

VOLUME 17 | EDITION 1 | MAART 2022

# PortNews

North Sea Port:  
leading in breakbulk

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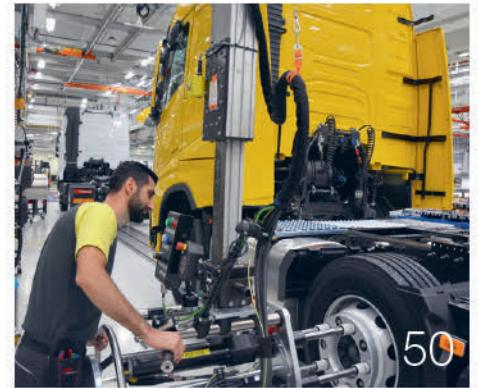
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## ON THE COVER

Breakbulk has throughout the years always been an important commodity at North Sea Port. Read more on page 8.  
Photo courtesy of Limit Fotografie.

## 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.

<b>5-7</b> APRIL 2022	<b>Fruit Logistica</b> Berlin		<b>5-7</b> APRIL 2022	<b>Wind Europe</b> Bilbao		<b>12-14</b> APRIL 2022	<b>TransRussia</b> Moscow	
<b>21</b> APRIL 2022	<b>Multimodaal Transport Expo</b> Breda		<b>2-5</b> MAY 2022	<b>Offshore Technology Conference</b> Houston		<b>17-19</b> MAY 2022	<b>BreakBulk Europe</b> Rotterdam	
<b>6-9</b> JUNE 2022	<b>North Sea Port Trade Mission Romania</b> <b>CANCELLED</b>		<b>14-16</b> JUNE 2022	<b>Transport Logistic</b> Munich		<b>13-15</b> SEPTEMBER 2022	<b>Transport &amp; Logistics</b> Ghent	
<b>27-30</b> SEPTEMBER 2022	<b>WindEnergy</b> Hamburg		<b>4-6</b> OCTOBER 2022	<b>AntwerpXL</b> Antwerp		<b>6-7</b> OCTOBER 2022	<b>European Commodities Exchange</b> Valencia	
<b>8-10</b> NOVEMBER 2022	<b>Intermodal Europe</b> Amsterdam		<b>29-30</b> NOVEMBER 2022	<b>Offshore Energy</b> Amsterdam		<b>9-12</b> MAY 2023	<b>Transport Logistic</b> Munich	



# Recovery and decline

Welcome

When North Sea Port published its figures in the early months of 2020, it was expected that it would take at least two years to recover from the negative economic effects caused by the corona crisis.

Last year's results now show that the port is indeed back on the right track. A plus of 9% compared to 2020 resulted in a seaborne cargo volume of 68.9t million. The port authority already expects to return to post-corona figures this year, which is a truly positive sign. The fact that last year around 55ha of land was leased to new and existing investors also shows that the industry is looking towards the future positively.

Having arrived at the end of the first quarter of this year, it looks like we have found a way to more or less deal with COVID-19. Restrictions have been lifted in many countries, and most of us can return to normal life. Although things may never be the same as before the pandemic, this surely has a constructive effect on business too. People are able to meet face to face to do business again. The organisation of exhibitions and conferences has been given the green light, which increases the opportunities to meet one other. As chairman of the Promotion Council, I am glad that we could publish a programme for the year filled with events and ample opportunities for our participants to meet and network.

As a leading port in breakbulk, it is obvious that we, North Sea Port, the Promotion Council, and several companies from the port will be attending Breakbulk Europe next May. Before this, we will be at the new Multimodaal Transport Expo in April. It goes without saying that I am really looking forward to seeing you there or at another (Promotion Council) event.

However, whilst informing you of the signs of recovery in our port, a very dark cloud is hovering over Europe.



The war that Putin for no apparent reason started in Ukraine is disastrous. Especially for the people of Ukraine, who are rightfully defending themselves against a foreign aggressor.

I hope this madness has stopped by the time of publishing this edition of PortNews. And even then, the aftermath of this aggression will still be felt for years to come.

Henk de Haas,  
Chairman of Promotion Council North Sea Port



Only if there is sufficient support within its environment will the port authority be able to achieve its ambitions for the port area's further development.

All images courtesy of North Sea Port, unless stated otherwise.

# Connector with a license to operate

In its new strategic plan 'Connect 2025', North Sea Port has described eight programmes to realise its goals for the next few years. Two programmes, License to Operate and Connector of Parties, are closely related.

A license to operate literally means you have permission to do the things you do. To be granted this permission, you have to show what you do. You also need to take the responsibility and be accountable for what you are doing.

## Stakeholder opinion

Within the license to operate context, this permission goes further than just acting conform legal rules and regulations, as nowadays the opinion of your stakeholders on your actions is



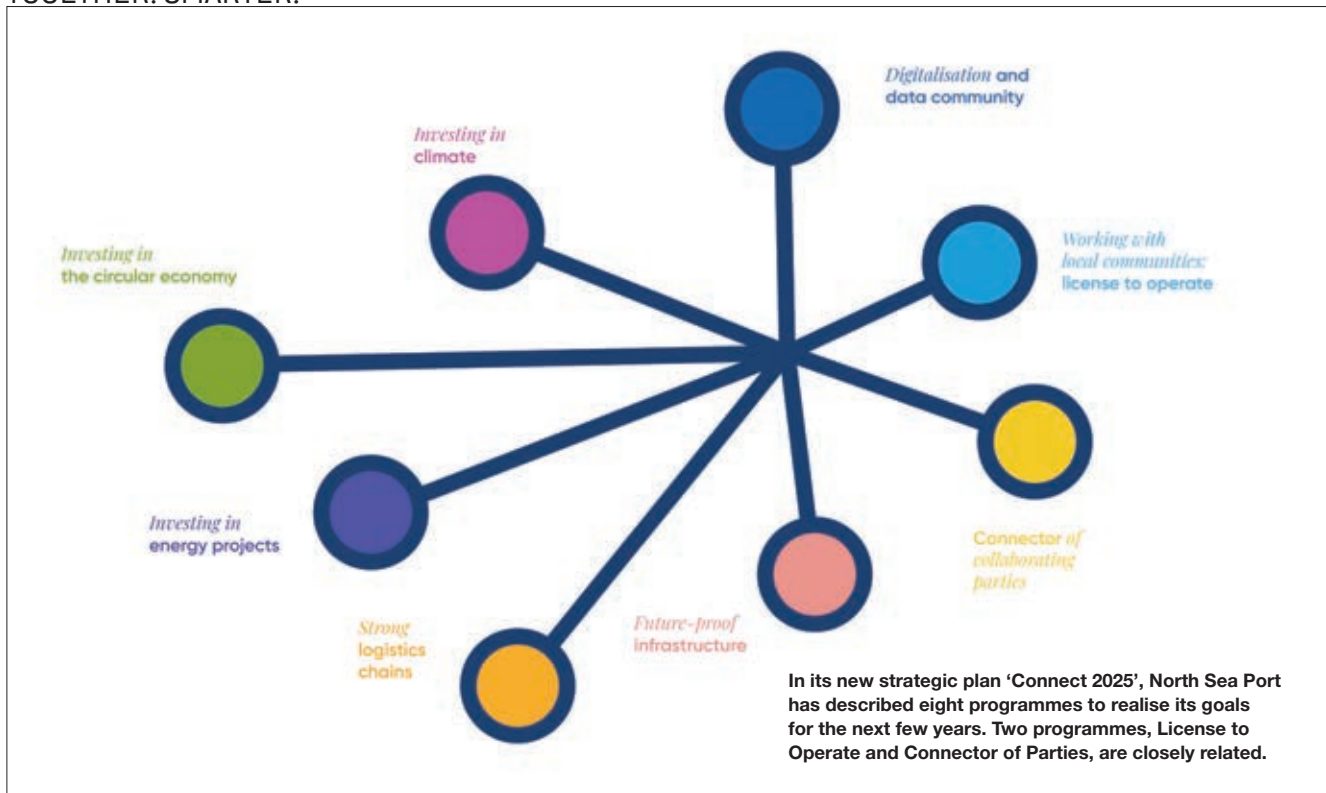
## Example of license to operate: Sustainability Ambition 2030

A covenant was concluded in 2016 between PORTIZ, the Province of Zeeland, the Zeeuwse Milieu Federatie (the Zeeland Environmental Federation), and North Sea Port. In this agreement goals were set for the development of the Zeeland economy, together with the development of a cleaner environment, nature, and climate. The focus of these objectives lies on the entire port region of Vlissingen and Terneuzen and is a unique combination of government, industry, and environmental organisations. The covenant describes six joint goals to be reached in 2030, and for each goal various key performance indicators are formulated to measure the results.

also important. In the end the anchoring in society, a societal legitimation, your connection with stakeholders, and the added value you can give for the solution of societal issues all result in an organisation's license to operate. What exactly does this mean for North Sea Port, and how does the port authority want to reach this license to operate?

## Minimise negative impact

Directly and indirectly, the port provides 100,000 jobs. However, the human factor in the port area is not just about employment, it is also about safeguarding health, combating the undermining of safety, mobility, nature, and the living environment. The port authority therefore has a role to play in minimising the negative impact from the activities in the port area, such as CO<sub>2</sub> emissions, road congestion, unnecessary use of space, and inconvenience caused by noise, odour, and emissions. North Sea Port should also play an important part in making the port ecosystem resilient against the undermining of safety in the area.



## Dialogue

It is important for North Sea Port to keep developing the support necessary for sustainable growth. Only if there is sufficient support within its environment will the port authority be able to achieve its ambitions for the port area's further development. To earn this license to operate, North Sea Port will continue to engage in dialogue with, and listen to, all of its stakeholders, including businesses, public authorities, local residents, and interest groups. To do so, the port authority needs to be transparent about what it does and should actively work to benefit local communities. It collaborates visibly to restore nature and set a good example by working corporate social responsibly and set its own Sustainability Development Goals.

## Important challenge

Even when companies meet legislation in the field of noise, emission, heavy transport, CO<sub>2</sub>, et cetera, this does not automatically mean they will be accepted and acknowledged by their environment. Being accepted by, and keeping this acceptance from, its stakeholders will be one of North Sea Port's important challenges for the upcoming years. Stakeholder acceptance will be necessary for the allocation and expansion of companies, for transport and storage of goods, and for the port authority's operational activities. Instruments to use for being granted a license to operate include effectuating the connector role by coordinating and collaborating with authorities, residents and NGOs, taking care of nature in and around the port area, improving the living environment, and realising safe traffic and security in the port area. This is a way of working North Sea Port already has been using in several projects and port developments. Best practices show that open and continuous communication helps in being granted a license to operate and for this, North Sea Port acts as a connector for authorities (including customs, police, and fire brigade), NGOs, residents, and companies. Several examples already demonstrate that this way of acting can be successful.



**Buffer zones jointly form a 243ha area of forest, nature, and agricultural area, connected by bike paths and footpaths.**

## Example of license to operate: Buffer zones enlarge quality of environment

Large buffer zones around the Kluizendok were realised last year in the Kanaalzone (Canal Zone) of the Ghent port area. The zones create a buffer between port activities and residential areas alongside the Ghent-Terneuzen Canal. The zones jointly form a 243ha area of forest, nature, and agricultural area, connected by bike paths and footpaths. The zones improve the quality of Rieme and Doornzele on the left side of the canal. 110,000 trees and bushes that were planted in an earlier stage have in the past few years been complemented by an additional 71,900; an extra 39ha of trees and bushes. The buffer zones are the result of many years of dialogue between residents and financing parties, designing and adjusting plans, acquisition of land, the construction of 5km of cycle paths and 7.6km of footpaths, the planting of numerous amounts of bushes and trees, and a struggle with draught to give the new planting material a chance to survive. The EUR 3.7 million investment for a total of sixteen buffer zones was enabled by a financial contribution from the Flemish government (EUR 1,470,000), the Province of East Flanders (EUR 670,000), North Sea Port (EUR 660,000), the Municipality of Evergem (EUR 169,000), and the City of Ghent (EUR 717,000).





Simultaneously with the development of the Zeeland hydrogen network, North Sea Port is developing a similar regional network in Belgium together with gas transport company Fluxys.

## Example of connector role and license to operate: Hydrogen Backbone

Hydrogen plays an important role in the realisation of North Sea Port's sustainability goals. To expand North Sea Port's role as hydrogen hub, a proper pipeline infrastructure is necessary, not only in the port area, but also outside, to connect hydrogen supply and demand.

North Sea Port took the initiative last year with gas transport companies Gasunie (Netherlands) and Fluxys (Flanders) to develop regional transport networks for hydrogen in the Zeeland and Ghent port area. The next steps will be to realise a cross border connection, and to connect this regional infrastructure to the national Dutch and Belgian hydrogen infrastructure. In the end, North Sea Port's hydrogen infrastructure will have connections with hydrogen storage facilities in the other parts of the Netherlands and Belgium, and Germany. North Sea Port

acts as a connector towards the industry, infrastructural utility partners, and local communities with that common sustainable goal in mind of becoming a climate neutral region. This is an important pillar for a port's license to operate.

To achieve a regional hydrogen infrastructure, the market needs to develop and additional activities are also necessary. For example, work is ongoing on electrolysis, using sustainably generated electricity to produce hydrogen without CO<sub>2</sub> emissions. Several electrolysis projects have already been announced in Zeeland, in which this so-called 'green' hydrogen will be produced from sustainable electricity, mainly from wind. In addition to the development of large-scale electrolysis, the region also offers excellent opportunities for importing hydrogen via locations in the North Sea Port area.

## Connector role

The aforementioned connector role is not only important for North Sea Port's license to operate. Apart from being one of the eight programmes in the strategic plan Connect 2025, each of the strategic plan's other programmes requires some form of linkage between parties. The port authority is very well positioned to put the challenges of developing the port area on the agenda – like the spider at the centre of a web. North Sea Port is also well positioned to bring various parties into contact with one another – to connect them, and to reach solutions together. When it comes to energy transition, investing in climate, strong logistics chains, closing cycles (circular economy), developing port infrastructure, digitalisation

or safety, no company or public authority can operate on its own. Collaboration is key, which is expressed by North Sea Port's 'Together Smarter' tagline. Parties need to be able to find each other, and the port authority can assist in this.

North Sea Port also performs this connecting role in matters outside of its core activities. An example of this is the port authority's collaboration with Gasunie (Netherlands) and Fluxys (Belgium) for the development of a hydrogen network in Belgium and the Netherlands. Acting as a connector for the industry in the port area for EU subsidies is another role.

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# Lots of irons in the fire



Breakbulk has throughout the years always been an important commodity at North Sea Port. Where other seaports in the region switched to containers, most terminal operators in the crossborder port area remained true to conventional handling of breakbulk and project cargo, which has made them true experts in this field.

Photo courtesy of Verbrugge International.



Verbrugge, at the end of last year acted as a transshipment terminal for the US Army.

In the past decade, project cargo has become an important part within the breakbulk transshipment at North Sea Port.



Photo courtesy of Lalemant.

In the current market situation with a lack of containers and new interest for conventional shipping of breakbulk and project cargo, it is clear that North Sea Port has a front-row seat.

## Temporary development

“It is true,” Marcel Pater, Commercial Manager at North Sea Port, says, “that we profit from the existing issues with containers. Because of the lack of containers causing high prices for container shipments, in the past year we have noticed that several companies that usually transport their goods in containers via Antwerp and Rotterdam now choose North Sea Port as port of arrival. This is mainly caused by the fact that we have experienced terminal operators for the handling of conventionally shipped and stored palletised goods. However, it is fair to say that this will be a temporary development and the rise in volume of breakbulk in our port caused by this will disappear as soon as container shipping gets back to normal again.”

## Well-known players

North Sea Port’s strong position in breakbulk is for a considerable part the result of the strong position that Verbrugge International has built in the field of cellulosis. This is a product that is still conventionally shipped. Mr Pater explains, “Paper producers like the fact that in our port, Verbrugge has created a true one-stop-shop for them for various kinds of cellulosis. Next to this, the handling of other forest products, steel, and project cargo also play an important role in the port’s

## Breakbulk Europe

North Sea Port will, together with Promotion Council North Sea Port and lots of companies operating in the breakbulk and project cargo industry, exhibit at this year’s Breakbulk Europe Exhibition & Conference, which will take place on 17-19 May at the Ahoy Convention Centre in Rotterdam. Breakbulk Europe is the largest event for the project cargo and breakbulk industry, and is set to draw thousands of people to Rotterdam.

**The North Sea Port Pavilion can be found in Hall 2, booth number K30-L31.**

strong position, with various well-known players in this field such as BOW Terminal, Stukwerkers, and Supermaritime. Traditional bulk operators such as OVET and Bulk Terminal Zeeland have also become involved in the handling of breakbulk.” “Compared with containers, price is less relevant in breakbulk,” Mr Pater states. He continues, “The handling of breakbulk and project cargo is traditionally more complicated compared with the handling of standardised containers. It requires a lot of knowledge and expertise. On top of this, in breakbulk tracking and tracing and digitalisation are becoming increasingly important and the various terminals in our port that handle breakbulk and project cargo have become real experts in this field, giving us an excellent position in the market.”



New offshore wind construction projects will take off in 2024/25, and we are very well positioned for this with all relevant disciplines available in our port.

## Energy transition

In the past decade, project cargo has become an important part within the breakbulk transshipment at North Sea Port. The energy transition played an important role in this, as demonstrated by the impressive track record in the handling and storage of offshore wind components. For the upcoming years, Mr Pater sees ample opportunities for the port to further strengthen its position. “New offshore wind construction projects will take off in 2024/25,” he explains, “and we are very well positioned for this with all relevant disciplines available in our port. However, there are many more opportunities in energy transition. New infrastructure will be needed for the transport of green energy and green hydrogen. New factories are also being constructed for the production of green hydrogen. Several new green hydrogen plants are planned in our port and apart from this, our port can play an important role in receiving, handling, storing, and assembling of the parts, components, and machinery required at other locations. Much of this work will be tailor made, and our terminals are true experts in the project-based approach needed. Verbrugge, for example, at the end of last year acted as a transshipment terminal for the US Army. In November and December, two US Army helicopter brigades were shipped between the US and Germany via the Verbrugge Zeeland Terminal in Vlissingen. The Zeeland Terminal functioned as a so-called Sea Port of Debarkation and as a Sea Port of Embarkation. Verbrugge supported this operation with a complete package of services consisting of loading and unloading equipment, storage, lashing and securing, port agency, and various facility services. This huge operation was successfully taken care of, according to the strict rules and regulations of the US Army, and showed what this terminal and their partners were capable of.”

## New developments

Alongside the existing terminals and facilities, new developments in the port area will contribute to North Sea Port's role in the field of project cargo. “We are currently seeing a number of interesting developments taking place in our port that will contribute to our position as breakbulk and project cargo hub. Steel construction company Hillebrand ASK Romein, which is already operating in our port, recently acquired the facilities of its neighbour Shipyard de Donge, which further extends their construction capacity. This will enable them to construct large structures such as steel bridges. Schelde Exotech, a company that manufactures industrial equipment, has also decided to move from the city of Vlissingen to our Vlissingen port area. Furthermore, Mammoet, the well-known specialist in heavy lift transport, next to their terminal in the Terneuzen port area opened a new facility in Vlissingen due to the abundant opportunities in project cargo.”



