

IN TRANZIT



Plan

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Act

Check



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Unfortunately, business optimism in Europe is not yet on the rise in any significant way. The first three quarters of 2011 showed a positive trend, but this disappeared again in the fourth quarter.

In the countries where we are located the difference between the actual GNP in 2011 (and the expectation for 2012) is significant - namely 3.0 (0.6) for Germany, 4.3 (2.5) for Poland, 0.7 (0.6) for the United Kingdom and 1.2 (0.9) for the Netherlands.

The first three months of 2012 were also fairly flat, with business at a similar level to that of the last quarter of the previous year.

>> **New tank containers**

At all of Nijman/Zeetank's sites our staff have been handling orders and developing new business expertly and with great enthusiasm. The steam unit installed at Spijkenisse last year is working extremely well and is meeting increased demand. The first new tank containers will be delivered in May 2012. 70 tank containers were ordered last year to meet increasing demand by customers for specialised equipment, including electrically heated tank containers. These containers will replace some of the rental containers.

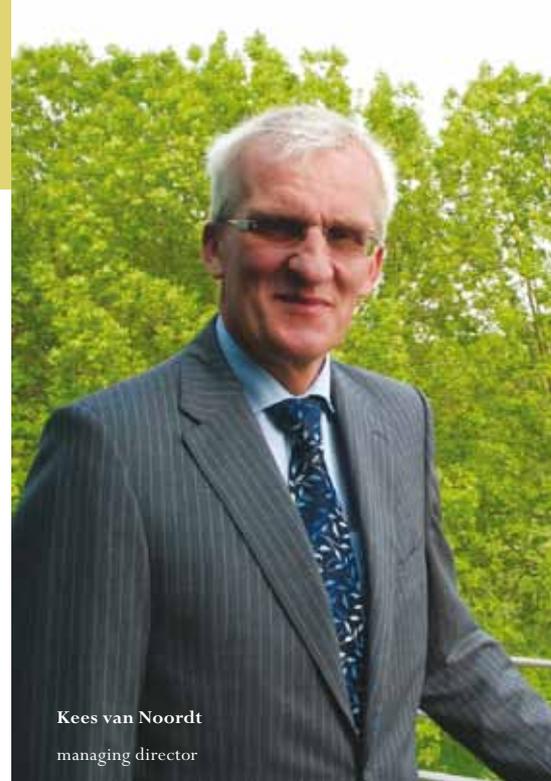
>> **Quality & Safety**

Public, environmental and material health and safety are, and will always be, key elements in our business, which is why this magazine draws particular attention to this specific item. All Nijman/Zeetank employees are fully aware of the importance of both quality and health and safety in everything they do. We sincerely believe that the implementation of this principle positively affects the entire business process, contributing significantly to a reduction in damage, outages and losses.

It is therefore an essential part of the optimisation process of the services we supply.

We hope you share our views, and we also join you in looking forward to more positive economic news. <<

Kees van Noordt



Kees van Noordt
managing director

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Wooden packaging material will be recycled as much as possible together with our client.

Positive experience with quality systems

There is a well-known phrase from quality gurus that “ISO is a journey not a destination” and there is also scepticism about management systems generally. Here at Nijman/Zeetank we can only voice our experience in attaining some 20 years ago - BS5750 (then ISO 9001) and implementing the principles and practices of a robust Quality Management System.

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We have been certified to ISO 9001, EN12789 and SQAS for many years and have watched our Quality Management Systems develop with us.

We have been subject to in excess of 150 audits since certification and our ISO results have been better than good with minor non-conformances and constructive criticism to address some issues being raised by our certification body auditor.

Our SQAS results are very good and we have been subject to at least 4 cycle audits. As of today one of our depots has been through a stage one audit for ISO 14001; 2004 and OHSAS 18001:2007 and has been recommended to prepare for the final stage 2. We are preparing some additional operational processes to enhance our already well-established HS&E foundations that we have applied for many years.

