

PortNews

North Sea Port – The European food hub

ArcelorMittal – Major investment for a greener future

Mammoet – No job is too small

Enough – Delicious, nutritious, and sustainable





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ON THE COVER

Having gained experience in the field for over two decades, North Sea Port holds a strong position as European food hub. Read more on page 8. Photo courtesy of Louis Dreyfus Company.

EVENTS

North Sea Port and Promotion Council North Sea Port will be in attendance at various events and trade shows.

Below you'll find a snapshot of the upcoming events that might be of interest to you. The events mentioned are subject to possible COVID-19 measures.

8-10 MARCH 2022	StocExpo Rotterdam	15-17 MARCH 2022	Intermodal South America Sao Paulo	23-24 MARCH 2022	Maintenance Antwerp
					
5-7 APRIL 2022	Fruit Logistica Berlin	5-7 APRIL 2022	Wind Europe Bilbao	12-14 APRIL 2022	TransRussia Moscow
					
21 APRIL 2022	Multimodaal Transport Expo Breda	17-19 MAY 2022	BreakBulk Europe Rotterdam	13-15 SEPTEMBER 2022	Transport & Logistics Ghent
					
27-30 SEPTEMBER 2022	WindEnergy Hamburg	4-6 OCTOBER 2022	AntwerpXL Antwerp	6-7 OCTOBER 2022	European Commodities Exchange Valencia
					
29-30 NOVEMBER 2022	Offshore Energy Amsterdam	8-10 NOVEMBER 2022	Intermodal Europe Amsterdam	9-12 MAY 2023	Transport Logistic Munich
					



The new revolution

Welcome

Now that this magazine has arrived on your desk, 2021 has almost come to an end, and most companies will be completing this year. Though at the time of writing this column, business was still going at full speed. After two years of strict measures, the last quarter of this year was characterised by many exhibitions and events where North Sea Port and various companies from the port area could present themselves to the market. It was good to be back.

One of the occasions where I was present was the 'North Sea Port as hydrogen hub' webinar. In 90 minutes it became clear that green hydrogen will play a relevant role in Europe's efforts to become carbon neutral by 2050. There is a reason that hydrogen is one of our spearheads in our new strategic plan Connect 2025. Hydrogen is used in lots of production processes and can also act as a carrier of energy. Today, the production of so-called grey hydrogen results in high amounts of CO₂ emissions. Many initiatives are now being taken in our port to produce sustainable, green hydrogen with ample interest from the industry, and recently the realisation of two green hydrogen projects has been granted the necessary permits. To support the transport of this hydrogen from suppliers to users, we are already frontrunners in creating the required pipeline infrastructure. With hydrogen as one of our spearheads, it means that in the upcoming years too, we as port company will support all initiatives, we will invest and we will act as a promotor of collaboration.

Looking forward is not possible without looking back. It was well said during the webinar: in the industrial revolution, ports played an important role for the transport and storage of coal, and we play an important role in the new revolution that we are in now. Our plans for hydrogen



show that we will act more on adding value, instead of just on the throughput of volumes. However, this does not mean that this throughput is no longer relevant. Our port is still indispensable as a hub for many supply chains, and it is good to notice that after three quarters of a year, seaborne cargo exceeded the volumes of the same period of last year by 9%. This shows that all efforts from the companies in our port have gradually smoothed over the COVID-19 effects. If this development continues, we expect to reach the same level as North Sea Port's record year of 2019 next year. This is a fine prospect with which I say goodbye to 2021 and hello to 2022!

Kind regards,

Daan Schalck
CEO North Sea Port



The industry in North Sea Port currently is responsible for a high production and consumption of hydrogen.

Photo courtesy of Tom D'haenens.

One shared goal

Webinar North Sea Port as Hydrogen Hub

Recently, North Sea Port's strategic plan Connect 2025 was approved by the port company's shareholders. As part of this, the port wants to play a leading role in the production and processing of green hydrogen.

A webinar, titled 'North Sea Port as hydrogen hub', was organised on behalf of North Sea Port on 9 November and the speakers at the webinar all acknowledged the promising position of the cross-border port in the development of a European green hydrogen network. Hydrogen already plays an important role in the port area and with the new strategic plan recently launched, the time was right for North Sea Port, together with partners Fluxys and Gasunie, to bring together various stakeholders to discuss about its green hydrogen ambitions. During the webinar that attracted 500 online viewers, several aspects of the development of green hydrogen were

considered, and in this article you can read about some of those.

Current initiatives

The industry in North Sea Port currently is responsible for a high production and consumption of hydrogen. 35% of the total Dutch amount of hydrogen is produced in Zeeland, where companies use these volumes mainly for their production process. Yara, for example, needs hydrogen for the production of ammonia, an important base ingredient for fertilisers. This hydrogen is produced using high volumes of natural gas and replacing this so-called grey hydrogen by sustainable hydrogen would mean considerable reductions in CO₂ emissions. By means of electrolyzers that use green electricity from, for example, offshore wind, a sustainable zero carbon hydrogen can be produced.

Although green hydrogen might look like something of the future, at North Sea Port several projects have already been initiated that fit in the port company's ambitions. Yara and Ørsted want to establish a 100MW electrolyser together at the Yara facility in Sluiskil (North Sea Port's Terneuzen port area).

This electrolyser will be provided with electricity from Ørsted's Borssele offshore wind farm. In order to be able to supply sufficient amounts of electricity from offshore wind, Ørsted also has initiated SeaH2Land. This is a vision that links GW-scale electrolysis to the large industrial demand for green hydrogen in the North Sea Port cluster through an envisaged regional cross-border pipeline. The renewable electricity required to produce the renewable hydrogen is proposed to come from the build-out of additional large-scale offshore wind. In North Sea Port's Ghent port area North-C-Methanol is the first large scale demonstrator project of North-CCU-Hub. It consists of an electrolyser plant with a power of 63MW, splitting water in green hydrogen and oxygen, using renewable energy from offshore wind. Oxygen will be used locally in the steel industry and green hydrogen will be combined with captured CO₂, originating from industrial point sources, in a catalytic methanol synthesis plant with a production capacity of 45,000t methanol per year. Methanol is an important raw material, also for the industry in North Sea Port. Like grey hydrogen, its production is however still based on fossil sources (oil and gas). In using captured CO₂ and green hydrogen, green methanol can be produced to reduce the CO₂ emissions of many industries in the port area. Both in the Terneuzen port area and the Vlissingen port area, VoltH2 has plans to develop two 25MW electrolysers that will have the capacity to be expanded to 100MW each. VoltH2's facilities will not only produce green hydrogen for the nearby industry, but also act as storage facility and as filling station for barges and trucks. The companies Arentis, H4A, De Hoop, De Pooter Olie, Multiship, and Verbrugge have formed the Energieconsortium Kanaalzone in order to switch to hydrogen as fuel. In 2022, they hope to have realised a hydrogen filling station in the Terneuzen port area. Several organisations are already showing their interest to become purchaser of the hydrogen.

New Green Century

According to Daan Schalck, CEO of North Sea Port, green hydrogen, compared to other 'green' solutions for CO₂ reduction such as CCS and nuclear power, is an important and 'sexy' subject. "Green hydrogen is not only a topic for North Sea Port, but for the Netherlands and Belgium as well", he says. "Not only is it a solution to make our port more sustainable, but it will also help to maintain or even expand the number of jobs in the port area. When the existing industry succeeds in becoming more sustainable, their license to operate will remain valid. The proposed new initiatives for electrolysers will result in new jobs and this will also help in embedding the industry in our region."

"Despite the plans in other ports, North Sea Port is leading in hydrogen and green hydrogen will help our industry to become more sustainable and it will also safeguard and facilitate the existing industry"

Peter Geertse, Commercial Manager at North Sea Port



The webinar's host Kim van Dijk, with next to her from left to right: Daan Schalck, CEO of North Sea Port, Eddie Lycklama a Nijeholt, Project Director Hydrogen Backbone of Gasunie, Steven Van Caekenberghe, Head of H₂ & CO₂ Program of Fluxys, and Peter Geertse, Commercial Manager at North Sea Port.

In a video message, Flanders federal Minister of Energy, Tinne Van Der Straeten states that energy is the artery of society and has acted as catalyser for many revolutions. Coal, for example, played an important role in the industrial revolution. "For the new revolution that is currently empowering us to realise a climate neutral society, we need to invest in new sustainable sources of energy", she says. "Electricity from wind and solar energy are leading the way in this. Green electricity can also help to produce green hydrogen which is important in many ways." According to Ms Van der Straeten, ports have played an important role in the Golden Century and this will also be the case in the Green Century. "Our ports are important hubs for green electricity and green hydrogen. They are the gateway to our new Green Century." "It is good to hear that both in Flanders and in the Netherlands the government has high ambitions", Mr Schalck reacts to the words of Ms Van der Straeten, "and it sounds like music to the ears that she speaks about the connecting role of our port." Gijs Postma of the Dutch Ministry of Economic Affairs and Climate Policy explains that there are many parallels between the Dutch and Flanders policy towards climate neutrality. "Green hydrogen is crucial for the future of the (heavy) industry and transport, and for the volatility of wind and solar energy. It also offers ample opportunities as the Netherlands has a good starting position with the ports, the existing hydrogen market, large industry clusters close to the sea, the existing natural gas infrastructure that can be used for transporting hydrogen, and the high demand for hydrogen from Germany. Our challenge lies in the fact that everything is new. In order to make green hydrogen a success, we need a well working supply chain and a clear, partly European, legislative framework", Mr Postma elaborates.

Leading in developments

Peter Geertse is Commercial Manager at North Sea Port and he is clear about the importance of the development of green hydrogen. "Despite the plans in other ports, North Sea Port is leading in hydrogen and green hydrogen will help our industry to become more sustainable and it will also safeguard and facilitate the existing industry. The developments strengthen our position in offshore wind. It attracts new futureproof companies and it facilitates the energy transition of vessels, trucks and rail transport. Importing green hydrogen together with CCS will lead to new cargo flows. Finally, the new capital intense investments will lead to high-grade employment." According to Mr Geertse, the hydrogen plans already result in

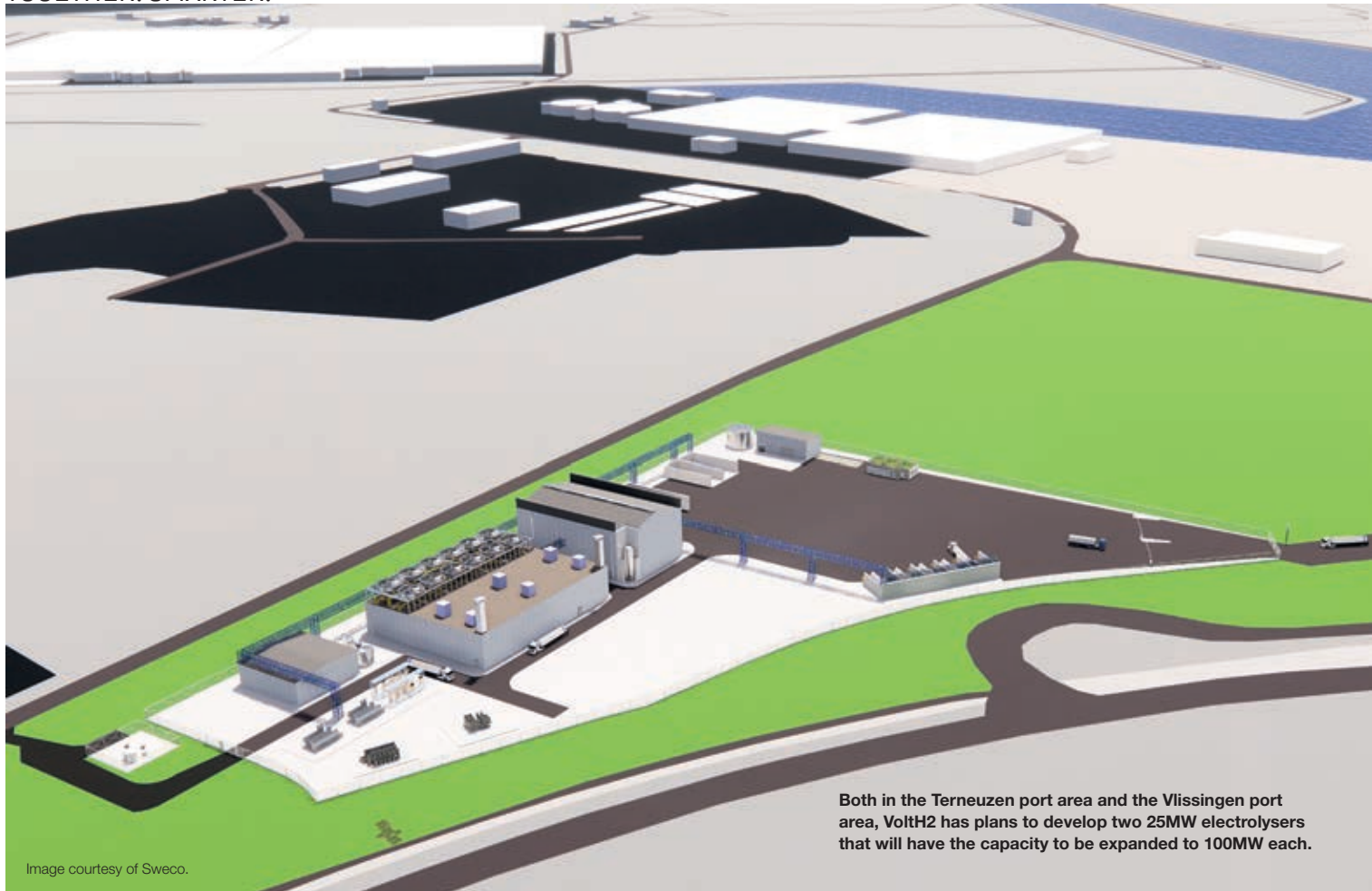


Image courtesy of Sweco.

Both in the Terneuzen port area and the Vlissingen port area, VoltH2 has plans to develop two 25MW electrolysers that will have the capacity to be expanded to 100MW each.

a lot of interest from new companies to start new initiatives in North Sea Port. “The regional spin-off from the new investments will be huge”, he voices. Mr Geertse admits that the plans of the governments sound ambitious and incisive. However, according to him a consistent policy is crucial in order to justify the large investments companies are willing to take. “Apart from this, the rules and regulations should be adapted in order to accelerate permitting procedures. The fast process for the permits granted to VoltH2 for their Vlissingen and Terneuzen projects show that a collaborative government is very valuable. Also, government could help by investing in the use of green hydrogen for public transport as this will accelerate the rollout of filling stations and other infrastructure.”

Infrastructure of vital interest

Next to producing green hydrogen in the port area, North Sea Port can also play an important role in the transport of imported green hydrogen from other countries as it is expected that demand for green hydrogen will exceed production. For the transport of local produced and imported green hydrogen, a dense network of pipelines will be of vital interest. Dutch energy network operator Gasunie aims at realising a network of 1,200km of pipelines for hydrogen and 85% of this can be achieved by using existing pipelines that are now used for natural gas and only need adaptation for the transport of hydrogen. “Gasunie is currently working on the so-called Hydrogen Backbone which will be important for connecting producers and users of green hydrogen throughout the country”, Eddie Lycklama a Nijeholt, Project Director Hydrogen Backbone of Gasunie, says. “The backbone is also necessary for the future connection to the infrastructure in neighbouring countries like Belgium. The exact routing and

“In our port, many companies make use of hydrogen without competing with each other. Therefore, they are very willing to work together as they value the synergetic benefits of collaboration in this new development”

Daan Schalck, CEO at North Sea Port

timing of the backbone depends on the customer demand and technical possibilities. We still have to decide when and where exactly we will connect to the Fluxys network. Although several Dutch ports are showing interest in developing green hydrogen clusters, it is good to see that North Sea Port is very enthusiastic that large steps have already been made.” Steven Van Caekenberghe, Head of H₂ & CO₂ Program of Fluxys adds that an open access, non-discriminatory network in the industry is required for the initiatives. “The investment for companies need to be economically feasible and a reliable and open infrastructure will act as an enabler for this. However, financial support is necessary for this as well.”

Regional transport

North Sea Port is working closely together with network operators Gasunie (the Netherlands) and Fluxys (Belgium) for realising the infrastructure for the transport of green hydrogen inside the port area and to users elsewhere. Today,



A dense network of pipelines will be of vital interest.

