

PortNews

Van Hoorebeke Timber

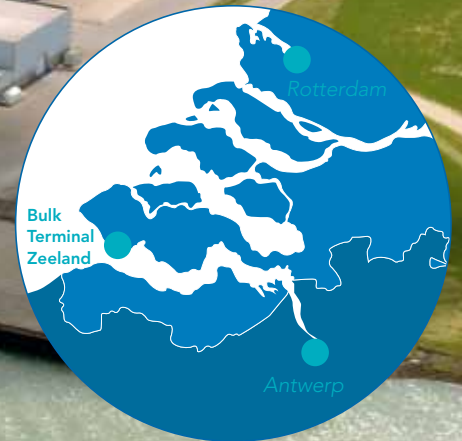
Setting up a new course

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North Sea Port – Port in transition

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IN THIS ISSUE



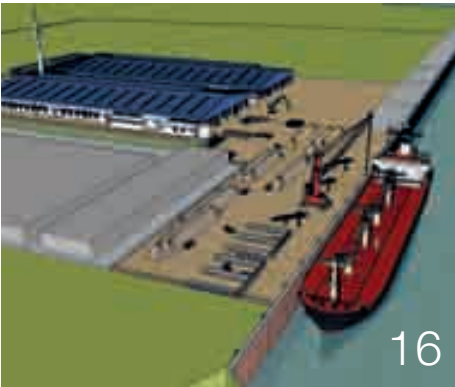
8



24



43



16



34



48

- 04 **North Sea Port** – Port in transition
- 08 **Van Hoorebeke Timber** – Setting out a new course
- 12 **Hoornaert Group** – Communicating vessels
- 16 **Bulk Terminal Zeeland** – Terminal expansion
- 20 **Promotion Council North Sea Port** – Johan De Raeve joins board Promotion Council
- 24 **ZZColdstore** – Expanding export
- 29 **North Sea Port** – New management board teams up for the future
- 32 **Alco Bio Fuel** – Looking for further greening and diversification

- 36 **Kloosterboer and McCain** – The Fries Express
- 38 **Dutch Marine** – The linking pin
- 41 **Wagenborg Agencies** – Setting up shop
- 46 **Baker Tilly** – The highest quality
- 48 **North Sea Port** – Multi-million-euro project transforms CO₂ into green raw material
- 50 **Smart Delta Resources** – Great green ambition
- 54 **De Rijke Noordzee and Van Oord** – Oysters placed at the base of offshore wind turbines

REGULARS

- 02 Events
- 03 Welcome – Daan Schalck, CEO of North Sea Port
- 56 Port maps
- 59 New Participants
- 60 Participant
- 64 Publishers page



ON THE COVER

Building on its strengths as one of the major and most diversified players in its field, van Hoorebeke Timber plans to take on a new focus in terms of markets, products, services, and results. Read more on page 8.

Photo courtesy of van Hoorebeke Timber.

EVENTS

North Sea Port and Promotion Council North Sea Port will be in attendance at various events and trade shows throughout the year. Below you'll find a snapshot of the upcoming events that might be of interest to you.

2-4 MARCH 2021	Intermodal South America Sao Paulo	10-12 MARCH 2021	Antwerp XL Antwerp	16-18 MARCH 2021	StocExpo Antwerp
					
12-14 APRIL 2021	TransRussia Moscow	27-29 APRIL 2021	Wind Europe Electric City 2021 Copenhagen	27-29 APRIL 2021	Seafood Expo Global Barcelona
					
28-29 APRIL 2021	Maintenance Antwerp	4-7 MAY 2021	Transport Logistic Munich	18-20 MAY 2021	Fruit Logistica Berlin
					
18-20 MAY 2021	BreakBulk Europe Bremen	8-10 JUNE 2021	TOC Europe Rotterdam	AUTUMN 2021	Intermodal Europe Amsterdam
					
7-8 OCTOBER 2021	European Commodities Exchange Copenhagen	OCTOBER 2021	Offshore Energy Amsterdam	2-5 NOVEMBER 2021	Europort Rotterdam
					

“ It’s time to shake hands again

Welcome

At the beginning of this year, none of us could have expected the things that followed. The effects from the corona crisis are tangible on a worldwide scale, and nearby as well. I would like to express my compassion with everyone both in and outside our port struggling to overcome this crisis. Moreover, personal pain is not only caused by unemployment or loss of business. Many people became ill and are still recovering, others have to deal with the loss of family or friends, and my thoughts are with them.

Today, we still do not exactly know what time will bring. How long will it take to gain control over this virus? How long will measures and restrictions remain necessary? Any short-term planning is at present difficult for most of us. Nevertheless, at North Sea Port we are preparing the new strategic master plan 2021-2025, which we hope to present spring next year. The theme of the plan will be Port In Transition, and we recently consulted our stakeholders via our online port congress to hear their thoughts on how our port should proceed towards the future. Over 700 people joined this congress. The event was a success for us, as we learned a lot from the panellists and attendees. We will consider their many suggestions and ideas as input for the new master plan.

With the end of the year approaching, we can conclude that despite the COVID-19 pandemic our port as a whole has performed quite well. We expect to end with a throughput of around 12% less compared with our last year’s record volumes. This means that we will achieve a throughput volume that can be compared with 2015, which was one of our finest years. Every year, we are very careful with predictions and this is obviously no exception for next year. Yet I am really looking forward



to 2021, as I think things will only get better. Together with my new colleagues in the management board, I will try to represent the port authority to our stakeholders as open-mindedly as possible.

The staff at North Sea Port and everyone within the port community will take on new challenges, including digitalisation for improving the logistic process and the pipeline infrastructure that will support our efforts to become a frontrunner in the circular economy.

It will be great when we can meet each other again face to face instead of virtually, as I think it’s time to shake hands again.

Hope to see you next year!

Daan Schalck,
CEO of North Sea Port

NORTH SEA PORT ACTS AS A HUB IN THREE IMPORTANT EUROPEAN LOGISTIC CORRIDORS. IT IS IMPORTANT TO CONSTANTLY OPTIMISE THIS ROLE TO KEEP THE LOGISTIC PROCESS RUNNING SMOOTHLY.



Port in transition

North Sea Port draws lines for new strategic masterplan

The port authority of North Sea Port is currently working on a new strategic masterplan towards 2025. In order to make it a robust and realistic plan, North Sea Port values its stakeholders' ideas about the development of the port in the upcoming years.

For consulting its stakeholders, North Sea Port can use a large variety of instruments. This year, the annual Port Congress North Sea Port took place virtually because of COVID-19 restrictions, and that is why the Port Authority decided to make a virtue of necessity by using the digital event to consult as many stakeholders as possible.

Time is right to reconsider

"Now, three years after the establishment of North Sea Port, it is time to look forward with a new up-to-date strategic

plan", explains Daan Schalck, CEO of North Sea Port. He continues, "In a short period of time, we have become the European number three port in added value and a top ten port when looking at throughput volumes. The cross-border merger brought about a lot of attention, both politically and economically. A lot happened in this period on a global scale too, so the ideas we had in 2018 do not all deal with today's reality and with what we are facing in the next few years. The time is thus right to reconsider our plans. For the further development of our port we think that involvement of, and interaction with, our environment is of utmost importance. Sustainability is now of course a relevant topic, yet we know that this is not the only issue that needs our attention and by listening to our stakeholders, we can learn what else should be taken into consideration in our plans."

Online port week

This year's virtual Port Congress North Sea Port was a great opportunity to interactively communicate with as many people as possible, not in the least because it was decided to extend the event into a four-day event named Online

“ For the further development of our port we think that involvement of, and interaction with, our environment is of utmost importance.

Havenweek (havenweek means port week). It took place from 27-29 October. In the first three days, one-hour talk shows were organised to discuss the topics that will be the cornerstones of the new strategic masterplan: port and environment, port industry and transition, and port logistics and hinterland. The future of the port was discussed from various points of view on the final day of the congress. During the event, a broad range of representatives from, among others, the industry, government, and NGOs contributed as panellists. Attendees could send in questions for the speakers through a greenroom and a chat box. They could give their opinion on several statements via polls. The event can be considered a success, not just because of its more than 700 unique participants, but also thanks to its valuable and useful output.

Port and environment

It is difficult to see the cross-border port of North Sea Port as one environment. The port lies on both sides of the border, surrounded by big cities such as Ghent, Terneuzen, and Vlissingen, but also by large rural areas. There is also the difference between Flemish/Belgian and Zeeland/Dutch culture, rules, and regulations. Because of its role as international hub, the environment can even be considered much wider than just the nearby area.

The port undoubtedly plays an important role for the environment both economically and ecologically and has to guard both points of view, which are often contradictory. The port authority is also expected to contribute to cultural life. Sustainability plays an important ecological and economical role



THIS YEAR, THE ANNUAL PORT CONGRESS NORTH SEA PORT TOOK PLACE VIRTUALLY BECAUSE OF COVID-19 RESTRICTIONS. FROM LEFT TO RIGHT: PIETER VAN GEEL, CHAIRMAN OF NORTH SEA PORT'S SUPERVISORY BOARD, DAAN SCHALCK, CEO OF NORTH SEA PORT, AND MODERATOR KIM VAN DIJK.

and according to Mr Schalck, North Sea Port, together with the companies, has already taken great steps in this, not only by making the industrial and logistic process more sustainable, but also by thinking more integrally as a first step in becoming a circular port. "A next step," he says, "could be to look at the contribution to the sustainability goals of the towns in our neighbourhood by supplying residual heat and green energy from the port's industry." A small majority of attendees have voiced in a poll that the port authority should place economic interest above liveability in the development of the port. A large majority agreed with the statement that North Sea Port should focus on creating added value for its direct environment, together with economic development.

Port logistics and hinterland

North Sea Port acts as a hub in three important European logistic corridors. It is important to constantly optimise this role to keep the logistic process running smoothly. Both the



THE PORT AUTHORITY IS ALSO EXPECTED TO CONTRIBUTE TO CULTURAL LIFE.



NORTH SEA PORT IS ONE OF THE FEW PORTS IN WHICH THE INDUSTRY IS, COMPARED WITH LOGISTICS, SO IMPORTANT WHEN LOOKING AT ECONOMIC VALUE.

infrastructure in and around the port and its storage and transshipment facilities should therefore always be kept up to date. One of the first things discussed during this talk show was the collaboration with other ports such as Antwerp and Rotterdam. Most panellists agreed upon the fact that, although ports are competitors with their own characteristics and unique selling points, they should collaborate to deal with the many shared challenges like energy transition, nautical safety on the Western Scheldt River, and infrastructure. Joining forces will make it easier and more efficient to deal with these challenges. When looking at the hinterland, one of the panellists voiced the importance of seeking beyond the horizon and joining forces with (inland) ports further away in Europe such as Dunkirk, Le Havre, Lille, and Paris. With regard to this issue, North Sea Port emphasises the importance of further developing the so-called South Corridor from Amsterdam southwards to North Sea Port and further to the North of France.

According to Mr Schalck, the VEZA rail connection, which is high on the agenda for North Sea Port, is a project that shows how the ratio has changed throughout the years. "In the past," he says, "Zeeland more or less stood alone in the lobby for realising this direct connection between the Zeeland and Antwerp railway system. Yet today, more parties, including the Port of Antwerp Authority, see the opportunities of this connection and are now our supporters for this connection."

A second topic discussed was digitalisation. For most panellists, it is obvious that with the growing digitalisation of the logistic operation, there is evidently a great need for one mutual digital platform. In the ideal situation this platform should be used not only for seagoing vessels, but for other means of transport as well. As efficient digital platforms are already available, it was suggested to join one of these or to connect with one of them, rather than building an entirely new one dedicated to North Sea Port. Collaboration between companies and ports is vital for a successful digitalisation. One

of the current obstacles is the willingness of companies to share data. Panellists suggested that the ports should make this sharing of data more or less compulsory for the companies. Most companies have opposite interests. As the initiator of the digitalisation project, North Sea Port could play a facilitating role in uniting the parties involved and in sharing data both safely and securely.

Port industry and transition

North Sea Port is one of the few ports in which the industry is, compared with logistics, so important when looking at economic value. As mentioned before, without industry, there is no logistics. For the industry, the transition towards more sustainable processes will be one of the leading topics for the upcoming years. The port authority could play an important role by, for example, ensuring the right infrastructure and acting as a coordinator between industry and infrastructural utility providers. When considering, for instance, the interchange of residual heat and hydrogen, investments must be made in new pipelines and in making existing pipelines suitable for these kinds of transports. New projects, also including sustainability plans, require a financially-sound business case and if North Sea Port could, alongside its role as facilitator, also act as co-financier, it may be easier to attract third party financing. Mr Schalck refers to the new lock in Terneuzen, "With our financial contribution to this new lock in Terneuzen, we have paved the way for other investors to join, and this might also be the case in financing, for example, new pipeline infrastructure."

Not only the required infrastructure plays an important role in the transition of the industry, another essential aspect is available space. Space for realising a sufficient economy of scale in hydrogen production, but also to store green raw materials and fuels. According to Mr Schalck, North Sea Port should certainly not sit still when it comes to energy transition, especially with



EACH DAY OF THE EVENT WAS SUMMARISED IN A POSTER CARTOON.

respect to the infrastructural and allocation challenges. “As port authority,” he explains, “we should not be idle towards our industry’s transition. Apart from helping to realise a fine infrastructure, we should also allocate the necessary space and gain knowledge on the essential raw materials. What is available, in what volumes, and where?” As stated by the

Lots of questions were raised by the attendees during the Havenweek. Not every questions could be answered immediately. Nevertheless, all questions will be collected and used as input for the new masterplan. The Havenweek is integrally available on North Sea Port’s website for those that missed the event or want to reflect.

CEO of DOW Benelux Anton van Beek, “Like all roads lead to Rome, all roadmaps for transition lead to the port area.”

Port in transition – working together smartly

The stakeholder consultation was concluded on 29 October with the Port Congress North Sea Port that entailed a broad range of subjects focussing on working together in and with North Sea Port. At the end of the day, Mr Schalck had the opportunity to reflect on the past days. “When looking at our stakeholders,” he said, “I have learned this week that their expectations towards North Sea Port has changed. They not only expect from us the usual services and facilities, but they are also asking us to support them in innovations such as digitalisation, 5G network, pipelines, and circularity of the port’s industry and economy. I am pleasantly surprised by the involvement of our stakeholders. This shows that the interconnection between the port and its environment has grown. The environment itself has also become larger. Our scope towards the future should therefore be much wider. This will make things much more complex, not only for the creation of our new strategic masterplan. It will require a lot from our staff. It is nice to know that this staff consist of many talented people, some with years of expertise and others with fresh new ideas. It is good to know that during the Havenweek we have more or less drawn the lines for our new plan, which we hope to present in the spring of next year.”

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STAKEHOLDERS ARE ALSO ASKING NORTH SEA PORT TO SUPPORT THEM IN INNOVATIONS SUCH AS PIPELINE INFRASTRUCTURE.

Setting out a new course

Van Hooerebeke Timber



THE TERMINAL AT THE KLUIZENDOK OFFERS DIRECT ACCESS TO THE GHENT-TERNEUZEN SEA CANAL. IT INCLUDES 120,000M² OF STORAGE AREA, OF WHICH 65,000 M² CONSISTS OF COVERED WAREHOUSES. SOLAR PANELS ON THE ROOFS GENERATE THE ENERGY NEEDED TO POWER THE INSTALLATIONS INSIDE.

All photos courtesy of Van Hooerebeke Timber.



No company can survive for more than two centuries without reinventing itself from time to time, which is precisely what van Hooebeke Timber sets out to do once more in the coming years. Building on its strengths as one of the major and most diversified players in its field, it plans to take on a new focus in terms of markets, products, services, and results.

Few family businesses can look back on a history stretching back as far as the first half of the 18th century. Back then, van Hooebeke started out as a brewery, before turning its attention first to building materials in general and then to the timber trade in particular. In 1842, it received its first import of sawn timber from Riga at its premises in Langerbrugge, just north of Ghent alongside the sea canal to Terneuzen that had been inaugurated fifteen years earlier and which had just reopened after the closure following the Belgian independence from the Netherlands in 1830.

It marked the beginning of a story that gave birth to one of the main players on the Belgian and European timber scene (see Facts & Figures), with more than 175 years of knowhow in wood trade. But rather than resting on its laurels, van Hooebeke Timber is getting ready to write a new chapter.

Changing times

“The past decade has been one of constant annual growth in our business and continuous investments in new installations to better serve our clients and enhance our operations, culminating in the building of a new head office on our main terminal at the Kluizendok in Ghent”, explains Pierre-Emmanuel van Hooebeke, who took the reins of the company when he succeeded his father Franz in 2005. “One of the drivers of our success was the Russian



THE WAREHOUSES HOLD A FULL RANGE OF TIMBER AND PANELS.



VAN HOOREBEKE TIMBER CAN ADD VALUE TO ITS PRODUCT BY TAKING CARE OF SAWING, PLANING, AND DRENCHING THE WOOD.

larch business that we developed from scratch. It all started with a first shipment more than twenty years ago, when larch was barely known on the Belgian market. Siberian larch is sustainable. It can be turned into a quality end product in very different disguises and has proven to be an excellent alternative to tropical hardwood for outdoor applications. It has allowed us to gain market share and is now a major pillar of our activity and revenue, generating quite some export to countries like Germany and France.”

“So we are doing rather well. At the same time, the business we’re in is undergoing profound changes. Ecological awareness has put wood in the spotlight again as a material for newbuilding and renovation purposes, while raising question marks regarding the use of tropical and non-certified wood. The market demand for quality end products and services with added value has increased. Climate change is having an impact on the availability of timber, provoking price fluctuations not seen before, and allowing for bugs to spread to new regions and infect larger swaths of forests, at times leading to cutting down trees at an earlier stage in their growth.”

“More generally, the shareholders and the board of directors deeply understood the need to transform our business to ensure our company’s future. We were thus looking for an experienced external CEO who could invest 100% of his time in making this a successful transformation.”

Focus needed

After eight generations of van Hoorebeke’s at the helm, Filip Van Pottelbergh was the first external CEO to join the company.

With no prior experience in the wood business, he could build on his expertise with different international companies in strategic and transformation management. He took office at the very moment when the first corona lockdown was imposed in Belgium, which did not make things easier for him, even though sales actually increased after the first lockdown as many people started working from their homes and gardens. “What I found was a splendid company with a solid market position, high-quality products, an almost unrivalled array of services, and a team with a passion for timber, a vast commercial and technical expertise, and a willingness to go the whole way to serve the customer. Van Hoorebeke Timber’s motto is that we take timber seriously. And believe me, we certainly do.”

But there were downsides too, which were revealed by a thorough analysis known as Project Z that was conducted with the help of an external consultant. “The turnover has grown rapidly, it has in fact more or less doubled over the past decade, but the bottom line and cash flow did not follow at the same pace, even though our financial situation and capital structure remain strong. The basic problem is that we are doing too many things at once, with no clear positioning in the market and no clear mission or vision. For example, we keep a very large stock with over forty species of wood and thousands of keeping units to meet almost every demand but with a rather low rotation, which is partly due to the fact that we allow customers to leave their stock with us for long periods at a very low cost. We deliver a lot of services that do not always generate a proper revenue or the added value you might expect. We still have a way to go in terms of digitalisation.”

