

LESSORS

Meeberg leverages its relationship with Reichmuth to accelerate its growth through acquisitions.

P16

MARKET

A mid-year update on tank container prices, per diems, market dynamics, M&A.

P22

OPERATOR

What does Michael Porter's Five Forces competitiveness model reveal about the attractiveness of the operator market?

P30

LESSORS

CS Leasing is using MRI Container Lease Management to support its global business.

P38

Volume 12 | Issue 3 | September 2025

Tankcontainer MAGAZINE

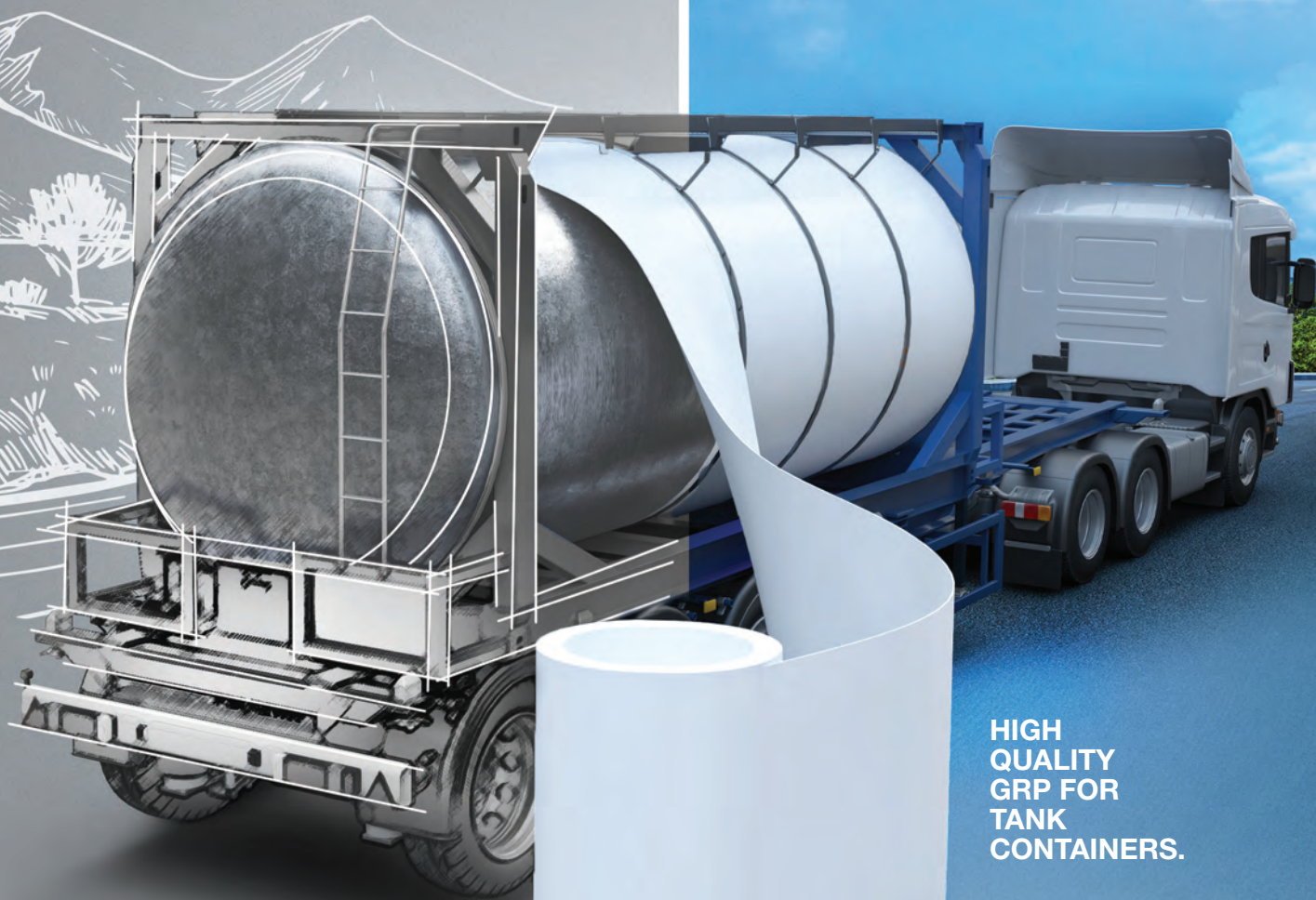


Meeberg accelerates growth

Eelco van de Meeberg, Chief Executive Officer of Breda-based Meeberg, describes to *Tankcontainer Magazine* how the accelerating company's growth is based on core family values and key partnerships.



Close to you
since 1962

We stand right
in the middle
of every project
realization.



HIGH
QUALITY
GRP FOR
TANK
CONTAINERS.



  www.flatlaminates.com

ELYCOLD[®]
ELYPLAN[®]

Leslie McCune, Editor

3



Acquisitions change competitive positions



The return of the huge biennial transport logistic exhibition in Munich in June brought the tank container industry together once again and provided a mid-year opportunity to assess the status of the global tank container sector. Despite - or because of - weak market conditions, there was much to discuss, including four tank container acquisitions, a competitive reorientation of the leading tank container operator and plenty of initiatives to generate growth opportunities.

COVER FEATURE

Meeberg accelerates growth.

Eelco van de Meeberg describes how the company's growth is based on family values and key partnerships.

18

Publisher
Duvel Media
www.tankcontainermedia.com

Editor
Leslie McCune
leslie@tankcontainermedia.com

Advertising
Ed Andrews
ed@tankcontainermedia.com

Design & Production
Zai Khan Advertising
zaikhan@btinternet.com

www.tankcontainermedia.com

Tank Container Magazine is published by Duvel Media. Copyright 2025 Duvel Media. All rights reserved. Any reproduction without permission is prohibited.

Registered office
Tawny House, Gedding Road,
Drinkstone Green, Suffolk IP30 9TF

NEWS

5-15

NEWS



NEWS: .Chemical Express; Kanoo Tank Services; Leschaco; Bertschi Group; UPM and Anker Schiffahrt; H2 MOBILITY and the HOYER Group.

5

LESSORS



Meeberg accelerates growth. Meeberg leverages its relationship with Reichmuth to accelerate its growth through acquisitions.

16

MARKET



'Ein Prosit' to transport logistic, Munich A mid-year update on tank container prices, per diems, market dynamics, M&A.

22

OPERATORS



Can tank containers and operators be easily substituted? What does Michael Porter's Five Forces competitiveness model reveal about the attractiveness of the operator market?

30

LESSORS



CS Leasing. CS Leasing is using MRI Container Lease Management to support its global business.

38

CHINA



Chinese tank container industry remains positive, despite the tariff war initiated by the Trump and the continuing geopolitical uncertainty

43



MOMENTUM WHERE IT MATTERS

Building from a one-country operation at the Port of Manila in the Philippines, ICTSI has pressed forward across 37 years. On six continents, currently in 19 countries, we continue developing ports that deliver transformative benefits.

All across our operations, we work closely with our business and government partners, with our clients and host communities: to keep building momentum where it matters, in and through ports that keep driving sustainable growth.



ARGENTINA • AUSTRALIA • BRAZIL • CAMEROON • CHINA • COLOMBIA • DR CONGO • CROATIA • ECUADOR • GEORGIA • HONDURAS • IRAQ
INDONESIA • MADAGASCAR • MEXICO • NIGERIA • PAPUA NEW GUINEA • PHILIPPINES • POLAND



www.ictsi.com



Acquisitions change competitive positions

The return of the huge biennial *transport logistic* exhibition in Munich in June brought the tank container industry together once again and provided a mid-year opportunity to assess the status of the global tank container sector. Despite - or because of - weak market conditions, there was much to discuss, including four tank container acquisitions, a competitive reorientation of the leading tank container operator and plenty of initiatives to generate growth opportunities.

The announcement of **Textainer's** acquisition of **Seaco**, the third largest global tank container lessor, for \$1.75 billion was anticipated by *Tankcontainer Magazine* and, in June's issue, we considered how the regulatory authorities might view the acquisition.

Once the Seaco deal is completed, Textainer will approach the size of Triton, the world's largest intermodal freight equipment leasing and maritime container management services company with 7.5 million TEU (Twenty-Foot Equivalent Units). However, the dry freight box container market is not so concentrated that Textainer will have a market share over the key 30% threshold used by US regulatory authorities, so **approval is expected**.

Elsewhere, Intermodal Tank Transport (**ITT**) announced it would be acquiring **Bulk Tainer Logistics**. Apollo, one of the world's leading asset managers, made a structured equity investment in ITT in June 2023 so acquisitions to accelerate growth were expected.

ITT will become a genuine deep sea operator, in a way that neither ITT nor Bulk Tainer Logistics were before the acquisition. Further corporate action should be expected from ITT, probably focused on the development of its depot network.