Cellulosis is a product that is still conventionally shipped.



Photo courtesy of Hillebrand ASK Romein.

Hillebrand ASK Romein recently acquired the facilities of its neighbour Shipyard de Donge. This will enable them to construct large structures such as steel bridges.

## It takes all assets

In conclusion, North Sea Port has lots of irons in the fire as a breakbulk and project cargo port. “With our dedicated breakbulk and project cargo terminals, and several experienced relevant supporting companies, we offer first-class facilities for taking care of breakbulk and project cargo”, Mr Pater voices. He adds, “On top of this there is an excellent infrastructure, with among others a 25m deep location for submersible operations, within our port area, open access from the North Sea, and multimodal connections to the hinterland. So, we have all assets it takes to remain an important player in this region.”

### MORE INFORMATION

#### North Sea Port

Marcel Pater

Commercial Manager

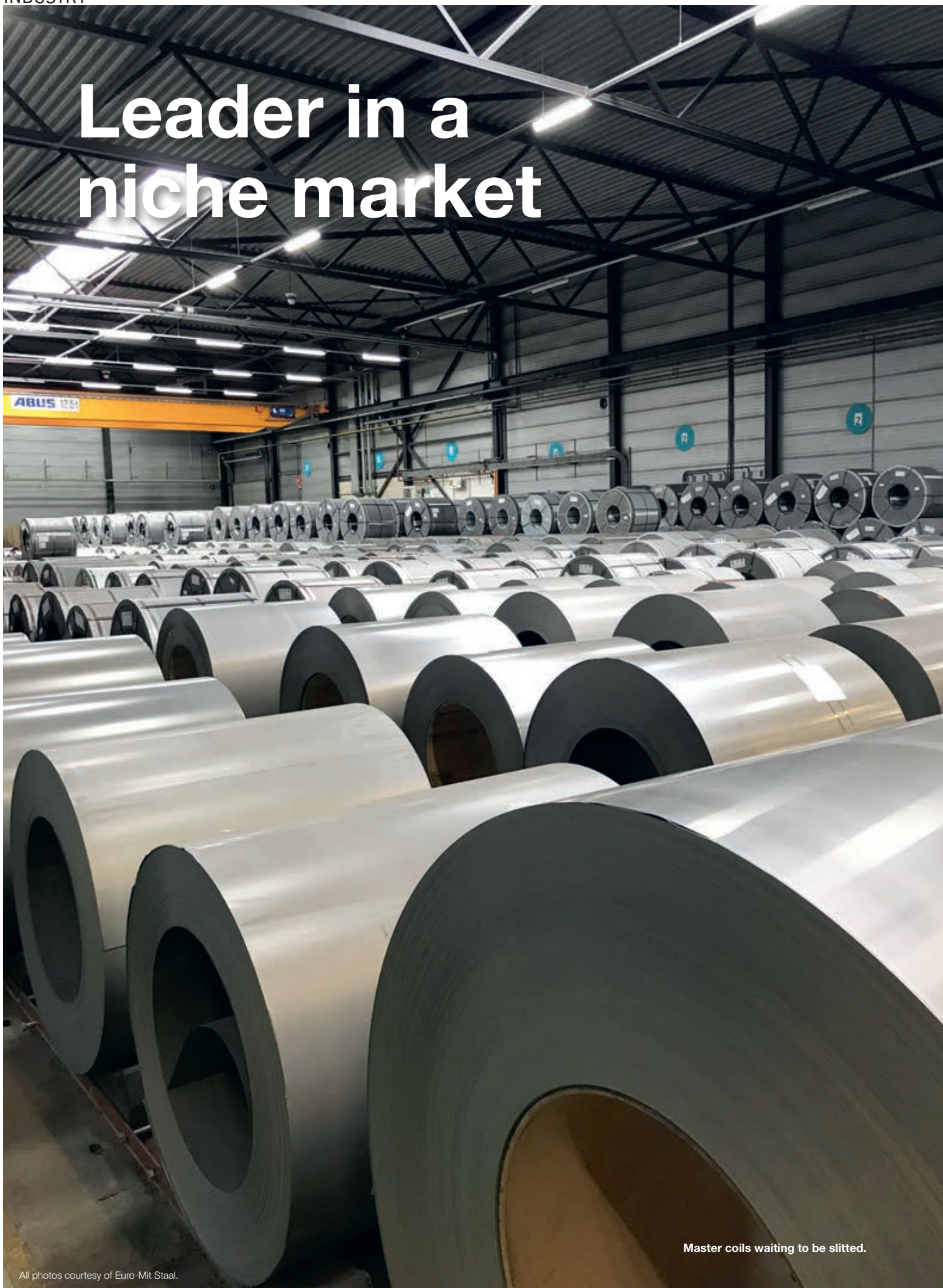
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# Leader in a niche market



Master coils waiting to be slitted.

All photos courtesy of Euro-Mit Staal.

North Sea Port acts as an import and export hub for goods. Euro-Mit Staal in Vlissingen, for example, receives coils of electrical steel from various global regions which after processing are further transported into the European hinterland.

Euro-Mit Staal was founded in 1991 in North Sea Port's Vlissingen port area, and has since realised a steady growth. Although well known in its market, for the general public, the company has always operated low profile. Last year, Mariko Hara was appointed as the new Managing Director and one of her goals is to change this. PortNews talks with her to learn more about the company and its objectives.

### Mitsui

"Euro-Mit Staal (EMS; staal means steel in Dutch) was founded in 1991 by the Japanese trading company Mitsui & Co as its European base", Ms Hara explains. "Before EMS was established, Mitsui used to supply slitted electrical steel coils from Japan to their European customers. This transport took about four months from the day of initial order to the day of delivery, which was a big disadvantage for the Japanese supplier and our customers in Europe. A feasibility study for the construction of a Steel Service Center in Europe resulted in the

establishment of EMS in Vlissingen. Over here, we are located close to the sea and the multimodal congestion-free hinterland connections."

### Expansion

In 1992, the first narrow width grain oriented electrical steel (GOES) coils were produced from the master coils received, and from that moment on EMS became a well-known name in the European transformer industry. "Demand for electrical steel processed by EMS grew over the years," Ms Hara continues, "and in order to grow along with the demands of the transformer market, it was decided to expand our storage and office area in 2007, as well as our production capacity in 2012."

### Offshore wind

Ms Hara elaborates, "In the industry, EMS is an independent service centre for electrical steel, which gives us a unique position. In our production process, we slit large coils into



Narrow width coils produced from the master coils.



Overview of Euro-Mit Staal in North Sea Port's Vlissingen port area.

smaller coils and laminations. The electrical steel that we process is used in transformers. In the markets we operate in, we have become market leader based on our expertise, high quality, and first class equipment. For us, the upcoming offshore wind market is very interesting, the electrical steel that we supply can also be used in such markets. With our core-cutting line for power transformers, we can even supply to HVDC platforms that are now becoming a standard for the larger and more remote offshore windfarms. So we are obviously looking at these developments with great interest.”

### Luxury position?

The current electrification of vehicles also seems like an opportunity. According to Ms Hara, it sure is a development to keep an eye on. “With the growing amount of EVs, demand for electricity will rise and this could positively influence the market for the transformers we supply for and more”, she says. “And also, with our knowledge and facilities we have the capability to supply other types of high grade electrical steel too, whenever the occasion arises.” Being leading in its market may seem like a luxury position, but nothing less is true, according to Ms Hara. “Today, demand for steel is very high and less higher-end steel is available in the market. For us, it means that the availability of electrical steel is at risk, with high prices as a result.”

### Close-knit

Ms Hara has been working for Mitsui since 2006 for various steel products trading in and outside of Japan. She has global experience in the steel trade, including the US, India, Southeast Asia, and so on. One of her first contacts after starting her job was with EMS. “During my time at Mitsui’s electrical steel exporting division in Japan, I was often in contact with EMS, and I even visited Vlissingen twice before”, Ms Hara voices. She



Overview of part of the production facilities.

became Managing Director in April 2021. When asked about her first experiences in working at EMS, she enthusiastically exclaims, “The first thing I noticed was that EMS is a relatively small and flat organisation. It was not so difficult for me to get to know all of the employees. This is something I really like, as I want to act as someone that stands in between all employees, and not above them. We are a close-knit company, with a high flexibility and people that can move fast in decision making.”

### Modesty

One of the challenges EMS, like many other industrial companies, has to deal with is staffing. “One of the reasons



we have reached our current position in the market is our high quality standard, and people play an important role in this”, Ms Hara explains. “Finding and keeping the right people today is sometimes challenging. As a company, we have always acted low profile. I guess this has something to do with both the Japanese and Zeeland modesty. Also, being located relatively far away from cities and towns does not help to get our name top of mind locally. With the future in mind, this is something we would like to change.” “It is important,” she adds, “to show our environment that we are a market-leading company in a high quality market, and a very pleasant organisation to work for, with many opportunities. One of the things we did for this is the introduction of a training programme for new employees. Through this programme, they learn all stages of the process of slitting and things you simply do not learn at school.”

### New ideas

According to Ms Hara, attracting new employees is not only useful for the continuation of the operation. She states, “Today, we are very lucky to have loyal staff, with people that have been working for us for a long time. They have a lot of expertise and experience in what we do. This is of course very valuable for us. However, new people bring new ideas and an objective view, which can help us to further improve our operation.” Looking at improvement, EMS also wants to contribute to a more sustainable industry. Ms Hara says, “We think that as a company we should play our part in making the world greener. In 2019, we rented out our rooftop for the installation of solar panels that supply electricity to the grid, and apart from this we are looking for ways to reduce our ecological footprint ourselves.”



**Mariko Hara, Managing Director of Euro-Mit Staal.**

### Global view

In order to keep its position in the market, it is important for EMS to look for new business and with Mitsui as parent company, it has a very experienced trader at hand with a broad knowledge of various markets and products. “The global view is an important unique selling point that helps us to find new markets. GOES contains a certain amount of silicon, which makes it one of the hardest types of steel. This means that with our equipment, we are capable of handling many other types of high grade steel. Apart from slitting machines, we have also invested in a new laminating process and automated packaging machines. With this complete package, we are positively looking forward to our future and I am excited to contribute to this”, Ms Hara concludes.

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**Cutting line. In its production process, EMS slits large coils into smaller coils and laminations.**

Mervielde

# Expanding in more than one way



Building on 75 years of expertise, Mervielde continues to expand the scope of its logistical activities. At the same time, bursting at the seams on its location in Rieme, the company opened a second terminal on a nearby site along the sea canal, where in due time it will be able to use the waterway in the supply chains of its customers. The family business is already on the lookout for further opportunities to expand, while staying true to its strategy of proximity, high standards, and centralisation.



The first development phase on the company's new site is fully operational since last year.

Photo courtesy of Mervielde.

CEO Patrick Mervielde, who runs the company together with his cousin Koen, will never forget how modest the beginnings of Mervielde were. "My grandfather Cyriel Mervielde started out after World War II by collecting milk with a cart and a horse, before buying his first truck. The first tank truck came in 1967, at a time when more and more chemical companies opted for the Ghent port area to start a new plant. In 1980 we moved to our present location in Rieme, buying up surrounding land over the following years to develop our activities. It was then that the foundations were laid on which we still build today. Being a family business, in close interaction with our clients and environment, is very much at the heart of that."

## Focus

The focus at Mervielde's is on tank transport and storage of hazardous and non-hazardous liquids and on serving a specific kind of customer, mainly to be found in the petrochemical and chemical industries. It is a virtue partly born out of necessity, the third generation manager of the company recalls. "When the European market opened up, many companies flagged out part of their activities to Eastern Europe. We never followed that trail. We lost a lot of long haul traffic of commodities, but we searched our way into niches requiring a higher specialisation and expertise and specific rolling stock and equipment, which allowed us to pay our very well-trained, but more expensive Belgian drivers."

### Three brands under one roof

**Mervielde** (tank transport and distribution of liquids for the chemical and oil industry)

- 125 tank trailers
- 250 tank containers
- 90 trucks

**Van Heesvelde** (dedicated liquids logistics)

- 46 tank trailers (for high temperature products, sulphuric acid, printing ink, waste...)
- 32 trucks

**TVT** (transportation of technical oils and fats)

- 32 tank trailers
- 24 trucks

Together, they employ 215 people, many of whom live in the North Sea Port area, and achieved a turnover of EUR 39 million in 2021

Mervielde made its mark, but the CEO does not overplay his hand. “Even if we are one of the larger tank haulage companies in Belgium today, we are not in the same league as the big pan-European groups. We never tried to build an international network of subsidiaries, for instance. But what we may lack in size, we make up for with our service level and flexibility. For us, proximity is an added value allowing us to be close to our customers both in terms of geography – many of them are located at North Sea Port and the Port of Antwerp – and of personal approach. When they are confronted with labour-intensive, complex operations with high quality and safety requirements, they know they can call on us to provide tailor-made solutions and 24/7 service. The big tenders requiring very large capacities and deep-sea capabilities are not what we are aiming at. We cater to clients with smaller volumes of specialised liquids.”

### Controlled growth

“Mervielde has grown quite constantly, but at a controlled pace and without ever losing sight of the high quality standards and of our identity. Today we employ 215 people. I still know them all by name. Our company structure is kept as flat and our decision lines as short as possible.”

One step often led to another. “The trucks we need are costly and require regular maintenance, so we decided to open our own workshop. Tank trailers and containers have to be correctly cleaned, so we started our own cleaning station as early as 1985 and later opened it to third party equipment.”

Mervielde twice used an external acquisition as a stepping stone in its growth. The first came in 1996 with the takeover of Transport Van Heesvelde, a specialised tank haulier with then seven trucks working mainly for a chemical factory in the neighbourhood. The second dates back to 2017, when TVT (Transport Van Tricht), a company with a focus on technical oils and fats, joined the pair.

“Each company still is a separate entity and has its own identity and field of activity. However, the follow-up of operations is bundled, back-office functions are integrated, they share the same quality systems and they buy new equipment together.”

### Going forward in logistics

A major turning point was the building in 2007 of a new access road to the Mervielde premises, allowing trucks to come and



For us, the way forward is more in logistics, which reinforces the interaction with our clients, than in pure haulage.



A Mervielde, TVT and Van Heesvelde truck standing side by side.



Photo courtesy of Jean-Louis Vandevoorde

CEO Patrick Mervielde (right) and Business Development Manager Joris Nauwelaerts in front of the new logo Mervielde adopted last year.

go without having to pass through the adjacent village of Rieme. “It represented a pretty heavy investment, on the eve of the financial crisis of 2008. But it gave us new breathing space, rid us of a serious bottleneck, and set the door wide open for new developments and further diversification into logistics. In the following years we built a first warehouse, we opened a container yard, and we expanded our tank cleaning.” Storage and added value services (e.g. drumming, IBC filling, blending, filtering) became more important. “Many of our customers now rely on us for the intermediate storage of smaller volumes in fixed tanks, which are often dedicated to specific users, or tank containers. Having products on stock in larger quantities than they can store at their own site gives our customers more flexibility and results in efficiency gains for them, since they can produce products in bigger batches that



Photo courtesy of Mervielde.

we can keep in our tanks of up to 45,000l. At the same time, we can achieve a higher loading rate and an optimised payload of our trucks. That is the kind of service through which we have been able to increase our market share”, adds Business Development Manager Joris Nauwelaerts.

“For us, the way forward is more in logistics, which reinforces the interaction with our clients, than in pure haulage. Our specialisation and the high qualification of our personnel have been the basis of our success. We can only be as flexible as our drivers though, and Mervielde would never have thrived without its very motivated team”, Mr Mervielde stresses. “More than ever, the challenge is to find the right people and to maintain the high standards for the demanding job performed by Mervielde. Finding young truck drivers with the right skills and willingness to go the extra mile for our customers is becoming increasingly difficult. This puts a brake on the plans we make and has even prevented us from making some acquisitions we would have considered if this problem did not exist.”

## New site

The growth in volumes and activities meant Mervielde was increasingly bursting at the seams at its location in Rieme in recent years. With the new office building erected in 2016, a recent extension of the workshop and the new carports with solar panels installed last year, room for new developments has become extremely scarce on the 4.5 hectare site.

So five years ago the company started a search for added space. “Finding the right match wasn’t easy. We were looking for a site with a potential connexion to the waterway. And once again, despite our European reach, proximity was an important factor. We have our workshop, warehouse, tank cleaning, waste water treatment and so on here in Rieme. Keeping things close saves kilometres, time, and money. Centralisation has its limits,

## Strong partner in logistics

Storage, integrated logistics, and value added services

- Storage of loaded tank containers (Seveso)
- Storage in stainless steel shore tanks (capacity ranging between 15 and 460 m<sup>3</sup>)
- Transfers between shore tanks, tank containers, flexitanks, IBCs, drums...
- Customs and excise warehouse
- Heating (steam & hot water), drumming, filtering, and blending
- Stock management, order follow-up, administrative support, transport planning, real time loading and unloading information

Intermodal transport

- Tank cleaning
- 3 lanes for non-food
- 2 lanes for food
- Delivering European Cleaning Document (ECD)
- 31,000 cleanings performed in 2021

of course, but in our case it usually translates into enhanced efficiency, and thus is a trump card.”

Mervielde found what it was looking for on the former Kuhlmann industrial site next to the sea canal between Ghent and Terneuzen, which is being redeveloped by dredging companies DEME and De Nul and is only a few hundred metres away.

The company was able to acquire 6.5 hectares of land in 2019. The first phase, including a Seveso site, a parking lot for tank trailers, a secured area for tank containers with a heating installation (steam and hot water), and a tank park with five stainless steel tanks (with a capacity ranging between 230 and 460m<sup>3</sup>) and space for two more, is already operational. “So far, we have invested EUR 16 million in this new installation, and EUR 5 million in the expansion and renovation of the workshop and parking lot over the last three years. That sum comes on top of our recurring investments in rolling stock, which amount to EUR 2 to 4 million per year.”

The second development stage will start next summer. It will comprise an extension of the container park, a new 5,000m<sup>2</sup> warehouse where liquids can be transferred between indoor tanks, flexitanks, IBCs, drums and smaller packages, and a zone for blending tanks.

## Connection to waterway

The zone closest to the sea canal will then still be available. The link with the waterway is a strategic choice. “We do a lot of business in Antwerp, where road congestion is often heavy and the flexibility of terminals is not unlimited. Using barges between Antwerp and Ghent, e.g. for further distribution by road to clients in the North of France who are not connected to rail or water, would give us more leeway and would fit into our sustainability drive. Concerning that last point, we were one of the very first companies to obtain the ‘SDG Pioneer Certificate’ for successfully completing the training trajectory on Sustainable Development Goals with the United Nations Institute for Training and Research (UNITAR). It is just one more example of how we think along with our clients about further optimisation and enhanced sustainability of their logistic set-up.”

# The modal shift connector



All images courtesy of North Sea Port, unless stated otherwise.

As part of its contribution to a more sustainable world, one of North Sea Port's main goals is to realise a modal shift from road towards the more sustainable modalities water and rail.