The most important part of our service is the way we deliver goods to the client. There are several factors that tend to influence the quality of our service and the way we look forward to optimise our service.

Here are 4 examples:

1. Customer requirements:

Growth and optimization of quality in logistic services are directly proportional to the requirements of our clients. We always focus on providing both quantity and quality to our clients in order to earn “name, fame and profit”.

2. Competition:

We regularly benchmark ourselves against other transport related organizations. We have no problems with competitors and competition is good as long as it's fair and comparable.



Existing procedures in the field of health, safety and the environment have been further tightened.



3. Strict standards:

Many services available on the market tend to claim a lot. However, only a few of us are able to keep to our word. Hence, it is extremely important to maintain very strict standards in terms of delivery and the quality of the service.

4. Effort:

A good transportation company has to have total effort and commitment from all staff. The most important thing is to make every effort towards providing the efficient delivery of goods to our customers. Our effort and commitment is second to none.

By continuously improving these processes our services will be delivered in a most cost efficient and sustainable manner. Our experience is that this will create a long-term partnership with our customers.

Despite the fact that we work with a certain quality standard, each site has its own specific procedures and work instructions.

This is because each site knows its own particular activities with its own specific quality requirements.

>> Spijkenisse:

Safety management system

Pursuant to the Seveso-II directive, which came into force in the Netherlands in 1999, Nijman/Zeebank Spijkenisse has implemented a safety management system for its logistics services (filling dangerous goods into drums, their heating and storage). This system is comprised of procedures, work instructions and control methods, which are part of the Quality Management System. This safety system is comprised of 7 elements. KPIs have been formulated for all elements to obtain an insight into the performance of the system. Examples of these KPIs include the number of on-site spills, the number of near-misses and accidents, and the number of completed training courses. These KPIs are reported quarterly and evaluated and the results are published for our personnel. The reports illustrate the performance of the system in detail. Every year the targets are discussed and amended to try to make annual improvements and refinements in the control measures, which results in a continual improvement process.

employ good communications with our customers. When we accept deliveries, we plan them with sufficient time margins to allow us to meet our 97.5% target within 15 minutes (one of the highest performance targets in the haulage industry). Weekly delivery performance meetings are held with our customers where issues are discussed openly from both sides and corrective actions applied where appropriate. We hold quarterly contract review meetings with our customers where the data is formally presented and later benchmarked against all their other logistics suppliers globally.

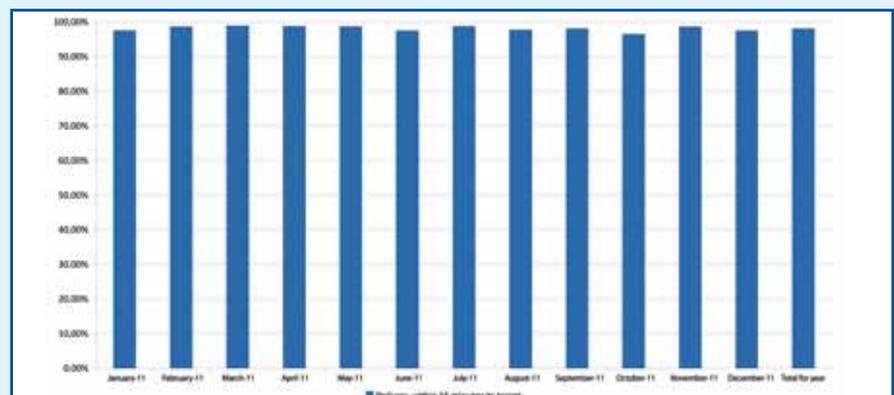
At the end of the day, our quality programme is really all about delivery performance - whether it is related to traffic planning, health and safety issues, driver training, equipment maintenance, office administration or adhering to service standards/procedures. In the UK our major customer is NSG and the effective results of the quality systems that we have in our company are shown directly in our delivery performance statistics. Our Success Rate for 2011 was 98.16% (against a target rate of 97.5%).