Breda-based **Meeberg** also announced the acquisition of MIMU Tank Leasing, a family-owned business focused on small specialised tank containers for heavy chemicals, food grade products and multi-element gas cylinders for hydrogen fuelling stations. As noted in the Q&A (Page 16) with Eelco van de Meeberg, CEO of Meeberg, growth options were two-fold: organic growth, which tends to be slower due to limited capital but involves lower risk; or accelerated, which leverages a partnership with an external investor to provide the capital for more rapid expansion.

In other acquisition news, Singapore-based **Goodrich Supply Chain Solutions** - with a fleet of 6,200 tank containers - announced its acquisition of **food-grade** tank container specialist, **Braid Logistics** (3,000 units), from DHL. Goodrich entered the food-grade market in 2023 to diversify its chemical logistics interests and Braid's food-grade focus complements that of Goodrich's by widening its existing South East Asia, Middle East and India footprint to Europe, the UK and the US.

In market news, the chronically weak **European** tank container market is, at least, **now stable** and is expected to maintain its current subdued level for the rest of year, despite some significant new flows into Europe.

Spot tank container business has increased markedly, at the expense of long-term supply contracts, and some large chemical customers are looking to reduce their dependence on single logistics partners by working with multiple providers.

The poor situation in Europe has accelerated the search for geographic and margin growth opportunities in higher growth regions such as the **Middle East** and **India**. The Middle East - the focus of *Tankcontainer Magazine's* Q1 2026 issue - is now well-supported by tank container players and depot providers.

The medium term game changer will be the development of direct oil-to-chemicals technology, which will dramatically boost the percentage of the oil barrel processed directly into chemicals, rather than into refinery fuels (which will be less in demand as conventional gasoline usage declines due to the adoption of electric vehicles).

The promise of **India** is a common theme, with new tank container entrants under-cutting some established players to gain a position. Indian companies are eager to do business with tank container players. The country's high interest rates of over 8% p.a. make the sale and leaseback of tank containers an attractive way to access finance.

More generally, the tank container sector has lifted off the bottom of the market and, despite continuing volatility, is coming to terms with Europe's chronic lack of chemical competitiveness and plant closures.

In today's weaker market, larger tank container operators and lessors players have an advantage over their competitors, being better able to balance their fleets, respond to new flows and absorb reduced earnings. That said, smaller competitors - especially those with growth ambitions - can frustrate the majors and, with fewer competitive levers at their disposal, price can be the blunt instrument to win business.

In this issue, we begin a new series on the competitiveness and attractiveness of the **tank container operator** market (Page 30). We use the same well-known competitive strategy model - **Porter's Five Forces** model - that we used to analyse the tank container leasing market in 2018. This explored the competitive intensity of the leasing sector, correctly concluding that **consolidation** in the tank container leasing sector was inevitable and that there would be **no new significant entrants** in the short-to-medium term.

Leslie McCune, Editor



TESTED. TRUSTED. CERTIFIED.

When you've invested in a tank, you want it to perform at its optimum for as long as possible, and Fort Vale manufactures the most extensive range of tank equipment for the ISO container industry.

This is a PVDF coated valve - specifically designed for use in corrosive environments - ideal for use with acids and products where corrosion is a risk. The material itself has low permeation to gases and liquids, reducing the risk of leaks and contamination. With an extended service life, and having undergone spark testing, pressure testing, and conformance to international standards, **features and benefits include:**

- Strong mechanical properties with higher mechanical strength and wear resistance compared to other thermoplastics.
- PVDF has a low cold flow, meaning it can withstand sustained loads without significant deformation.
- Features non-metal contact parts, however it is stainless steel supported to further reinforce strength.
- The valve also takes a standard seal, so there is no need to purchase/stock a specialist seal for the valve.

FORT VALE.
FOLLOW THE LEADER.

Visit us at www.fortvale.com



CHEMICAL EXPRESS Publishes Its 2024 Sustainability Report



CHEMICAL EXPRESS, a leading company in the transport of liquid and hazardous chemicals, has published its Sustainability Report for 2024, marking a major milestone in its commitment to environmental responsibility, social engagement, and strong governance. The report was prepared in collaboration with the University of Naples Federico II and is available on the company's website.

Sales engineer Aurélien Jakalski further explained the benefits of ISO tank containers, emphasizing their multimodal capabilities: "ISO tank containers can be transported via road, rail, or sea and stored without the need to transfer the product to other vessels or even open the container. We firmly believe in the significant value our ISO tank platform, combined with our regular tanks, can bring to customers. We're seeing strong interest from the market."

Key Highlights of the Report:

• Environmental Responsibility:

- Reduced CO₂ emissions per kilometer traveled.
- Expanded use of intermodal transport to minimize environmental impact.
- Investments in renewable energy, including photovoltaic systems.
- Adoption of Hydrotreated Vegetable Oil (HVO) as an alternative fuel.

• Social Commitment:

- Workforce diversity, with over 35% of employees from different nationalities.
- Focus on female representation in technical roles above industry averages.
- Engagement with local schools and universities through internships and work-based learning programs (PCTO), providing students with training and career opportunities.

• Governance and Ethics:

- Transparent and accountable governance practices ensuring ethical business operations.

"Publishing our 2024 Sustainability Report reinforces our commitment to sustainability, innovation, and social responsibility," said [CEO Spokesperson]. "Through our collaborations with the University of Naples Federico II and local schools, we are investing in people, communities, and a more sustainable future."

CHEMICAL EXPRESS believes that sustainability is not only a responsibility but also a strategic driver for long-term growth and competitiveness in the global market.

The full Sustainability Report is available on the company website: <https://chemicalexpress.it/it/sustainability/report> ■

Kanoo Tank Services announce Faris Al-Shali as General Manager.

Kanoo Tank Services is pleased to announce the Appointment of Faris Al-Shali as General Manager. Faris has been part of the Sahreej Team for 8 Years and has progressed from Chemical Technician to Safety Officer to HSE Manager and Dangerous Goods Adviser to now General Manager.

Along the way Faris has implemented SQAS, ISO45001, ISO14001, ISO22301 and ISO37001. He has completed the Hazardous Cargo Advisor training through the Scottish Qualification Authority with the UK Department of Transport and the Harvard Certificate of Specialization (Finance, Strategy and Business Readiness).

Faris will focus on growing the Sahreej Brand, expanding our Product Lines and the short, medium and long terms visions to expand Jubail, Dammam and Jeddah Facilities, all with close monitoring of our Financial Ratios. Faris will be supported by Technical and Operations Manager Sarfaraz Selani and Finance Manager Nonie Luza. Making an excellent Management Team to take Sahreej to even greater heights.

I look forward to the success of Faris and the Team and the continual growth of Sahreej's reputation, product lines and volume. ■



THE WORLD'S LEADING MANUFACTURER OF TEMPERATURE CONTROL SYSTEMS FOR TANK CONTAINERS



TEMPERATURE CONTROL UNITS FOR TANK CONTAINERS

Klinge Corp's versatile tank container refrigeration and heating units meet the demands of your industrial applications. > Easy installation, low maintenance, and precise temperature controls make Klinge Corp's refrigeration and heating systems an unmatched long-term value.

KLINGE

THERMO KING

inquiry@klingecorp.com
www.klingecorp.com
USA: + 1-717-840-4500



DUAL AND EXPLOSION-PROOF OPTIONS AVAILABLE





HOYER Group strengthens its presence in Saudi Arabia

The focus is on customer proximity and efficiency

The HOYER Group, one of the world's leading logistics providers specializing in liquid goods from the chemical, gas, and food industries, continues to expand its presence in the Middle East. Since 2018, the logistics company has been represented under the name HOYER Middle East, with a storage and filling facility for chemicals in Al Jubail. With the new additional site in Dammam, Saudi Arabia, HOYER strengthens its presence in the region with another branch office: HOYER Arabia. Here, the local team of experts also takes care of transport logistics activities directly on site – a decisive step in serving customers' needs even quicker and in more purposefully.



Selcuk Cingi, Regional Director Middle East and India of the HOYER Group, says, "Saudi Arabia is a strategically important growth market for the world and also for the HOYER Group. The country's economic momentum and ambitious plans for the future offer great potential – especially for the chemical

industry. With our team of specialists at the new location and our global expertise, we ensure that we can provide our customers with optimum support on site. Now, we are even better equipped to combine modular services: from storage and filling in large and small containers to transport logistics. We are a broadly-based partner, especially for the regional chemical industry, offering services along the entire supply chain. Reliable, safe, secure, and with expertise directly on site."

The current focus is on overseas business, and in the area of transport logistics, land transport is being increasingly implemented within Saudi Arabia and to neighboring countries. In the future, the range of services offered will be expanded to include intermodal transport movements. Saudi Arabia is investing heavily in expanding its rail network. The HOYER Group has decades of experience in intermodal transport, including for challenging individual routes. With its global network of experts and its specialization in road, rail, and overseas transport, the international logistics provider will be a strong partner in the movement of liquid goods as soon as the rail expansion project in Saudi Arabia

has been completed. With its Supply Chain Services (SCS) in Al Jubail, the HOYER Group then covers services in Saudi Arabia ranging from formula-compliant mixing, filling and storage of the product, to its transport logistics and unloading.