According to Jean Ruinard, Commercial Manager at North Sea Port, already a lot has been achieved in reaching this goal. "Currently, already over 50% of all goods transported to and from the hinterland are shipped by barge at North Sea Port. However, if it's up to us, this should be further improved."

## Cargo flows

"Our modal shift efforts cannot be successful without the collaboration of the many parties in the logistics chain involved", Mr Ruinard continues. "Moving cargo from road to for example barges, is not always the obvious choice. The biggest chance of taking cargo from the road is to look for opportunities to bundle various road transports together. This way, the transport per barge compared to road transport will get price-competitive. The challenges are in how to get a proper view of all cargo flows to and from our port. For this, a survey has been



In the past few years, new barge and rail services to and from North Sea Port were set.

conducted a few years ago to identify as many as possible cargo flows to and from our Vlissingen and Terneuzen port area. The knowledge provided from the survey enabled us, together with the terminal operators in our port area, to convince their existing and new customers to make a modal shift. This way, various cargo flows were rearranged from transport by road to inland shipping and rail.

### Liner services

Mr Ruinard continues, “Also, new barge and rail services to and from our port were set. Danser for example started four years ago with a barge service and since that moment this has grown into considerable volumes to and from North Sea Port. As the entire logistics chain is connected and depending on each other, providing new barge services also strengthens our position with West African liner services and various short

The AgroFood+ Express is a barge service for food products between Zeeland, Rotterdam, and Lelystad.

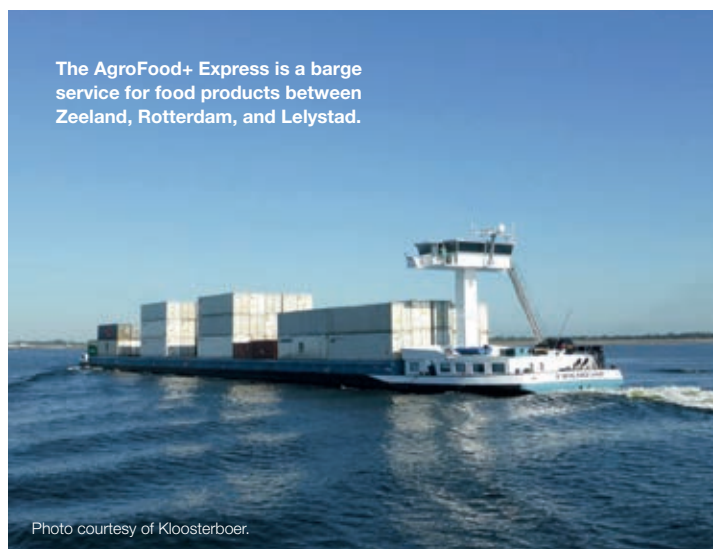


Photo courtesy of Kloosterboer.



Photo courtesy of Wagenborg.

Sufficient multi modal solutions are necessary to realise a modal shift.

sea liner connections throughout Europe. We are now aiming at services with the smaller size container vessels for Asia, because we have the perfect facilities for this.”

### Additional survey

In order to take a next step, soon an additional survey will be conducted to get a proper view of the cargo flows to and from the Ghent port area. “This additional study on flows to and from Ghent will help us to further improve our modal shift because it gives us the necessary extra information to bundle more cargo flows from Ghent to France and the UK, for example. One can really speak of a knock-on effect. The more operators choose to take cargo off the road, the easier it is to bundle flows, and the more flows, the more operators will opt for barge or rail.”

### AgroFood+ Express

As connector, North Sea Port always puts ample effort in bringing companies together and this is also the case in this

### Multimodaal Transport Expo

North Sea Port will exhibit at the ‘Multimodaal Transport Expo’ event that will take place on 21 April in Breepark in Breda. During the event, transport and logistics companies from the Netherlands and Flanders will be able to present themselves. Apart from this, various speakers will talk about subjects such as congestion in the port, staffing, multimodal digitalisation, cross-border rail connections, and joint corridors. Mr Ruinard says, “The Multimodal Transport Expo event will take place in Breda. This city is located in the province West Brabant. The logistics corridors towards Germany and France run through this province, and as result of this, this region has many inland terminals for which our port could act as import/export hub. We expect that the event will attract many interesting prospects who we can inform about the facilities of our port.” More info about this free to attend event can be found at: [www.multimodaal.nl](http://www.multimodaal.nl).





Photo courtesy of VNSC.

With the current construction of the large new lock near Terneuzen the region is ready for expanding barge transport to and from Paris.



As a port, we already have excellent congestion free connections to the hinterland that are continuously kept up to date.

matter. “For an optimal modal shift,” Mr Ruinard voices, “it is important to listen to as many parties involved as possible in order to learn about what they need and what they can offer. Based on this knowledge, we try to bring companies together, which often leads to new initiatives. One good example in which we played a connecting role is the AgroFood+ Express project. This is a barge service for food products between North Sea Port, Rotterdam, and Lelystad. Originally, fries from producer McCain were transported by truck from Zeeland to Rotterdam and Lelystad for storage and further transport, and potatoes and onions were trucked from the Lelystad region back to North Sea Port and Rotterdam for export overseas. In 2020, a pilot project was initiated with a new barge service transporting the fries as well as the onions in a triangle Rotterdam – North Sea Port – Lelystad. Now that this barge service between the three locations is arranged, more companies have decided to transport their products via this service, such as meat, and other fresh products. Terminal operator Kloosterboer, with facilities in Lelystad, Rotterdam, and North Sea Port, plays an important role in this project. We have been acting as one of the intermediates to bring the parties together and discuss the possibilities” (see also PortNews edition 15 issue 4, page 36, The Fries Express).

### Congestion free

Sufficient multi modal solutions are necessary to realise a modal shift. A development that will also provide more opportunities for North Sea Port is the Seine Nord project in which the inland waterways connection between Paris and the Western Scheldt River will be improved. Mr Ruinard elaborates, “Although the Seine Nord development is a long-term project, it is evident that once realised, our port, being located at the Western Schelde entrance of this connection, will be at the front row, and with the current construction of the large new lock near Terneuzen (Nieuwe Sluis Terneuzen) our region is ready for expanding barge transport to and from Paris.” When speaking of the Nieuwe Sluis Terneuzen, an important USP of North Sea Port is mentioned. “As a port, we already have excellent congestion free connections to the hinterland that are continuously kept up to date”, Mr Ruinard says. “On top of this, the port area itself is congestion free too, with short waiting times at the terminals. On-going automation and digitalisation of all processes involved, as well as a flexible and dedicated workforce form the basis for this.”

#### MORE INFORMATION

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# North Sea Port

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Europe's number 3 as for added value.

Europe's number 8 concerning seaborne cargo traffic.



# Catering to the future



Evolution Terminals has secured sufficient land in the Vlissingen port area that provides for future expansion potential if required.

Evolution Terminals signed a long lease agreement with North Sea Port in December 2020 for the exclusive use of 143,132m<sup>2</sup> of prime industrial land in North Sea Port's Vlissingen port area to construct and operate a new liquid bulk storage terminal and jetty. With the permitting process at a mature stage with all request applications to be submitted before summer, the time is now right for Evolution Terminal to explain more about the company's plans.

PortNews talks with Chief Commercial Officer Jan Thijs Maatman and Managing Director Arron Smyth. "After announcing our plans to establish a liquid bulk terminal at North Sea Port, we have been quietly working hard to develop our project initiative", Mr Smyth says. "In the past there have been several ambitious though unsuccessful projects on the very same location in the Vlissingen port area, and all of them ultimately turned out to be unviable for one reason or another. It was therefore our decision to remain low-profile in the first phases of the project. This does not mean that we have been idle though. On the contrary, we have taken several steps in our project, for example through conceptualising various layouts

and designs and carrying out studies to support permitting, whilst in parallel also tenaciously working on commercialising our plans via discussions with several potential launching customers and strategic partners to ensure a multimillion dollar investment like ours will be successful."

## Green fuels

Evolution anticipates building up to circa 600,000m<sup>3</sup> of liquid bulk storage capacity, in phases if necessary, and a new deep-water jetty with a draught potential of up to 17m, capable of receiving seagoing vessels, barges, and coasters. The terminal will also be served by truck and rail tanker loading and unloading infrastructure for road and railway connections to the hinterlands, and will comply with all safety and environmental standards under the latest regulations. Due to innovative design and ensuring full compliance with all the latest regulations and guidelines including PGS 29 safety legislation, Evolution is planning storage tanks to accommodate a wide range of bulk liquid product classes so that future customers may have the ability to switch product types in response to changes in downstream market dynamics. However, unique to this project is that the terminal will be the first terminal in Europe to focus solely on the storage of green and renewable fuels, without the legacy of being attached to hydrocarbon-related operations and activities. Additionally, alongside the more traditional model of long-term storage contracts, the terminal could also offer capacity under shorter-term and revolving commitments, providing suitable customers with super flexible tank rental agreements. Evolution has secured sufficient land area that provides for future expansion potential if required. In this regard,

the company will also explore potentially synergistic relationships with existing industrial tenants within the port for the provision of local storage capacity and product handling.

## Front runners

“Evolution Terminals really is an international project with investors and management originating from Canada, Europe, and the UK,” Mr Maatman explains. “Everyone is really enthusiastic about the plan to construct a terminal exclusively for green and sustainable fuels at North Sea Port. In the energy transition, green fuels are going to play an important role and terminals that can offer storage and bunkering facilities to support this development are needed. All over the world companies will be producing green fuels such as green methanol, ammonia, and hydrogen, and we are seeing large shipping and maritime companies like Maersk making huge investments in green-fuelled vessels for the future. With their investment in the development of this green fuels terminal, our investors are leading the way in supporting this pivot towards a decarbonised future. In fact, they are creating a new market and concept as there are no fully green hubs for liquid bulk yet and with the current global initiatives to decarbonise and achieve net zero, we have the right momentum and macroeconomic environment to fulfil this initiative.” According to Mr Smyth, one of the issues in this case is the lack of real substance and delivery in place of ambitious soundbytes and objectives that may not be technologically or economically feasible in the near term. “The current situation for the transition towards green fuels looks a bit like the start of the offshore wind industry with scattered knowledge, and many smaller companies involved in the first stages, with the larger companies unable to step in until projects scale, whereas today the offshore wind industry has been taken over by large companies. We expect that this will also happen in the development of the green fuels markets, but three times as fast. It is our goal to play a role in this by creating part of the ecosystem, with Evolution Terminals positioning itself to be a future hub for the import and transshipment of green fuels into Europe.”

## Various reasons

According to Mr Maatman, there are various reasons why Evolution Terminal decided to choose for Vlissingen. “Vlissingen is located close to the North Sea, and has a lock-free entrance with sufficient draught for receiving large liquid bulk vessels. Also, the connections to the hinterland are excellent, not in the least because of North Sea Port’s plans to realise a pipeline connection to the proposed national hydrogen backbone of Gasunie. The port is also close to Antwerp and Ghent, which means we can offer bunker facilities for vessels travelling to and from that port. This will of course also be possible for all vessels visiting North Sea Port. Another reason why we have decided to opt for Vlissingen is the fact that the Port Authority is very collaborative and is really doing its utmost to help us realise the terminal.” Mr Smyth adds, “Starting a new terminal in Rotterdam or Antwerp which both already have large storage facilities for oil & gas products can be a challenge for a newcomer like us. Vlissingen does not really have the same extent of oil & gas related legacy and on top of this, North Sea Port is really focusing on becoming a sustainable port of the future, meaning our plans fit well with theirs.”

## Pilot

When looking at sustainability, Evolution Terminal’s plans reach much further than just storing green fuels. “Within our plans for

## Main infrastructure

- 150,000m<sup>3</sup> ammonia storage – 3 x 50,000m<sup>3</sup> refrigerated tanks (-33°C)
- 180,000m<sup>3</sup> methanol storage – 8 x 22,500m<sup>3</sup> dome roof tanks with IFR
- 3.5ha expansion area – up to 300,000m<sup>3</sup> of storage capacity
- Jetties
- 1 x seagoing berth 80,000DWT
- 1 x seagoing/inland barge berth 20,000DWT
- 2 x inland barge berth
- Truck loading facilities
- Rail loading facilities
- Utilities
- Sewage & water treatment
- VOC treatment & ammonia flare
- Electrical power provision
- Firefighting
- Offices & workshops

## Main activities

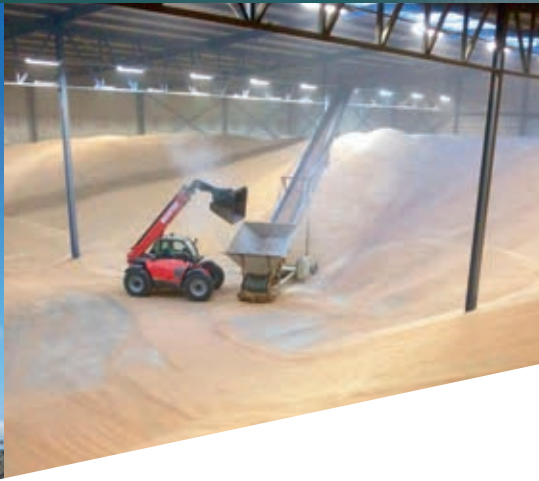
- Ammonia import – 1t million throughput/year
- Methanol import – 1.5t million throughput/year
- Products to be determined – 2-3t million throughput/year (in expansion area)
- Ship discharge & loading
- Barge loading
- Rail loading
- Truck loading

a new terminal at North Sea Port, we are catering to the future. Many companies are divesting their fossil-related operations and assets, and we want to provide them with an alternative for investment and participation”, Mr Smyth elaborates. “For this it is our goal to be as sustainable as possible, not just with regards to the products we store, but also for our future operations. For example, by using sustainable materials in the construction of the terminal where feasible, and by operating as environmentally responsible as possible – such as incorporation of shore-power, and receiving tanker trucks and barges fuelled by hydrogen, and ships running on methanol. Vlissingen will be a pilot project and the lessons learned in this project will help us and our investors to realise sustainable energy hubs at other locations as well.”

The plans for the terminal are currently in an advanced stage of permitting. “We hope to be granted all necessary permits by Q4 this year”, Mr Smyth concludes. “In the meantime we are investigating the market for customers to join us. The process really is a balance between permitting and commercialisation. If we don’t have permits to start constructing the terminal, we cannot guarantee prospective customers the storage facilities they want. However, we are on a great path and we anticipate the start of construction in 2023, and by 2024 we could gradually start up our storage activities and operations.”

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Being involved in the recruitment market with many agencies fishing in more or less the same pond, makes independent growth difficult.

All photos courtesy of TOS.

# Returning to Vlissingen

It has been some hectic months for Roel Latuheru. Halfway through last year, having worked for more than fifteen years at port and logistics recruitment agency C-Port, he became Partner and Managing Director of TOS Port & Logistics. With the acquisition of C-Port by TOS and its return to Vlissingen, the circle is closed.

“The saying ‘business as usual’ did not apply to me in the past few months,” Mr Latuheru acknowledges, “as a lot has happened to me and my new employer TOS People & Ship Delivery. However, it has been a very positive and motivating period for me.”

## Time for a change

Mr Latuheru, together with Kloosterboer, founded C-Port fifteen years ago as a recruitment agency specialising staff for the port and logistics industry. Since its establishment, the company

has built up a good reputation with branches at North Sea Port and the Port of Rotterdam. “Having worked at C-Port, I noticed after so many years that it was time for a change. I started to notice blind spots in my acting and decision making. Things have been going well over the years, so why change my way of working and thinking? I realised that moving would give me a new and fresh look at things.” The move of Mr Latuheru to TOS came shortly after the news of the acquisition of Kloosterboer by Lineage Logistics. “With the acquisition, Mr Latuheru says, “I knew that something would change, as a recruitment agency does not really fit in Lineage portfolio of activities. Still, this was not the real reason of my departure. In fact, I already had my first contact with TOS early in 2020, so that it was not an overnight decision to leave C-Port.”

## STC

Mr Latuheru was appointed Managing Director and also became partner of the Port & Logistics business unit. “TOS was founded by the Wagenaar family in 1992 as a ship delivery agency. TOS is still owned by them and throughout the years they expanded their activities with ship crewing. Today, they are one of the Dutch top three players in the maritime sector. Being located in Rotterdam, the family realised in 2017 that the



Roel Latuheru, Partner and Managing Director of TOS Port & Logistics.



The logistics activities in the port area are full of opportunities for TOS.

logistics activities in the port area, in which they were not really involved at that time, were full of opportunities for them. The same year, they had the chance to take over the activities of educational institute STC in Rotterdam, in which they focussed on organising traineeships for their students. Young people could then combine studying at STC with a logistic job in the port. TOS took over this activity from STC and founded TOS Work2Learn, which today is integrated in TOS Port & Logistics. To be honest, this was not really a success in the early days, as TOS lacked a proper network in the logistics industry. This was something I was able to build up in the past fifteen years. To be brief, this is one of the reasons why we got in touch with each other, and why I ultimately joined this company.”



TOS always looks for opportunities to grow. Being involved in the recruitment market with many agencies fishing in more or less the same pond, makes independent growth difficult.

**Preferred recruiter**

By the end of last year, Lineage Logistics, the new owner of logistic service provider Kloosterboer (see also page 44) made contact with TOS to talk about a possible acquisition of C-Port. “Although we assumed that Lineage would get in touch with us sooner or later, we did not expect that this would happen so soon”, Mr Latuheru says. “The first steps were taken at the end of last November and after this, things went very fast. TOS always looks for opportunities to grow. Being involved in the recruitment market with many agencies fishing in more or less the same pond, makes independent growth difficult. We thus always look for acquisition opportunities and the opportunity to acquire C-Port could not be resisted. Of course, it helped that C-Port hardly has any secrets for me.” Not much will change for the people working at and for C-Port, according to Mr Latuheru. “With Kloosterboer and Lineage, we have agreed to take over the entire C-Port staff. Also, for the next four years we will be the preferred recruiter for Kloosterboer. This is good for us, as this way we can continue the C-Port activities in Vlissingen and Rotterdam without losing an important customer, and it is good for them as well, as in this time of labour scarcity their flexible pool of logistics staff will not be at risk.”



## Visserijkade

The C-Port office used to be at the Kloosterboer premises. This will be closed soon, as TOS will open a new office in the Binnenhaven close to the city of Vlissingen. Mr Latuheru elaborates, "For us, our staff, and temporary workers, being at the Kloosterboer terminal is not really efficient. With our new office we will be close to town, the highway, and the public transport facilities of bus, train, and ferry. This new location is also close to the educational hotspot of Vlissingen and many new innovative initiatives with young people and good ideas, which results in a very positive atmosphere in that area. We are renting a number of offices at the brandnew location of Gould Services (see also page 36) at the Visserijkade. I will be commuting between Vlissingen and Rotterdam, and former C-Port staff and some people from TOS will jointly form the Zeeland organisation for TOS Port & Logistics."