Fact & Figures van Hoorebeke Timber

- Van Hoorebeke Timber sold a total of 168,000m³ of wood products in 2019. Softwood was by far the most important flow with 134,000m³, with hard wood representing 5.000m³, and panels 29.000m³.
- The company imports timber from all over the world, the biggest intake coming from Russia (53.3% in 2019) and the rest of Europe (24.5%), with North America as a distant third (8.6%). South America (3.6%), South-East Asia (1,1%), and Africa (0.8%) mainly act as hard wood suppliers.
- About 70% of the total volume transits through Ghent. Antwerp (10%) serves as the turning table for containerised shipments. Direct deliveries to clients account for about 11%. The remaining volumes are usually handled through German ports.
- Belgium is the dominant market in terms of sales (50.4% in 2019). The principal export destinations are France (25.2%), Germany (10.4%), the Netherlands (5.3%), and the United Kingdom (3.2%). The company's commercial reach however extends as far as New Zealand.
- The main terminal has been located at the Kluizendok in Ghent since 2006. In 2019, it received 64,000m³ in breakbulk by sea-going vessel and 63,000m³ by truck. The outgoing flows were all distributed via road.
- Van Hoorebeke Timber employs about fifty people.
- The company serves approximately 500 regular customers in the professional timber trade, building material business, and industry.
- All its timber comes from forests that are sustainably managed according to the environmental, social, and economic principles of the Forest Stewardship Council (FSC) or the Programme for the Endorsement of Forest Certification Schemes (PEFC).



The past decade has been one of constant annual growth in our business, and continuous investments in new installations.

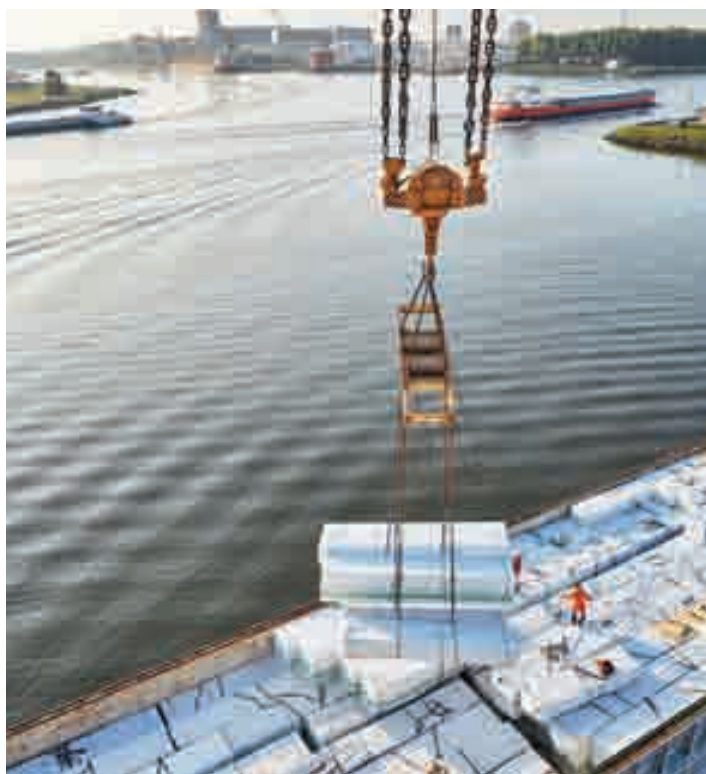
"The conclusion is that we need to evolve from a product and purchase-driven company into a more market-driven one, building on our strengths and dealing with our weaknesses, whilst asking ourselves the following questions: What is our vision? What is our mission? Which segments do we want to focus on? What is their potential? And what do we need to do to get where we want to be?"

Project TIMBER

Van Hoorebeke Timber is now ready to embark on the transformation project that Mr Van Pottelbergh calls TIMBER: 'Together Innovating and Measuring for a Better End Result'. "We have identified ample points to work on to pave the way towards a more sustainable and profitable future. Not everything can be done at once, but the aim is to see the first results by the end of next year. Money-losing activities will be cut off. Customers will have to pay the right price and offer the critical mass needed for the service that they want us to provide. The emphasis will be on markets, customers, and products that carry a higher yield and are most promising for the future. We want to be number one or two in the segments that we serve. And we intend to dive into new products that are better suited



PIERRE-EMMANUEL VAN HOOREBEKE (L) AND FILIP VAN POTTELBERGH (R) AIM TO MAKE THE COMPANY MORE SUSTAINABLE, MORE COMPETITIVE, AND MORE PROFITABLE.



COASTERS WITH TIMBER FROM RUSSIA CAN UNLOAD THEIR CARGO DIRECTLY AT VAN HOOREBEKE TIMBER. EACH SHIP BRINGS IN ABOUT 4,000M³ OF CARGO, TAKING ABOUT 85 TRUCKS OFF THE ROAD.

to meet the demands of the changing market."The ambitions are high. "Our objective is to grow the turnover to EUR 100 million and the sales volume to 240,000m³ by 2025 (versus EUR 67 million and 168,000m³ in 2019)." The employees do not need to worry, he adds. "This is not a restructuring plan that will translate into lay-offs. We will keep everyone on board, but will reorganise our teams to suit the new goals and focus. We have already reinforced our management team with a new COO, a new CCO, and a new CMO."

Both gentlemen are confident that the whole transformation will lay down the foundations for the group's future. "Choices will have to be made. But timber is who we are, and what we do. This is a company with tremendous capacities, and the opportunities are great. We intend to make the most of them."

Communicating vessels

An aerial photograph of a shipyard situated along a canal. Several large vessels, including what appear to be offshore supply ships and tankers, are docked at the yard. The water is dark, and the surrounding area includes greenery and industrial buildings. The title 'Communicating vessels' is overlaid in large white text on the left side of the image.

All photos courtesy of Hoornaert Group.

Although Hoornaert is a well-known family name in the Dutch part of North Sea Port, a lot of people still do not know the Hoornaert Group, the holding behind different companies that all enjoy excellent reputations in their markets.

Frans de Koning joined the group as General Manager in 2017, initially to manage the two subsidiaries Engineering Sas van Gent and Verspaning Sas van Gent. He tells us more about the Hoornaert Group in general and its specific subsidiaries. “The Hoornaert Group specialises in rendering services to the maritime and industrial sector, but is active in the shipping business as well.”

Perfectly located

He continues, “Our subsidiaries are known in their markets by their original names. Shipyard ‘Scheepswerf De Schroef’, with its history of more than 100 years, conducts repairs, conversions, outfitting, and new building of seagoing and inland vessels. The shipyard is located along the Ghent-Terneuzen Canal, which makes the yard perfect for vessels calling at the ports of Antwerp, Rotterdam, and of course North Sea Port. Services at the yard are offered both below and above the waterline. Our dry docks can accommodate vessels up to 162m long, with a maximum beam of 22m, and an 8m draught.



SHIPYARD SCHEEPSWERF DE SCHROEF IS LOCATED ALONG THE GHENT-TERNEUZEN CANAL, WHICH MAKES THE YARD PERFECT FOR VESSELS CALLING AT THE PORTS OF ANTWERP, ROTTERDAM, AND OF COURSE NORTH SEA PORT.

“ The Hoornaert Group specialises in rendering services to the maritime and industrial sector, but is active in the shipping business as well.



FRANS DE KONING JOINED THE HOORNAERT GROUP AS GENERAL MANAGER IN 2017, INITIALLY TO MANAGE THE TWO SUBSIDIARIES ENGINEERING SAS VAN GENT AND VERSPANING SAS VAN GENT.



VERSPANING SAS VAN GENT OFFERS A BROAD RANGE OF OVERHAUL AND MACHINING SERVICES.

Engineering Sas van Gent provides a broad range of services to the industrial as well as maritime sector, ranging from design and engineering to construction and repair.

Verspaning Sas van Gent offers the related overhaul and machining services, for which it operates a wide range of machines varying from lathe to boring-milling machines with a capacity to handle heavy equipment, from crane booms to long shafts, as well as small high-precision machine parts.”

Mr De Koning goes on to mention Lauranne Shipping. “Lauranne Shipping manages eight seagoing chemical tankers. All management activities are performed in-house, resulting in very short communication and decision lines.”

Working experience

Engineering Sas van Gent was founded in 1913 as A. Snelleman. After years of growth, the company was taken over by Peter Hoornaert in 1988 and its name changed to Machinefabriek Sas van Gent. It moved to its current location in 1990. In 1997, shipyard Scheepswerf De Schroef, which was

TECHNICAL SERVICES

already owned by the Hoornaert Group, and Machinefabriek Sas van Gent united their machining activities in the company called Verspaning Sas van Gent. Peter Hoornaert retired from business in 2017, and both Verspaning Sas van Gent and Machinefabriek Sas van Gent became part of the Hoornaert Group. From then onwards, Machinefabriek Sas van Gent was renamed as Engineering Sas van Gent. Mr De Koning appeared on the scene during this same period.

“Before joining the Hoornaert Group,” he voices, “I built up 33 years of working experience and performed positions as ship engineer, technical superintendent, shipyard director, and fleet team leader within the shipping business (gas tankers). I made a temporarily switch to the oil industry in between, which enabled me to gain more industrial experience.”

Dedicated and motivated

In my former roles in the shipping business, I visited Scheepswerf de Schroef several times as a customer to perform maintenance on gas tankers with support from the shipyard. In 2017, Hoornaert Group owner Henk Hoornaert told me about the intended growth within the company group and asked me to join the company as general manager to run and further optimise Engineering Sas van Gent and Verspaning Sas van Gent. I concluded that within this position, I would be able to combine the knowledge I had gained throughout the years to help position the group as a strong and diversified company. I hence decided to join the Hoornaert Group.” Mr De Koning met a very dedicated and motivated team at Hoornaert Group. “Our strength lies in our mixed team of professionals. Highly educated young potentials and more experienced team members work together closely with the ‘old school guys’ like myself and fellow managers within the group. We thus learn a lot from each other. It is amazing to see the fast growth in experience and knowledge from our young team members. Times have changed and instead of looking back, we have set our course for the future. And in this perspective, I must say that it is an honour to guide this motivated new generation.”

Complimentary

According to Mr De Koning, the companies aim to operate more as one entity. “The strength of our group,” he explains, “lies in the fact that the three companies, Scheepswerf De Schroef, Engineering Sas van Gent, and Verspaning Sas van Gent, are complimentary to each other. This means that one company’s business can create new business for the others. A customer for Engineering Sas van Gent can thus use the Verspaning Sas van Gent facilities, and vice versa. We keep a customer’s project in one hand, which is very convenient for the customer.

Mr De Koning describes as an example the recent replacement of a vessel’s echo sounding device. For Scheepswerf De Schroef, replacing such a device is usually a matter of simply exchanging it for a new one, which is usually delivered by the customer. The new echo sounder unit in this case unfortunately did not fit into the original housing, which is fully integrated into the ship’s hull. “Because the vessel had to leave the yard as soon as possible to avoid any commercial losses,” states Mr De Koning, “it was decided not to wait for the proper echo sounding device. Scheepswerf De Schroef asked Engineering Sas van Gent to design and construct a new housing. So as a group, we ultimately engineered and designed the housing in a very short time. We constructed and machined it and carried out the necessary welding on the vessel’s hull to replace the original housing with the new one. All of this was enabled by



A WIDE RANGE OF MACHINES VARYING FROM LATHE TO BORING-MILLING MACHINES WITH A CAPACITY TO HANDLE HEAVY EQUIPMENT, FROM CRANE BOOMS TO LONG SHAFTS, AS WELL AS SMALL HIGH-PRECISION MACHINE PARTS.



LAURANNE SHIPPING MANAGES EIGHT SEAGOING CHEMICAL TANKERS. ALL MANAGEMENT ACTIVITIES ARE PERFORMED IN-HOUSE, RESULTING IN VERY SHORT COMMUNICATION AND DECISION LINES.

the skilled and qualified technicians, welders, and engineers from De Schroef and Engineering Sas van Gent. Another case is related to the new IMO regulation concerning ballast water treatment installations on seagoing vessels. We are hence developing a ballast water treatment installation housing for one of Lauranne Shipping’s vessels, so that we can supply a tailor-



HOORNAERT GROUP ALSO SUPPORTS THE LOCAL GOVERNMENTAL SEWAGE WATER PURIFYING AND FRESHWATER PLANTS.

“ One of the goals for the near future is to step forward with the Hoornaert Group and explain what we do, and what we can contribute to the market.

made solution based on Lauranne Shipping’s requests. Once operational, the unit will also be of interest for the wider market.”

Port services

“As we operate in the maritime and industrial sector, we need to be able to deal with changing market circumstances such as the current COVID-19 pandemic,” states Mr De Koning. “We hence offer services to a broad range of companies in the industrial sector, from food industry to bulk and chemical industry. This wide scope enables us to spread our risk and keep business ongoing. We actually expect to have a very decent year, despite COVID-19. We are currently scaling up to larger and more complex projects in the maritime sector, for which we rely on the skills within our entire group and those of our qualified partners. Scheepswerf De Schroef acts as a supervisor for the entire project, taking away a lot of concern from the customer. Apart from offering specific services on the shipyard, the combination of Engineering and Verspaning

Sas van Gent and Shipyard De Schroef is also aimed at port services and repairs, which will be a growing part in our services. It is often inconvenient for shipowners to take a vessel to a shipyard for maintenance and repairs. So, our technicians instead perform the works locally on board of the vessels. We also provide qualified teams of technicians on a permanent base for the industrial sector. We support companies in the bulk and chemical industry, but also the local governmental sewage water purifying and freshwater plants”, Mr De Koning voices.

QHSE

Hoornaert Group meets all necessary ISO, NEN, and IMO standards for its entire range of activities. “With our certificates,” Mr De Koning explains, “we can operate in a broad range of markets. For example, not many people know that we recently achieved the Industrial NEN 1090-2 EXC 3 level, in combination with the ISO-NEN 3834-2 welding standards. This means that we can construct even the heaviest steel structures. Although it is not our intention to build large steel soccer stadium rooftops, it certainly demonstrates our capabilities. Receiving a certificate is one thing, but keeping it can be more challenging. This is one of the reasons why we have an internal professional QHSE team that keeps our business on top of the required levels.”

Collaboration

Mr De Koning continues, “One of the goals for the near future is to step forward with the Hoornaert Group and explain what we do, and what we can contribute to the market. This will also help to stimulate collaboration with other competitors in our port, as I am convinced that there is much more to gain in working together, rather than working against each other. All our subsidiaries share a good reputation in their markets. So much is true. But competition in our region is fierce and the market is highly fragmented. Furthermore, it is not logical for companies in the Port of Rotterdam to do business with us, as they have enough enterprises to choose from there. This does not mean that we do not want to further expand our market geographically. What we notice is that the North Sea Port merger has created a new market for us in the Ghent area. The port is both nationally and internationally becoming more top of mind, which also helps us with our marketing outside of the region. This yields interesting opportunities for our business, and it makes me look towards our future with confidence.”

HOORNAERTGROUP.COM

Terminal expansion

Since its establishment in 2015, Bulk Terminal Zeeland has witnessed a spectacular growth. The company recently reached an agreement with North Sea Port on leasing an additional 9.3ha of land. Extra quay facilities will further extend BTZ's services. Managing Director Jacco Geleijnse explains the company's plans to PortNews.



BULK TERMINAL ZEELAND IS CURRENTLY
CAPABLE OF HANDLING GOODS UP TO 10,000T.

All images courtesy of Bulk Terminal Zeeland.

“Ever since our founding, we have been able to expand our business”, Mr Geleijnse tells. “So far, we have managed to handle this growth on our current premises, although I admit that at times we had to deal with quite some challenges concerning quay and storage space.” With the agreement with North Sea Port, the storage space will be expanded by 9.3ha, resulting in a total of 21ha. Mr Geleijnse continues, “To start with this clean sheet of land gives us the opportunity to speak with our clients about their wishes and needs in stocking in warehousing and desired land facilities. This is a win-win situation for both (prospective) clients and us.”

Quay facilities

“Apart from the additional hectares, our quay facilities will also be improved and extended, which will be an exceptional occasion for exploring our activities in warehousing and bulk handling. A brand-new 250m long quay will be constructed on our existing quay’s site. But first, North Sea Port will build 450m of new quay next to our terminal. Both will result in fresh and up-to-date quay facilities with a total length of 700m, and we will be able to use 450m of this quay.” In order to receive larger vessels, the draught alongside the new quay facilities will be extended from 11.5 to 12.5m. “With the improved draught and the additional quay facilities, we will be able to receive larger vessels,” Mr Geleijnse voices. “This is good news for our existing customers, as we know that many of them prefer shipments using the largest possible vessels, and it will help us to attract customers that now go elsewhere. This not only concerns attracting bigger vessels coming to us for unloading, but for loading as well. Turkish steel manufacturers, for example, use great amounts of scrap, and for them it is obvious

that larger shipments from us to Turkey result in a cheaper shipment per mt.”

Unique crane

The expansion of the quay and storage facilities is not without reason. Mr Geleijnse explains, “We are perfectly capable of handling goods up to 10,000t using our current facilities. But with our increasing name awareness, companies today contact us for larger shipments, which is why we decided to invest in a new crane last year. We will greatly increase the capacity for loading and unloading with this new crane. The investments in bigger handling equipment means that additional handling and storage space is necessary. We hence decided to get in touch with North Sea Port, in order to secure land position and become future-proof.” According to Mr Geleijnse, this crane will mark a new stage in the company’s development. “The Sennebogen 895 E was recently transported to our terminal in sections. After assembly and testing, the crane will be operational by the end of this year. This crane is unique and will be the first one delivered in the Benelux. At an estimated 390t own weight and with a reach of more than 40m, the crane is the world’s largest hydraulic material handler of its kind. The crane also comes with an innovative energy recovery system. Our crane is supplied with various tools, so we can use it for a broad range of cargo ranging from containers to bulk.”

Four years

When everything goes according to plan, the construction of the new quay will commence early next year. Once ready, Bulk Terminal Zeeland’s new quay will have a capacity of 5t/m² and a reinforced part that can handle loads of 20t/m². “During



ARTIST IMPRESSION OF THE TERMINAL’S EXPANSION. WITH THE RECENT AGREEMENT WITH NORTH SEA PORT, THE STORAGE SPACE WILL BE EXPANDED BY 9.3HA, RESULTING IN A TOTAL OF 21HA.



WITH THE IMPROVED DRAUGHT AND THE ADDITIONAL QUAY FACILITIES, BULK TERMINAL ZEELAND WILL BE ABLE TO RECEIVE LARGER VESSELS.

the construction of the new quay facilities,” elaborates Mr Geleijnse, “it is important to keep our business ongoing, even when our quay is out of use. A detailed planning between the constructor, North Sea Port, and ourselves is thus required during the entire project, which should take around four years. For the construction of the quay, we have a commercial challenge of gradually filling in the additional 9.3ha of space. Much of this depends on market demand. With today’s knowledge, part of the expansion will probably be used to build extra warehouses for the storage of, among other things, bio grains. With additional open storage facilities, we could on the other hand further expand our position in the offshore market and for storing commodities such as scrap. But everything depends on market conditions and other developments that are simply beyond our control.”

