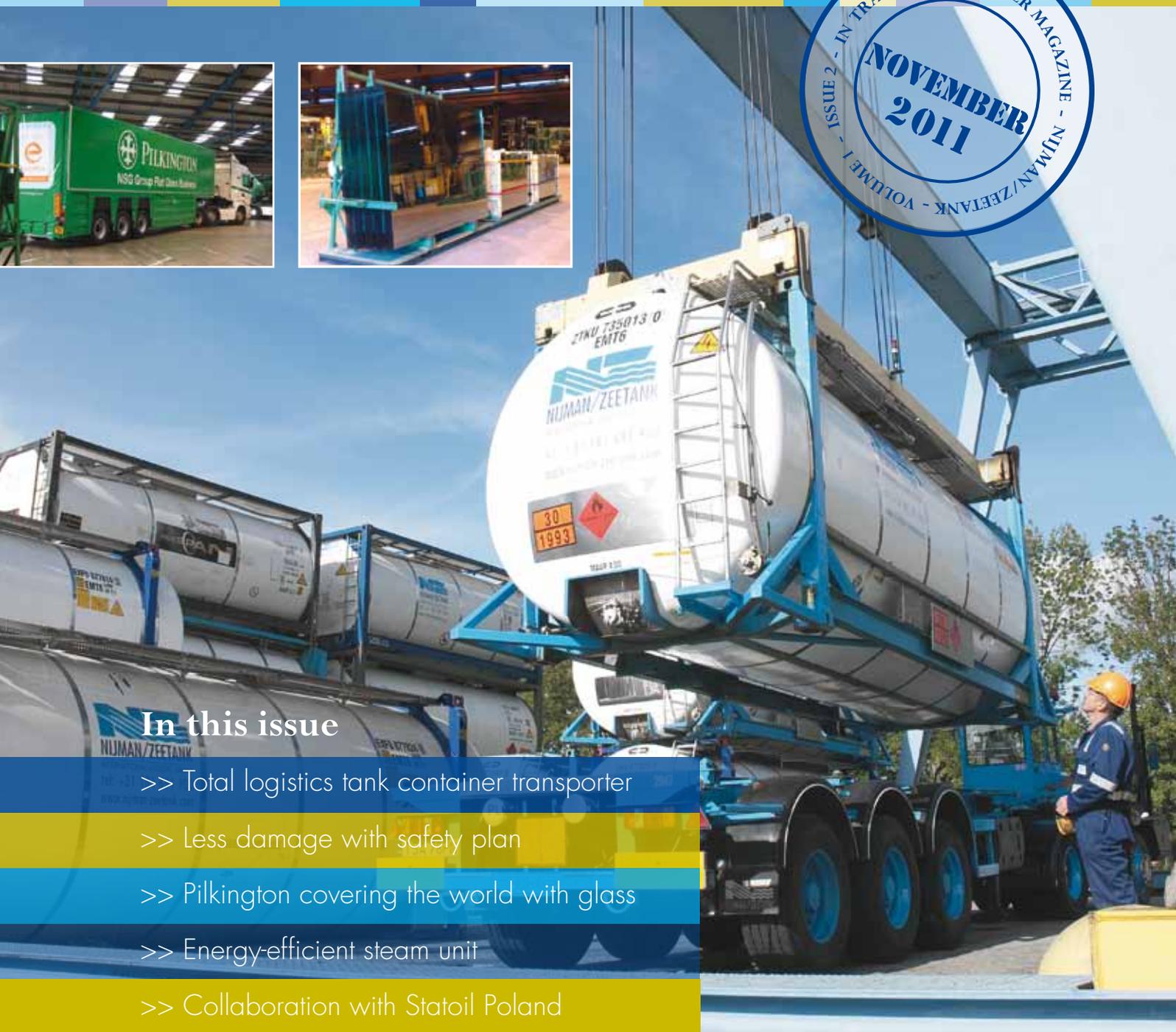


# IN TRANZIT



## In this issue

- >> Total logistics tank container transporter
- >> Less damage with safety plan
- >> Pilkington covering the world with glass
- >> Energy-efficient steam unit
- >> Collaboration with Statoil Poland



Gradually a recovery in volumes has been noticeable in various logistical sectors, although since July there has been a slight decline in chemical transport. The current turmoil and uncertainty in the financial markets have not boosted consumer and business confidence in the economy. Unfortunately, heads of government and politicians do not seem to appreciate that significant delays in decision making at a macro level has a huge impact at a micro level.