In the past, TOS already had an office in Vlissingen and by acquiring C-Port, they are now back in Zeeland again. Mr Latuheru elaborates, "I was told by the Wagenaar family that after closing down their Vlissingen office, they soon realised that this step had been too premature. Soon after their decision, the plans for the realisation of offshore windfarms near the Zeeland coast were announced, creating ample opportunities for TOS. So it is now good to be back here with so much growth potential in many branches. Mr Latuheru hopes that as of 1 May, the organisation at the Binnenhaven will be operational. Meanwhile, business will remain somewhat chaotic, with so many things that need to be arranged, alongside daily business."



**TOS Port & Logistics will have a promising future in Zeeland.**

He concludes, "With an experienced staff in Zeeland and a healthy large organisation as a backup, I am convinced that TOS Port & Logistics will have a promising future in Zeeland. I really enjoy being part of this and with my large commercial network, I hope to be able to contribute to further expanding our presence here."

**I. TOS.NL**



## Terneuzen Processing Technologies

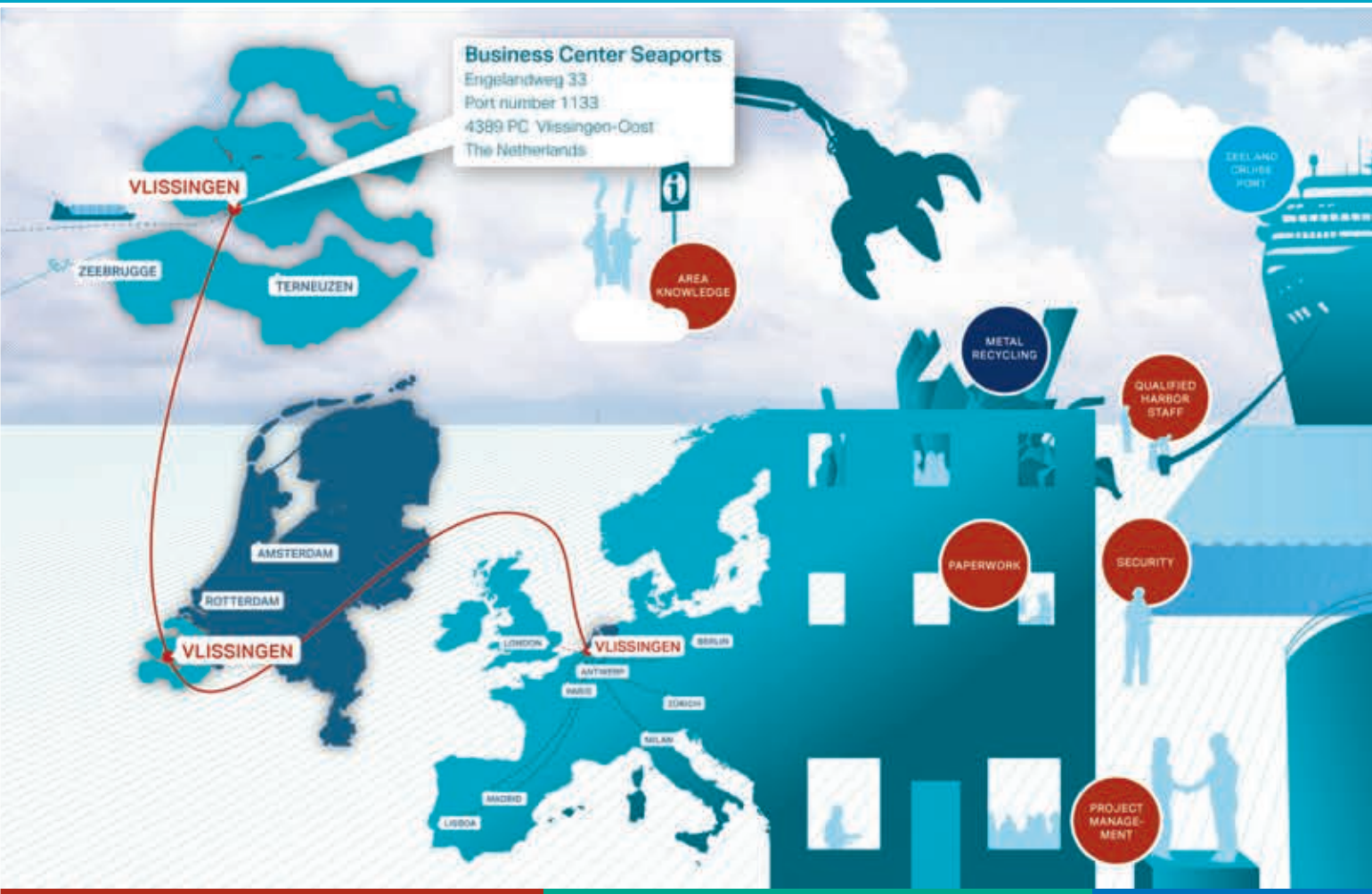
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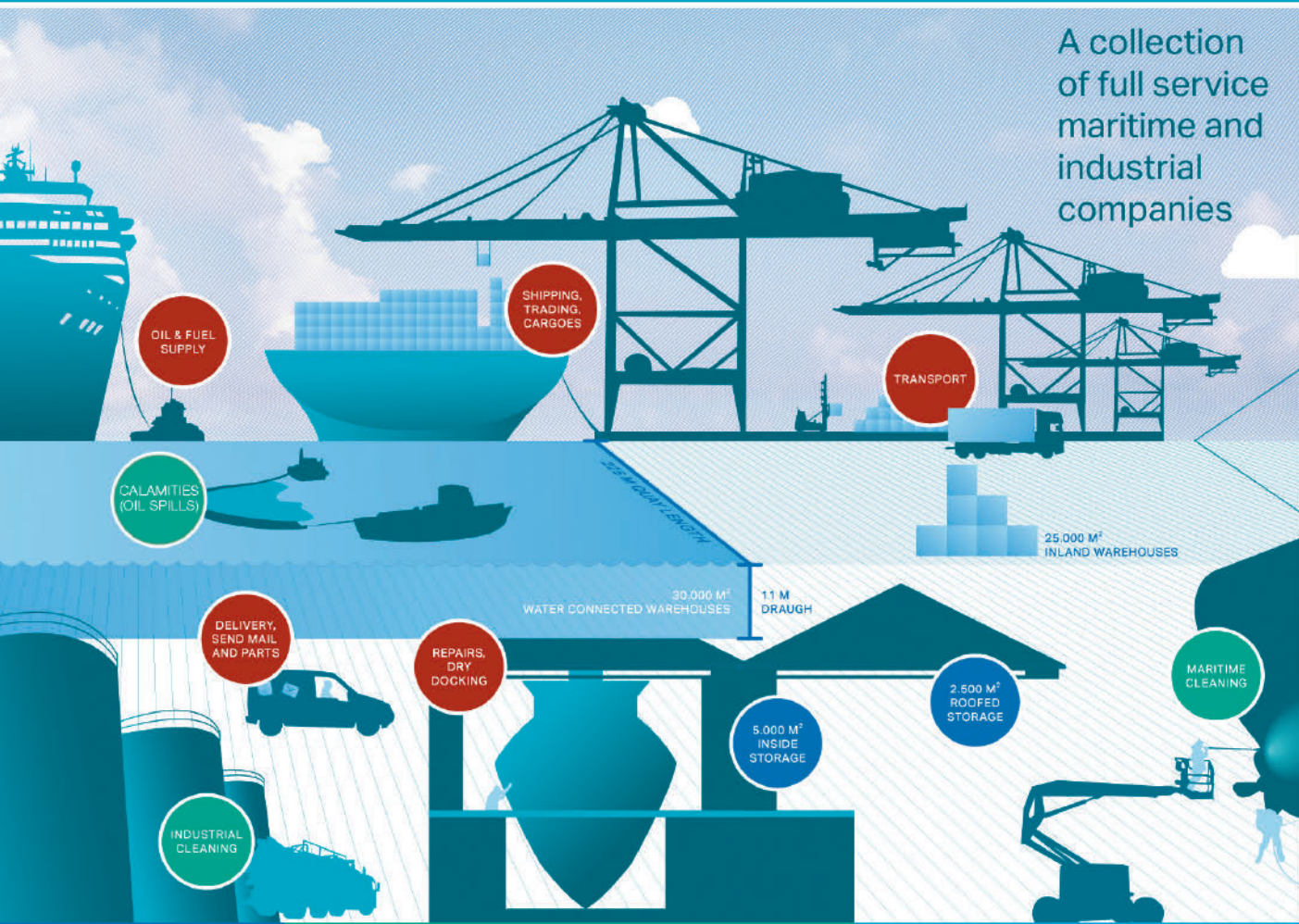
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**Marita Vermeulen, Harbour Master of North Sea Port (Ghent): Ships calling at different terminals within North Sea Port would gain from uniformity.**

# New captain at the helm

Since 1 January, Marita Vermeulen has taken over from Rik Verhaegen as Harbour Master of North Sea Port (Ghent) and Head of Port Operations Coordination Centre at North Sea Port. She brings with her a varied experience of the maritime business that will serve her well in her new function.

## Q: How did you make your way to the maritime sector?

**A:** I studied Nautical Sciences at the Antwerp Maritime Academy, getting my degree there in 2004. To me, that choice was the only logical one. From the start, my aim was to build up a maritime career at sea, which I did in the following ten years. Once the dice started to roll, it did not stop. My first jobs were on seagoing and anchor handling tugs. They led me to the Gulf of Mexico and the offshore oil & gas industry, which opened up a new field of activity for me. I have worked on drill ships, more specifically in deep water drilling, from Angola to India, back to the Gulf of Mexico, and as far as Australia. It is a totally different world compared to merchant shipping. The bigger drill ships have 200 people on board, with different departments that have to cooperate to coordinate their work, and personnel coming from all over the world. I sometimes had up to twenty different nationalities on board.

## Q: Is it the kind of experience that is useful in your new role as harbour master?

**A:** You acquire competences that will prove their worth in many functions. One of the most enriching aspects of oil & gas is the very high focus on safety in that industry. And one of the essential tasks of a harbour master's office is to make sure all nautical operations are conducted in a safe manner.

## Q: But back then, you never called at North Sea Port with one of your ships.

**A:** Ironically, when I was active in oil & gas, I saw the world, but I never worked in the North Sea. My last job before coming to North Sea Port, brought me back closer to home, though. I became Operations Manager for a towing company in the Scheldt region, directing a fleet of about 25 harbour tugs and keeping contact with captains and crews. I held that position for more than four years. It offered me numerous opportunities to be in touch with the port authorities of Zeebrugge, Antwerp, Ghent, and Zeeland Seaports, later North Sea Port of course. You become very much acquainted with the particularities, rules, and regulations of each port. Even if I wasn't on board of the tugs or vessels, it allowed me to become very familiar with the region.

## Q: How do you view your role as harbour master?

**A:** The question is rather to know what the role and purpose of the harbour master's office is. To me, that is the crucial point. I will obviously be leading the department, but what matters is what you want that department to achieve.

Within North Sea Port, Port Operations is the last division that needs to be integrated. One of our main challenges is to reach that goal while continuing to deliver an optimal service to our customers. Ships calling at North Sea Port are expecting and receiving this kind of service in both the Dutch and the Flemish port area today. We want to guarantee that as one unified entity and with a unified service tomorrow. Today, each side has its own procedures and way of working. The differences can be at times very small, but ships calling at different terminals within North Sea Port would gain from uniformity.

## Q: When do you hope to conclude this process of integration?

**A:** The integration project is called 'Port Operations 2025' for a reason. By that time, Port Operations will stand on new ground, with two cross-border clusters under one supervision: the Port Operations Coordination Centre taking over the traditional job of the harbour master's office and working under my direction, on the one hand, and Support & Policy with John Hollander, our Dutch Harbour Master, in the driver's seat, on the other hand. Today, we still have two harbour master's offices, one in Ghent and one in Terneuzen. They already cooperate as closely as possible, but we are looking to bring them together in one building centrally situated in our port area. In the future, Port Operations will no longer stop at the border. It will be integrated into one entity that rests on two clusters working in the whole port area.

## Q: The new lock in Terneuzen will be operational next year. What impact will this have?

**A:** The challenge will be to properly manage the added capacity and to maintain a fluid and efficient interaction between all the links that play their part in the logistical chain of a port call. We will focus even more on our role of coordinator and director of nautical operations. That is part of the 'Port Operations 2025' exercise too. Setting up an optimal structure and a streamlined way of working will also go hand in hand with further digitalisation and the introduction of new technology, allowing for less manual procedures. In the end, Port Operations should become the point of contact for all our partners in the nautical chain, port companies, authorities and so on all the more, a kind of spider in the web of the operational working of the port and the port authority itself. That is key to playing our role to the max.

# Let go of modesty

Arjen Pattenier and Mattheo Rozemond five years ago started a wind farm consultancy firm that today has grown into a full-service turnkey service provider. This year, a milestone will be reached with the opening of a new facility in Vlissingen and the company's five year anniversary.

The founders of Gould Services are both professionals with extensive experience and they have already proven their value in the offshore wind sector with various backgrounds. "When we founded Gould Services," Mr Pattenier says, "both Mattheo and I were already active in the industry for quite some years. Mattheo with a focus on the technical side, and I have a port business background. As we started in a challenging period, we both kept our jobs next to Gould Services, though today this is no longer the case."

## Total Wind

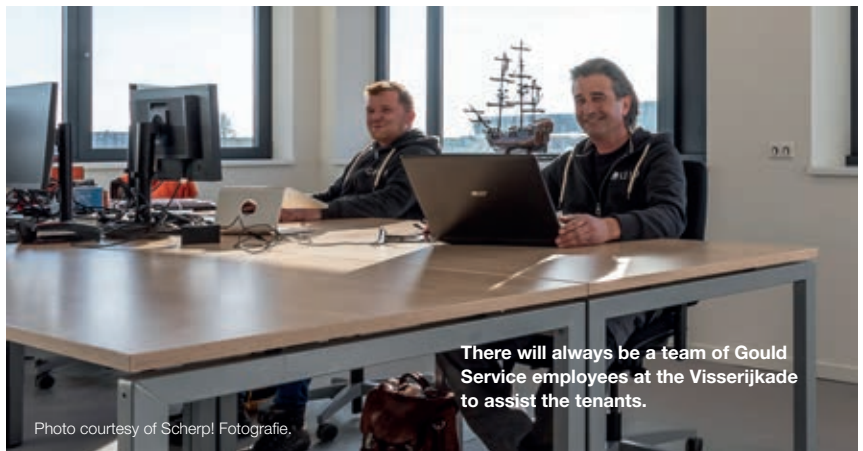
The reason for this is that things rapidly changed when the young entrepreneurs took the opportunity to take over the activities of Total Wind Benelux in 2018. Mr Rozemond explains, "When we acquired Total Wind Benelux, we became involved in contracting, as this company at that time had an ongoing contract for the pre-assembly of 66 turbines for the Merkur Offshore Wind Farm. They were supplying technical support and maintenance to Dutch onshore wind farms to both end users and turbine manufacturers. All of a sudden we had a group of 120 people working for us. Fortunately, the customers were satisfied with the way we took over things, which really gave our business a boost." Gould Services in 2017 also decided to start maintenance activities from Vlissingen, and the Total Wind activities perfectly attributed to this plan. Mr Rozemond continues, "With the construction of the Borssele offshore wind farms, we realised that Vlissingen would be the perfect location for starting activities aimed at the maintenance of these wind farms. For this reason, we took an option on a plot at the Visserijkade in the Binnenhaven port area in Vlissingen. Meanwhile, business went on from portable cabins."

## Cluster of companies

As the start of the construction of the new facility at the Visserijkade took longer than expected, Gould decided to rent a location at the Industrieweg, just a few minutes drive from the



Photo courtesy of Scherpl Fotografie



There will always be a team of Gould Service employees at the Visserijkade to assist the tenants.

Photo courtesy of Scherpl Fotografie

Arjen Pattenier (front) and Matteo Rozemond (back) are the founders of Gould Services. In the background the new office and the quay under construction.



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Visserijkade. “Business continued,” Mr Rozemond states, “and when we had the chance to rent a suitable building nearby, we decided to settle down there. Although the construction of our new facility at the Visserijkade has almost come to an end, we are going to keep our office at the Industrieweg.

At the Visserijkade we will soon have the availability of 2,000m<sup>2</sup> outer space for storage, 500m<sup>2</sup> for offices, 700m<sup>2</sup> for covered space for storage and small maintenance and repair works, alongside a new 180m long quay with a 6.5m draught. We will keep part of the covered space for ourselves for storing our own equipment. We will also have our own office over there. The remaining office and workspace will be rented out, although there will always be a team of Gould Service employees at the

### Services and facilities offered

- Windpark Services
- Installation, maintenance, troubleshooting, and repair of wind turbines – onshore/offshore
- Highly experienced technicians
- Installation teams operating worldwide
- Project management
- HSE management
- Repair & maintenance of equipment and tools
- Rental of tools and equipment
- Refurbishment
- Logistics
- High level engineering
- Experienced operators
- Heavy lift solutions
- Transport solutions
- Crane solutions
- Offshore Service Base
- Quay rental and CTVs
- Inhouse travel agency
- Warehousing and office facilities
- Local procurement
- Crew transfer services
- Marine coordination
- Outside storage area



Photo courtesy of Gould Services.

**Part of the location at the Industrieweg is used by kickboxing school Zeeuws-Fit. In collaboration with this school, Gould Services gives young people a chance to learn and build up the necessary experience through.**



Photo courtesy of Gould Services.

Visserijkade to assist the tenants. This way we establish a cluster of companies that complement our and each other's activities." The new building, that also has lockerrooms and showers for the offshore technicians coming back from their jobs at sea, was handed over to Gould Services at the end of February. The quay will be ready to use by the end of May. "The quay will be equipped with shore power and water facilities for the vessels", Mr Rozemond adds. "Furthermore, our new building will be equipped with rooftop solar panels. The amount of panels should be enough to supply the shore power installation and our facilities with electricity."

### Hurricane International

In Gould Services' business, the human factor is important as most of the work still depends on people. To find the right people, an original solution was found that at the same time demonstrates the company's sense of social responsibility. "Part of the location at the Industrieweg is used by kickboxing school Zeeuws-Fit," Mr Pattenier says, "and when talking to the owner of the kickboxing school in 2020, we learned about young people that for several reasons have trouble finding a proper job. This places them outside of society. Those young people, for example, often do not have a proper education, which makes them less interesting for traditional employment agencies. Furthermore, lots of companies do not have the time, people, and facilities to give these people the chance to learn on the job. In our opinion, this is not fair. Lacking a diploma does not mean that they are unable to work in our industry, and hence we decided to extend a hand to these young people by employing them ourselves. Together with Zeeuws-Fit, we give them a chance to learn and build up the necessary experience. We provide them with short and professional training courses organised by onshore and offshore experts. Our goal is to bring the business community and local young people closer together. It extends our pool of local workers, which we prefer rather than hiring a foreign workforce. This business, which we call Hurricane International, might look like a somewhat complicated way of recruiting, but it fits in the way we look at things and how we want to operate: honest, modest, open,



Gould Services specialises in turnkey solutions within transportation, installation, service, maintenance, and supply parts for wind turbines.



Photo courtesy of Gould Services.