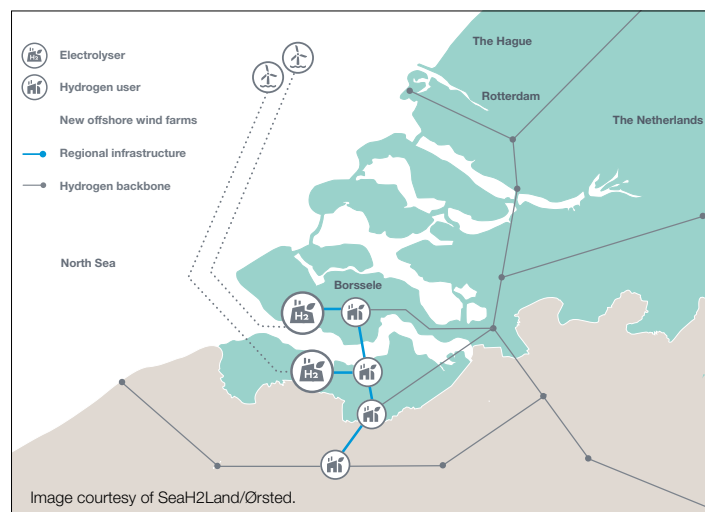
Dow Benelux uses a former pipeline for natural gas to transport hydrogen from their facility to Yara Sluiskil. This is actually the first natural gas pipeline in the Netherlands that Gasunie made suitable for the transport of hydrogen. Gasunie and North Sea Port have recently signed an agreement to develop a regional transport network for hydrogen in Zeeland. This Hydrogen Delta Network NL will build on the region's existing position for hydrogen and is intended to take shape over the coming years. The next step will be to connect this regional infrastructure to the national Dutch and Belgian hydrogen infrastructure. Simultaneously with the development of the Zeeland hydrogen network, North Sea Port is developing a similar regional network in Belgium together with Fluxys. By the end of 2025, the hydrogen infrastructure in the delta region will be ready to use and the Zeeland network is expected to be connected to the national hydrogen infrastructure that Gasunie is developing in the Netherlands in 2027. This backbone will not only connect the Dutch industrial clusters, but it will also be connected to hydrogen storage facilities in the Northern Netherlands, Germany, and other parts of Belgium. Looking at the grid, Mr Schalck endorses the idea of upscaling. "I do not believe in simply creating one large network in one go", he explains. "First we have to realise a local grid, like we did with the 12km pipeline from Dow to Yara. Only when we have realised well operating local networks, are we able to think about connecting them or realising cross border connections."

"The investment for companies need to be economically feasible and a reliable and open infrastructure will act as an enabler for this. However, financial support is necessary for this as well"

Steven Van Caekenberghe, Head of H₂ & CO₂ Program of Fluxys

"Our ports are important hubs for green electricity and green hydrogen. They are the gateway to our new Green Century"

Tinne Van Der Straeten, Flanders federal Minister of Energy.



The developments strengthen North Sea Port's position in offshore wind. It attracts new future proof companies and it facilitates the energy transition of vessels, trucks and rail transport.

A unique experience

According to Mr Schalck, North Sea Port, compared to other areas, has the advantage of a large variety of producing companies. "In our port, many companies make use of hydrogen without competing with each other. Therefore, they are very willing to work together as they value the synergetic benefits of collaboration in this new development." Summarising the webinar, Mr Schalck concludes, "It was a unique experience to see so many people with one shared goal. The idea to focus on green hydrogen at North Sea Port is only two years old, and a lot has been achieved already. This is very promising for North Sea Port."

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The webinar Webinar North Sea Port as Hydrogen Hub is organised by North Sea Port in collaboration with Nieuwsblad Transport, Fluxys, and Gasunie and can be integrally looked back on www.nt.nl/havens/2021/11/10/wordt-north-sea-port-de-waterstofhub-van-europa-webinar.

The European food hub



Food products require specialised knowledge when it comes to storage, handling, and transport.

Photo courtesy of Tom D'haenens.

Having gained experience in the field for over two decades, North Sea Port holds a strong position as European food hub. Handling food is one of North Sea Port's main specialisations, with food representing around 15% of the total goods flow within North Sea Port on seagoing and inland shipping vessels.

High rise in container handling

Since its merger, North Sea Port has strengthened its focus on food and this also attributes to a growing containerised food business. Established names in the food industry have started new container liner services or have increased the frequency of their regular liners. The increase in containers transporting food products is directly linked to the widespread transition from palletised food transport to (reefer) containers. To facilitate this growth, a fully automated container terminal is constructed at one of the logistics service providers in North Sea Port.

Juicy and fruity

North Sea Port functions as a European distribution centre for various fruit products such as bananas. The port also has a very prominent position on the juice market. Orange juice, for example, comes through the port in two different forms: as 'not from concentrate' (NFC) and 'frozen concentrated orange juice' (FCOJ). Both varieties are imported from the port of Santos, Brazil. Approximately half of all orange juice concentrate for the European market passes through the port. Citrusuco and Louis Dreyfus Company, two (out of three world) market leaders for the storage, processing, and transshipment of juices are located in North Sea Port, but juice is also packaged, distributed, and processed into smoothies here. Moreover, research lab Labojuce in Vlissingen is involved in quality control and the creation of new blends of juices for a broad range of international customers.

Keeping it fresh

Lots of temperature-regulated food products, including fish, meat, vegetables, fruit, fruit juices and concentrates, dairy, and potato products make their way through the port. For food products that need to remain fresh and dry during transport, a swift and careful handling approach is essential. The food cluster employs skilled and flexible professionals for handling food products and reefer containers.

Grains, oilseeds, and derivatives

Agricultural products such as grains, oilseeds, and derivatives have a strong representation at North Sea Port. Almost 10t million of these types of products were handled in the port by seagoing and inland vessels in 2021. These vast amounts are stored in massive flat bottom or vertical silos. The port does not carry the title 'Europe's granary' for nothing: if you combine the capacities of the various terminals in the entire port area, North Sea Port can store approximately 2.2t million of these products. One of the most recent additions to the cluster is Oatly, a Swedish oat drink concern that has opened a new production facility in Vlissingen in 2019, and this year, Enough started the realisation of a large-scale production facility for a sustainable zero-waste meat substitute on the site of Cargill (read more on page 50).

Specialised

The port area hosts a vast amount of specialised food processors. From meat processing businesses, producing toppings for pizzas and other snacks, to potato factories that create a wide variety of chips, to chocolate and confectionary manufacturing companies, which process their raw materials both in dry bulk or in liquid form. Wine, beer, olive oil, and palm oil are some of the other liquid products that are imported via North Sea Port. And so is fish oil, which is not merely processed into pills or capsules for its healthy omega-3 fatty acids, but is also used in other applications such as the leather tanning process. Large quantities of sugar, grains, salt, rice, wheat, and animal feed such as beet pulp pellets (an easy-to-handle, dosable form) also move through the port. Directly related to



Photo courtesy of Tom D'haenens.

North Sea Port has a very prominent position on the juice market.



Photo courtesy of Scherpl! Fotografie.

The increase in containers transporting food products is directly linked to the widespread transition from palletised food transport to (reefer) containers.

sugar is a rather unknown product in the goods spectrum of North Sea Port; molasses, or treacle. The syrup-like by-product that remains after sugar is refined serves as a base for the production of various types of yeast, a necessity for every baker. Having all of these facilities within one port allows for fruitful synergies, which makes North Sea Port particularly attractive for companies in the food sector. The fact that the port offers room for development is yet another unique asset.

Handle with care

Food products require specialised knowledge when it comes to storage, handling, and transport. The food cluster in North Sea Port, with activities ranging from mixing, blending, packaging, repackaging, and reprocessing to forwarding and distributing, has that knowledge. They also arrange the safe and swift discharge of goods, and help customers with services such as quality control, temperature-controlled storage, as well as transport to and from the hinterland by truck, train, and barge. Most food transports in North Sea Port are carried out over water. However, the increase in railway connections such as the recent connections to the European rail network and the Chinese corridor is bound to have an impact on this segment as well.

North Sea Port is ambitious in realising further growth in the segment. On land, the congestion-free hinterland connections are another important advantage of North Sea Port's location. A truck can arrive, discharge, and depart with an empty



Photo courtesy of Algist Bruggeman.

The port area hosts a vast amount of specialised food processors.



Photo courtesy of Kloosterboer.

Lots of temperature-regulated food products, including fish, meat, vegetables, fruit, fruit juices and concentrates, dairy, and potato products make their way through the port.

container within ten minutes, which is crucial in the container business.

Powered by food

The import of rapeseed oil, corn, and soybeans from Ukraine, France, and Australia is a major trade in this sector. These three products, which are processed in countless food products, also act as a base for fuel additives. While society is making a slow, yet steady, transition towards hybrid and electrical cars, most vehicles on the roads are at present still powered by bioethanol and biodiesel fuels. 'Bio' refers to the origins of the additives that are mixed into the fuel, usually rapeseed or corn. North Sea Port has since the early days been a frontrunner in the production of biofuels. Almost one million ton of biofuels are annually produced in North Sea Port. Cargill is currently constructing a multi waste and residues-based biodiesel plant at its existing integrated oilseeds crush and Bioro biodiesel site in the Ghent port area. This will be the first plant in Europe capable of processing all kinds of feedstocks, including acid oils from vegetable oil refining, liquid residues from industrial processes, and even the fat recovered from sewage sludge from local municipalities. The new plant will have a biodiesel production capacity of 115,000t per year, and will be operational by June 2022.

Border inspection

The facilities in North Sea Port comply with food safety laws and customs regulations for the import of veterinary products from outside the European Union. On the Dutch side of the port, inspections take place at the Border Inspection Point (BIP). On the Belgian side, a new border inspection point ('Grens Controle Post' in Dutch, or GCP) became operational this year in the Ghent port area (read more on page 34). This allows the port authority to provide additional services to customers, facilitate transshipment growth in container and inland vessel transport, and make even better use of its multi-modal hinterland connections.

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Fruit Logistica 2022

In the light of the current COVID-19 circumstances, Messe Berlin has decided to postpone Fruit Logistica 2022. Instead of 9-11 February 2022, the event will take place from 5-7 April. North Sea Port will join approximately 3,200 exhibitors and 78,000 trade visitors from all over the world at one of the most important trade shows for the fresh produce sector.

A large range of companies from the port's food cluster will be present at the North Sea Port pavilion. Together, they will cover the sector's full spectrum: from farmers to transport companies, and from terminal operators to other food logistics service providers.

Fruit Logistica covers each sector of the fresh fruit and vegetable industry, and provides a full picture of the latest innovations, products, and services in the international supply chain.

When & where

- 5-7 April 2022.
- Tuesday – Thursday from 9.00 – 18.00h.
- Berlin ExpoCenter City and CityCube Berlin, Messedamm 22, 14055 Berlin, Germany.

[I. FRUITLOGISTICA.COM](http://I.FRUITLOGISTICA.COM)

MORE INFORMATION

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Fluid logistics for non-hazardous liquids

Maaskade Bevrachters



Photo courtesy of Jean-Louis Vandevorde.

For the transport of non-hazardous liquids by inland navigation, Maaskade Bevrachters has established itself as a major player on the European scene. The Dutch group now offers more than sixty years of experience in this field and continues to grow its business by pursuing a step-by-step diversification, without losing sight of its main focus area. The branch office in Ghent plays an important role in this story.



The fleet of Maaskade consists of close to seventy double-hulled barges that ply the European waterways.

Maaskade Bevrachters is a key operator in the specialised markets in which it is active. These markets range from vegetable and edible oils and fats to liquid feeds for cattle and molasses as an ingredient for foodstuffs or a raw material for the fermentation industry, but also encompass very specific flows like chalk or kaolin slurry for paper manufacturing, water solutions, and even glues and silicones. “If it is liquid and non-hazardous or has been dissolved in water, we can carry it”, Maaskade says about itself.

The group caters to these niche markets by offering its more than 250 customers – globally operating traders, producers, and end-users of the goods carried by the ships – storage, handling, transport, and supporting services that can be combined into integrated and, if need be, dedicated logistic



If it is liquid and non-hazardous or has been dissolved in water, we can carry it.

solutions that fit their supply chain. The standards that Maaskade has to meet as a link in that chain, e.g. to avoid contamination between cargoes, can be very high. Especially for everything which has to do with human consumption, certified quality management and traceability ‘from farm to fork’ has become very demanding.



Photo courtesy of Maaskant Bevrachters.

Maaskade barges regularly call at North Sea Port.

Dedicated barges

Maaskade runs a fleet of close to seventy inland vessels. “We do not own the barges, though we occasionally participate as a minority partner in the investment for the building of new vessels. At least one or two newbuilds enter our fleet each year. Last year we even had four new tankers constructed for the transportation of edible oils. The aim then is always to sell our share in that new tonnage after a while. Even when we took over barge operators, we always ‘privatised’ the vessels by selling them to individual captains. But the skippers usually work for us on a dedicated basis and we guarantee them an employment that ensures they can make a proper living and run their ships profitably”, explains Managing Partner Gino Verhoene. All barges, many of which bear the name of a Rotterdam neighbourhood, are double-hulled and equipped with stainless steel or coated tanks that very often can be heated if their cargo requires this. Their loading capacity varies between 400 and 3,200t, with an average of about 1,500t. All together, they transport about 4t million of cargo each year. Edible products make out about three quarters of the total volume shipped by the company, but some of the barges engage in traffics that can be very peculiar. One of the smallest vessels in the fleet, the IJsselmonde (430t), is active in the port of Amsterdam for the evacuation of the human refuse generated by the passengers of the many sea cruises that call at the port in normal times. A very dedicated trade indeed. The barges ply the waters ‘from Amsterdam to Basel, and from



Photo courtesy of Jean-Louis Vandevoorde.

Filip Poppe, Commercial Manager, Gino Verhoene, Managing Partner, and Bruno Vanlooy, Manager, with the skyline of North Sea Port in the background.

Hamburg to Budapest’, Maaskade states on its website. For a company that has Rotterdam as its home port, the Rhine is understandably the dominant axis, with the Netherlands and Germany as main sailing areas. Belgium comes in third, with a share of about 8%.

Ghent

Maaskade Bevrachters Belgium opened its offices in Ghent in 1999. “The presence of important customers in and around



Not all clients make use of all the services we offer. But we are able to deliver the full package.

the port area was an important factor in this decision. Back then, our fleet was still relatively small, but we could offer them modern tonnage and a competitive service. It helped us to gain a strong foothold in this sector”, Mr Verhoene recalls. He was present at the start of the Belgian branch and still is the managing director of Maaskade Bevrachters Belgium, but he will retire at the end of this year.

The Ghent office soon became one of the engines in the group’s growth. The reach of Ghent now extends to the Dutch part of North Sea Port to important centres like Antwerp and to the North of France. The Ghent branch also ventured into new markets with the incorporation of Mariliq for the transport of special products in 2006 and Navonus Agency and Cargo Survey in 2011, and with the takeover of Agrominne, a vested player in dry cargo, in 2008. “Dry cargo is not our main line of business, but it demonstrates the operational and commercial flexibility of Maaskade”, Bruno Vanlooy, who is in charge of this department, underlines. “We have clients who take in dry bulk like linseed to produce oil that we take out with our tankers. AgroMinne can deliver the raw material with dry cargo vessels. And the volumes are far from negligible: with Agrominne, we are talking about some 2t million per year.”

“The same goes for Navonus, which performs agency services for seagoing ships and cargo surveys”, adds Filip Poppe, Commercial Manager at Maaskade Bevrachters Belgium. “Not all clients make use of these services, but some do. We are able to deliver the full package. Having separate subsidiaries for each specific business clarifies things, if only because not everything can be done under the same licences and certificates.”

Partners in business

Helped by its external expansion (see box) and ‘the most modern fleet in Europe’, Maaskade saw its approach rewarded with strong growth. “Over the past twenty years we grew by 10% a year on average”, Mr Verhoene claims. The COVID-19 pandemic did not halt the surge. “Even in corona times we kept climbing higher. Products like AdBlue, which is used in new generations of diesel engines to achieve emission standards but is basically a fertiliser, have been in high demand, for instance.” Part of the success of Maaskade lies with its human touch, Mr Verhoene underlines. “In every unit we have managers that also are partners in the business. It provides us with stability, while motivating our people who have their say in how the company is run and what course it sets out. Furthermore, many of our collaborators once were engaged in inland navigation themselves or are the sons and daughters of skippers.”

Mr Verhoene and Mr Vanlooy are no exception to the rule. In earlier days, Mr Verhoene shuttled with a small tanker to and from Dunkirk. Mr Vanlooy used to be at the helm of a pushing convoy with which he operated on the Ghent-Terneuzen Canal and on the Meuse to bring cokes to steel plants. But in some way, they never stopped steering barges.



Photo courtesy of Jean-Louis Vandevoorde.

