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PortNews



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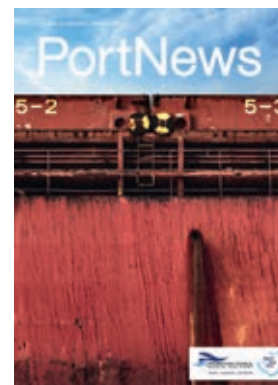


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ON THE COVER

Photo courtesy Joris Clappaert – Navonus.

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.

| | | | | | |
|---|--|---|---|-----------------------------------|---|
| 28 MARCH 2024 | Port Business Event Sas van Gent | 13-15 MAY 2024 | World Hydrogen Rotterdam | 21-23 MAY 2024 | BreakBulk Europe Rotterdam |
|  |  |  | | | |
| 13-14 JUNE 2024 | Wind Day Vlissingen | 20 JUNE 2024 | Maritieme Haringparty Vlissingen | 17-18 SEPTEMBER 2024 | Transport & Logistics Ghent |
|  |  |  | | | |
| 7-10 OCTOBER 2024 | European Petro-chemical Association Berlin | 8-10 OCTOBER 2024 | Fruit Attraction Madrid | 16-17 OCTOBER 2024 | Top Transport Europe Marseille |
|  |  |  | | | |
| 26-27 NOVEMBER 2024 | Offshore Energy Amsterdam | 5-6 DECEMBER 2024 | European Commodities Exchange Paris | 2-5 JUNE 2025 | Transport & Logistic Munich |
|  |  |  | | | |

“ Numbers don't tell the whole story.

Welcome

In 2023, companies in the North Sea Port area handled a seaborne turnover of 65.9 million tonnes. This was 11% less than in 2022. Does this mean the port performed poorly? Certainly not, but to understand that, we need to look beyond just this figure.

In any case, 2022 was our best year ever for seaborne cargo. This was due to both growth and the creation of additional stocks because of exceptional geopolitical and economic circumstances such as the Ukraine-Russia war and the energy crisis. The decrease in goods turnover in 2023 was already expected at that time. Additionally, evaluating a port solely based on the amount of goods transported by sea provides a one-sided view. In our port, inland shipping plays a significant role, too. The quantity of goods transported by inland shipping decreased by only 5% compared to 2022. More important than this figure is the fact that the share of inland shipping in the modal shift continues to rise at the expense of road transport, contributing to cleaner freight transport and demonstrating that efforts from the port industry and business community to make transportation more sustainable are paying off.

Expanding our perspective even further, we see that the number of people employed in or because of the port continues to rise. During the 2018 merger, it was about 97,000 people, and the current count stands at a whopping 106,000 people. Currently, there is a significant demand for personnel in both logistics and industry, so this number will only increase. The added value also increased to EUR 12.7 billion. This places us as the third-ranked port in the European port rankings. It shows that our port makes a significant contribution to the Dutch and, consequently, European economy. We also play a role at the European level in various initiatives, such as the production of green hydrogen, putting us on the map within Europe. Not to be forgotten is the leading role we still play in offshore wind. Although this industry is not easily measured in volumes, it undeniably generates a lot



of activity in our ports. A recent step in this direction is our contribution to the realisation of the world's first energy island, which will be built off the Belgian coast.

So, yes, numbers don't tell everything. There are plenty of reasons for everyone to be proud and to continue working together towards success.

Enjoy reading this PortNews!

Henk de Haas,
Chairman of Promotion Council North Sea Port



A leading port in Europe, gathering speed

In 2017, North Sea Port was formed as a merger between Port of Ghent and Zeeland Seaports. This was driven by the creation of added value for its companies, regional development as well as the European position of the cross-border port. As a result, North Sea Port came out in a leading position in the Hamburg-Le Havre range.

Positive results

Since 2017, the port showed positive results in throughput, in added value, and in the allocation of land. Also, with several positive results, the port succeeded in creating awareness at national and international governmental levels. An important objective as part of the top position from North Sea Port as European Port is realised by strengthening the positioning at the different EU governmental institutions. This is one of the tasks of dr Louise De Tremerie who joined the port authority in this role as European Affairs advisor with climate, energy, and industry as focal points. She holds a PhD from the University of Leeds (UK) on the topic of modal shift set in North Sea Port Flanders. Before joining North Sea Port she worked as transport policy advisor for the European Parliament and as senior strategic consultant for the public sector at EY, with a focus on transport and ports. These roles make her the perfect person to represent North Sea Port in realising a strong position in Brussels.

Belgium at the helm of EU decision making

From 1 January until 30 June of this year, Belgium holds the presidency of the Council of the European Union. They take over from the Spanish and bring all eyes on Belgium in terms of European decision-making. This offers ample opportunities for North Sea Port to further strengthen its position as European

port and bring Brussels even closer to the port and vice versa.

“During the first six months of this year, Belgium will lead the European agenda and promote cooperation among the member states as president of the Council of the European Union,” Louise De Tremerie explains. “The country’s aim will be to strengthen the European Union and to make progress on the EU agenda and legislation in several areas such as climate change, industrial competitiveness, economic growth and social cohesion. In this role, Belgium will act as a neutral mediator to lead the legislative work and seek compromises among the EU member states. For the port authority this is a unique opportunity as this presidency rotates every six months and Belgium or the Netherlands as head only occurs once in a long while. All eyes in Europe are on Belgium, which showcases its various sectors and projects: including ports! The last time Belgium was president was in 2010, and the Netherlands will not be president before 2029.” She continues, “Belgium has six priorities during its presidency. Belgium will translate these priorities into its legislative work, high-level meetings and various events. Industrial competitiveness and the green transition are key for North Sea Port, as this directly links to the challenges and opportunities of its many actors delivering on the twin transition and EU Green Deal.

Elections

The Belgian presidency enters during an interesting period as in early June, the European elections will take place. “Concretely, this means that a lot needs to be done in a shorter period of time compared to a ‘regular’ presidency.” Also in June, the European Strategic Agenda 2024-2029 should be finalised and according to Louise De Tremerie the Belgian presidency offers opportunity to have decisions taken in favour of the Belgian spearheads and this could positively influence North Sea Port, too. “Although this agenda will be fixed, the interpretation of the agenda and delivering on it will depend on the outcome of the elections, and countries taking their own responsibility in finding ways to meet the agenda. One of the growth



Louise De Tremerie joined North Sea Port as European Affairs advisor with climate, energy, and industry as focal point.

strategies of the EU is the Green Deal that aims at sustainability and digitalisation. Building on this, the strengthening of the competitive position of the European industry is important and attention is shifting towards delivering on an Industrial Deal fit for the net-zero age. North Sea Port is an industrial port, and the Green Deal has its effect on how our industrial-logistical complex works towards sustainability goals. With this in mind it is very important for us to be well positioned in Brussels as this will help us to protect and promote our interests, including the interests of stakeholders and industry that are part of our ecosystem.”

The EU narrative: green and resilient

“For years,” Louise De Tremerie states, “the EU has been focusing on strengthening the position of its members and single market in international trade. Now, caused by the current geopolitical situation, (open) strategic autonomy has become more important which can result in a different way Europe trades or even restrictions and sanctions as is the case with Russia. Of course, for ports this can be challenging however, being an industrial port with many production facilities and logistics infrastructure, North Sea Port is very well capable of playing a leading role in this strategic autonomy and security of supply. Think for instance of the different projects to produce low-carbon and green hydrogen, and the initiatives to



Image courtesy of belgian-presidency.consilium.europa.eu.

Belgium has six priorities during its presidency:

- defend the rule of law, democracy, and unity;
- strengthen our competitiveness;
- a green and just transition;
- reinforce our social and health agenda;
- protect the people and the borders;
- promote Europe as a global player.

strengthen the circularity of production. This helps Europe to be less depending on imports from other regions and it also works towards delivering on the European sustainability goals. When looking at logistics, the European Greening Freight Package is important for North Sea Port to look at. For our European industry and economy, seamless multi-modal transport across borders is very important. At North Sea Port we have already taken steps forward, for example by promoting inland shipping and cross-border rail transport.”

Visibility

North Sea Port wants to show Europe that it is a leader when looking at sustainability and circularity. “To show the EU what we have already achieved and what our plans for the future are, we take the chance to tell our unique cross-border story in as many occasions as possible,” Louise De Tremerie elaborates. “Now, with Belgium being at the head of the Council, we have a much higher visibility of our cross-border port in Brussels than before. And, there is an opportunity for us to organise port visits for EU decision makers and advisors coming from all over Europe. Developments in ports are important to reach European (policy) goals and it is important to iterate this message. This way, we can not only talk about the activities and plans in our port, but actually show them ‘on the ground’ which is much more convincing. These visits are planned to take place between April and June.” When looking at the many things going on in the port area, one of the challenges for North Sea Port lies in the fact that European legislative decision-making is one speed and national implementation is another. “Willing to meet European goals, does not automatically mean that we are able to act as fast as we want,” Louise De Tremerie states. “EU rules mostly need to be ‘transposed’ and implemented at a national level, which could result in slowing down initiatives in our port. Being a cross border port, this is even more challenging as we must deal with two countries implementing and translating this into national policies. For us, harmonisation and a level playing field across member states is key and it would be ideal to be a port with one velocity of policy implementation instead of two.”

Some background explanation



The EU counts three main institutions, each playing a specific role in EU decision-making and legislation: the European Commission, the European Parliament and the Council. The daily management of the EU is the European Commission. The commission consists of 27 Eurocommissioners (“College of Commissioners”). Each EU country nominates one commissioner, who needs to be selected by the EC president and gain approval of suitability by the Parliament for a term of five years. Currently, the president of the European Commission is German Ursula von der Leyen (EPP).

The European Parliament (EP) is the representation of the citizens of the European Union. The EP is directly elected by all citizens of EU countries who are eighteen years or older, or in some countries younger (for example sixteen in Belgium). Elections for the EP take place every five years. The European Parliament currently has 705 seats (720 in the next mandate). The seats are distributed among all member states, with countries with a larger population receiving more seats than those with fewer inhabitants. One of those Members of Parliament is the President, elected by the other members. The current president is Maltese Roberta Metsola (EPP).

The Council of the European Union (‘the Council’) is where ministers from all member states meet and decide on EU legislation and policy. They are so-called sectoral councils, meaning that the composition of the council changes depending on the topic at hand. For instance, agriculture ministers may meet on one occasion, while transport ministers meet on another. Each country takes turns holding the presidency of the council for six months, during which it can address specific issues and act as mediator between the different member states. The Council – together with the European Parliament – is a crucial institution in the EU when it comes to EU legislative work.

Joining forces

She continues, “In order to realise the sustainability goals of the EU, it is evident that the security of energy supply must be guaranteed and collaboration between countries and organisations involved is essential. A recent example for this is the Belgian Princess Elisabeth energy island that will be constructed in the North Sea and in which our port plays an important role (see PortNews December 2023). This island will help bringing together the energy supply and demand of various countries. Only by joining forces, which is something that really fits us, can we realise this joint European infrastructural network. The Benelux can be considered as an early example for the European Union. It shows that Belgium, the Netherlands and Luxemburg have been working together in many ways for decades and North Sea Port is no exception in this willingness to collaborate. “As it is part of our DNA, we take the lead in promoting cross-border collaboration,” Louise De Tremerie says. “Take for example the hydrogen pipeline system (the backbone) currently under construction in the Netherlands and Belgium. In this project, we put great effort into successfully bringing together the Dutch utility provider Gasunie and its Belgian equivalent Fluxys. This will result in a cross border connection between the Belgian and Dutch systems.”

An aligned story

“North Sea Port is focussing as a European leading port in several ways, not only in volumes on certain segments/ spearheads and added value, but in circularity and digitalisation as well,” Louise De Tremerie explains. “Apart from this, we show Brussels we are a party to seriously consider. Not only as a

“ For us, harmonisation and a level playing field across member states is key and it would be ideal to be a port with one velocity of policy implementation instead of two.

party that is asking for help to realise its projects, but also as a party that can give relevant insights or advice and deserving of a seat at the table. We put many efforts into our name awareness as well as participation in EU events and increasingly establishing an EU network. For this our public affairs team is working closely together with stakeholders and industry in our port area. I am now representing the port on a European level. Together we can tell an aligned story in a coherent way which will help us to reach our goals. There is much to be done, but I am looking forward to contributing together with our partners to North Sea Port’s European story.”

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Less volume, but more jobs and value added

North Sea Port creates more than 9,000 jobs in six years

The worldwide economic slowdown and geopolitical tensions took their toll on cargo throughput in North Sea Port last year. However, the port activity suffered no structural damage and North Sea Port continued its upward trend in employment and added value.

After a record 73.6 million tonnes in 2022, seaborne cargo throughput took a dive last year, losing 11% at 65.9 million tonnes. In the light of the worsening geopolitical and economic situation, the fall was not unexpected.

Dry and liquid bulk, the two main cargo flows, both suffered a double-digit drop, at 35.2 and 15.1 million tonnes respectively. Breakbulk (-5% at 9.6Mt) and containers (-6% at 2.2Mt) were less affected. Roll-on/roll-off not only held its ground, but even saw a light increase, gaining 1% and totalling 3.8 million tonnes.

Atlantic stamp

No major shifts in the global share of these various groups or in the balance between imports (71%) and exports (29%) were registered. But the realignment of the international trade was confirmed. The United States (5.4 million tonnes) was the port's most important trading partner for the second year in a row, followed by Great Britain (4.7Mt), Brazil (4.5), Canada (4.1Mt) and Sweden (4.0Mt). Russia dropped from second to sixth place. France entered the top-ten. Trade with Ukraine halved again.

Globally, maritime trade in North Sea Port definitely bears an Atlantic stamp. Europe accounted for 56% of maritime throughput, South America for 15% and North America for 14%, with Africa at 7%, Asia and Oceania at 4%.

Second best performance for barges

Inland waterway transshipment was less impacted than maritime trade, ending the year at 61.5 million tonnes, 5% less than in 2022 but the second best performance in the port's history after the bumper year 2022 (64.5Mt). Total water-borne volume thus amounted to 127.4 million tonnes.

In barge traffic, higher volumes of containers (up 40%), RoRo and breakbulk partly compensated the lower scores for dry and liquid bulk. The import-export ratio remained unchanged at 41/59%.



Employment in the North Sea Port area now stands at close to 106,000FTE.

“ Total water-borne volume in 2023 amounted to 127.4 million tonnes.

Promise held

The best news, however, came from another corner. Total employment (direct and indirect jobs) in the North Sea Port area now stands at close to 106,000FTE (of which 51,300 direct jobs). When the merger port commenced, the number stood at 96,750 jobs and North Sea Port hoped to pass the 100,000 in five years. That promise has been held. Six years later, more than 9,000 new jobs have been created by new companies, expansions of existing ones, investments in the energy transition and the circular economy, and the development of a strong logistics and warehousing complex.

To top it off, North Sea Port's position as Europe's third-biggest in value added has been reinforced. According to the most recent data, value added has grown from 12.6 to 12.73 billion euro (7.39 billion direct and 5.34 billion indirect). This puts North Sea Port in third place among Europe's ports.

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Damen Shiprepair Vlissingen turns 60



Damen Shiprepair Vlissingen turns 60 this year.

All images courtesy of Damen Shiprepair.



This year is a milestone moment for Damen Shiprepair Vlissingen (DSV), marking 60 years since the company's establishment. It's also a special anniversary for North Sea Port as a whole; the yard, then part of the Royal Schelde, was the first business to open its doors in what was to become Vlissingen East.

