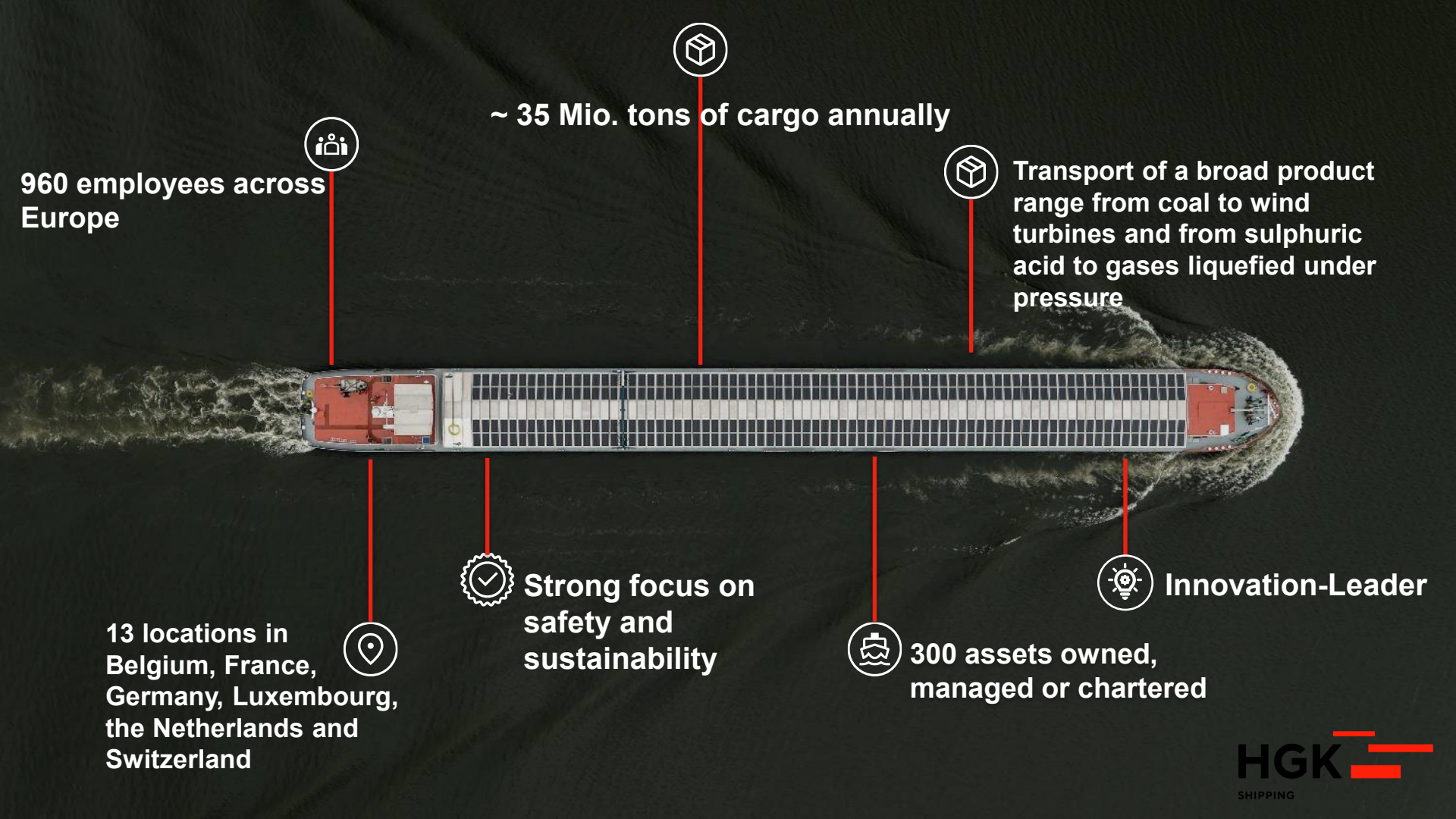




Workshop: “Market opportunities for inland waterway transport in Europe’s energy and circular transition“



Brussels, 24th of June 2026



960 employees across Europe



~ 35 Mio. tons of cargo annually



Transport of a broad product range from coal to wind turbines and from sulphuric acid to gases liquefied under pressure

13 locations in Belgium, France, Germany, Luxembourg, the Netherlands and Switzerland