## >> Noticeable recovery

As a medium-sized logistics service provider, we notice that there is a cautious attitude in the market. Luckily, your customers (the customers of our customers) are purchasing more products. Due to increased volumes, productivity and the employment of people and equipment have increased, allowing the cracks caused in 2009 and 2010 to be gradually repaired. We still have a long way to go, but nonetheless, something of a recovery is evident.

## >> Agreements

This year our organization in Spijkenisse was approached by two key external stakeholders, the tax authorities and the IVW (Dutch Transport and Public Works Inspectorate), asking us to carry out an audit of the various processes within Nijman/Zeetank. The purpose of the audit was to draw up an agreement in which cooperation would be based on mutual trust and transparency and which would include further agreements on compliance with laws and regulations. The idea behind it was that there would be a need for fewer audits by these agencies.

The tax authorities examined all our financial and administrative processes, and based on the positive results of this examination, the agreement for 'horizontal supervision' was signed with the tax authorities in September 2011.

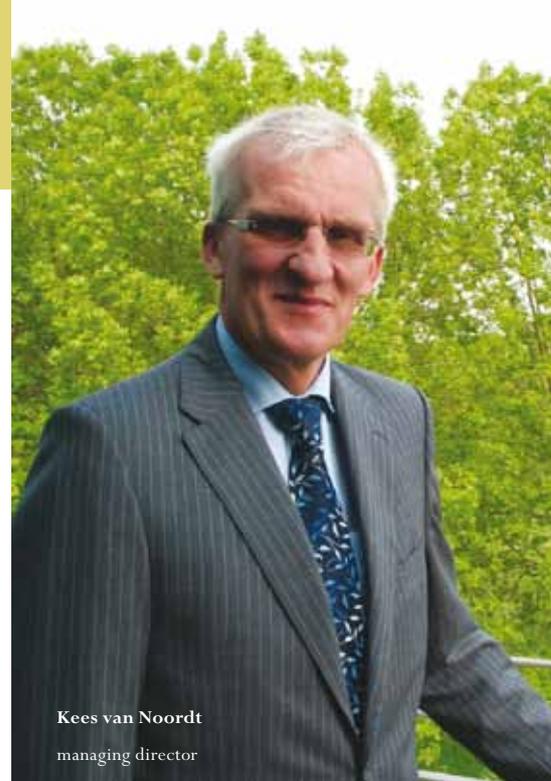
The IVW will investigate all processes concerning drivers and rest periods and the transport of hazardous goods. The first IVW audit report has been received and the conclusion is that "the quality of management measures implemented into the quality system by Nijman/Zeetank is of a sufficiently high level to guarantee compliance with laws and regulations and to manage possible risks". Based on this positive outcome, it is expected that in the course of 2012 a "system monitoring" agreement can be signed.

Both external stakeholders confirm the quality of the organization and the trust they have in our organization as external stakeholders.

## >> Confidence

It is very important to have confidence in the future at both a macro and micro level. With quality and safety of paramount importance, all employees of Nijman/Zeetank will continue to be committed to the "customers of our customers". <<

Kees van Noordt



Kees van Noordt  
managing director

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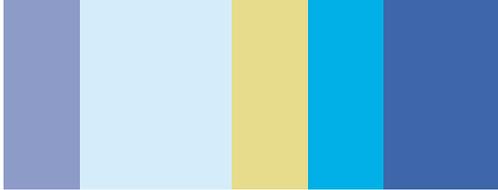
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# Total logistic services in tank container transport

The transport of petrochemical products in bulk is one of two of Nijman/Zeetank's main activities. In Poland, this mainly concerns fuel distribution to service stations and depots, whilst the Dutch branch is mainly concerned with the transport of chemicals in bulk by tank containers throughout Europe.

[WWW.NIJMAN-ZEETANK.COM](http://WWW.NIJMAN-ZEETANK.COM)

This article goes into more detail about tank container activities.