As explained by Ahmed Al-Mualem, General Country Manager Saudi Arabia, "With the new office in Saudi Arabia, we are closer to our customers and can offer them

solutions with even greater efficiency. Demand is constantly increasing – especially from the chemical industry. Among other things, our local team meets this demand by using swap body tank containers, which have already become popular in Europe, because they offer a larger volume than standard ISO tank containers, thus making land-based and intermodal transport movements even more economical."

Through this expansion, the HOYER Group underscores its commitment to Saudi Arabia's growth market, and sends a clear signal of customer proximity, efficiency, and sustainability. ■

INTERMODAL

EUROPE / 2025

VISIT US AT BOOTH K39



LAMILUX ULTIMATE TANK CLADDING

SHINES AND LASTS FOREVER



Member of
ITCO

LAMILUX COMPOSITES GMBH
composites@lamilux.de | www.lamilux.com

Michael Kopecky Appointed Global Head of Tank Container at Leschaco

The Leschaco Group is pleased to announce that Michael Kopecky will take on the role of Global Head of Tank Container starting July 01, 2025. Currently serving as Head of the Tank Container Competence Center (TCCC) Americas, Michael will continue to be based in Houston and assume a dual role until further notice.

Michael joined the Leschaco Group in January 2024 as Deputy General Manager TCCC Americas. Since then, he has led the tank container business in the Americas with outstanding dedication, successfully driving the unit forward together with his team in Houston.

Michael brings extensive expertise in the tank container segment, gained through more than a decade with the Hoyer Group, where he most recently held the position of Director of Projects/Financial & Executive Officer. His professional journey began in 2005 as Assistant Operations

Manager at APM Terminals, Houston. Michael holds a Bachelor of Science in Maritime Administration from Texas A&M University.

In his new role as Global Head of Tank Container, Michael will oversee Leschaco's global tank container operations. He will focus on further advancing the strategic initiatives of this core business unit, collaborating with global teams and stakeholders to foster operational excellence and ensure customer satisfaction.

Leschaco CEO Constantin Conrad expressed his confidence in Michael's leadership: "We are very pleased to welcome Michael to our Senior Management team. His in-depth knowledge of the tank container industry, global perspective, and collaborative mindset make him the perfect fit to take our tank container operations to the next level. With Michael's vision and commitment, we



are well-positioned to achieve our ambitious goals for sustainable growth and operational excellence."

Michael Kopecky shared his enthusiasm for the new challenge: "I am honoured to take on the role of Global Head of Tank Container at Leschaco. The global tank container market holds tremendous potential, and I look forward to working closely with our talented teams worldwide to drive innovation, deliver exceptional value to our customers, and strengthen our position as a leading player in this dynamic sector." ■

Leschaco, Inc. named Partner of Year 2025 by American Chemistry Council

Leschaco, Inc. has been named a 2025 Partner of the Year by the American Chemistry Council (ACC). The Responsible Care Partner Company of the Year Award recognizes the superb performance and safety record of companies involved with the distribution, transportation, storage, use, treatment, disposal and/or sales and marketing of chemicals.

This prestigious honour places us among just three organizations recognized nationwide for outstanding performance and collaboration in advancing the goals of the Responsible Care® Initiative. This achievement reflects the dedication, professionalism, and commitment to excellence demonstrated by every member of our team. Read the full announcement by ACC here. The American Chemistry Council is a leading industry association representing the interests of chemical manufacturers (ACC's members) and their supply chain partners in the U.S. One of its most impactful initiatives for the last 35 years is Responsible Care®, a global, voluntary commitment by their members and partners

to continuously improve health, safety, environmental, and security performance through its motto "Our Commitment to Sustainability." As a Responsible Care Partner, Leschaco, Inc. has demonstrated its alignment with these core values, going above and beyond to implement best practices across our operations and allowing us to provide high value complex solutions to our clients.

This award is a testament to the culture we are building together - where safety, quality, integrity, and sustainability are woven into everything we do. Thank you to all the employees and colleagues for their unwavering commitment to operational excellence and for representing Leschaco with pride and purpose. Let us continue to lead the way as a trusted partner in the chemical logistics industry. ■





PEACOCK
CONTAINER LEASING

Customized tank container leasing



Telematics

Telematics solutions for enhanced product traceability and supply chain management.



Sustainable Solutions

Sustainable solutions for reducing the carbon footprint of ISO tank operations.



Fleet Management

Fleet management services for reduced operational costs.



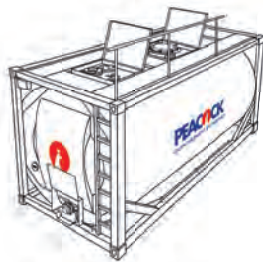
24/7 Fleet info

24/7 Cloud-based accessibility to fleet information and documentation.



Advice

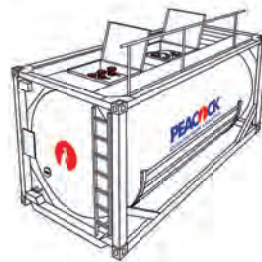
Expert advice on product compatibility.



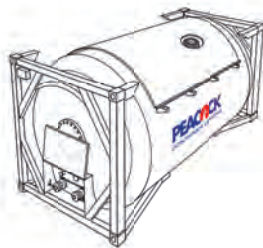
Standard



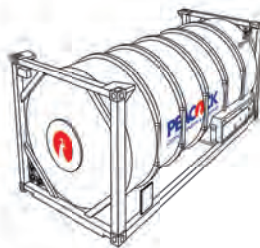
Swap body



Specialized



Gas



Cryogenic



Bitumen

Peacock offers worldwide access to standard and specialized ISO tanks for petrochemicals, liquid food products, bitumen, liquefied gases, and cryogenic gases. With over 30 years of expertise in ISO tank leasing, we provide reliable and flexible solutions tailored to your needs.



ecovadis



G R E S B

Singapore | The Netherlands | China | USA

LEASING:

www.peacockcontainer.com

✉ info@peacock.eu

SALES:

www.tankcontainer-sales.com



Bertschi Group prepares for generational change

The global logistics service provider Bertschi is setting the course for the future. The third generation is gradually taking over responsibility for the strategic management of the Group. Hans-Jörg Bertschi, majority shareholder and Executive Chairman of the Board of Directors, will pass the torch to his three nephews Markus, Beat, and Jörg Berner in the coming years.

Markus Berner (42), Chief Information Officer since 2021 and member of the Group Management Board, was elected Vice Chairman of the Board of Directors at this year's Annual General Assembly of Bertschi Holding AG. After a transitional phase, he will succeed Hans-Jörg Bertschi as Chairman of the Board of Directors. Beat Berner (41), Head of Group HR and Marketing since 2019, will be nominated to the Board of Directors of Bertschi Holding AG next year. Jörg Berner (38), strategic project manager since 2016 and member of the Board of Directors of Bertschi Holding AG since 2020, recently additionally took over as Chairman of the Board

of Directors of Elite Digital Logistics (EDL). EDL is an independently and neutrally managed global freight management service provider for the chemical industry, headquartered in Singapore and part of the Bertschi Group.

The operational management of the Group under the leadership of CEO Jan Arnet for the asset-based business of Bertschi Group and CEO Ole Sander for EDL remains unchanged.

As part of this handover to the third generation, the second generation of the Bertschi family will gradually withdraw from active management of the Group. Hans-Jörg Bertschi (67), Chairman of the Board of Directors since 1997 and CEO of the Group until 2018, will remain a member of the Board following the planned future handover of the chairmanship to Markus Berner. Brigitta Berner-Bertschi (69), who served for many years on the Group Management Board of Bertschi until 2022 and has remained on the Board of Directors since, will retire from the Board of Directors next year.

Over the past 40 years, this second generation has developed the family business from a medium-sized transportation company with a turnover of 50 million Swiss Francs, into a global market leader in chemical logistics with a turnover of one billion Swiss Francs. The success of the family-owned Bertschi Group is based on the family's value system and long-term orientation. With clear ownership structures, the family wants to secure trust and identity among the management and employees - and thus also offer the company's customers and other business partners long-term stability and continuity. Based on this principle, Hans-Jörg Bertschi will transfer the majority of shares in the Group to his three nephews in the foreseeable future.