When we started Gould Services, we both were used to working for large companies, so we had to get used to the new situation of being entrepreneurs that had to take care of everything.

and hard working. And being able to motivate people to get employed in our business is really exhilarating

### Modesty

So far, the young company has experienced five hectic years. “When we started Gould Services, we both were used to working for large companies, so we had to get used to the new situation of being entrepreneurs that had to take care of everything”, Mr Pattenier elaborates. “A good thing was that we could rely on several returning customers that value the open, accessible, and flexible way in which we work. On the other hand, there are also companies we work with, both on the customer and supplier side, that are not used to our direct and swiftly acting working manner, and it is one of our goals to have them on board as well. For now, we hope to be able

to continue business the way we like. For us, growth is not necessarily the main goal. We prefer a steady development with our loyal and close team of people. We want to continue our relationship with existing customers and expand step by step in Europe.” “One of the challenges in this matter,” Mr Rozemond voices, “is that even our loyal customers are not always aware of our broad scope of services we can offer them. Our activities aim at supporting the onshore and offshore wind farm industry in the fields of construction, logistics, and heavy lift transport, as well as servicing the maintenance of offshore wind farms alongside the southern Dutch and Belgian coast. We specialise in turnkey solutions within transportation, installation, service, maintenance, and supply parts for wind turbines. Most of our customers only make use of one or two of these services, without knowing we have more to offer. Our modesty, which brought us to where we are today, certainly plays a role in this lack of knowledge on our customers’ side, and perhaps it is time for us to let go of some of this modesty to show what we are really capable of.”

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Berry Global

# A plant full of bottles, but no liquids

All photos courtesy of Jean-Louis Vandevorde.

North Sea Port is home to one of the main production plants of packaging company Berry Global in Europe. It turns out thousands of plastic bottles each day for a large array of customers and houses a R&D department that helps to make a difference when it comes to customisation. The plant plays an important role in the American group and will continue doing so, says General Manager Luc Wattez.



Storing empty containers is a high volume affair requiring a lot of space.



More than half the production lines at Berry Ghent are automated, including the transfer of palletised bottles to the warehouse by AGVs.

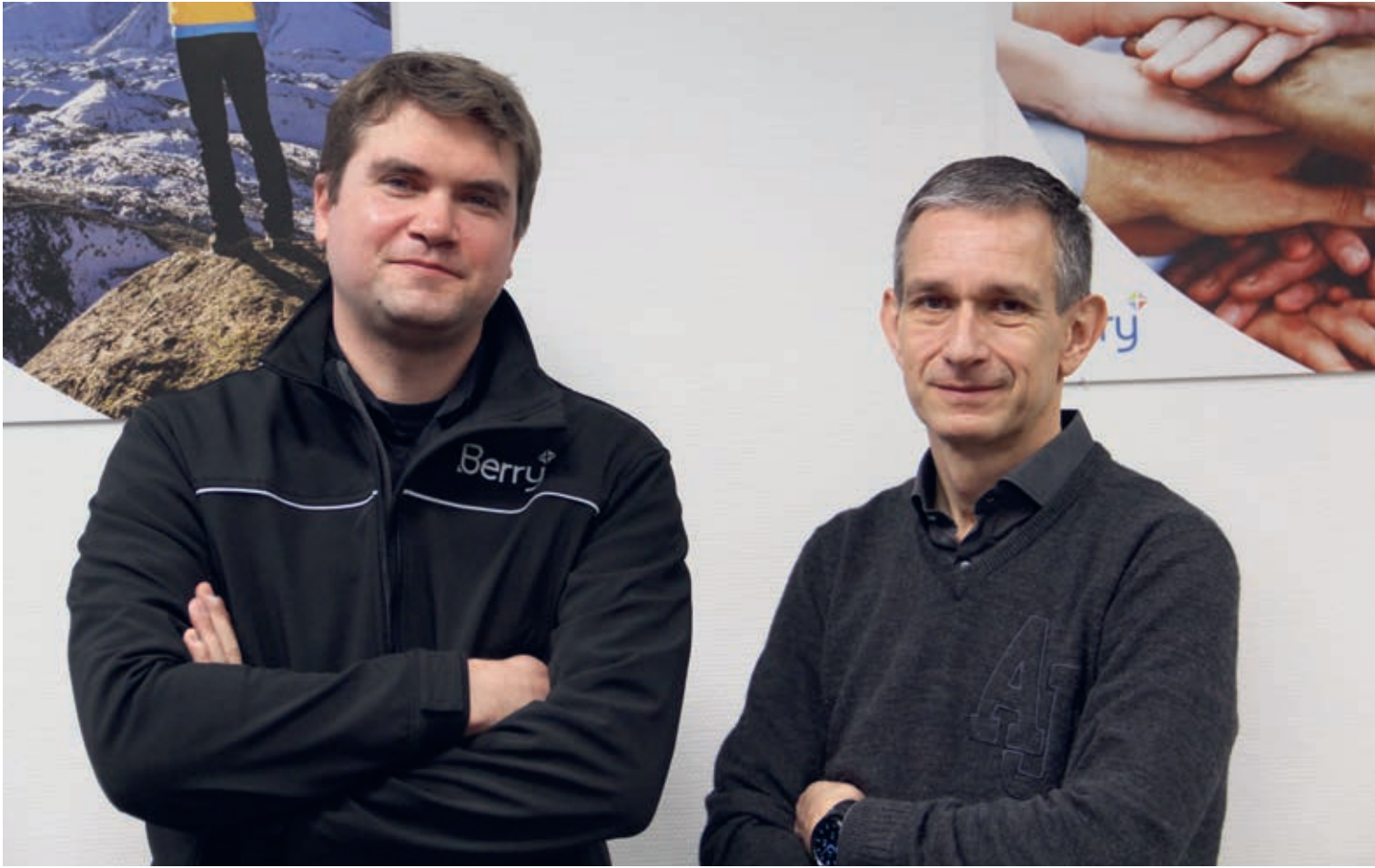
### Berry Global in a nutshell

- Fortune 500 global manufacturer and marketer of plastic packaging products
- Established in 1967, entering the container market in 1972, taking over Imperial Plastics in 1983 and acquiring RPC Group in 2019 to become a 'truly global company'
- Headquartered in Evansville, Indiana
- Over 300 facilities across the globe
- More than 47,000 employees
- Record USD 13.9 billion of net sales in fiscal year 2021

Among the 525 companies in North Sea Port, there are many that operate out of the limelight. Berry Global is one of them, even if one could say the producer of packaging and protective solutions is a household name nobody knows. "When you open your fridge, probably half of the products packed or wrapped in plastic in it will be in one of our films, bottles, containers, jars, pots, bags or cups", says Luc Wattez, General Manager of Berry Ghent, with a smile. "And the markets we serve go far beyond the food and beverages business. Agriculture and horticulture, animal and pet care, healthcare and homecare,

beauty and personal care, garden and outdoors, do-it-yourself supplies, building and construction, commercial and industrial supplies, shipping and transportation... we provide our customers with the packaging and protective solutions that meet their performance requirements, environmental impact targets, and aesthetic needs."

Berry is a group with a global reach and a strong presence in Belgium and the Netherlands, with no less than respectively six and eight subsidiaries in these two countries. One of its factories is located in the Ghent area of North Sea Port.



Production Manager Jurgen van Boxel and General Manager Luc Wattez of Berry Ghent.

### 300,000 bottles a day

The Ghent plant has a history that now spans over 65 years. It was part of the RPC Group when, in 2019, Berry Global took over this other big player in plastic packaging, thereby doubling its own size and strongly expanding its capacities in markets like Europe and Asia.

Ghent is one of about fifteen blow moulding factories in the region 'Central Europe'. The plant in Eke, just a few kilometres south of Ghent, is part of this same network of production facilities. But whereas Ghent mainly focuses on plastic bottles and cans in the range of one to five litres, Eke turns out canisters with a higher capacity. Luc Wattez, who is also member of the Board of Directors of Berry Ghent and Eke, is responsible for both blow moulding plants.

In Ghent, where Berry employs 163 people, no less than 36 machines churn out plastic containers on the 32,450m<sup>2</sup> site in the southern part of North Sea Port. The vast majority, 33 to be precise, blow and mould HDPE plastic into bottles, three can make canisters of 15 or 20 litres.

"Ghent is one of our larger plants. On a normal working day we produce about 300,000 bottles, enough to fill the equivalent of some 1,200 pallets", Production Manager Jurgen van Boxel explains. "About half our lines are fully automated, with automated guided vehicles (AGVs) for taking pallets with bottles off the production lines and transferring them to our 6,000m<sup>2</sup> warehouse for intermediate storage. We use automation for the high volumes contracts. The other machines offer the flexibility we need for smaller orders."

### High quality and customisation

Ghent does more than just production, Mr Wattez emphasises. "For blow moulding, we also house an important research &



When you open your fridge, probably half of the products packed or wrapped in plastic in it will be in one of our films, bottles, containers, jars, pots, bags or cups.

development division. We have five people working on this fulltime. Developing and implementing a new product can easily take up to eight months."

"We combine high volumes with a high degree of customisation and quality. It is part of our strategy and philosophy", he adds. "Here in Ghent, we are able to make bottles to very specific standards and requirements, which can be pretty challenging in technical terms. And we often get involved in the development of new bottles and cans at a very early stage, assisting our customers in defining the products that best suit their needs and taking into account how their own industrial processes function. We have built up a solid reputation in this field, even helping them to fine-tune their installations to obtain the best results. To do that, we can rely on our very experienced staff. The expertise we have gathered here in Ghent is quite exceptional."

Quality is also a matter of safety and security. "Some clients will use our bottles and canisters to package hazardous and dangerous materials like pesticides. They must then be compliant with the very strict UN standards and should be certified after testing. Each bottle of this kind is screened and tested for possible flaws to make sure it can receive the 'UN-approved' stamp."



What we aim for is to always load trucks to the full and try to arrange direct shipment to the customer as much as possible.

### Transporting air

Plants like Ghent concentrate on a well-defined geographical area. “When you transport empty plastic containers, their weight is almost negligible. Volume is the main issue. Our products cannot bear too high a transportation cost. You need to produce locally to absorb the logistical costs. Therefore, a lot of our clients are located nearby, in North Sea Port or Antwerp for example, but our hinterland includes the United Kingdom, the North of France, and the Netherlands.”

“What we aim for is to always load trucks to the full and try to arrange direct shipment to the customer as much as possible, planning production as close as possible to delivery”, Mr van Boxel indicates. “That is not always possible, and since the storage capacity at our Ghent plant is limited and we do not have the room to expand it, we have to rely on external locations – inside and outside the port – to store our products before delivery. That kind of warehousing capacity is also needed because our clients, once they start filling up their plastic containers, will do so at a pace which is faster than we can produce them. You simply need a buffer, and finding one is easier in an area like North Sea Port.”

### Circularity on the rise

Berry Global puts great emphasis on sustainability and is looking hard at ways to reduce its ecological footprint. One of the ways to achieve this goal is using PCR resin. PCR stands for post-consumer recycled.

“Today, we still see a lot of single use plastics. At Berry’s, we do all we can to increase the use of recycled material, setting up partnerships to create circular production chains.” The challenge is multifold, Mr Watez makes clear. “You do not only have to find the needed material in sufficient quantities. On the technical side, you also have to re-examine all the production parameters because PCR has other properties than HDPE. And, of course, the customer will ask for a reasonable price.” The Ghent plant is already producing PCR bottles. “Among the local players, we certainly are among the front runners in this field.”

Berry Ghent is fighting for sustainability on other fronts too, for instance by recycling the plastic scrap that comes with its own production and aiming at zero waste, but also lowering its energy consumption by switching to new engines when machines receive an overhaul.

### New HDPE silos

Mr Watez is confident about the future. “In the past two years, we have been through some exceptional times, with a market in turmoil, if only where energy is concerned. Being part of a group with the network and the buying power Berry has, helps us a lot. And Berry considers the Ghent plant a very valuable asset. No demand for capex investments I can recall has been turned down.”

### One of America’s ‘Most Responsible Companies’

At the end of last year, Berry Global Group was named one of America’s 500 Most Responsible Companies. It ranked 35th out of 2,000 public companies in the list presented by Newsweek magazine and global research firm Statista, Inc. In its respective industry, Berry ended in fourth position. Companies were evaluated on their publicly available performance data for the three areas of ESG governance: environmental, social, and corporate governance.

In recent years, Berry has placed special emphasis on its ESG efforts. The goal is to achieve 30% circular plastics use by 2030, surpassing the previous goal to use 10% post-consumer recycled (PCR) resin by 2025. To that end, the group sealed agreements to secure over 600 million pounds of recycled material, including advanced recycled material from top suppliers. For 39 sites globally, Berry also achieved the ISCC PLUS sustainability and traceability certification, an internationally recognised standard for the circular economy.



**Quality control is essential to guarantee the safety of client and end user.**

To better manage the ups and downs on the supply side, Berry Ghent recently installed two additional silos of 70t each for the storage of HDPE, bringing the total to eleven. “It is an investment that should also be viewed in the light of the increasing requirement for PCR. We can still add two silos, if need be. And if a further expansion of production would be necessary, then switching to machines with a higher production capacity is definitely an option.”

# A true win-win



Photos courtesy of Kloosterboer and Lineage Logistics, unless stated otherwise.

In 2019, Logistics service provider Kloosterboer decided to realise a new fully automated container facility on its Vlissingen terminal at North Sea Port. This year, Lineage Logistics completed its acquisition of Kloosterboer, which entailed another big step for the company. Time for an update.

“As logistics service provider, we are taking care of a broad range of fresh and frozen products, such as fish, potatoes, onions, fruit, juices, and fries”, says Gerben Paauwe, General Manager of Kloosterboer Vlissingen. “In the past decades, we have seen a switch on our terminal from conventional packed and handled cargo to containers. Over the years, we managed to handle containers more or less in a conventional way. However, with the container volumes rising, this was no longer efficient. This is why we decided to invest in a new fully automated container terminal in 2019.”

## Fully automated

The new terminal, which has been operational since 2020, consists of a fully automated reefer depot with more than



The new container terminal, that has been operational since 2020, consists of a fully automated reefer depot with more than 1,000 reefer plugs.



Gerben Paauwe, General Manager of Kloosterboer, "Being part of Lineage gives us ample opportunities."

1,000 reefer plugs. At the depot, four rubber tired electrically powered gantry cranes (RTGs) operate with a size of seven containers in width and five containers in height. Also, a new empty depot has been realised. Besides for storing empty containers, this area is also used for the pre-trip inspection of containers, for instance for checking the cooling engines, repairs, and for maintenance and cleaning of the containers before their next shipment. "For the design of the container terminal, one of the challenges lied in our goal of being able to store 1,600 containers in a relatively small area on an existing terminal", Mr Paauwe explains. "In order to realise this, we made use of elements from proven concepts that were adapted to this complex situation."

### Sustainable operation

The container project is only one element of Kloosterboer's strategy to grow from a relatively conventional working terminal to a state of the art and future proof operation. "The realisation of the container terminal is only one of the steps we have taken and are going to take", Mr Paauwe says. He continues, "We have also realised an automated control and entrance system for our gates, including cameras for automated license plate recognition. Also, as we opt for a more sustainable operation, we are going to replace our current conventional cranes by electrified ones. Together with North Sea Port, we are now looking at a further extension of our quay with additional berthing positions and a draught of up to 13m. This will enable us to receive and handle larger container vessels. We'll have even more possibilities to expand and accommodate growth in the future, for example by adding more RTGs in addition to the current cranes, which will increase capacity, raise speed, and efficiency."

### Unmanned trucking

Parallel with these developments, Kloosterboer is also involved in an unmanned trucking project. Mr Paauwe explains, "Looking at the horizontal transport of the containers on our terminal, we want to improve the efficacy of this, by changing from the current manned transport to unmanned means of transport. This is part of a larger project and we are participating in two of the stages of the project. This year, as a first step, trials with unmanned trucks on our terminal with mixed traffic will take place. Next year, the trials will be extended to the public roads inside the port area, which is quite an isolated area with limited traffic. In the third phase, trials will also be performed on the public roads outside of the port."

### Efforts

Now that the terminal is operating at full speed, Mr Paauwe can look back at the process satisfied. "Today everything is running smoothly, however, of course in the beginning, we had to deal with quite some challenges. The physical construction of the equipment was not really an issue. The biggest efforts were made in the automation processes. We had to completely renew our existing IT processes and integrate this into the new processes involved in the automated container handling. It's needless to say that we had to deal with queuing trucks at our gates in the beginning, but we were able to solve these issues. Apart from this, the new operation also meant that we had to train part of our staff because they needed to change roles, for example from reach stacker driver to remote RTG operator."



In Vlissingen, Kloosterboer has various multimodal, congestion free options.

## Expand capacity

Launching customer of the container terminal was Chiquita, and their containers still contribute largely to the volumes handled. “Apart from the containers for Chiquita, we still have enough capacity left for products from other customers as well”, Mr Paauwe says. “This also fits in our plans to further expand the container capacity. The Chiquita containers currently form the largest part of overseas imported containers. Also, a certain number of imported containers come in per barge, as we have a lot of expertise in the handling, temperature-controlled storing, and further transport of this type of goods. In this case, we also work closely together with our facilities in Rotterdam and Lelystad. Goods from other customers are handled at our terminal for export overseas, such as fish, potatoes and onions.”

## Multi-purpose

Although Kloosterboer has been investing heavily in container handling and storage, Vlissingen will continue to operate as a multi-purpose terminal with room for containers as well as for conventional temperature-controlled breakbulk cargo. “Today, 90 to 95% of the cargo we handle is containerised, however we will also be able to handle conventional palletised cargo in an efficient way and we continue to invest in this operation as well. Recently, for example, we invested in a new mobile harbour crane, the biggest in size in the Benelux”, Mr Paauwe elaborates.

## Lineage

As a family-owned company, Kloosterboer has always been operating future focused, and the recent acquisition of the company by Lineage Logistics fits well in this strategy.

Mr Paauwe says, “Until recently, the international logistic operation for temperature-controlled goods consisted of many relatively small, often family-owned, companies like ours. However, in the last few years, we notice consolidation and many acquisitions in our industry. It was obvious for the Kloosterboer family that, considering these developments, it would be difficult for the company to survive independently. When Lineage Logistics crossed our path looking for expansion in Europe, we saw this as an excellent opportunity. Altogether, negotiations went very fast and in a positive, collaborative way for both parties. Reason for this is that, looking at the way of thinking and working, Kloosterboer and Lineage have a lot in common. For us, management and staff, it feels very comfortable to be part of this company and their journey.”

## Platform

Since the acquisition, Lineage has made ample efforts in informing the Kloosterboer staff about their philosophy and this gave them a lot of confidence of the good intentions Lineage has with Kloosterboer. “Despite being a large organisation, Lineage still acts as a small one with short lines of communication. This is because the company actually consists of various companies of which many were family-owned ones, like Kloosterboer”, Mr Paauwe elaborates. Harld Peters, Senior Vice President of Lineage Europe, enters the conversation with an explanation, “The logo of Lineage Logistics shows how our company is created. Various small shields that form one large shield together. This way, we want to express that all those companies that are part of Lineage may be different, but together we create one strong logistic platform.”



