at sea for one year. After that, Susana joined Petrogal where she was a trader until 2013, trading several different distillates and residual products as well as crude oil and, for the last 10 years, bunkering oil. Susana Broco presently is responsible for the development of new business and markets in the bunkering department of Galp Energia. Susana Broco is also a board member of the Portuguese Marine Officers Club since 2008.

About Galp Energia

Galp Energia and its subsidiary companies, including Petróleos de Portugal – Petrogal, S.A. is the only fully integrated energy group in Portugal. Its activities range from oil and natural gas exploration and production to the refining and distribution of petroleum products, the distribution and marketing of natural gas and the generation of electrical power.

The petroleum product distribution business consists of the sale of refined products to direct customers, namely to the retail sector and filling stations, and to the business or wholesale segment, which includes transportation, aviation, industry, contractors, marine and lubricants.

THE SPEAKERS



Jaime Vieira dos Santos, President Leixões Port Community and TCL :

“Developments in the Port of Leixões”



After graduating in Economics from Porto University, Jaime Vieira dos Santos has been involved in the port industry for the last 30 years. Jaime started off at a stevedoring company in the early eighties of the last century where he integrated a long term project aiming at the modernization of the Portuguese ports as well as the Port of Leixões in particular. Several phases were implemented, notably labour force adjustment, the reorganization of the industrial tissue and the adaptation of a new port management model (“From Tool Port to Land Lord Port”). Nowadays Jaime is the Commercial and Administrative Director at TCL- Terminal de Contentores de Leixões, S.A. (Leixões Container Terminal). At the same time Jaime Vieira dos Santos is the President the Port of Leixões Community. The Port Community is a wide platform involving port stakeholders, in which matters related to the Port of Leixões are being discussed.

About TCL

TCL - Terminal de Contentores de Leixões, S.A., (Leixões Container Terminal), is the concessionaire of all the container handling in the port of Leixões. The Port of Leixões, and accordingly, its Container Terminal, is an integral part of the European port system, performing an important role in the Atlantic seaboard of the Iberian Peninsula where it stands out as the most important interregional port structure, being a reference for the supply chains operating in this area. The Container Terminal is oriented to the Short Sea Shipping, especially on the “feeder” component. This has enabled the sustained growth of TCL, while not neglecting, however, its mission of creating attractive conditions for both “Deep Sea” lines and Added-Value Operations, imposed by the new logistics born from globalisation. Since 2007 the port is able to receive Panamax size vessels.



Manuela Patrício, Director Port Terminals & Logistics, Port of Lisbon:

“Port of Lisbon - Revamping Opportunities”



Manuela Patrício studied communication sciences and marketing. She has worked at Lisbon Port Authority for many years in different areas, such as the Public Relations, the Commercial and the Marinas Department. Manuela specialized in cruise business and she was head of the Cruise Department for more than 10 years, until this activity was granted to a private company. Recently she has worked in the Development and Strategy Department. As of April 2015 Manuela is in charge of the Port Terminals and Logistics Department.

About Port of Lisbon

The Port of Lisbon is a fine natural deepwater harbor located on the river Tagus near the Atlantic Coast. It is one of the best locations in Europe for shipping, within the international logistic chains and inside the main cruise itineraries.

Lisbon is a multifunctional port handling a very wide range of commodities on both banks of the river, including containers, breakbulk, dry and liquid bulks. The Port of Lisbon comes first in Portugal with regards to the shipping of solid bulk agricultural foodstuffs and cruise traffic. Also yachting and river cruises are boosting the port. Ferry passengers, that every day commute between the north and the south bank of the river, amount to more than 24 million per year.

Concerning the future, the Port of Lisbon is committed to still further improve its economic, cultural and social ties with the region and the local community which it serves, through a constant improvement of the existing facilities and the development of new ones.

THE SPEAKERS



João Franco, CEO Port Authority of Sines & the Algarve:

“Developments in the ports of Sines and the Algarve”



João Paulo Farinha Franco was a lawyer between 1979 and 1986, specializing in Labour Law and Social Law. From 1986 João Franco has been President or Member of the Board of several passenger transport companies. Since 2005, he is the CEO of the Port Authority of Sines & the Algarve. João Franco is also a member of several national and international organizations.

About APS - Ports of Sines and the Algarve Authority

The APS — Ports of Sines and the Algarve Authority (or APS, S.A.) is the company responsible for the management of the ports of Sines, Faro and Portimão.

Sines is the most important port in the country, with a share of 46% of the total of cargo handled in the country. The main products handled are liquid bulks, containers and dry bulk.