The Bertschi Group wants to remain an independent family business. It has 3,240 employees worldwide, including over 700 in Switzerland. The company is active in around 100 countries and generated sales of more than one billion Swiss Francs in 2024. ■



Professional Manufacturer of TANK CONTAINERS

- 20' ISO tank T1-T23
- Swap tank 28-38.5 m³
- Electrical/glycol heated tank
- Reefer tank
- Lined tank (PE, Rubber, Saekaphen, Chemline, FRP, PTFE, etc.)
- Food grade tank
- AHF tank
- H₂O₂ tank
- Liquid sodium tank
- Sulfuric acid tank
- Yellow phosphorus tank
- T50 gas tank (U and U2 stamp)
- T75 cryogenic tank
- Small pressurized tank

Occupied Area

Workshop: **120,000m²** Container Yard: **20,000m²**

Production Capacity

Standard tank: **12,000** units/year Special tank: **6,000** units/year



Email: info@nttank.com Tel: +86-513-81601166
 Mb/WhatsApp/WeChat: +86-15151346293
www.nttank.com



UPM and Anker Schifffahrt Extend Longstanding Contract



Emden, Germany - June 2025: Anker Schifffahrts-Gesellschaft mbH and UPM-Kymmene Corporation have announced the extension of their decades-long partnership for terminal operations in Emden. The newly signed agreement secures services until December, 31 2027, with an option for an additional three years.

The partnership between Anker Schifffahrt and UPM-Kymmene dates back over 30 years and is one of the longest continuous service agreements within the UPM Corporation worldwide. At a recent signing ceremony in Bremen, Germany, attended by representatives from UPM, Anker Schifffahrt and the Leschaco Owners' Family, the parties reaffirmed their commitment to this trusted relationship.

Under the renewed agreement, Anker Schifffahrt will continue to handle pulp and other forest products at the Emden terminal, ensuring seamless transshipment and onward transport by inland waterways, rail, truck, or container. This long-term collaboration has not only contributed

to the stability and growth of Anker Schifffahrt's operations in Emden but also supported UPM's reliable and sustainable supply chains.

Constantin Conrad, Managing Director of Anker Schifffahrt and CEO of the Leschaco Group, said: "This contract extension underscores the trust and mutual respect that have shaped our partnership with UPM for over three decades. Together, we have continually adapted to evolving market demands, driven by shared values of quality and reliability."

Jan Remmers, Managing Director of Anker Schifffahrt, together with Tilo Hoff, General Manager added: "We are proud to continue this journey with UPM. This extension is a testament to the dedication and professionalism of our teams, who work every day to deliver excellent service to our customers."

Jukka Hölsä, VP Logistics and Lauri Rikala, Director Global Break Bulk Shipping UPM, stated: "We highly value our long-standing cooperation with Anker Schifffahrt. Their

commitment and flexibility ensure that our cargo flows reliably and efficiently through Emden, supporting our operations and sustainability targets."

Anker Schifffahrt, a 100% subsidiary of Lexzau, Scharbau GmbH & Co. KG (Leschaco), is a leading terminal operator and ship agency in Emden. UPM-Kymmene Corporation, headquartered in Finland, is a global material solutions company.

Information about Anker Schifffahrt:

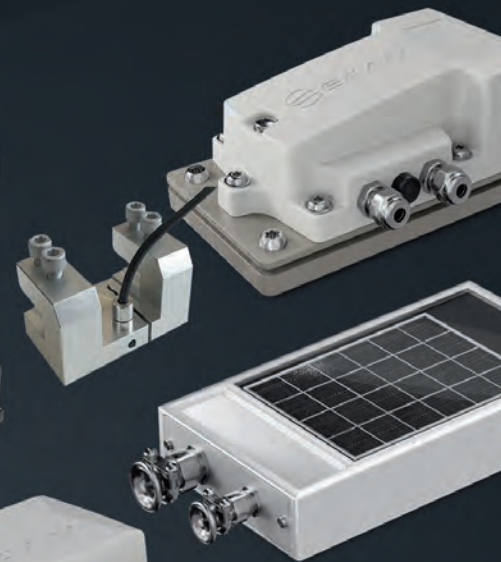
Anker Schifffahrts-Gesellschaft mbH, Emden, is a 100% subsidiary of Lexzau, Scharbau GmbH & Co. KG (Leschaco). Anker Schifffahrt is a well-known seaport transshipments and terminal operator in the outer port of Emden and covers all the requirements that industrial customers and transporters place on a modern, efficient terminal. The company's activities focus on automobile handling, the handling of forest products and port specific services.

Since the beginning of the 1980s, Anker Schifffahrt has also operated its own ships agency and supports all types of vessel and vessel sizes with a 24/7/365 service. For further information about Anker Schifffahrt's capabilities and terminal services in Emden, please visit ankerschifffahrt.de/en/

Information about UPM:

UPM is a material solutions company, renewing products and entire value chains with an extensive portfolio of renewable fibres, advanced materials, decarbonization solutions, and communication papers. Our performance in sustainability has been recognized by third parties, including EcoVadis and the Dow Jones Sustainability Indices. We operate globally and employ approximately 15,800 people worldwide, with annual sales of approximately €10.3 billion. Our shares are listed on Nasdaq Helsinki Ltd. Read more: upm.com ■

**SMART up your assets -
SAVVY up your business**



**transport
logistic**
the leading exhibition









Looking forward
to your visit.
Hall B1
Stand 221

Ex certification: II 2G Ex ib IIC T4 Gb | II 2D Ex ib IIIC T 135°C Db



Operating temperature: from -40°C to +85°C Running live: up to 15 years

YOUR ADVANTAGES

-  Current status of transports world-wide at any time
-  Automatic stock control
-  Automatic monitoring of temperature controlled transports
-  Optimise fleet utilisation
-  Damage prevention and damage cause
-  Total cost saving via business process optimisation
-  Automatically generated KPI's
-  Investment security thanks to modular solutions

AREA OF USE

- ✓ Performance logging for freight wagons
- ✓ Shock and flat wheel detection
- ✓ Temperature-controlled transports
- ✓ (ATEX-) Sensor monitoring
- ✓ Container and freight wagon round trip optimisation
- ✓ Fleet management optimisation
- ✓ Shedule monitoring
- ✓ Load detection

H2 MOBILITY and the HOYER Group conclude a contract for hydrogen logistics



Photo caption (from left to right): Axel Remplewski (Managing Director HOYER Global Gas Logistics), Anna Krüger (Head of Sales Global Gas Logistics HOYER Group), Frank Fronzke (Managing Director and COO of H2 MOBILITY) and Eike Diercks (H2 Sourcing & Logistic Manager of H2 MOBILITY).

The HOYER Group has concluded a contract with H2 MOBILITY, the largest operator of hydrogen refueling stations in Germany. Initially, as a partner, the international logistics specialist for liquid goods will undertake supplies to hydrogen refueling stations in the Rhein-Neckar region, and will be responsible both for transport and for quantity control.

The international logistics specialist HOYER, by taking this step, strengthens its position as a leading provider in Germany in the field of gas logistics. The HOYER Group is continuously expanding its hydrogen operations, both with logistics expertise and by building up its own hydrogen fleet. Investments and market growth will be guided in an internal *New Energies* focus group, which deals in detail with equipment and the provision of services in the H2 sector.

“*We are very pleased with the signature of this contract, through which we can contribute our many years of experience, both in handling hydrogen and in intelligent logistics planning.*”

Anna Krüger,
Head of Sales, Global Gas Logistics

Anna Krüger, Head of Sales for Global Gas Logistics and a member of the HOYER Group's *New Energies* focus group, says, “We are very pleased with the signature of this contract, through which we can contribute our many years of experience, both in handling hydrogen and in intelligent logistics planning. The partnership with H2 MOBILITY is an important milestone in our mission to further expand the hydrogen logistics sector, thus supporting the transition to

environmentally friendly mobility. HOYER is also already acquiring experience with its first fuel cell trucks.”

Frank Fronzke, Managing Director and COO of H2 MOBILITY, says, “We are delighted to have gained HOYER as a reliable partner who will support us in strengthening independent supplies to our hydrogen refueling stations. By assigning a logistics partner, we create more autonomy and security in supplies to our refueling stations.

At the same time, we have invested in our own hydrogen equipment, so together with HOYER we can now implement more flexible deliveries to our refueling stations.”

About H2 MOBILITY

H2 MOBILITY is the pioneer in developing a public hydrogen refueling infrastructure, and is Germany's largest operator of hydrogen refueling stations. The company is committed to promoting sustainable mobility, and has set itself the aim of switching fully to renewable hydrogen by 2028.

About the HOYER Group

HOYER is a leading global logistics provider in handling and transporting liquid goods, including gases. With decades of experience and a comprehensive portfolio of services, HOYER offers tailor-made solutions for cryogenic liquified gases or gases liquified under pressure, and in handling gas cylinders. Worldwide. ■

HOYER
GROUP

H2MOBILITY

Meeberg accelerates growth

Eelco van de Meeberg, Chief Executive Officer of Breda-based Meeberg, describes to *Tankcontainer Magazine* how the accelerating company's growth is based on core family values and key partnerships.



TCM: What range of products and services does Meeberg offer?

EvdM: Meeberg operates through three primary divisions: (1) leasing of ISO tank containers, (2) trading of tank containers, and (3) repairs and modifications of tank containers. These services are currently delivered from our main depot in Breda, The Netherlands. In addition, we are expanding our operations with a new depot under construction in Sharjah, United Arab Emirates, which is expected to be operational by the fourth quarter of 2025.