Nijman/Zeetank focuses on three core tasks within this segment:

- Transport of chemicals in bulk, in tank containers throughout Europe, where Nijman/Zeetank acts as the tank container operator.
- Provision of logistic services, such as storage, filling, homogenizing, heating, clearing and on-site logistics.
- Tank Container Logistics: organizing and managing shippers-owned containers. These tank containers belonging to third-parties, are commissioned by producers and traders of chemicals for shipping to Rotterdam or other European ports. Nijman/Zeetank takes care of the entire handling, from unloading onto the quay, clearance, storage and if necessary repackaging, right up to delivery.

Nijman/Zeetank acts as a tank container operator within Europe. In the chemicals sector, the customer base consists of medium to large chemical manufacturers or business unit(s) of chemical producers, that often have very specific



The Spijkenisse [Netherlands] branch has a team of specially trained and certified operators.

requirements for their logistics. Nijman/Zetank also works with well-known chemical traders.

### >> Optimal logistic solutions

The aim is to offer customers optimal logistic solutions both through haulage and multi-modal transport, with a choice of all options such as rail, barge and short sea solutions.



The logistic services focus on the concept of providing customer-focused solutions, service, quality and maximum flexibility.

Nijman/Zetank operates a modern fleet of tank containers in capacities ranging from 5,000 to 35,000 litres, divided into one or more compartments.

All tank containers are made from stainless steel and meet the very latest technical requirements. A large number of containers are equipped with baffles. These tanks can be operated entirely from the ground, to increase safety during loading and unloading. It is no longer necessary for staff to mount the stairway to climb onto the container.

All transport activities are coordinated and planned through the Transport Management System. There are also several options for tracking and tracing. Planning is coordinated centrally from Spijkenisse. Local transport activities are controlled by our offices in Hull (GB), Sandomierz (PL) and Haan (D).

### >> Short lines of communication

Nijman/Zetank tries to keep the lines

of communication to customers short and transparent. This allows for a quick response to questions and problems and allows Nijman/Zetank to come up with the right solutions.

Nijman/Zetank uses the 'single point of contact' principle, which means every customer has their own point of contact within the organization. A combination of specific knowledge of the organization and how the customer works, forms the best basis for a sustained, efficient and professional collaboration.

Logistics services are Nijman/Zetank's 'one stop shopping' concept. Many product flows require temporary storage, heating, repackaging, filtration or homogenization. The plant in Spijkenisse has a wide range of in-house logistic services and a team of specially trained and certified operators.

Recently we invested in a new ultra-

modern steam unit, which guarantees that customers have controlled steam heating 24 hours a day, 7 days a week. Our logistic services are focussed on providing customer-focused solutions, service, quality and maximum flexibility. This allows for accurate quick changes and responses to rapidly changing circumstances.

### >> On-site logistics

With its on-site logistics Nijman/Zetank offers its customers on-site customized logistic services. This involves dealing with loading and unloading processes, whereby our staff ensure the tanks are loaded and unloaded, safely and on time. At the same time we can administratively process the entire order flow, take care of any customs issues and arrange or carry out the final shipment to the customer.

Nijman/Zetank tank container logistics is the 'one stop shop' concept for shippers-owned containers.



Our IT systems use various applications to connect to the systems our customers use, with the aim to offer customers process optimization in the processing of the order flow.

The Nijman/Zeetank IT-systems are not only of crucial importance for our communication with customers, but also for the communication with partners and suppliers. Nijman/Zeetank seeks to achieve an unambiguous and clear communication to all parties, using an appropriate and optimal automation structure.

Many companies in the transport sector consider themselves experts in chain integration, yet often only the internal business processes are integrated.

activities from Spijkenisse to elsewhere in Europe. The first opportunity may be in Germany, and specifically North Rhine-Westphalia.

#### >> Environment

Our everyday surroundings and the environment are very important to us. Nijman/Zeetank shows this by investing heavily in cleaner engines, and also by paying attention to issues such as reducing the total vehicle mass.

This list also includes our search for alternative modalities of transport. Despite the fact that a recent study has shown that transport in the chain only accounts for 2 per cent of CO2 emissions, the sector could do even better still.

Nijman/Zeetank is constantly searching for the most efficient solution for a specific transport demand. In 2009, choosing the optimal modality of transport was identified as a specific concern. In consultation with customers and with the attitude from all concerned, this led to a further shift from road to rail transport. In that year, additional savings were made of 2,506,861 completed road kilometres. This contributes directly to reducing our carbon footprint and is equivalent to a reduction in CO2 emissions of 2,197,681 kilos.