Step by step diversification

The story of Maaskade Bevrachters is one of a steady diversification into new – but connected – fields of activity, both in terms of products and services, while remaining faithful to a specialisation in very specific trades.

Maaskade started out in 1961 with a focus on the transportation of molasses and vinasse. Sixty years later, the group describes itself as ‘a leading transport partner in the vegetable and edible oil market, fermentation and livestock feed industries, the paper industry, and dedicated products’. As Mr Verhoene puts it, “we started out small, but we are now big in our niches”.

In the early 1990s, when Maaskade Bevrachters was coined as the new name, the managed fleet was still limited to seven molasses barges, but the very first newly constructed barge was ordered. In 1996, the takeover of operator Kruysifix marked the entry into the vegetable and edible oil market. Apart from the expansion in Belgium (see main story), other acquisitions and incorporations would follow, with further expansions of the fleet: Tankes (molasses tanker barges) in 2002, WAV (Water Afval Verwerking) in 2014 for the collection, transport, and delivery of grey waste water, and the transport division of Schutter in 2015 in the edible oils segment. They were combined with cooperations like the ones with Trendco (for the loading of mineral oils) in 2009 and Lanfer Logistics/Combishop (for dedicated intermodal transport) in 2011. Maaskade France, a joint venture with the French barging group CFT, was up and running in 2013 for tanker operations in the Seine basin.

The most recent development was a major one: Maaskade in 2018 bought the former fruit juices terminal of Votorantim, in the Left Bank port area in Antwerp, and changed its name into Pantank Terminals. Pantank brought to Maaskade’s portfolio 26,500m³ of storage capacity in 42 stainless steel tanks and added value services like blending and filtering and the loading/unloading of sea vessels for vegetable oils and fats, biodiesel feedstocks and biodiesel in bulk, flexibags or IBCs, plus warehousing, handling and stuffing & stripping of dry bulk, breakbulk, and containers.



Photo courtesy of Neste.

Domestic plastic waste. Chemical recycling will enable the companies to upgrade even coloured and mixed plastic packaging waste into high-quality raw material for the production of new plastics, chemicals, and fuels.

Joint venture for chemical recycling of waste plastic

Neste and Ravago aim to establish a joint venture to build an industrial facility for chemical recycling in North Sea Port's Vlissingen port area. With this, the companies plan to demonstrate and advance the commercialisation of chemical recycling.

The facility is intended to be the starting point of joint global chemical recycling activities, often also called advanced recycling, built upon the advancement of the thermochemical liquefaction technology of US-based Alterra Energy, an innovative chemical recycling technology company.

Combining expertise along the value chain

This strategic partnership combines Ravago's expertise in the mechanical preparation of plastic waste, Alterra Energy's proprietary liquefaction technology, and Neste's expertise

in the processing of hydrocarbons. In Vlissingen, the facility will have an annual processing capacity of about 55,000t of mixed plastic waste, corresponding to the plastic packaging waste generated by some 1.7 million average EU citizens¹ per year. The long-term aspiration of the partners is to significantly increase the processing capacity on a global scale and continuously develop the joint venture into a global leader for chemical recycling of mixed plastic waste. Chemical recycling will enable the companies to upgrade even coloured and mixed plastic packaging waste into high-quality raw material for the production of new plastics, chemicals, and fuels. Unlike mechanically recycled plastics, chemical recycling enables waste plastic to be used as raw material even in the most sensitive applications, such as primary food packaging or medical devices.

A step closer

"We are truly excited about the progress of our joint project work. By fixing the investment location and scope, we are again

¹ The average EU citizen generated 33kg of plastic packaging waste in 2018. Source: Eurostat.

one step closer to turning our dream into reality”, says Theo Roussis, CEO at Ravago. “Together with Neste, we have the necessary ingredients for a successful recipe to create scalable solutions, converting non-recyclable waste streams into valuable end products.” “Chemical recycling has been a promising technology to accelerate the creation of a circular economy for quite a while”, adds Mercedes Alonso, Executive Vice President, Renewable Polymers and Chemicals at Neste. “Now, it is time to take it to the next level and turn the promise into an industrial solution. By combining the expertise of Ravago and Neste, we have the means to rapidly implement the technology to start production at commercial scale. With joint and dedicated efforts, we can bring together the know-how along the entire value chain to turn waste into valuable resources. Our ambition is clear: to be a global leader in renewable and circular solutions.”

Logical next step in cooperation between Ravago and Neste

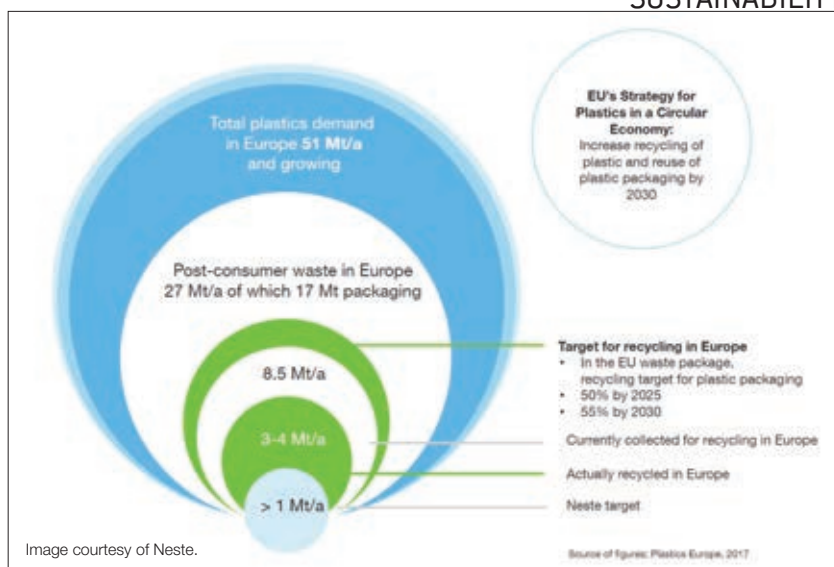
Neste is one of the world’s leading producers of renewable diesel, sustainable aviation fuel, and drop-in renewable feedstocks and solutions for the polymers & chemicals industry. Ravago, is a leading distributor and recycler of polymers. Both companies already have facilities in the Terneuzen port area

Neste has set a target to process annually more than one million tons of plastic waste from 2030 onwards.

of North Sea Port. This targeted investment is the consistent continuation of the fast-paced progress in the cooperation between the partners. In 2019, Neste and Ravago set a joint target to reach the capacity to process over 200,000t of mixed waste plastic per year by 2030. Ever since, the companies have evaluated technologies and the raw material market, and built joint business cases to develop chemical recycling capacities. In 2020, Neste already successfully conducted the first of several industrial trial runs with liquefied waste plastic at its oil refinery in Finland.

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[I. RAVAGO.COM](https://www.ravago.com)



Delicious, nutritious, and sustainable



All images courtesy of Enough.

Traditional meat production requires lots of water, energy, and land, especially in the case of beef. It is also a huge source of greenhouse gases such as methane. In a world with consumers with growing awareness for sustainability, demand for meat substitutes is rising rapidly.

At Sas van Gent, Enough is realising a large-scale production facility for a sustainable zero-waste meat substitute. Enough is the trading name of 3F Bio, a company founded in 2015. With the new factory at North Sea Port, after years of research, testing, and optimising the process, the final step towards commercialisation has now been made. Rob Cogghe, appointed Site Director of the plant in July, talks with PortNews about the company's ambitious plans.

Fermenting fungi

"On a worldwide level, Mr Cogghe says, "demand for proteins runs parallel with the growing population, and meat is one of the most important suppliers of these proteins. More and more people have become aware of the fact that the consumption of meat at its current level puts a lot of pressure on the environment. Our purpose is to tackle the combined issues of feeding a growing global population, and the unsustainable impact of traditional protein farming from livestock. We use the natural process of fermentation. By feeding our fungi the naturally-occurring sugars in grains, this grows into a complete food mycoprotein (myco is the Greek word for fungi), which we are going to market with the brand name Abunda. Abunda differs from other plant proteins as it is a whole biomass. It is a complete and nutritious protein with all nine essential amino acids and it is rich in fibre. The simplicity of the process means Abunda is highly scalable to meet future demands. It can be applied as a base ingredient for multiple food categories and product applications such as hamburgers, sausages, 'chicken nuggets', and 'fish fingers'."



Abunda is a base ingredient without taste and scent.

Flagship process

Mr Cogghe continues, “Abunda uses 97% less feed than beef, and 80% less than chickens. Compared with other meat alternatives, Abunda uses less than 40% feed. It also needs less water, respectively 93%, 55%, and 29%. Last but not least, our product produces respectively 97%, 80%, and 53% lower carbon emissions.” With these impressive outcomes, it is no surprise that the innovation caught ample support and as part of a strong consortium was granted EUR 17 million from the European Commission under the Bio-Based Industries Joint Undertaking (BBI JU). The EU grant labeled the project as a flagship project for a ‘zero-waste biorefinery to produce proteins for food from low-cost sustainable feedstocks’. Also, several private investors joined. Before the idea reached the commercial ready stage, several steps were taken. “We managed to produce Abunda on a small scale of around 50kg per day at our pilot plant in Glasgow. With the EU grant, we were able to scale up our tests in 2019 at the Bio Base Europe Pilot Plant in Ghent. Here we reached a translated volume of 0.5t per day. When our plant becomes operational, we will produce a volume of around 1.6t per hour, which is an equivalent of 7-8 cows.” To become a real success, it is necessary to have a product with the right structure and without any taste and scent, as this will be crucial for a broad application.”

Cargill

In September ground was broken for the new plant on the premises of Cargill. This location was chosen for several reasons. “For scaling up our process, we need high volumes of sugars from grains, which Cargill can supply”, Mr Cogghe elaborates. “Apart from the sugar, we will also make use of water and steam from Cargill and our residues are going to be processed in Cargill’s bioethanol plant, which is next to the location where our plant will arise. This way we are able to realise an almost zero-waste process, and being so close to our supplier limits transportation. The location also has sufficient potential for further growth. Next year, we will start at a volume of 10,000t and on the same footprint we will be able to expand to 50,000t. According to Mr Cogghe, another important reason for Enough to settle down in Sas van Gent is the efforts from the authorities to invest in sustainability. “The Province of Zeeland, by means of among others Invest in Zeeland and the North Sea Port authority, are doing their utmost to support



Artist impression of the plant in Sas van Gent.



The new facility will be constructed next to Cargill’s bioethanol plant.



Abunda can be applied as a base ingredient for multiple food categories and product applications such as hamburgers, sausages, 'chicken nuggets', and 'fish fingers'.

“We are in touch with several food producers, and some retailers too have expressed their interest.

sustainable initiatives like ours. They were very collaborative to help us to realise our plans, and this was a real pleasure for us.”

Lots of attention

When looking at further growth, Enough has ambitions for worldwide expansion. However, this will not be realised from the North Sea Port location. “As we want to strive for a sustainable product, it would not be appropriate to produce our products for the North American and Asian market in the Netherlands, as the intercontinental transport of our products would nullificate our sustainability efforts. Of course, in an early stage I suppose that for the introduction of Abunda in Asia and North America, we will have shipments from here, but our ultimate goal is to have production facilities in these regions as well. Within ten years this should help us to realise an accumulated volume of around 1,000,000t on a global level”, voices Mr Cogghe. While in Sas van Gent the construction of the new plant started, the commercial traject commenced as well. “Abunda has caught lots of attention from the market”, Mr Cogghe explains. “We are in touch with several food producers, and some retailers too have expressed their interest. So we hope that as soon as our production starts, which will be in September 2022, many retailers and wholesalers will have products made from Abunda in their product range.”

Once in a lifetime

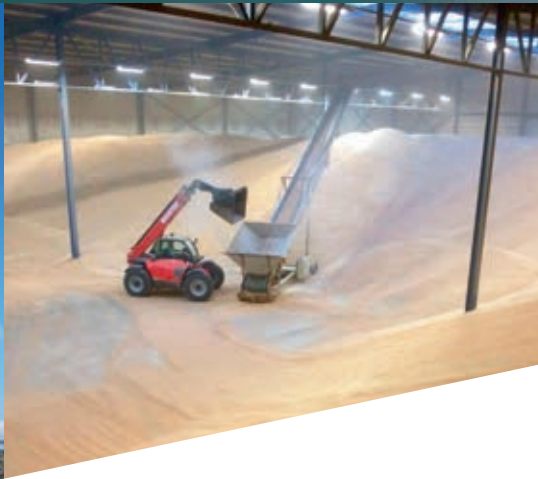
Mr Cogghe is very enthusiastic about the project and the opportunity he was given to be a part in it. “My interview for this job a few months ago took place on a small bench outside, as at that time there was nothing but an open construction-ready terrain. I see this new job as a real adventure and a unique opportunity to be part of establishing a new company, with a new production process and a new product. This is also what I tell applicants for the various jobs we yet have to fill in. Starting to work for us means that one will be part of the foundation of a producer of a new and unique product that will contribute to a healthy and sustainable world. Apart from this, as Enough does not yet have a history, everyone working for us will have the possibility to shape the company and its organisational culture. A real once in a lifetime opportunity, I would say.”

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Rob Cogghe,
Site Manager of Enough.

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According to Mr De Wilde, Head of Stukwerkers Group, “The challenge is to set priorities in the way we move forward, in line with our customers’ expectations and the dynamics of the markets we’re in.”

Photo courtesy of Jean-Louis Vandevoorde.

Back in North Sea Port

Sam De Wilde has returned to Ghent to tackle a new challenge. Together with Managing Director and owner Johan De Raeve, his mission is to set stevedoring company Stukwerkers on the right track to the future. The entrepreneurship that comes with the company appeals strongly to him.

Q: You are back in Ghent, the city where you studied and where you were at the helm of DFDS for three years. Does it feel a bit like coming home?

A: Always, I was born and raised not so far away from Ghent and I live in Antwerp now, but I know this city better and since my passage at DFDS, the port is a very familiar environment to me where I know all the main players in the field, including many people at Stukwerkers. I knew where I would land.

Q: How long did you have to think before accepting Johan De Raeve's offer to join Stukwerkers?

A: Not long at all. The only point that really needed to be cleared – on both sides of the table – was whether there was a ‘cultural’ match between the two parties. Both Johan and I deemed this to be an extremely important factor in the final decision. I have learned from past experience that having a cultural ‘click’ is vital for making a collaboration successful and to be able to steer a corporate culture into the desired direction, starting out from the existing one. Establishing the right connection with key decision makers is equally crucial. The big advantage here is that Johan De Raeve is the sole shareholder of the company, he knows the business inside out and reasons in terms that go beyond the purely financial dimension. It did not take long to come to an agreement. Johan was looking for someone with a profile like mine, which allows to combine his in-depth knowledge of his company and markets with my external experience, bringing in a broad range of external practices.

Q: Did his proposal nevertheless come as a surprise?

A: It may seem that way looking from the outside, but in a way I find it a very logical step for the company. Johan is clear about the direction he wants to take Stukwerkers – and we are both clear about our complementary strengths and how they will help us to get there. He knows his own company, his clients, and markets perfectly well, but he realises that Stukwerkers could benefit from the kind of external experience that I have acquired. This is what makes this combination so powerful. We will jointly be at the helm of the company, but there is no doubt about who has the final say when decisions need to be made.

Q: Your new title is ‘Head of Stukwerkers Group’ and you are a Board Member of the company.

A: What’s in a name? At this point, titles are a lot less important to me than the content of the job I am entrusted with. What matters to me is the ability to set a direction, take decisions accordingly, and ensure proper

implementation throughout the organisation. This is something which allowed me to thrive in my previous role at DFDS, where local managers can to a very large extent set out their own course and rely on the support of a big group. Working at Stukwerkers for a couple of weeks now, it is clear that the same dynamics apply, but without a big corporate structure as a back-up.

Q: How would you describe your new task?

A: What I enjoy doing most is transforming companies through people and technology, to organise and structure them so that they are in tune with their times and able to grow further by optimising the human capital and implementing the technologies required.

Q: How does that apply to Stukwerkers?

A: For me, in each company the very first step is to recognise that there is a lot of know-how and expertise within the company and to listen to the people to see where we stand now, where they think we should be going in the first phase, and what has to be done to move in that direction. This is the very first thing on my agenda. As you go along, the operational and commercial issues opportunities become clearer and they are typically the functions requiring most attention in the second phase. It is often down to bringing structure, which allows one to decentralise decisions and increase ownership in the organisation.

By better understanding the market, the customers, and their needs, the challenge then is to define the right strategy for the longer term and to set priorities in the way you move forward, in line with our customers’ expectations and the dynamics of the markets we’re in. Possible investments follow the same line. I don’t know exactly what the process will look like at Stukwerkers yet, but this is a logical way for me to gradually get to know a company and start steering.