TCM: What is the company's history?

EvdM: Meeberg was founded in the early 1980s by our parents as a dry box container repair company, operating directly from Rotterdam docks. Without a dedicated office or workshop, the company relied on a mobile service truck to deliver its services. We, as youngsters, worked in the port in the holidays, gaining valuable experience by cleaning dry freight box containers and making minor repairs on vessels that were docked at the port.

As the liquid chemical logistics sector expanded, Meeberg gradually shifted its focus towards the Maintenance & Repair of tank containers. Initially operating from Waalhaven in Rotterdam, the company soon moved and established a depot at the port of Moerdijk, where it ran a service for 20 years.

After we, the second generation, entered the company – and with the Moerdijk facility becoming too small – the depot was moved to a 225,000 ft² plot in the city of Breda, where we are still located. While the company's origins are rooted in repair services, Meeberg's core business has evolved to mainly focus on the leasing and trading of tank containers. From its beginnings as a sole proprietorship, Meeberg has grown into a global enterprise employing 70 people.

TCM: What are the advantages of being a family company?

EvdM: The first question we are often asked is: how is the relationship between siblings managed in your family company? In our case, this dynamic has evolved naturally, as each family member brings distinct expertise to their respective roles. My brother is responsible for depot operations, overseeing fleet Maintenance & Repair as well as workforce management in the depot, in close collaboration with our Chief Operating Officer, Michel van der Sman. →





The acquisition of Rotterdam Tankcontainer Leasing B.V. significantly tanks in a relatively short timeframe. It also enabled us to welcome

My sister leads the marketing and sales division, working alongside our Chief Sales Officer, Martijn Kool. I mainly concentrate on leasing strategy together with our Chief Commercial Officer, Dennis de Vriend and director Middle East & Indian Subcontinent Paresh Hajirnis, while financial oversight is led by our Chief Financial Officer, Adrian van den Bemt. Each executive is supported by a highly skilled team dedicated to achieving our collective objectives.

In addition to our internal organisational structure, we try to maintain a familial and approachable atmosphere within the company, extending this ethos to our relationships with customers and suppliers. Although we operate with the rigour and professionalism required of a fast-growing and ambitious enterprise, we as owners will always try to keep short communication lines and close contact with our shareholders. We believe this approach is important and differentiates us from larger, more corporate-focused organisations. ... and the drawbacks?

As a family we are most of the time "all-in" - that can mean that when there are setbacks it will reflect on the whole family, which can be stressful. However until now we have been able to manage the issues quite properly. As entrepreneurs in a family company, we are occupied 24/7 with the business which can be fantastically inspiring but can also be occasionally pressuring. Luckily, we can divide workloads between the three of us which makes it most of the time perfectly doable.

TCM: Does the company have a global position?

EvdM: In recent years, we have significantly expanded our global presence. Our operations are concentrated in three primary regions. The Netherlands serves as our operational headquarters and is where we have our main depot and office. For financial management, our headquarters have been located in Switzerland for

several years, where we find better financial support in funding and where skilled financial professionals are more available. Recognising the rapid growth of the Middle East and the Indian Subcontinent markets, we established an office in Dubai, staffed by a dedicated team of local professionals who manage daily business activities. Building on this, we are currently in the process of opening a full-service liquid tank container depot in the region, scheduled to become operational in the fourth quarter of 2025. The new facility, named "Al Shams," is strategically located less than an hour from Jebel Ali port in Sharjah, United Arab Emirates.

TCM: What are the priority markets?

EvdM: Until recently, Europe has been our primary market for standard liquid tank containers. However, the landscape has shifted considerably. Due to the impact of Covid-19, failing economies and the conflict in Ukraine, the European market has stagnated and has yet to fully recover. We now see the markets in the Middle East, Southeast Asia and the Indian Subcontinent as the most important ones. These regions have been developing steadily for some time and our strategic decision to establish a Dubai office four years ago has positioned us well to capitalise on this sustained growth. This proactive approach has enabled us to effectively leverage our ongoing expansion in these key markets.

TCM: What range of tank container sizes and T-Codes are available from Meeberg?

EvdM: Within the Meeberg lease fleet, we primarily operate T11 tank containers with a capacity of 26,000 litres. Our fleet also includes bitumen tanks, dry box containers and a relatively small number of swap body units. Swap bodies have been a headache lately due to the loss of the short sea routes to Russia and the CIS (Commonwealth of Independent States) countries



expanded our fleet, primarily through the addition of more T11 new customers and strengthened our market position.

but we have successfully decreased our exposure to these markets. Recently, we have added some 40' high cube dry boxes to our fleet. Although it is not our core business, we are always willing to support our key customers with their expansion needs. With the acquisition of MIMU Tank Leasing we have added a range of special tank containers to our inventory such as T14 lined tank containers and hydrogen tanks. In our current lease fleet we do not have T50 gas tanks or T75 LNG tanks. However, these tank container types are regularly sold through our sales/trading department. With the arrival of MIMU Tank Leasing as a new member of the Meeberg group we expect that these types of tank containers will be gradually incorporated into our fleet. Our sales fleet consists of a wide range of tank containers and to be able to service our customers properly we keep a large stock in our depot in order to deliver on very short notice. I believe we have the largest sales stock of used tank containers in Europe, ranging from swaps, bitumen tank containers, 25/26 cbm T11 tank containers to 17cbm T20 tank containers. On average we hold 700 tank containers that are ready to be sold, refurbished or with a modification.

TCM: Are all the different heating and cooling systems available?

EvdM: We have a small quantity of reefer/cooling tanks in the lease fleet but our tank containers mainly have the standard steam heating systems. For our bitumen fleet we use fire-driven heating pipes (flame tubes). These can reach temperatures of 200 degrees Celsius, which is needed to melt the bitumen. Of course, we are able to provide all applications for heating and cooling systems at our depot and install reefer units, tracing, immersions heaters and flame tubes on regular basis.

TCM: What did the acquisition of Rotterdam Tankcontainer Leasing B.V. in April 2023 bring?

EvdM: The acquisition of Rotterdam Tankcontainer Leasing B.V. significantly expanded our fleet, primarily through the addition of more T11 tanks in a relatively short timeframe. It also enabled us to welcome new customers and strengthened our market position.

TCM: What is the objective of the 2024 strategic alliance with Reichmuth Infrastructure?

EvdM: A few years ago, Meeberg faced a pivotal decision regarding the company's future growth strategy. Typically, there are two paths at such a crossroads: pursuing organic growth, which tends to be slower due to limited capital but involves lower risk and pressure; or partnering with an external investor capable of providing capital more rapidly to accelerate expansion. We opted for the latter and were grateful to be able to sell a minority stake in the Meeberg Group to Reichmuth Infrastructure, a Switzerland-based pan-European infrastructure asset manager and part of the broader Reichmuth & Co Group. This gave us much comfort and trust and, even more importantly, we kept the freedom to shape the company as we see fit, with little interference on our daily management. Crucially, it has opened doors to new funding opportunities. Among Reichmuth Infrastructure's divisions is the dedicated European Transportation & Mobility platform, which invests in a diverse range of transport-related enterprises, including milling machines, aircraft engines, rail wagons, and now, tank containers.

TCM: What drove the acquisition of MIMU Tank Leasing acquisition in June?

EvdM: Within our organisation, we previously had limited capacity to address the growing demand for specialised →

tank containers, which service a different kind of product and customers base. We have always wanted to add these units to our fleet and now, with the acquisition of MIMU by Meeberg Group, we have the capability to also service the "specials" market. MIMU brought a fleet of lined tank containers and hydrogen tanks into the Meeberg fleet portfolio. Two Belgium brothers - Steve and Michael Govers - will still be managing MIMU as a separate business unit according to their own strategy and have an extraordinary knowledge of hydrogen tanks and their usage. I am really excited to see how this market will develop. Hydrogen tanks are insanely expensive and can have a test pressure up to 425 bar. Meanwhile, lined tanks can carry a range of high acidity products that are not compatible with normal tank containers. The Govers brothers also hold a vast amount of knowledge for these types of products. MIMU Tank Leasing offers high-quality tank containers featuring specialised linings such as Sakaphen, Chemline and

rubber lining. These linings are ideal for the safe transport of corrosive or temperature-sensitive chemical products, including acids, alkalis, latex, solvents, and silicone oils. MIMU also provides MEGC (Multiple Element Gas Containers) units suitable for the storage and transport of hydrogen, nitrogen or helium.

TCM: **What are the trends in the tank container leasing market?**

EvdM: Across all markets, including the tank container leasing sector, we see a clear trend toward increased consolidation. A lot of capital is available to drive mergers between compatible companies in an attempt to realise synergies and enhance competitive positioning. While this trend has been most prominent among large industry players, it is increasingly affecting small and mid-sized companies as well. As a mid-sized enterprise, Meeberg aims to make an acquisition each year to support its growth strategy.