Nijman/Zeetank pays detailed attention to the materials, education and training of their staff of almost 600. This keeps our highly-qualified staff informed of developments in the industry and other related issues such as the transport of hazardous materials, safety, quality, vehicle control technology, how to act in emergencies and processing of documents. The environment and "Behaviour Based Safety" both form an important part of this. The basis of quality, service, safety, environmental responsibility and awareness of the entire process in logistics, is always going to be our main aim. <<

Nijman/Zeetank organizes the entire process for its customers, from the arrival of the tank container onto the quay to delivery to the recipient. All customs clearance formalities of the tanks on the quayside are also taken care of. If necessary, the tanks are temporarily stored in Spijkenisse, heated, pumped over, etc., before being delivered to the recipient. Nijman/Zeetank can take care of the whole chain or part of it (as requested by the customer). With this concept, all communication is taken care of from beginning to end and the customer is regularly updated about the progress. The huge advantage is that the customer has one point of contact for dealing with the entire logistics process.

Nijman/Zeetank has automated all its processes, to enable optimal process control. This also allows the processes to be analyzed and optimized in order to operate as cost-effectively as possible.

For the vast majority of businesses in transport and logistics, chain integration is given priority. However, cooperation with other links in the chain, including customers, suppliers and sometimes other logistics service providers, is still in its infancy.

This is a pity, because much can be gained from integration of the entire chain, unlike other industries, which have progressed a lot further in this area. Close to home, within the glass transport section of Nijman/Zeetank, chain integration has been implemented to a much greater extent.

For the future Nijman/Zeetank is focusing on controlled growth. Part of this will consist of expanding the existing volumes and, as it is called very poetically, thickening of the traffic flows. Special attention will be paid to growth in specific, possibly dedicated product flows. There are also other opportunities by replicating the additional logistics

## Safety Plan: less damage, more work satisfaction

For the Netherlands and Poland, Nijman/Zeetank has insured its fleet of lorries with TVM Verzekeringen, which means we automatically participate in the TVM safety plan.

TVM has implemented a safety plan to prevent accidents and damage and to limit to a minimum the impact in the human and financial areas. Within the framework of this safety plan, drivers can be awarded the “Knight of the Road” award for blame-free driving. Depending on the number of years, they can be awarded a bronze, silver, gold or gold and diamond badge.

### >> Actively preventing accidents

TVM does not limit itself to insuring risks. On the contrary, the emphasis is on actively preventing accidents. In the end, damage prevention delivers immediate benefits to all parties involved. Safety must always take centre stage, according to TVM, especially in our increasingly heavy traffic flows. TVM is committed to excellent maintenance and above all proper training for drivers. After all, a professional driver will always be aware of the importance of keeping people and materials free of harm. To further enhance the knowledge of drivers about safety, TVM has developed a unique safety plan whereby a special plan of action is used to teach drivers how to prevent damage.

Moreover, the safety plan has demonstrably been proven to be beneficial. Research shows that the number of claims, after just one year, dropped by an average of 30 per cent, resulting in a substantial improvement in road safety.

The Knights of the Road institute is an essential part of the TVM safety plan. Lorry drivers can be recognized by TVM for driving blame-free over a certain period of time. Blame-free driving in this case means: not have been involved in any damage cases, or if involved in an accident, being completely blameless.

On top of that, during this period, while driving a passenger car or other vehicle, a Knight of the Road cannot have incurred a conviction or fine for driving under the influence, causing injury and/or death by collision, or for failing to stop and presenting identification after a collision.

Each year participating companies will present TVM with their nomination of candidates for the Knighthood and a current driver file. The nominated candidates must submit a declaration confirming that they meet the qualifications required. TVM will check the applications on the basis of the claim details in as far as these are known and will notify Nijman/Zeetank of the outcome of the assessment.

### >> Blame-free driving is rewarded

To be eligible for an award, a driver must meet various criteria. After three consecutive calendar years of blame-free driving, the driver is appointed a Knight of the Road of the Third Class. He will receive a certificate and a bronze badge. After five years of blame-free driving a driver becomes a Knight of the Road of the Second Class. In addition to a certificate and a silver badge, he is also presented with a baton. A Knight of the Road of the First Class will receive a certificate, baton and gold badge, and is the result of ten years of blame-free driving. The highest achievable distinction is Knight of the Road of the Honorary Class. This



Dutch Knights of the Road.

certificate, together with the baton and the badge in gold and diamonds, is awarded after twenty years of blame-free driving.