Sustainability goals

According to Mr Geleijnse, the terrain’s extension will also help Bulk Terminal Zeeland to reorganise its office facilities. “Since our foundation, offices have grown from small mobile offices to our current ones. But they are now almost surrounded by stored goods due to our growth in activities, which is safety-wise not ideal. We can now rearrange the premises more logically and future-proof.” He continues, “We also have plans to have a wind turbine constructed on the terrain that will provide us with green power, and we want to realise shore power facilities for our customers.” Bulk Terminal Zeeland can also contribute to its customers’ sustainability goals in other ways. “We can certainly help our customers to reduce their footprint. From our terminal we can offer multimodal transport by road, inland shipping, and (short)sea shipping. Instead of shipping by truck, we already notice customers switching to barge transport. And if in high demand, we will certainly also consider rail facilities on our terminal as we are just several hundreds of metres away from the port’s railway system.”



THE NEW SENNEBOGEN 895 E WAS RECENTLY TRANSPORTED IN SECTIONS TO THE TERMINAL.



BULK TERMINAL ZEELAND EXPECTS A TOTAL OF 1.3T MILLION OF HANDLED CARGO THIS YEAR.

“ Apart from our expansion plans, our location in North Sea Port surely has a lot to offer for customers and prospects.

Business units

Bulk Terminal Zeeland currently consist of three business units, which include BTZ Services, BTZ Agri, and BTZ Commodities. “With BTZ Services, we meet demand from the offshore industry. We provide handling and storage facilities for armour rock, spare parts, and equipment. Our terminal is also suitable for mobilisation and demobilisation of offshore support vessels. We do not take this work on ourselves, but instead provide shipowners and contractors with the space and facilities for the time they need to execute the job. BTZ Agri offers handling and storage facilities for bio grains. Apart from having suitable facilities for this, we are also fully certified according to SKAL, GMP+, and ISO9001. Although we have the facilities and capabilities to handle other types of grains as well, we made the decision to remain focussed on sensitive bio grains. This will avoid any risk of possible contamination with non-bio products, so that we can guarantee our customers safe handling and storage of their goods.” With BTZ Commodities, the company aims at a broad range of goods such as scrap, pellets, and semi-manufactures. “This year, for example, we handled wood pellets for powerplants and gypsum. We expect a total of 1.3t million of handled cargo this year.”

Focus

Bulk Terminal Zeeland in the past also offered various kinds of added value, but last year the company decided to stick to its core business, which according to Mr Geleijnse can be described as the handling and storage of goods. “Apart from handling and storing, we used to offer customers added value services such as packing and repacking, and screening and sorting. But what we do should be perfect, and during our present growth we noticed that matters sometimes just became too complex. We thus decided to focus only on handling and storing. Our change in focus does not imply that we will no longer provide added value services, but rather that we will now rely on trusted partners to take care of this. In fact, we wish to expand the possibilities for companies seeking some form of relevant collaboration with us.”

Core values

“Apart from our expansion plans, our location in North Sea Port surely has a lot to offer for customers and prospects,” comments Mr Geleijnse, “and as one of Europe’s top ten ports, North Sea Port enjoys a growing international name awareness, which also helps us with our communication.”

Despite the continuing growth, Bulk Terminal Zeeland wants to stick to its original core values of flat decision organisation, problem solving, cooperative thinking, and flexibility. “We started our terminal with these values, aiming at small niche bulk volumes. We have since built up an interesting portfolio of loyal customers. Today, we are evermore equipped in machinery and installations. We are aware of the challenge of growing our organisation in a controlled manner, without forgetting that we started from scratch and we will continue to respectfully serve today’s and tomorrow’s clients. We will keep on serving our customers just like before, meaning flexibly, down-to-earth,



BULK TERMINAL ZEELAND’S SENNEBOGEN 895 E AT SENNEBOGEN’S FACTORY.



BULK TERMINAL ZEELAND’S MANAGING DIRECTOR JACCO GELEIJNSE: “TO START WITH THIS CLEAN SHEET OF LAND GIVES US THE OPPORTUNITY TO SPEAK WITH OUR CLIENTS ABOUT THEIR WISHES AND NEEDS IN STOCKING IN WAREHOUSING AND DESIRED LAND FACILITIES.”

and with great care for their goods. A growing organisation certainly requires a lot from all of us. I sometimes compare Bulk Terminal Zeeland with a napkin that has grown into a tablecloth. Now the table needs to be set. To reach our goals, our challenge lies in doing things the right way and with the right components.”



“We need to make our port a bigger dot on the map”, says Johan De Raeve, Promotion Council North Sea Port Board Member.

Johan De Raeve joins board of Promotion Council

Promotion Council North Sea Port broadens its base once more as Johan De Raeve joins the council board, adding a strong voice from the Belgian side of the cross-border seaport to the organisation. The managing director of stevedoring company Stukwerkers brings with him seven centuries of port history, as well as some of his own family souvenirs.

Q: Growing up in a family that runs a company like Stukwerkers must mean the port was never far away in your youth. At what age did you make your first steps on the quay? And what is your oldest recollection?

A: When I was a little boy, my father still used to work every Saturday. From time to time I was allowed to join him to the port on that day, especially when there was a lot of activity on the quays. It was always a very special experience. I remember very well – I was a twelve year old kid – the day we took into service the toboggans to load bagged goods into the hold of deepsea ships. To step on a machine of this size when it is in full operation made a big impression. Driving into a big RoRo carrier delivering Honda cars in Ghent is another thrilling moment that I recall. And when our technical division moved from New York Street to Farman Street, the old sheds became the ground for many treasure hunts.

Q: Did you ever consider doing anything else than getting into the port business?

A: When I got out of high school, where I was in a Latin-Mathematics class, obtaining a university degree was the thing that I was expected to do. I tried economics in my first year, but then switched to law studies, thus keeping all options open for the future. Even then, I continued with student jobs within the company and became more familiar with port operations and with the dock labourers performing these tasks.

Q: How would you describe the evolution that the port business has gone through since you started?

A: Every port or port company has its own story, but I guess North Sea Port and the surrounding ports underwent a pretty similar evolution. The biggest changes happened when my grandfather was the dean of our company. Those were the days when horses and carriages were replaced by lift trucks. It set off a transformation that continued when my father was CEO. Cranes and machines became ever bigger and more powerful. The pace of this transformation somewhat

slowed in the twenty years since I became active at Stukwerkers in 1999. The main difference would be that the volume of conventional cargo shrank dramatically, whereas the container trade boomed as never before.

Q: Your company is one of the main actors in stevedoring in the Belgian part of North Sea Port, and one that is active in many different fields and flows on different terminals. Could you give us an overview?

A: Stukwerkers Group can offer a complete set of services. De Baerdemaecker can take care of ship agency, forwarding, and customs clearance. Stukwerkers can handle and store conventional cargo, breakbulk, dry bulk, project cargo, and containers (offering stripping and stuffing for added value). Globally speaking, we load or unload about three million tonnes of maritime cargo each year. Breakbulk or conventional cargo make up about 2,25t million (with steel products accounting for 75% of that volume, the complement existing of sawn timber, paper and pulp, cars, high & heavies, and so on). Next to that, we also handle half a million tonnes of dry bulk (such as fertilisers, woodchips, salt) and a quarter million tonnes of containerised goods. A major trump card is that all our terminals are trimodal, being connected to road, rail, and water. The flows related to inland navigation, which are quite important, are not comprised in the numbers stated above.

Q: You have to regularly invest to stay on top of your business. What are the most recent developments in this field?

A: We are a highly capital-intensive service provider and continuously invest in our terminals, installations, and equipment. Just a few months ago we received the last two of three mobile harbour cranes that we ordered, both of which have a lifting capacity of 144t. We also bought several lift trucks which are able to lift up to 45t. We opened a brand-new state-of-the-art deep-freeze warehouse at the Sifferdok in June.



“WITHIN NORTH SEA PORT WE STILL HAVE STRONG FLEMISH AND DUTCH PLAYERS ON THE PITCH.”

Q: Stukwerkers is still a family business, of which it is rightfully proud. How easy is it for companies like yours to stand their ground in a field where multinationals have a big say?

A: At the end of the day, most companies – even multinational ones – are family businesses. But it is regrettable that a lot of Flemish knowhow and concessions have been taken over by foreign entities. Luckily, within North Sea Port and in the surrounding ports we still have a number of Flemish and Dutch players on the pitch. I believe and hope this will remain this way. The fact that decisions can be taken more rapidly, the owner of the company can – if need be – play his part on the work floor, and that he knows the language and habits of the port labourers, is an advantage. It guarantees that companies like ours still have a future, together with our existing market position and the fact that we never cease to look for operational improvements and new trades to serve.

Q: How does a company with a history stretching back to the 14th century envision its future?

A: We have come so far by keeping our feet on the ground and diversifying and continuing to develop our business. That is what we will continue to do. Of course, we have been through difficult times in the past and the present COVID-19 crisis or Brexit turmoil constitute new challenges that we must deal with. But together with our clients, we will overcome these perils. The company is growing at a regular pace – external capital could perhaps have hastened this process, of course – and we aim at long-lasting relationships with our clients, supporting them in their own investments and growth.

Q: How does North Sea Port as a cross-border entity fit into your plans?

A: The merger between Vlissingen/Terneuzen and Ghent was a logical step to take. On the one hand it will offer us more

“ We need to make our port a bigger dot on the map and in the mind.

commercial possibilities and opportunities, and on the other hand it can lead to synergies that make North Sea Port as a whole more competitive with regard to surrounding ports.

Q: Looking back at the merger between Zeeland Seaports and Ghent, how is North Sea Port doing in your view?

A: In my view, the COVID-19 pandemic has had a heavy impact on North Sea Port. I am convinced we would have taken greater steps forward without this sanitary crisis. Commercially speaking, a lot of things have now come to a standstill. But we also see ample positive developments such as the lock planning. There is still a lot to be done, even if not everything fits the same mold.

Q: You now take a seat as board member in the Promotion Council North Sea Port. Is North Sea Port already a familiar item for your customers?

A: We need to make our port a bigger dot on the map and in the mind. A lot has already been done to make North Sea Port a brand name that sticks, but this is of course a process that takes some time, even within the port itself and with the private port operators. A shared stand at a trade fair only makes sense if the Dutch and Flemish participants do not stick to their own corner. But I am confident that we are moving in the right direction, and things will turn out just fine.

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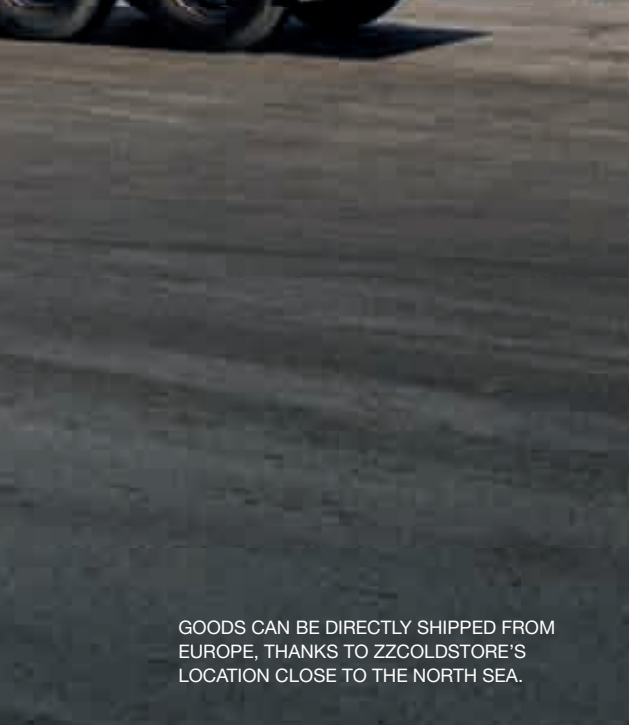
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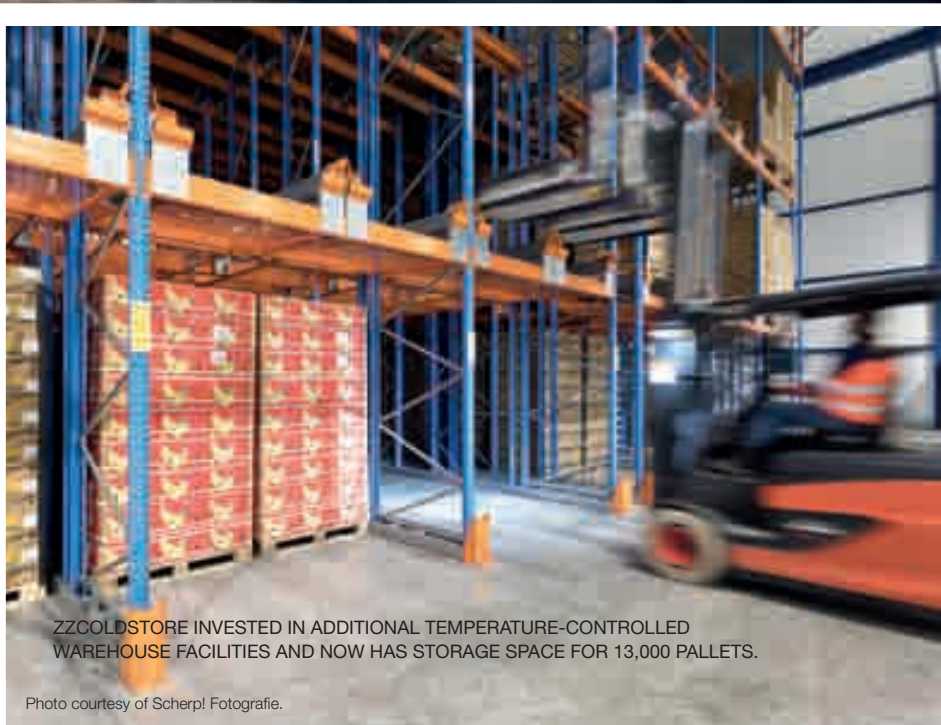
Expanding export

With excellent facilities for the handling and storage of goods of all kinds, North Sea Port plays an essential role in the supply chain of many goods, both for import and export. It has grown into one of the leading ports for fresh products and Europe's number one port for the import of bananas.

Photo courtesy of Scherp! Fotografie.



GOODS CAN BE DIRECTLY SHIPPED FROM EUROPE, THANKS TO ZZCOLDSTORE'S LOCATION CLOSE TO THE NORTH SEA.



ZZCOLDSTORE INVESTED IN ADDITIONAL TEMPERATURE-CONTROLLED WAREHOUSE FACILITIES AND NOW HAS STORAGE SPACE FOR 13,000 PALLETES.

Photo courtesy of Scherp! Fotografie.



EVERY WEEK, TONNES OF FRESH PRODUCTS, MAINLY SHIPPED BY SEATRADE, ARRIVE FROM CENTRAL AMERICA, SOUTH AMERICA, AND THE CARIBBEAN AT THIS TERMINAL IN THE BIJLEVELDHAVEN.

Photo courtesy of Sky Pictures.

One of the dedicated terminal operators dealing with bananas and other types of fruit and vegetables is ZZColdstore. Every week, tonnes of fresh products, mainly shipped by Seatrade and Geest Line, arrive from Central America, South America, and the Caribbean at the terminal in the Bijleveldhaven. “For Seatrade and Geest Line, Vlissingen is an important hub”, Menno van Gorcum, Director of Seatrade Rotterdam, says. “For our vulnerable fresh cargo,” Mr Van Gorcum continues, “efficient operation at the terminal is necessary, for which we can rely on ZZColdstore as partner. We have around 175 calls per year at Vlissingen with three arrivals per week, of which a substantial volume is handled at ZZColdstore’s terminal. Seatrade Rotterdam is officially appointed as general agent Benelux by Geest Line UK as per 1 January 2021.”

Investments

In the past few years, ZZColdstore has been investing in its terminal in order to further improve the services it can offer. “Based on the Seatrade service,” comments Sam Don, Managing Logistics of ZZColdstore, “we decided to expand our storage facilities for the reefer containers, build an additional temperature-controlled warehouse, and expand with an extra 1.4ha of open area for the storage of backhaul cargo. We currently have plugs for 480 reefer containers and we can now store 13,000 pallets in our warehouses, which equals approximately three fully loaded Seatrade vessels. We have also invested in two new reach-stackers and two mobile cranes: a crane for unloading the barges that take the export and import containers to and from Vlissingen and a Gottwald 7 for loading and unloading seagoing vessels. Containers are not only stored at our terminal, but also stripped and stuffed. We hence integrate both shipping and logistic operations at our terminal.”



Photo courtesy of Scherpl Fotografie

SPONSORED CONTAINERS WITH GOODS FOR CURAÇAO ON THEIR WAY TO VLISSINGEN.

Food Banks

The corona virus has a great impact on daily life at the final destination of Seatrade’s liner services. The virus has an increasing effect on poverty, which is why the company decided to support the supply of seven containers filled with daily essentials and other goods for the food banks in Curaçao. “With regard to COVID-19,” Mr Van Gorcum says, “we are glad to notice that our import operation is less effected by the virus. European consumers still need fresh products. On the other hand, for some of our export regions the virus has a lot of impact, for example because of the high dependency on tourism and the cruise sector. This is why we decided, together with Fatrans, Paddy Romer Bureau, Patani Food Group, Cavalier Logistics, and ZZColdstore, to support the supply of seven containers filled with foodstuffs for the Curaçao food banks. This is of course merely a small gesture, but it underlines our strong bond with our destinations.”



Transit times to and from Vlissingen

	West-bound	East-bound		West-bound	East-bound		West-bound	East-bound
SEATRADE						GEEST LINE		
Paramaribo / Surinam	10	29	Santa Marta / Colombia	22	13	Bridgetown / Barbados	22	13
Willemstad / Curacao	17	17	Pt. Bolivar/ Ecuador	21	20	St. Georges / Grenada	21	20
Oranjestad / Aruba	20	24	Guayaquil / Ecuador	24	17	Kingstown / St. Vincent	24	17
Kralendijk / Bonaire	19	23	Paita / Peru	24	16	Castries / St. Lucia	24	16
Point a Pitre / Guadeloupe	18	23	Moin / Costa Rica	26	16	Roseau / Dominica	26	16
Fort de France / Martinique	19	22	Pt. Barrios / Guatemala	28	14	St. John's / St. Kitts	28	14
Turbo / Colombia	20	15	El Rama / Nicaragua	30	21	Basseterre / Nicaragua	30	21
						Manzanillo / Dominican Rep.	23	11

175 CALLS PER YEAR AT VLISSINGEN WITH THREE ARRIVALS PER WEEK, OF WHICH A SUBSTANTIAL VOLUME IS HANDLED AT ZCCOLDSTORE'S TERMINAL.



In Vlissingen, we are able to take care of a broad range of cargo, both conditioned and unconditioned, in (reefer) containers, palletised, and as RoRo cargo, which can be directly shipped from Europe.