Q: That is the people’s component. What about technology?

A: Whatever the company you are talking about, the investments you make in terminal operating systems, in warehouses, in equipment... these should always follow your key strategic goals and at the same time allow you to make a significant jump forward. They must result in the fact that your human capital can be put to better use and that you can achieve a higher volume with the same people because the technology helps them to do so. New technology should make life easier for them, rid them of repetitive tasks, allow them to concentrate on things that



Photo courtesy of Jean-Louis Vandevoorde.

Sam De Wilde: "To me, one of the attractions of a family business like Stukwerkers is that you have to perform an end-to-end follow-up."

make their job more fun: talking to customers, being on the work floor and understanding what is happening there, talking with colleagues. In short, it should allow being proactive, instead of remaining stuck behind a desk processing paper. Almost needless to say, as it is obvious to me, in today's environment of energy transition, technology should allow you to operate more sustainably. Each time you replace something, what comes in that place must be more efficient, more sustainable.

Q: You have been used to working at large multinationals like Maersk, TIL, DFDS, and Euroports. You now make the switch to a family business. Any culture shock yet?

A: Not really. It's a matter of involvement and entrepreneurship. The difference with a big multinational is that even as a local managing director, there are a couple of things you do not always need to get involved in, even in items that are fundamental to the business such as financing investments. To transform a terminal, you will put a lot of effort into making the business case work. Yet once you get the green light, the required funds will be there when you need them. To me, one of the attractions of a family business like Stukwerkers is precisely that you cannot rely on all these group functions, but have to perform an end-to-end follow-up, talk to all parties, and deal with questions like how to finance a project. Because in the end, what I am interested in is entrepreneurship.

Q: Stukwerkers was located on the other side of the dock where you worked while at DFDS Ghent. Was there any interaction at that time?

A: All big companies in a port like North Sea Port have frequent contacts with each other through different canals. And the

search for cooperation and synergies is a continuous one. What one player offers can be of use to another, or combined with an existing product or connection from the other. As you see in several instances, collaboration is for both small and large groups becoming increasingly important for the future.

Q: The constant thread in your career is terminals and you bring a broad experience in this field with you. You did it all, from containers and RoRo to breakbulk and bulk. Stukwerkers offers the complete range.

A: I find it very interesting to go as broad as you can. Subsectors can reinforce themselves. What you often witness is that someone working in a specific business, be it containers or bulk e.g., will stick to that trade. But cross-fertilisation can often deliver win-win situations that people with a focus on one subsector do not suspect. You learn lessons you can apply in another field.

Q: Will North Sea Port as a cross-border port area be part of Stukwerkers' future?

A: I am a great believer in mergers between ports and would be happy to see more of this in our region. A port merger leads to greater professionalisation and more uniformity. That is, or should be, useful for all companies involved, because it levels the playing field. You have a quicker response, more professionals counterparts, more clarity. Then it is up to you as a company to deliver and be competitive.

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Expanding through adding value

Katoen Natie Logipark sets eye on new markets



Photo courtesy of Katoen Natie.

Hidden behind the huge facilities of Dow and Trinseo, not many people are aware of the activities of Katoen Natie Logipark. Until now, as together with sister company Katoen Natie Zeeland Container Terminal it is time for the logistics service provider to step into the spotlight.

Mathias Horckmans and his colleague Hans Durinck talk with PortNews to inform readers about the capabilities of this unseen facility. Having worked for Katoen Natie in various roles since 2013, Mr Horckmans was appointed Managing Director of Katoen Natie Logipark in 2019. Mr Durinck is Managing Director of Katoen Natie's Zeeland Container Terminal since May of this year (see also this year's June issue of PortNews).

Front row

"It is indeed true that not many people are aware of our facility", Mr Horckmans says. "We are located at Valuepark Terneuzen which is situated around the Braakmanhaven basin, on the other side of the extensive Dow terrain. This is not really a high-profile spot. Of course, many know the name Katoen Natie, mainly from our location in the port of Antwerp and North Sea Port's Ghent port area, but I think the market should know more



Being located at the Braakmanhaven, hence not behind the Terneuzen locks, and surrounded by a dense multimodal network, Katoen Natie's Logipark (in front), and ZCT (in the background) are in a position to service the market for a broad range of commodities.



Photo courtesy of Katoen Natie/Tom D'haenens.

Adding value simply said means that products entering Katoen Natie's terrain will be worth more by the time they leave.

about our facility and the many things we have to offer." Mr Durinck has the same objectives in this matter. "Being located at the Braakmanhaven, hence not behind the Terneuzen locks, and surrounded by a dense multimodal network, we are in a position to service the market for a broad range of commodities", he says. "In this region, a lot is happening with expected growth in cargo flows. This offers ample opportunities for us, as with our strategic location and first-class facilities we are on the front row for these developments."

Way station

Katoen Natie Logipark was founded in 2005, some five years after its Zeeland Container Terminal became operational. Mr Horckmans explains, "In 2005, our terminal started as a logistics service provider exclusively for Dow Benelux, which is only a few hundred meters away from our terminal. In our silos and warehouses, we stored dry bulk products for them that we first transport from their plant to our location. This way, we acted as a way station between Dow and its customers. A few years ago, Trinseo took over part of the facilities of Dow and became a customer for us as well. By now, around 80% of the products we store and handle are from Trinseo, and 20% from Dow." Throughout the years, Logipark has expanded its facilities to the current number of 160 silos that can each store 180t of dry bulk, and 30,000m² for warehousing and handling.

Perfect alternative

"The silos act as temporary storage for various types of plastic granulates. On Trinseo's or Dow's request, certain volumes of the products are taken out from the silos to be (re)packed. For this task we offer facilities to pack in a broad range of packages from 25kg to 1,000kg. Of course, large volumes can also be



Photo courtesy of Scherpl Fotografie.

Hans Durinck, Managing Director of Katoen Natie Zeeland Container Terminal.



Photo courtesy of Katoen Natie.

Mathias Horckmans, Managing Director of Katoen Natie Logipark.



Katoen Natie still has room available and when necessary, next to its terrain lies an option for further expansion.

Photo courtesy of Katoen Natie/Tom D'haenens.

arranged for transport in bulk”, Mr Horckmans states. As owner of the goods, Trinseo and Dow choose, on behalf of their customers, the type of packaging and the means of transport. “A large part of the goods is loaded into containers, and a considerable amount of those containers are shipped through the ZCT Westerschelde Terminal,” Mr Durinck elaborates, “and although we speak of large volumes, we still have capacity available for other customers as well. The large container ports such as Antwerp and Rotterdam are currently dealing with congestion and delays, and the larger container operators use the entire capacity over there, leaving little room for other operators. Needless to say, we are open to discuss with these operators how to become a perfect alternative for their barge and shortsea shipments.”

Long-term relations

According to Mr Horckmans, Logipark also has ambitions to increase the services for the company’s existing customers Trinseo and Dow, as well as for other companies. “For this, we are not aiming at dry bulk plastics only. With our extensive knowledge of and experience in handling, storing, and packing goods, we can handle everything. We still have room available and when necessary, next to our terrain lies an option for further expansion.” “Katoen Natie is a family company that is always looking for opportunities to add value,” Mr Durinck says, “which means that, for example, in the case of a probable expansion, we look for long-term strategic partners. Long-term partners



With our extensive knowledge of and experience in handling, storing, and packing goods, we can handle everything.

benefit from our in-house knowledge, for instance through our business units Supply Chain Engineering or Process Engineering, to outsource their complex processes to us. All our installations and warehouses are owned by us, making us completely independent from others. For customers that are looking for certainty, this is an important advantage, and for them it is good to know that Katoen Natie is always interested in jointly investing with customers in promising opportunities.” Mr Horckmans names synergy as another important advantage of Katoen Natie. “Being part of a group of vertically integrated business units means that we all can make use of each other’s expertise and facilities, which is a reassuring thought for our customers as well. We have everything in-house to be a ‘one-stop-shop’ for our clients.”

Worth more

At Katoen Natie Logipark, storing and handling goods is not just a matter of moving around commodities. According to Mr Horckmans, one of Katoen Natie’s core values is Adding Value. “For us,” he says, “adding value simply said means that

products entering our terrain will be worth more by the time they leave. This means that next to storage, we (re)pack and (re)label goods. In the case of our customer Dow for example, we dry and de-dust their products before packing. Alongside this, we take care of the entire logistical process.

We, among other things, check all in and outgoing shipments, and we arrange custom-related formalities for our customers. The only thing Dow and Trinseo have to do is tell us what product needs to be shipped in what kind of package, and at what volume. They also need to arrange the means of transport. However, when necessary, in the Katoen Natie Group we have a business unit Transport, so even this would be no problem for us. For future customers it is also good to know that we have been granted the AEO status. This status is a EU-certified standard authorisation issued by Customs. It certifies that we have met certain standards in relation to, among others, safety and security, systems to manage commercial records, and compliance with customs rules. We are also an ISO-certified company.”

Critical eye

“We want to be more than just one of the many logistic companies”, Mr Horckmans says. “We value a long relationship with our customers and want to think along with them. The de-dusting and drying of products, for example, were issues that Dow discussed with us. Before packing, they would like to have the products handled that way. For this purpose, we were able to come up with a solution within just a few months. Another example is the most recent change in Logipark, where we rearranged our complete flow to provide space to Trinseo’s compounding business. In 2018, Trinseo constructed a state-of-the-art compounding plant inside of Katoen Natie’s warehouses. For this purpose, we have also dedicated 40 of our silos to store the compounded goods.”



Photo courtesy of Katoen Natie/Tom D'haenens.

A large part of the goods is loaded into containers, and a considerable amount of those containers are shipped through the Zeeland Container Terminal.

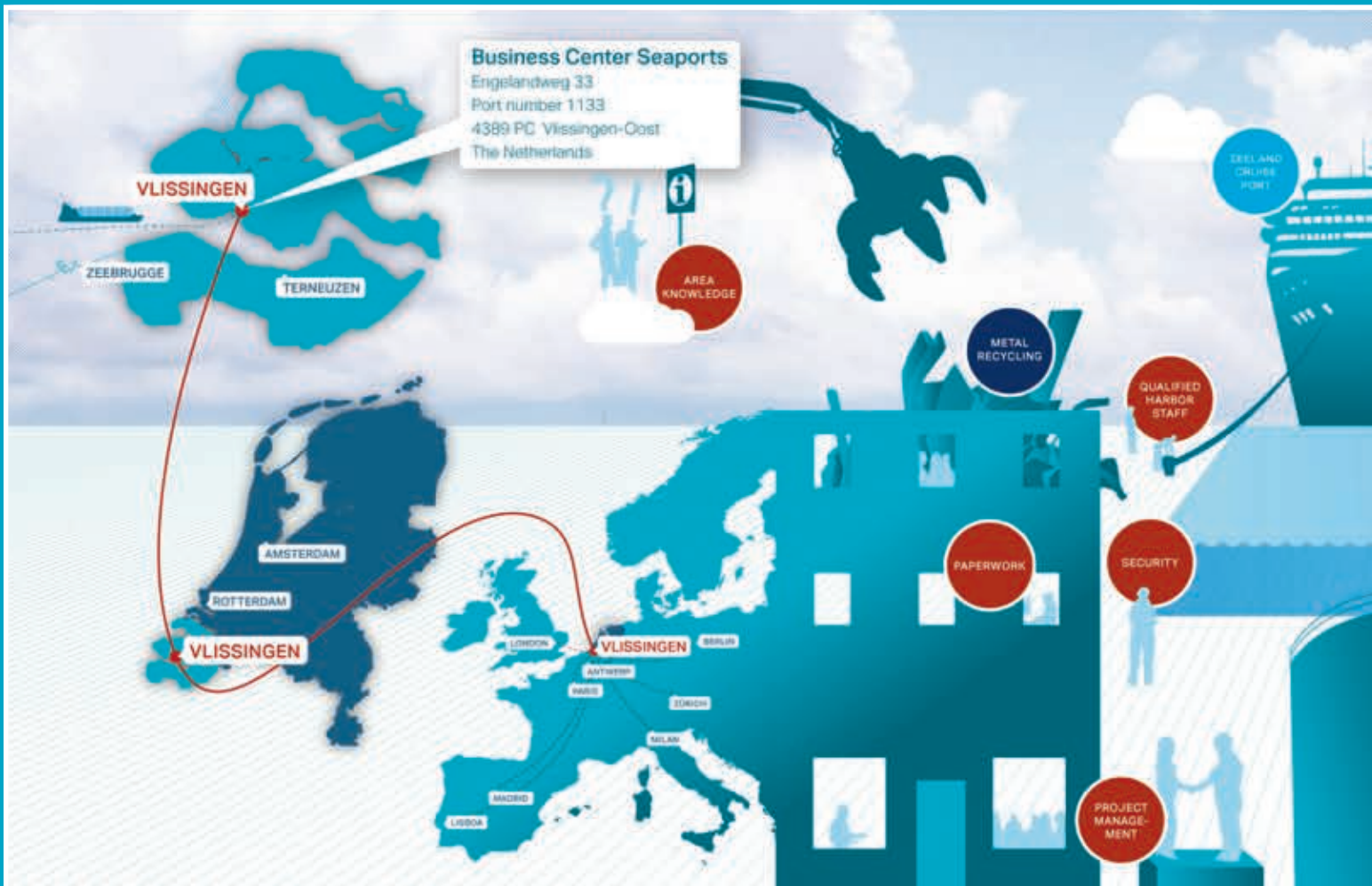
Being open to new types of cargo does not mean that Katoen Natie Logipark has no critical eye on commercial opportunities. Nothing is less true, according to Mr Horckmans. “Of course, we have a wide view with our ambitions to expand our market. This does not mean that we will not look critically at opportunities that come our way, as we know exactly what we are capable of, and what not. What we are convinced of is that, in collaboration with our customers, we are able to offer them a tailor-made, value-adding solution for any type of good they entrust to us.”

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Throughout the years, Logipark has expanded its facilities to the current number of 160 silos that can each store 180t of dry bulk, and 30,000m² for warehousing and handling.

Photo courtesy of Katoen Natie/Tom D'haenens.



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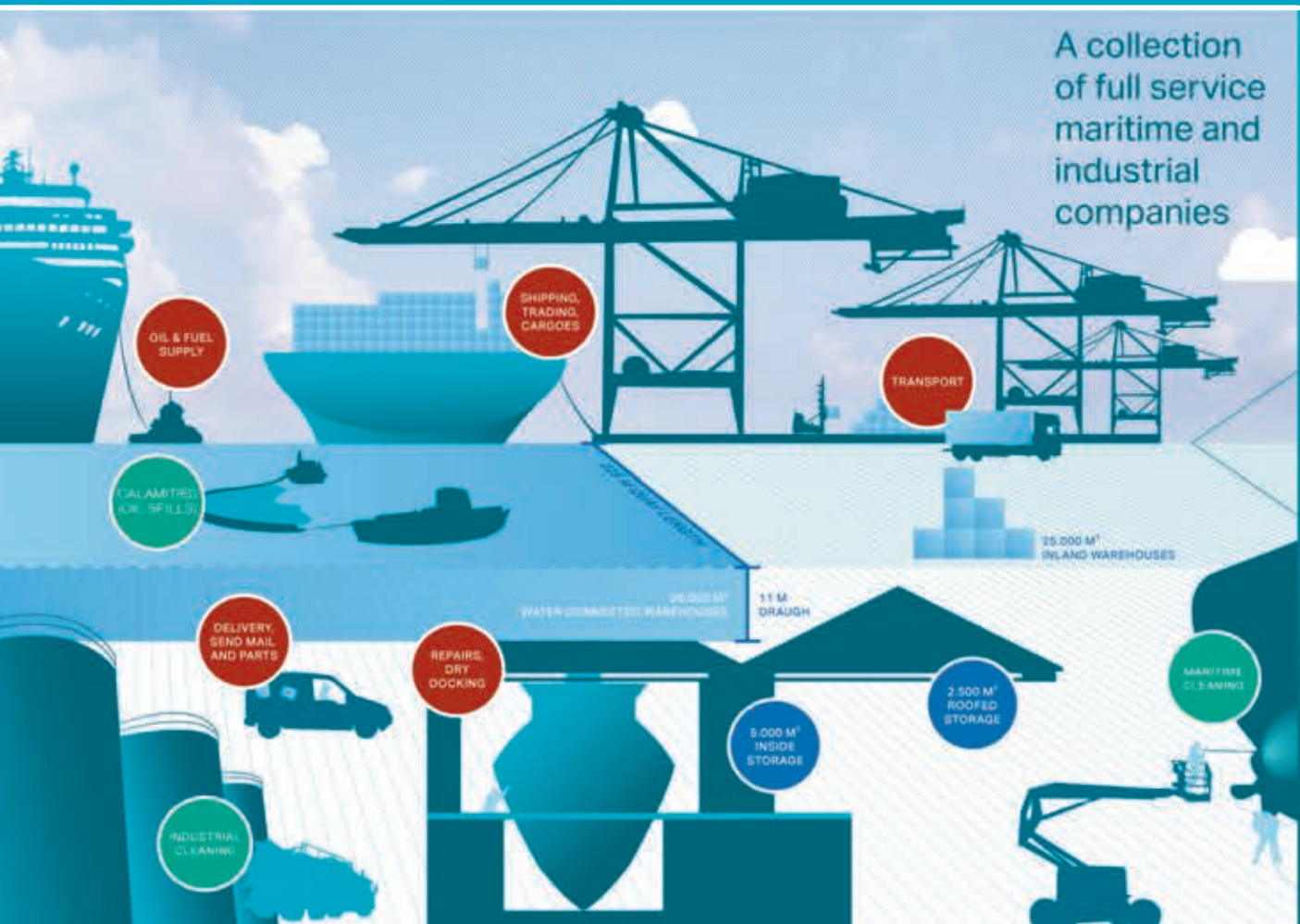
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Major investment for a greener future

ArcelorMittal Belgium

Photo courtesy of Jean-Louis Vandevorde.