>> St. Helens:

Target Success Rates

We work in close co-operation and

Nijman/Zeebank (UK) NSG Delivery Performance analysis 2011



>> Sandomierz: Fuel distribution

In 1997 we started fuel distribution both for Shell and BP. In 2011 we started working with Statoil.

Fuel transport is a real challenge. We have to satisfy our customers' strict requirements for service quality, assuring safe working methods and environmental care. Meeting these requirements has been our goal since the very beginning of our partnership.

The key requirement for us is to assure the safety of people and the load during

delivery. Our goal is to have zero accidents at work and zero road accidents. We want to achieve it through, for instance, identification, assessment and minimization of risks.

We believe that the above-mentioned goals could not be achieved if we did not promote the right attitudes among all the staff involved. Therefore, we focus on the process of the continuous training of drivers and other staff members involved in fuel transport.

Last year, keeping the high standards in

the above areas and our fleet of 62 fuel transport units, we transported for our customers 1,335,084 m³ of fuel over the distance of 8.05 million kilometres.

Despite these differences per site, we nevertheless work within a quality standard. By good mutual communication, fine tuning takes place and we exchange knowledge and experience. This specific knowledge of one person can be highly valuable to another person. In this way the Quality Management System within the organization can be continually improved. <<



Fuel transport is a real challenge.

Shell Poland: 15 years collaboration

In 2012 it is the 15th anniversary of Shell's first contract with Nijman/Zeetank.



ŚLAWOMIR KRUCZYK: "For me, the history of working for Shell is connected with the history of working with Nijman/Zeetank".

Mr Sławomir Kruczyk is "Order to Delivery Manager" in Shell Polska for the CEE&BeNeLux area which includes Poland, Czech Republic, Slovakia, Hungary, Bulgaria, Russia and the Benelux countries. He has been working for Shell since September 2007. Previously he had been the Distribution Manager in Poland. In 2010 his range of responsibilities expanded to include the CEE region, and in 2012 the Benelux countries.

>> We asked Mr Sławomir Kruczyk about his view on the fuel market in Poland. Does the increase in the number of motor vehicles on our roads contribute to developments in the fuel industry?

In Mr Kruczyk's opinion, 2011 was a very interesting year. It was the time when the market was expanding despite economic instability. Sales of oil were increasing, reflecting the market's trend. As regards to petrol sales, it was a year of stagnation with a slight downward trend and there were a number of factors, which made the year difficult for the industry. Nevertheless, the improvement of road infrastructure in Poland is an important stimulating factor. This is a slow process however, but at some moment in the future the critical point of connecting certain key roads into a network will be achieved – this will increase the chance to travel all over the country. An interesting index that is worth analysing is the volume of fuel consumed per person in a particular country. Poland has one of the lowest fuel consump-

tion indexes in Europe. In Spain, for example, fuel consumption is twice as high. The key factors for fuel consumption are a society's affluence and a road infrastructure, which allows fast and safe travelling.

>> Shell started working with Nijman/Zeetank in 1997. Have you been involved from the very beginning?

When I started working for Shell Polska, I already found the cooperation between the companies to be in good shape. For me, the history of working for Shell is connected with the history of working with Nijman/Zeetank. The working relationship has been going well - it is based on common business objectives aimed at improving both parties' profits.

>> Shell is also known for its high quality, safety and environmental protection standards. Does Nijman/Zeetank meet your requirements in this respect?

Both companies try to achieve for themselves the best results possible. One of the measurable effects of our business relationship is the numerous awards and honourable mentions that Shell has conferred on Nijman/Zeetank. I have no doubts that one of the most important of them is the title, "Haulier of the Year" which has been awarded to Nijman/Zeetank 3 times so far.

Shell confers the title to the company whose work for Shell was exceptionally outstanding during a particular year. One of the main criteria for granting this title is the attitude towards the issues of work health and safety as well as to environmental safety. Our assessment of carriers is based on these criteria. Nijman/Zeetank as a company has been the leader in this field several times.