Complex process

Next to new hardware, ZCColdstore furthermore invested in optimising its IT facilities. Mr Don explains, “At our terminal, we store and handle around 150 different types of bananas that are transported to the market every day. To ensure the right bananas are shipped on time and to the right destination, we are digitally connected to the retailers ordering systems. The computer of a supermarket, for example, sends the order for bananas to the retailer’s headquarters. The headquarters’ computer sends the total demand for bananas for all its supermarkets to the ripener, which in turn informs us which bananas we need to prepare for transport. This is a continuous and complex process that demands a lot from our organisation, and this is why we constantly keep our IT systems up to date. A special digital app was recently developed to optimise our communication with the front end of the supply chain. With this app, the vessels can preannounce their arrival. We can thus further streamline the terminal operation, which ultimately leads to shorter waiting times for customers and trucking companies, and faster departure of vessels from our terminals.” “Our aim is to have the goods, both pallets and containers, stored at the

terminal as short as possible”, Mr Van Gorcum adds. “The new improved IT solution highly reduces the lead times of the entire process, which is important for our imported products but of course also for the products we export such as potatoes, meat, foodstuffs, and dairies.”

Back haul

Backhaul cargo is important for economically optimising the weekly service. Or in Mr Don’s words, “Seatrade’s and Geest Line’s vessels return to the other side of the Atlantic Ocean every week to collect new fresh products, and the operation will be significantly optimised from an economical point of view, when the returning vessels have sufficient export cargo on board. In Vlissingen, we are able to take care of a broad range of cargo, both conditioned and unconditioned, in (reefer) containers, palletised, and as RoRo cargo, which can be directly shipped from Europe.” Mr Van Gorcum adds, “Our export and import activities are fully complementary to each other. Based on the optimised balance of both volumes, in combination with the flexibility and speed provided with our own specialised reefers and container vessels, we can outstand and compete with the global container carriers as these carriers usually offer transshipment services with longer transit times, instead of direct lines. So it takes more time for them to arrive at their final destination. Compared with the global container carriers, we have the advantage that we are not restricted to just carrying containers and can ship almost all types of goods to our final destinations. With its excellent, congestion-free and multimodal hinterland connections, North Sea Port is a perfect hub for supplying all sorts of consumer goods, including temperature-controlled products, from Belgium, the North of France, Germany, and the Netherlands.”

Streamlined and aligned operation

“Our motto is Fast, Direct and Dedicated”, Mr Van Gorcum voices. “We work with our own vessels, own offices, and strategic partners that exclusively work for us on both sides of the Atlantic. We are hence able to streamline and align the operational processes and to continuously improve our service. Our service might on average seem a bit more expensive compared with global container carriers but thanks to our



Photo courtesy of Scherpl Fotografie.

BANANAS ARE LOADED FOR TRANSPORT. THE BANANA LOGISTICS IS A CONTINUOUS AND COMPLEX PROCESS THAT DEMANDS A LOT FROM THE ORGANISATION.

speed, European supermarkets receive the vulnerable fresh products much quicker, resulting in less waste caused by fruit that cannot be sold anymore. This ultimately saves money for everyone. The same obviously also applies to the backhaul, in terms of supermarkets supplies and for building projects.”

Satisfied customers

With the Netherlands as production region of a broad range of products, ZZColdstore has a backyard with lots of goods that are essential for the Caribbean. “The Caribbean highly depend on the import of goods to fulfil the inhabitants’ daily needs,” Mr Van Gorcum explains, “and with our streamlined operation, we can realise a high speed and efficient service and port operation that results in a swift supply of the Caribbean isles and other destinations. Via our weekly service, we ship goods to a wide range of destinations such as Curaçao, Bonaire and Aruba, Costa Rica, Colombia, Ecuador, Guatemala, Honduras, Nicaragua, Peru, Lee & Windward Islands, and Surinam. Together with ZZColdstore we are now working on expanding the export volumes to further optimise the back haul services. It is good to notice that since the start of the service from Vlissingen, our customers have been very satisfied with the way things are handled in Vlissingen, resulting in an increase of carried backhaul cargo. As we operate in a small world where we all know each other, this will no doubt lead to more parties interested in doing business with us.”

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

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



FROM LEFT TO RIGHT: SAM DON, MANAGER LOGISTICS OF ZZCOLDSTORE, ROBIN JANSEN OF ZZCOLDSTORE, AND MENNO VAN GORCUM, DIRECTOR OF SEATRADE ROTTERDAM AT THE ZZCOLDSTORE TERMINAL.

Photo courtesy of Scherpl Fotografie.

THE NEW MANAGEMENT BOARD, FROM LEFT TO RIGHT: DICK ENGELHARDT, DAAN SCHALCK, SOFIE MONTEYNE, AND PETER VAN PARYS.



North Sea Port's new management board teams up for the future

As of 1 September 2020, North Sea Port appointed a new management board. With the new, four-headed board, the port authority enters a new stage of its still young existence. In this article we will learn more about the new members.

At the start of North Sea Port in 2018, the management board consisted of CEO Jan Lagasse and CEO Daan Schalck. Early 2020, when Mr Lagasse announced that he was going to leave North Sea Port by the end of Augustus, the process for creating a new Management Board commenced.

Simplified management structure

"Immediately after Mr Lagasse's announcement in January to retire from his position as CEO as from 1 September 2020, our supervisory board started a process to arrange his succession", Mr Schalck explains. "After the merger," he continues, "we found out that, being a cross border organisation, we had to deal with many difficult decisions in a quite complex environment, simply because we had to deal with both Belgian



With the new board, we have a team consisting of experienced and dedicated members that will be able to motivate each other, yet also slow one other down.

and Dutch rules, regulations, and stakeholders. Also, within the organisation, we had to undouble a lot of processes in order to raise our efficiency and effectiveness. To increase decisiveness, create more commitment, and realise an improved decision process, we simplified our management structure. It is within this framework that we decreased the number of managers from ten to four and increased our management board from two to four members. From the start of the merger, a promise was made to staff members that there would be development opportunities within the merged company. Consequently, the search for suitable candidates was conducted internally.”

Balanced, coherent, and complementing

One of the main challenges for the supervisory board and Mr Schalck was to form a balanced, coherent, and

complementing team based on individual skills, experience, and personal characteristics that, according to Mr Schalck, ultimately resulted in the appointment of three individuals that have all made their mark within the organisation. “Part of the selection process was an assessment. This assessment not only assessed the individual, but also looked at the entire team to see if it could successfully operate as one. With the new board, we have a team consisting of experienced and dedicated members that will be able to motivate each other, yet also slow one other down”, Mr Schalck says.

Today, Mr Schalck acts as the organisation’s mouthpiece in almost every situation, although according to him, this will change soon. “We are currently working on a new masterplan for the upcoming years, and as I am perhaps not the person that should know everything, it is more than logical for my Management Board colleagues to step forward and act as spokesmen for those issues that they are responsible for.” Next to Mr Schalck, who will continue to operate as Chief Executive Officer, the three newly appointed board members are Sofie Monteyne as Chief Financial Officer, Peter Van Parys as Chief Operating Officer, and Dick Engelhardt as Chief Development & Nautical Operations Officer. “All three new board members have vast experience at North Sea Port and her predecessors Port of Ghent and Zeeland Seaports. I am really looking forward to collaborating with them to help our organisation and the port get ready for the future.”



“I think that we are all aiming for the same results, but each with his or her own strengths. So we really are complementary to one another.”

Sofie Monteyne Chief Financial Officer

Ms Monteyne started her career at the Port of Ghent Authority in 2009 as Head of the Commercial Department. In 2013 she became Chief Financial Officer. “At the Commercial Department,” comments Ms Monteyne, “I was involved in the financial and legal aspects of the commercial contracts, and it was my responsibility to structure the commercial operation and various other running projects that were often rather complicated and time-consuming. It was effective to have someone keeping everything well organised. In 2013, I was appointed Chief Financial Officer and switched to the Financial Department. After the merger in 2018, we had to reconsider all existing management roles, and I became responsible for

HR and Legal Affairs & Procurement.” She is really looking forward to her new role. “I really enjoy working together with my colleagues in the new management board. With the current COVID-19 crisis, it is difficult to meet each other face to face. This is a pity, but with modern technologies we are now virtually meeting each other regularly. I think that we are all aiming for the same results, but each with his or her own strengths. So we really are complementary to one another.” She gives an example, “Suppose the commercial department is dealing with a company that wants to lease a piece of land to start business in our port. It is my department’s responsibility to think along with the commercial team to come up with a profitable business case that is both satisfactory for us and the customer.” Ms Monteyne smiles and continues, “Indeed, this at times means that I have to slow down the enthusiasm of Mr Schalck and his team.” When looking at North Sea Port’s own organisation, one of her challenges lies in labour rules and regulations. “No matter how,” she explains, “we still have to deal with a staff that operates partly under Belgian and partly under Dutch law. This surely is a challenge, as of course we are aiming towards the entire team working on equal grounds, which is sometimes easier said than done. In this respect, we are a one-of-a-kind, meaning that it is all a matter of pioneering to find the right solutions. On the other hand, it is nice to know that as one of the first cross border entities in Europe, we can proudly be a fine example for others. One of my personal goals is to help our organisation to remain futureproof and contribute to the targets that we are going to set for the port authority to make North Sea Port a healthy port in many respects.”



“Within our team we have a healthy mix of long-term vision, courage, conciseness, and rationality. And it is good to see that we get along well.”

Peter van Parys

Chief Operational Officer

Just like Ms Monteyne, Mr Van Parys joined Port of Ghent in 2009. “In 2009, just one month after Mr Schalck, I started my career at the port authority as Head of the Technical Department”, Mr Van Parys reflects. “In this role I was, among other things, dealing with the realisation, management, and maintenance of the port infrastructure. It is nice to mention that in the years before the merger with Zeeland Seaports, I was meeting my colleagues of other Belgian and Dutch seaports regularly. And so I often worked together with my new management board colleague, Dick Engelhardt. As a matter of fact, I think that working together as port authorities in several projects has positively contributed to the merger process.”

After the merger in 2018, Mr Van Parys was appointed Head of Infrastructure, which entailed Asset Management, IT, and Facility Management. As Chief Operational Officer, this now translates into to Infra Projects, Asset Management, Facility Management, and IT. Looking at the new Management Board, he expresses the right mix of characters. “Within our team we have a healthy mix of long-term vision, courage, conciseness, and rationality. This is how we keep ourselves focussed on our goals. And it is good to see that we get along well.” For the near future, a number of important infrastructural improvements will keep Mr Van Parys and his department busy. “As soon as the new lock near Terneuzen will be opened, this will contribute to extra traffic to our port with larger vessels. In fact, the new lock highly contributes to our license to operate, as only the improvement of infrastructure in and around our port will help us keep up with international multimodal developments. The next step will be to investigate the possibilities of local widening and deepening of the Ghent-Terneuzen Canal. Only then will we fully profit from the new lock’s capacity. Another point of interest is rail. One of our spearheads in this matter is the Axel-Zelzate rail connection on the east side of the Ghent-Terneuzen Canal. With this new railroad, a complete circle of rail, accessible from all directions and connected directly to the hinterland, will be established around Ghent and Terneuzen in the North Sea Port area. Finally, the redevelopment of existing plots in our port will be on our to-do list. Terrains like the former Thermphos factory will give us ample opportunities for further growth.”



“Our staff include a fine mixture of older, experienced people, and young and talented newcomers entering the port authority without any bias. This is very motivating and stimulating for all of us.”

Dick Engelhardt

Chief Development & Nautical Operations Officer

Mr Engelhardt can be seen as the promotor of innovation of the new management board. He began his career at Zeeland Seaports in 2005 as Manager Infrastructure & Environment. In 2018, after the North Sea Port merger, he was appointed Manager Development, Innovation and Projects. In his role of Chief Development & Nautical Operations Officer, he will contribute to the future development of North Sea Port. “Our point of view will be more strategically, and less operational”, Mr Engelhardt says. “One of the board’s roles will be to act as the face of the Port Authority towards our stakeholders, and our credo will be: ‘Don’t Tell, But Ask’. Today, we are working towards a transition from what we are now into the port of

the future. Our ecosystem is formed by industry, logistics, and environment. In order to make the right decisions for reaching our goals, it is important to consult our stakeholders and ask their opinion on these three subjects.” One of the spearheads for Mr Engelhardt will be innovation.

“We should all keep in mind that innovation is merely an instrument, and not a goal”, he voices. “Nevertheless, being innovative will help us to find the best solutions for the energy transition, digitalisation, and circularity that are all necessary for the port’s future. We certainly do not do all of this ourselves, but with the help of everyone in our port community. Our role will mainly be that of facilitator and director.” For Mr Engelhardt, it is clear that innovation and sustainability go hand in hand and looking at this, a lot has already been achieved at North Sea Port. “In our port, around 400MW of renewable energy is produced by means of solar and wind power, and the reduction of CO₂ has been high on our agenda for quite some time now. The port community is at present taking important steps in the field of green hydrogen and the use of water in the production process and its possible negative effects on the environment.” Looking at North Sea Port’s organisation, he notices a very encouraging development. “Today at North Sea Port, we are working together with an interesting mix of Dutch and Flemish cultures. We learn a lot from each other. It is also good to see that our staff include a fine mixture of older, experienced people, and young and talented newcomers entering the port authority without any bias. This is very motivating and stimulating for all of us.”

Alco Bio Fuel

Looking for further greening and diversification



Photo courtesy of Alco Bio Fuel.

Alco Bio Fuel is taking a new step in greening its operations by building a second unit for the recycling of CO₂ generated by the production of bio-ethanol. “Other developments will follow. Sustainability is our core business and we are constantly looking at further diversifying our products portfolio, in line with the many possibilities offered by our biorefinery”, says Plant Manager Pablo Vercruysse.



ALCO BIO FUEL AND GREEN CO₂ (WITH THE STORAGE UNIT IN THE LOWER RIGHT CORNER) ARE AN INTEGRAL PART OF THE RODENHUIZE BIOCLUSTER AND INTERACT WITH THE EURO-SILO GRAIN TERMINAL AND OILTANKING'S TANK STORAGE TERMINAL.

Alco Bio Fuel (ABF) is still a young company. It started producing bio-ethanol at its plant near the Rodenhuis dock in Ghent, the Belgian part of North Sea Port, in July 2008. "Back then, biofuels were an upcoming industry and we were exploring new territory on the interface between the chemical and agricultural sector", recalls Mr Vercruysse. He was part of the team of engineers overseeing the construction of the new factory. He stayed on, moving up to the position of plant manager, a function he will now leave to become Director

Technology Quality & Environment for the production facilities of Alcogroup, ABF's main shareholder.

Just twelve years after the start, Alco Bio Fuel has already covered quite some ground. Its initial production capacity of about 150,000m³ of renewable ethanol has gone up to 260,000m³, equivalent to roughly 260 million of this biofuel that can be blended with gasoline. "We now exceed the design capacity of our plant. This is mainly the result of a continuous optimisation by eliminating bottlenecks in the many stages



Photo courtesy of Jean-Louis Vandevoorde.

DURING THE HARVEST PERIOD ALCO BIO FUEL ALSO FEEDS NON-DRIED CORN INTO ITS PRODUCTION PROCESS.

in our production process. We haven't seen the end of this effort yet, even if all the low hanging fruit has been picked and every new progress is harder to achieve. But for us engineers, limitations are there to be overcome."

Strategic port location

Along the way, the multigrain installation which Alco Bio Fuel constructed at a cost of EUR 100 million fully switched from wheat and combinations of grains to corn as raw material for its bio-ethanol. The plant yearly consumes about 600,000t of corn, which is mainly imported from Black Sea countries, like Ukraine, or France. About one tenth of that volume comes from Belgian suppliers, a share which ABF would like to increase. Since the corn is brought in by seagoing ships or inland navigation vessels, being located in a port is a major advantage in terms of logistics. "This is even more so in Ghent, since we are part of the biocluster at Rodenhuis where several companies can interact using only conveyor belts and pipelines to exchange their flows. Incoming, our corn can be delivered and stored next door at grain stevedoring company Euro-Silo, which can also handle the outgoing 170,000t of protein-rich feedstock known as DDGS that we produce along with our ethanol and corn oil. The bio-ethanol can be directly transferred to tank terminal operator Oiltanking for storage and distribution. This proximity of major service providers helps us to reduce our ecological footprint."

Sustainability drive

Becoming greener always ranks very high on Alco Bio Fuel's agenda, clarifies the plant manager. "Sustainability is at the very core of our business and takes on many forms. Our DDGS, for instance, replaces genetically modified soya that is imported from the USA or South America. During the harvest period we also use non-dried corn, hereby avoiding CO₂ emissions linked to drying. Through a co-generation unit we cover our own needs in steam, and we produce excess electricity that is injected into the grid and can supply about 8,000 households. We were the very first biorefinery to receive the ISCC (International Sustainability and Carbon Certification) Proof of Sustainability certificate, as we comply with the very high standards that this scheme puts forward for the transition to a circular economy and bioeconomy. And we make top-grade bio-ethanol that now achieves CO₂ emissions reductions of over 90% (up from 50% in 2008) when compared to the CO₂ emissions of gasoline."



Photo courtesy of Jean-Louis Vandevoorde.



Photo courtesy of Jean-Louis Vandevoorde.

AS DIRECTOR TECHNOLOGY QUALITY & ENVIRONMENT FOR ALCOGROUP'S PRODUCTION PLANTS, MR VERCRUYSSSE WILL HELP TO DEFINE THE ROAD TO THE FUTURE FOR ALCO BIO FUEL.

A new milestone in making ABF ever more sustainable was reached in 2016, when the joint venture Green CO₂ started purifying and liquifying up to 100,000t of carbon dioxide generated during the production process for re-use in the food and beverage industry (for creating the refreshing bubbles in soft drinks, e.g.), water recycling, cold chain logistics, and greenhouse horticulture or as a chemical raw material. At the time, Alco Bio Fuel stated that to obtain the same reduction in CO₂ emissions would require a surface area of 2m² million of solar panels. CO₂



A MESSER TRUCK LOADING CO₂. THE STORAGE UNIT WILL BE EXPANDED WITH A FIFTH TANK.



We want to further develop our biorefinery and expand our product portfolio. This might imply that we will be moving away from bio-ethanol.

hence became another item in ABF's product range. For this project, Alco Bio Fuel joined forces on a 50/50 basis with Green CO₂, in which two specialists in industrial gasses, Messer Benelux, and IJsfabriek Strombeek collaborate. Together they invested EUR 15 million in the new facility, which comprises four 30m high and 3.5m wide storage tanks. Each tank holds 300,000l of liquid CO₂ that can be kept at a temperature of minus 20°C and a pressure of 20 bar.

New CO₂ recovery unit

The same partners recently decided to expand Green CO₂ with a second carbon dioxide recovery unit. It will require an additional investment of EUR 10 million. The new installation will be up and running in the spring of 2022 and will bring the annual capture and re-use of green CO₂ – and thus the reduction in emissions – to 160,000t, a plus of 60%. “This is equivalent to taking 117,000 cars off the road in Belgium”, the company stated when announcing the new project.

The new recovery unit will be similar to the first one, further enhancing the plant's reliability. A fifth storage tank will be added

to the existing ones, the aim being to accelerate the rotation of the stored volumes. “Due to the low temperature and high pressure required, CO₂ storage is not cheap.”

Teaming up with players with a strong expertise in their own field is not new to ABF. The company itself is an alliance of three Belgian companies: Alcogroup (51%), a worldwide ethanol trading, distribution, and storage group, and one of the biggest producers and distributors of ethanol for fuel in Europe, Groep Vanden Avenne/Vandema (29%), a European specialist in agricultural raw materials, and Arvesta/Wal.Agri (20%), a major player in agriculture and horticulture products and services in Belgium. This brings together expertise in ethanol technology and upstream and downstream markets. “It is no use having the most efficient plant if you do not have the commercial knowhow to make it work in a profitable way or if you do not know where to get your raw materials at the best price or how to sell your different end products”, comments Mr Vercruysse.