Nijman/Zeetank joined this system in 1995. Over the past two years, drivers at Nijman/Zeetank in the Netherlands have been awarded five bronze, six silver and two gold distinctions. In Poland they have been awarded twenty-four bronze, eight silver and two gold badges.

### >> Safe and Fuel Efficient Driving

England does not have a safety plan like the one in the Netherlands and Poland, but focuses mainly on training for Safe and Fuel Efficient Driving.

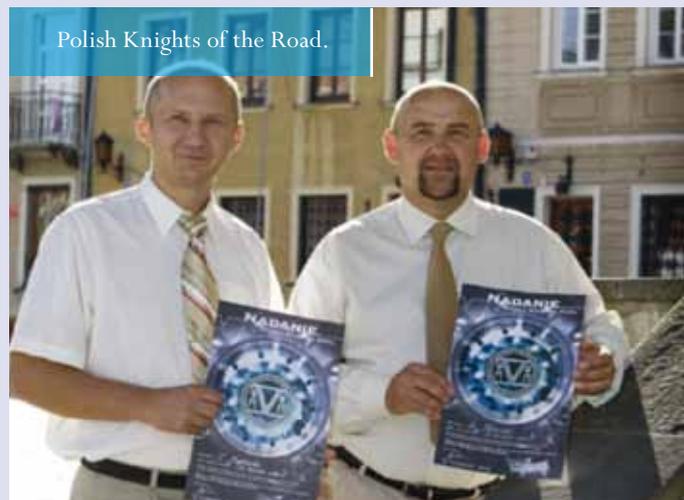
In 2008, the Driver CPC (Certificate of Professional Competence) directive was introduced which decreed that in addition to a driving licence, all heavy goods drivers would have to undergo 35 hours training in a 5 year period throughout their career, regardless of any previous experience.

For the first time ever, HGV drivers are now recognized as true professionals and will have the certificate to prove it. There is a choice of modules but they must be covered in five, 7 hour sessions over the 5 years. Areas covered are, Health and Safety, tachograph laws, weights and dimensions, but most important of all, the module which Nijman/Zeetank UK chose to kick this off, "SAFED" -Safe And Fuel Efficient Driving.

As well as being an approved training centre, Nijman/Zeetank UK are fortunate to employ a hugely experienced full time driver trainer, Jimmy McKeegan, who, it is fair to say has diesel in his veins, started his heavy goods training in the 1960s and having driven just about everything on more than four wheels, has embraced the new methods and is more than keen to pass them on. What the SAFED title says is what the training does, and not only is it recognized as a CPC module, it is actually a nationally accredited certification in its own right and any self respecting logistics company should be looking at this whether it is a legal requirement or not. It would not be an exaggeration to say that the potential that the SAFED initiative will:

- Save Lives
- Save the Planet
- Save Fuel
- Save Money

Our training is done on a one to one basis where, over the course of a day, the driver spends part of his time in the classroom, and then twice goes out on the road over a pre set 42 km route taking



in urban, motorway and dual carriageway roads. On the first run, the driver is observed by the assessor but given no instructions. Fuel consumption, gear changes, and journey times are calculated, and his driving techniques, good or bad are noted.

### >> Practical experiences

On return to the classroom the driver is given a full debrief and his journey examined in detail. His retraining then begins, with SAFED videos showing the best practice and illustrating the difference between that and the Lewis Hamilton driving technique. A more relaxed driving style gives the driver more time to concentrate on road dangers, and this is put into practice when the driver goes out on his second run on the same route, under full instruction from Jimmy. On return to the classroom, another debrief takes place, but this time comparing the results from the first run and calculating the potential savings which can be achieved.

The figures speak for themselves. The fuel savings achieved per driver have varied between 5% and 15%, with a fleet average of 5.9%, or a potential annual saving of GBP 4,000.-- per truck. Although our trucks have Scania "Opticruise" semi automatic gearboxes, by use of the manual function, gear changes on average were reduced by 50%, so reducing wear and tear on the truck. The main benefit from SAFED proves that safety is no accident. As a company we monitor every incident, no matter how small, as in some cases a simple thing like a cracked lens could have the same end effect as a full blown collision. In the 12 month period from the start of this initiative, our number of safety incidents has reduced by the sum of 48% and the number of fleet miles travelled per incident has gone up from 38000 to 86000.