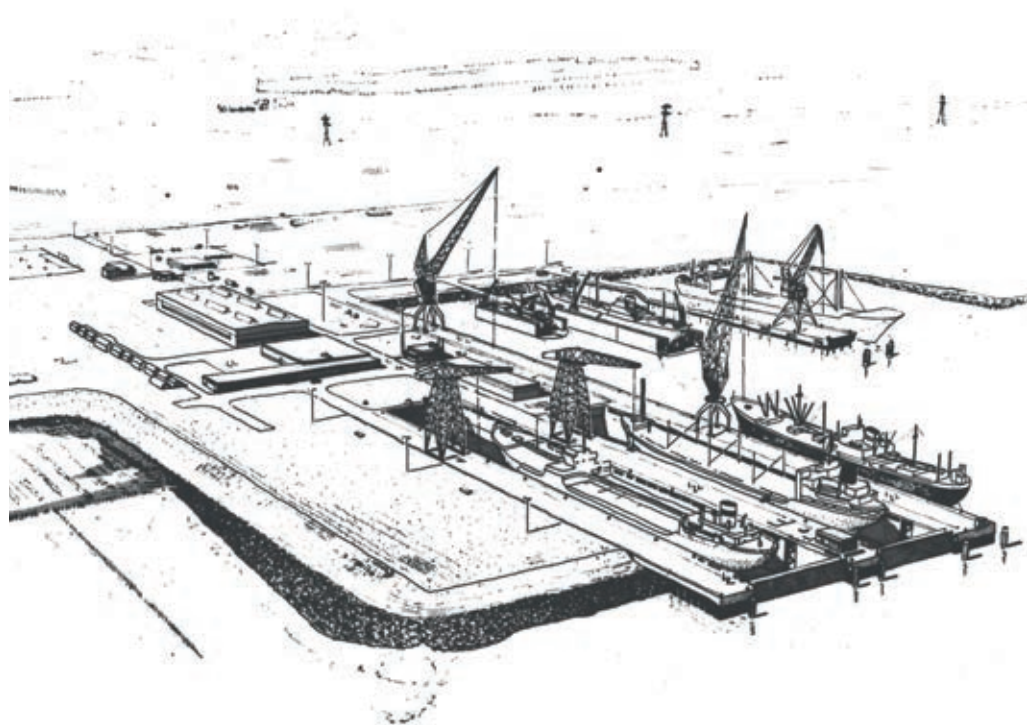
The first plans to develop the area into a harbour, which became known as the Sloe Plan, were hatched in the mid-1950s. The idea was to create a port area covering some 600 hectares on the east and west bank of the Western Scheldt river. "At the time, ships were getting a lot bigger," says DSV's managing director Michiel de Vliegheer. "This was placing a lot of pressure on the location for building and repairs behind the locks in the city centre. At the same time, there was an increase in the repair market for bigger sized vessels. So, they started with the idea to create a complete repair centre in this location, and later to include newbuilding activities as well."

A regal opening

To start development of the repair yard, it was necessary to first undertake land reclamation in the tidal straits that formerly separated the islands of Walcheren and Zuid-Beveland. By 1964, two graving docks were in position – their foundations resting on some 8m of concrete in order to create the necessary tolerance for large ships.

With that, in June 1964, the first vessel went into dock and the yard commenced its operations.

"This was in advance of the official opening," Mr De Vliegheer explains. "It wasn't until 3rd September that year that Queen Juliana arrived to officially open the site. We didn't wait for the ribbon cutting."



A 1964 construction diagram of the site now occupied by Damen Shiprepair Vlissingen.



On October 3rd 1964, the yard was officially opened by Queen Juliana of the Netherlands.



Aerial image of the yard from the 1970s.

Shipbuilding goes East

Initially, the plan had been to create a further four or five graving docks. However, at around the same time as the yard's opening, the European shipbuilding and repair sectors entered a challenging period.

"The bulk of the major size shipbuilding industry moved to Asia at that time. The situation was very dynamic, either it was booming, or there was nothing."

At the point, the way of working was also changing, as ships became increasingly complex.

"Back then we were very self-sufficient. We had all the skills

we needed to cover the projects. As ship technology became more complicated, with specialist electronics and navigation equipment, for example, it simply became impossible to have all qualified personnel for every discipline in-house. You could never be sure you were going to get a project that had one or another type of equipment on board."

As a result, the yard began to collaborate closely with a wide network of suppliers. This is a way of working that continues to the present day, when Damen Shiprepair Vlissingen is supported by co-workers from throughout the North Sea Port and further afield.

Entrepreneurial spirit

Despite the challenging economic situation, the yard encountered so early after its beginning, there was something in its culture that enabled it to navigate the stormy waters.

"This has always been an entrepreneurial company," Mr De Vlieghe states. "This mentality has served us well over the years. No matter how difficult things have been, we've always managed to find work from one sector or another."

A new era

In 2000, Damen Shipyards Group acquired Royal Schelde and the yard entered a new era.

"When Damen took over, they really breathed a new life and way of working into the organisation."

In the following years, Damen was busily moving further into the ship repair and conversion market, acquiring yards around the world. Subsequently, this led to the creation of a new division within the group – Damen Shiprepair & Conversion was born. Today, DSV remains an integral part of this group of ten yards.



Aerial image of the yard, taken in 2021.

Going under cover

It was as part of the Damen Group that the yard's largest graving dock was covered in 2003/2004.

"We initially covered the dock for the newbuilding project of the HNLMS Johan de Wittot of the Royal Netherlands Navy – a vessel that has since returned to Vlissingen for her midlife upgrade (MLU). The covered facility has proven to be a significant asset to us. As a result of this, we have been able to offer high quality projects. And, being able to guarantee our customers that wind and rain don't pose a problem, we are able to get things done on time."

This has helped to place the Vlissingen yard firmly in the position it is today, opening up opportunities in the offshore and more particularly lately in the naval and yachting sectors. Here, within those niche markets, the yard has further benefitted from its close relationship with the other Damen Group companies located in Vlissingen – Damen Naval and Damen Yachting, with whom it has intensified collaboration in recent years.

"Thanks to the diversification into our three main markets – yachting, naval and commercial shipping – the last few years have been a time of stability for us. We have developed our expertise to support these markets, working on Damen and non-Damen built vessels alike. We have quite a large number of returning customers – we must be doing something right! We're looking forward to continuing to support these markets in the coming years, though we are of course always open to working with other sectors."

As an example, Mr De Vliegheer points to the growing activity in the offshore renewable energy sectors, an area in which parent company Damen – with its stated goal to become the most sustainable maritime solutions provider – is already playing a leading role.

History repeats

Right now, though, Mr De Vliegheer and his colleagues are looking forward to celebrating their anniversary.

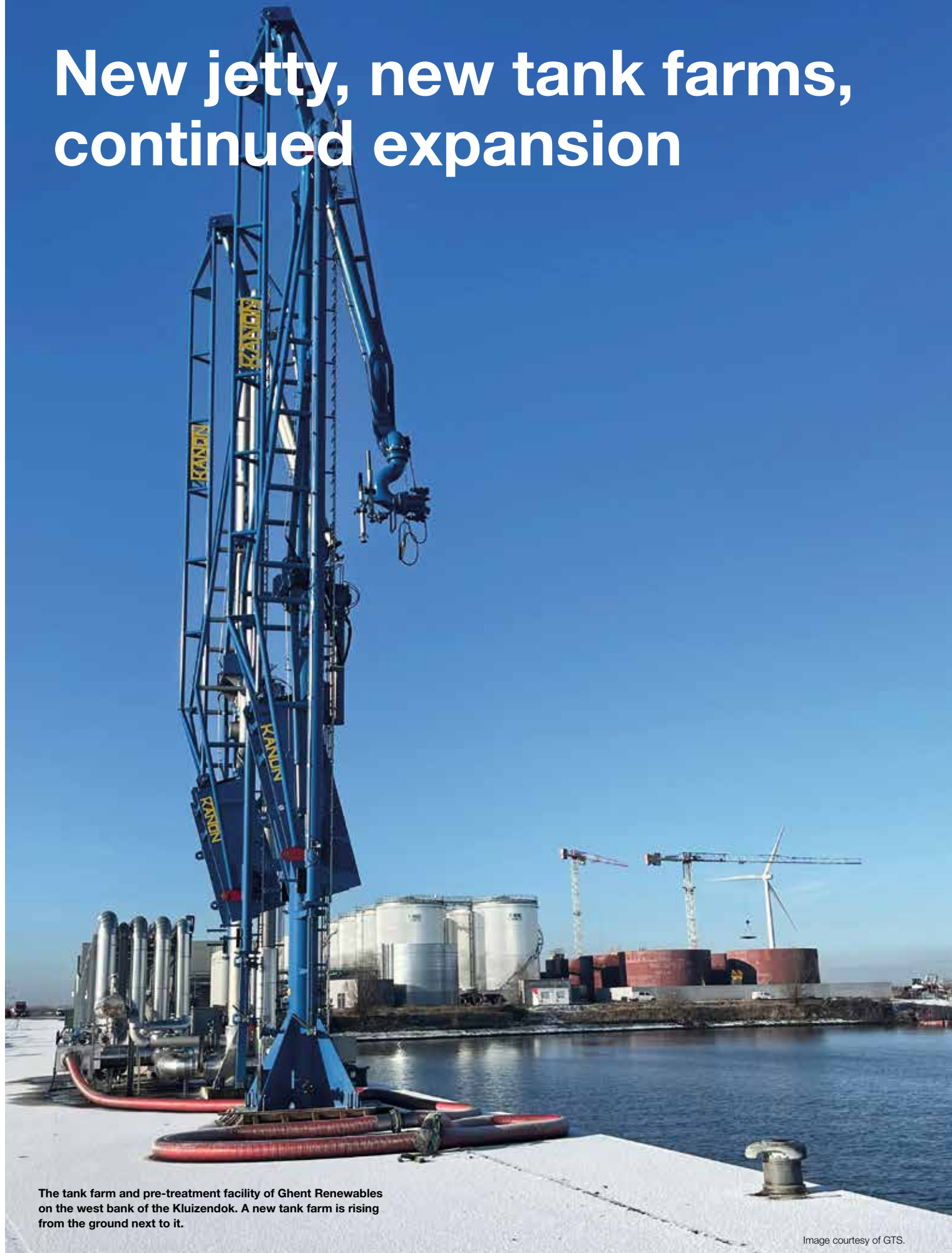
"As soon as we complete our winter projects in April, we're going to kick things off with an internal celebration. It's just like it was back in 1964 – we're not waiting for the official date to get started. In September, there will be another event to mark the official moment. We will be inviting a lot of clients, colleagues and co-workers and I'm really looking forward to welcoming everyone to share that special moment with us."

DAMEN.COM



DSV managing director Michiel de Vliegheer is looking forward to celebrating 60 years of the yard.

New jetty, new tank farms, continued expansion



The tank farm and pre-treatment facility of Ghent Renewables on the west bank of the Kluizendok. A new tank farm is rising from the ground next to it.

Image courtesy of GTS.

With the new jetty under construction at the Kluizendok, Ghent Transport & Storage (GTS) will soon have an additional trump card to play in the liquid storage industry. The company continues to develop its tank storage and handling capacity, with two new tank pits coming up, keeps investing in its dry bulk division and remains on the lookout for new partnerships.

Starting from the western bank of the Kluizendok, the new jetty stretches out 500m into the water. It will offer four berths, two on each side, where tankers will be able to come to load and unload liquid bulks. The two at the far end into the water will be able to receive LR1 tankers, deep sea 'long range' product carriers of up to 90,000dwt that are comparable in size to the Panamax bulkers that regularly call at North Sea Port with dry bulk cargoes. The two closest to the back of the dock are destined for coasters and tank barges with a lower draught. The jetty will be equipped with a hose tower and complete pipe-racks to deal with the variety of incoming and outgoing flows. Building such a jetty is no small feat. Works on the new infrastructure started last summer and the company will have to wait at least another year before it is fully operational. But CEO Yves Bienfet takes a long view on the project. "To us, this is a strategic asset and an investment for the future. It will significantly increase our handling capacity at the waterside and it holds the potential of being able to handle the bigger LR2 tankers, once the new lock in Terneuzen is in use. That is an interesting perspective for our hub at the Kluizendok."

From dry to liquid

The new jetty definitely marks a new chapter in GTS's development and strengthens its position in the liquid bulk business. When Ghent Transport & Storage was founded in 1984, it fully focused on the handling and storage of dry bulk. At the time, venturing into port logistics was a logical diversification for the family-owned company with its roots in grain milling and trading activities in food, feed, and fertilizers established by Ms Liliane Bienfet, the mother of Yves Bienfet. The first dry bulk terminal at the Middendok was developed for the handling and storage of mineral fertilizers. Over the years GTS expanded its activities and diversified its product portfolio, but remained loyal to dry bulk.

The first step into liquid bulk came shortly after the opening of the new terminal at the Kluizendok. In a joint venture with the Lithuanian producer Achema, GTS built a tank with a capacity of 22,700m³ for the storage of liquid fertilizers and their multimodal distribution in Belgium and neighbouring countries. The real breakthrough in liquid bulk came in 2010, with the construction of a first large tank farm (405,000m³ in twelve

Max Terminal is being expanded with twelve tanks of 5,000m³. They will be ready for exploitation by the end of April.



Image courtesy of GTS.

CCO Liquid Bulk Terminals Jonathan Feys and CEO Yves Bienfet overlooking the new jetty at the Kluizendok.



tanks, later doubled to 805,000m³) for the storage of middle distillates such as diesel and gasoil on the north side of the Kluizendok. Other investments would soon follow, making GTS one of the major players in tank storage in North Sea Port today. It helped a lot to lift the total volume (in/out) handled by GTS to more than 7 million tonnes in 2022, almost evenly divided between dry and liquid bulk.

Partnerships

As was the case with Fertigent at the very start, GTS, though being an independent company, has always shown a keen interest to develop partnerships when it came to expanding into liquid bulk. In 2017, it started operations at Douglas Terminals, a 557,000m³ terminal consisting of 17 high-quality tanks for the storage of jet fuel, gasoil, diesel and biodiesel. It did so in a 50/50 collaboration with American commodity trader Hartree Partners. In 2020, the Canadian infrastructure investment group Northleaf took over 90% of the capital in Douglas Terminals (GTS retaining the remaining 10% and continuing to ensure the operational management of the terminal). However, Northleaf, Hartree and GTS agreed in the same breath to jointly develop on an adjacent plot a new tank farm, Max Terminal, each holding a third of the shares in the new company. In a first phase, a capacity of 150,000m³ was built. In a second phase, Max Terminal will add twelve tanks of 5,000m³ per unit. They will all be ready for exploitation by the end of April.

More recently, GTS joined forces with Cargill for the storage of waste oils (like used cooking oils and acid oils) that serve as feedstocks for the production of biodiesel at the new plant of the world player in commodities on the other side of the sea canal linking Ghent to Terneuzen. Cargill holds a minority stake

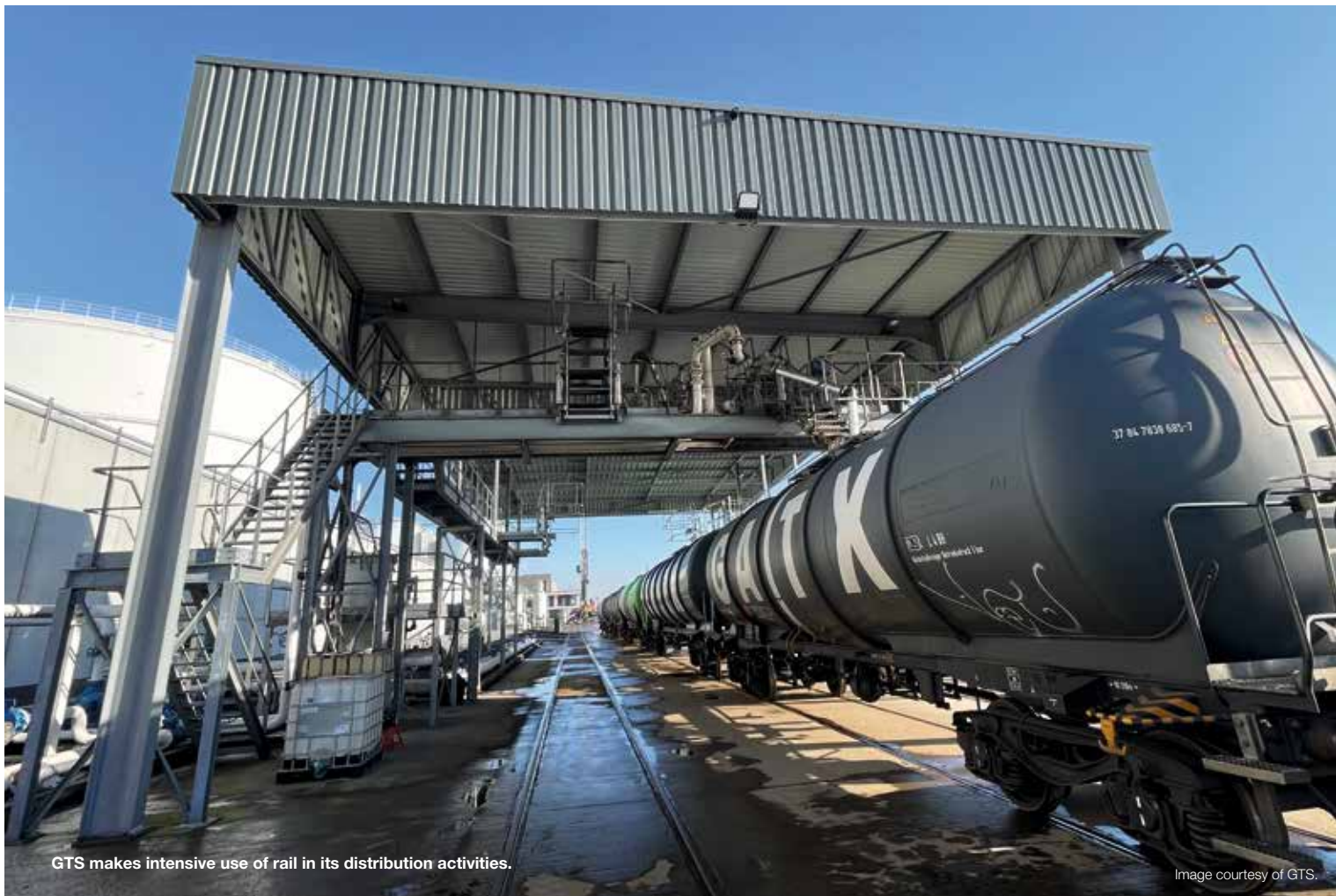
GTS

GTS is a family-owned business that specializes in the handling of dry and liquid bulk cargo and operates several terminals in North Sea Port.