### Growth by acquisition

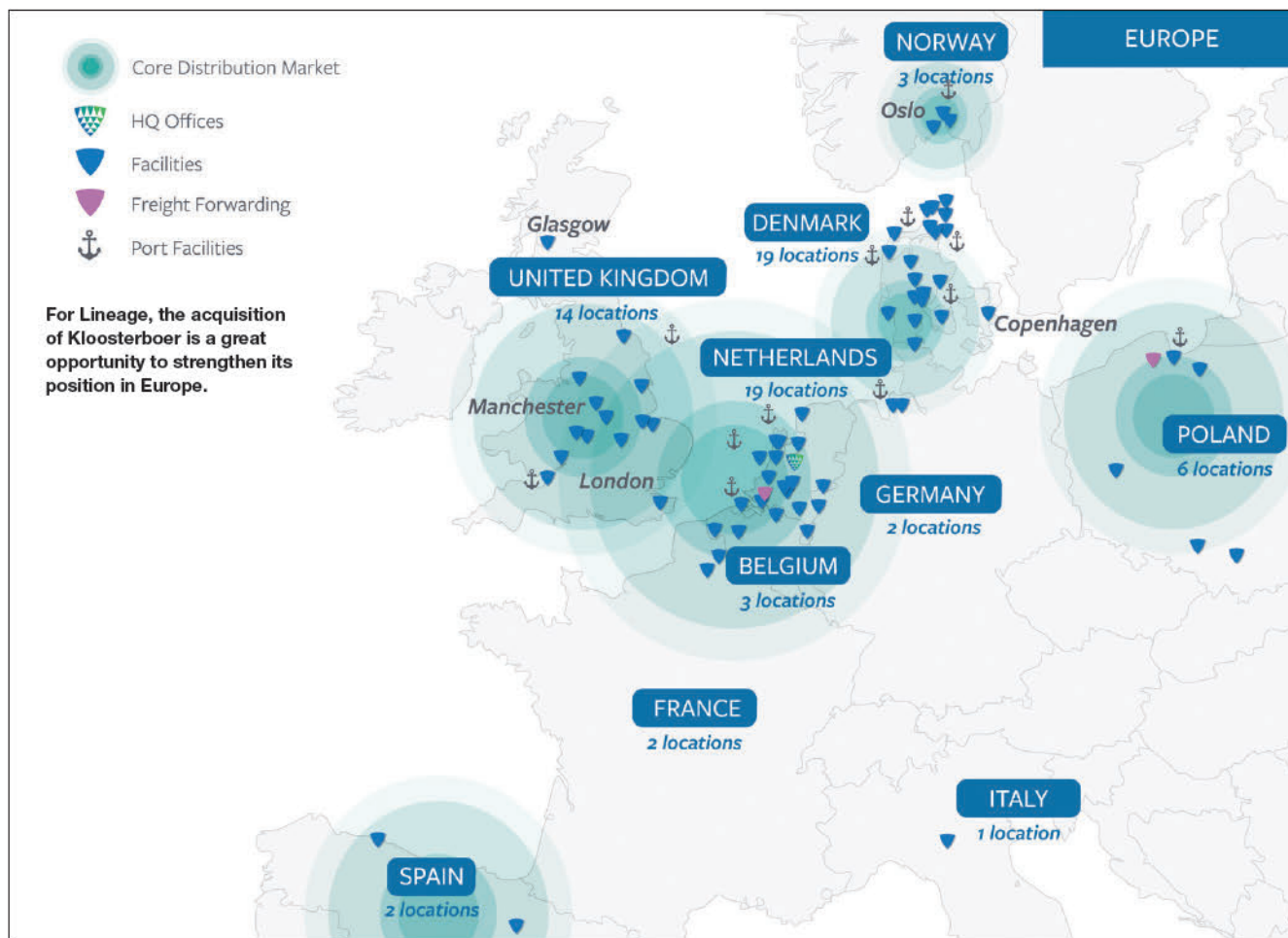
Mr Peters continues, "For Lineage, the acquisition of Kloosterboer is a great opportunity to strengthen its position in Europe. Lineage Logistics was founded in 2008 by two partners. They noticed that the temperature-controlled logistic industry, compared to other industries, consisted of many regionally operating companies, while logistic operations in other industries were more internationally organised. They saw this as an opportunity to enter this market with growth by acquisition as a strategy. They took the first steps in the US, and in 2017, Partner Logistics was taken over as the first company in Europe. Throughout the years, the company has grown from a cold storage company to a temperature-controlled service provider that covers the entire logistic chain. We are even capable of adding value to our customers' goods. For example, we produce ice cream in the Netherlands for one customer, and we bake buns in the US for another customer."

### Multimodal options

"With Kloosterboer we have found a perfect partner to expand our presence in Europe, because this company has much to offer in the logistic chain as well", Mr Peters says. According to him, not only the expertise and facilities of Kloosterboer made the acquisition a valuable one. Its location also played an important role. "Today, the larger ports, both in Europe and in the US, have congestion problems on two sides. Firstly, there is the challenge of bringing goods from port to port, and secondly, taking goods from the port to the final destination in the hinterland and the vice versa is often challenging. These kinds of issues do not exist in ports like North Sea Port. In Vlissingen, we have various multimodal, congestion free options that Rotterdam and Antwerp are not able to offer. Nevertheless, the ports of Rotterdam and Antwerp are very important to us."



Harid Peters, Senior Vice President of Lineage Europe, "The expertise and know-how of Kloosterboer together with the dedication of their staff will help Lineage to increase its presence in Europe in a positive way."





In the acquisition of Kloosterboer, its location also played an important role.

Photo courtesy of Paul Martens.

### Collaborative

Mr Peters continues, “What I also noticed is the highly collaborative approach of North Sea Port’s port authority regarding the plans we have at Kloosterboer’s Vlissingen terminal, for example with our plans to have the quay extended. Clearly, this will require investments from both parties. Other than that, North Sea Port is willing to consider other things which are also important for our growth. When our quay is ready to receive larger vessels, it might be necessary to also look at the draught, and North Sea Port should take the lead regarding this matter. Therefore, it is good to see that North Sea Port is willing to collaborate with us to help Kloosterboer keep its position as an important European hub.”

### Prosperous future

Both Mr Paauwe and Mr Peters agree that Kloosterboer can look forward to a prosperous future as it integrates with Lineage. “Being part of Lineage gives us ample opportunities, as they are very willing to support our plans”, Mr Paauwe says. “A good example in this is our recent plan to have 27,000 solar panels installed on our rooftops to make our operation more sustainable. When we discussed this with Lineage, they didn’t hesitate for a second to help us with this. The same counts for our quay extension plans. When they see the value of ideas, they can act fast and flexible. Just like we are used to do ourselves.” Mr Peters adds, “As an international operating company, we can give Kloosterboer the opportunity to further expand its market with new customers all over the globe. On the other hand, the expertise and know-how of Kloosterboer together with the dedication of their staff will help Lineage to increase its presence in Europe in a positive way. A true win-win for us, for Kloosterboer and for North Sea Port.”



Looking at the horizontal transport of the containers, Kloosterboer wants to improve the efficacy of this, by changing from the current manned to unmanned means of transport.

1. [KLOOSTERBOER.COM](http://KLOOSTERBOER.COM)  
 1. [LINEAGELOGISTICS.COM](http://LINEAGELOGISTICS.COM)

# On track to full recovery

North Sea Port is on course to completely wipe off losses suffered in 2020 due to the COVID-19 pandemic. Seaborne cargo strongly increased last year. Transshipment by inland navigation fully recouped.

When the results for corona-stricken 2020 came in, they showed a loss of 11.2% to 63.5t million. CEO Daan Schalck predicted that it would take two years for North Sea Port to bounce back to its pre-COVID-19 record level of 71.5t million in 2019.

Numbers are proving him right. Last year, North Sea Port climbed back to 68.9t million of seaborne cargo, a rise of 9% over 2020 and only 4% short of the pre-pandemic high tide. Full recovery should be achieved this year. Boding well for the future, North Sea Port allocated over 55 hectares of land to new investors.

## Climbing and rising

Almost all major flows were on the rise. Imports increased by 12%, exports by 1%.

Dry bulk, by far the largest cargo type in North Sea Port, lead the charge, increasing by 12% to 36.4t million and ending the year at an even higher pitch than in 2019. The same can be said for roll-on/roll-off volumes, which went up by more than a third (+36%), reaching 3.6t million. Liquid bulk kept a slower pace, but still registered a 3% gain at 16.7t million. Breakbulk grew 2% to 9.5t million. For containers, the picture was a mixed one: they combined a drop in volume (-3% to 2.6t million), with a sharp surge in the unit count (+27% to 262,000 TEU).

The list of commodities witnessing an increase in volume illustrates the rich diversity of goods transiting through North Sea Port. They range from trailers, machinery, steel, vegetable oils, chemicals, cellulose, and bananas to building materials, grains, coal, iron ore, and scrap metal.

No less important, inland navigation, the leading carrier in North Sea Port's hinterland traffic, made a full come-back,

“ Last year, North Sea Port allocated over 55 hectares of land to new investors.

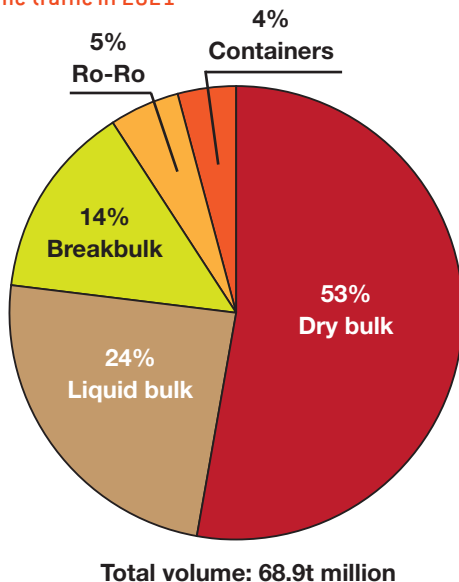
at 59.7t million (+9%). Volumes were pushed upwards by strong exports (+14%). Total waterborne traffic (sea + river) thus amounted to 128.6t million in 2021, compared to 118.3t million in 2020, a jump of more than 10t million.

## Doing business with the whole world

Maritime traffic in North Sea Port remains a very international affair. The leading trading partners are Russia, Brazil, Great Britain, the United States, and Sweden, with Norway, Turkey, Canada, France, and Spain filling the next five top spots. This reflects the geographical spread of the flows coming in and going out by seagoing vessel: Europe accounted for 61% of total maritime volume, South America came in second with 17%, North America ranked third at 12%. Africa (5%), Asia (3%) and Oceania (3%) represent a smaller share in transshipment.

1. NORTHSEAPORT.COM

Maritime traffic in 2021



Almost 9,100 seagoing vessels called at North Sea Port in 2021.



Photo courtesy of Jean-Louis Vandevoorde.

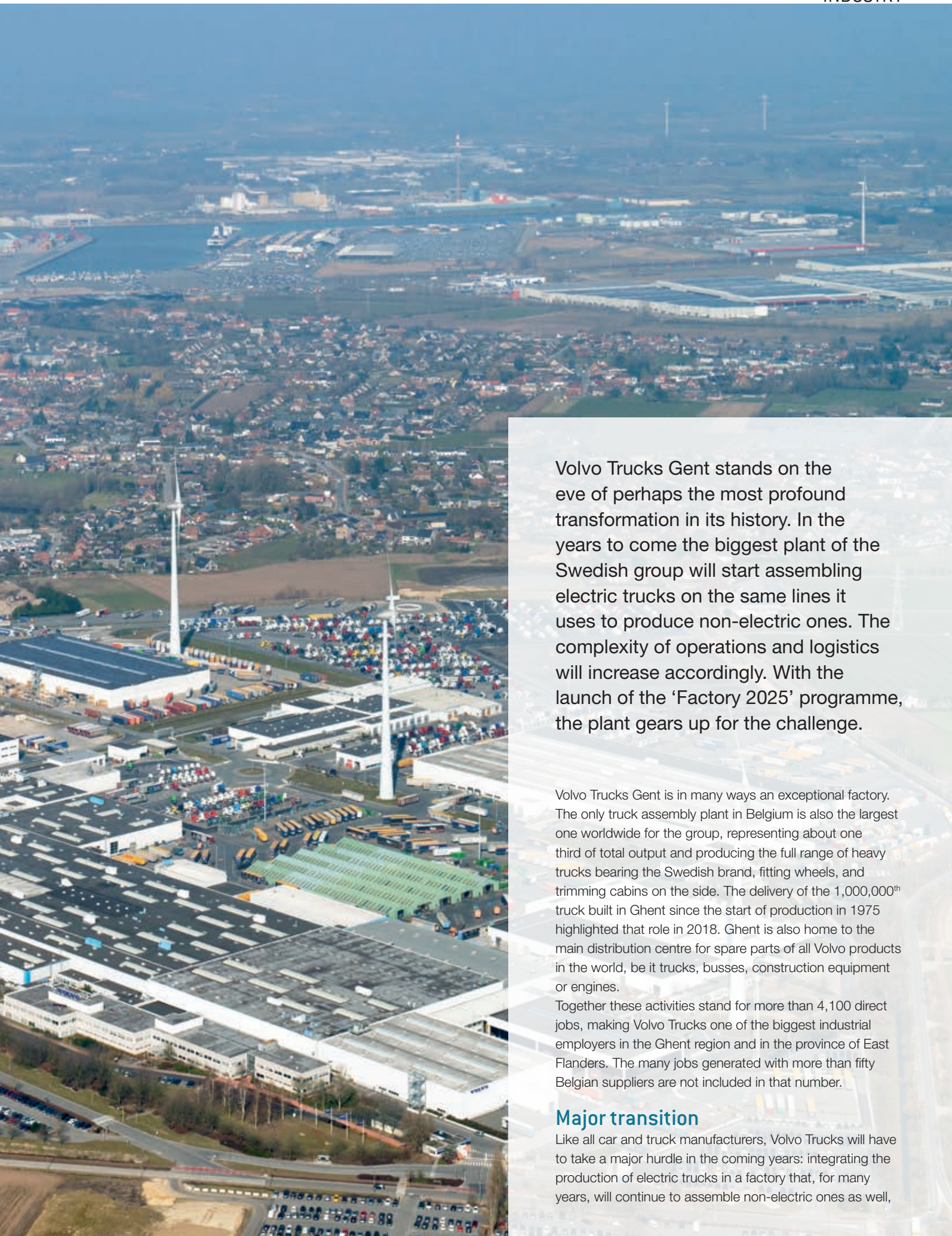
# Preparing for the perfect storm

Volvo Trucks Gent goes into transition mode with Factory 2025 project



Both the truck factory and the worldwide parts distribution centre (to the left on this aerial view) profit from the vicinity of North Sea Port Ghent.

Photo courtesy of Volvo Trucks.



Volvo Trucks Gent stands on the eve of perhaps the most profound transformation in its history. In the years to come the biggest plant of the Swedish group will start assembling electric trucks on the same lines it uses to produce non-electric ones. The complexity of operations and logistics will increase accordingly. With the launch of the 'Factory 2025' programme, the plant gears up for the challenge.

Volvo Trucks Gent is in many ways an exceptional factory. The only truck assembly plant in Belgium is also the largest one worldwide for the group, representing about one third of total output and producing the full range of heavy trucks bearing the Swedish brand, fitting wheels, and trimming cabins on the side. The delivery of the 1,000,000<sup>th</sup> truck built in Ghent since the start of production in 1975 highlighted that role in 2018. Ghent is also home to the main distribution centre for spare parts of all Volvo products in the world, be it trucks, busses, construction equipment or engines.

Together these activities stand for more than 4,100 direct jobs, making Volvo Trucks one of the biggest industrial employers in the Ghent region and in the province of East Flanders. The many jobs generated with more than fifty Belgian suppliers are not included in that number.

### Major transition

Like all car and truck manufacturers, Volvo Trucks will have to take a major hurdle in the coming years: integrating the production of electric trucks in a factory that, for many years, will continue to assemble non-electric ones as well,



Factory 2025 will ensure that new chapters can be written in the Ghent success story. We have all it takes to remain the number one.



Electric Trucks will come in all types, sizes, and colours.

Photo courtesy of Volvo Trucks.

and managing the gradual shift from the latter to the first. Koen Knippenberg, the General Manager of the plant since his return in 2017, knows what transition is. He was responsible for production in Ghent when, in 2014, the plant stopped building semi-heavy trucks to concentrate exclusively on the heavies. “Now battery-powered heavy duty vehicles are coming. Volvo already builds medium-heavy electric trucks, but today not a single electric heavy truck rolls off our assembly line. The prototypes are being tested in Sweden – where the ‘debugging’ of new processes traditionally takes place – but industrial production will also take place in Ghent.”

“Trucks will evolve to zero-emissions vehicles”, concurs Pascal Meersschaert, Director Strategy, Quality & Environment of Volvo Trucks. He is in charge of the ‘Factory 2025’ project that must enable the plant to start assembling electric trucks in the summer of 2023. Every model of the new generation of FH, FM, and FMX heavy trucks that Volvo launched last year should then also be available with an electric powertrain.

The truck industry moves at a different pace than the car industry, he stresses. “The transition in our business needs to take into account that trucks are used in very different segments and applications, with widely varying powers and ranges. We start out with battery-electric vehicles that will cover part of that demand, with 2025 as our first time horizon.”

### Battery packs

One of the first steps Volvo Trucks Gent is taking is producing battery packs, in cooperation with Samsung. The 3,600m<sup>2</sup> building (plus 1,800m<sup>2</sup> shelter for logistics) where battery modules will be assembled into packs is almost finished. The production line will be installed soon and will be fully operational in the summer. Despite automation, this new activity will create 40 to 50 additional jobs as a first step. When volumes increase, more job opportunities will arise.

It is not the first time Volvo Trucks sources in part of its supply and production chain. In 2007 it concentrated in Ghent the ‘fitting’ of ready-for-assembly wheels for all its European truck and bus factories. Since then, some 8.5 million wheels have been fitted (of which almost 650,000 last year). The same happened with the ‘trimming’ of the cabs who come in ‘naked’ from Sweden; the hundreds of parts needed to fully dress up

### Going from CO<sub>2</sub>-neutral to CO<sub>2</sub>-positive

Sustainability is the key factor in the transition drive at Volvo Trucks.

“Volvo Trucks worked out a clear vision and strategy for sustainability, the final goal being to produce CO<sub>2</sub>-neutral vehicles in CO<sub>2</sub>-positive plants and with a CO<sub>2</sub>-neutral supply chain”, says Mr Meersschaert.

The Ghent plant has already gone a long way on the road to a greener future. In the first decade of this century, it became the very first automotive assembly factory to become CO<sub>2</sub>-neutral, compensating all its emissions when not eliminating them. Since then, more than 700,000t of CO<sub>2</sub>-emissions have been avoided, Volvo Trucks claims.

“Today, we use the full array of possibilities to reduce our ecological footprint: solar panels, windmills, heating on biopropane, a green roof, passive buildings, and so on. We even have a landfill-free certificate, meaning we do not dump any garbage and recycle all our residual flows.” Excess electricity produced is delivered to the net, but it will be used in the future for the charging of electric vehicles. “In the long run, what we aim for is to become CO<sub>2</sub>-positive, by producing more renewable energy than we need for ourselves.”