New roads to the future

The new CO₂ recovery unit is just another station on a longer journey, he underlines. “Our goal is to be climate-neutral and CO₂ negative by 2030. This also means that we will have to deal with the fossil CO₂ that we are still producing in our power generation. This is not an easy challenge to tackle, and the technology for doing so is still relatively expensive. We are looking into this matter. It is one of the reasons why we joined the North-CCU-Hub within North Sea Port. What we do and aim for fits perfectly well within their ambitions, as it does within the port's global strategic objectives.”

“We also want to further develop our biorefinery and expand our product portfolio. Glucose for bio-plastics, purer protein feed for fish farms, higher grade ethanol for industry, pharmacy and cosmetics are options that we are investigating. We even produced disinfection alcohol during the first weeks of the COVID-19 crisis, which shows the quality of our ethanol. Once more, we learned a few things about the ample possibilities that our refinery offers”, explains Mr Vercruysse. In his new position as Director Technology Quality & Environment, it will be his task to look into the potential of new products for Alco Bio Fuel in Ghent and for Alco Energy Rotterdam, which Alcogroup, Vanden Avenne and Vandema took over in 2016 and which is the largest facility of its kind in Europe.

“The question is which products will we be making in five years? This might imply that we will be moving away from bio-ethanol, which is now our biggest money-maker. Ethanol still is the most efficient and competitive product for decarbonising the transport sector in the short term. But it is a market that mainly depends on regulation. More generally, the future will bring a mix of fuels and electric cars will become ever more present. This will not happen overnight and we will remain one of the few bio-ethanol plants in Europe, but we must prepare for what comes next.”

Alco Bio Fuel is ready to invest to make that happen. “By 2025 we might be spending around EUR 50 million on our own transformation. We are a profitable company and have the financial means to innovate. The important thing is to make the right choice – also an economically viable one – between the many technologies that can be developed but have not yet reached full maturity. One thing is sure though. We want to remain a front-runner on the way to a circular and biobased future. That's why we now call ourselves Sustainable Pioneers”, concludes Mr Vercruysse.

THE IDEA FOR THE FRIES EXPRESS AROSE AT LAST YEAR'S FESTIVE OPENING OF KLOOSTERBOER LELYSTAD.



The Fries Express

7,000 truck rides shift to barge

All photos courtesy of Kloosterboer.

The Dutch Modal Programme is aiming to shift 2,000TEU per day from the road to inland navigation along the Rotterdam-Venlo and Rotterdam-Arnhem/Nijmegen corridors before 2040.

In concrete terms, this means 1,000 trailer trucks (most of which carry two containers) per day off the road and 1,000 more containers that are transported via inland navigation. This will lead to fewer traffic jams and lower CO₂ emission levels. If the programme is successful, a similar programme can be introduced for railway transport.

Like every plan, things are often easier said than done. A fine example of a modal shift is the so-called Fries Express, which is a recent collaboration between potato fries producer McCain Food Holland and logistics service provider Kloosterboer.

Coldstore Lelystad

According to Fred Compeer, General Manager Intermodal of Kloosterboer, the idea was founded in June 2019. "McCain and Kloosterboer have been working together for quite some time now," he says, "and this is why we regularly meet to discuss the operation. But in this case, the idea for the Fries Express arose at last year's festive opening of Kloosterboer Lelystad." "For us, Kloosterboer is an important logistics service provider," adds

Ronald Dees, Project Manager of McCain Foods Holland, "and in the past we have looked into the idea of the modal shift several times, but until now only with a few successes and surely not with the projected volume that we want to move via the Fries Express."

From truck to barge

In the past, 4,500 truck rides were conducted every year from McCain's production site in Lewedorp (near Vlissingen) to Kloosterboer's distribution centre in Lelystad, and another 2,500 rides from Rotterdam to Lelystad to load containers. In the new situation, McCain Lewedorp directly delivers the full containers to Kloosterboer Vlissingen for barge transport to Lelystad. From Lelystad, the full export containers are transported by barge to Rotterdam. Furthermore, export containers from local producers of onion/potato products are transported from Lelystad to Vlissingen by barge for further transport to West Africa. For the service, two barges are used that are equipped with reefer plugs to keep the containers refrigerated during transport, and another two barges are under construction.

In intense year

After an intense year of preparations, the Fries Express started to operate in August of this year. "Changing volume from road to barge was quite a challenge, not just financially", Mr Compeer states. He explains, "Transporting something from A to B sounds simple, yet behind this hides a complex process with many aspects that need to be considered. We looked into every aspect

and discussed all variables over the past year. At Kloosterboer a project manager was put on the project to monitor the entire preparative process. We performed four trials to finetune the process before the official take-off, and only then were we convinced that we could commercially start this new service.” “One of the biggest challenges,” Mr Dees states, “lies in the fact that we are dealing with fast-moving goods with a quick turnover that make long-term planning difficult. We soon hope to expand the service to three barges a week. It will then be easier to make any last-minute changes in shipment planning. Goods that are not on time today can then be shipped tomorrow.”

Spend money to make it

One of Fries Express’ first objectives is to raise the awareness in the market. “A lot has been said about modal shift from road to barge and with our concept, we want to show that it is feasible”, Mr Compeer voices. He continues, “Like ample new initiatives, we first had to make money to realise this, which is not without risk. We have, for example, made a long-term lease agreement with the barge operator to invest in 60 plugs onto two barges that are presently under construction. Our challenge now is to expand the current two departures per week to at least three. This obviously requires a change of mind in the market. But when looking at, for instance, the area around Lelystad, lots of potatoes and onions are farmed and large volumes of those products are transported to Africa. The farmers are used to trucking and with our project, we now hope to show them the advantages of barge transport.”

‘Be Good and Do Good’

For McCain, the Fries Express has already proven to be worth the effort. “We produce in Lewedorp in Zeeland, as well as in Lelystad”, Mr Dees elaborates. “We also have our distribution centre in Lelystad, which means that fries produced in Lewedorp are transported to Lelystad. From Lelystad, our

The Modal Shift Programme

The Modal Shift programme is organised by the Ministry of Infrastructure and Water Management, Top Sector Logistics, and the provinces of South Holland, North Brabant, Limburg, and Gelderland. It is dedicated to relocating container transport from the roads to inland navigation. The goal is to bring about a large-scale move, particularly among SME shipping and transport companies, away from container transport by truck and towards transport via inland navigation. Minister of Infrastructure and Water Management Cora van Nieuwenhuizen recently paid a digital work visit to Kloosterboer and she was impressed by the initiatives. “The Fries Express,” she said, “demonstrates that it is absolutely possible to transport goods via inland navigation, instead of by truck. It is a great example of the new form of collaboration with shipping companies and transporters by which we want to bring about a shift from road to water.”

products are transported to Rotterdam for export overseas. As the fries are produced and transported almost year round, they form a solid base for the barge service. Now it will be important to extend our barged volumes with other goods from other producers to make the service more cost-efficient. The credo for McCain’s long-term vision is ‘Be Good and Do Good’. The Fries Express may not be the most profitable solution at this stage, but it certainly helps us to reduce our carbon footprint, which is in fact also a valuable gain.”

I. KLOOSTERBOER.NL

I. MCCAIN.NL



THE DUTCH MODAL PROGRAMME IS AIMING TO SHIFT 2,000TEU PER DAY FROM THE ROAD TO INLAND NAVIGATION ALONG THE ROTTERDAM-VENLO AND ROTTERDAM-ARNHEM/NIJMEGEN CORRIDORS BEFORE 2040.

The linking pin

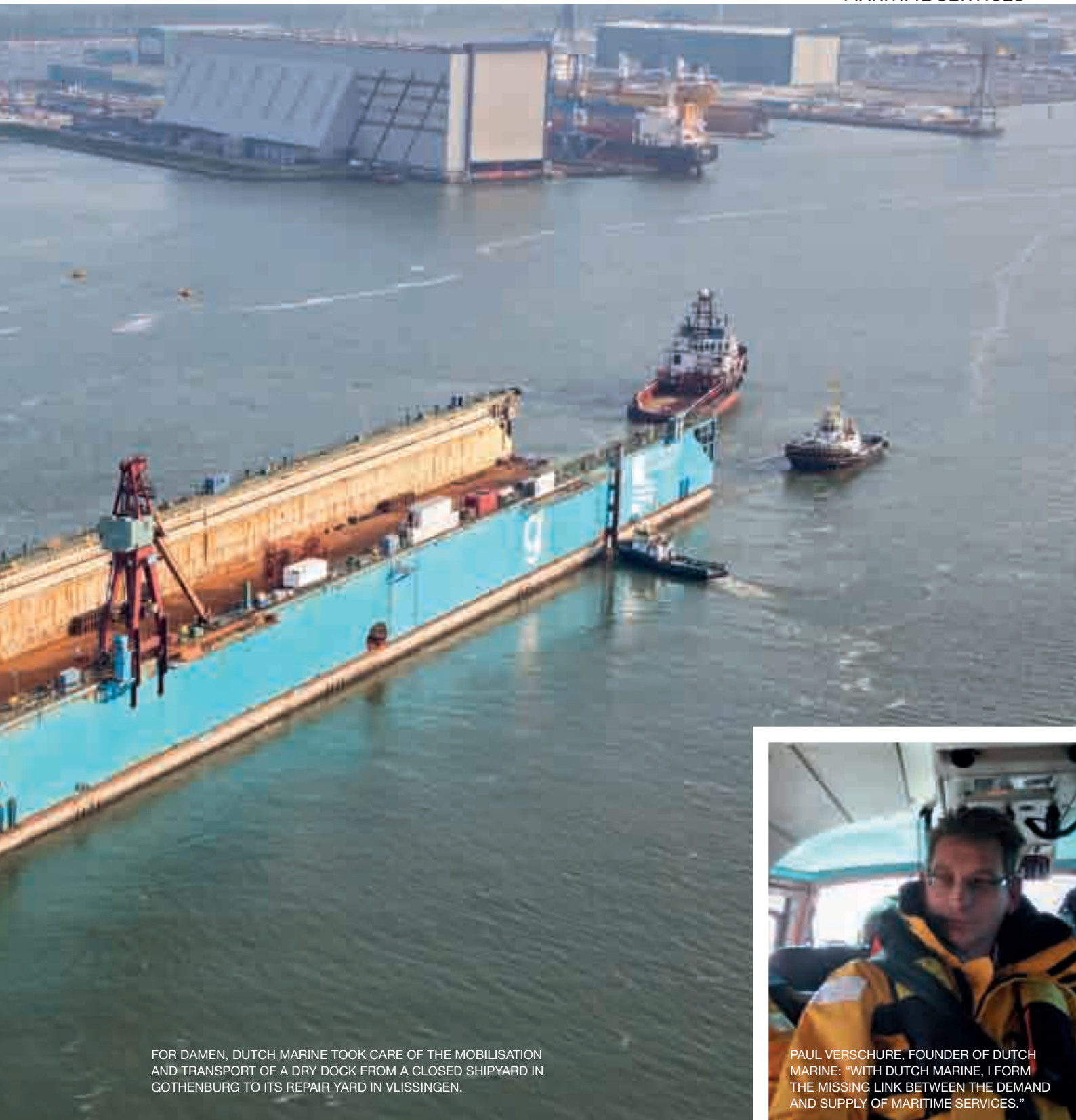
Dutch Marine is a fine example of a maritime company that provides high valued support for the industry, even though it seemingly operates more on the background. Since 2012, the enterprise has on offer a broad range of offshore services. With its founder Paul Verschure, the company can rely on over 30 years of maritime experience.

All Photos courtesy of Dutch Marine.

“When looking at Dutch Marine,” Mr Verschure says, “one could say that our characteristics are highly influenced by my personal values. This means that, like myself, the company cannot be easily pigeonholed and acts somewhat non-conformist. We do things differently and are not afraid of challenges. On the contrary, the more difficult a project is, the more we like it. We hence offer a broad range of services such as Maritime Consultancy, Casualty Management, Salvage & Wreck Removal, Towage Services, Technical Support, New Build Projects, and Technical Project Management.

Looking for the right solution

According to Mr Verschure, operating independently is the best way to act in the client’s mind and interest. “By being independent, I managed to make the company a trustworthy partner for many customers. Our motto is that we don’t stop until our clients’ needs are fulfilled. Of course we cannot do everything ourselves, which is why we rely on a large pool of experienced and trustworthy partners that always want to deliver, just like us. During his years in the maritime industry, working among others, for towage and salvage company Multraship, Mr Verschure has definitely learned a lot. “In



FOR DAMEN, DUTCH MARINE TOOK CARE OF THE MOBILISATION AND TRANSPORT OF A DRY DOCK FROM A CLOSED SHIPYARD IN GOTHENBURG TO ITS REPAIR YARD IN VLISSINGEN.



PAUL VERSCHURE, FOUNDER OF DUTCH MARINE: "WITH DUTCH MARINE, I FORM THE MISSING LINK BETWEEN THE DEMAND AND SUPPLY OF MARITIME SERVICES."

my years of working for various employers, I learned to be creative. I found out that I like to act as a linking pin and with Dutch Marine, I now form the missing link between the demand and supply of maritime services. When one of our customers needs a problem solved, I start looking for the right solution using my own knowhow and experience, and that of my partners." The company has already executed several interesting and challenging projects. "One of our regular customers is Rijkswaterstaat (the Dutch governmental department of waterways and public works), for which we often act as a consultant for wreck removals", Mr Verschure explains.

"As a governmental organisation, they are used to working according to strict formats and procedures, which can be rather challenging for the companies working for them. But throughout the years, we have become one of their preferred partners. A well-known project that we were involved in was the removal of the Baltic Ace wreck. We were asked to be part of the Rijkswaterstaat technical team. Our scope of work consisted of involvement in the tender process and providing technical advice on alternative salvage methods during the execution of the wreck removal. During this task, Dutch Marine also acted as an observer for Rijkswaterstaat." The Baltic Ace project is a

MARITIME SERVICES

fine example of how the company works. “During a project we operate as an independent partner that communicates both transparently and honestly. It is in our interest that the projects we take care of are successfully executed. Not just for us, but for our customer as well,” Mr Verschure states.

Acting without bias

As an outsider, Dutch Marine can act towards customer and its employers without any bias. “For Damen, we took care of the mobilisation and transport of a dry dock from a closed shipyard in Gothenburg to its repair yard in Vlissingen. It was very convenient for Damen that we could move around freely within the organisation with our questions and remarks, as this resulted in a smoother project process.” And this certainly did not prove to be a luxury. Towing a dry dock overseas is usually no big deal, but things in this case turned out to be more complicated than expected. Mr Verschure continues, “Our assignment was quite simple. Damen wanted us to reactivate and prepare a 270m x 45m floating dry-dock from a closed shipyard for sea towage from Gothenburg to Vlissingen. But behind this simple question hid a complex and extensive operation. It started with the fact that the dry dock had been out of use for a longer period and we therefore first had to work on a thorough inspection, workplan, and budget. Before carrying out the transport and the usual mobilisation works such as sea-fastening equipment, the construction of towing connections and fairleads and bollards, and providing a towing plan, other additional preparations were first necessary. We had to, for instance, handle dangerous materials like asbestos. The dry dock had to be reinforced, stolen parts such as copper



A WELL-KNOWN PROJECT THAT DUTCH MARINE WAS INVOLVED IN WAS THE REMOVAL OF THE BALTIC ACE WRECK.

“ It is our aim, to take a lot of work out of our customers’ hands, more or less by taking over the ownership of their project.



DUTCH MARINE HAS BEEN ABLE TO BUILD A GOOD TRACK RECORD OF SUCCESSFUL PROJECTS AND SATISFIED CUSTOMERS THROUGHOUT NORTH WEST EUROPE.

wirings had to be renewed, and both 15t cranes had to be reactivated, including load tests. So unsurprisingly, it was indeed quite a challenge to manage both time and budget, and it took us twelve months to safely deliver the dry dock in Vlissingen, including eight months of waiting for a favourable weather window for the actual transport.”

Taking over ownership

The Damen project showed how a company has ample trust in Dutch Marine’s capabilities. “We represented Damen for the full 100% throughout the entire project,” Mr Verschure clarifies. “We discovered that by doing so, a total of 55 companies and government bodies were involved and we had to act as a linking pin between all of them and Damen.” Following this project, Dutch Marine has since been contracted by Damen for other dry dock transports, which shows the Dutch shipyard company’s satisfaction with how this maritime service provider works.

“It is our aim,” Mr Verschure continues, “to take a lot of work out of our customers’ hands, more or less by taking over the ownership of their project. Rather than a project requiring a lot from the staff of a company, we take care of it completely. We have hence been able to build a good track record of successful projects and satisfied customers throughout North West Europe. Many of these projects have resulted in new assignments, which is certainly good for us. The maritime industry is a small world, with reputations broken down faster than they are built up. So in order to stay successful, it is evidently important for us to stick to our values of openness, honesty, and reliability.”

THE LINER SERVICE TO AND FROM TERNEUZEN IS EXECUTED BY FOUR RORO CARRIERS OPERATED BY WAGENBORG (BALTICBORG, PICTURED, AND BOTHNIABORG) AND HOLMEN (EXPORTER AND SHIPPER).



All photos courtesy of Wagenborg Agencies Terneuzen.

Setting up shop

Wagenborg Agencies Terneuzen

Prior to 2020, Royal Wagenborg was represented by its own shipping agencies in nearly all major ports in the Netherlands. However, one port remained on its wish list: North Sea Port. That changed last June, when the shipping company finally established an agency office in Terneuzen.

Wagenborg Agencies operates in all Dutch ports and can be contacted 24/7 year-round for services including husbandry, protective agency, bunker calls, and liner & tramp agency. In addition, Wagenborg Agencies also services several European ports from her branch offices in Tarragona (Spain), Malmö (Sweden), and Pireaus (Greece).

According to Xander Blom and Koen Speijer, Wagenborg's Commercial Line Agents in Terneuzen, the office in Terneuzen was a logical step for Wagenborg. "Wagenborg already had a weekly liner service between Terneuzen, Haraholmen (Piteå), Bremen, Sheerness, Terneuzen, Cuxhaven, and Södertälje",



COMMERCIAL LINE AGENTS KOEN SPEIJER (LEFT) AND XANDER BLOM OF WAGENBORG AGENCIES TERNEUZEN.

explains Mr Blom. “When a second liner service was added this spring frequenting Halstavik, Braviken, Lübeck, Sheerness, and Terneuzen, the time was right to gain a foothold in the region.”

The company until recently outsourced the agency services for its vessels in the port of Terneuzen. By establishing a Wagenborg agency within North Sea Port, the shipping company can provide those services itself, while also increasing commercial strength in the area. From the Terneuzen office, Wagenborg Agencies will promote its liner service to Sweden, as well as other services it offers such as Projects and Logistics, Shipping, Towage, and Offshore.

Spreading the word

When Mr Blom and Mr Speijer started out five months ago, their initial focus was on Wagenborg’s liner services, with two vessels visiting Terneuzen every week. The liner service is executed by four RoRo carriers operated by Wagenborg (Bothniaborg and Balticborg) and Holmen (Exporter and Shipper). “We can basically ship anything on board: from containers to cranes, from rolling equipment to breakbulk or project cargo”, says Mr Blom.