- The dry bulk terminals at the Middendok and Kluizendok in Ghent offer a covered warehouse area of 100,000m² and a storage capacity of 500,000t. They are used for a large variety of goods ranging from fertilizers, agribulk, and biomass to salt, cement clinker, and industrial minerals.
- At the Kluizendok, GTS operates tank terminals with a combined storage capacity in excess of 1,6 million m³, where it handles and stores clean petroleum products (gasoil, gasoline, jet fuel...), biofuels (HVO, FAME), and mineral fertilizers such as UAN and ATS. The tanks are designed to suit product customers and client needs and equipped with the latest technologies and safety systems.
- Total quay length of 1.5km allows for simultaneous operations at a rate of up to 2,500m³/h for liquids and 20,000t for dry bulk.
- Apart from stevedoring, handling and storage, GTS provides a wide range of port related and value-added services including freight forwarding and agency, in-tank addition and in-line blending of liquids, sieving, and coating and bagging of dry bulk products.
- All terminals are fully multimodal.

Through its subsidiary Ghent Warehousing Systems, the group also runs the logistic compound Ghent Port Side, located in the Skaldenstraat. Total build area stands at 70,000m², divided over units ranging from 900 to 6,000m².

In the field of dry bulk, GTS is also active in the port of Antwerp in the historic grain elevator SAMGA.



GTS makes intensive use of rail in its distribution activities.

Image courtesy of GTS.



The energy transition and the drive to circularity are a challenge we see as an opportunity to expand our storage portfolio with future fuels and chemicals and feedstock pre-treatment capacity.

in the new terminal called Ghent Renewables that is located at the western bank of the Kluizendok. The tank farm will be directly connected to the new jetty. GTS does not only store the products, but also performs a pre-treatment to take out unwanted components and impurities.

Next to Ghent Renewables, another new tank farm with sixteen units of 6,000m³ is already rising from the ground. The first eight tanks will be ready by the end of the year.

New flows

The shift to smaller tanks comes with the larger emphasis on new feedstocks and biofuels. “The energy transition and the drive to circularity are a challenge but also an opportunity to extend our storage portfolio with renewable fuels and chemicals and feedstock pre-treatment capacity. We are already upgrading the feedstocks for Cargill. A second line using a different technology to eliminate further impurities is planned,” Chief Commercial Officer Liquid Bulk Terminals Jonathan Feys comments.

To continue to grow, GTS will need added space and infrastructure, Yves Bienfet underlines. “We are in talks with

North Sea Port for additional land in the port. We would also like to enhance the rail connection to our new terminals, increase our truck handling operations, and connect all our locations around the Kluizendok with pipelines to allow for full interaction between all the tank pits and our jetty.”

Investing in bulk and people

Liquid bulk is not drawing all the attention, the general manager emphasizes. “We do not forget the dry bulk. Dry and liquid are different worlds, but we have clients with flows in both markets. We keep investing in both. Our dry bulk terminal will receive a third Liebherr mobile harbour crane this spring and we will replace an old warehouse at the Middendok by a new state-of-the-art facility in the near future.”

“We also look at opportunities and partners to develop our logistics activities, since our industrial estate Ghent Port Side in the Skaldenpark logistics zone is fully booked. That could very well happen in the Dutch part of North Sea Port.”

Investing in infrastructure and equipment is one thing. “We never forget that if we have managed to keep on growing, it is due to a large extent to the people who work in our company,” Yves Bienfet underlines. “As a family-owned company, we pride ourselves on our flexibility and high level of customer service. We can only achieve that thanks to our motivated staff. Attracting the right people and investing in their talents is something we take very seriously. Last year, we hired thirteen new collaborators. And people who join GTS, seldom leave the company. Direct employment now stands at 72. That count is far from final yet.”

Making water circular

Water-link tailors water to the needs of industry



Key account manager Tom Van Vlaenderen and sales manager Koen Janssen in the main hall of Induss Ilbis.



Water-link is taking a close look at the opportunities to reuse treated waste water flows to reduce dependency on fresh water at different companies in North Sea Port. The company has reinforced its presence in the port in recent years and is eager to further develop its activities there. “We haven’t tapped the full potential of North Sea Port yet,” sales manager Koen Janssen and key account manager Tom Van Vlaenderen say.

North Sea Port hosts the largest industrial companies in the Belgian province of East-Flanders and in the Dutch province of Zeeland. It is no coincidence. Many industries are attracted by the geographical position of the port, its accessibility and multimodal connectivity, and the many logistical advantages a location in a port area provides. However, in particular with regard to the sea canal zone between Ghent and Terneuzen, one additional benefit is often overlooked: the availability of water, possibly the most forgotten commodity. Delivering the large quantities and specific qualities of the water that industrial producers require to keep their factories running, is exactly what water-link does. “Whether they need

Water-link in a few drops

- Established in 1881 as Antwerp Waterworks to provide drinking water to the city of Antwerp.
- Serving almost 620,000 clients in the Antwerp area today.
- Producing about 152 million m³ (or 152 billion litres) of drinking water per year, equivalent to 40% of all drinking water in Flanders, through a network totalling 2,300km of waterpipes.
- Active in sewer and waste water management since 2006 (via Rio-link) and in full service industrial water supply to the industry since 2010 (via Induss). Rio-link and Induss were fully incorporated into water-link in 2018.
- Partnering in major water projects in Flanders.
- Supplying 52 million m³ of water to industrial clients each year.
- Pre-treating 11.3 million m³ of water before delivery to meet industrial customers' requirements, through nine stand-alone or on-site production sites.
- Supplying drinking water to (seagoing) vessels in the port of Antwerp.
- Employing 500 people and generating a yearly turnover of EUR 213 million.

process water, cooling water, boiler water or demineralised water, we offer them, under the brand name Induss by water-link, full service solutions to the financial, technological, and operational challenges they face in terms of water supply, water management and – if need be – wastewater treatment. Water-link thereby guarantees that they get the right volume and the right quality – or mix of qualities – of water at the right time and in a cost-effective set-up. We can do so on their site or through a production unit of our own, in bulk shipments, out-of-pipe or through DBFO-(design, build, finance, operate) formulas for setting up a tailor-made installation on their premises,” explains sales manager Koen Janssen. “If wanted, our clients can also call on our expertise, technological knowhow and network to operate and maintain the installations they have, of course.”

Strong footprint in North Sea Port

In this field, water-link also operates outside its home turf in Antwerp, with a very strong footprint in North Sea Port. No less than seven of the nine Induss sites in Belgium service the Ghent area. One of them is the group's longest-running operation of this kind, even if it now bears the name Induss II which suggests otherwise. Started in 2008, it sits next to the plant of bio-ethanol producer Alco Bio Fuel, at the Rodenhuedok. “For us, the Rodenhuedok is a very nice place to be. Not only does it provide us with an ample supply of water, but it also has a very central position in the Ghent port area on the right bank of the sea canal, allowing us to interact with several companies in the immediate vicinity of our site here, such as Cargill and ArcelorMittal,” key account manager Tom Van Vlaenderen adds. “We are also present nearby at Rain Carbon to the north and Dynea to the south. On the left bank of the canal, we service the Kronos installation, with an output of approximately 200 m³/h. Outside the port, we have more installations at chemical company Eastman and waste recycling company Ivago, and at the chemical plant of EOC in Evergem.”

Water-link's Indus IIbis installation at the Rodenhuedok, nearby the biofuel hub where Alco Bio Fuel and Cargill have their plants



Image courtesy of Water-link.



Image courtesy of Water-link.

The installation at the Rodenhuedok still offers capacity for new clients or volumes.

Pooling resources

A second site – Induss IIbis – was created just next door to Induss II, at the short side of the Rodenhuedok, in 2021. With its capacity of 500m³/h, it is the biggest by far in the Ghent area. Water-link invested about EUR 12 million in the new plant alone. Ten to fifteen people operate from this location. Fully automated, it can be monitored and managed 24/7 from the energy-neutral Intelligent Control Centre (ICC) that water-link opened in Rumst.



Image courtesy of Water-link.

Systems at Indus IIbis have built-in redundancy to guarantee continued operability.



Water-link has a very strong footprint in North Sea Port. No less than seven of the nine Induss sites are sitting in the Ghent area.

That is not its only interesting feature. “Induss II represents a kind of clustering of resources. The plant operates for different clients at the same time. This form of collective outsourcing translates into reduced costs because of the productivity and efficiency gains we can achieve, and into a lower ecological impact, which is reinforced by the technology we use,” Koen Janssen indicates. “We have built in the redundancy to guarantee continuous operability to our customers. And it still offers capacity to take on additional users or volumes.” Cost is an important factor. “You can take water from different sources: from ground- and rainwater to sea water over recycled water and dock water. For process water, drinking water will perfectly do as it has a low CO₂ footprint overall. But for certain industrial applications, you will need cooling water or boiler water with a higher purity or even demineralized water that is almost completely free of components and that will provoke no corrosion or calcification. To put it simply: the purer the water you start from, the less energy and chemicals you will need to eliminate salt and other components that are not wanted in certain industrial applications, and thus the lower the cost to refine the water.”

Recycling

By disturbing existing patterns in rainfall and causing long periods of drought, climate change is creating new pressure on the water supply. In this context, recycling and reusing residual water from households and industry has become a crucial factor in water management strategies. “We need to diversify our water sources. Within North Sea Port, we do not have the space required to build large reservoirs. So, recycling waste waters is an obvious solution, if only because the quality of the water we pump out of the Rodenhuedok can vary to a large extent. Recycling offers an alternative, circular source of water that reduces the reliance on fresh water and improves the sustainability of our clients’ operations.”

Water-link already recycles effluents coming out of the cooling towers of Alco Bio Fuel at Induss II. It has now started tests with pilot installations in containers at Cargill and Alco Bio Fuel to take the synergies one step further. Recycling these flows for reuse has its challenges on the organics of the effluents, but offers clear benefits on the long term.

The Flemish Environment Agency (VMM) is supporting this effort with subsidies in the larger frame of the European Blue Deal. “As all our customers, ArcelorMittal is also in favour of these recycling initiatives.” The steel producer is one of the largest water consumers in the North Sea Port region.

Untapped potential

It all perfectly fits with the strategy of water-link. “Today, on this site, the dock serves as the main raw water source. Recycling represents a small part of the activities at this stage. The ambition is to increase the share of recycled water to 35% in the coming years.”

Janssen and Van Vlaenderen still see a lot of growth potential for water-link in North Sea Port. “Water-link’s cluster solutions provide centralized services from which many port companies can benefit, as neighbouring enterprises could be easily integrated into our cluster network. We have not tapped the full potential of the left bank of the sea canal yet. The recycling of household residual waters is another possibility that has great potential as well. For now, our focus lies with providing water solutions to our clients, since demand is so big, with a strong focus on cost-efficient solutions, fully reliable installations and sustainability.”

A longstanding relationship



Joyce Schram performed the Christening ceremony.

During a festive ceremony in North Sea Port's Scaldiahaven last year's December, the cooperation between Vertom, Europe Caribbean Line, and Schram Shipping marked a significant milestone with the christening of the MV Vertom Joy.

The Christening ceremony took place at the quay of Supermaritime Netherlands and this was not without a reason. The terminal operator and Vertraco have a longstanding relationship. With the MV Vertom Joy a new chapter will be added to this, as the vessel will be a regular visitor to the terminal.

Europe Caribbean Line

MV Vertom Joy is deployed on the trading line operated by Europe Caribbean Line (ECL) connecting Europe and the north coast of South America. Shortly after the ceremony we



Jan Brinkman, manager at Vertraco Shipping.



Captain/owner Gerrit Schram receives a 'First Visit' plaque from Astrid Vliebergh, head of commercial affairs of North Sea Port. Right from Astrid Vliebergh is Gerrit Schram's wife Joyce.

talked with Jan Brinkman, manager at Vertraco Shipping, the company that acts as agent for the MV Vertom Joy. He first explains the relationship between Vertraco, Vertrom, ECL, and Schram Shipping. "Vertraco Shipping is a shipping agent that mainly operates as managing- and commercial agent for our own liner service between Northwest Europe and the north coast of South America, called Europe Caribbean Line. Vertraco Shipping is part of the Vertom Group, a company that has built up a long track record in dry chartering, tanker chartering, liner services, cable recovery, technical management, international shipping, and (maritime) agencies. Vertom has a share in around

100 vessels. MV Vertom Joy is one of these vessels that is also owned by Schram Shipping. Gerrit Schram acts as captain/owner of the vessel that was named after his wife Joyce, who performed the Christening ceremony."

Reefer Service

Jan Brinkman continues, "ECL has two separate shipping services. The Reefer Service makes it possible to ship goods quickly, directly, and frequently from Northwest Europe to Guyana and Suriname. Every two weeks a ship departs from Dover and Vlissingen with the ports of Paramaribo (Suriname)



Image courtesy of Vertom.

MV Vertom Joy in detail

Thecla Bodewes Shipyards (TBSY) delivered MV Vertom Joy in April 2023. The ship, originally designed as a DP2 pipe supply vessel, underwent a transformation by TBSY, converting it into a versatile multipurpose vessel (MPV) and general cargo ship. After successful sea trials on the North Sea and receiving her class certificates, the vessel departed for China for the installation of two 80t cranes. She received her final colours as well, featuring two eye-catching pink cranes.

The MV Vertom Joy is 128.26m long, 17.80m wide, has a draught of 8.03m for a deadweight of over 11,000t and additionally an open-top deadweight of 8,100t at a draught of 6.50m. Her cargo capacity is 14,500m³. The ship is equipped with a state-of-the-art diesel-electric propulsion system and power management system from D&A Electric, including an innovative battery bank for peak shaving and reverse power absorption, with Wärtsila and Volvo powered generator sets and two efficient Schottel propulsion Ecopellers.



MV Vertom Joy on her first visit to North Sea Port alongside the quay of Supermaritime Netherlands.

and Georgetown (Guyana) as its final destinations. The shipments from Dover and Vlissingen is backhaul cargo for the vessels that arrive from South America with fresh fruit. For this service we hire cargo space on reefer vessels of the company Seatrade. They arrive from South America with fresh fruit at the terminal of ZCC in North Sea Port's Bijleveldhaven. After unloading the conditioned cargo, they move over to Supermaritime, about one kilometre from ZCC's terminal. At Supermaritime, the vessels are loaded with backhaul cargo. In the past, mainly second hand cars were transported, but today, a broad range of palletised, containerised and project cargo is loaded such as potatoes, onions, salt, sugar, building materials, and trucks."

South Caribbean Service

"The South Caribbean Service," Jan Brinkman adds, "is a monthly service with fixed ports of call at Vlissingen, Antwerp (Belgium), Hull (UK), Gijón (Spain), Georgetown (Guyana), Paramaribo (Surinam), Point Lisas (Trinidad), Matanzas/Puerto Ordaz (Venezuela), and Rotterdam. The ships in this service transport both import and export cargo. The ECL cargo package consists mainly of break bulk, rolling stock, yachts,



After the ceremony, the guests could take a tour on the new vessel.



Image courtesy of Vertom.

bulk goods (including rice and grain), and project cargo. For this service we make use of our own vessels such as the MV Vertom Joy. The vessels are characterised by having cranes of their own. This way they are very suitable for ports that do not have harbour cranes for loading and unloading.”

First customer

According to Jan Brinkman, Vlissingen has been a port of call for ECL for decades. “We have been visiting North Sea Port’s Vlissingen port area for many years,” he says. “The first vessels arrived in 1992 and a few years later, about 25 years ago, we became the first customer of Supermaritime’s facilities in Vlissingen. One of the challenges for the reefer liner services is the strict sailing schedule. Vessels need to unload the bananas and other kind of fruit on a set day. In this strict timing, the role of the backhaul cargo is subordinate. One of the strengths of Supermaritime is that they are flexible and able to work efficiently to help us meet the time challenges. They are capable of optimising the process and its staff, not only in the office, but at the quay as well, has a lot of experience in a broad range of cargo. With our own vessels at the South Caribbean Service, time pressure is not as high as with the Seatrade vessels. Also,

because of the heavy lift cranes on board, our vessels can load heavy project cargo, for example for the offshore wind and oil & gas industry and in the past few years this type of cargo has become more and more important. For us, it is good to know that Supermaritime has ample expertise handling heavy project cargo.”