Meeberg has developed a comprehensive 10-year growth plan targeting a fleet size of 40,000 TEU, with an even balance between tank containers and dry boxes.



TCM: What are the company's ambitions and how will they be achieved?

EvdM: Meeberg has developed a comprehensive 10-year growth plan targeting a fleet size of 40,000 TEU, with an even balance between tank containers and dry boxes. Currently, we are approaching the halfway mark, leaving several years ahead to realise this ambition. Our strategy focuses on advancing digitalisation and operational efficiency, ensuring that the best talent is positioned in the right roles. We remain committed to honouring our core family values while expanding our global presence. Above all, we will keep reminding ourselves that we work for our customers and this is always our highest priority. And let us not forget to enjoy the experience along the way, recognising the unique opportunities and challenges of the international tank container market of which we are part.

Biography

Eelco van de Meeberg

- 1995-2004:** University of Rotterdam (Codarts), Master degree (Cum Laude)
- 2004-2008:** Professor Methodology, University of Rotterdam (Codarts)
- 2009-2011:** Senior Trader Commodities, Banki Trading, The Hague
- 2011-2017:** CEO, Mountain Group, The Netherlands
- 2017-Present:** Chief Executive Officer, Meeberg Group, The Netherlands

I am driven by a purpose to harness and share knowledge in ways that inspire growth, innovation and transformation. By leading through education, refining experience and enhancing efficiency, I seek to unlock the deepest layers of human potential - foundations I believe are essential for creating enduring success and meaningful progress. ■



Eelco van de Meeberg,
Chief Executive Officer,
Meeberg

'Ein Prosit' to *transport*

Munich's huge biennial *transport logistic* exhibition in June brought the tank container industry together once again. Despite - or because of - weak market conditions, there was much to discuss, including four tank container acquisitions, a competitive reorientation of the leading operator and plenty of initiatives to generate growth opportunities.

Leslie McCune, a tank container market expert, summarises the market and looks behind the headline M&A news.

Hofbräu and warthogs

Munich and the Masai Mara have as much in common as Hofbräu and warthogs. And yet, as the encouragingly positive global tank container industry gathered in the ITCO Village at the *transport logistic* exhibition in Munich in June, thoughts of the dry season under a hot African sun came to mind.

At this time, poor environmental conditions cause watering holes to evaporate, growing smaller in the unsupportive climate. Competition for water becomes more intense and new plant growth difficult to find. Some weakened animals fall prey to predators while others merge to form larger groups to increase their chances of getting to, and staying at, the watering hole.

Different ways to get to the scarce resource are developed. Those animals drinking, including warthogs, must be much more alert.

For those at Munich, the tank container market could be regarded as the watering hole. Generally poor economic conditions have reduced its size - most notably in Europe - and competition has become more intense (as signalled by lower lease per diems, reduced operator rates, low utilisation and historically low prices for new build tank containers).

Some weakened players (**Seaco**) have fallen prey to predators (**Textainer**, subject to approvals) while others have acquired others to create larger groups (**ITT/Bulk Tainer Logistics**;



logistic, Munich

Meeberg/MIMU Tank Leasing). Different ways of getting to the market are being developed e.g. **Stolt-Nielsen's** more assertive competitive positioning as an 'integrated bulk liquid logistics provider', more closely aligning their leadership positions in tank containers, terminals and chemical tankers (more than 65% of its top 100 customers use more than one of its liquid logistics solutions). Those in the market must be more alert to the threat of thirsty new entrants (sometimes offering below-market rates to establish a new position at the watering hole).

That said, spot rates have strengthened, except in Asia, where space is now more available, and there are signs that demand is picking up. Demurrage revenues certainly will, thanks to global tariff uncertainties.

Tank container market sentiment

The sentiment of many in the busy ITCO Village, which hosted 66 tank container exhibitors, was that the chronically weak **European** market for tank containers is, at least, **now stable** and is expected to maintain its current subdued level for the rest of year, despite some significant **new flows** into Europe, such as used cooking oil for Sustainable Aviation Fuel, which is sourced from the Middle East and South East Asia and discharged in Rotterdam. Elsewhere lithium ion battery electrolytes, hydrotreated vegetable oil for bio-diesel fuels and high purity sulphuric acid are all busy new trade flows.

Spot tank container business has increased markedly, at the expense of long-term supply contracts, with some large chemical customers looking to reduce their dependence on single logistics partners by working with multiple providers. Despite lower shipments, firmer spot rates in the US, Europe and the Middle East in the second quarter have helped boost operator revenues and margins. Asia weakened.

Lease **per diem** rates are low but, more positively, have been lower over the past 12 months. Fleet utilisation rates for lessors are typically 90%; those for operators are around 65%.

The poor situation in Europe has accelerated the search for geographic and margin growth opportunities elsewhere.

The **Middle East** is now well-supplied and well-supported by a network of capable depots (the Q1 2026 issue of *Tankcontainer Magazine* will focus on this region). The medium term game changer will be the development of direct oil-to-chemicals technology, which will dramatically boost the percentage of the barrel processed directly into chemicals, rather than into refinery fuels (which will be less in demand as conventional gasoline usage declines due to the adoption of electric vehicles). Oil-to-chemicals technology is a strategic priority for Saudi Arabia's petrochemical sector. ➔



CIMC SAFEWAY

INNOVATIVE

DIGITAL

INTELLIGENT

GREEN

Global Tank Container Leader

- ★ National Green Factory
- ★ National Intelligent Manufacturing Excellence Factory
- ★ National Manufacturing Individual Champion Factory



CIMC SAFEWAY TECHNOLOGIES CO., LTD.

Global Sales Contact:

NO.159 Chenggang Road, Nantong, Jiangsu, China 226003
Tel: +86-513-85066022 (Sales), +86-513-85066888 (Switchboard)
www.cimctank.com
E-mail: tanks@cimc.com

Europe Sales Contact:

Middenweg 6 (Harbour nr.397-399) 4782 PM Moerdijk, The Netherlands
Tel: +31 880 030 860
www.cimctankcontainers.nl
E-mail: info@cimctankcontainers.nl



As the encouragingly positive global tank container industry gathered in the ITCO Village at the transport logistic exhibition in Munich in June, thoughts of the dry season under a hot African sun came to mind.

The promise of **India** is a common theme, with new tank container entrants under-cutting some established players to gain a position. Indian companies are eager to do business with tank container players - some have old assets but other new, well-financed, Indian players have come straight into the market with new T50 gas and T75 cryogenic tank containers. As always, success depends on partner selection.

India's high interest rates of over 8% p.a. make the sale and leaseback of tank containers an attractive way to access finance, given that smaller lessors buy tank containers based on a weighted average cost of capital of around 6%.

Margin growth can be achieved by the greater use of 'special' tank containers in operator and leasing fleets, or by the development of high margin ancillary or **value added services** (especially by versatile tank container depots).

The need for specials, of course, depends on the customer and product portfolio, and at a cost - tank linings, for example, may provide the flexibility to open up new market opportunities to carry aggressive chemicals but can add over \$18,000 to the cost of a typical 21 m³ T20 tank container. Lining options include vinyl ester, polymer, baked phenolic, epoxy, zinc-rich, etc.

Tank container manufacturers

Operators are buying more new build tank containers than lessors at the moment, with prices being squeezed to \$1,000 above historic lows as manufacturers determinedly try to keep their lines running.

Prices for tank containers peaked in 2008, when prices broke through the \$30,000 level for standard T11s. At this time, the price of 316L stainless steel - the largest manufacturing cost component - was \$7,200. Today, tank container prices are less than half that historical peak but stainless steel prices are only 30% lower than those in 2008. This explains the relatively high price of second-hand tank containers and those being sent for disposal. The implication is that, with the cost of stainless steel in a standard tank container being over \$10,000, tank container manufacturers must be running at close to **breakeven**.

The largest impact of **tariffs** for Chinese tank container manufacturers is the high duty imposed on imported parts for tank containers manufactured for the domestic market.

M&A – Textainer/Seaco

The announcement of the acquisition of Seaco, the third largest global tank container lessor, was anticipated by *Tankcontainer Magazine* and, in June's issue, we considered how the regulatory authorities might view the purchase of Seaco by Textainer, one of the leading intermodal container lessors, which was itself bought by Stonepeak, a US private equity major, for \$7.4 billion in March 2024.

Typewriter Ascend, an entity controlled by Stonepeak, and an affiliate of Textainer, agreed to acquire Global Sea Containers Limited (Seaco) from Bohai Leasing for an equity purchase price of **\$1.75 billion**, subject to certain adjustments. The transaction is subject to customary closing conditions, including regulatory approvals in ten jurisdictions around the world. ➔



The Justice Department generally considers an industry with an HHI of less than 1,800 to be a competitive marketplace and mergers and acquisitions are usually not problematic.