Using the strictest rules for safe conduct, Shell sets requirements not only for itself but also for its contractors. We have similar safety standards. We apply these criteria to assessing our contractors. Throughout our long-term relationship Nijman/Zeetank has tried to create a particular culture, and improve safety according to our expectations and guidelines. We make efforts to ensure that the cooperation in the field of safety is not bilateral, that it is not restricted only to one carrier and Shell, but rather includes a larger group of carriers who on a day-to-day basis compete with one another. On the other hand, in the area of safety, they work together, setting out mutual standards and attitudes towards the issues that are common to all of them.

>> In your opinion, what was Shell's biggest success last year and what are the company's plans for the upcoming months?

Last year was not an easy one. Mostly, it was a year of financial challenges brought about by the crisis in the world economy, which undoubtedly made its impact on the Polish economy. Nevertheless, Shell maintained the upward trend in the sales of its products. Our network has been growing dynamically. We have opened 15 new stations and now have nearly 400 of them. These are our own stations as well as partnership ones. We aspire to build more of them. We are present in cities and other key locations where road traffic is high. You can also find our stations in some small towns.

>> The Shell company is strongly associated with its logo - the shell. What is this logo and what does the shell stand for?

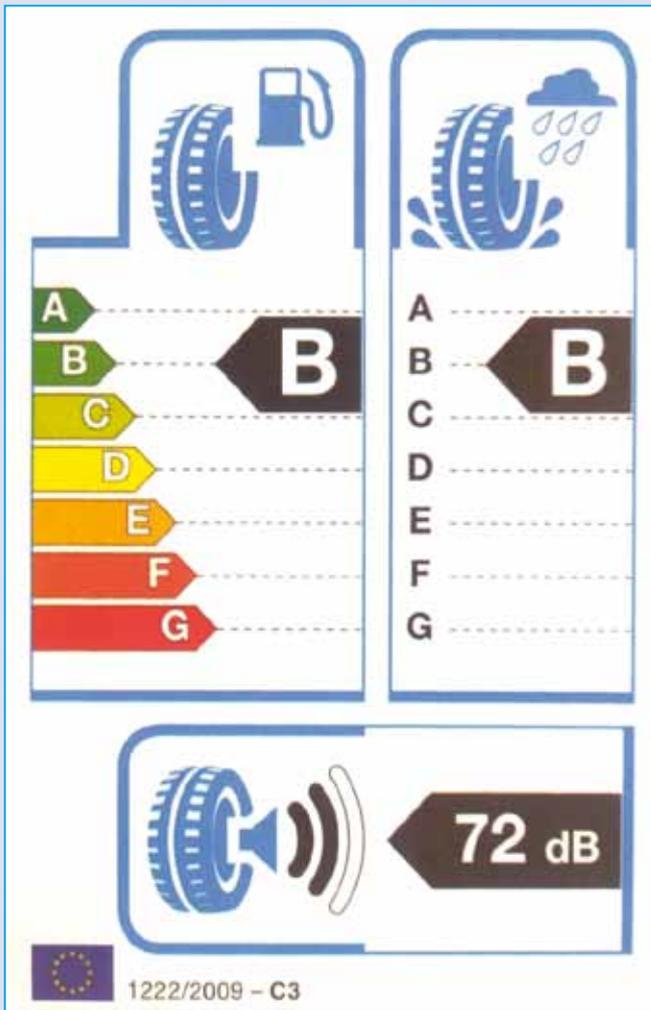
Sea shells were sold in the shop of Marcus Samuel, the founder of Shell Transport and Trading Company and it is one of world's most popular logos and it is associated with the highest quality by millions of customers. The name "Shell" first appeared in 1891 as the trademark of Marcus Samuel's company when he started trading in the Far East. The sea shell was first presented to the world as the trademark of Shell Transport and Trading Company in 1904. <<



The shell in the Shell logo represents one of the shells that were sold in the shop of Marcus Samuel, founder of the Shell Transport and Trading Company.