Breakbulk experts

“When looking at Vlissingen, we can speak of a unique longstanding relationship,” Jan Brinkman states. “We really like the way things are going on in this port area. The people at the various terminals are real breakbulk experts. They know how to deal with various types of cargo. No matter the challenges, they always find a suitable solution for handling and loading our customers’ cargo in a swift, efficient, and careful way. Therefore it was a pleasure to arrange the Christening of MV Vertom Joy at North Sea Port and we look forward to many voyages to and from Zeeland.”

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

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

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



Martijn van Aalst, operations manager solutions of Hendrik Veder Group.

Hendrik Veder Group opens Service Hub in Vlissingen

Hendrik Veder Group recently announced the establishment of a branch in the North Sea Port's Vlissingen port area. With this, the company intends to get closer to its customers in this region.

The history of Hendrik Veder Group dates back to 1800 when the company started as a rope manufacturer and supplier of ship supplies based in Rotterdam. Throughout the years, the company expanded its activities through mergers and acquisitions, resulting in the rebranding of the company into Hendrik Veder Group in 2015. Martijn van Aalst is operations manager solutions at the company and explains about the new Solutions Hub in Vlissingen.

Gould Services

"With our new Solutions Hub in the Buitenhaven in Vlissingen we can offer a broad range of services, such as the spooling of steel wire, rigging, inspection, certification, load testing, maintenance, and rental of lifting and hoisting equipment," Martijn van Aalst explains. "For our hub, we rent space in Gould Services' Offshore Service Base that is ideally located with quay facilities and open entrance to the Western Scheldt river and the North Sea. Next to Vlissingen we have production and service locations in Rotterdam, Kristiansund and Stavanger (Norway), Aberdeen and Sheffield (UK), Włocławek (Poland), Beauchamp (France), and Las Palmas (Spain)."

He continues, "When looking for expanding our service hubs we always aim for strategic locations. Our new hub at Las Palmas for example is right at the route between Western Africa and Western Europe, and with the Vlissingen Solutions Hub we can

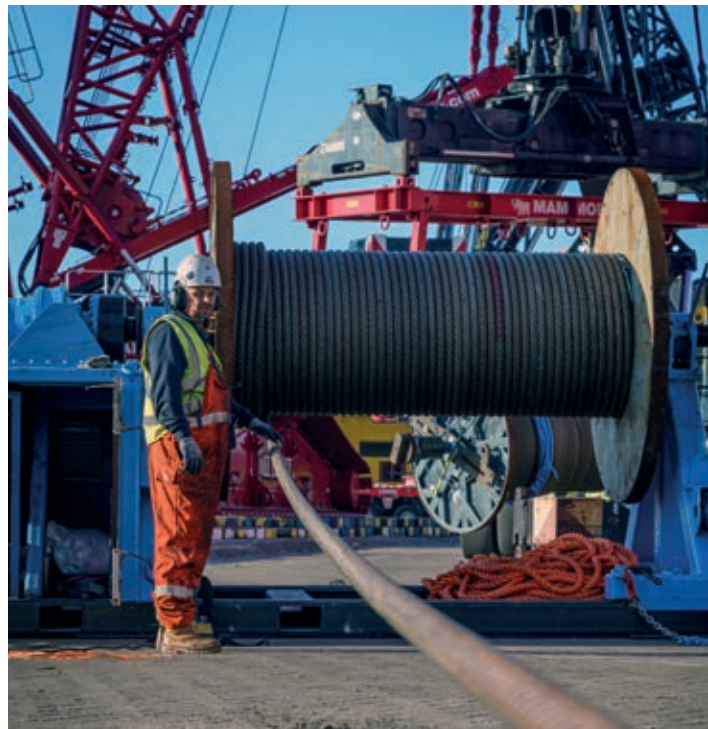
respond faster to fully support our customers in this region. Because of all offshore wind developments in the southern part of the North Sea, it offers ample opportunities to expand our business. Apart from its strategic location, the available quay space in Vlissingen is also a valuable advantage. Gould Services has its own quay with ample space for, for example, the application of waterbags for load tests, and placing equipment for spooling wire and rope.”

A real craft

Although Hendrik Veder Group is not a family owned company any more, it still acts more or less like one according to Martijn van Aalst. “In our company, that employs around 140fte, we still have short lines, and we do everything together in a down to earth way. What differs us from other suppliers is that we still have most things in our own hands for the production of ropes and wires. In fact, not much has changed since 1800. Producing ropes and wire still is a real craft although of course materials and equipment have improved, wires have become heavier, and rope has been replaced by fibres. With the acquisition of Van der Lee in 2013 we obtained a lot of expertise in this material. From the outside every rope or wire might look the same, however each item we produce is based on customers’ requirements. This way, we have gained a lot of experience and knowhow throughout the years about the use of ropes and wires in mooring, and lifting and hoisting, which helps us to produce the best products for our customers.”

Unburden customers

Martijn van Aalst continues, “Through our service hubs like the one in Vlissingen we offer a broad range of additional services to unburden customers in the field of installation, maintenance, testing, and inspection. All those services we provide through the service teams at the hubs.



The Solution Hub in Vlissingen has ample space for, for example, spooling wire. (Please note that this picture is not taken in Vlissingen).

We started this strategy about four years ago. Today, lifting becomes more and more complex and rigging for example is a burden for our customers yet it is very important for a safe operation. With our expertise we are capable to take this burden away for them. Apart from supplying the right rope and wire we also look at the most appropriate lifting and hoisting equipment to help our customers to obtain the right solutions for the job. We also help our customers to work more efficient as they often do not know what kind of material they have in stock. We help them to get a proper view on this, which gives them the opportunity to reuse instead of buying new materials



The new Solution Hub in Vlissingen is located at Offshore Service Base of Gould Services.



Producing ropes and wire still is a real craft although of course materials and equipment have improved, wires have become heavier, and rope has been replaced by fibers.

for each and every job. This reuse helps our customers to become more sustainable.”

T-shirts

According to Martijn van Aalst this sustainability has become one of the company’s spearheads. “For our ropes,” he says, “we use a recycling system in which condemned pieces of rope are collected from our customers. We reuse these pieces in the production of new ropes. Now ropes only consist of one cord of

recycled material, however as we learn fast from this recycling we will be able to add more recycled cords in our ropes soon. The collected fibres can also be used for other purposes. For one of our offshore wind customers for example, T-shirts have been made from fibres used by them and collected by us. They are now wearing shirts made of ropes they have been using before! Three years ago we implemented a certification portal and database with all kinds of information on our lifting tools and equipment. In this database we also show how much CO₂ can be reduced when using the right type of materials.”

An easy choice

“Our way of working consists of partnerships with our customers and our suppliers as we are convinced that this is the guarantee for being successful,” Martijn van Aalst elaborates. “As no one can do and know everything, it is important to look for the right partners and this partnership meets the way Gould Services works. I met the people of Gould Services on a network meeting and during our conversation we found out that the activities of both companies perfectly fit. When they told me that they had room available, the decision to open our Vlissingen service hub at their service base was an easy one. Zeeland is not a new region for us as we already have many customers over here, such as shipyards, offshore companies and the (maritime) industry. However, for them it is much more convenient to have a service team nearby instead of relying on one in Rotterdam. The knowledge to have our service team nearby is very comforting for them as we will be able to be at their service faster than before, so we are very happy to have settled down in Zeeland, as I am convinced that it will help improve our service to our customers in this region.”

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



Through its service hubs like the one in Vlissingen Hendrik Veder Group offers a broad range of additional services to unburden customers in the field of installation, maintenance, testing, and inspection. (Please note that this picture is not taken in Vlissingen).



Belgium's Meyland Industrial Drying and Austria's Binder join forces for a unique collaboration

With this new product, Meyland Industrial Drying offers drying solutions for companies active in the bulk and bulk goods sector.

ADEGEM / GLEISDORF – Meyland Industrial Drying, part of Roel-Co Holding, and the Austrian fluid bed dryer specialist Binder are teaming up. The two companies are looking to combine their know-how and experience to increase their impact on the Benelux drying installation market.

For more than 50 years, Meyland, which currently employs in the region of 80 personnel, has been developing high-quality transport and handling systems for the industrial and agricultural sectors. The hardware is produced by Meyland Industrie and Meyland Agro, while Meyland Elektro provides the customised automation software.

“We attach great importance to technological innovation and are always looking for new opportunities,” says Carlo Roeland (50). Carlo, together with his brother Geert (54), is the driving force behind the Adegem-based company.

With Meyland Industrial Drying, Roel-co Holding is now poised to enter the market for installations for drying minerals, chemicals, various powders for food and animal feed, biomass, etc.

“We intend to work with Meyland to build the peripheral equipment in the field of engineering, automation, steel construction, assembly, industrial maintenance and mechanical

transport around Binder's fluidised bed dryers,” says Arne Roeland (27), who is managing the project.

“We take care of the conveyor belts, screws, elevators, dust extraction, fans and filter installation, as well as for the design and production of the backmix system. This system ensures more favourable product parameters and more efficient drying times. We also make the steering box, while the burner is provided by the Italian company, Tecflam, states Arne.

The on-site installation is undertaken by Meyland.

“Prior to the order of the dryer from Binder, we carry out tests on the client's product with a dryer in the test centre in Adegem. Based on the parameters obtained, the effective installation is then determined in consultation with Binder and everything is built around it. Customers can also come and view our test installation by appointment,” Arne concludes enthusiastically.

More information at www.id.meyland.be and via info@id.meyland.be



An aerial photograph of a large industrial port facility, likely a grain terminal. The image shows a complex of structures including numerous tall, cylindrical silos, large storage tanks, and a prominent long building with a grey roof. In the background, a large cooling tower is visible, and the facility is situated near a body of water. The sky is clear and blue.

Planting new grains for future growth

Euro-Silo invests on multiple fronts

Euro-Silo has embarked upon a major upgrade of its two terminals in the Ghent port area. As part of this large-scale investment programme, the largest agribulk handler in North Sea Port plans to build a brand-new silo for derivatives that will mark its first capacity increase in more than a quarter of a century. Euro-Silo will also equip its installation at the Sifferdok with the most powerful pneumatic unloaders in Europe. It will strengthen North Sea Port's position as a premier agribulk port on the European scene.



As an integrated part of the Bio Based Valley and biofuels cluster at the Rodenhuizedok, Euro-Silo's terminal there has a strong interaction with neighbouring companies.

Image courtesy of Euro-Silo.

“Over the past decades, we have constantly improved our installations, building up our experience in the agribulk business, modernising our infrastructure and equipment, and increasing our operational efficiency and productivity as we went forward to better serve our clients in food, feed, and biofuels,” explains Thierry Cardon, commercial manager at Euro-Silo. “But what we are doing today and planning for the near future is of a different nature and will take us to the next level in terms of automation, sustainability, and handling and storage of grains, oilseeds and derivatives.”

Euro-Silo

- Is active in the storage and handling of grains (corn, wheat, soy beans...), oilseeds (rapeseed, linseed...), and derivatives (soy derivatives, DDGS...).
- Was founded in 1968 at the Sifferdok, in a partnership between Vanden Avenne Commodities and Cargill.
- Took over Ghent Grain Terminal (founded in 1978 at the new Rodenhuizedok) in 1992.
- Runs two fully multimodal and highly automated terminals that can store 650,000t of agribulk (350,000t in flat storage), in silos ranging from 300 to 30,000t in capacity. For vertical storage, Euro-Silo has over a hundred silos.
- Offers value added services like cooling, fumigation, blending, de-ironing via magnets, bonded warehousing, identity-preserved storage, and the loading/unloading of containers.
- Handles 4.5 million tonnes per year on average (4.9Mt in 2023, with oilseeds accounting for about 60% of the total, derivatives for 20% and grains for 20%)
- Has been a fully integrated part of the Bio Based Valley and biofuels cluster at Rodenhuize since 2008.
- Total quay length is 1,300m. Both terminals can handle Panamax vessels with a maximum draught of 12.5m, with the ability to unload and load sea-going vessels, barges and trains simultaneously at a rate of 40,000t/day (without making use of a nightshift) and trucks at up to 8,000t/day.
- Incoming flows are almost entirely water-borne, with deepsea bulkers (73% of inbound volumes) taking the lead over barges (14%, mostly transshipment via other sea ports) and coasters (11%).
- Barges (43%) dominate outgoing flows, with direct deliveries to neighbouring industry (33%) a solid second. The rest is mainly carried by truck (21%).
- The company employs 75 people.

Full automation

One essential pillar in the multifold investment programme the company is deploying, is further automating its installations. The terminal at the Rodenhuizedok takes the lead in this effort. “We are completely revamping Rodenhuize in this respect, fully renewing electrical installations and automation systems there to be able to completely monitor and manage all processes from the unloading of vessels and the transfer to our silos to the loading of barges, trucks, and trains. It took us two years to map all the possible flows and we started installing the new devices and connections, and upgrading all the software about two years ago. We went live with part of the new systems last summer and we have reached the point where, using a kind of matrix structure, we can already conduct all essential functions from our renewed control system. Full implementation is expected by the end of 2024 at the latest.”

The higher automation also helps to avoid human errors and to track technical hick-ups faster. The new system also simplifies interventions, which is an added advantage in times when technicians are hard to find on the labour market.

Now that the work at Rodenhuizedok is almost completed,



Image courtesy of Euro-Silo

With the new flat silo for derivatives, part of the Sifferdok terminal will take on a very different look.



Thierry Cardon, commercial manager at Euro-Silo.

Sifferdok will follow soon. A similar project will start this year, benefiting from the expertise gathered at the first terminal.

Renewing infrastructure

Euro-Silo is also renewing the roof covering its big flat silo at Rodenhuisdok. Work on the oldest warehouse (with a surface of 40,000m²), one of the first constructions on this site, started two summers ago and is proceeding in phases, due to the

necessity to keep the silo in service – and the goods dry – while the job is being done. “We will need three more summers to finish this project. Unluckily, the structure of this flat silo does not allow for the installation of solar panels,” the commercial manager points out.

That will be possible, however, on top of the Flatstore 2 (with a capacity of 60,000t) at the Sifferdok, whose roof and structure will be renewed in one movement next summer. It will receive 3,000m² of solar panels that will help produce green energy to drive the activities on the site.

Another intervention at the Sifferdok will see the tower with 23 silos, dating back to the very beginnings of the company in 1968, receiving a make-over.

Top-notch unloaders

Euro-Silo also took a close look at its loading and unloading capacity at Sifferdok. “With a capacity of 700t per hour, our Siwertells are pretty efficient machines, but after almost forty years of service they require intensive maintenance. The time has come to replace them by new equipment. We finally decided to invest in two new pneumatic unloaders produced by Belgian engineering company Vigan.”

With a capacity of 800t per hour, they are the most powerful machines of this type in the world. “Our two new unloaders will be the only ones installed in Europe so far and the seventh and eighth worldwide. As far as we know, Sifferdok will be the only terminal on the planet to have two of those machines,” Thierry Cardon is proud to announce.

The new unloaders, due to arrive in early 2025, will not only require less maintenance, but also have a much lower energy consumption.

New flat silo for derivatives

Last but certainly not least, Euro-Silo will launch a major expansion project at its Sifferdok site. The company will build



Our current and planned investments will take us to the next level in terms of automation, sustainability, and handling and storage of oilseeds, grains and derivatives.

a state-of-the-art flat silo for derivatives on this location. It will have a capacity of 45,000m³ or 27,000t, divided over ten compartments which can be filled by conveyor belts running over the whole building. The roof will be covered with solar panels. To make room for the new flatstore, the old office building will have to be torn down. And before that can happen, an old warehouse sitting behind the vertical silos at the end of the dock will be stripped and transformed into new quarters for Euro-Silo's personnel. Taking into account these two preliminary steps, the new flat silo should be operational by the first quarter of 2026. The project represents the first storage capacity increase at Euro-Silo since the mid-1990s. It is needed to respond to a changing market demand, Thierry Cardon says. "Today, derivatives come in an increasing variety of types, based on their origin and the proteins they contain. The requirements regarding quality and traceability have become very stringent and contamination must be avoided at all cost. So separate storage is an absolute must."

Shift between sites

It will lead to a shift and translate into a better balance in activity between Euro-Silo's two sites. "We now principally handle derivatives at Rodenhuizedok, but the compartments there are

too large for smaller lots. We can optimise their use with other flows, while better serving the market with our new installation. So Sifferdok, where the volumes of these products are so far limited, will become our main hub for derivatives."