Before the agency in Terneuzen was set up, booking return cargo on Wagenborg’s liner service was primarily done from the branch office in Malmö. Mr Blom and Mr Speijer now take care of the bookings, especially for northbound cargo. “The important thing for us at present is brand awareness in the region”, explains Mr Blom. “We are still relatively new in the

area. Word needs to spread, many vessel owners and captains have not yet heard about the Terneuzen agency”, he continues. “And many operators may know that we provide agency services, but not that we also serve as a booking office for brokerage. So we are talking to forwarders, and trying to make ourselves known in the North Sea Port community.”

A good move

Needless to say, mid 2020 was a trying time to start a new agency. But luckily, things are going as planned for Mr Blom and Mr Speijer. They hope to establish more lasting partnerships in the near future, and expand their agency services towards third parties. Moreover, they are currently in the starting phase of a feasibility study with ferry trailers.

“Setting up the Terneuzen agency was substantiated due the liner services, but based on the positive reactions we receive from both Wagenborg and external parties, we can see that it was a good move”, states Mr Speijer. “It was high time for us to establish local representation.”

Exploring potential

Apart from securing (return) cargo for the liner services and handling third-party agency calls, Wagenborg Agencies Terneuzen is exploring further potential projects in the North Sea Port region. “Acting as agents for our RoRo liners is currently our primary service. Yet we are in a very different position than if we would have started an independent two-person agency”, voices Mr Speijer. “We are backed by a very large name in the industry, so opportunities often present themselves to us. We can handle any type of vessel. Especially combined with our heavy-lift division Nedliff and our offshore division, big things could certainly happen”, he adds.

In time, Wagenborg Agencies Terneuzen aims to cater not merely to vessels visiting Terneuzen and Vlissingen, but to expand its service to Ghent, Antwerp, and potentially Zeebrugge. Mr Blom and Mr Speijer expect the new lock in Terneuzen to have a particularly positive effect on shipping within North Sea Port. Allowing ships faster passage will further increase the attractiveness of Ghent and Terneuzen for shipping companies.

About Wagenborg

Wagenborg Agencies Terneuzen is a member of Royal Wagenborg. Founded by Egbert Wagenborg in 1898 and headquartered in the Ems region in the port of Delfzijl, the shipping company has been privately owned by the Wagenborg



APART FROM SECURING (RETURN) CARGO FOR THE LINER SERVICES AND HANDLING THIRD-PARTY AGENCY CALLS, WAGENBORG AGENCIES TERNEUZEN IS EXPLORING FURTHER POTENTIAL PROJECTS IN THE NORTH SEA PORT REGION.



THE LINER SERVICE SUPPORTS THE SHIPMENTS OF MANY TYPES OF GOODS SUCH AS FOREST PRODUCTS, UNACCOMPANIED AUTOMOTIVE, CONTAINERS AND BREAKBULK CARGOES, AND PROJECT GOODS.



From the Terneuzen office, Wagenborg Agencies will promote its liner service to Sweden, as well as other services it offers such as Projects and Logistics, Shipping, Towage, and Offshore.

family since its inception. The early business of Wagenborg was all about the timber trade and involved shipping within the Baltic, on the North Sea, and the Mediterranean Sea. Throughout the years, Wagenborg continued to increase its fleet size and expand activities, gradually transforming into a maritime logistics conglomerate, with roughly 3,000 employees at present. Approximately 200 vessels fall under the Wagenborg flag, 120 of which are owned by the shipping company, while the other 80 are captain-owned.

Wagenborg has its own terminals in the ports of Eemshaven and Delfzijl. The maritime company has a separate heavy-lift division called Nedlift, and is active in the offshore industry, for which the shipping company had several vessels built on spec. Having their own vessels and heavy-lift equipment enables Wagenborg to execute turn-key mobilisation projects. The company is also becoming more active in the wind energy sector.

Wagenborg operates as tramp agent for parties with cargo

interests, handling dry and liquid bulk cargoes and project cargoes in various Dutch ports. In addition, Wagenborg acts as a liner agency for several liner services between the Continent and Scandinavia.

Royal Wagenborg has divided its logistics service portfolio into several divisions:

- Wagenborg Shipping (including Projects & Logistics).
- Wagenborg Offshore (including Wagenborg Foxdrill).
- Wagenborg Towage.
- Wagenborg Stevedoring (including Agency Services).
- Wagenborg Passenger Services.
- Wagenborg Nedlift (Heavy-Lift Division).
- Niestern Sander (Shipbuilding/Repair/Conversion/Refit).

Wagenborg's mission is creating transportation solutions and implementing these for customers. The company continuously invests in various means of transport to serve the needs of a broad variety of customers by sea, shallow water, and road, offering a complete chain of transport. Wagenborg companies are involved in shipping, stevedoring, forwarding, crane rental, heavy lifting, heavy transport, oil & gas-related services, towage, and passenger services. Royal Wagenborg has identified quality, health, safety, and the environment as key factors. Wagenborg Shipping manages quality according to ISO 9001, ISO 14001, and AEO. Its cargo vessels are ISM and ISPS-certified.

[I. WAGENBORG.COM](http://www.wagenborg.com)



North Sea Port

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



1,000 hectares of industrial sites available to investors.

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

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

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

Europe's number 3 as for added value.

Europe's number 8 concerning seaborne cargo traffic.

northseaport.com



The highest quality

Baker Tilly supports AMC Vlissingen in audit, tax, and various advisory services

The companies at North Sea Port generate a large amount of jobs. It is estimated that around 50,000 persons are directly employed. On top of this, about the same amount of employment is indirectly generated from companies that are providing all kind of services to the port. One of these company is accountant and tax adviser Baker Tilly.

Armando Hermes is Senior Manager of Baker Tilly's Zeeland office in Goes. "Baker Tilly helps entrepreneurs solve many issues", Mr Hermes says. "At Baker Tilly, we are more than just accountants and tax advisers. We offer a full range of services, including statutory audits, advice on VAT, advice on customs, HR (including employment law consulting), corporate finance, financial staffing, IT advise, and business strategy."

Backbone

Mr Hermes continues. "With a focus on serving top of the middle market, including family-owned companies, we help

our clients plan for the future and stay on track to achieve their goals. Clients include both SMEs and large enterprises, non-profit organisations, and the public sector. We have clients and experience in multiple industries and segments such as the construction industry, government, horeca & leisure, fishery, and care. When we noticed an inevitable decline in business in one of our core sectors, we decided to expand the focus of our activities towards one of the backbones of the Zeeland economy, the seaport."

AMC Vlissingen

One of the customers for Baker Tilly at North Sea Port is AMC Vlissingen, which is one of the international sites of AMC Natural Drinks. AMC Natural Drinks is one of the two holdings of AMC Group, a third-generation family company founded in 1931, and today the third largest Spanish food company in international sales. "AMC Natural Drinks can be considered as one of the European innovation leaders in chilled fruit juices, smoothies, veggie drinks, plant yoghurts, and plant 'mylks'", Mr Hermes explains. He continues, "With AMC Vlissingen, the company has one of the most modern natural drinks factories in Europe, which in the past six years has been solidly growing. It recently successfully finished its third division, which also covers new plant-based and dairy alternative drinks



Photo courtesy of AMC Natural Drinks.

AMC VLISSINGEN HAS ONE OF THE MOST MODERN NATURAL DRINKS FACTORIES IN EUROPE.



AMC VLISSINGEN IS LOCATED AT THE BIJLEVELDHAVEN.



Photo courtesy of Baker Tilly.

BAKER TILLY GOES IS ONE OF THE COMPANIES CONTRIBUTING TO LOTS OF INDIRECT EMPLOYMENT AT NORTH SEA PORT.



Photo courtesy of AMC Natural Drinks.

AMC'S PRODUCTS ARE SOLD ALL OVER EUROPE FROM VLISSINGEN AND BAKER TILLY OFTEN HELPS THEM WITH ENTERING NEW MARKETS.



ARMANDO HERMES, SENIOR MANAGER OF BAKER TILLY'S ZEELAND OFFICE IN GOES: "WHEN AMC NATURAL DRINKS DECIDED TO SEEK A DUTCH PARTNER FOR THEIR ACTIVITIES IN VLISSINGEN, OUR OFFICE IN GOES WAS AN OBVIOUS CHOICE."

Photo courtesy of Baker Tilly.

categories. It also has ambitious carbon-neutral sustainability goals as one of its pillars. Looking at these achievements, one can imagine that having this company as a customer in the port area is something we are very proud of."

Specialist for every subject

The AMC Vliissingen site is mainly a production facility for AMC Natural Drinks, without any additional supporting departments. Therefore, the company decided to reach out to a Dutch accountant. Being part of the international Baker Tilly network was one of the reasons why Baker Tilly in Goes became involved with AMC Vliissingen. "Baker Tilly was already doing business with AMC's head office in Spain and when they decided to seek a Dutch partner for their activities in Vliissingen, our office in Goes was an obvious choice", Mr Hermes voices. "AMC always goes for the highest quality and that is why they rely on our expertise, instead of figuring out everything themselves. They know our values, they know our extensive expertise, and they know that we have specialists for every subject involving accountancy, tax, and advisory."

More than just an accountant

Operating in the Netherlands, AMC has to adapt to Dutch law and regulations and Baker Tilly acts as the company's adviser in many subjects related to, among other things, law, taxes, and customs. "We are more than just an accountant for AMC. This is of course one of our main tasks, but our services go much further. AMC's products are sold all over Europe from Vliissingen and with our international network of offices throughout the world, we have gained a lot of experience in international rules and regulations concerning logistics, export, imports, and international business in general, so we often help them with entering new markets. Working with international employees in Vliissingen, AMC also consults us for HR issues. Since 2018, we have already helped AMC with many challenges. We know that the company is aiming for further growth, and of course we look forward to help them realise their futures targets."

I. BAKERTILLY.NL

I. AMCNATURALDRINKS.COM



THE NORTH-C-METHANOL PROJECT ENTAILS THE CONSTRUCTION OF TWO LARGE-SCALE DEMO PLANTS AND SUPPORTING INFRASTRUCTURE ON THE RODENHUIJZE PENINSULA IN NORTH SEA PORT.

Multi-million-euro project transforms CO₂ into green raw material

Ten private and public sector partners recently marked the launch of the North-C-Methanol project. Together, they will annually reduce CO₂ emissions by 140,000t.

They will also locally generate 44,000t of green methanol, which can be used as feedstock for the chemicals and renewables industries, as well as for fuel for ships and trains.

This CO₂ reduction is equivalent to the carbon absorption of around six million trees per year. This is a world-class project and is expected to have the largest renewable hydrogen-to-methanol complex in the world.

Demo plant

North-C-Methanol is the first large-scale demo project that is part of the North-CCU-Hub programme, and at present represents an investment of EUR 140 million. The North-CCU-Hub programme's long-term objective is to realise an overall annual reduction in CO₂ emissions of 1t million at North Sea Port. The formal collaborative agreement for the North-C-Methanol project demonstrates the need for a sustainable perspective for the future. The partners will contribute a large part of the investment, and Flemish and European support is also being looked at.

Largest plants of their kind

North-C-Methanol entails the construction of two large-scale demo plants and supporting infrastructure on the Rodenhuijze peninsula in North Sea Port. The first plant, a 65MW electrolyser, is being erected on the ENGIE site. This hydrogen

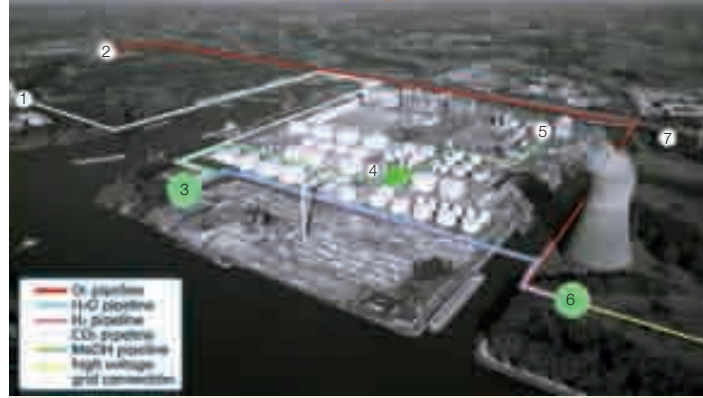
“ North-CCU-Hub expects a gradual increase of the North-C-Methanol capacity from 65MW in 2024 to 600MW in 2030.

plant will convert water into green hydrogen and oxygen using wind power. The second plant, a Proman methanol plant on the Rodenhulze peninsula, will use this green hydrogen to convert the collected CO₂ emissions of major local industrial players, such as ArcelorMittal and Alco Bio Fuel, into green methanol, also known as renewable methanol. The local chemicals and renewable fuel industries like Cargill can in turn use the methanol as a green raw material and/or as a green fuel for marine vessels and railroads.

Circular showpiece

The North-C-Methanol project is a landmark example of sustainable industrial symbiosis: raw materials are locally extracted, and finished products and secondary flows are locally used. A new, circular economy will be created in North Sea Port, in which waste from one enterprise will be used as a raw material by another one. All by-products of the methanol production process, including oxygen, heat, and water, will also be locally recycled. This will ensure a unique and far-reaching industrial and circular integration. This will of course go hand in hand with building a lot of supporting infrastructures such as new pipelines and storage tanks, in order to transport raw materials, by products, and finished products to the correct location. Fluxys and Oiltanking will be responsible for this, with Mitsubishi Power overseeing the integration and coordination of the entire construction process.

The North-C-Methanol project

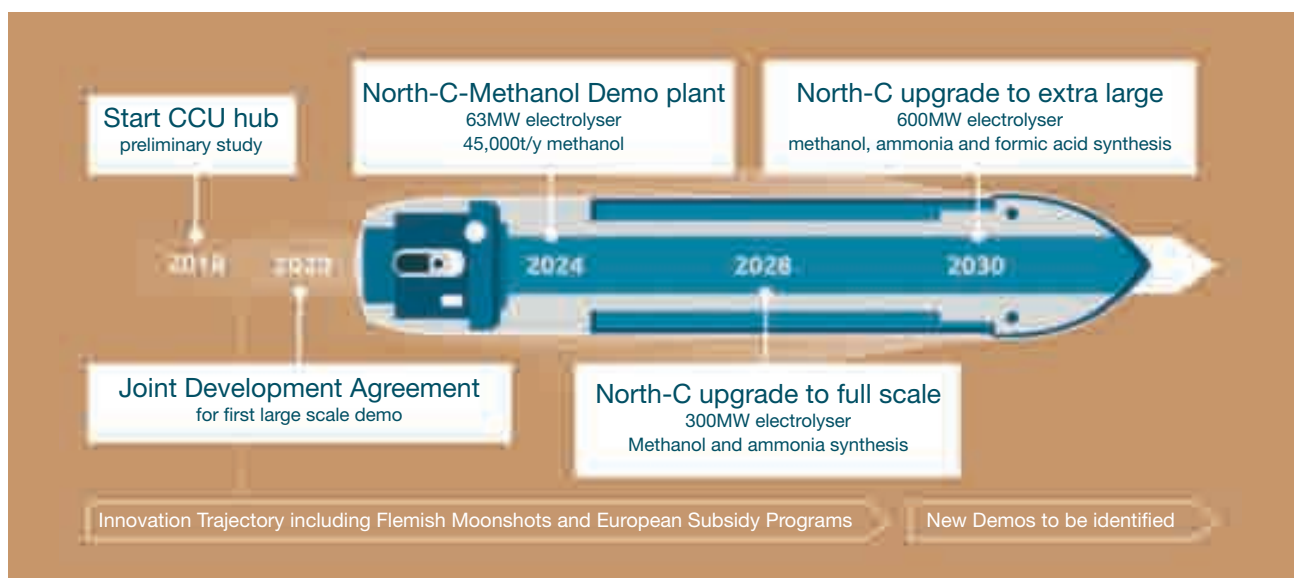


1. Carbon dioxide from industrial sources.
2. ArcelorMittal, oxygen used locally.
3. North-C-Methanol, synthesis unit.
4. Oiltanking, storage for green methanol.
5. Cargill, off-takes of the green methanol.
6. Engie, electrolyser unit North-C-Methanol 380/150kv station.
7. Bio Base Europe Pilot Plant, innovation tractory partner.

Impact on a global scale

Besides the highly advanced integration of the various processes and among differing industrial partners, the North-C-Methanol project is also unique with regard to its scale and innovation programme in the medium and long term. Electrolysis capacity is indeed expected to be six times greater than the largest system currently in worldwide use. North-CCU-Hub expects a gradual increase of the North-C-Methanol capacity from 65MW in 2024 to 600MW in 2030, as part of an evolving programme in which new technologies, markets, and products such as ammonia, formic acid, fatty acids, esters, and proteins will gradually be developed and integrated. Expert partners UGent, Bio Base Europe Pilot Plant, CAPTURE, and the Flemish spearheading clusters Catalisti and Flux50 are shaping these innovation pathways.

I. NORTHSEAPORT.COM



NORTH-C-METHANOL IS THE FIRST LARGE-SCALE DEMO PLANT THAT IS PART OF THE NORTH-CCU-HUB PROGRAMME, AND AT PRESENT REPRESENTS AN INVESTMENT OF EUR 140 MILLION.

Great green ambition

Smart Delta Resources publishes regional plan

The energy transition has in recent years started to take shape. The goals are clear: 49% less CO₂ exhaust by 2030, and 95% less by 2050. Some incredible green projects came to life in the North Sea Port region over the last few years. Yet according to the multiannual regional plan recently released by Smart Delta Resources this was just the beginning.



SDR'S NEWLY RELEASED REGIONAL PLAN 2030-2050 INCLUDES AMBITIOUS, YET CONCRETE AIMS.

Smart Delta Resources (SDR) is a consortium of industrial and public companies that was established in 2014 to assert the industrial significance of the Scheldt Delta region by improving the industry's sustainability and its competitive position. The companies affiliated with SDR are diverse; the sectors in which they are active range from food, fertilisers and chemical products, to steel and energy. This unique mix of expertise provides a great opportunity for synergetic advantages in energy transition.

Regional plan 2030-2050

SDR's newly released regional plan includes ambitious, yet concrete aims. It offers an integrated perspective on the steps

required to achieve climate neutrality by 2050. Around fifteen companies, all located between Bergen op Zoom, Vlissingen, Terneuzen, and Ghent, have taken on a pioneering role in energy transition, looking to meet the objectives determined by the Netherlands, Belgium, and Europe to halt climate change. Reaching the cluster's climate goals is essential for the climate agreements in both the Netherlands and Flanders.

CO₂ reduction path

SDR has formulated a CO₂ reduction path that can guide the Scheldt Delta region in cumulatively reducing its carbon dioxide exhaust with 11Mt by 2030, with a tentative reduction ambition of 18,4Mt by 2050.

This reduction path is based on four closely interwoven value chains, namely hydrogen, CO₂, electricity, and heat. The value chains include all steps, from producing the energy source or carrier right up to its application. The hydrogen and CO₂ value chains encompass the production, transport, and application of blue and green hydrogen, and the capture, transport, and storage of CO₂. The third value chain, which is heat, encompasses the capture, transport, and application of residual heat and geothermal energy. The final value chain encompasses the generation, transport, and application of electricity. Electricity generation will increasingly focus on climate-neutral energy sources. Application will concentrate on hydrogen production, electrification, and realising efficiency improvements in production processes. These technologies will probably become more cost-effective and usable due to further developments in the coming decades.