Constant tyre monitoring

A European tyre label is to be introduced on 1 November 2012 - the EU is introducing this label to promote the use of tyres which are safer, produce less rolling noise and use less fuel.



Tyre pressure is a major factor effecting the life of the tyre and the fuel consumption of the vehicle.

The label gives information about the energy efficiency (the rolling resistance that influences fuel consumption), wet road grip and external rolling noise.

The use of these tyres improves safety, the environment and energy consumption (fuel costs).

33% of the resistance encountered by a moving vehicle is caused by the tyres. The remaining 67% is caused by inertial forces (to set the vehicle in motion and to accelerate it), air resistance, internal friction and gravity (the vehicle's own weight).

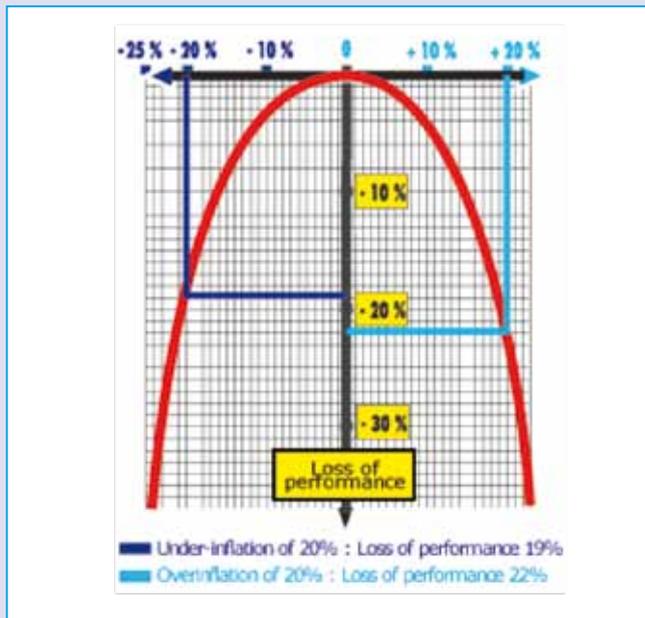
>> **The tyre pressure has a significant influence on the service life of the tyre and the vehicle's fuel consumption. Too low pressure, so-called "under-inflation" has the following detrimental consequences:**

- poorer road-holding and, as a result, reduced safety
- greater forces on the tyre's sidewalls, tread and heel, resulting in more rapid wear,
- increased rolling resistance and, as a result, increased fuel consumption.

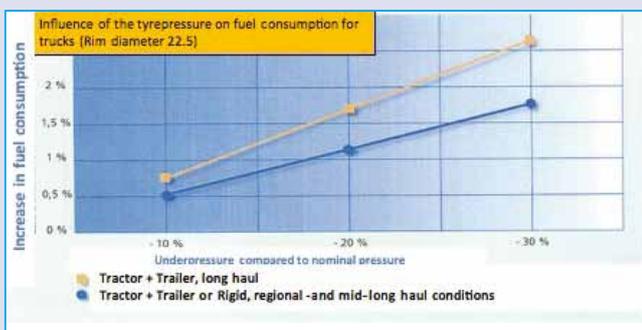
>> **An overinflated tyre has the following detrimental consequences:**

- smaller area of contact between the tyre and the road and, as a result, reduced safety due to the poorer grip.