Barges coming to load derivatives will be handled at the side quay leading to the adjacent waiting dock for inland navigation vessels, avoiding conflicts for berthing space with seagoing vessels at the main quay. Transshipment there will be performed with a mobile crane.

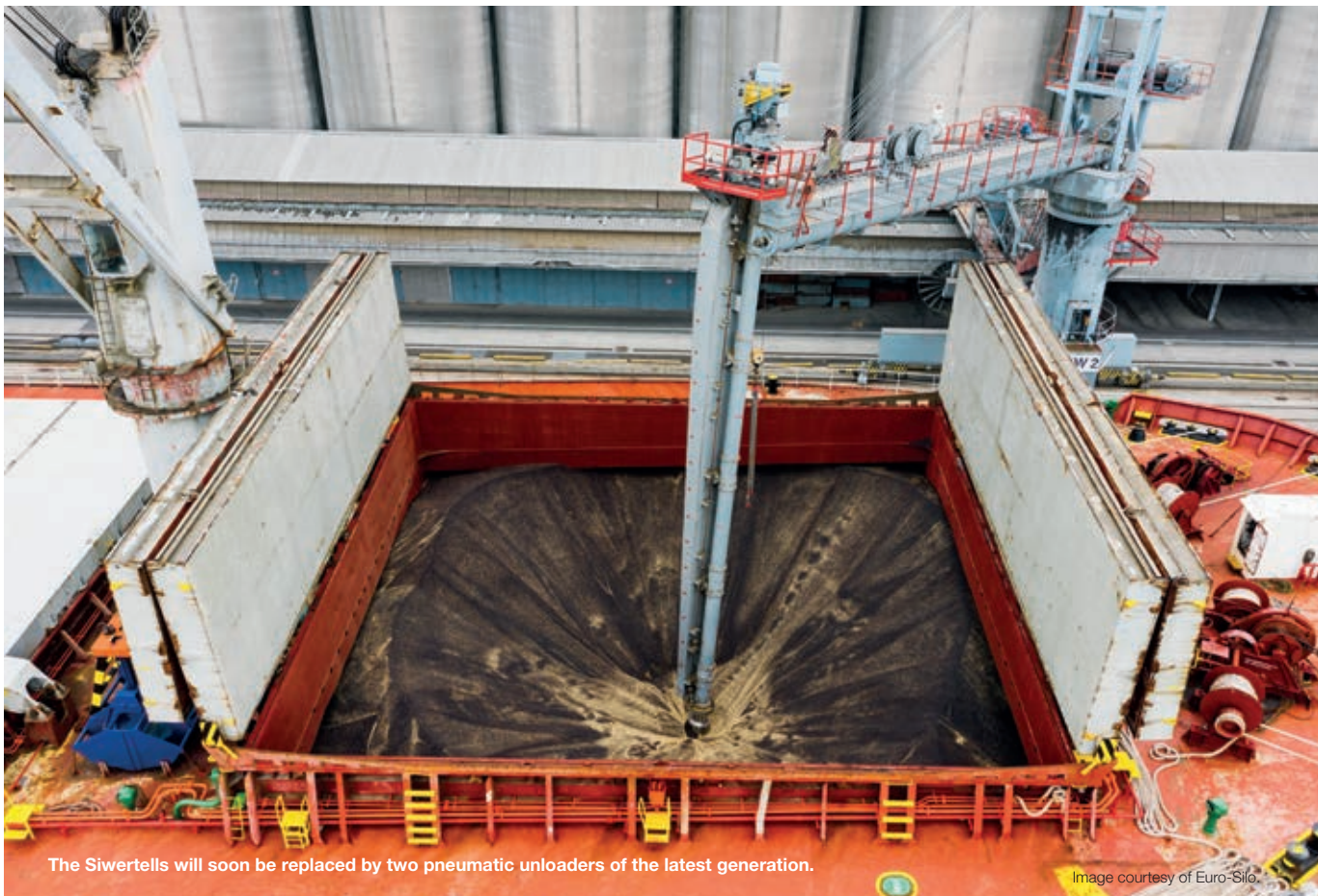
Margin for growth

The new flat store will take up a large part of the still available space at the Sifferdok site. But Euro-Silo will still have some room for new developments there, on top of the larger area still available at the Rodenhuize dock, where the interaction with the biofuel industry, grain processing and feed factories is intense.

Thierry Cardon does not expect the new neo-Panamax lock in Terneuzen to have a major impact on Euro-Silo's business in North Sea Port. "All improvements in accessibility are welcome, of course. But we still have a sizeable operational margin left with the Panamax vessels we receive today. The trade we are in, mostly runs on Panamaxes and there are not that many loading ports overseas or unloading ports in Europe that have the buffer capacity Euro-Silo has. It remains a major trump card for our company, together with our location.

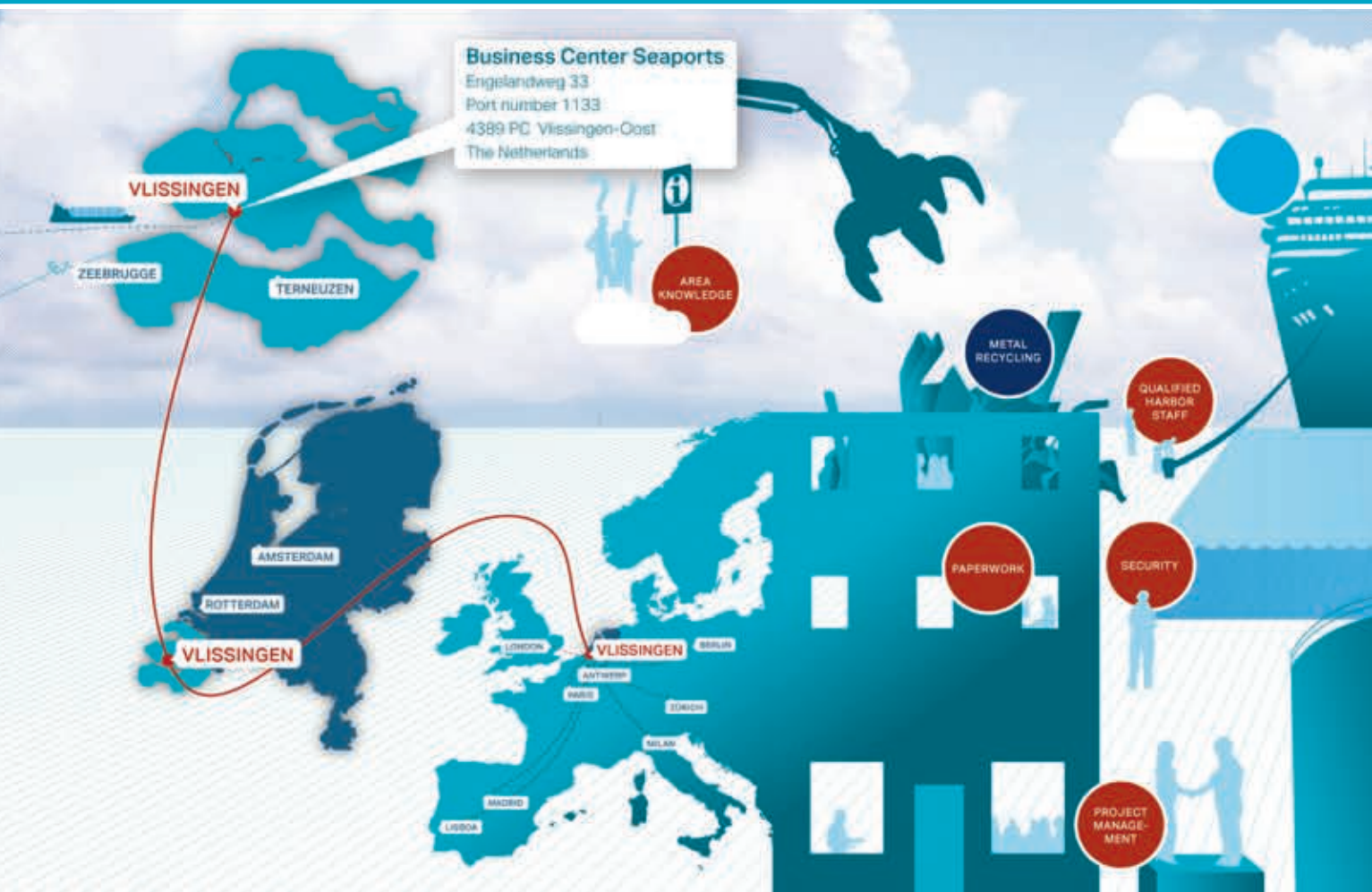
Euro-Silo and North Sea Port are a major distribution centre of international reputation for grains, oilseeds and derivatives in the heart of Europe. That will certainly not change overnight."

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The Siwertells will soon be replaced by two pneumatic unloaders of the latest generation.

Image courtesy of Euro-Silo



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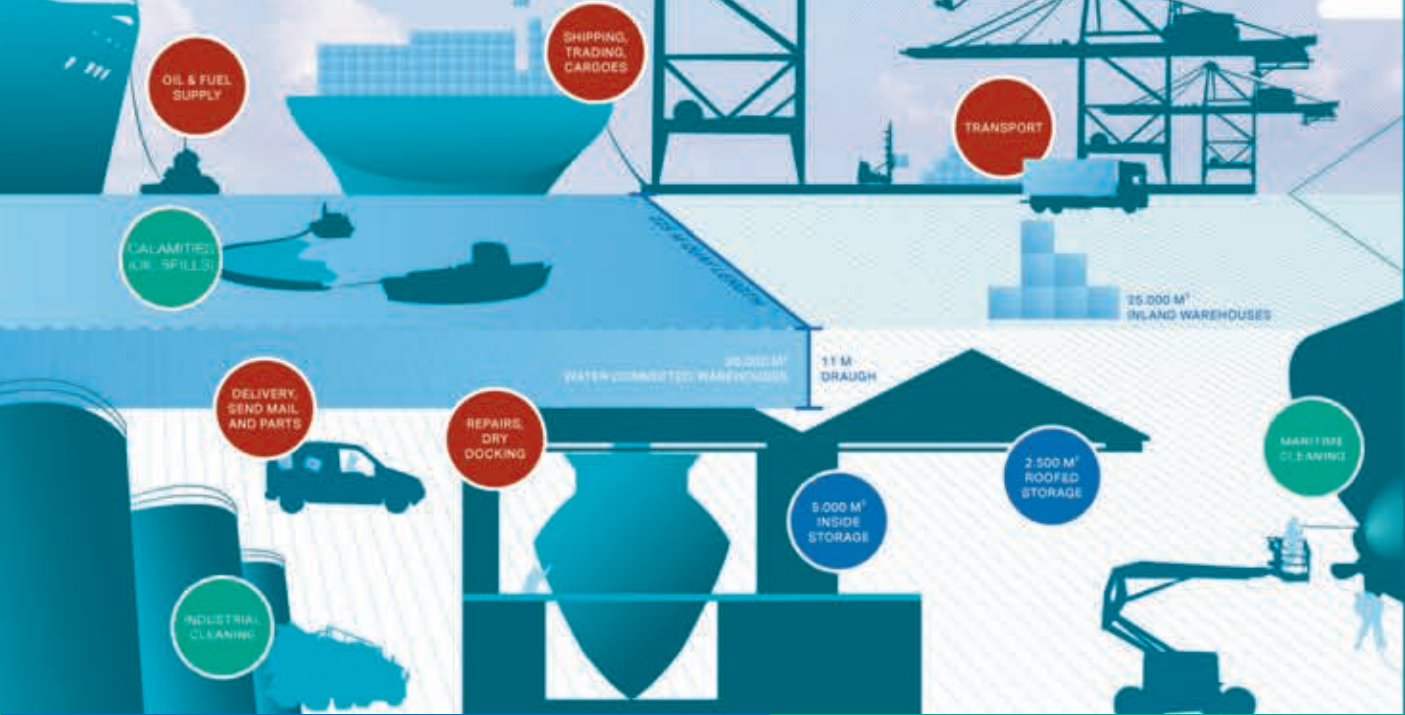
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Building the future of foodservice



Sligro Food Group has built a 16,500m² distribution warehouse at the Vasco da Gamalaan in Ghent (Evergem). The distribution warehouse has been fully operational since October 2023, and as a first order of business, the delivery customers that used to be serviced from Sligro Ghent have been taken over. The Sligro Evergem sales team is now tasked with filling up the rest of the warehouse. Sligro's plan for Belgium is ambitious indeed, as they aim to become the market leader in food service in Belgium and the Netherlands.

Sligro

ISPC has been a household name in Ghent for decades. Acquired in 2017 by Sligro Food Group, ISPC is a well-known foodservice wholesale with branches in Ghent, Antwerp, and Liège. For that reason, the name ISPC was attached to Sligro's for the existing Belgian cash & carry shops. Now, as Sligro is becoming an established brand in Belgium, the name ISPC will gradually disappear. "Actually, Sligro Food Group is just as famous in the Netherlands as ISPC is in Belgium," Mr Leslie Huyghe, branch manager at Sligro Evergem says. "Sligro Food Group is the market leader in the Netherlands, where it has a nationwide network of distribution warehouses for delivery, as well as cash & carry shops throughout the country. Sligro is now aiming to become the undisputed market leader in Belgium as well, and the new warehouse in Evergem is part of its ambitious plan for Belgium."

Logistics

The new distribution warehouse in Ghent is Sligro's first large distribution warehouse for food delivery in Belgium, but it is part of a broader vision. Mr Huyghe explains, "Up until now, food delivery was done out of the Sligro Ghent cash & carry. The new distribution warehouse has taken over this delivery service and is meant to service customers in the western part of Belgium: East- and West Flanders, parts of Antwerp, and a part of Hainaut. Customer delivery in Central Belgium will soon be done out of Rotselaar, where the warehouse of JAVA Foodservice – acquired in 2016 – is currently being renovated to become Sligro's second distribution warehouse in Belgium. Customers in Limburg and Liège can already count on deliveries from Sligro's distribution warehouse in Maastricht, which has been operational for a couple of years. This way, every customer delivery can be made in the fastest and most cost-efficient way."



Currently, the Sligro Food Group has no water-bound operations as all deliveries are being conducted by truck transport. In the Netherlands, the acquisition of transport company Simon Loos was completed in January 2024. Sligro Evergem currently owns several trucks, but it has formed stable partnerships with a couple of logistic companies for day-to-day transport. "It is necessary to have reliable partners who understand our business, as most of the transport is carried out at night and in the early morning," Mr Huyghe states. "A high service level is also of the utmost importance to Sligro. Customers can order until 22:00 in the evening the day before delivery, and deliveries are usually made early in the morning. In fact, most of our customers demand early delivery as they of course need time to prepare for the day."

"Here in Evergem, we order our stocks based on customer history, but this of course is not possible for fresh foods, and we must be able to deliver special demands the next day as well. For this reason, most of our stock is delivered at night. The Sligro Evergem warehouse is serviced mainly by the large Sligro warehouse in Veghel for dry goods and groceries, although special products may also come from the recently renovated large Sligro Antwerp cash & carry. For fresh food products, we have specialised partners, such as SmitVis."



Leslie Huyghe, branch manager of Sligro Evergem.

Broad market

Where ISPC Ghent used to focus mainly on culinary customers, such as restaurants and hotels, Sligro services a much broader market of food customers and aims to do the same in Belgium. "Basically, we aim to service anyone who eats and drinks," Mr Huyghe says. "An important asset herein is the expertise of JAVA Foodservice, which has serviced schools and health institutions for many years. They even have a team of experts working on foods for all kinds of diets."

Innovation for excellence

With all this online efficiency one has to wonder whether the cash & carry shops will soon become obsolete. "Quite the contrary," Mr Huyghe states. "I am always astonished by the



Customers can order both large and small packages and quantities. An efficient warehouse organisation and good communication between the order pickers and planning are of the utmost importance here.



All warehouse vehicles are electric.

sheer number of customers when I visit Sligro Ghent. It is an exceptionally good combination – the distribution warehouses and the cash & carry shops – which has already proven its value in the Netherlands. Customers go to cash & carry for tiny amounts; if they have forgotten to order something; but also, for inspiration. Sligro even has an inspiration lab In Veghel – ZiN Inspiration Lab – where customers can go for training courses, food demonstrations by famous chefs, and all kinds of culinary events. It is all part of the service level Sligro wants to offer its customers, as well as stimulate culinary innovations.”

“In fact, innovation really is one of the keywords I would use to describe Sligro Food Group. We are always looking for the most efficient way of handling operations and are not afraid

“ The new distribution warehouse here in Evergem is built with all kinds of smart, green climate control technology.

to incorporate innovative technologies. A fine example can be seen in the warehouse here in Evergem. The – rather large – freezer area must be kept at a steady -22°C. At the same time, the order pickers must be able to drive in and out of the warehouse as quickly as possible. So, instead of installing an automated gate, an air screen was installed. People and machinery can go through the air screen without so much as noticing it, but it effectively separates the atmosphere in the freezing area from that in the loading bay area.”