ArcelorMittal has unveiled ambitious plans supported by a EUR 1.1 billion investment to decarbonise its flagship steel plant in North Sea Port. ArcelorMittal Belgium will thus reduce CO₂ emissions by no less than 3.9t million per year by 2030, bringing them down by 40% compared to 2018.

At the end of September, ArcelorMittal signed a letter of intent with the Belgian federal and the Flemish regional governments on the introduction of new decarbonisation technologies in Ghent. The importance of the event was highlighted by the presence of Executive Chairman Lakshmi Mittal and CEO Adithya Mittal of ArcelorMittal and three ministers of each government, led by Belgian Prime Minister Alexander De Croo and Flemish Minister-President Jan Jambon. The pace of investment in the greening of the Ghent site by the introduction of innovation technologies aimed at enhancing

sustainability and circularity and reducing its environmental impact is impressive. A new milestone was reached early this year with the total make-over of blast-furnace B, which is now ready to use recycled waste wood and end-of-life plastics to replace some of the coal as fuel, at a cost of EUR 195 million. It reinforces the position of the steel plant as one of the most efficient in the world in terms of CO₂ emissions per tonne of produced steel. They already stand at 25 to 30% lower than the world average.

By their amplitude, the new plans will usher the steel plant into a new era altogether in what Manfred Van Vlierberghe, CEO of ArcelorMittal Belgium, described as the company's 'decarbonisation journey'. The effort does not go unnoticed. "This is one of the largest climate investments in Belgium and will anchor ArcelorMittal in the Ghent region", Belgian Minister of Energy Tinne Van der Straeten declared.

Hydrogen-ready

The reduction of CO₂ emissions by 3.9t million will be achieved by two means.

The first is the construction of a direct reduced iron (DRI) plant with a 2.5t million capacity and two electric furnaces, to operate alongside



The DRI plant and electric furnaces will operate alongside the recently renewed and now state-of-the-art blast furnace B (right) and allow the phasing out of blast furnace A (left). They will keep production capacity in Ghent at around 5.5t million of steel per year.



Photo courtesy of ArcelorMittal Belgium.

The importance of signing the letter of intent was highlighted by the presence of Executive Chairman Lakshmi Mittal (front row, center) and CEO Adithya Mittal (front row, 2nd from left) of ArcelorMittal, and of no less than six Belgian and Flemish ministers.

“ This is one of the largest climate investments in Belgium and will anchor ArcelorMittal in the Ghent region.

Belgian Minister of Energy Tinne Van der Straeten.

the state-of-the-art Furnace B. The DRI plant will use natural gas in the first stage, instead of coal to reduce iron ore, resulting in a large reduction in CO₂ emissions compared with coal-based blast furnace ironmaking. But the installation will be hydrogen-ready, so as and when green hydrogen is available in sufficient quantities at affordable prices, the company will be able to produce DRI with near zero-carbon emissions.

The two electric furnaces will melt the DRI and scrap steel, which will then be transformed in the steel shop into steel slabs and then further processed into finished products. Once the DRI plant and the two electric furnaces are operational, the production of blast furnace A will shift gradually to the new installations. Blast furnace A will be closed as it reaches its end of life around 2025. By 2030, CO₂ emissions will be decreased by around 3t million per year.

The remaining reduction of 0.9t million by 2030 (compared to 2018) will come from various other decarbonisation initiatives, including the Steelanol/Carbalyst and Torero projects, due to be commissioned in 2022.

The total reduction of ‘4% of emissions in Flanders’, as Flemish Minister for Economy Hilde Crevits put it, is equivalent to the greenhouse gas emissions from almost 850,000 cars driven for a year. ArcelorMittal Belgium thus makes a significant contribution to ArcelorMittal Europe’s ambition to cut CO₂ emissions by 35% by 2030 and to become carbon neutral by 2050.

Pilot with bio-coal

In its roadmap to 2050, ArcelorMittal Belgium follows three axes, two of which – further improvement of material and energy efficiency (including increased scrap usage) and the replacement of carbon as a reductant with (ultimately green) hydrogen – are prominent in the new investments. The third axis, the implementation of smart carbon technologies such as replacing fossil carbon with circular and waste carbon (as in the Torero project), is illustrated by the pilot-project for the partial use of high-quality bio-coal instead of fossil coal as a raw material for its steel production process.

The bio-coal is being responsibly sourced by Dutch company Perpetual Next, which produces the bio-coal using a patented high temperature torrefaction technology. The partnership started with an initial delivery of 30,000t to the Ghent plant. This volume can be scaled up to 350,000t on an annual basis. Compared to using fossil coal, 2.5t of CO₂ are saved per tonne of bio-coal, which is crucial in the foresight that by 2050 steel demand is expected to double from current levels, which could lead to a corresponding increase of CO₂ emissions with unchanged policies.

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Photo courtesy of Tom D'haenens.

The new control post location is situated in Ghent opposite the office of North Sea Port and next to the new Customs office.

New border control post fully operational

Containers full of goods enter and leave North Sea Port on a daily basis. Though this flow of goods seems like a naturally recurring pattern in any port, this is certainly not a given. Specific goods must be properly controlled by a border control post. This border control needs a special license to be able to operate.

For specific goods of animal origin for example, a license is required from the Dutch Food Safety Authority (NVWA) or the Federal Agency for Food Safety (FAVV) in Belgium. These licenses ensure local food safety control and serve as an extension of food safety control organised at European level. Everything that enters a port from third countries, that is to say non-European countries, has to be verified in order to be allowed entry.

Official opening

Until recently, North Sea Port had two border control posts, one at Kloosterboer in Vlissingen, with codes HC(2) and NHC-T(FR)(2), which means respectively they are licensed for human consumption goods, such as fish and all frozen packaged non-human consumption goods (in a container). The other control post in Ghent was only licensed for HC-NT(6) and NHC-NT(6) which translates to mostly fats and oils and especially fish oil in bulk. Everything else such as pork, animal skins, or gelatin for sweets was not allowed to enter North Sea Port's Ghent port area. Until now, veterinary import checks on such products had to be carried out at ports such as Antwerp,



Stephanie Dierick, Policy Officer at North Sea Port: "We will reap the benefits of these additional border control permits in the upcoming years."

“ We consider it our duty as a port authority to try to extend the permits so that we can assist our customers even better.

Rotterdam, Zeebrugge, and Calais. The goods would then be transported by road to Ghent. This is no longer necessary. As with a new control post, which was officially opened on Wednesday 20 October by Vincent Van Pethegem (federal Deputy Prime Minister and Minister of Finance, and David Clarinval (federal Minister of Agriculture), Customs, and the Federal Agency for the Safety of the Food Chain can now also check packaged animal products from outside the European Union in Ghent.

More efficient

At the new control post, containers can be inspected, samples examined in the laboratory, and administrative formalities can be handled. The more efficient service will result in a smoother flow of goods entering the port. This is therefore a win-win situation in terms of time and efficiency for the supply chain and logistics players. The new border control post also helps accommodate the consequences of Brexit.

In an interview with PortNews, North Sea Port Policy Officer Stephanie Dierick explains, “We consider it our duty as a port authority to try to extend the permits so that we can assist our customers even better. In the Netherlands, these permits are often applied for by private companies. Kloosterboer, for example, applied for its permits with the cooperation of the Dutch NVWA. In Belgium, applications are often done by (semi) government bodies. For instance, by a port company like us. The Belgian advantage is that once permits are granted, they can be freely used for/by everyone.”

The new control post location is situated in Ghent opposite the office of North Sea Port and next to the new Customs office. Ms Dierick elaborates, “This location was a former warehouse of ours that we have completely converted. The renovation is based on the specific requirements that Europe sets for such establishments, as it remains within European legislation. We applied for our permits to include HC(FR/CH)(2) and NHC(FR/CH)(2), ensuring entry of human and non-human consumption goods in any frozen and chilled form.” The existing license for fish oil has been placed at the large Sea-Tank terminal in Ghent and they, in turn, made a satellite GCP especially for bulk animal oils and fats, such as fish oil. A second satellite GCP has also been launched at Katoen Natie and is an additional checkpoint for petfood in containers. These permits are now fully operational.

Multiple benefits

When it comes to the import of containerised goods from third countries, those quantities are limited, because deep-sea container ships do not often enter Ghent. Ms Dierick adds, “So we thought about how to justify our investment. The first thing we did was to ask the Customs department in Ghent to move to the same location, so that it actually becomes a service location. Customs and FAVV, at the same location of the GCP, use the same dock shelter, so that they can check the customer goods together which saves time. We also have



Photo courtesy of Jo De Rammelaere.

Daan Schalck, CEO of North Sea Port. On his left side stands David Clarinval, federal Minister of Agriculture. Vincent Van Pethegem, federal Deputy Prime Minister and Minister of Finance, stands on Mr Schalck's right side.



Photo courtesy of Tom D'haenens.

At the new control post, containers can be inspected, samples examined in the laboratory, and administrative formalities can be handled.

a special collaboration with Customs and FAVV for the shift of controls. This means that when (large) container ships arrive in the port of Antwerp, they have to be checked by Customs and FAVV in Antwerp, as checks must always take place at the first place of entry. But if the containers are transported by barge from Antwerp to Ghent, all controls, both those of Custom and FAVV, can now be transferred to Ghent.

This new arrangement ensures multiple benefits for North Sea Port. The customer also benefits significantly, as the port is a great congestion-free alternative. That aside, not all goods arriving in the port of Antwerp are intended for the immediate region. These products are also often intended for our hinterland. If these goods can be controlled closer to the final destination, that would be an added bonus too. Another benefit is that the border control post option only applies when transport takes place by barge. This is great news for North Sea Port because it will reduce pressure on our port area, because the containers must enter via the waterway network, which also is more sustainable. We have already added requests and expect to see these increase further. We will reap the benefits of these additional border control permits in the upcoming years.”

Changing hands

Evos acquires Oiltanking terminals in Ghent and Terneuzen

With the acquisition of four additional terminals, Evos has markedly notched up its position on the European tank storage market and extended its geographical coverage to North Sea Ports. The group aims to become a front runner in new sustainable energy products and is eager to play a role in the energy transition North Sea Port has embarked upon, says Chief Commercial Officer Peter van der Brug.



Evos Ghent is part of the integrated biofuel cluster that links several companies located in the area between the Rodenhuzedok, the sea canal and the Moervaart.

Photo courtesy of Jean-Louis Vandewoerde.



Peter van der Brug, CCO of Evos: “Our increased scale enhances our capacity to better serve our customers, and that is what really matters for us.”

Evos is still a young player. The company got out of the starting blocks as an independent liquid bulk storage operator in 2019, when it was founded by infrastructure asset manager First Sentier Investors, an investment funds management group with Australian roots but Japanese owners. In that year Evos took over three terminals of Vopak in Hamburg, Amsterdam and Algeciras, and one of Caldic, another Dutch group, in Rotterdam. Evos thus entered the tank storage business with a capacity of 2.5m³ million and 350 employees.

First Sentier Investors, which manages more than USD 180 billion in assets on behalf of its clients worldwide, made it clear from the start that it intended – in line with its long-term infrastructure investment philosophy – to become ‘a leading tank storage platform’ in Europe by building up its presence in key liquid bulk hubs.

Doubling in size

Evos recently became significantly bigger. In September it entered into a binding agreement for the acquisition of full ownership in four additional terminals jointly owned by the Oiltanking group (with a stake of 55%) and asset manager 3i Infrastructure (for the remaining 45%) in Amsterdam, Terneuzen, Ghent, and Malta. The transaction – that includes existing contracts and flows – was completed at the end of October and became effective on 1 November. No financial details were disclosed.

With this acquisition, Evos more than doubled in size. The number of terminals went up from four to eight, the throughput was multiplied by two and the headcount grew to 720 employees, but the combined storage capacity now reaches 6.2m³ million, which is 2.5 times more than the starting position.

“Our increased scale also enhances our capacity to better serve our customers, and that is what really matters for us”, Peter van der Brug, the Chief Commercial Officer of Evos, underlines. “Throughput varies a lot from one flow to another and is just a measure of how well we succeed in being important for our clients and to play our role in their supply chain.” Van der Brug was Managing Director at the Vopak terminal in Algeciras when Evos took over and stayed on board, now combining this function with a role as CCO.



Evos Terneuzen.

Photo courtesy of Oiltanking.

Factsheet Evos Ghent

- Total capacity: 1,000,000m³
- 68 tanks
- Size ranging from 804 to 56,500m³
- Fully multimodal: vessels, barges, rail cars, tank trucks, pipeline, containers
- Jetty capacity: two berths for seagoing vessels up to 60,000dwt, draught up to 12.5m; six berths for barges
- Handling petroleum products, chemicals, biofuels, lubricants
- Connected to the Central European Pipeline System (CEPS)

Factsheet Evos Terneuzen

- Total capacity: 511,000m³
- 40 tanks
- Size ranging from 1,000 to 40,000m³
- Fully multimodal: vessels, barges, rail cars, tank trucks, pipeline, containers
- Jetty capacity: six berths, of which three for seagoing vessels up to 132,000dwt, draught up to 15m
- Handling petroleum products, chemicals, biofuels
- Connected to ethylene and propylene pipeline networks

Apart from the loading and unloading of all modes of transport and the storage of oil products, chemicals, and renewable fuels, both terminals are fully equipped to perform a large array of added value services like blending, filtration, heating, ethanol denaturing, nitrogen blanketing, customs & excises service, etc. Both can also serve as bonded warehouse or fiscal warehouse and have an independent surveyors’ lab on site.

Extended reach, perfect match

The group extended its geographical reach from three to five countries and reinforced its presence in the main European port range by gaining a strong foothold in North Sea Port. In terms of capacity, Evos Ghent now ranks third among the terminals run by the company.

“What attracted us so much, is that the new terminals provide an excellent fit with our existing platform, while diversifying our portfolio in terms of locations and flows, adding a bit more chemicals and renewable fuels to the petroleum products that still constitute the bulk of our activities. These are Tier 1 state-of-the-art tank terminals in Europe offering a perfect match with



At its jetties in the Rodenhuizedok, Evos Ghent can receive seagoing oil and chemical products tankers with a loading capacity of up to 60,000dtw.

Photo courtesy of Jean-Louis Vandevoorde.



Our terminals are destined to play an active role in the new energy set-up, especially when imbalances appear that require the import of flows from overseas.”

our operational safety culture, for instance. Furthermore, our new installations serve the same top segment of customers. This was simply a very good opportunity for growth.”

North Sea Port held one more attraction for Evos, the CCO adds. “North Sea Port is fully engaged in the energy transition and takes part in various initiatives that explore the potential of various fuels of the future. Evos does the same by collaborating in several projects in this field on different locations in our network.”

Dynamic market

The Ghent site already has gone through quite a similar process, Van der Brug knows. “It started out as a fuel distribution centre, but grew into a part of a larger biofuel cluster by connecting with the companies around it to create an integrated chain for the production, storage, and distribution of biodiesel and bio-ethanol.”

This ‘dynamic history’ could prove a recipe for the future. “The next step could very well be that we link up with the projects in this area for the production of methanol or hydrogen carriers like ammonia. The energy transition has already started.