Faro is a small port serving the Algarve, especially for the export of regional products such as cement produced by the Cimpor plant in Loulé (for Algeria and Cabo Verde), rock, iron and tile (for Gibraltar), as well as carob (exported to England), salt from Olhão, rock-salt from Loulé and tuna fish (exported to Japan).

Portimão offers a cruise terminal on a strategic location between the Atlantic and the Mediterranean, in the Portuguese holiday destination par excellence – the Algarve.



Atlantico Business Development

Arnout Nuijt, Managing Director Atlantico Business Development

Moderator

Arnout Nuijt studied political sciences and international (economic) relations at Leiden University in the Netherlands. He also studied in Lisbon and Coimbra, Portugal, and worked at a Portuguese newspaper. Later, Arnout worked for many years as Director of International Relations for the Mayor's Office of the City of Rotterdam, being at the core of the city's economic diplomacy. Arnout planned and hosted incoming visits and organised outbound business missions together with the Port of Rotterdam, the Rotterdam Chamber of Commerce, the Rotterdam Investment Agency as well as the Rotterdam Port Promotion Council.

In 2012 Arnout founded Atlantico Business Development, an international consultancy with a strong focus on Portugal, Portuguese speaking Africa and Brazil. Arnout has been active in Portuguese speaking countries for more than 30 years. He has a large network and in-depth knowledge of political and economic developments in these countries.

Atlantico Business Development has assisted companies from the Netherlands as well as the Dutch government in Portuguese speaking countries. On the other hand, companies from Portuguese speaking countries, also find their way in the Netherlands, with assistance of Atlantico Business Development.

About the sponsor

DRAVOSA



DRAVOSA, founded in 1987 as a product of a successful cooperation between the Spanish company Dragados and the Dutch company Van Oord, is an international dredging and marine contractor in heart and soul. With a tradition of almost three decades of operations,

DRAVOSA specialises in capital and maintenance dredging, beach nourishments, port development and land reclamation. As an innovative partner,

DRAVOSA has helped clients to find solutions designed to meet their challenges and to create the infrastructure for the world of tomorrow!



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About

Atlantico Business Development

Atlantico Business Development provides consultancy services to high profile customers in Portuguese speaking countries on both sides of the South Atlantic: Portugal, Brazil, Angola, Cabo Verde and Mozambique. We focus on the maritime and agribusiness sectors, though we do have experience in other sectors, such as higher education, renewable energies, water and oil & gas.



We rely on our strong (10-30 years) history and experience in our core markets **Portugal, Brazil, Angola, Mozambique and Cabo Verde**, our excellent political and business networks in those countries as well as in the Netherlands, our strong language and intercultural skills and our effective ways of communicating and operating.

If you or your company or organisation is looking for market entry in one of our core markets, then contact us to see how we can help you and get things done: with the right people, within the required timeframe and in an appropriate way.

Atlantico Business Development is a network organization. We operate with a small and dedicated team from our head office in Rotterdam, the Netherlands, while maintaining an extensive network of consultants and assistants in our core markets. We are able to upscale our team for a specific project with specific demands at any time.

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The services we render are:

Quick scans of business opportunities: we can realistically assess your organization's chances of entering one of our core markets;

Import and export assistance: we support your first steps in setting up your trade and help you build trustworthy relationships;

Political risk assessment: we can assess what political risks your company or investment might run in one of our core markets or we can monitor local political and social developments;

Background checks: if you are in doubt about a possible partner or business contact in one of our core markets, we can do a check;

Business diplomacy and lobby: if special attention is needed from the authorities in one of our core markets, we can effectively lobby for your project or create a smooth path for your business;

Economic intelligence: we can make sure you know what is going on in your market sector in our core markets;

Partner and agent search: doing business with faraway countries is difficult. Finding good local representatives, agents or partners is an important step when conquering a new market. We can help you find the right partner and in some cases we can offer our own services;

Funding and finance: when you need that extra investment to finance part of your project, we can help you get in touch with Dutch funds.

Business missions: we are active in the organization of dedicated business and economic missions on behalf of branch organisations, embassies, chambers of commerce and other entities, specializing in outbound missions to our core markets as well as inbound missions to the Netherlands. We also organize effective and dedicated working visits and business missions for individual companies or organizations;

Export coaching: Atlantico Business Development is registered as an export coach with the Dutch SIB (Starters International Business) program. The costs of our coaching sessions with Dutch SME's can be reimbursed by the Dutch government.

Atlantico Business Development