“However, it is not merely technological innovation. Sligro takes everything into account. This distribution warehouse is a good example. The size has been meticulously calculated to fit the growth potential of the business plan, but even so, ¼ of the terrain remains available to build extra warehouse space, should this ever become necessary. And even with all this space, the startup here was cautious, to ensure a flawless service to our existing customers. What is more, Sligro makes it a point to listen to the input of its personnel. We always keep an open mind.”

Sustainability

“This is beginning to sound a lot like a sales pitch,” Mr Huyghe says, “but I am genuinely impressed by how Sligro manages things. And then we have not even discussed one of Sligro’s main focus points: green technology and sustainability. In the Netherlands, Sligro has an ongoing project with electric delivery trucks, and in Ghent, bicycle deliverers are used. The new distribution warehouse here in Evergem is built with all kinds of smart, green climate control technology. These include solar panels, heat recovery, dynamic LED lighting, rainwater collection, natural refrigerants, and much more. All vehicles used in the warehouse are electric and use a unique charging system, where the machines themselves no longer have to be plugged in, but rather the – quite large – batteries themselves can be taken out and swapped for a fully charged one. There is a special location in the warehouse reserved for charging and storing these batteries. The replacement of the batteries is currently being done manually, however, the distribution warehouse in Breda has a fully automated system in place to replace the batteries.”

“Then there is the matter of food waste. Even though the warehouse stocks, and especially the fresh products, are ordered by customer demand, there is always waste. There are – for example – customers who order something, then realise they have made a mistake, do not need it, and send it back. Foods that cannot be sold again for reasons like this are being donated to charity organizations and food banks,” Mr Huyghe concludes, “After all, sustainability does also include being socially responsible.”

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An OPZuid subsidy of EUR 647,436 has been granted by the Province of Zeeland and the European Fund for Regional Development for the next five years. On the photo representatives of the project partners. On the photo, from left to right: Jelle Haers (H4A), Jan-Peter van der Peijl (De Hoop), Maarten en Joost de Pooter (De Pooter Olie), Jean-Paul Heijens (Syndus), Eric de Ruijsscher (H4A) en Pepijn Nuijten (Multtraship). On the right stands Jo-Annes de Bat, deputy of Province of Zeeland, who handed over the symbolic cheque at the kick-off event on 6 December 2023.

Breaking through a paradox

On 6 December, the project ‘Green Hydrogen Chain Heavy Equipment Kanaalzone Zeeuws-Vlaanderen’ officially kicked off. The goal is to develop a chain in Terneuzen for locally produced green hydrogen.

The hydrogen will be intended for local businesses that operate heavy equipment, including trucks, construction machinery, excavators, and ships. Zeeland-based H4A is one of the driving forces behind the project. It is part of a consortium of five Zeeland-based family businesses: De Pooter Olie, Syndus, De Hoop, and Multtraship. All five are exploring possibilities to

make their activities more sustainable, and green hydrogen is considered one of the potential solutions.

Chicken and egg

Jelle Haers is manager underground networks at H4A and part of the project team. According to him, the decision to start this project is to break through the chicken and egg paradox of the use of hydrogen as fuel. “Today, the electrification of transport is well underway. However, for heavy equipment and trucks electrification is not an appropriate solution. Instead of this, hydrogen look like a good alternative to fossil fuels, however currently hydrogen to be used as fuel is stuck in a chicken and egg paradox. Manufacturers of vehicles and equipment are hesitating to design and construct vehicles that can run on hydrogen because there is no suitable infrastructure, and there is no suitable infrastructure as there are not enough vehicles that



Within the project we have the obligation to convert our equipment for the use of hydrogen. This way we will act as a hydrogen testbed.

run on hydrogen. This way, the use of hydrogen remains an expensive solution. Also, the production of hydrogen, especially green hydrogen necessary for making transportation and the operation of equipment such as cranes greener, still is on a low level.”

Feasibility study

To break through this paradox, eleven companies in Zeeuws-Vlaanderen came together in 2020, and in 2022, HZ University of Applied Sciences, Zeeuwind, VoltH2 and H4A were asked to conduct a feasibility study on the realisation of a hydrogen chain for heavy equipment in the area. Based on the outcome of this study five companies decided to take the next steps for actually realising this hydrogen network. “In the end only five of the eleven companies that came together in 2021 to search for solutions to introduce hydrogen as a fuel in Zeeuws-Vlaanderen remained,” Jelle Haers explains. “H4A offered to act as coordinator of the project whereas all five partners have

their own ways for implementing hydrogen in their activities. As a contractor H4A uses a lot of heavy equipment for which hydrogen could be a suitable fuel. Multtraship and De Hoop could use hydrogen in their vessels, and Syndus in their own and rental equipment. De Pooter Oil operates several filling stations and one of those will be used for the project.

Testbed

He continues, “Within the project we have the obligation to convert our equipment for the use of hydrogen. This way we will act as a hydrogen testbed and new hydrogen users in the region will be supported with advice to facilitate their transition to hydrogen-powered equipment. This will enable a faster scale-up to 1,000 kg per week as this volume will result in a competitive price of hydrogen compared to the price of fossil fuel. An important item in the project will be the realisation of a hydrogen facility at one of De Pooter Olie’s filling stations. This station is located at the Beneluxweg near the Canal from Ghent

To make the equipment as sustainable as possible it would be the best solution to use green hydrogen. This is why the project team is talking with VoltH2 that is planning to construct a green hydrogen plant in both the Vlissingen and Terneuzen parts of North Sea Port. Artist’s impression courtesy of VoltH2.





The station is located at the Beneluxweg near the Canal from Ghent to Terneuzen, which makes it suitable for providing vessels with hydrogen.

Image courtesy of North Sea Port / Tom D'haenens.

to Terneuzen, which makes it suitable for providing vessels with hydrogen. This will make this the first station in the Netherlands for both vessels and vehicles.”

Strategic value

For the support of the project, an OPZuid subsidy of EUR 647,436 has been granted by the Province of Zeeland and the European Fund for Regional Development for the next five years. “All together we have calculated that the project will cost around EUR 2.5 million and we are happy with this subsidy as it will help to start the project,” Jelle Haers says. “Also, the fact that government supports our project financially has a strategic value as it shows that they have confidence in our plans. On the other hand, this subsidy also gives us the obligation to realise our plans within the next five years but so far things are going well as de Pooter Olie already has received the necessary permits for converting the filling station for hydrogen. Currently the project team is looking for the right partner to construct the hydrogen facility at De Pooter Oil’s filling station. We intend to decide in Q2 of this year who will construct the hydrogen facility. We think of a system that will make use of interchangeable containers as this is an easy way of transporting the hydrogen. We hope to have the filling station operation in Q2 of 2025.”

Green hydrogen

The project matches well with the various initiatives taken in the North Sea Port area in the field of green hydrogen and of



We hope to have the filling station operation in Q2 of 2025.

course the project team hopes to profit from this as soon as green hydrogen will become available. “To make our equipment as sustainable as possible it would be the best solution to use green hydrogen,” Jelle Haers elaborates, “and this is why we are talking with VoltH2 that is planning to construct a green hydrogen plant in both the Vlissingen and Terneuzen parts of North Sea Port. For this VoltH2 also was granted a subsidy, recently and if everything goes according to plans, this facility should become operational in 2026. Using locally produced green hydrogen from VoltH2 would of course be the best scenario for our plans, so let’s hope that their plans can commence as positively as ours.”

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Lalemant 2.0 is off the starting blocks

True to its history, new in its strategy

One year ago, Lalemant literally and figuratively changed hands. A lot has changed since then, Pierre Thielemans, head of Trucking, and Bart Van Rossen, commercial director and head of Barging, explain. “Lalemant reinvented itself without renouncing its past. Building on the strong foundation laid in the past decades, the company set a new course, with the aim of becoming a one-stop-shop for waterborne and land-based logistics, by further integrating its services in chartering, trucking, agency and barging and entering new markets.”

In March last year, Arthur Seynaeve and Christophe Webb took over the reins of the Ghent-based transport group from Wilfried Reynaert. He had led the company since the death in 2006 of Bob Lalemant, who stayed at the helm of Lalemant for more than half a century. Seynaeve and Webb decided to split ways a few months later, leaving Arthur Seynaeve, a son of an entrepreneurial family with a proven track record in the textile industry, at the helm as CEO.

Same DNA, extra service

Lalemant has taken a new course, but remains loyal to its DNA, Bart Van Rossen and Pierre Thielemans emphasize. “Some things do not need to change. Lalemant will remain a diversified, financially strong family business focusing on service, a pan-European player with its roots in Ghent, a lean organisation with short decision lines, able to offer a full transport service by relying on an international network, but at the same time specializing in a number of specific trades and niches where the expertise of our dedicated staff makes a difference,” says Pierre Thielemans, who has been with the company for over thirty years.

“However, we now play out these cards in a different way,” adds Bart Van Rossen, a newcomer to Lalemant who in addition to his commercial role runs the inland freighting department since the retirement of Philip Cornelis early last year. “The four divisions of the group very much acted as separate profit centres, partly because they dealt with different markets and clients. We now aim for more synergies and cross-fertilization, to offer a one-stop-shop solution to the varied needs of our customers. We now live in a world where personal relationships play a lesser role. The ability to deliver on-time and to distinguish yourself by the extra service and added value you can provide has become paramount, e.g. by proactively providing clients with information that is of value to them. State-of-the-art IT systems and thorough data management are a crucial success factor in this respect.”



Image courtesy of Lalemant.

Complex logistical operations are one of the areas in which Lalemant can prove its mettle.



Bart Van Rossen and Pierre Thielemans: “We choose our battles, but once that choice is made, we go the full distance.”

Roll-out

Pierre Thielemans concurs. “We move from a transactional approach to complex supply chain partnerships that also yield a higher margin for Lalemant. You can call it logistics-as-a-service, but our customers also know that if the commitment is there, we will be willing to invest in assets. At the same time, we are scaling down our own truck fleet in segments where having your own assets offers no competitive advantage in today’s market. Instead we try to play the role of traffic control tower, making the most of the high volume of data we generate and receive and to feed our clients with insights that help them better organize their own business and supply chain. We choose our battles, but once that choice is made, we go the full distance.”

“Another example is the increasing importance of sustainability.

It used to be a catchword, it is now a must,” Bart Van Rossen falls in with his colleague. “To many clients, it now stands at the core of their strategy. Helping them getting a clear picture of what their logistic footprint is by monitoring their emissions, telling them what the multimodal options are, and assisting them in striking the right balance in their drive to green their transport operations, is a proposition they greatly appreciate.”

Entering new markets

It is a business model Lalemant plans to roll out over its European offices – today very often dedicated to one specific activity – wherever the market allows for it. Further internationalization is also on the radar. After France, Germany, the UK, Italy, the Czech Republic, Poland, Romania, Ukraine and Bulgaria, new offices could follow in countries such as the



Image courtesy of Lalemant.

One group, four divisions

- Founded in 1885.
- Has its roots in shipping and chartering, but diversified into sectors like agency, barging and trucking.
- Thirteen offices in nine countries outside Belgium
- 120 people on the payroll.
- Turnover of EUR 125 million.
- **Deepsea and shortsea chartering** for the transportation of some 2 million tonnes of bulk commodities and breakbulk; about ten ships a week on regular trades or spot charters. Also operating a breakbulk line between Ghent and West-Africa.
- **Ship agency** in North Sea Port, Zeebrugge, Ostend, and Antwerp, representing a total of about 1,300 seagoing vessels (bulkers, tankers, Ro-Ro...) per year.
- **Inland barging:** handling some 2,000 barge shipments on a yearly basis, totalling around 2 million tonnes of (dry and liquid) cargo.
- **Trucking:** pan-European haulage, with a special emphasis on Eastern Europe and specific trades (steel, machinery parts, glass, automotive, chemicals, ADR, bulk with tipping trucks...). Some 200 to 300 trucks on the move on any given moment. Full truck loads are increasingly complemented by LTL and express transportation.
- **Forwarding** is an added, common thread to all four divisions; seamless pre- and hinterland transport organization, including customs activities, storage, loading and unloading.

Netherlands, Spain, Turkey, and Serbia.”

“Entering new markets – be it geographically speaking or in terms of activities such as recycling, biomass or offshore – allows us to keep growing in a difficult market and it makes us more agile and better able to absorb shocks like the war in Ukraine, a country where we have a solid presence and which together with Russia accounted for a sizeable share of our turnover. Despite the war, we remain active in Ukraine and even in Russia for goods that are not subject to sanctions. It is extremely complex, but it illustrates our logistical know-how,” says the general manager Trucking. “We also develop our activities between Eastern European countries, with flows that have no connection to Belgium.”

New journey

On the shipping side, Lalemant opened a new chartering office in London in September last year. “When an opportunity arises, you must have the entrepreneurial spirit to seize it. The Brexit has complicated trade relations with Great Britain, but that country remains very dependent on import for a large number of products,” his counterpart declares. “A local presence is an enabler for new business. Our London office today mainly deals with shortsea between the UK and the continent. Tomorrow, it could also respond to demands for deepsea flows.”

“We have embarked on a new journey and we are exploring new horizons. Somehow, looking forward has always been Lalemant’s way of doing business,” Thielemans and Van Rossen conclude.

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The perfect flow





The filling lines have a capacity of about 200 drums per hour.

All images courtesy of Van Moer Logistics

With over 800,000m² warehouse capacity, 500 trucks, nine inland barges, and eight water-bound terminals, Van Moer Logistics is one of the leading logistics companies in Belgium. Van Moer Logistics offers customised logistics solutions for chemical and petrochemical commodities, food & feed commodities, consumer goods and e-commerce, and other general cargo. With a new fully automated filling line in Antwerp, investments in the Brussels container terminal, and a new estuary ship on the way, the company is growing faster than ever.

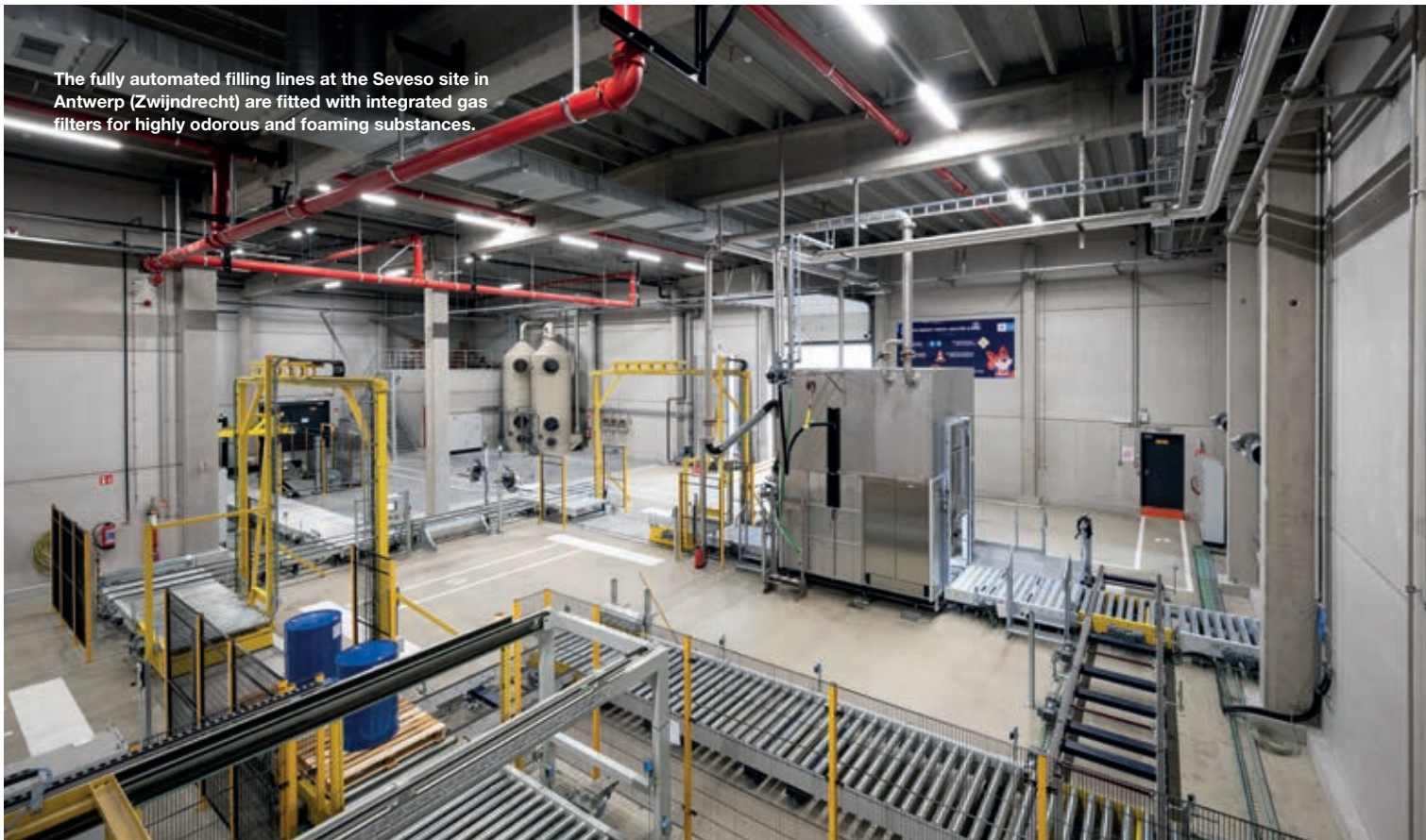
Family-owned

Jo Van Moer, CEO and founder of Van Moer Logistics, started the company as a small transport business in 1990, with just one operational truck. Building the company from square one, together with his wife Anne Verstraeten, they moved operations to the Port of Antwerp in 1999. Little did they know that the company would grow into one of the leading logistics providers in Belgium, with 2,200 employees, 40 locations, and international ambitions. “Our company currently has four pillars,” Mr Van Moer states. “Four key activities that we combine to become a single point of contact for our customers, a one-stop shop. These are road transport, intermodal transport combined with own inland terminals, warehousing combined with value-added logistics, and bulk & tank container logistics.”