The demand is evolving and new products are entering the picture. Even if at this time, it is still unclear what the prevailing technology will be, we will almost certainly move into a situation

where different fuels coexist. Whatever the outcome, terminals like ours are destined to play an active role in the new set-up, especially when imbalances appear that require the import of flows from overseas. Both the energy of today and the energy of the future will be able to transit through our installations, as long as the logistical model allows for that. Our terminals are located at crucial locations, we are very well positioned for flows like biofuels and our existing tanks can be used for new fuels like methanol. But this is a capital-intensive industry. Just like ships, you build a tank terminal for a long run, taking into account the cyclical nature of the business.”

Expanding and adapting

To seize the new opportunities that will present themselves, Evos stands ready to adapt to the changing market conditions. “We have the ambition to continue to grow our business. In a mature market like Europe, acquisitions are one logical way to do that, but we keep all options open, including expansions of existing terminals or the building of greenfield installations.”

As far as Ghent and Terneuzen are concerned, the perspective depends on local circumstances. “Evos Terneuzen still has room for expansion, whereas in Ghent we may need to convert capacity to meet the demands of new products. But here again, our vision is that these terminals offer the right mix of location, infrastructure, functions, and equipment to remain energy hubs in the future, whatever scenario finally emerges. That is exactly why we are happy to have them in our portfolio now. Our focus is on our terminals and on our role as service providers. Our future development will depend on how our customers’ business develops. But the strategy of North Sea Port already offers a clear roadmap of the direction we are heading in.”



North Sea Port

the 60 kilometres long cross-border port area stretching from Vlissingen over Terneuzen in the Netherlands to Ghent in Belgium



1,000 hectares of industrial sites available to investors.

Accessible from the North Sea for deepsea navigation until 32 km inland.

Directly linked with the European network for road transport, inland navigation, rail and pipelines.

Specialist in dry bulk, general cargo, offshore and food.

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Europe's number 8 concerning seaborne cargo traffic.



No job is too small



Photo courtesy of Scherpl Fotografie.

When thinking of Mammoet, most people think of giant cranes and massive heavy lifting operations. However, the company has much more to offer. And now, as of last August, also from a new location in North Sea Port's Vlissingen port area.

Laurent van Laanen joined Mammoet as Branch Manager Zeeland in June to set up and manage this new location together with the existing branch in Terneuzen. PortNews talks to him about his plans. "Together with our branch Terneuzen and our activities at the Mammoet terminal in Westdorpe, we form Mammoet Zeeland which is part of Mammoet Benelux", Mr Van Laanen explains.

Contractor Award

Mammoet has a strong, global brand image. Most people know the company for transporting and lifting large structures.



Laurent van Laanen, Mammoet's Branch Manager Zeeland: "Apart from our office, we have a workshop and warehouse of 1,100m²."



We have built up a long track record in servicing the construction and maintenance of industrial facilities.



Photo courtesy of Mammoet.



Photo courtesy of Mammoet.

The industrial services that Mammoet can offer to transport items inside or outside buildings or constructions and mostly fully electric powered, are not that well known yet.

However, as Mr Van Laanen says in his own words, "No job is too small for us." He continues by saying, "It is true that many people know us from heavy lift and transport jobs. These kinds of projects often get a lot of attention in the media, which, to be honest, is because we are proudly communicating about them. We are selling ourselves short with this, because heavy lifting and transport are not our only activities. So, one of my goals is to change this perception."

Mr Van Laanen elaborates, "Apart from heavy lifting, we can also help customers with more common projects. The daily rental of mobile cranes is obviously an important activity next to transporting all kinds of items with trucks, but the industrial services that we can offer to transport items inside or outside buildings or constructions and mostly fully electric powered, are not that well known yet. One of our other strengths lies in the fact that we do not only supply the right equipment and professionals, but also think along with our customers. Preferably from a Mammoet branch that is located as close as possible to our customers and market, so we can partner up in choosing the most cost efficient, technical, and sustainable solution. For Dow Benelux in Terneuzen, for instance, we constructed a device for easy transportation and moving of cabinets, for which we received an Innovation Contractor Award by them last year. This device is only a relatively small



Photo courtesy of Mammoet.

Mammoet does not only supply the right equipment and professionals, but also thinks along with its customers.

tool, but for Dow it is a 'big' solution that solved one of their problems. We have built up a long track record in servicing the construction and maintenance of industrial facilities. When looking at our services, apart from providing equipment and people to operate them, we also offer knowledge, engineering, and advice. With our Mammoet Academy, apart from trainings for our own staff, we also offer training facilities for the staff of our customers. By being completely self-servicing with our own trucks, we can also arrange transport of our rentals. Not many people know this and it is important to tell the market that we are also able to provide this kind of industrial service."

A lot of opportunities

For Mammoet, a branch in Vlissingen has been on their wishlist for quite some years and now this has become a reality. "For obvious reasons when looking at a location in Vlissingen, we prefer to be in the port area, as we already have a lot of business over there. One way or the other, we never found the right spot, until we recentl found this location. We immediately contacted the owner and from then on, things went fast", Mr Van Laanen explains. With the new branch in Vlissingen on a visible location, Mr Van Laanen has everything on hand for a succesfull operation. Mr Van Laanen goes on, "Apart from our office, we have a workshop and warehouse of 1,100m². The workshop is equipped with two overhead cranes. This allows us to offer combined solutions to our clients next to our rental activities , and our customers can use the space as a location for storage, construction, maintenance, or assembly projects.

Among other things, we are focusing on the petrochemical and process industry, civil engineering, power generation, and offshore projects. Vlissingen and the surrounding region have a lot of opportunities for us in these fields."

Regional coverage

With a branch in Vlissingen, Terneuzen, and Zelzate in the Ghent port area, Mammoet Benelux has created a dense network from which services in and around the entire North Sea Port area can be offered in a flexible way. "As a global company, Mammoet operates throughout the world. However, it is also important for us to show and tell that we are there to help companies that are just around the corner. That is why our regional coverage is important",



Photo courtesy of Mammoet.

For obvious reasons when looking at a location in Vlissingen, we prefer to be in the port area, as we already have a lot of business over there.



Photo courtesy of Mammoet.

The daily rental of mobile cranes is obviously an important activity.

Mr Van Laanen states. Although operating regionally, according to Mr Van Laanen, Mammoet Zeeland can rely on the other Benelux branches whenever necessary for servicing its customers. "All branches of Mammoet Benelux are connected to a central dashboard which shows the current and planned availability of equipment. Through this dashboard, we have a realtime view of the entire Benelux stock. For example, when we need some kind of tool for our customers that we currently not have at one location, we can find out via the dashboard what the availability of the tool is at the other branches. This way, we can always find a proper solution."

Young boy

From the moment he started at Mammoet as Branch Manager Zeeland, Mr Van Laanen has had his hands full with organising the refurbishment of the location. In the meantime, business from the Vlissingen location took off, so it has been a hectic period for the new Branch Manager. "I surely started into this new role at an excited moment," he says, "but so far things went well and I haven't felt a moment of regret. I have been in the lifting and transporting business for my entire career. When I was a young boy, I watched the cranes and trucks of Mammoet in my hometown Breda for hours, and it felt like a great opportunity for me to start working at this famous company. So far, I am really enjoying my job and I am looking forward to further expand Mammoet Zeeland into a succesfull operation."

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Photo courtesy of Mammoet.



Services Mammoet

Mammoet has a lot of services to offer. Not just heavy lifting and transport:

- Heavy lifting services
- Heavy transport services
- Plant turnaround / shutdown management
- Site-wide construction services
- Modular construction
- Factory-to-foundation / logistics
- Rapid response
- Relocation and decommissioning
- Trading in new and used equipment worldwide



Mammoet has a strong, global brand image.

Photo courtesy of Mammoet.

Fifty years the best of the best



All photos courtesy of Istimewa Elektro.

Adrie Janse founded ETBZ fifty years ago in Heinkenszand, a small village in Zeeland. Today, we know this company as Istimewa Elektro. Having started with the sales and repair of electric home appliances, the company grew into a multi-disciplined company with three branches and 150 employees.

In the early years, Mr Janse decided to switch the focus from sales to repair and maintenance of electronic installations. With the growing industrial and port activities in mind, he moved the company in 1978 from Heinkenszand to North Sea Port's port area Vlissingen-Oost.

Relaunch in 1991

The company is currently still located here and throughout the years, the company witnessed the expansion of the port area around its premises. In the nineteen eighties, the company itself expanded as well, and added mechanical disciplines to its services in addition to electronics. After some financial challenges, the company made a relaunch in 1991 with the



Istimewa mainly focuses on water related infrastructure, such as bridges, locks, quays, water sheds, and pump houses.

new name Istimewa Elektrotechniek. As of 1993, a tough period followed that resulted in bankruptcy in 1994, after which a third party acquired the company from the estate. Scarlett Kwekkeboom-Janse, the daughter of Adrie Janse bought all shares in 1996 and continued the company as Istimewa Elektro.

A Stork company

In 2007, Stork became the new owner of the company and decided to keep the name Istimewa, which is Malaysian for 'the best of the best', alive. Richard Pijpelink joined Istimewa Elektro in 2013, and he became Director in 2018. Mr Pijpelink says, "Even after 50 years, the name Istimewa still fits well with us, as we have always strived for the highest quality, and

we will continue to do so in the future." In the past few years, business went very well for Istimewa. "Despite our growth," Mr Pijpelink continues, "we stick to our original core values of being creative, headstrong, entrepreneurial, flexible, and like a true Zeeland company, hardworking and modest. Our company still has the character of a family-owned business with long-lasting careers and many fathers, sons, and daughters working at the company. It is true that this is changing, as young people today have other motivations, and it is one of our goals to adapt to this development, just like we have always responded to other important changes in our sector. In the past 50 years for example, we have seen Vlissingen change from an industrial to a more logistic port area and we have been able to successfully



Working at Istimewa is interesting.

adapt to this. By operating nationwide, we are now less vulnerable for local changes.”

Relationship with water

Mr Pijpelink continues, “In our business, the risk of growth is that a company turns from a hands-on organisation into an overmanaged organisation with a focus on advising and consulting. Instead of this, we always strive to be a company in which the execution of projects remains leading. We have grown into a full system integrator. From our head office in Vlissingen and our two offices in Rotterdam and Veghel, we advise, design, realise, manage, inspect, maintain, and repair electrotechnical installations and operating systems. In doing so, we mainly focus on water related infrastructure, such as bridges, locks, quays, water sheds, and pump houses. However, we also take care of, for example, (waste) water treatment plants. Indeed, in a way there has always been some kind of relationship with water, and until recently we have also been involved in the offshore industry. Nevertheless, we have decided to withdraw from this market mainly because the O&G market became in a low. Also, the DNA of offshore is completely different from that of water related infrastructure, and as other Stork companies are already operating successfully in offshore, we have put our focus on Water and Infra. And now that we mention our Stork colleagues; together we have a lot of knowledge and experience in many technical disciplines and sectors. Being part of one group means everyone knows where to find each other for advice or assistance. Also, we collaborate on projects or we pass possible assignments through when something does not meet our competences. Of course, this also happens the other way around.” Istimewa’s strength lies in Electrical & Instrumentation, IT, and Industrial Automation, however, according to Mr Pijpelink, the company is acting more and more as main contractor, which means it is also responsible for civil engineering, propulsion, and mechanical



We always strive to be a company in which the execution of projects remains leading.

engineering. “Mechanically speaking, bridges and locks are very conventional objects. In fact, they are still being constructed and working in the same way as decades ago. On the other hand, developments related to them, such as automation, digitalisation, and security, are going very fast. That is why we continuously stay up to date and our integrated approach, assisted by relevant partners, enables us to offer solutions covering the entire scope of the projects.”

Visibility

Although part of Stork, Istimewa still has a family business culture. “Of course, a company that is 50 years old changes throughout the years”, Mr Pijpelink voices. “However, our way of thinking and acting still has its roots in the past and we are trying to stick to our Zeeland family culture and way of working as much as possible. It helps that Stork has allowed us to operate more or less as an independent entity. Another positive effect of being part of Stork is that we can rely on the other disciplines within the Stork organisation, and with our expertise, also the other way around. So, looking from this point of view, we are all operating as one Stork family.” As said above, modesty and a certain amount of restraint is one of Istimewa’s core values. “We do not often talk about our successes”, Mr Pijpelink elaborates. “This is certainly one of the things we want to improve, as there is nothing wrong with being proud of our projects and telling the market about it. That is why we are working hard on our visibility now. On social media for example, some of our technicians talk about their



Istimewa's strength lies in Electrical & Instrumentation, IT, and Industrial Automation, however, the company is acting more and more as main contractor.

work through short stories, images, and vlogs. And, something I am very proud of, is that we are running a pilot project with the HZ University of Applied Sciences and the Province of Zeeland at the Oosterschelde Storm Surge Barrier aiming at predictable maintenance. Through this project, we're not only able to inform the market about our capabilities in this matter, but we also show students how interesting working at Istimewa is. Even small things to promote our brand will give us better visibility. For example, our supervisors have their own container with workshop, tools, and equipment, which were all renewed and branded with the Istimewa corporate identity."

Long term relationships

In the past, there have been some talks about moving the head office from the port area, but recently these plans were left with the decision to renovate the existing buildings. "The renovation of our head office is more or less symbolic for the development of our company", Mr Pijpelink says. "Throughout the years, the transition of our company has been a gradual process, and just like this, the renovation of our head office is a step-by-step project. It is good for our employees to see that we are renewing the buildings and interior. These kinds of investments show that business is going well, which can be reassuring for them." An important customer for Istimewa is Rijkswaterstaat. Mr Pijpelink elaborates, "Rijkswaterstaat (RWS) is part of the Dutch Ministry of Infrastructure and Water Management and is responsible for the design, construction, management, and maintenance of the main infrastructure facilities in the Netherlands. For RWS, we are involved in new build projects, maintenance, and renovation. The contract with RWS has been extended this year, which demonstrates proof of their trust in our company and the way we work. Another assignment we recently concluded was with the municipality of Tilburg. These kinds of long-term contracts are really motivating for our people, because they show that we are working for, and towards a prosperous future." Mr Pijpelink concludes, "Istimewa, is a company with a long and challenging history. Today, we are still alive and kicking, and we are looking ahead with confidence. Because of COVID-19, the festivities for our 50th anniversary were cancelled earlier this year. Of course, we will not forget to celebrate. Hopefully, the pandemic will not hinder the organisation of an event in Spring 2022 as our anniversary is a milestone for our history, and also the start of a healthy future."

“ Our anniversary is a milestone for our history, and also the start of a healthy future.



Richard Pijpelink, Director of Istimewa Elektro since 2018.

From outpost to stronghold

Van Moer Logistics



Photo courtesy of Jean-Louis Vandevoorde.

Van Moer Logistics, one of the biggest providers of logistic services in Belgium, has strongly scaled up its presence within North Sea Port, while at the same time giving a major boost to its activities in the field of e-commerce. The group intends to build on this to make North Sea Port one of the hotspots in its network. “For us this is a strategic choice. We are determined to play the Ghent card to the full”, says chief commercial officer Carl Ghekiere.

Van Moer started up its own operations in Ghent in 2015, renting 6,500m² in a warehouse in the Skaldenpark, the largest logistics zone on the right bank of the sea canal to Terneuzen. “To serve industrial clients like Volvo Trucks we needed a local foothold to deal with their flows”, Carl Ghekiere explains. “Business was usually brisk and the occupancy rate high, though to be honest it was little more than an outpost in our network that was experiencing a solid expansion in other regions of the country. Nevertheless we never lost sight of Ghent, which fitted perfectly in our ambitions for geographical diversification and offered a largely untapped potential.”

New dimension

The group’s operations within North Sea Port have recently taken on a whole new dimension. In addition to the Skaldenpark Van Moer now has about 45,000m² of warehouse capacity on two



With the 45,000m² it now runs in Rieme, the warehousing capacity of Van Moer in North Sea Port has skyrocketed.



Ghent gives us one more option to find the right solution for the flows of our clients, depending on where the centre of gravity in their supply chain lies.

locations in the new logistic zone of Rieme, on the left bank of the sea canal, lifting the total to more than 50,000m² at this time. The turning point came when Overstock Garden and X₂O decided to rely on Van Moer for running inbound, storage, picking and outbound operations in the vast logistic platform they are developing with WDP at the nearby Kluizendok. There these retailers will consolidate their supply chain and distribution. Building has started, but completion of the 150,000m² compound will be phased over a one and a half year period

Van Moer Logistics in a nutshell

Van Moer Logistics is active in transport and distribution, warehousing and value-added logistics, port services and intermodality, bulk and tank container logistics, in markets like chemicals, petrochemicals, food & feed and general cargo. The group ranks in the top-five of the biggest players in transport and logistics in Belgium with

- a turn-over of EUR 190 million in 2020
- 1,500 employees
- 500,000m² of warehousing capacity
- 500 trucks and 1,350 chassis and trailers that drive 150,000km per day
- 9 inland vessels and 5 pushing barges run by subsidiary WeBarge, which transported more than 300,000TEU in 2020
- 23 locations, among which several inland barge container terminals

The group has been expanding rapidly in recent years, with acquisitions like the Trimodal Terminal Brussels, container haulier NDB Logistics and ADR specialist Bertels International.