The SAFED programme may have been completed, but we aim to continue this improvement with our internal Driver Development Programme in which SAFED will be the core component. <<

# Safety, sustainability and service worldwide

NSG Group's Simon Hackett sees a partnership with Nijman/Zeetank through a decade of change and beyond.

For over a decade Simon Hackett has worked with Nijman/Zeetank to make the transportation of glass as sustainable, safe and successful as possible. Now appointed Global Category Director for Transportation, Simon Hackett is responsible for the procurement of transportation and warehousing for whole of the NSG Group.

## >> Strong relationship

Simon is responsible for supplier relationships, cost, contracts and negotiations. Having negotiated through two major



## SIMON HACKETT: 'We'll develop new markets with value added products'

contracts between Pilkington and Nijman/Zeetank, the continued relationship of the two businesses is a strong one. "We have a very good working relationship with Nijman/Zeetank," says Simon. "We renewed our contract with them two years ago. Where we already had a 10 year contract we extended it for another five, so the contract runs till 2015."

In 2006 Pilkington was taken over by Japanese firm NSG, so how has that affected the business?

"The biggest change in the last seven years hasn't necessarily been the takeover by NSG," says Simon. "It was the appointment of a new Chief Procurement Officer who changed the approach to how we do things. We now run purchasing through categories – I have a small group of people around the world looking after transport procurement

and my team interfaces with supply chain and logistics people. I manage the whole of the process. I used to be a one man band but now I have a team of people to support the overall business activity; one person in Tokyo, one in America, another in China and three others in Europe, soon to be joined by others in Poland and Brazil. "

Managing a team of people spread right across the globe means Simon has to be aware of issues which affect business overseas. He is keen to avoid exploitation especially in third world countries and NSG has implemented a strict supplier code of conduct to prevent it. He is also embarking on a system of audit where they'll have checked every major supplier by 2013 against this code.

"I manage the teams overseas through a structured monthly category manage-

ment process," Simon says. "We review the month's performance, what we've spent, how we've spent it, and what the ongoing projects are. We do most countries on a monthly basis and it's supported by me going to the regions periodically through the year."

## >> Disciplined

Travel is a key factor in Simon's role but after many years of experience it's something he's quite used to.

"I actually do less travel now than I used to do and it's ok; you just have to make sure your diary is up to date on both personal and professional stuff so you don't miss anything that's important. You really have to be quite disciplined."

Working with a large supplier like Nijman/Zeetank has allowed NSG Pilkington to develop a system of KPIs, business relationships and reporting

standards which they now use worldwide. Simon says: "Certainly I rolled this out into Europe in my first job and I've taken the same approach to the rest of the world. To be very honest the system that I put in place with

Nijman/Zeetank was something based around the chemical logistics world. The chemical industry had a far more data driven, safety driven approach to transportation, and because Nijman/Zeetank were involved in chemicals as well, they were very easy to work with along those lines.

"So having developed this process in Nijman/Zeetank, we did it everywhere else. And now we're starting in places like Malaysia and Vietnam, these are two good examples of where we're producing KPIs that were born through the work with Nijman/Zeetank."

This focus on safety, sustainability and service is something that's echoed through Nijman/Zeetank and makes for a logical working relationship.

"Nijman/Zeetank is on the ball when it comes to sustainability and managing its carbon footprint," says Simon. "Throughout my involvement with the company they've trained their drivers to drive in an economic way; safe and economic driving training helps reduce their costs and also helps in our renegotiations.

### >> Safety conscious

"We've seen Nijman/Zeetank invest in lower emission engines, as well as a fleet maintenance and replacement policy which addresses the latest European regulations. From start of relationship with



Simon Hackett.

Nijman/Zeetank they were very safety conscious due to their involvement in the petrochemicals industry."

Over the years Pilkington and Nijman/Zeetank have worked together on projects such as getting longer floatliner trailers to take advantage of the payload increase with the change in road regulations. "It required investment by Nijman/Zeetank in the equipment and I think it gained advantages in the market for both parties; Pilkington because we were able to supply customers with more glass which gave us the advantage over our competitors. Nijman/Zeetank gained commitment from us and hopefully fair conditions. It was a very successful project which is ongoing still after 10 years."