The company is still owned by the Van Moer family, but it joined forces with the investment company Ackermans & Van Haaren in 2021. This has proved to be a good decision, as it enabled the company to grow, and map out a clear vision for the future. This vision encompasses the expansion and improvement of the company’s four strongholds in Belgium: the Port of Antwerp, the North Sea Port, the Port of Brussels, and the Grobbendonk area. “We are planning several investments in all our hubs, to further refine the perfect flow. This means managing every aspect of the logistics chain for our customers like we are doing now with our new filling line at the Zwijndrecht site in the Port of Antwerp.”

The perfect flow

Van Moer Logistics has invested 14.5 million euro to accomplish this perfect flow on its existing Seveso site in Antwerp (Zwijndrecht). The complex now boasts three fully automated filling lines for toxic and non-toxic liquids. “No forklift is needed in this warehouse,” Mr Van Moer explains. “The filling lines transfer the substances from tank containers to packed drums or IBCs and do so at a capacity of about 200 drums per hour. The drums are then stored in the adjacent warehouse. Furthermore, all manipulations that could be necessary for tank containers can be carried out on-site. We heat the container



The fully automated filling lines at the Seveso site in Antwerp (Zwijndrecht) are fitted with integrated gas filters for highly odorous and foaming substances.

if the product needs to be liquified for handling. We clean the tank containers, inspect them, repair them, and store them full or empty in our depot until they are ready to be transported toward their next destination. Because we manage all these handlings at the same location, we can reduce transport costs by up to 60%.”

“The new filling line was built in close cooperation with the next-door neighbour, chemical giant INEOS, but the plans for the installation have existed for quite a while,” Mr Van Moer explains. “We noticed that there was a demand for such an installation from several chemical companies in the Port of Antwerp, especially for highly odorous or foaming substances. We have therefore fitted our filling lines with integrated gas filters. This installation is a major step in anchoring chemistry and life sciences within the Port of Antwerp. And we have the possibility to expand; should it become necessary we can add two more filling lines to the complex.”

Brussels

This perfect flow, where all aspects of the chain are managed at one location and by one logistics partner, is something Van Moer Logistics implements at all its hubs, Mr Van Moer states. “We are currently investing in our Brussels terminal (former TTB), whose concession was renewed last year. We plan to triple the capacity of the container terminal to 60,000m² and are building extra warehousing as well. The total capacity of the terminal and connected warehouses will amount to 100,000m².”

North Sea Port

Van Moer Logistics has also expanded its presence in North Sea Port in recent years. The company’s first steps in Ghent came with the 6,500m² warehouse in the Skaldenstraat in 2016. This warehouse is still in use and is mainly dedicated to the automotive industry. A few years later, they occupied



Intermodal transport is one of Van Moer’s key activities.

a new warehouse in Rieme, on the left bank of the canal to Terneuzen, scaling up Van Moers warehouse capacity in Ghent to 40,000m² and enabling the company to build a strong partnership with X²O and Exterioo.

These retailers now rely on Van Moer Logistics for their on- and offline business at the new warehouse complex near the Kluzendok in Evergem. “We manage all on-site operations for X²O and Exterioo,” Mr Van Moer says. “We handle the entire e-commerce flow and the orders that were placed in the retail stores at the 160,000m² warehouse in Ghent. We manage the import flow to the warehouse, we process the orders from the customers, and we handle the order picking and returns. The warehouses in Rieme are now mostly used for automotive customers and the storage of solar panels and lithium batteries. With the shift to electric engines, this market is becoming increasingly important, and we are looking to expand our activities for these commodities as well.”

New estuary ship

Unlike its other hubs, Van Moer Logistics has no water-bound site in North Sea Port. "Ghent's geographical location is luckily ideal for truck transport," Mr Van Moer states. "With the E34 providing an easy and efficient link between the Ports of Antwerp (left bank), North Sea Port, and Bruges. This is one of the reasons we wanted to have a stronghold in the North Sea Port. However, as we do wish to combine our four pillars, our perfect flow in all our hubs, our ambition is to implement intermodal transport in Ghent as well. In fact, the first step has already been taken as we expect our new estuary ship to become operational in 2024."

"This new estuary barge, Seaford, is currently still under construction in the Netherlands. We expect her to be seaworthy in the third quarter of 2024. This ship will have a capacity of 578TEU and will establish a new intermodal link for Van Moer Logistics between the three ports. Furthermore, it will create new possibilities to broaden our horizon, for example to Rotterdam and hopefully Duinkerke."

Sustainability

One cannot envision a future in transport and logistics without considering the environmental impact. Sustainability is one of the reasons Van Moer Logistics is making efforts to stimulate a modal shift: more transport over water, and fewer trucks on the road. "Sustainable transport is very important to this company," Mr Van Moer says. "In fact, we started experimenting with hydrogen-fueled trucks three years ago. Naturally, we encountered teething problems with this new technology, and more importantly, the infrastructure for hydrogen fuel is not readily available in Belgium or even Europe. But we fixed the issues and decided to go for dual-fueled trucks: a hybrid engine with hydrogen mixed with diesel fuel. These trucks can drive 1,000km on this hybrid fuel, and 1,500km further on diesel fuel.



Jo Van Moer, CEO and founder of Van Moer Logistics.

This way, the drivers always have enough fuel to reach the next hydrogen filling station, which are unfortunately still scarce in Europe."

"The original truck from three years ago was adapted as such and is already driving around, and we have ordered ten more trucks with this technology, which should be on the road in 2024. Additionally, with Volvo Trucks, we are looking into the possibility of using electric trucks. Even our new estuary ship, Seaford, is being equipped with the possibility to switch to an electric engine or hydrogen fuel as soon as this is operationally feasible."

I. VANMOER.COM



Retailers X²O and Exterioo rely on Van Moer Logistics for their on- and offline business at the 160,000m² warehouse complex in Ghent, North Sea Port.

Quay expansion at Damen Yachting

For centuries, shipbuilding has been an important industry in Vlissingen. Today, the Damen Group constructs, maintains and converts various types of vessels in North Sea Port's Vlissingen port area. The yacht related activities however, are mainly located in the city of Vlissingen.



All images courtesy of Damen Yachting.

PortNews talks with Roeland Berrevoets, director operations, and Bert Beckers, HSSEQ manager of Damen Yachting as the company plans for the construction of a new quay in Vlissingen.

Track record

When you step into the modest office of Damen Yachting, hidden behind the huge construction facilities, you don't immediately get the impression that you are visiting one of the world's most important super yacht builders. Perhaps, this modesty shows where the focus of the people working at Damen Yachting lies: not on a fancy working space, but on the design and construction of the most advanced, luxurious, and fancy super yachts. This focus has resulted in a large track

record of yachts, and today business is still going well, which is one of the reasons why the company, at the end of last year, announced its plans for a considerable quay extension.

Amels

But first some explanation about Damen Yachting, as not many people will know this specific name. "Damen Yachting is a relatively new name," Roeland Berrevoets explains. "It is the name behind three brands: Amels, SeaXplorer, and Yacht Support. Amels was founded in Makkum in the North of the Netherlands, back in 1918 as a ship builder. Throughout the years it specialised in luxury yachts. It became part of the Damen Group in 1991. The name Amels was retained, as it



Overview of Damen Yachting's facilities in Vlissingen, with an artist's impression of the new quay in the forefront.

was, and still is, synonymous with luxury yacht building and with high value, quality, and finish. The shipyard in Makkum remained operational for the following fourteen years. When Damen acquired the Royal Schelde Group yard facilities in Vlissingen, it was decided to move the Amels activities from Makkum to Zeeland. Since then, with the larger facilities compared with those in Makkum, we have been able to meet a growing demand for larger super yachts."

Limitless

"Where Amels is aiming at luxurious and elegant yachts," Bert Beckers elaborates, "SeaXplorer yachts are the world's leading long-range luxury expedition yachts. In this type of yacht



Bert Beckers, HSSEQ manager of Damen Yachting.



Roeland Berrevoets, director operations of Damen Yachting.

we are combining the best of our luxury Amels range with our parent company Damen's high-tech shipbuilding know-how. Our third brand, Yacht Support is our brand for supporting yachts. The possibilities offered by a Yacht Support vessel are almost limitless. The vessel can facilitate everything from a diving operation to additional guest accommodation and considerably increases the super yacht's capacity for toys, helicopters, and tenders. With the three brands we can accommodate every kind of demand from our international clients."

Revolution

According to Roeland Berrevoets, one of the reasons for Damen Yachting's success lies in an important decision that was taken by the Damen Group after the acquisition of Amels. "Damen was used to constructing their commercial vessels in series," he says, "which in these markets made the company very successful. It was Damen's idea to implement this serial construction also in the design and construction of super yachts. At first, people at Amels were hesitant about this. They were used to designing and constructing new and unique vessels for each customer and now this changed into serial production, which really was a revolutionary decision for the entire super yacht industry. Construction in series is not only more efficient and cost efficient, it also improves the quality and finish of the vessels as we learn with each item of a series constructed." Time soon showed that Damen's decision was a good one as many customers were attracted by the beautiful designs and high quality of the various series designed by Damen Yachting. "Of course," Bert Beckers adds, "for the design of our products, we first look at the market to find out what potential buyers of super yachts want. On top of this, when desired, we can modify our designs based on the customer's specific requirements. So in the end, a customer gets the yacht that meets his wishes."

“ In summer 2025, the quay should be ready to use, which will help us to keep our leading position in the super yacht market.

Occupation

Apart from Vlissingen, Damen Yachting operates in yards in Antalya (Turkey), Gdynia (Poland), and Galati (Romania). "We have our head office in the city of Vlissingen. Over here, our yard has covered facilities up to 204m, and when necessary, we have about 1,500 people working on the shipyard," Bert Beckers says. He continues, "In North Sea Port's Vlissingen port area (for many people still known as Vlissingen-Oost), we share facilities with our sister company Damen Shiprepair Vlissingen, which adds up covered working space with another 200m." Next to shipbuilding, Damen Yachting also offers maintenance, refit and conversion. "Basically," Roeland Berrevoets states, "we are a builder of new vessels, however, for the occupation of our yacht facilities, maintenance and refits are also important. Therefore, our aim is to have at least two refits per year. For this, we stay in touch with our customers and their crew. Of course, we are also fully equipped to take care of yachts constructed by other builders."

Efficient

Throughout the years, the amount of outdoor activities at Damen Yachting grew, which means that it's getting busier and more crowded at its quay. For this reason, the company recently decided for a quay extension. "Today, the number of yachts on our quay is growing and the size of those vessels is expanding, too," Bert Beckers says. "This is why we have submitted a plan for a new 120m long quay, extending the existing one. For us, it means an investment of EUR 6 million but it really will help us to make our outdoor activities more efficient. Now, when we have a super yacht alongside our current quay, it is quite complex for other vessels to reach our yard which of course is not a good situation. With the new quay, we will have more space available. Also, a 6m high and 60m long workshop will be built, which will improve the logistics."

2025

"For the design of the quay we have chosen for a traditional sheet pile quay," Bert Beckers continues. "In front of this quay, we will have mooring poles. To prevent damage to the yachts, they are not moored directly to the quay. Instead of this, we will always have a pontoon and fenders in between the yacht and the quay, and instead of mooring on quay bollards, the yacht is moored to mooring poles."

"Currently, our plan is in the permitting phase, and although we do not expect many objections, this phase still is challenging because of for example, the nitrogen issues. Once the permits are granted, we hope for the construction to start next summer. In summer 2025, the quay should be ready to use, which will help us to keep our leading position in the super yacht market," Roeland Berrevoets ends.



TSA Safety Services is looking ahead to the next generation of safety support.

All images courtesy of TSA Safety Services.

Guardians of safety

As its name implies, Goes-based TSA Safety Services stands for safety. For over three decades, the company has supported diverse sectors, including maritime, (petro) chemical, tech, logistics and food industries, with safety support services.

Covering the southernmost provinces of the Netherlands – South Holland, Brabant, Zeeland and Limburg, including numerous clients in North Sea Port – TSA mobilises its 200-strong team of qualified safety specialists to partly monitor maintenance operations. This includes the provision of observers – so-called safety guards – to stand-by, ever alert to ensure the safety of those conducting the work, often in high risk areas for example, where this is a danger of fire or explosion, or of exposure to toxins, or the work takes place in confined spaces.

But, says company Director Eveline Clausing, the company, and others like it, is facing a challenging climate currently. “The big challenge right now is the labour market. There are simply not enough skilled personnel, not only the maintenance people, but also the safety guards. It’s only going to get more difficult. In the next few years, there are a lot of projects/turnarounds. During turnaround years, we often have to scale up extra rapidly with 60, 80, 100 persons.”

Sharing makes you stronger

It’s a familiar story, and one that is affecting many sectors. In the field of safety, however, companies like TSA are meeting the challenge head on with a range of measures.

“There is definitely a culture change,” states Ms Clausing. “A few years ago, the approach was ‘it’s my customer, I will do it alone’. That’s no longer possible. We can’t do it alone, and neither can the competitors, so we have to cooperate. We see that if we work together, we can continue to support our customers. This is important; ultimately, what’s at stake is safety – people’s lives.”

For Ms Clausing, who has a background in HR, this people focused, collaborative approach is a natural one. “I believe in doing things together. We’re all in the same market, we all know how things work, it makes sense that we help one another and share best practice. Sharing makes you stronger.”



Eveline Clausing, Director at TSA Safety Services.

“ This is the future. With this... we can continue to make sure people get home safely.”

In the heart of the action

The challenges of the labour market, however, have become so acute, that the collaborative approach alone is insufficient. Now, another solution is required, one that draws on the availability of cutting-edge technology.

“We’re very busy with innovation right now,” says Ms Clausing. “We’re increasingly using IT and monitoring systems in our work.”

This method, she says, represents an increase in safety-awareness. “Usually When supervising work in confined spaces, the safety guards are not allowed to enter the working area. The cameras of the monitoring systems, on the other hand, are right in the heart of the action. The monitoring system can capture everything – temperature, gas levels – in real time, 24/7, dramatically reducing the potential for something to go wrong.”

All about the people

Ms Clausing is keen to stress, however, that safety monitoring remains very much a people focused arena. “We’re talking about safety. It sounds dramatic, but it can literally be about life or death, so there has to be people involved. It’s a combination of our qualified, experienced people and technology working together to maximise safety. You still have the monitor operator keeping an eye on safety, and there is still a field safety operator in the area observing maintenance-operations.”



Monitoring systems: in the heart of the action.



Safety monitoring is a people focused arena.

Boosting efficiency

The benefit of this, as well as increasing safety, is a significant boost to efficiency. Whereas, with the conventional method, one safety guard per maintenance project is required, with this digital method, multiple projects can be monitored safely and simultaneously.

“In the control room, the monitoring operator can observe up to 24 cameras at once, often in completely different locations, at the same time. Over a period of just a few weeks, you can save literally thousands of man hours.”

When it comes to safety, though, things can be slow to move. People stick to what they know will ensure the well-being of their personnel. To that end, TSA is taking steps to actively promote the increased use of digital monitoring.