Acquiring Seaco will boost the Textainer fleet from 4.5 million owned or managed TEU (Twenty-Foot Equivalent Units) to 6.9 million TEU, just behind Triton's world-leading 7.5 million TEU container fleet (including Global Container International LLC). The acquisition will leave the container leasing industry with five main players with fleets of over 1 million TEU controlling over 90% of the market with Triton and Textainer alone controlling over 50% of the global container leasing fleet.

Will regulators approve the Textainer/Seaco acquisition?

The Department of Justice Antitrust Division and the Federal Trade Commission are the competition authorities in the US. They use the Herfindahl-Hirschman Index (HHI) as a simple and commonly accepted measure of market concentration and consider it a proxy for market competitiveness. It is calculated by squaring the percentage market share of each company in a specific market and then summing the resulting numbers.

The formula can be expressed as $HHI = S1^2 + S2^2 + S3^2 + \dots + Sn^2$ where Sn is the percentage market share of each company. A 100% monopoly would have the largest possible value ($100^2 = 10,000$) and the HHI for a very highly fragmented industry would be close to zero.

The Justice Department generally considers an industry with an HHI of less than 1,800 to be a competitive marketplace and mergers and acquisitions are usually not problematic. An HHI of 1,800-2,500 is considered a moderately concentrated marketplace and an HHI of over 2,500 is viewed to be a highly concentrated marketplace and most likely to be subject to scrutiny by competition authorities.



Textainer's acquisition of Seaco will, based on fleet size figures, move above the benchmark 1,800 Herfindahl-Hirschman Index (HHI) and into the zone for a **"highly concentrated"** box leasing market, inevitably attracting the scrutiny of competition regulators.

However, the market is not so concentrated that Textainer will have a market share over the 30% threshold, another key threshold metric used by the US Antitrust Division of the US Department of Justice, so the **expectation** is that **approvals** will, eventually, be **granted**.

M&A - ITT/Bulk Tainer Logistics

Elsewhere, news leaked out two weeks before *transport logistic* that Jon Hulsey's Intermodal Tank Transport (ITT) would be acquiring David Etherington's Bulk Tainer Logistics.

ITT, founded in Medellin, Columbia in 1993, has a young fleet of 20,000 tank containers, supported by a network of cleaning and repair depots, and is the dominant carrier between the US, Europe to Latin America. Apollo, one of the world's leading asset managers, made a **structured equity investment** in ITT in June 2023. (Structured equity investments combine debt and equity to enable companies to raise capital for acquisitions without business owners giving up control of their company.)

Asset managers tend to invest in lessors so the investment in ITT, a tank container operator, was **unusual**. However, with Apollo's stake in place, ITT was always going to accelerate the next phase of its growth, which meant acquisition(s). ➔



ITT, founded in Medellin, Columbia in 1993, has a young fleet of 20,000 tank containers, supported by a network of cleaning and repair depots, and is the dominant carrier between the US, Europe to Latin America.



tu transport logistic

the leading exhibition

CHOOSE YOUR TRANSPORT WAY.

Chemical Express offers intermodal (railway or short-sea) and road bulk liquid chemical transport service for both hazardous and not hazardous products, all-over Europe.

If you need to move your chemicals and you are searching for a logistic service provider, customer oriented, sensitive to environmental issues, open to technological innovations, with a modern fleet of 3000 tank containers equipped by most recent safety tools, CHEMICAL EXPRESS is your partner.

Contact our sales team, they will be glad to propose you an eco-friendly, on time and tailored-solution for your needs.

Please send your enquires to:
commerciale@chemicalexpress.it | info@chemicalexpress.it



Certified by:



www.chemicalexpress.it

Via Luigi Volpicella, 194
80147 Napoli - Italia
+39 081 2439711

Via delle Brece, 127
80147 Napoli - Italia
+39 081 2439730

Strada Regionale, 11
28069 Trecate - Italia
+39 346 3133138

Avenida Amado Granell Mesado, 75
46013 - Valencia (España)
Telefono: +34 96 110 04 65



Bulk Tainer Logistics was founded by David Etherington in 2009 and now has a fleet of over 11,000 tank containers. It is a relatively small global operator with a young fleet, equipped with GPS systems that were developed and manufactured in-house by Bulk Tainer Telematics, in which Bulk Tainer had an 80% shareholding. It was said to be one of the **few high volume purchasers** of new build tank containers in 2024.

The UK company, reported a turnover of £78 million (\$105 million) in 2023 with a net profit margin of over 6% and now focuses on the weak short-sea intra-European market. Bulk Tainer DMCC was set up in 2019 and generates a large revenue stream from its Middle East/Africa activities, some of which were previously reported through its UK company. The company invested in a 50% shareholding in a relatively recently established company, Bulkiso Tainer Pvt Ltd, in India.

The acquisition (it is not a merger) will create a fleet of over 31,000 tank containers, making ITT/Bulk Tainer Logistics the **fourth largest tank container operator**, behind Stolt Tank Containers, HOYER and NewPort. With E-WAY aiming to be a top 5 operator, Den Hartogh and Bulkhaul may be squeezed down the rankings.

ITT will become a genuine deep sea operator, in a way that neither ITT nor Bulk Tainer Logistics were before the acquisition. Further corporate action should be expected from ITT, probably including the development of its depot network.

M&A - Meeberg/MIMU

Breda-based Meeberg announced at *transport logistic* the acquisition of MIMU Tank Leasing, based in Antwerp, Belgium. Family-owned MIMU focuses on small specialist tank containers - many of which are lined or temperature controlled - for heavy chemicals and food grade products. The fleet also includes units for the delivery of multi-element gas cylinders to hydrogen fuelling stations.

Meeberg specialises in the sales, leasing, modification, refurbishment, maintenance, and logistics of tank containers. A strategic partnership with **Reichmuth** Infrastructure, a leading pan-European infrastructure asset manager, was announced at the end of 2023 with the objective of increasing and diversifying Meeberg's tank container leasing fleet. The MIMU acquisition therefore helps meet the partner's goal.

M&A – Goodrich/Braid Logistics (DHL Group)

Immediately prior to *transport logistic*, Singapore-based Goodrich Supply Chain Solutions - with a fleet of 6,200 tank containers - announced its acquisition of **food-grade** tank container specialist, **Braid Logistics** (3,000 units), from Deutsche Post DHL Group (renamed DHL Group in 2023).

Deutsche Post DHL bought food-grade tank container specialist J.F. Hillebrand (now Hillebrand GORI and part of DHL Global Forwarding, Freight) from private equity Cobepa, after 16 years of ownership, for €1.5 billion (\$1.7 billion) in March 2022 in what was DHL's first move into containerised bulk liquids.

Goodrich entered the food-grade market in 2023 to diversify its T11, T14, T20, T22 and T50-based chemical and gas logistics business. Braid's food-grade focus complements that of Goodrich's by widening its existing South East Asia, Middle East and India footprint to Europe, the UK and the US.

Conclusion

Weak demand, more intense competition and an over-supplied market have made the growth demanded by new tank container investors - and sought out by established players - more elusive. Interest in acquisitions as a route to accelerate growth has heightened, encouraged by the capital of external investors and the greater flexibility in valuations in today's market conditions.

Leslie McCune (lm@chemicalmanagement.co.uk) ■

Can tank containers and operators

Tankcontainer Magazine uses a well-known competitive strategy model to explore the market dynamics in the tank container operators sector.



be easily substituted?

Professor Michael Porter is a Harvard-based academic with a worldwide reputation as one of the leading authorities on the global competitiveness of industries. He is said to be the most cited business author and is the author of a compendium of books and articles on competitive strategy.

Porter created the so-called 'Five Forces' model to analyse an industry's attractiveness and likely profitability. The model is a simple but powerful way of understanding the competitiveness of an industry sector and identifies the potential profitability of a company's strategy. It has become one of the most popular and highly regarded business strategy tools and, along with the ubiquitous SWOT (Strengths Weaknesses Opportunities Threats) analysis, it has become an essential market analysis tool for most company board rooms.

The model recognises that companies keep a close watch on their rivals but it encourages them to look beyond the actions of their competitors and examine what other factors could impact the business environment. It identified five forces that make up the competitive intensity of a market - these can either erode or enhance the profitability of a company operating within the market. The five forces are:

- Force 1: Threat of substitutes**
- Force 2: Bargaining power of buyers**
- Force 3: Threat of new entrants**
- Force 4: Bargaining power of suppliers**
- Force 5: Rivalry among existing competitors**

In 2018, *Tankcontainer Magazine* considered the impact of these five forces on the tank container **leasing** sector. It concluded that, while consolidation in the tank container leasing sector was inevitable, there would be **no new significant entrants** in the short-to-medium term.

Our conclusion has been proved to be correct - Eurotainer, having completed the acquisition of Taylor Minster Leasing in 2018, went on to acquire Raffles Lease in 2019, while Peacock acquired GEM Containers (owned by RCOG Equipment Rental) in 2021. With one exception, there has been very little change over the past seven years in the market share of the top 12 lessors, which together represent nearly 85% of the leasing fleet. The one exception is CS Leasing, which nearly doubled its global leasing fleet market share from 5.1% in January 2020 to 9.2% in January 2025, based on ITCO's annual fleet survey.