Another project was the outsourcing of Pilkington's Building Products warehouse in Sandomierz, Poland. Pilkington transferred 33 people to Nijman/Zeetank who took over the packing and storage of glass from the production line. They've continued to do that operation success-

fully over the last 11 years resulting in better business operations.

Simon enthuses: "Now we can provide seamless operations from production line to the customer - Nijman/Zeetank takes responsibility for the whole on-site glass flow, via storage and packing to loading the truck and delivery so you only have to deal with a single supplier."

So what's the future for the two companies? Simon is positive: "Obviously the world is a changing environment and there are always uncertainties in business. But we'll be working closely with Nijman/Zeetank this year and in the coming years to make sure we're both positioned properly to deal with the challenges.

Clearly that means we need to service our customers in the UK and in Poland with glass when they need it. We'll also be developing new markets with value added products which may give us new distribution challenges and types of operations. We would be expected to work with Nijman/Zeetank as well as other suppliers to meet those needs." <<

## Energy-efficient steam unit

In the first edition of “In Transit”, the new steam plant for heating containers was briefly discussed.

In the last magazine the safety and technology of this modern system was reviewed. During the design process these were not the only aspects that were considered. In fact, the following question was central to the design: how to achieve the desired delta T (temperature rise) with as little energy as possible. The world’s supply of energy is not inexhaustible, and consequently, as a company, Nijman/Zeetank wants to use energy responsibly.

### Efficiency is necessary

The old system was only approved for manned use. Outside office hours, the system was switched off and containers were connected to a hot water system. During the day the process was resumed by reconnecting it to the steam plant, until the desired final temperature was reached. On top of the extra (transport) operations, this set-up caused a lot of

valuable energy to be lost. To comply with the principle, ‘reach the desired final temperature with as little energy as possible (as quickly as possible) to achieve the desired final temperature’, it was important not to interrupt the heating process. This was the reason why an (unmanned) system was chosen that could operate twenty-four hours a day, seven days a week.

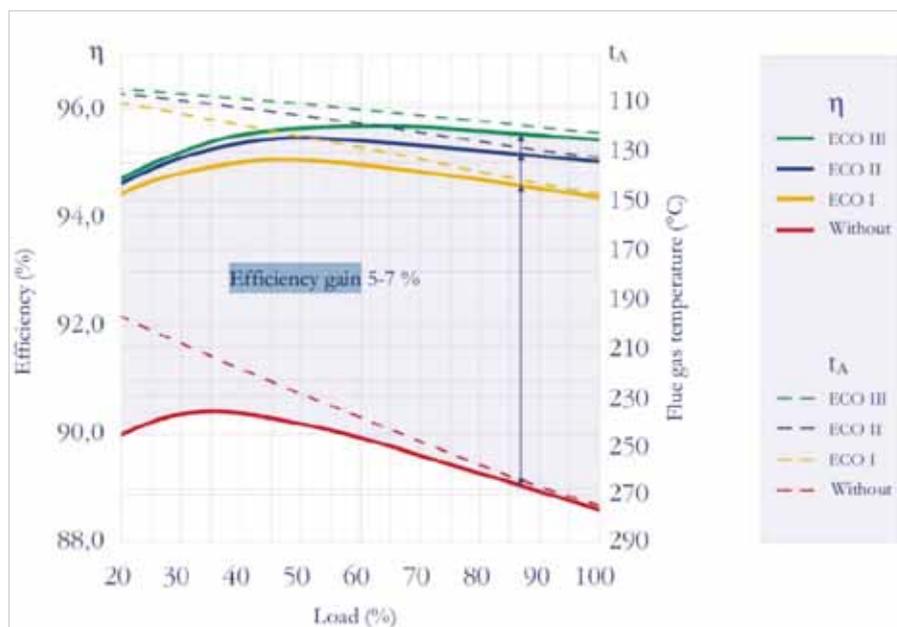
### Technology

Together with ECO Steam Trading & Consultancy B.V. Nijman/Zeetank looked at the possibilities for managing the amount of energy (gas) that the system used, as responsibly as possible. The fact that this could have an adverse impact on the total investment necessary was of less importance.