The motto of Van Moer is 'Around the world, down to earth'.

starting from next year, when the first 60,000m² will be ready. Overstock could not wait that long, so at the end of last year Van Moer started building up volumes in Rieme. Since then, the company handled about 300,000 items in its warehouses there, sending out some 90,000 orders to private clients. These flows are bound to grow as additional products will be distributed out of Ghent. The stocks will gradually grow and will be transferred to the Kluizendok as more modules of the new distribution complex become available there.

Leap forward in e-commerce

For Van Moer this represents a big leap forward in multichannel and e-commerce logistics. "Basically this is not new to us. We already perform similar services for Stanley Black & Decker in Grobbendonk, so we could demonstrate we have the needed expertise in this very challenging domain. We are definitely eager to expand in this market, if only to further diversify our portfolio, and Overstock Garden and X₂O provide us with an ideal opportunity to do so and to show our mettle in a segment with which Van Moer is not often associated. We just set-up a new e-commerce business unit to make our ambitions clear."

"E-commerce comes with specific demands and constraints. It also asks for a very flexible set-up, since flows are constantly being reforecasted, and for the right people to do the job", adds key account manager Peggy Van Kemseke. "One of our main strengths is our ability to adapt quickly to the client's requirements in terms of services and warehouse set-up. But we also bring our experience to bear and we can always advise our customers on the best way to deal with their logistic problems. A direct and open communication with the client is an essential part of what we do. There is a constant dialogue."

Wide potential

"We convinced Overstock and X₂O to take a look at Ghent, which offers a lot of advantages", Carl Ghekiere points out. "The road network does not suffer from the heavy congestion other ports have to endure. The port is situated halfway between Zeebrugge



For Overstock Garden and X₂O, Van Moer takes care of the whole supply chain, from inbound to outbound, with the needed value-added services in between.

Photo courtesy of Jean-Louis Vandevoorde.

and Antwerp, where container handling has mostly shifted to the Deurganckdok on the Left Bank, allowing for easy and rapid transfer of the boxes to our warehouses here. There is still room available for new logistical developments. Furthermore they can happen in zones close to the water but where dock labour does not apply, which has a positive impact on costs when talking about labor-intensive activities like FCMG and e-commerce. And you can still find the manpower in Ghent. Next to Antwerp, Brussels or Grobbendonk, Ghent also gives us one more option to find the right solution for the flows of our clients, depending on where the centre of gravity in their supply chain lies. If investments are needed, that is not an issue if there is a commitment on the part of our customer to back that up.”

In North Sea Port Van Moer is interested in more than e-commerce, Peggy Van Kemseke stresses. “In the Skaldenstraat we have a project with a brewery which implies services up to packaging. We are already working for ArcelorMittal and are busy finetuning a new development. There is the big chemical cluster in North Sea Port which can allow us to exploit synergies with our activities at our home base in Zwijndrecht. And the food & feed industry, another sector well represented in North Sea Port, is one of our targets too.”

“What we are looking for, is to be able to make a difference by deploying value added services on top of transporting, loading and unloading goods”, Carl Ghekiere declares.

Warehouses and terminals

The group is counting on new clients to keep the warehouses where it now stores the Overstock products buzzing with activity. “We have enough options to fill them.” But Carl Ghekiere does not exclude that Van Moer will go a step further and build (or buy) its own warehouses in Ghent. “Hiring is a good way to test the market and to keep a measure of flexibility, but in the end we want to balance that out with our own assets. We are talking to North Sea Port about possible locations.”



Photo courtesy of Van Moer Logistics.

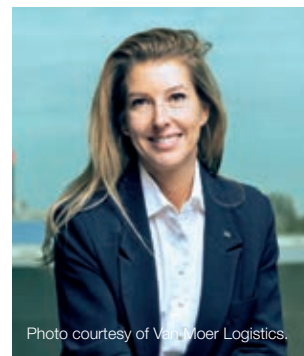
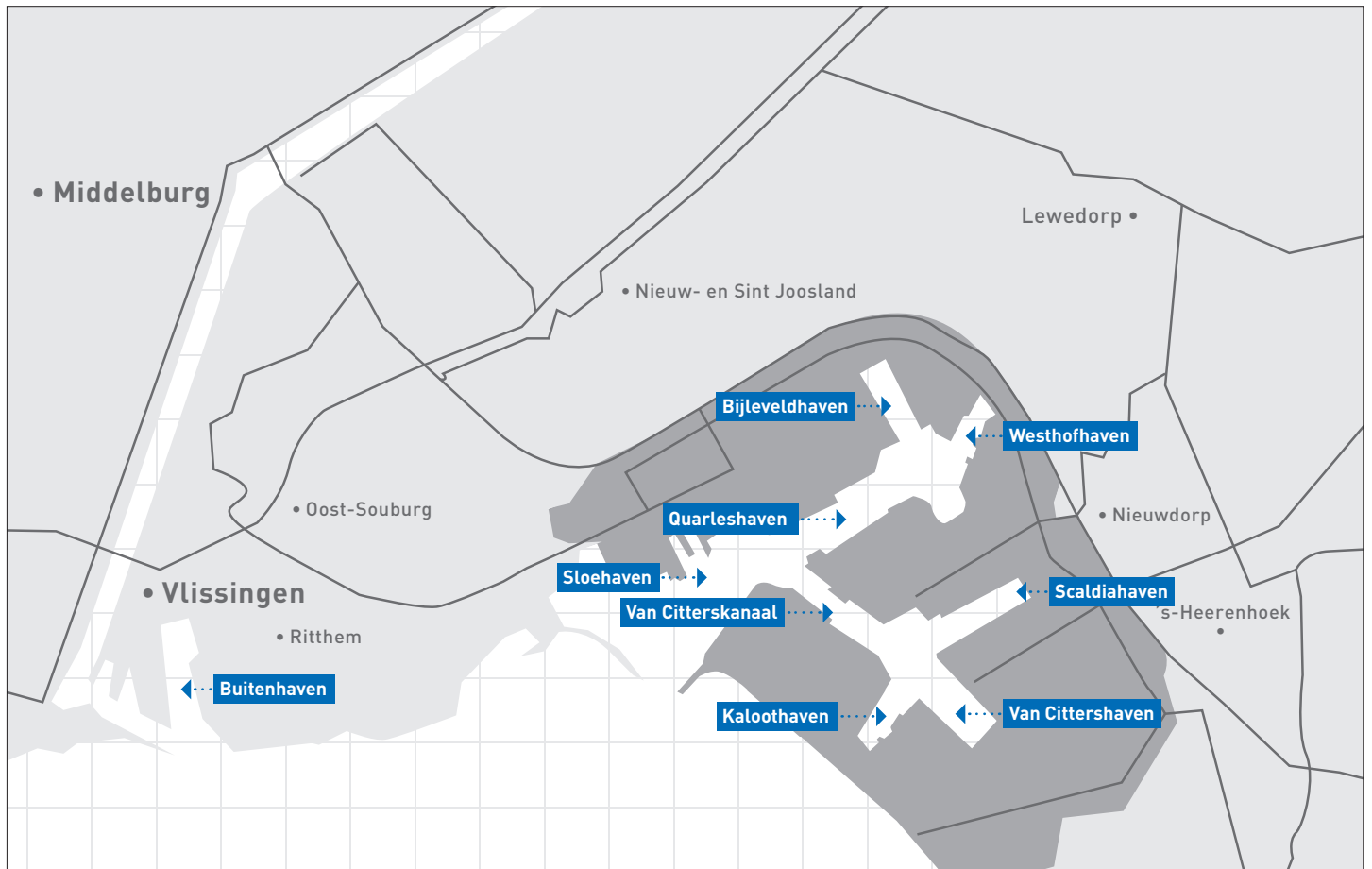


Photo courtesy of Van Moer Logistics.

Carl Ghekiere, CCO of Van Moer Logistics, and Peggy Van Kemseke, Key Account Manager.

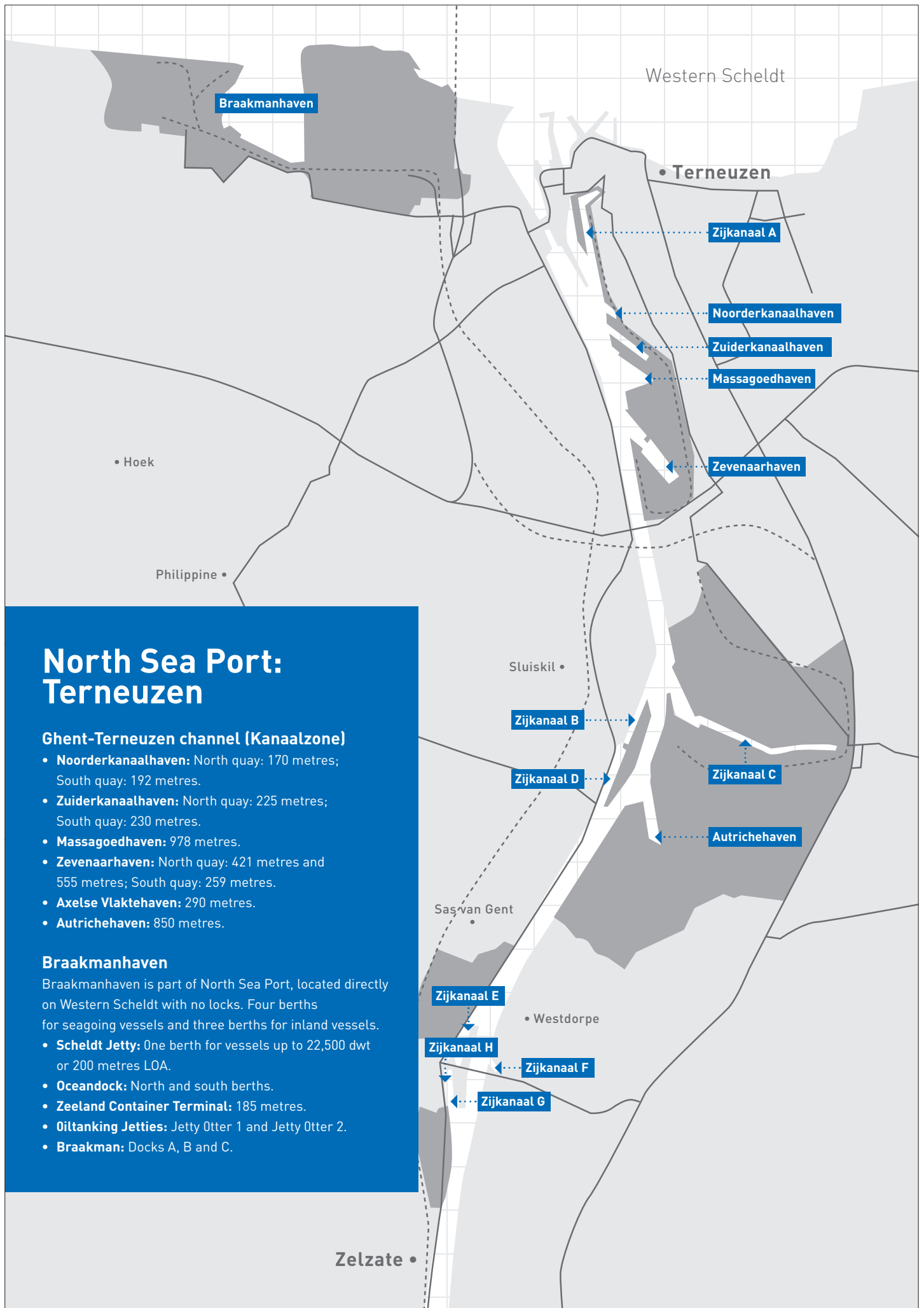
Multimodality has become another pillar in the way Van Moer organizes the supply chain. Rieme is located close to the Kluizendok area, where connections to rail and water are readily available. Van Moer does not yet use these possibilities, the CCO admits. “Due to the excellent accessibility of our locations here, it is hard for rail or inland navigation, due to the extra handlings they induce, to be competitive with road haulage on the short distance we have to cover to and from the container terminals at the Deurganckdok. But never say never.”

Another factor comes into play, too. “We know from experience that real strength comes from controlling as many links in the chain as possible and that the best way to make terminals profitable is to combine this activity with warehousing, just as we do it with transport and barging. It’s a two-way street and the shortest way to cost-efficiency. We have proven that point in Grobbendonk. This is part of our vision: in our business we are confronted with ever bigger peaks and the pressure on the whole logistical chain is increasing. Speed and flexibility are essential, but capacity will be the determining factor in the future.”



North Sea Port: Vlissingen

- **Sloehaven:** Suitable for all kinds of transshipment including LPG and chemical bulk 920 metres of quay. Cobelfret RoRo jetties: Four berths.
- **Bijleveldhaven:** 1,980 metres of quay. North bank is 300 metres long.
- **Westhofhaven:** 475 metres of quay. Can accommodate largest reefer vessels. East side jetty for discharging peat and general cargo quay.
- **Kaloothaven:** 1,130 metres of quay. Two jetties on south bank, one for inland barges.
- **Scaldiahaven:** Over 1,700 metres of quay. South side used by Verbrugge for handling and storage of cellulose and metals. Transverse quay is 250 metres long.
- **Van Citterskanaal/haven:** Six jetties for inland vessels and coasters. On south bank, 275 metres. On north bank, 200 metres. Heerema quay: 230 metres and 220 metres.
- **Quarleshaven:** Extension of Sloehaven to NNE, 315 metres of quay. Set of two mooring buoys on east bank with a span of 320 metres. Zalco quay: East bank, length of 150 metres. Vopak Terminal Vlissingen: Four LPG jetties.
- **Zeeland Refinery Pier:** Located on Western Scheldt. Accommodates tankers up to 100,000 dwt with maximum LOA of 280 metres.
- **Buitenhaven:** Located outside lock system with direct access to sea, 300 metres of quay. Northern basin has area for coasters and lighters. Vesta also operates an oil jetty for tankers.



North Sea Port: Terneuzen

Ghent-Terneuzen channel (Kanaalzone)

- **Noorderkanaalhaven:** North quay: 170 metres; South quay: 192 metres.
- **Zuiderkanaalhaven:** North quay: 225 metres; South quay: 230 metres.
- **Massagoedhaven:** 978 metres.
- **Zevenaarhaven:** North quay: 421 metres and 555 metres; South quay: 259 metres.
- **Axelse Vlaktehaven:** 290 metres.
- **Autrichehaven:** 850 metres.