Photo courtesy of Volvo Trucks.

Electric trucks will soon be assembled on the same lines as conventional ones.

and equip the driver's cabins are installed before they are fed into the assembly line.

With the battery pack assembly – an investment of EUR 14.5 million, which comes on top of a yearly investment rate of about 20 million – Volvo Trucks enters a new field and introduces a totally new technology. As with the wheel fitting, Ghent will supply the other truck plants of the group in Europe. Again, it reinforces the role of the Belgian site within the larger production network of Volvo Truck. And once more, the central geographical position reveals itself as a logistical advantage. So does the presence of the parts distribution centre, because battery packs will be given a second life in due time.

## Mixed model, added complexity

The next stage is adapting the plant to phase in the production of electric vehicles on the same assembly lines used for building the still very dominant diesel trucks (even if, in the very first phase, offline work will be possible on a smaller separate line).

Volvo Trucks is preparing for this perfect storm. “This mixed model approach represents a tremendous operational and logistical challenge. We will have to reinvent our way of working. As we go forward, the mix of vehicles will constantly evolve, with electric ones taking an ever bigger share. The expectations are that electric will not overtake diesel before 2030, but that it will happen faster. And chances are high that hydrogen and other energies will have made their entry by then, too”, Mr Knippenberg declares.

Electric and hydrogen-powered trucks may require less parts, but this will not be felt before long. On the contrary, the mixed model translates in more work as long as the diesel remains in the picture. The diversity of parts needed to build these different trucks will increase – at least by 30%, is Mr Meersschaert's estimate – together with the pressure on the logistical chain, even if the number of trucks built will not necessarily change.

## Built by people

One other factor comes into play, Mr Knippenberg underlines. “Few people realise how complex a truck is. Variability is many times bigger than in the car industry, where choices are largely dictated by the manufacturer. Assembling one truck is the equivalent of building four cars. Our clients are much more demanding as far as customisation, technology, and equipment are concerned, making our product much less standardised. They often come to us with very specific requirements. We even have a customer adaptation department and an off-line final customisation unit to meet these demands. This variability will increase further.”

It is one of the reasons why the human factor gets as much attention as product and processes in the whole transition journey, Mr Meersschaert emphasises. “Continuous optimisation and digitalisation are key, but we are a people's factory and we will remain a people's factory. Because of the enormous variability and complexity of the products we make, full automation is simply not feasible. Electric trucks will not change that. They will be as much ‘built by people’ as our present trucks.”

It means that important efforts must be made to attract people, which is not easy in the war for talent that is raging on, and to support the competence shift that is needed. “Assembling an electric truck or a battery pack requires another kind of knowhow and implies other standards, if only regarding safety. We want to make this shift with all our personnel. This human challenge is as important as the technological or logistical one.” Volvo Trucks created its own training centre to make that possible.



Photo courtesy of Jean-Louis Vandevoorde.

**Koen Knippenberg, General Manager of Volvo Trucks Gent.**



Photo courtesy of Jean-Louis Vandevoorde.

**Pascal Meersschaert, Director Strategy, Quality & Environment.**

## Ups and downs

Production at Volvo Trucks Gent varied quite heavily in the past years. After reaching a record of 46,655 trucks in 2016, it decreased to 38,035 units in 2019 due to less favourable market conditions. Corona hit hard in 2020, leading to a closure of almost six weeks and a progressive restart that led to a fall to 30,160 trucks. Last year saw output rebound to nearly 37,000 trucks.

“The lack of chips and crucial components prevented us from climbing higher and from crossing the 40,000 mark again. Even if that supply chain problem will probably make itself less felt this year, it will continue to hamper us for a large part of 2022”, Mr Knippenberg fears. “Our order book is full, but the main question is whether the supply chain can deliver.” At the same time, Volvo Truck's industrial strategy worked pretty well, the general manager adds. “We always kept our assembly lines running as long as possible. In the last quarter of 2021, we were thus able to gain market share. In December we even became the number one in Europe with a market share of 19%.”

## Close to the port

To help ease the logistical headache, being close to a port can be useful, Mr Knippenberg also knows. “Volvo chose to be in the port area. The RoRo line to Gothenburg remains vital to us, the trains with the truck cabins are handled there. And when we are confronted with hiccups in our supply chain, we can rely on partners to store trucks or components, for instance. The required expertise and the needed space are present in the port.”

Chances are high that Mr Knippenberg will not be present when the first electric truck rolls off the assembly line in Ghent. He will soon move on to lead Volvo Trucks' American plant in New River Valley, Virginia. He leaves Ghent with mixed feelings, he admits. “My new function in the US is a new professional opportunity, but my heart lies here. I was born in this region and I started my career in this plant as a young engineer. Climbing up to the position of general manager was a fantastic experience. But Factory 2025 will ensure that new chapters can be written in the Ghent success story. We have all it takes to remain the number one.”



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# North Sea Port user wins intermodal award

Oils and oleochemicals producer Vandeputte Group was awarded the yearly intermodal price of the Ministry of Mobility and Infrastructure of Wallonia for switching from road to waterway for the transportation of a large part of its raw materials. North Sea Port is a key link in this supply chain.

The yearly award goes to a company that achieved a significant rise of its traffic by the waterway. Last year, the winner was Vandeputte Group. The 135-year old family business is a major player in the transformation of linseed into oils and oleochemicals that find their way in food&feed, coatings and inks, soaps, and detergents.

## Optimal solution

For its production, Vandeputte mainly relies on linseed coming from main producing countries like Canada, Russia, Kazakhstan, Ukraine, the UK or France. “The major part comes in from the North American Great Lakes, with ships carrying up to 30,000t”, explains Gauthier Vindevoegel, General Manager of



For us, North Sea Port Ghent is the optimal solution. We have looked at other options, but could not find an equivalent one.

Vandeputte. “But we also bring in linseed from closer origins like the Baltic and the Black Sea with smaller shortsea vessels.” This traffic is handled through Ghent, the seaport closest to the plant in Mouscron. The ships are unloaded at the Euro-Silo terminals at the Rodenhuisdok or Sifferdok, depending on availability. “For us, North Sea Port Ghent is the optimal solution. We have looked at other options, but could not find an equivalent one.”

## From road to waterway

The onward transport from Ghent to Mouscron happened until recently by road, trucks shuttling back empty once they had delivered their load at the plant. Try-outs with inland navigation proved unsuccessful because of a lack of sufficient intermediate storage capacity, which resulted in higher logistical costs. The situation changed with the investment of EUR 6.5 million in warehouses in the inland port of Pecq, only ten kilometres away from Mouscron. The terminal there became operational in March 2020.

Since then, inland navigation took over as the leading transport mode for the last leg of the voyage the imported linseed has



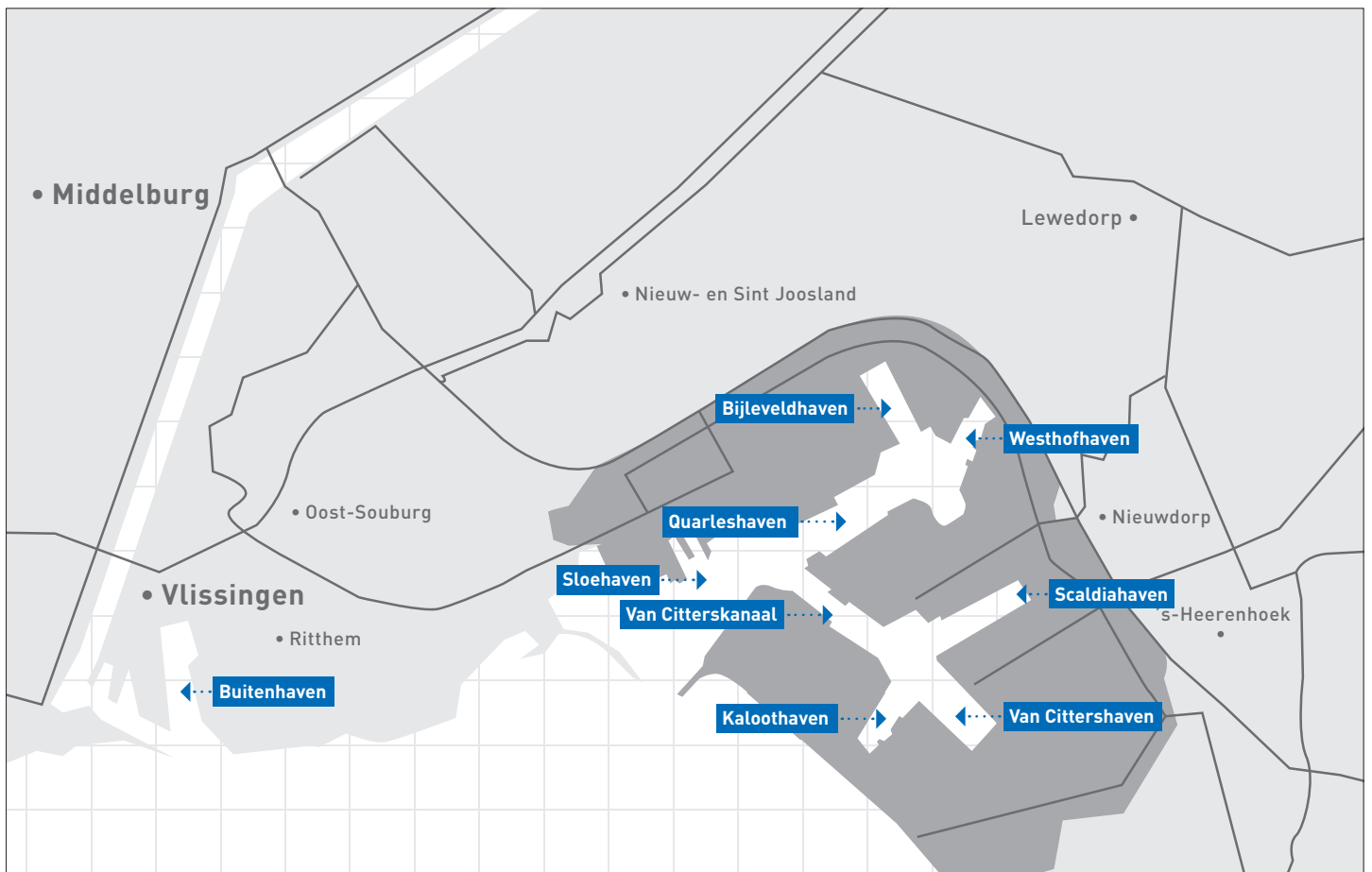
Photo courtesy of Jean-Louis Vandevoorde.

The ‘Zeus’ loading at the Euro-Silo terminal in the Sifferdok.

to perform. In 2020, Vandeputte transferred 68,000t of linseed to the waterway. Last year, this volume grew to 75,000t, representing about 80% of total incoming flows. Nowadays, a dedicated inland vessel, the ‘Zeus’, is used to deliver the linseed in Pecq, from where it is brought to the plant by truck. When needed, Vandeputte relies on Lalemant Barging to charter spot vessels to absorb larger volumes. By switching to waterway, Vandeputte has succeeded in reducing the CO<sub>2</sub> emissions linked to this logistical chain by 1,000t to about 300t per year, or by 75%.

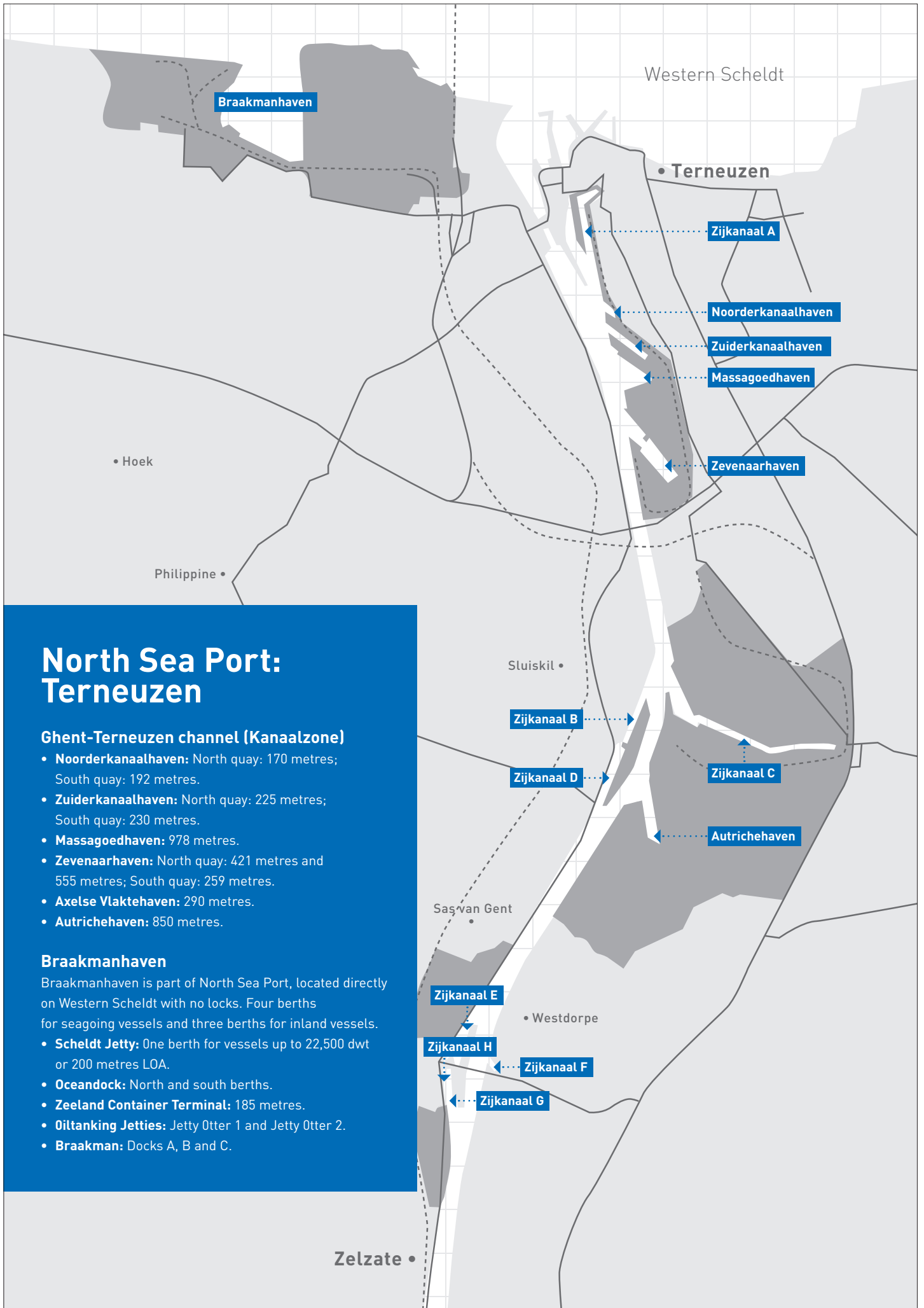
## Not the first time

It is not the first time the Walloon price for intermodality goes to a company which uses North Sea Port as an important link in its supply chain. It also happened in 2018, when scrap trader CometSambre was the laureate. CometSambre runs a scrap terminal in Ghent that serves as a platform for overseas export. The company relies on inland navigation for the transportation of export volumes from its inland sites to Ghent.



## 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

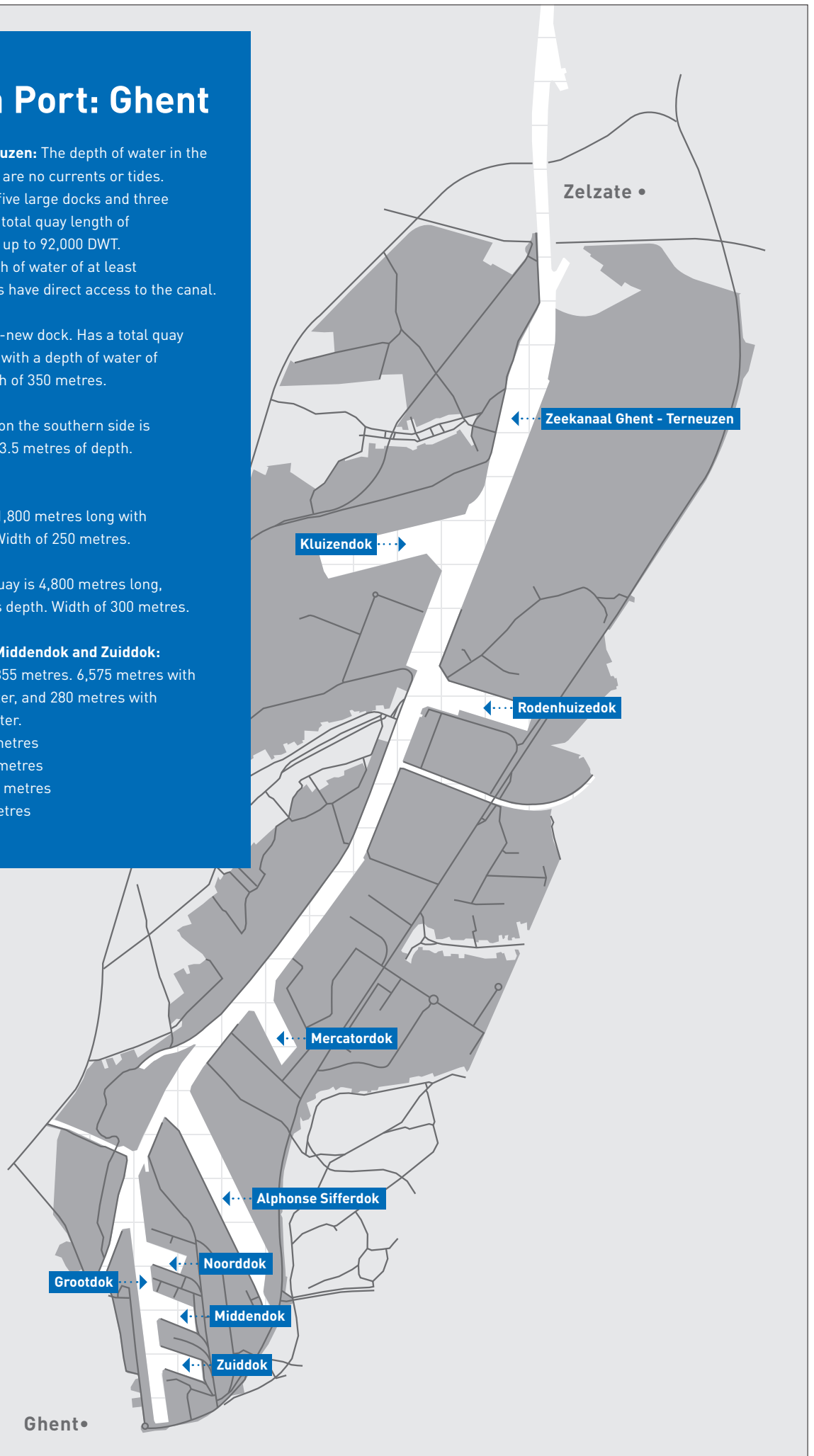
Braakmanhaven is part of North Sea Port, located directly on Western Scheldt with no locks. Four berths for seagoing vessels and three berths for inland vessels.