Priority programmes

Based on the value chains, SDR has set up four priority programmes: Hydrogen Delta, Carbon Connect Delta, Spark Delta, and Heat Delta. All four programmes have already commenced, with clear goals and milestones set for both 2030 and 2050.

Hydrogen Delta

Hydrogen Delta is aimed at making the industry more sustainable by phasing out grey hydrogen and replacing it with green, blue, yellow, and possibly orange hydrogen. The programme aspires to position the region as the largest hydrogen cluster of the Netherlands, Flanders, and even Europe, by becoming a large-scale producer, user, importer, and exporter of green hydrogen. The current and future regional demand for hydrogen is immense. The Scheldt Delta region has an annual industrial consumption of 580K tonnes of hydrogen, which is the largest regional hydrogen usage in the Benelux. The large hydrogen consumption makes the region a great location for establishing a hydrogen hub.



Photo courtesy of Arcelor Mittal

PARTIES INVOLVED IN CARBON CONNECT DELTA INCLUDE AMONG OTHERS, ARCELOR MITTAL.

When grey hydrogen is produced, natural gas is split into hydrogen and carbon dioxide by reforming steam. The CO₂ can be captured and stored (CCS) in empty gas fields, turning the hydrogen production ‘blue’. Green hydrogen is produced with

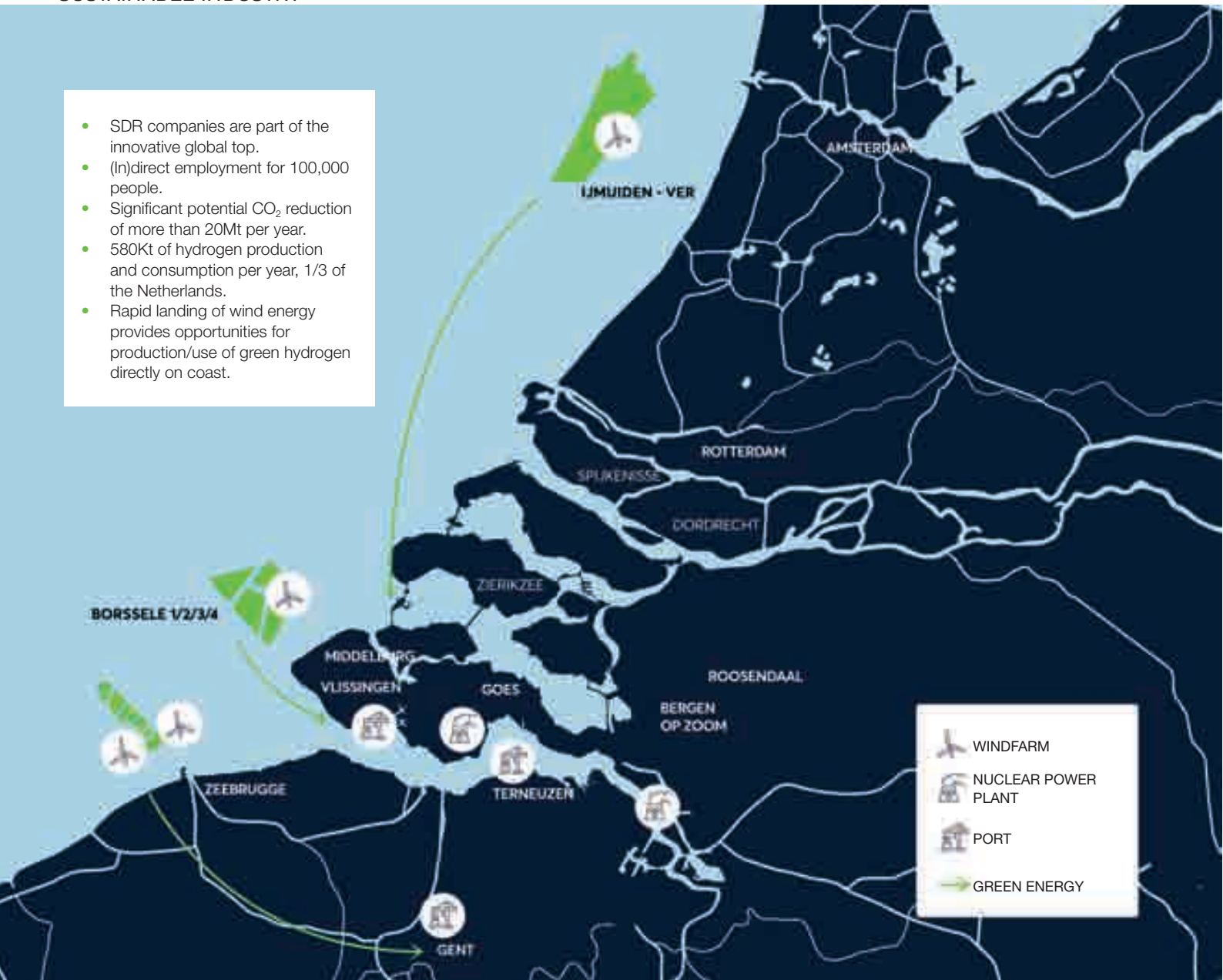
SMART DELTA RECOURCES PARTICIPANTS. AROUND FIFTEEN COMPANIES, ALL LOCATED BETWEEN BERGEN OP ZOOM, VLISSINGEN, TERNEUZEN, AND GHENT, HAVE TAKEN ON A PIONEERING ROLE IN ENERGY TRANSITION.

renewable energy sources, whereby water is split into oxygen and hydrogen through electrolysis. Large-scale production of green hydrogen in the Scheldt Delta region offers a tremendous opportunity to replace the current regional grey hydrogen consumption, thus quickly reducing CO₂ exhaust gases. By mid-2030, an annual CO₂ reduction of two million tonnes could be achieved by producing hydrogen, with a continued growth expected to reach over 3.5t million annually by 2040.

Carbon Connect Delta

At present, the cross-border Scheldt Delta region exhausts 22Mt of CO₂ every year. The Carbon Connect Delta Programme aims to annually capture 1Mt CO₂ by 2023, expanding to 6,5Mt of CO₂ by 2030. By doing so, the programme delivers a substantial contribution to the Dutch industrial task of reducing greenhouse gases with 19,4Mt each year by 2030. Parties involved in Carbon Connect Delta include Arcelor Mittal, Dow, Fluxys, Gasunie, Province of East Flanders, Province of Zeeland, PZEM, North Sea Port, SDR, Yara, and Zeeland Refinery. Applying carbon capture and storage (CCS) and carbon capture and utilisation (CCU) is of crucial importance in the initial phases of the hydrogen transitional path.

- SDR companies are part of the innovative global top.
- (In)direct employment for 100,000 people.
- Significant potential CO₂ reduction of more than 20Mt per year.
- 580Kt of hydrogen production and consumption per year, 1/3 of the Netherlands.
- Rapid landing of wind energy provides opportunities for production/use of green hydrogen directly on coast.



THE CO₂ REDUCTION PATH IS BASED ON FOUR CLOSELY INTERWOVEN VALUE CHAINS: HYDROGEN, CO₂, ELECTRICITY, AND HEAT.

Spark Delta Programme

The energy transition in industrial processes feeds the need to renew electricity infrastructure. This is the Spark Delta programme's domain. Projects in process optimisation also fall under this priority programme. The energy transition will have a strong impact on the power grid. As a result, Spark Delta aims to pave the way for a robust and cost-effective power grid that can transport the explosive amount of electricity required. The demand for sustainable electricity creates great opportunities, especially in the hydrogen and electricity value chains, through large-scale hydrogen production (Hydrogen Delta), the production of chemical compounds based on hydrogen such as methanol and ammonia, and by electrifying the industry (Heat Delta, Power2Heat, Power2Products).

Heat Delta Programme

Heat Delta is rooted in realising the application of residual industrial heat in the built environment and within the industry, and in the application of geothermal heat. Considering the large amount (and surplus) of residual heat that is released during electrolysis and other production processes, this value chain is extremely relevant in the SDR region. In the Ghent-Terneuzen

“ SDR's unique mix of expertise provides a great opportunity for synergetic advantages in energy transition.

Channel zone and Vlissingen area, research is being conducted on reusing industrial heat for the heating grid in residential areas.

Apart from studies investigating the options to reuse industrial heat in the built environment, various successful industry-to-industry connections for reusing residual heat have already been established:

- Between Yara and the horticulture sector (WarmCO₂), saving approximately 55Kt of CO₂ each year.
- Between Zeeland Refinery, Covra, and Martens Cleaning (residual heat), saving around 5K tonnes of CO₂ annually.
- Between Lamb Weston/Meijer and Wiskerke Onions, saving around 1Kt of CO₂ per year.
- Between Stora Enso and Volvo, annually saving approximately 15Kt of CO₂.



A GREAT EXAMPLE OF SMART DELTA RESOURCES'S AMBITIOUS PLANS IS THE RECENT ANNOUNCEMENT BY ØRSTED AND YARA ABOUT THEM HAVING JOINED FORCES TO PRODUCE GREEN AMMONIA BASED ON RENEWABLE HYDROGEN.

Ørsted and Yara to produce green ammonia

A great example of Smart Delta Resources's ambitious plans is the recent announcement by Ørsted and Yara about them having joined forces to produce green ammonia based on renewable hydrogen. Their project will lead to an annual reduction in CO₂ emissions of 100Kt.

Ørsted is the largest offshore windfarm developer in the world. The company's site in Vlissingen serves as operating base for the construction and maintenance of offshore windfarms Borssele I & II. Fertiliser producer Yara has one of its largest plants along the Ghent-Terneuzen Channel in Sluiskil. This is where the Norwegian company wants to set up the production of environment-friendly fertiliser based on green ammonia.

Green electricity from the windfarms off the coast of Zeeland can be used to produce CO₂-free hydrogen in the 100MW electrolyser that will be installed at Yara Sluiskil. The green hydrogen will substitute grey hydrogen from fossil sources for the annual production of some 75Kt of green ammonia.

When everything proceeds according to plan, Yara will commence using the green ammonia for part of its production process in 2024 or 2025, which will result in a reduction in CO₂ emissions of 100Kt – the equivalent of taking 50,000 traditional cars off the road.

Apart from serving as a raw material for the production of fertiliser, ammonia also has potential as a future climate-neutral marine fuel. Ammonia could eventually generate an additional sales market and contribute to a greener shipping sector.

- Between IVAGO and Ghent University Hospital.
- Between Arcelor Mittal Ghent and the municipality of Zelzate.

Exploding demand for sustainable energy

The four value chains have one thing in common: they all depend on significant amounts of energy that must be generated more sustainably for the energy transition to succeed. To transform production processes to be more sustainable and electrified in the future, the total demand for electricity is estimated to rise to 5,200MW by 2050. The

turning point will be around 2025, when demand is predicted to rise significantly to 2,300MW. Anticipating this turning point is critical.

Wind energy generated at sea (Borssele I & II and Borssele III & IV, which will generate around 1.5GW in the coming years, as well as the landing of IJmuiden Alpha Ver, which could add another 2GW) and both wind and solar energy generated on land (Regional Energy Strategy Zeeland) will play a pivotal role in fulfilling this demand.

Key conditions

The economical added value of the industrial cluster is of great importance to Zeeland. It is estimated at approximately EUR 5.6 billion, and creates 33,000 FTEs in direct and indirect job opportunities. Looking at the cross-border port area of North Sea Port, the numbers are even greater: approximately EUR 14.5 billion in added value, and 100,000 FTEs.

The European Green Deal and the Dutch Climate Agreement will both have a massive impact on the industry by achieving the Paris Climate Agreement goals. The coming years will bring many challenges such as investment choices concerning operational installations, energy carriers, energy sources, and industrial processes. New technological breakthroughs and upscaling innovative technologies are essential for the industrial transition. Ample significant technologies are still in the infancy stage, unaffordable or inapplicable on an industrial scale. Renewing the energy infrastructure is a crucial condition for success.

The companies united in Smart Delta Resources are willing and able to invest in energy transition. Yet they require the support of the governments involved, which should facilitate them by constructing new infrastructure, adapting regulations with cross-border consistency, and making available the financial means required in the context of international competition. Fundamental to realising these programmes are the development of a regional infrastructure for hydrogen, an integral CO₂ infrastructure on behalf of CCUS, and the realisation of 380kV in Terneuzen area Zeeuws-Vlaanderen, as well as the availability of sufficient sustainable energy.

To achieve this, the region will need to intensively collaborate with the Dutch and Flemish ministries, as well as with the network operators that will also play a key role. Since major infrastructural developments require long-term planning, important decisions should be taken by the government(s) within the next two years.

The Dutch-Flemish collaboration deserves specific attention, as cross-border cooperation also presents challenges. There are differences in regulations at play, both politically and administratively, and both countries have indicated disparate time frames and methods to realise CO₂ reduction across their industries. The cooperation between both governments and companies is however solid and durable, and the region's shared goal of becoming more sustainable has created a strong bond. Working together cross-border provides additional opportunities in terms of critical mass, in scale with regard to accessing various financing instruments, as well as in the development of infrastructure across borders. As a matter of fact, the merger between the ports of Zeeland Seaports and Ghent into North Sea Port in 2018 serves as a strong example.



Oysters placed around base of offshore wind turbines



ALTHOUGH ZEELAND HAS A LEADING ROLE IN FARMING MUSSELS AND OYSTERS, NATIVE OYSTER REEFS HAVE VIRTUALLY DISAPPEARED IN THE NETHERLANDS.

A total of 2,400 flat oysters were recently placed around the foundations of Borssele III & IV windfarm's wind turbines, located 55km off the Vlissingen coast. The trial will investigate whether oysters can permanently establish themselves on the windfarm and if this attracts new nature.

The project is a joint initiative of De Rijke Noordzee and windfarm consortium Blauwwind. Oysters have already been released on windfarms in the North Sea, but this is the first time that the foundations around the turbines themselves are used for this purpose. Although Zeeland has a leading role in farming mussels and oysters, native oyster reefs have virtually disappeared in the Netherlands. By releasing the animals, the organisations hope to learn how they can restore the oyster reefs. They expect that when the oyster reefs return, they will attract all kinds of other marine life such as lobsters, crabs, and fish.

Foundation

The current around the turbine foundation is very strong, so stones are deposited around the base of the foundations. This stone deposit protects the soil under and around the wind turbines against erosion, and is now also used for the oyster trial. The researchers have lowered so-called oyster tables onto the stone deposit, hoping that oysters will feel at home around the piles and might grow and reproduce, after which the young oysters should settle on their bases. The research will take eight years. Another layer of shells that young oysters can settle on will be deposited next year.

Future hotspots

De Rijke Noordzee (the Rich North Sea) was founded three years ago based on the belief that windfarms are the future hotspots for nature enhancement in the North Sea. As no fishing is allowed in the parks, nature has the chance to recover and flourish. In close collaboration with the wind sector, hydraulic engineering sector, and science, the organisation aims to develop a blueprint for nature development in windfarms in the Netherlands, and eventually worldwide.

Ecoscour

Borssele III & IV is not the only location in the Borssele offshore wind area where trials with breeding flat oysters and artificial reefs are taking place. The Borssele Wind Farm Site V has been designated as innovation site. Two Towers, consisting of Van Oord, Investri Offshore, and Green Giraffe, has been awarded the concession and now has a unique opportunity to test and demonstrate advanced technologies. One of these technologies is the eco-friendly scour (Ecoscour) protection. For this research, Two Towers investigates methods to induce the development of oyster reefs at offshore locations. The consortium studies the suitability of different oyster life stages, the



Photo courtesy of Van Oord.

AT INNOVATION SITE BORSSELE V. THE TWO TOWERS CONSORTIUM INVESTIGATES METHODS TO INDUCE THE DEVELOPMENT OF OYSTER REEFS AT OFFSHORE LOCATIONS.

substrate that can be used for the scour protection around the monopiles, and techniques for actively outplanting oysters. With the information generated from this research, Two Towers will be able to develop oyster reefs on a large scale.

Ørsted and Wageningen Marine Research (WMR) are working together on a cod recovery project at Borssele I & II offshore windfarm. The project includes the installation of artificial reef structures. The first artificial reefs will be installed this year. WMR will monitor the reef structure's ecological effects from 2021-2023.