Braakmanhaven

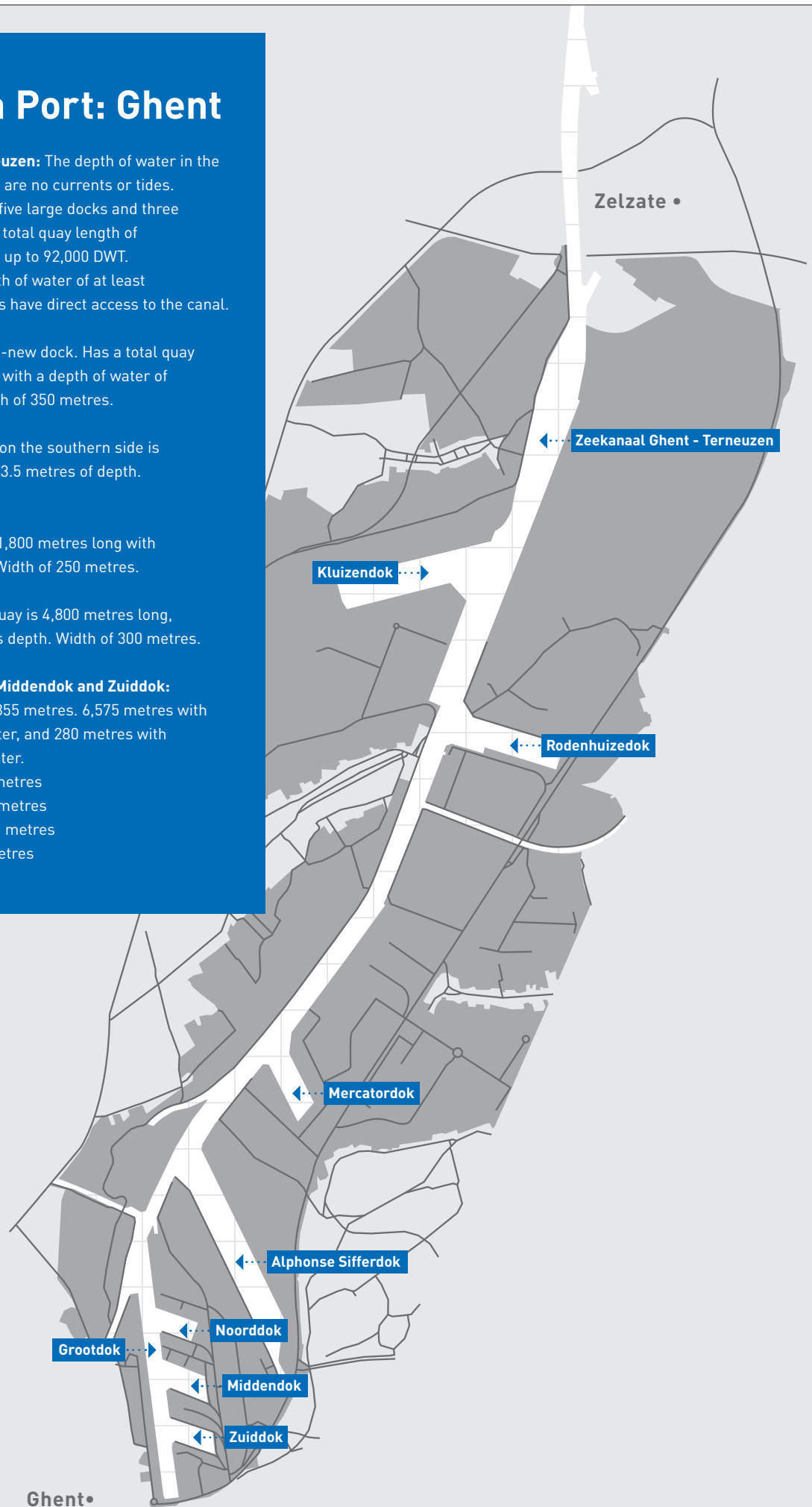
Braakmanhaven is part of North Sea Port, located directly on Western Scheldt with no locks. Four berths for seagoing vessels and three berths for inland vessels.

- **Scheldt Jetty:** One berth for vessels up to 22,500 dwt or 200 metres LOA.
- **Oceandock:** North and south berths.
- **Zeeland Container Terminal:** 185 metres.
- **Oil tanking Jetties:** Jetty Otter 1 and Jetty Otter 2.
- **Braakman:** Docks A, B and C.

North Sea Port: Ghent

Zeekanaal Ghent - Terneuzen: The depth of water in the canal is 13.5 m and there are no currents or tides. Inside the port there are five large docks and three smaller docks, offering a total quay length of 31 kilometres for vessels up to 92,000 DWT. 22 kilometers with a depth of water of at least 12.5 metres. All the docks have direct access to the canal.

- **Kluizendok:** Is a brand-new dock. Has a total quay length of 4,300 metres with a depth of water of 13.5 metres and a width of 350 metres.
- **Rodenhuedok:** Quay on the southern side is 790 metres long with 13.5 metres of depth. Width of 270 metres.
- **Mercatordok:** Quay is 1,800 metres long with 13.5 metres of depth. Width of 250 metres.
- **Alphonse Sifferdok:** Quay is 4,800 metres long, with 12.5 – 13.5 metres depth. Width of 300 metres.
- **Grootdok, Noorddok, Middendok and Zuiddok:**
Total quay length of 6,855 metres. 6,575 metres with 13 metres depth of water, and 280 metres with 8.5 metres depth of water.
Width: Grootdok: 150 metres
Noorddok: 200 metres
Middendok: 250 metres
Zuiddok: 220 metres



The Promotion Council North Sea Port is pleased to welcome new participants. Founded in 1993, the Promotion Council North Sea Port represents participants located in North Sea Port. Together they offer a complete range of the best possible port facilities and all the logistics solutions you need. See pages 57-60 for a complete list of participants.

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[I. BMDAVIES.NL](http://BMDAVIES.NL)

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[I. VANGELDER.COM](http://VANGELDER.COM)

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Promotion Council North Sea Port offers the parties concerned with the port area a platform to meet, do business and exchange information. It is a business networking organisation that wants to bring everyone involved in North Sea Port together and facilitate stronger connections.

Companies and institutions that have a direct or indirect interest in the enhancing North Sea Port's position, can become participants.

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[PER 1-1-2021]

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A	A.C. Rijnberg transportservice B.V.	www.rijnberg.com				■				
	Aannemingsmaatschappij Van Gelder B.V.	www.vangelder.com	■	■						
	ABN AMRO	www.abnamro.nl						■		
	Access World (Missingen) B.V.	www.accessworld.com				■		■		
	Adriaanse & van der Weel Advocaten	www.avdw.nl						■		
	Aerssens & Partners	www.aenpmakelaars.nl						■		
	Aquadrant B.V.	www.aquadrant.com						■		
B	Atlas Professionals	www.atlasprofessionals.com						■		
	Baker Tilly N.V.	www.bakertilly.nl						■		
	BMD Advies	www.bmdzuid.nl						■		
	Boluda Towage Europe	www.boluda.eu		■						
	Bouwgroep Peters B.V.	www.bouwgroep-peters.nl						■		
	BOW Terminal	www.bowterminal.nl			■	■				
	Brandtie	www.brandtie.nl						■		
C	Bulk Terminal Zeeland Services B.V.	www.btzeeland.nl		■	■	■				
	C-Port B.V.	www.c-port.nl						■		
	C.Ro Ports Nederland B.V.	www.croports.com				■				
	C.T.O.B. Transport & Logistics	www.ctob-logistics.com				■				
	Cordeel Nederland B.V.	www.cordeel.nl	■			■				
	Customs Support Terneuzen	www.customssupport.com				■		■		
	Damen Shiprepair Vlissingen	www.damen.com	■	■	■					
D	Danser Group	www.danser.nl		■		■				
	DB Cargo Nederland N.V.	www.nl-db.cargo.com				■				
	De Baerdemaecker NV	www.stukwerkers.com				■				
	De Pooter Personeelsdiensten	www.depooter.nl						■		
	De Ruyter Training & Consultancy	www.drctc.nl							■	
	De Zeeuwse Alliantie Notarissen	www.dezeeuwsealliantie.nl						■		
	Delta Safe Security Services B.V.	www.delta-safe.nl						■		
	Dex Premium Lubricants	www.dex-oil.com	■			■		■		
	DFDS Seaways Belgium	www.dfds.com				■				
	dNM	www.dnm.nl						■		
	DOC Logistics B.V.	www.dutchcontractors.com		■	■	■				
	DOW Benelux B.V.	www.dow.com	■							
	Draftec B.V.	www.draftec.nl	■		■			■		
	DRV Accountants & Adviseurs	www.driv.nl						■		
	Dutch Marine B.V.	www.dutchmarinebv.com		■				■		
	E	Elloro	www.elloro.nl						■	
		Embedded Coaching & Consultancy	www.ecc-coach.nl						■	
Energy Port Zeeland		www.energiportzeeland.com			■		■			
Epesi B.V.		www.epesi.nl						■		
Euro-Mit Staal B.V.		www.euro-mit-staal.com	■							
F		Feyter Group	www.feyter.com	■					■	
		Firma Klouwers Terneuzen	www.klouwers.nl				■			
	Fletcher Hotel-Restaurant Arion-Vlissingen	www.fletcherhotelvlissingen.nl						■		
	Flushing Marine & Offshore B.V.	www.flushingmo.com		■	■					
	Flushing Shipping Agencies	www.fsagencies.com				■		■		
	FMJ E & I Zeeland B.V.	www.fmj.nl						■		

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			INDUSTRY	MARITIME	OFFSHORE	LOGISTICS SERVICES	SUSTAINABLE INDUSTRY	OTHER SERVICES	EDUCATION AND GOVERNMENT
G	Green Blue Offshore Terminal	www.greenblueot.nl		■	■				
H	H4A	www.h4a.nl						■	
	Havenwerk B.V.	www.havenwerk.nl						■	
	Henk Kramer Communicatie	www.henkkramer.nl						■	
	Heros Sluiskil B.V.	www.heros.nl	■						
	Hoondert 's-Heerenhoek	www.kampsstraalbedrijf.nl	■	■	■	■	■	■	
	Hoondert Services & Decommissioning	www.hsd.nl	■	■	■	■	■	■	
	HR Expat Services	www.hrxpats.com						■	
	Huis van de Techniek	www.huisvandetechniek.nl							■
I	IBS Staalbouw B.V.	www.ibs-hallenbouw.nl	■					■	
	ICL-IP Terneuzen B.V.	www.iclip-terneuzen.nl	■						
	ING Business Banking	www.ing.nl/zakelijk						■	
	Interface Terminal Gent (ITG)	www.stukwerkers.com				■		■	
	Interlashing B.V.	www.interlashing.com				■		■	
J	JB Nautic Safety B.V.	www.jbnauticsafety.nl						■	
	Jonkman Opleidingen B.V.	www.jonkmanopleidingen.nl							■
	Justion Advocaten	www.justionadvocaten.nl						■	
K	Kamps Straal- en Industriële Spuitwerken	www.kampsstraalbedrijf.nl	■	■	■	■	■	■	
	Katoen Natie Westerschelde B.V.	www.katoennatie.com				■		■	
	Kloosterboer Vlissingen B.V.	www.kloosterboer.nl				■			
	Koch adviesgroep Ingenieurs & Architecten	www.kochadviesgroep.nl						■	
	Koolwijk Shipstores B.V.	www.shipstores.nl				■		■	
	KWS Infra/Aquavia	www.kws.nl						■	
L	Labojuce B.V.	www.labojuce.nl	■					■	
	Lalemant N.V., Lalemant Trucking N.V.	www.lalemant.com		■	■	■		■	
	Legrant Freight Management B.V	www.legrant.eu				■			
	Liftal Hijstechniek	www.liftal.com						■	
	Loodswezen Regio Scheldemonden	www.loodswezen.nl		■		■		■	
	Luctor Belting Nederland B.V.	www.luctorbelting.com	■					■	
M	M-Force	www.m-force.nl							■
	Mammoet Nederland B.V.	www.mammoet.com	■	■	■	■		■	
	Maritiem & Logistiek College de Ruyter	www.scalda.nl						■	
	Martens Cleaning	www.martenscleaning.nl	■	■	■	■	■	■	
	MMPS	www.mmeps.nl		■	■	■			
	Montis Mooring- and Boat-service B.V.	www.montismooring.com		■					
	Multtraship Towage & Salvage	www.multtraship.com	■	■	■				
	Municipality of Borsele	www.borsele.nl							■
	Municipality of Middelburg	www.middelburg.nl							■
	Municipality of Terneuzen	www.terneuzen.nl							■
	Municipality of Vlissingen	www.vlissingen.nl							■
	MVH Group	www.mvh-group.com						■	
N	North Sea Port	www.northseaport.com	■	■	■			■	
	N.V. Economische Impuls Zeeland	www.impulszeeland.nl						■	
	N.V. Westerscheldetunnel	www.westerscheldetunnel.nl				■		■	
O	Oceanwide Personnel Services B.V.	www.oceanwidecrew.com						■	
	OMC Services B.V.	www.linkedin.com/in/chvdo						■	
	Ørsted Nederland	www.orsted.nl		■	■	■	■		

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		INDUSTRY	MARITIME	OFFSHORE	LOGISTICS SERVICES	SUSTAINABLE INDUSTRY	OTHER SERVICES	EDUCATION AND GOVERNMENT
	Outokumpu Stainless B.V.	www.outokumpu.com	■		■			
	Ovet B.V.	www.ovet.nl			■		■	
	Ovet Shipping B.V.	www.ovetshipping.com		■	■			
P	Pfauth Logistics B.V.	www.pfauth.nl			■		■	
	PMI Polaris Marine Inspections B.V.	www.polarismarineinspections.nl			■		■	
	Prior Group	www.priorgroup.nl		■			■	
	PTC B.A.	www.ptcba.nl		■	■			
R	Rabobank Oosterschelde	www.rabobank.nl/oosterschelde					■	
	Rabobank Walcheren-Noord Beveland	www.rabobank.nl/wnb					■	
	Rabobank Zeeuws-Vlaanderen	www.rabobank.nl					■	
	Royal HaskoningDHV Nederland B.V.	www.royalhaskoningdhv.com					■	
S	S.T.T. B.V.	www.agency-stt.com	■	■	■			
	Sagro Aannemingsmij. Zeeland B.V.	www.sagro.nl		■	■			
	Sarens Nederland	www.sarens.com					■	
	Saybolt Nederland B.V.	www.corelab.com/rd/saybolt			■		■	
	Schipper Groep	www.schippergroep.nl					■	
	Seatrade Rotterdam B.V.	www.seatraderotterdam.nl		■	■			
	SEC Catering	www.seccatering.nl					■	
	Secil Cement	www.secil.pt	■		■			
	SFP Zeeland	www.sfp-group.nl				■		
	SGS Nederland B.V.	www.sgs.com			■		■	
	Shipyard Reimerswaal	www.shipyardreimerswaal.com		■				
	Simons Bouwgroep B.V.	www.simonsbg.nl	■					
	Sloecentrale	www.sloecentrale.nl				■		
	Sorteerbedrijf Vlissingen B.V.	www.sorteerbedrijfvlissingen.nl			■		■	
	SPIE Nederland B.V.	www.spie-nl.com					■	
	Stukwerkers Havenbedrijf N.V.	www.stukwerkers.com			■		■	
	Suez Recycling & Recovery Netherlands	www.suez.nl					■	
	Supermaritime Nederland B.V.	www.supermaritime.com		■	■		■	
	Swagemakers Intermodaal Transport B.V.	www.swagemakers.nl			■			
	Sweco Nederland B.V.	www.sweco.nl					■	
T	T.I.M.E. Service Catalyst Handling BV	www.ts-cat.com		■				
	Tanido B.V. Sworn Marine Surveyors	www.tanido.com			■		■	
	Tauris B.V.	www.tauris.be					■	
	Terneuzen Port Service	www.terneuzenportservice.nl	■	■	■			
	Terneuzen Processing Technologies	www.tpt.nl	■		■		■	
	The Safety Network	www.thesafetynetwork.nl						■
	Timmerman Industrial Repairs	www.ftimmerman.nl		■			■	
	TMS Terneuzen B.V.	www.tmsnl.com	■				■	
	TOS People & Ship Delivery	www.tos.nl		■	■	■	■	
	Transuniverse Group N.V.	www.transuniverse.be			■		■	
	Tri-Modal Containerterminal Terneuzen	www.vlaeynatie.eu			■			
	Try-Act EWIV	www.try-act.eu					■	
V	Vakwerk	www.leerbedrijfvakwerk.nl						■
	Van Ameyde Marine Vlissingen	www.ameydemarine.com		■	■		■	
	Van Keulen Transport B.V.	www.vankeulentransport.nl			■			
	Verbrugge Internationale Wegtransporten B.V.	www.verbruggeinternational.com			■			



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Verbrugge Marine B.V.	www.verbruggeinternational.com		■		■		■	
Verbrugge Terminals B.V.	www.verbruggeinternational.com		■	■	■			
Verenigde Bootlieden B.V.	www.bootlieden.nl		■		■		■	
Verschelling Assurantiën	www.verschelling.nl						■	
Vlaeynatie B.V.	www.vlaeynatie.eu				■			
Vlissingse Bootliedenwacht B.V.	www.vlb.vlissingen.nl		■		■		■	
Vopak Agencies Terneuzen B.V.	www.vopakagencies.com				■		■	
Wagenborg Agencies B.V.	www.wagenborg.com		■	■	■		■	
Ingenieurbureau Walhout Civil B.V.	www.walhoutcivil.com	■	■	■			■	
Westerschelde Ferry B.V.	www.westerscheldefferry.nl						■	
Wielemaker B.V.	www.wielemaker.nl				■		■	
Yellow & Finch Publishers	www.ynfpublishers.com			■			■	
Zeeland Bunkering	www.zeelandbunkering.nl		■					
Zeeland Cruise Port	www.zeelandcruiseport.com						■	
Zeeland Maritime Cleaning	www.zmcleaning.nl	■	■	■	■			
Zeeland Refinery	www.zeelandrefinery.nl	■						
Zeeland Sugar Terminal	www.vlaeynatie.eu				■			
Zéfranco Communicatieservice Frans	www.zefranco.com						■	
ZTZ Logistics B.V.	www.ztzlogistics.com				■			

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