- **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.
- **Oiltanking 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 61-64 for a complete list of participants.

## → ELTEN SAFETY SHOES



ELTEN belongs to the leading safety footwear manufacturers in Europe. Since 1910, the family business has been producing safety footwear in Uedem (Germany). At this location, ELTEN produces more than three million pairs of shoes every year. This means that ELTEN has the right style in the right size for practically every professional application. ELTEN's success factors are: investment in contemporary safety concepts, the focus on sustainability, research in co-operation with scientists, technological innovation, use of

high-tech materials, wearing comfort, and fashionable design.

As a result of research projects with scientists, many ELTEN shoes score with exclusive, patented technologies. ELTEN also offers many styles which have been specially developed for the growing number of women in the so-called 'man's world'. At the end of 2021, ELTEN was named 'Brand of the Century' by an independent jury of the ZEIT publishing group.

**ELTEN.COM**

## → EURO-SILO



Euro-Silo is a flexible service provider for the handling and storage of grains, seeds, and its derivatives. The company provides the agribusiness a reliable and efficient gateway for importing, storing, and distributing agricultural commodities into Europe. With a storage capacity of 650,000mt divided in vertical and horizontal units from 300mt up to 30,000mt, Euro-Silo can offer the suitable storage solution. Various transport modes

are possible for inbound and outbound flows: seagoing vessels, barges, trains, trucks, and containers. Their two sites with four unloading modalities and five loading towers, located in North Sea Port's Ghent port area, offer quick and flexible loading capacity, which results in the handling of more than 4.5t million of agribusiness per year.

**EURO-SILO.BE**

## → IGL



IGL is your reliable partner for the acquisition of high quality data on land and water. Next to geodesy, hydrography is an important activity within the IGL Group. The company mainly focuses on mapping the underwater soil and objects located in or on it. Furthermore, IGL also performs various manual profile measurements and soil sampling. Due to a wide range of owned modern equipment, many projects can be carried out using the equipment best suited for the situation and the requirements of their clients. Together with their result

driven professionals and partners, IGL aims for quality and continuity with the highest efficiency and pleasure. The combination of disciplines and competences enables an integral project approach. From the start of a project, an IGL consultant can envision the possible risks, the interpretation of measurement and calibration processes, control, validation and verification activities, et cetera.

**IGL.NL**

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### → LGH



At LGH, they live for lifting. It's all they do and they do it well, delivering the safety, certainty and service their clients need to get the job done. LGH combines the highest quality equipment and their unrivalled experience and industry leading expertise with excellent customer service, to offer state of the art solutions to meet their client's lifting challenges. Whatever the load, whatever the location, LGH can take the strain, with unmatched reliability, range, and readiness.

LGH adds specialist knowledge and know-how to every operation, lifting your team as well as your load. From a simple toe jack for manual handling, to sophisticated spreader beams for larger loads, LGH offers the widest range of lifting equipment, on call and ready for delivery, backed by expert advice and on-site expertise.

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### → VAN HOOREBEKE TIMBER



Van Hoorebeke Timber brings timber from all corners of the world to the heart of Europe and is thus responsible for approximately 25% of sawn timber imports into Belgium. Softwood comes from Russia, North America, and the Scandinavian countries. Hardwood is imported from South-East Asia, Brazil, and Africa. This raw wood, as well as the other wood products (semi-finished and complex products with wood in various combinations) are distributed on the Belgian and European markets, among professional users, the

timber trade, and the manufacturing industry. With 120,000m<sup>2</sup> of storage space, its own planing mill of 6,000m<sup>2</sup>, and a drenching station, all at the Kluizendok in the Ghent port area of North Sea Port, van Hoorebeke Timber has centralised all their products and services and can meet the most diverse demands. All this with the necessary quality control in order to ensure an impeccable end product.

**I. VANHOOREBEKE.COM**

## Join Promotion Council North Sea Port

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.

Do you want to know more about becoming a participant? Please call or mail Charles van den Oosterkamp. **T** +31 (0)118 491 320 | **E** info@pc-nsp.com



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	Aerssens & Partners	<a href="http://www.aenpmakelaars.nl">www.aenpmakelaars.nl</a>					■		
	Agro Minne	<a href="http://www.agro-minne.be">www.agro-minne.be</a>		■		■			
	Aquadrant B.V.	<a href="http://www.aquadrant.com">www.aquadrant.com</a>					■		
	Atlas Professionals	<a href="http://www.atlasprofessionals.com">www.atlasprofessionals.com</a>					■		
	B	Baker Tilly N.V.	<a href="http://www.bakertilly.nl">www.bakertilly.nl</a>					■	
BMD Advies		<a href="http://www.bmdzuid.nl">www.bmdzuid.nl</a>					■		
Boluda Towage Europe		<a href="http://www.boluda.eu">www.boluda.eu</a>		■					
Bouwgroep Peters B.V.		<a href="http://www.bouwgroep-peters.nl">www.bouwgroep-peters.nl</a>					■		
BOW Terminal		<a href="http://www.bowterminal.nl">www.bowterminal.nl</a>			■	■			
Brandtie		<a href="http://www.brandtie.nl">www.brandtie.nl</a>					■		
Bulk Terminal Zeeland Services B.V.		<a href="http://www.btzeeland.nl">www.btzeeland.nl</a>		■	■	■			
C-Port B.V.		<a href="http://www.c-port.nl">www.c-port.nl</a>					■		
C.Ro Ports Nederland B.V.		<a href="http://www.croports.com">www.croports.com</a>				■			
C.T.O.B. Transport & Logistics		<a href="http://www.ctob-logistics.com">www.ctob-logistics.com</a>				■			
C	Cordeel Nederland B.V.	<a href="http://www.cordeel.nl">www.cordeel.nl</a>	■			■			
	Customs Support Terneuzen	<a href="http://www.customssupport.com">www.customssupport.com</a>				■	■		
	D	Damen Shiprepair Vlissingen	<a href="http://www.damen.com">www.damen.com</a>	■	■	■			
		Danser Group	<a href="http://www.danser.nl">www.danser.nl</a>		■		■		
		DB Cargo Nederland N.V.	<a href="http://www.nldb.cargo.com">www.nldb.cargo.com</a>				■		
		De Baerdemaecker NV	<a href="http://www.stukwerkers.com">www.stukwerkers.com</a>				■		
		De Pooter Personeelsdiensten	<a href="http://www.depooter.nl">www.depooter.nl</a>					■	
		De Ruyter Training & Consultancy	<a href="http://www.drct.nl">www.drct.nl</a>						■
		De Zeeuwse Alliantie Notarissen	<a href="http://www.dezeeuwsealliantie.nl">www.dezeeuwsealliantie.nl</a>					■	
		Delta Safe Security Services B.V.	<a href="http://www.delta-safe.nl">www.delta-safe.nl</a>					■	
DFDS Seaways Belgium		<a href="http://www.dfds.com">www.dfds.com</a>				■			
dNM		<a href="http://www.dnm.nl">www.dnm.nl</a>					■		
E	DOC Logistics B.V.	<a href="http://www.dutchcontractors.com">www.dutchcontractors.com</a>		■	■	■			
	DOW Benelux B.V.	<a href="http://www.dow.com">www.dow.com</a>	■						
	Draftec B.V.	<a href="http://www.draftec.nl">www.draftec.nl</a>	■		■		■		
	DRV Accountants & Adviseurs	<a href="http://www.drvt.nl">www.drvt.nl</a>					■		
	Dutch Marine B.V.	<a href="http://www.dutchmarinebv.com">www.dutchmarinebv.com</a>		■			■		
	F	Elloro	<a href="http://www.elloro.nl">www.elloro.nl</a>					■	
		ELTEN Benelux B.V.	<a href="http://www.elten.com">www.elten.com</a>	■					
		Embedded Coaching & Consultancy	<a href="http://www.ecc-coach.nl">www.ecc-coach.nl</a>					■	
		Energy Port Zeeland	<a href="http://www.energyportzeeland.com">www.energyportzeeland.com</a>			■	■		
		Epesi B.V.	<a href="http://www.epesi.nl">www.epesi.nl</a>					■	
Euro-Mit Staal B.V.		<a href="http://www.euro-mit-staal.com">www.euro-mit-staal.com</a>	■						
Euro-Silo N.V.		<a href="http://www.eurosilo.be">www.eurosilo.be</a>				■			
F		Feyter Group	<a href="http://www.feyter.com">www.feyter.com</a>	■				■	
		Firma Klouwers Terneuzen	<a href="http://www.klouwers.nl">www.klouwers.nl</a>				■		
		Fletcher Hotel-Restaurant Arion-Vlissingen	<a href="http://www.fletcherhotelvlissingen.nl">www.fletcherhotelvlissingen.nl</a>					■	
	Flushing Marine & Offshore B.V.	<a href="http://www.flushingmo.com">www.flushingmo.com</a>		■	■				
	Flushing Shipping Agencies	<a href="http://www.fsagencies.com">www.fsagencies.com</a>				■	■		
	FMJ E & I Zeeland B.V.	<a href="http://www.fmj.nl">www.fmj.nl</a>					■		

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



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	OMC Services B.V.	<a href="http://www.linkedin.com/in/chvdo">www.linkedin.com/in/chvdo</a>					■	
	Ørsted Nederland	<a href="http://www.orsted.nl">www.orsted.nl</a>	■	■	■	■		
	Outokumpu Stainless B.V.	<a href="http://www.outokumpu.com">www.outokumpu.com</a>	■		■			
	Ovet B.V.	<a href="http://www.ovet.nl">www.ovet.nl</a>			■		■	
	Ovet Shipping B.V.	<a href="http://www.ovetshipping.com">www.ovetshipping.com</a>	■		■			
P	Pfauth Logistics B.V.	<a href="http://www.pfauth.nl">www.pfauth.nl</a>			■		■	
	PMI Polaris Marine Inspections B.V.	<a href="http://www.polarismarineinspections.nl">www.polarismarineinspections.nl</a>			■		■	
	Prior Group	<a href="http://www.priorgroup.nl">www.priorgroup.nl</a>		■			■	
	PTC B.A.	<a href="http://www.ptcba.nl">www.ptcba.nl</a>	■		■			
R	Rabobank Oosterschelde	<a href="http://www.rabobank.nl/oosterschelde">www.rabobank.nl/oosterschelde</a>					■	
	Rabobank Walcheren-Noord Beveland	<a href="http://www.rabobank.nl/wnb">www.rabobank.nl/wnb</a>					■	
	Rabobank Zeeuws-Vlaanderen	<a href="http://www.rabobank.nl">www.rabobank.nl</a>					■	
	Royal HaskoningDHV Nederland B.V.	<a href="http://www.royalhaskoningdhv.com">www.royalhaskoningdhv.com</a>					■	
S	S.T.T. B.V.	<a href="http://www.agency-stt.com">www.agency-stt.com</a>	■	■	■	■		
	Sagro Aannemingsmij. Zeeland B.V.	<a href="http://www.sagro.nl">www.sagro.nl</a>		■	■	■		
	Sarens Nederland	<a href="http://www.sarens.com">www.sarens.com</a>					■	
	Saybolt Nederland B.V.	<a href="http://www.corelab.com/rd/saybolt">www.corelab.com/rd/saybolt</a>			■		■	
	Schelde Exotech	<a href="http://www.exotech.nl">www.exotech.nl</a>	■	■				
	Schipper Groep	<a href="http://www.schippergroep.nl">www.schippergroep.nl</a>					■	
	Seatrade Rotterdam B.V.	<a href="http://www.seatraderotterdam.nl">www.seatraderotterdam.nl</a>		■	■			
	SEC Catering	<a href="http://www.seccatering.nl">www.seccatering.nl</a>					■	
	Secil Cement	<a href="http://www.secil.pt">www.secil.pt</a>	■		■			
	SFP Zeeland	<a href="http://www.sfp-group.nl">www.sfp-group.nl</a>				■		
	SGS Nederland B.V.	<a href="http://www.sgs.com">www.sgs.com</a>			■		■	
	Shipyards Reimerswaal	<a href="http://www.shipyardreimerswaal.com">www.shipyardreimerswaal.com</a>		■				
	Simons Bouwgroep B.V.	<a href="http://www.simonsbg.nl">www.simonsbg.nl</a>	■					
	Sloecentrale	<a href="http://www.sloecentrale.nl">www.sloecentrale.nl</a>				■		
	Sorteerbedrijf Vlissingen B.V.	<a href="http://www.sorteerbedrijfvlissingen.nl">www.sorteerbedrijfvlissingen.nl</a>			■		■	
	SPIE Nederland B.V.	<a href="http://www.spie-nl.com">www.spie-nl.com</a>					■	
	Stukwerkers Havenbedrijf N.V.	<a href="http://www.stukwerkers.com">www.stukwerkers.com</a>			■		■	
	Suez Recycling & Recovery Netherlands	<a href="http://www.suez.nl">www.suez.nl</a>					■	
	Supermaritime Nederland B.V.	<a href="http://www.supermaritime.com">www.supermaritime.com</a>		■	■		■	
	Swagemakers Intermodaal Transport B.V.	<a href="http://www.swagemakers.nl">www.swagemakers.nl</a>			■			
	Sweco Nederland B.V.	<a href="http://www.sweco.nl">www.sweco.nl</a>					■	
T	T.I.M.E. Service Catalyst Handling BV	<a href="http://www.ts-cat.com">www.ts-cat.com</a>		■				
	Tanido B.V. Sworn Marine Surveyors	<a href="http://www.tanido.com">www.tanido.com</a>			■		■	
	Tauris B.V.	<a href="http://www.tauris.be">www.tauris.be</a>					■	
	Terneuzen Port Service	<a href="http://www.terneuzenportservice.nl">www.terneuzenportservice.nl</a>	■	■	■			
	Terneuzen Processing Technologies	<a href="http://www.tpt.nl">www.tpt.nl</a>	■		■		■	
	The Safety Network	<a href="http://www.thesafetynetwork.nl">www.thesafetynetwork.nl</a>						■
	Timmerman Industrial Repairs	<a href="http://www.ltimmerman.nl">www.ltimmerman.nl</a>		■			■	
	TMS Terneuzen B.V.	<a href="http://www.tmsnl.com">www.tmsnl.com</a>	■				■	
	TOS People & Ship Delivery	<a href="http://www.tos.nl">www.tos.nl</a>		■	■	■	■	
	Transuniverse Group N.V.	<a href="http://www.transuniverse.be">www.transuniverse.be</a>			■		■	
	Tri-Modal Containerterminal Terneuzen	<a href="http://www.vlaeynatie.eu">www.vlaeynatie.eu</a>			■			
	Try-Act EWIV	<a href="http://www.try-act.eu">www.try-act.eu</a>					■	
V	Vakwerk	<a href="http://www.leerbedrijfvakwerk.nl">www.leerbedrijfvakwerk.nl</a>						■
	Van Ameyde Marine Vlissingen	<a href="http://www.ameydemarine.com">www.ameydemarine.com</a>		■	■		■	
	van Hoorebeke Timber N.V.	<a href="http://www.vanhoorebeke.com">www.vanhoorebeke.com</a>	■					



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		INDUSTRY	MARITIME	OFFSHORE	LOGISTICS SERVICES	SUSTAINABLE INDUSTRY	OTHER SERVICES	EDUCATION AND GOVERNMENT
Van Keulen Transport B.V.	<a href="http://www.vankeulentransport.nl">www.vankeulentransport.nl</a>				■			
Verbrugge Internationale Wegtransporten B.V.	<a href="http://www.verbruggeinternational.com">www.verbruggeinternational.com</a>				■			
Verbrugge Marine B.V.	<a href="http://www.verbruggeinternational.com">www.verbruggeinternational.com</a>		■		■		■	
Verbrugge Terminals B.V.	<a href="http://www.verbruggeinternational.com">www.verbruggeinternational.com</a>		■	■	■			
Verenigde Bootlieden B.V.	<a href="http://www.bootlieden.nl">www.bootlieden.nl</a>		■		■		■	
Verschelling Assurantiën	<a href="http://www.verschelling.nl">www.verschelling.nl</a>						■	
Vlaeynatie B.V.	<a href="http://www.vlaeynatie.eu">www.vlaeynatie.eu</a>				■			
Vlissingse Bootliedenwacht B.V.	<a href="http://www.vlb.vlissingen.nl">www.vlb.vlissingen.nl</a>		■		■		■	
Vopak Agencies Terneuzen B.V.	<a href="http://www.vopakagencies.com">www.vopakagencies.com</a>				■		■	
Wagenborg Agencies B.V.	<a href="http://www.wagenborg.com">www.wagenborg.com</a>		■	■	■		■	
Westerschelde Ferry B.V.	<a href="http://www.westerscheldeferry.nl">www.westerscheldeferry.nl</a>						■	
Wielemaker B.V.	<a href="http://www.wielemaker.nl">www.wielemaker.nl</a>				■		■	
Yellow & Finch Publishers	<a href="http://www.ynfpublishers.com">www.ynfpublishers.com</a>			■			■	
Zeeland Bunkering	<a href="http://www.zeelandbunkering.nl">www.zeelandbunkering.nl</a>		■					
Zeeland Cruise Port	<a href="http://www.zeelandcruiseport.com">www.zeelandcruiseport.com</a>						■	
Zeeland Maritime Cleaning	<a href="http://www.zmcleaning.nl">www.zmcleaning.nl</a>	■	■	■	■			
Zeeland Refinery	<a href="http://www.zeelandrefinery.nl">www.zeelandrefinery.nl</a>	■						
Zeeland Sugar Terminal	<a href="http://www.vlaeynatie.eu">www.vlaeynatie.eu</a>				■			
Zéfranco Communicatieservice Frans	<a href="http://www.zefranco.com">www.zefranco.com</a>						■	
ZTZ Logistics B.V.	<a href="http://www.ztzlogistics.com">www.ztzlogistics.com</a>				■			

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Covering the port area of North Sea Port, PortNews is the official publication of the Promotion Council North Sea Port and port authority North Sea Port.

#### Circulation and subscriptions

Distributed to a wide international audience, the high quality quarterly magazine promotes the activities of companies active in the ports to key customers, business partners, stakeholders, as well as at major international trade events.

PortNews is available in hard copy as well as a digital version. Each issue has approximately 10,000 readers.

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Special thanks to everyone who kindly contributed their time and expertise to put together this issue of PortNews.

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IN ALL  
WEATHERS**

[WWW.LOODSWEZEN.NL](http://WWW.LOODSWEZEN.NL)

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Loodswezen



**COMPANY BRIEF**

- Located in North Sea Port, Ghent, Belgium
- 5 km of quay length
- 600,000m2 storage, of which 100,000m2 on-dock warehousing
- Congestion free access (deep sea, inland waterways, rail, highways)

**INDUSTRIES**

- Project & General cargo
- Steel
- Forestry
- Dry Bulk
- Containers
- Automotive

**SERVICES**

- Stevedoring
- Warehousing
- Agency
- Customs
- Forwarding

**CONTACT US**

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# Big in Breakbulk

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Together. Smarter.

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