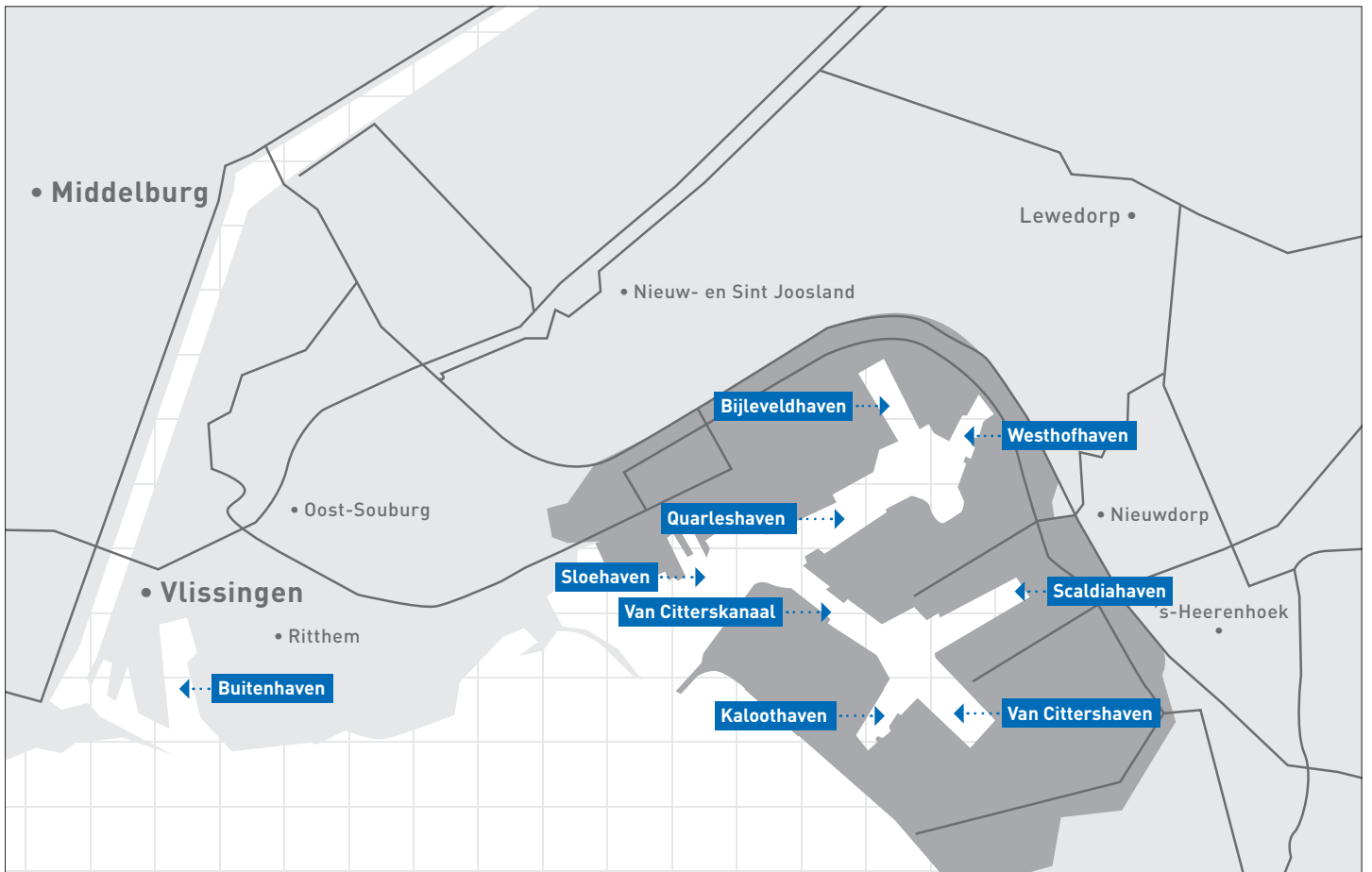
I. DERIJKENOORDZEE.NL

I. VANOORD.COM



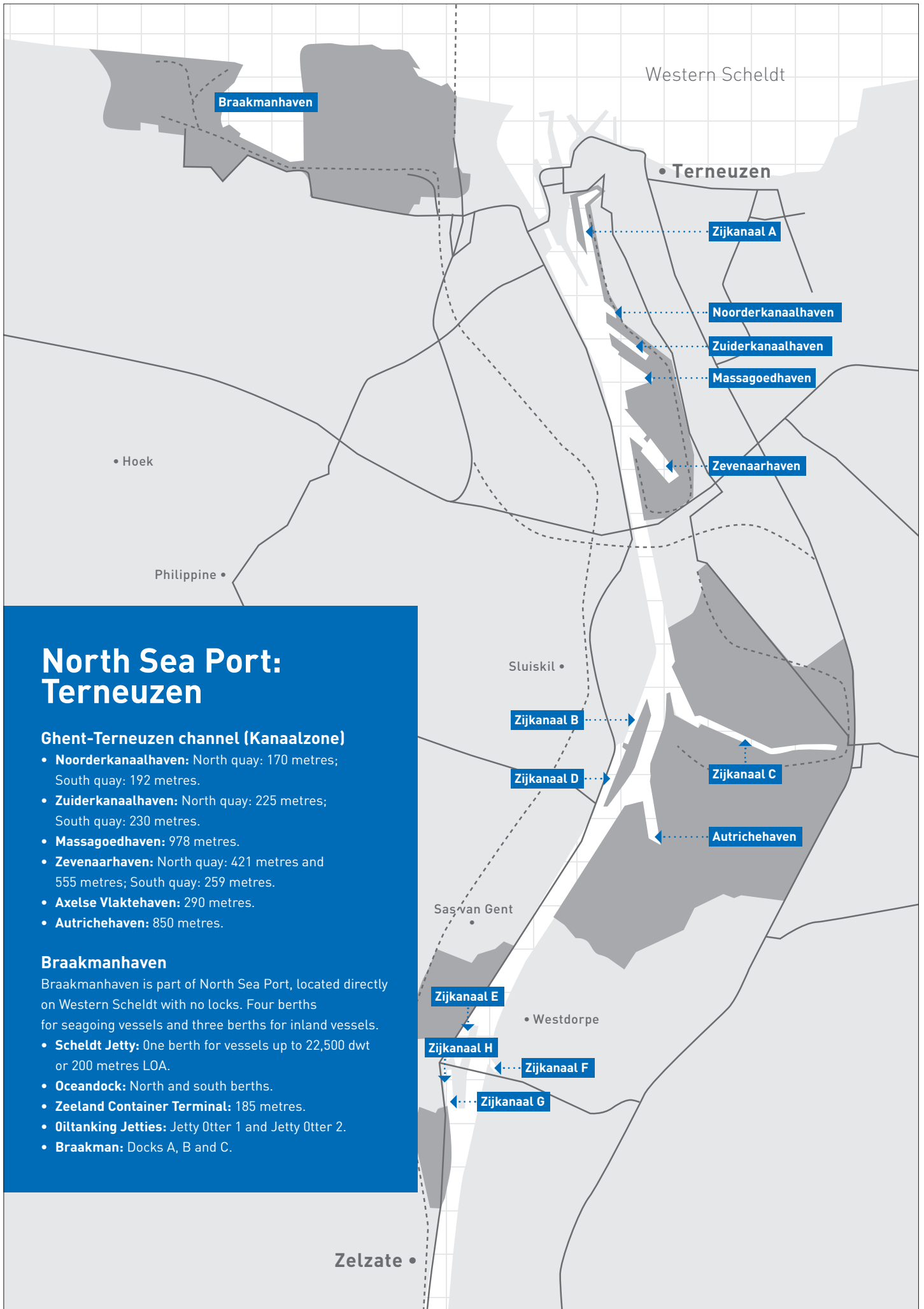
MULTI-COLOURED CRATES ARE USED, EACH CONTAINING VARIOUS TYPES OF SUBSTRATE, SPAT, AND FULL-GROWN OYSTERS. THE CRATES ARE PLACED UNDERWATER FOR MONITORING PROGRESSES.

Photo courtesy of Van Oord.



North Sea Port: Vlissingen

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



North Sea Port: Terneuzen

Ghent-Terneuzen channel (Kanaalzone)

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

Braakmanhaven

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

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

North Sea Port: Ghent

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

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



The Promotion Council North Sea Port is pleased to welcome new participants. Founded in 1993, the Promotion Council North Sea Port represents participants located in North Sea Port. Together they offer a complete range of the best possible port facilities and all the logistics solutions you need. See pages 60-63 for a complete list of participants.

→ MVH GROUP



MVH is a committed recruitment agency with ambition. Entrepreneurial, local, personal and cross-border, the company from its location in Hulst matches motivated candidates with customers in the logistics, technology, chemical industry, and cleaning sector. MVH is proud of the fact that it takes good care of its employees. The agency provides employees with sufficient Personal Protective

Equipment and high-quality work outfits and shoes.

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I. MVH-GROUP.COM

→ POLARIS MARINE INSPECTIONS



Polaris Marine Inspections (PMI) is an independent marine surveying company with a variety of specialisations in surveys and inspections.

Founded on 1 January 2015, PMI has quickly developed into an independent marine surveying company operating in the ARA range. Some of PMI's team members have over 30 years of experience in the field, while others were internally trained for PMI's high-quality standard.

PMI provides services mainly in the port of Antwerp, Rotterdam and North Sea Port. Yet, they also offer their services abroad where they use their own surveyors whenever possible and/or necessary.

PMI stands for a professional and tailor-made, high-quality service, which in the shipping business means a flexible attitude and 24/7 availability.

I. POLARISMARINEINSPECTIONS.COM

→ TERNEUZEN PORT SERVICE



Wim Muller started Terneuzen Port Service in 1985 and mainly carried out engine repairs and small ship repairs. Leendert Muller continued the company ten years later. "After some years at sea, I joined Terneuzen Port Service and made the company even more of a specialist in ship repairs. Since then, we have been the contact for agencies and shipowners for technical and nautical issues. 24/7."

Terneuzen Port Service has over the years

expanded its work scope with engine room preservation after flooding, fuel tank pressure tests, warehousing and forwarding, and as distributor of Ivegor Multy Putty. A small and steady group of employees with ample experience have made the company what is it is today. "Troubleshooters in shipping", Mr Muller states.

I. TERNEUZENPORTSERVICE.NL

Participants of Promotion Council North Sea Port

		INDUSTRY	MARITIME	OFFSHORE	LOGISTICS SERVICES	SUSTAINABLE INDUSTRY	OTHER SERVICES	EDUCATION AND GOVERNMENT	
A	Aben Green Energy B.V.					■			
	ABN AMRO						■		
	Access World (Missingen) B.V.				■		■		
	A.C. Rijnberg transportservice B.V.				■				
	Adriaanse & van der Weel Advocaten						■		
	Aerssens & Partners						■		
	ALLNRG			■					
	Alpha Terminals B.V.	■							
	Amadore Hotels & Restaurants							■	
	Aquadrant B.V.							■	
B	Atlas Professionals						■		
	Baker Tilly N.V.						■		
	Boluda Towage Europe		■						
	Bouwgroep Peters B.V.						■		
	BOW Terminal			■	■				
	Bulk Terminal Zeeland Services B.V.		■	■	■				
	C	Century Aluminum Vlissingen B.V.	■						
		Cordeel Nederland B.V.	■			■			
		C-Port B.V.						■	
		C.Ro Ports Nederland B.V.				■			
D	C.T.O.B. Transport & Logistics				■				
	Damen Shiprepair Vlissingen	■	■	■					
	Danser Group		■		■				
	DB Cargo Nederland N.V.				■				
	De Baerdemaecker NV				■				
	De Pooter Personeelsdiensten						■		
	De Ruyter Training & Consultancy							■	
	De Zeeuwse Alliantie Notarissen						■		
	Delta Coastal Services B.V.		■				■		
	Delta Safe Security Services B.V.						■		
E	Dex Premium Lubricants	■			■		■		
	dNM						■		
	DOC Logistics B.V.		■	■	■				
	DOW Benelux B.V.	■							
	Draftec B.V.	■		■			■		
	DRV Accountants & Adviseurs						■		
	Dutch Marine B.V.		■				■		
	Elloro						■		
	Embedded Coaching & Consultancy						■		
	Energy Port Zeeland			■		■			
F	Epesi B.V.						■		
	Euro-Mit Staal B.V.	■							
	Feyter Group	■					■		
	Firma Klouwers Terneuzen				■				

			INDUSTRY	MARITIME	OFFSHORE	LOGISTICS SERVICES	SUSTAINABLE INDUSTRY	OTHER SERVICES	EDUCATION AND GOVERNMENT
	Flexibility Zeeland	www.flexibility.nl						■	
	Flushing Marine & Offshore B.V.	www.flushingmo.com		■	■				
	Flushing Shipping Agencies	www.fsagencies.com				■		■	
	FMJ E & I Zeeland B.V.	www.fmj.nl						■	
G	Golden Tulip L'Escaut	www.hotel-lescaut.nl						■	
	Green Blue Offshore Terminal	www.greenblueot.nl		■	■				
H	H4A	www.h4a.nl						■	
	Havenwerk B.V.	www.havenwerk.nl						■	
	Henk Kramer Communicatie	www.henkkramer.nl						■	
	Heros Sluiskil B.V.	www.heros.nl	■						
	HR Expat Services	www.hrxpats.com						■	
	Huis van de Techniek	www.huisvandetechniek.nl							■
I	IBS Staalbouw B.V.	www.ibs-hallenbouw.nl	■					■	
	ICL-IP Terneuzen B.V.	www.iclip-terneuzen.nl	■						
	ING Business Banking	www.ing.nl/zakelijk						■	
	Interface Terminal Gent (ITG)	www.stukwerkers.com				■		■	
	Interlashing B.V.	www.interlashing.com				■		■	
	Istimewa Elektro	www.istimewa.nl	■					■	
J	JB Nautic Safety B.V.	www.jbnauticsafety.nl						■	
	Justion Advocaten	www.justionadvocaten.nl						■	
K	Katoen Natie Westerschelde B.V.	www.katoennatie.com				■		■	
	Kloosterboer Vlissingen B.V.	www.kloosterboer.nl				■			
	Koch adviesgroep Ingenieurs & Architecten	www.kochadviesgroep.nl						■	
	Koolwijk Shipstores B.V.	www.shipstores.nl				■		■	
	KVA International	www.kva-international.com	■	■	■				
	KWS Infra/Aquavia	www.kws.nl						■	
L	Labojuce B.V.	www.labojuce.nl	■					■	
	Lalemant N.V., Lalemant Trucking N.V.	www.lalemant.com				■			
	Legrant Freight Management B.V.	www.legrant.eu				■			
	Liftal Hijstechniek	www.liftal.com						■	
	Loodswezen Regio Scheldemonden	www.loodswezen.nl		■		■		■	
	Luctor Belting Nederland B.V.	www.luctorbelting.com	■					■	
M	Mammoet Nederland B.V.	www.mammoet.com	■	■	■	■		■	
	Maritiem & Logistiek College de Ruyter	www.scalda.nl						■	
	Maritime Support Vlissingen	www.msvlissingen.nl		■				■	
	Mourik Vlissingen B.V.	www.mourik.com				■			
	Multraship Towage & Salvage	www.multraship.com	■	■	■				
	Municipality of Borsele	www.borsele.nl							■
	Municipality of Middelburg	www.middelburg.nl							■
	Municipality of Terneuzen	www.terneuzen.nl							■
	Municipality of Vlissingen	www.vlissingen.nl							■
	MVH Group	www.mvh-group.com						■	
N	North Sea Port	www.northseaport.com	■	■	■			■	
	N.V. Economische Impuls Zeeland	www.impulszeeland.nl						■	

			INDUSTRY	MARTIME	OFFSHORE	LOGISTICS SERVICES	SUSTAINABLE INDUSTRY	OTHER SERVICES	EDUCATION AND GOVERNMENT
O	N.V. Westerscheldetunnel	www.westerscheldetunnel.nl				■		■	
	Oceanwide Personnel Services B.V.	www.oceanwidecrew.com						■	
	OMC Services B.V.	www.linkedin.com/in/chvdo						■	
	Ørsted Nederland	www.orsted.nl		■	■	■	■		
P	Outokumpu Stainless B.V.	www.outokumpu.com	■			■			
	Ovet B.V.	www.ovet.nl				■		■	
	Ovet Shipping B.V.	www.ovetshipping.com		■		■			
	Pfauth Logistics B.V.	www.pfauth.nl				■		■	
	PMI Polaris Marine Inspections B.V.	www.polarismarineinspections.nl				■		■	
	Prior Group	www.priorgroup.nl			■			■	
	PTC B.A.	www.ptcba.nl		■		■			
	Rabobank Oosterschelde	www.rabobank.nl/oosterschelde						■	
	Rabobank Walcheren-Noord Beveland	www.rabobank.nl/wnb						■	
	Rabobank Zeeuws-Vlaanderen	www.rabobank.nl						■	
S	Royal HaskoningDHV Nederland B.V.	www.royalhaskoningdhv.com						■	
	Sagro Aannemingsmij. Zeeland B.V.	www.sagro.nl		■	■	■			
	Saybolt Nederland B.V.	www.corelab.com/rd/saybolt				■		■	
	Schipper Groep	www.schippergroep.nl						■	
	SDW Shipping	www.sdwshipping.com				■			
	Seatrade Rotterdam B.V.	www.seatrad Rotterdam.nl		■		■			
	Secil Cement	www.secil.pt	■			■			
	SGS Nederland B.V.	www.sgs.com				■		■	
	Shipyards Reimerswaal	www.shipyardreimerswaal.com		■					
	Simons Bouwgroep B.V.	www.simonsbg.nl	■						
T	Sloecentrale	www.sloecentrale.nl					■		
	Sorteerbedrijf Vlissingen B.V.	www.sorteerbedrijfvlissingen.nl				■		■	
	SPIE Nederland B.V.	www.spie-nl.com						■	
	S.T.T. B.V.	www.agency-stt.com	■	■	■	■			
	Stukwerkers Havenbedrijf N.V.	www.stukwerkers.com				■		■	
	Suez Recycling & Recovery Netherlands	www.suez.nl						■	
	Supermaritime Nederland B.V.	www.supermaritime.com			■	■		■	
	Swagemakers Intermodaal Transport B.V.	www.swagemakers.nl				■			
	Sweco Nederland B.V.	www.sweco.nl						■	
	Tanido B.V. Sworn Marine Surveyors	www.tanido.com				■		■	
V	Terneuzen Port Service	www.terneuzenportservice.nl	■	■		■			
	Terneuzen Powder Technologies B.V.	www.tpt.nl	■			■		■	
	T.I.M.E. Service Catalyst Handling BV	www.ts-cat.com		■					
	Timmerman Industrial Repairs	www.timmerman.nl		■				■	
	TMS Terneuzen B.V.	www.tmsnl.com	■					■	
	Transuniverse Group N.V.	www.transuniverse.be				■		■	
	Tri-Modal Containerterminal Terneuzen	www.vlaeynatie.eu				■			
	Try-Act EWIV	www.try-act.eu						■	
	Van Ameyde Marine Vlissingen	www.ameydemarine.com		■		■		■	
	Van Keulen Transport B.V.	www.vankeulentransport.nl				■			

W
Y
Z

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



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Circulation and subscriptions

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

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Editorial Committee

The content of PortNews is the responsibility of the Editorial Committee.

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Next issue PortNews

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Editorial Programme:

- Multimodal port

* Editorial themes may be changed without prior notice



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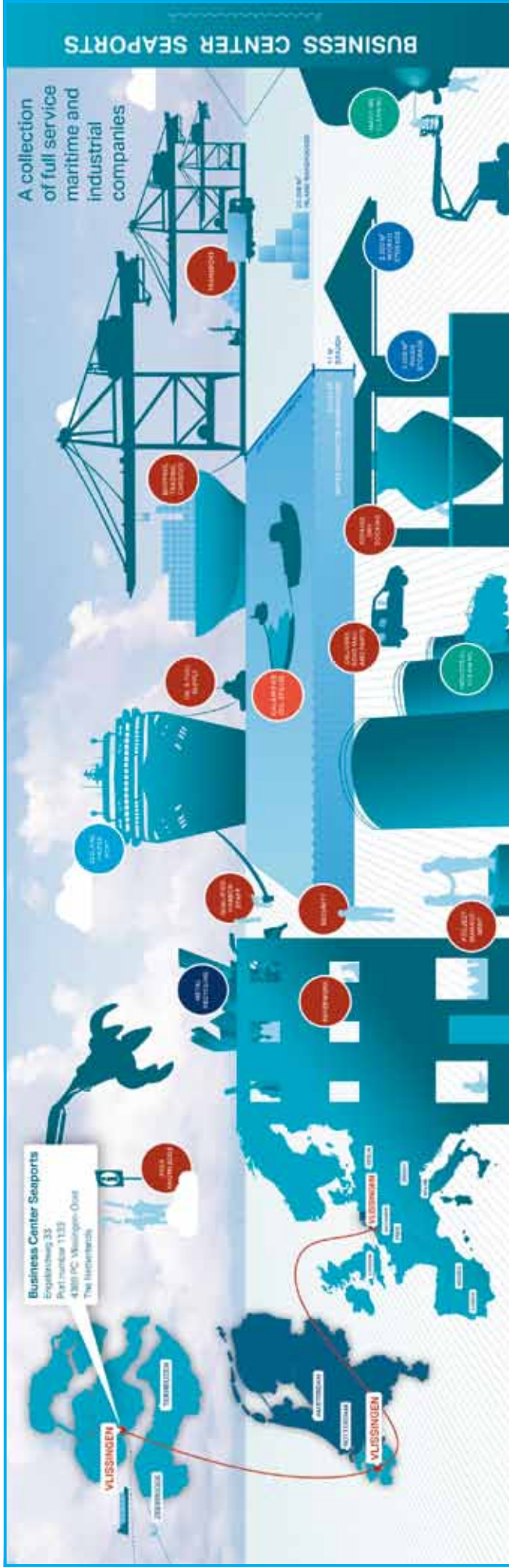
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