Conventional boilers operate with pre-heated feed water because at a low temperature, feed water does not come into

contact with the boiler wall. Cold water is heavier than heated boiler water, and so it sinks and causes tension in the hot boiler plates. This can result in leaks. The feed water is usually heated by using some of the generated steam. However, this is at the expense of efficiency.

With this modern steam boiler, after the heating medium, which is the steam, has delivered the heat to the product to be heated, it is then returned to the system as condensation. Because condensation cools down on the way, it attracts oxygen and carbon dioxide. To prevent this from happening, the feed water has to be heated to approximately 100°C. At this temperature oxygen and other unwanted gases are extracted from the feed water. A modulating Dreizler burner converts the feed water into steam. With this type of system the combustion process can produce exhaust temperatures of 260°C.



This causes a lot of heat to be lost and the high exhaust temperatures can damage the environment and surroundings. To limit both disadvantages, an economiser is used.

#### **Economiser**

Economisers save primarily on the

amount of energy used and contribute towards reducing the environmental impact. The vendor supplies optional economisers under the name of compact ECO®.

This economiser is incorporated in the feed water system and acts as a heat exchanger. It is fully thermally insulated to

prevent as much heat loss as possible. By using the released gases, the feed water is heated to approximately 100°C. This provides a flue gas temperature reduction of 260°C to 120°C and halves the flue gas loss (from 12% to 6%). In normal circumstances a steam boiler with an economiser uses 6% less fuel. <<

## News

# Collaboration with Statoil Poland



1 July 2011 Nijman/Zeetank International Transport Sp. z o.o. has started cooperation with Statoil Fuel & Retail in Poland. A tender process for transportation of fuel in the Polish market was carried out by Statoil Fuel & Retail in Poland in March 2010. The process resulted in an invitation to Statoil Fuel & Retail's headquarters in Oslo, where on 1 September 2010 we participated in a contract signing ceremony. Since July 2011 Nijman/Zeetank Poland has been providing the fuel transportation services for Statoil Poland. Statoil Fuel & Retail has been present in Poland since 1992. It has a network of 345 stations (including 78 franchised stations and 78 Statoil 1-2-3 stations) operating in over 150 cities. Within the service of Statoil Fuel & Retail contract Nijman/Zeetank Poland carries fuel from the 6 fuel terminals located in Rejowiec Poznański, Kawice, Nowa Wieś Wielka, Bolesławiec, Wrocław and Ostrów Wielkopolski. We use a fleet of 11 units: tractor + trailer and rigid + drawbar, desig-

ned and purchased specifically for servicing this contract. Planning process and monitoring of supply routes take place from our office in Sandomierz. In connection with the expansion of our business services with Statoil, we have employed 32 drivers up till now. "We hope for increasing the scope of services for Statoil company in the future", says Grzegorz Kuczyński, director of Nijman/Zeetank Poland. The contract is between Nijman/Zeetank International Transport Sp. z o.o. and Statoil Poland Sp. z o.o., a fully owned subsidiary of the Norwegian company Statoil Fuel & Retail ASA.

#### **About Statoil Fuel & Retail**

Statoil Fuel & Retail is a leading Scandinavian company on retail sale of fuel and convenience stores market, with more than 100 years of experience in this region of Europe. The company has a network of 2,300 stations in the Scandinavian countries (Norway, Sweden, Denmark), Poland, the Baltic countries (Lithuania, Latvia and Estonia), and Russia and employs nearly 20,000 employees. Statoil Fuel & Retail's offer also includes aviation fuel, marine fuel, oil and lubricants. <<



#### **>> Retirement Mr Clive Riggall**

Nijman/Zeetank Logistic Group wishes to announce the retirement, on 31 October 2011, of its long-serving UK Director, Mr Clive Riggall. Clive has been in charge of its Nijman/Zeetank UK Operation since

the transport division of the Pilkington building products sector in St. Helens was outsourced in September 1993.

The Nijman/Zeetank Group wishes Clive a long and happy retirement, and would like to acknowledge his role in developing the logistics partnership that the Compa-

ny has forged and continues to enjoy with Pilkington/NSG.

The Nijman/Zeetank UK Company will be jointly managed by Mr Bill Owen (Operations Director) and Mr Mike Day (Finance Director) from 1 November 2011. <<

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