Strong focus on safety and sustainability



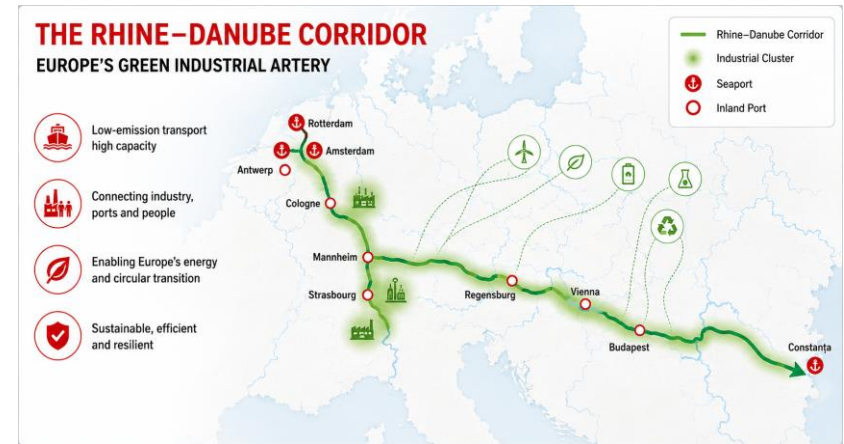
300 assets owned, managed or chartered



Innovation-Leader

Inland Waterway Transport Europe's Low-Carbon Industrial Aorta

- **Scalable low-emission transport capacity** for Europe's industrial corridors
- **Backbone** for resilient and low carbon vice versa **decarbonised supply chains**
- Ready for **new cargoes**: hydrogen carriers, CO₂, bio-based products and circular materials
- **Connecting** production, storage, recycling and industrial transformation hubs
- **Innovative IWT is not optional** — it is a strategic enabler of Europe's transition and offers capacities alternative transport modes do not



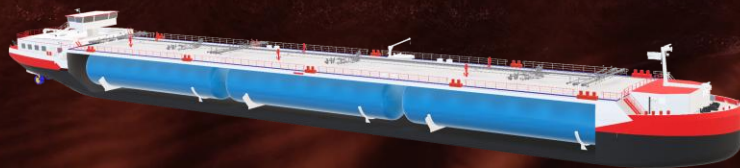
Future-oriented Concepts



MADE TO BE PREPARED

PIONEER

The floating pipeline



Designing Logistics for Tomorrow's Energy System

- **IWT solutions tailored** for hydrogen (carriers), e-fuels, CO₂ and circular feedstocks could be available within 24 months from date of order
- **Versatile vessel and fleet concepts** enable fast adaptation to changing cargo portfolios and regulatory requirements
- Integration into existing industrial **clusters will lower infrastructure costs**
- **Smart concepts** turn inland ports and waterways into central hubs of Europe's energy and circular transition



Automated Interfaces

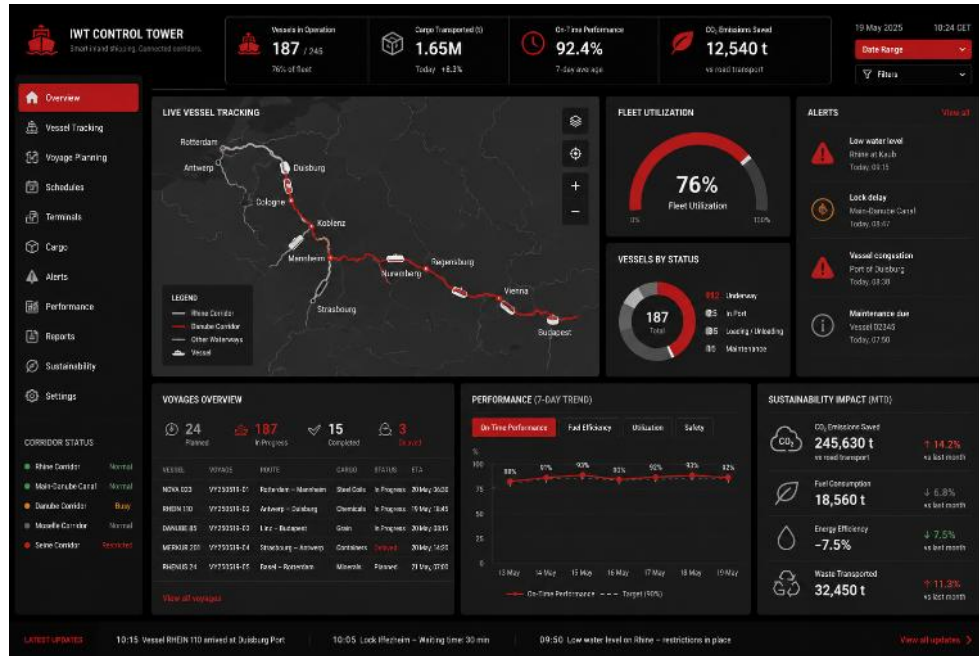


Not Only Physical Transport But Intelligent Logistics Networks

- **Automated interfaces** increase efficiency, reliability and safety
- **Real-time data** enables dynamic corridor management
- **Seamless integration** reduces idle times and emissions
- **Standardized digital processes** improve handling of sensitive cargoes