“We’re hosting customer days, inviting clients along to let them get a feel for this way of working. We show them how it works,

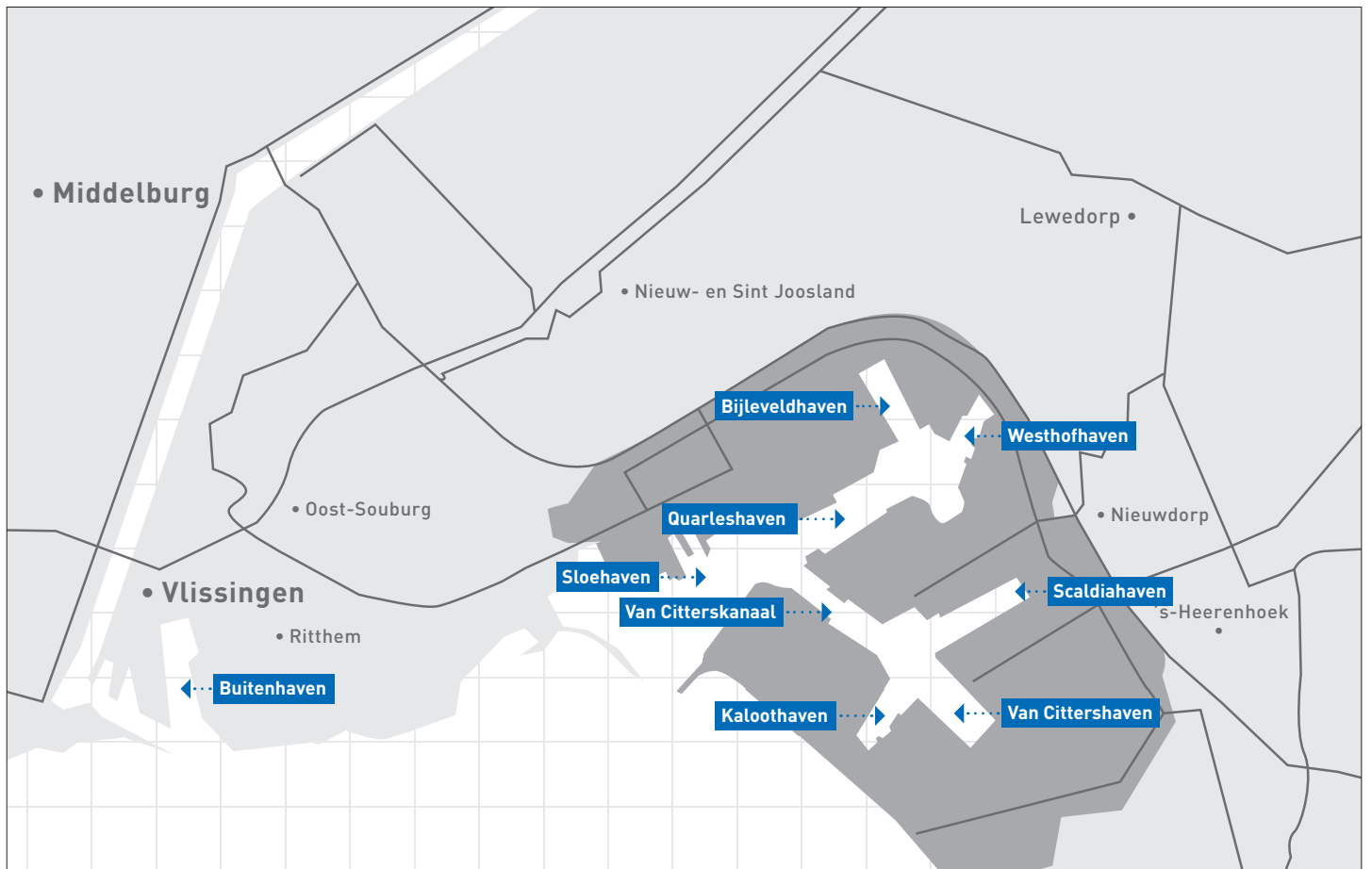
and the kind of reports it can generate. We give them the chance to provide feedback so we can develop this in line with their requirements.”

This is the future

Ms Clausing is confident that companies will see the benefits – after all, some of the largest companies in the country have already turned to this approach.

“This is the future. This is the answer for when we need to upscale quickly. With this approach, we can continue to serve our customers and continue to make sure people get home safely at the end of the day. The labour market is very tough right now, but the work must go on. Now is the time to roll this out.”

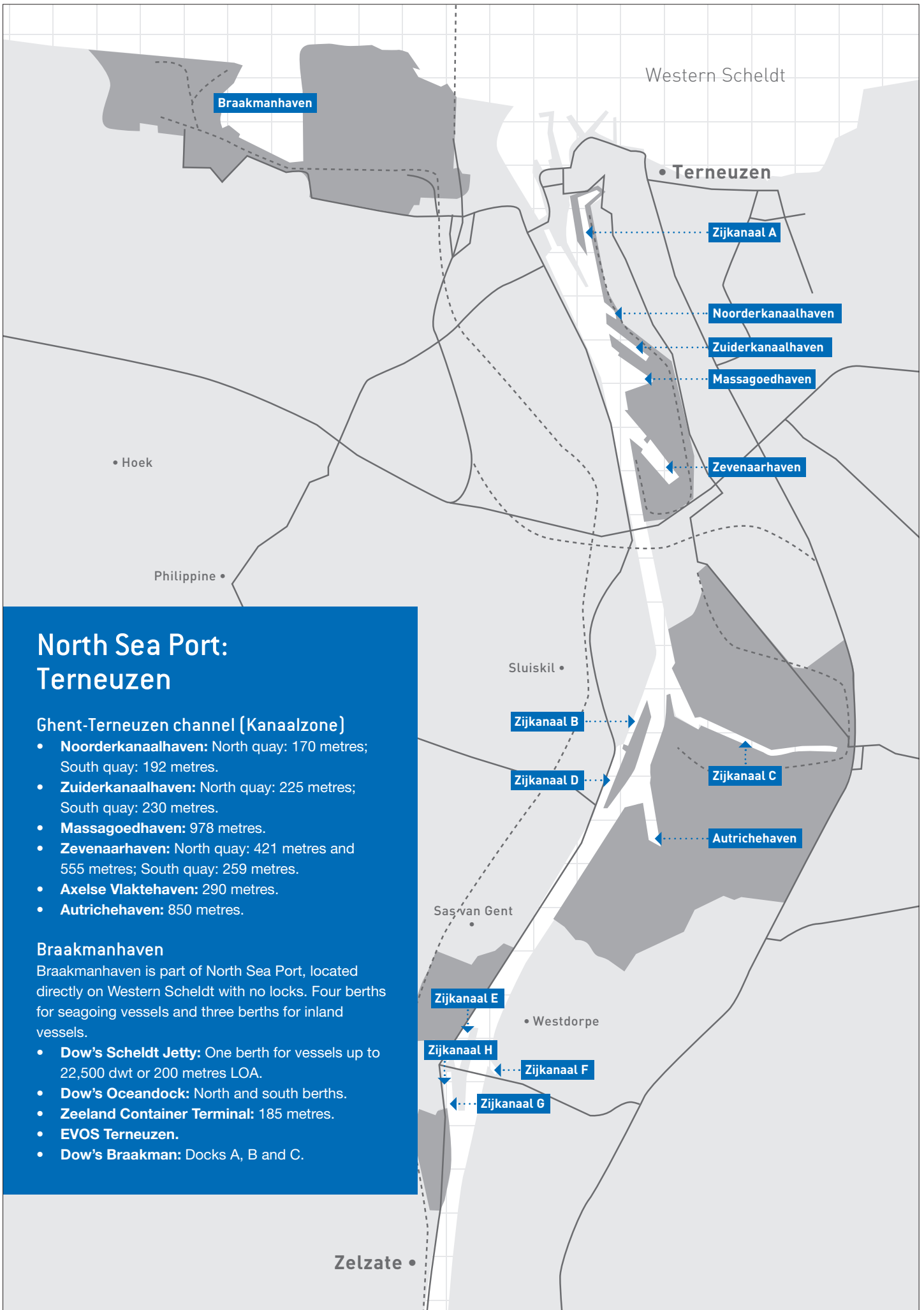
I. TSA-BV.NL



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. Can accommodate largest reefer vessels.
- **Westhofhaven:** 475 metres of quay. Can accommodate large offshore vessels.
- **Kaloothaven:** 1,130 metres of quay.
- **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.

Zeeland Refinery Pier



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.

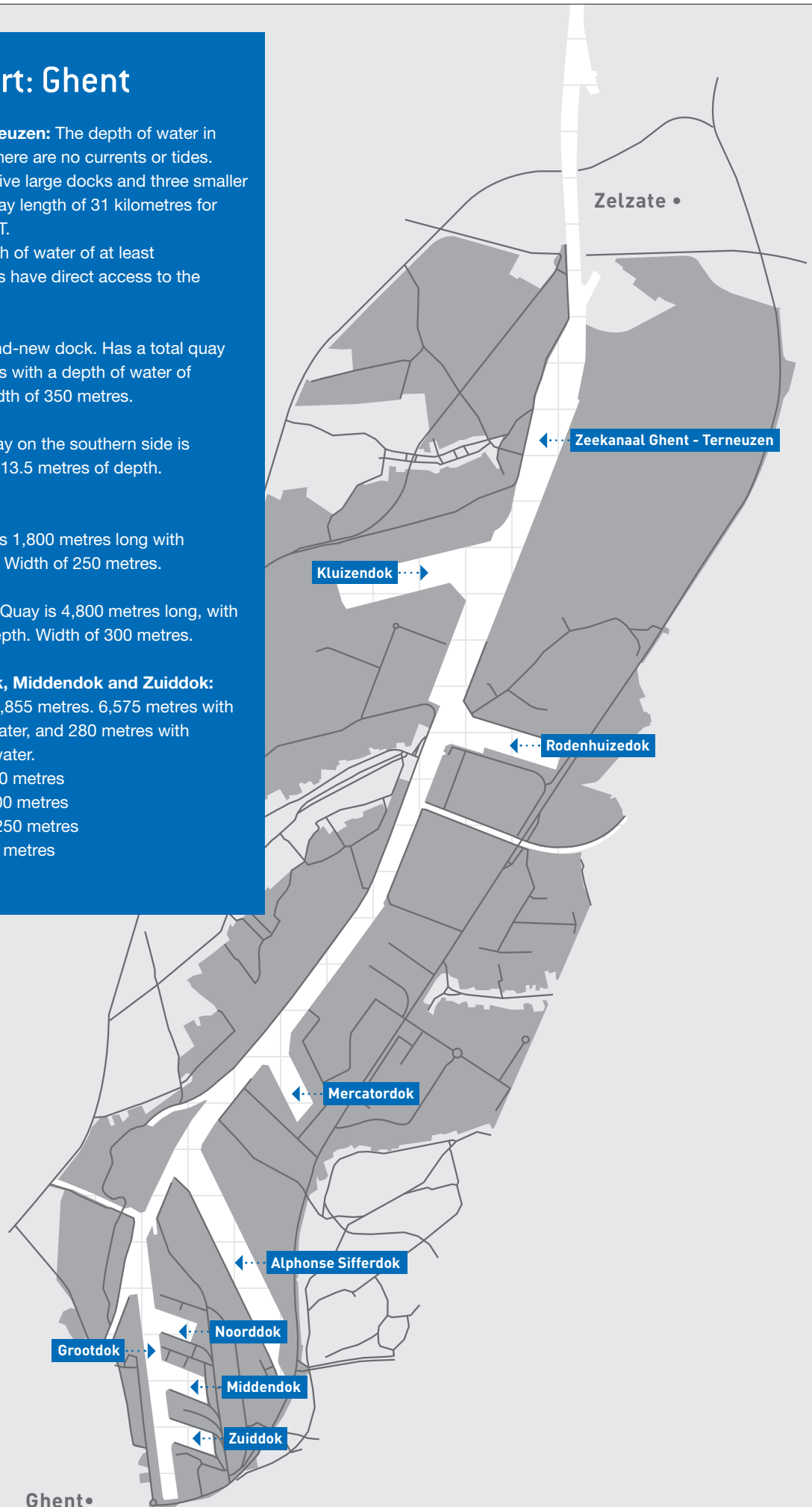
- **Dow's Scheldt Jetty:** One berth for vessels up to 22,500 dwt or 200 metres LOA.
- **Dow's Oceandock:** North and south berths.
- **Zeeland Container Terminal:** 185 metres.
- **EVOS Terneuzen.**
- **Dow's Braakman:** Docks A, B and C.

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.
- **Rodenhuisdok:** 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 members. Founded in 1993, the Promotion Council North Sea Port represents members 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 members.

→ ABAB LOGISTICS AND TRANSPORT



As an extension and sparring partner for your company, ABAB helps you to operate freely. And all with one goal: a future-proof organisation. The challenges in the logistics sector are significant. Increasing demand, sustainability, digital transformation, and shortages of personnel require practical solutions. What those solutions are varies from company to company. That's why ABAB always opts for a personalised approach,

and also for a multidisciplinary approach. All this, thanks to the many specialists ABAB has in-house, such as in the fields of tax advice, innovation advice, and global mobility services. Together with the company's experience and network in the logistics industry, it's the recipe to translate your ambitions into a successful future.

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→ EIB INSULATION



The EIB group has evolved into a multidisciplinary service provider in the industrial landscape after more than 30 years operating throughout the Benelux. In addition to extensive experience in the entire spectrum of industrial insulation techniques, tracing & HVAC insulation works, related disciplines such as scaffolding, rope access, fireproofing, industrial painting, and asbestos removal are now also part of the service package. This combination enables EIB to handle turnkey projects

within the specified timeframe for existing and potential clients and expertly manage maintenance sites. Thanks to flexible prefab and mattress workshops, the EIB group can quickly and efficiently process adjustments during execution and integrate them on-site. With branches in Schoten (B) and Vierpolders (NL), EIB meticulously prepares for each project and ensures smooth execution.

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→ TSA SAFETY SERVICES



TSA Safety Services stands for safety. With over thirty years of experience in safety supervision, TSA Safety Services is happy to assist during hazardous activities in maintenance, stops, and turnarounds. The company's safety guards are trained according to the latest guidelines. TSA Safety Services provides services such as Fire Watch, Confined Space Attendants, R-DLPs, and Operational Safety Consultants. Its cameras and smart sensors complement human efforts perfectly, while its smart safety system SPIDER is active 24/7, providing quick notifications and insightful data. TSA offers

various types of fixed and mobile gas meters for sale or rent from stock. It also provides periodic maintenance, repair, or calibration, either on your site or in the company's modern gas measurement workshop in Rotterdam. Key interlocks prevent accidents with moving parts or industrial processes. For activation or access, a safe process must always be followed. TSA is a partner of The Safety Network, a close-knit network of specialists in safety, allowing the company to offer a complete solution for any industry.

I. TSA-BV.NL

The Promotion Council North Sea Port is pleased to welcome new members. Founded in 1993, the Promotion Council North Sea Port represents members 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 members.

→ VANDEPUTTE SAFETY EXPERTS



Vandeputte Safety Experts is a leading distributor of products and services that promote workplace safety. With the experience of our 256 Safety Experts, a selection of more than 80,000 different PPEs, extensive stock, and fast delivery guarantee, the company has been the market leader in the Benelux for over 75 years. Every day, together with its customers, Vandeputte Safety Experts strives to protect over one million people in their workplaces, ensuring they return home safely in the evening. Through the

Return on Safety model, Vandeputte Safety Experts optimises safety processes, provides insights, increases safety, and makes investments profitable. Customers such as Port of Antwerp-Bruges, Port of Amsterdam/Rotterdam, North Sea Port, Kronos, and Stora Enso appreciate Vandeputte Safety Experts for its personal approach, close collaboration, and specific knowledge and expertise gained through years of experience.

I. VDP.COM

→ ZEELAND CONNECT



As an independent network in Zeeland, the organisation aims to strengthen the logistics sector in Zeeland within and beyond the region through collaboration and connectivity. Its focus is on four Innovation Lines: logistics flows, zero-emission logistics, digitalisation and robotisation, and autonomous transport. The organisation aims to maximise opportunities in these areas through close

collaboration among all stakeholders. By jointly initiating and executing projects, Zeeland Connect strives for sustainable and innovative solutions for the future of logistics in Zeeland. The organisation is looking forward to a fruitful collaboration with the Promotion Council North Sea Port to achieve these goals.

I. ZEELAND-CONNECT.NL



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| | KWS Infra/Aquavia | www.kws.nl | | | | | ■ | | |
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| | Luctor Belting Nederland B.V. | www.luctorbelting.com | ■ | | | | ■ | | |
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| | OMC Services B.V. | www.linkedin.com/in/chvdo | | | | | ■ | |
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| | PMI Polaris Marine Inspections B.V. | www.polarismarineinspections.nl | | | | ■ | ■ | |
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| | Royal HaskoningDHV Nederland B.V. | www.royalhaskoningdhv.com | | | | | ■ | |
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