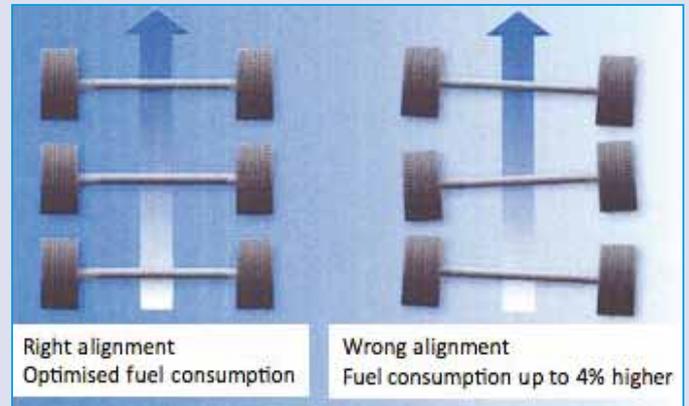
The consequences of under-inflation or over-inflation for the tyre's efficiency are as follows:



The consequences of under-inflation for fuel consumption are:



The alignment of the wheels also has a great influence on fuel consumption. Incorrect alignment can increase fuel consumption by more than 4%.



Nijman/Zeetank has had a policy for the inspection of the tyre pressure for all vehicles (tractor units and trailers) for many years. The tyre pressure of all vehicles is checked several times a year from the start until the end of their service life and will be corrected if required. These checks are carried out both during internal inspections and mandatory periodic inspections. <<



We received the following letter from a client this year that confirms the quality of our services. The client has issued this letter of recognition to us several times in the past 14 years and we are once again delighted to have received this letter again this year.



Supply & Distribution Europe Central Area

LETTER OF RECOGNITION

HSSE Goal Zero Achievement / One year without LTI's & TRC's

to

NIJMAN ZEETANK IT Sp. z o.o..

Health Safety and Environment policy and Commitment is an integral part of Shell business. Within that policy, Shell Supply & Distribution is committed to pursue the goal of no harm to people and to play a leading role in promoting best practice in our industries.

Within Supply & Distribution activities, our contractors make everyday efforts in managing safe fuel deliveries and are key partners in implementation of Shell policy in road transport.

Shell Supply & Distribution in Central and Eastern Europe achieved a great success. One year of road transport operations passed in December 2011 without any lost time injuries and reportable cases in the area covering Bulgaria, Czech Republic, Hungary, Poland, Russia and Slovakia.

On that occasion, we are pleased to acknowledge this prominent achievement and to thank *Nijman Zeetank IT* for many years of commitment to acquire mutual goals in health, safety and environment. The effort of *Nijman Zeetank IT* in promoting safe work culture greatly contributed to our common achievement.

For the way forward, Shell wishes *Nijman Zeetank IT* sustainable performance in all elements of safety and encourages to continue efforts for good performance in health, safety and environment.

Kind regards,

Anthea Hampson
GM Supply & Distribution CEE

Alexander Maliachki
Transport Contract Manager CEE

January 2012



Nijman/Zeetank UK plays its part in protecting the forests

At the turn of the millennium, our St. Helens office branched out in a different direction when our customer, Pilkington outsourced its packaging operation.

Despite most of the glass being delivered in the state of the art innenlader trailers, the smaller sizes are distributed in the age-old method, surrounded by timber end caps which are effectively box ends fitted to each pack of glass, so they can be lifted, stored and transported in a safe and effective manner.

This operation consumes high amounts of timber so it is important that we work closely with our customers to recycle wherever possible, to cut costs, but also to reduce demand on a valuable natural resource. All wood is initially purchased from renewable sources and heat treated to eliminate the global spread of any infestations.

Our involvement entails transporting the packaging back from customers on the return from outbound deliveries; then

carrying out a close inspection of not just the wood but all the other components such as nails and protective sponge, so that the packaging returns to the production line as good as new. These end caps typically make four or five journeys before they end their useful life, and rejected items take on a new life of their own, going to a processing plant where they are turned into any kind of wood based products from paper to

boards, or even chippings for children's playgrounds. None of this ever goes to landfill or incineration.

Such has been our success that we now supply on a global basis filling containers with the recycled end caps and returning them to their countries of origin for yet another journey half way around the world. <<



We now supply on a global basis, filling containers with the recycled end caps.

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