Smart Fleets for Efficient and Resilient Waterways

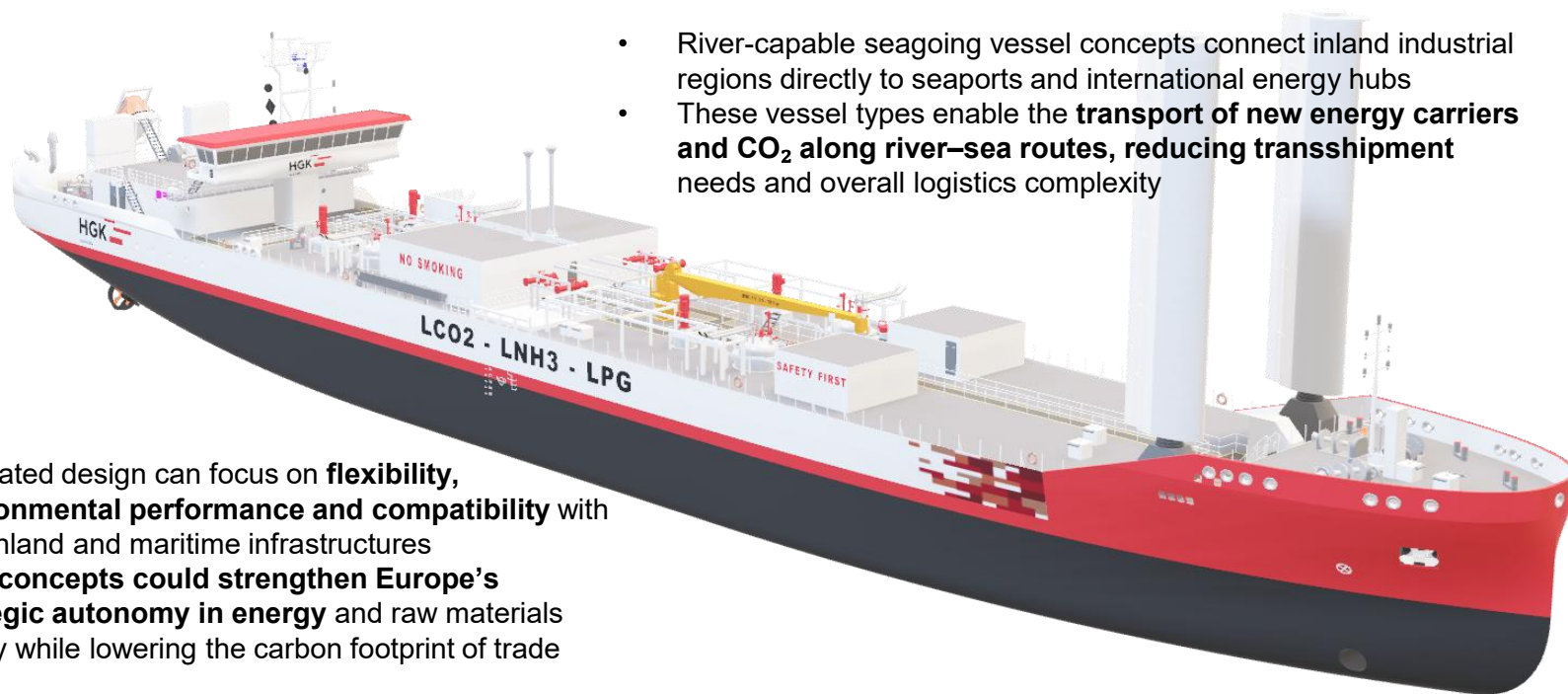


- **Remote operations** improve safety on congested corridors
- **Predictive analytics** optimize routing and maintenance
- **Lower fuel consumption** and emissions being a result of smart operations
- **Data-driven fleets** strengthen industrial reliability

VANGUARD



Connecting Hinterland Industry Directly to Global Energy Markets



- River-capable seagoing vessel concepts connect inland industrial regions directly to seaports and international energy hubs
- These vessel types enable the **transport of new energy carriers and CO₂ along river-sea routes, reducing transshipment needs and overall logistics complexity**

- Integrated design can focus on **flexibility, environmental performance and compatibility** with both inland and maritime infrastructures
- Such **concepts could strengthen Europe's strategic autonomy in energy** and raw materials supply while lowering the carbon footprint of trade flows

Innovation Needs Partnerships, Scale and Regulatory Certainty

- **Transformation** requires **cooperation** across the entire value chain
- **Stable regulation and targeted funding** accelerate **market deployment**
- **Shared standards** and interoperable systems **reduce investment risks**
- **IWT can become a cornerstone of Europe's circular industrial economy**





**Thank you
for your attention**



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