In this issue, and in the next four issues of *Tankcontainer Magazine*, we explore what the competitiveness model reveals for the tank container operator sector.

We first consider Force 1, the threat of substitute products or services. This force explores what viable alternatives a customer may have to using tank container operators i.e. what is the likelihood of customers finding different ways of providing the assets and service a tank container operator delivers? A substitution that is cheap and easy to make would weaken

the position of an operator and may threaten its profitability. Substitutes play an important part in price elasticity, as the demand for a product or service is more sensitive if there are more substitutes.

Alternatives?

The alternatives for chemical or food grade producers (and for other types of beneficial cargo owners such as traders) are to move their bulk liquid cargoes in other forms of 'packaging' to tank containers or to move them in a tank container, but not to use a tank container operator.

A. TANK CONTAINER ALTERNATIVES

These include 55 US gallon drums, one tonne Intermediate Bulk Containers (IBC), flexibags (flexitanks), road tankers, pipelines, rail tank cars or local production.

Drums

Steel drums are often used for transporting compatible flammable liquids, chemicals or other hazardous substances while plastic HDPE drums are suitable for a wide range of hazardous substances. Composite steel drums consist of a plastic receptacle with a steel outer drum and have the chemical compatibility of a polyethylene drum.

UN approved drums come in a variety of capacities - often 55 US gallons (207 litres) - and offer a convenient solution for small scale liquid chemical storage and transport. Steel drums are recyclable (although this is rarely done) and are transported in dry freight box containers. However, they corrode when exposed to certain chemicals, or environments that are acidic, and rust and degradation may end up compromising their integrity, leading to leaks or contamination. Drums can be costly to buy, handle, label, store and dispose of, and require a large storage area.

A 26,000 litre 20' tank container can carry 25,220 litres before reaching its maximum fill while, within the same ISO dimensions, a dry freight container only holds 72 x 55 US gallon drums (or 14,990 litres). A tank container can therefore carry 1.68 times the volume as drums.

The successful substitution of tank containers by drums usually occurs when the demand for a product drops to a level below which tank containers are no longer economically viable. Drums come with their own safety and handling issues but can, of course, be moved intermodally in standard General Purpose dry freight box containers. Overall, they present a very limited substitution threat to tank containers and are **not suitable** for as wide a product range as tank containers.

Intermediate Bulk Containers (IBC)

IBCs are made from either blow moulded high density polyethylene or various grades of stainless steel. They typically carry 500 - 2,500 litres of bulk liquid product when full and have an important role to ➔



PREPARING YOU FOR THE JOURNEY AHEAD

We are leading experts in providing insurance and risk management solutions for the tank container industry.

Contact us to discuss your insurance requirements.

Tel: + 44 (0) 1473 346046 | poundgates.com

Pound Gates, Hyde Park House, Crown Street, Ipswich, Suffolk IP1 3LG, United Kingdom. Pound Gates & Co Ltd, trading as Pound Gates, is authorised and regulated by the Financial Conduct Authority and is an ISO and Investor in People accredited company.



2025全球化工供应链（中国）峰会 Global Chemical Supply Chain (China) Summit

 20th-21st, November 2025

 Shanghai, China

"The Leading Chemical Supply Chain Event in Asia"

Tel: +86 21 6077 8889

Email: info@knggroup.com.cn

Web: <http://www.knggroup.com.cn/GCSCS2025/en/>

play in product handling for batch movements in production and in smaller scale chemical supply chains.

A wide range of chemicals and gases, including those listed as Dangerous Goods ('Gefahrgut'), can be carried in IBCs including lacquers, paints, paraffins, adhesives, solvents and lubricants. They are widely used by the cosmetics, chemicals and foodstuffs sectors. The range includes so-called Mini Pressure Tanks for special chemicals and heated IBCs for the food sector. Their useful economic life for dangerous goods is limited and can be a maximum of five years from the date of manufacture.

IBC are transported on trucks, semi-trucks, flatbed trucks, pull-behind trailers or domestic style pickup truck beds. For longer distances, rail transport in freight cars is an option while, for deep sea movements in ocean vessels, IBCs can be loaded into dry freight containers. However, IBCs are **not economically viable** for larger volumes.

Flexibags

Flexibags are manufactured from layers of polyethylene (PE) film and polypropylene. Single-layer flexibags are made from 1mm PE and transport industrial bulk liquids such as industrial products, fertilisers and certain food products. Premium, multilayer flexibags use PE, ethylene vinyl acetate and aluminium barriers and offer greater protection to safeguard sensitive, higher value products such as pharmaceuticals and specialty liquids. Others are made from thermoplastic polyurethane.

Flexibags weigh approximately 40 kg and hold up to 24,000 litres (6,340 US gallons, or 85 barrels). They are moved in standard 20' dry freight shipping containers or in temperature-controlled conditions in a refrigerated unit. A 24,000 litres flexibag can hold the equivalent of 30,000 bottles of wine, compared to just 9,000 wine bottles that would fit inside a 20' freight container. There is estimated to be a million flexibag movements a year with food stuffs and industrial products accounting for over half of all flexibag movements, and chemicals representing one-fifth.

They are promoted as being a superior alternative to tank containers for shipping lower value fruit concentrates, juices, sorbitol, lubricating and edible oils, food-grade liquids and non-

hazardous chemicals with their larger capacity allowing shippers to transport up to 40% more bulk liquid than drums and 15% more than in IBC totes. Some include a three-pod flexibag system that allows shippers to transport up to 28,000 litres in multiple bulk liquids in the same dry freight container.

Due to the use of standard conventional dry freight containers, transport costs are often lower with flexibags but there are additional costs for recycling and the use, for example, of heating pads. Unlike traditional shipping methods, there is usually no need to clean the flexibag before loading.

However, flexibags are **not suitable** for Dangerous Goods, which account over half of all tank container movements globally. They can, for instance, be used to move non-flammable (<24% ABV) diluted ethanol but not flammable beverage-grade (95-96% ABV) ethanol or fuel-grade ethanol (95%+ ABV).

They are single use packaging and often disposed of by burning in cement kilns, implying there are no cleaning or maintenance costs. However, after use for petroleum products, cleaning before disposal is mandatory, adding to costs and the loading and unloading of flexibags can be problematic. The use of flexitanks is discouraged beyond 12-18 months of manufacture.

Given their relatively poor safety record, technical limitations and complicated loading/unloading, flexitanks are no substitute for the tank containers used to move dangerous or high purity bulk liquids but they are, however, a lower-cost option for door-to-door shipments of lower value, non-hazardous products. "This feature initially attracted Stolt Tank Containers, the tank container market leader, into a defensive foray into flexitanks which was eventually terminated in 2012, when it completely withdrew from the flexitank business. The decision followed five years of experimenting with this mode of packaging but the venture failed, not least because the initiatives Stolt took to increase the reliability of flexitanks - such as having them manufactured to Stolt's own specifications - succeeded only in making them uncompetitive. Stolt's decision to exit the business was also driven by environmental concerns given that the high

tensile co-extruded linear low density PE and high strength woven polypropylene bags used in flexitanks are typically discarded rather than recycled after use. This practice was inconsistent with the company's environmental standards." →



Kanoo Tank Services

Sahreej

Dammam Depot

Area: 17,000sqm
 Location: Dammam Port Services Area, Dammam
 Saudi Arabia
 Postal Address: PO Box 1805, Al-Jubail 31951.
 Kingdom of Saudi Arabia

Facilities and Equipment:

- * 4 Cleaning Slots
- * 8 Inspection and Testing Slots
- * 4 Statutory Inspection Slots
- * Repair workshops with 2 Rotators
- * WWTP

Services:

- * Tank cleaning
- * Full repairs to frame, cladding and shell (including pitting and shell inserts)
- * Tank Leasing
- * Nitrogen Services
- * On-hire | Off Hire
- * Off-site Emergency Response

Tank Types Serviced:

- * ISO Tanks
- * Swap bodies

Certification and Membership

- * ISO9001:2105
- * ITCO Member



KINGDOM OF SAUDI ARABIA
JUBAIL - DAMMAM - JEDDAH
www.sahreej.com

Depot Software

Is DEPOT Software Your Next Move?

- Depot Services
- Cleaning Services
- Maintenance & Repair
- Heating Services

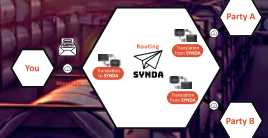
One solution for all your Tank Container Services

www.depotsoftware.com

SYNDA

DATA INTEGRATION SERVICES

Accelerate
 Tank Container
 B2B Integrations



www.synda.global



Visit us at transport logistic | ITCO Village, Hall B4

WHY INVEST - RENT FROM THE BEST

- 20 FT AND 30 FT GAS CONTAINERS
- ELECTRICALLY HEATED SWAP BODY CONTAINERS
- BAFFLED SWAP BODY CONTAINERS
- SHORT TERM RENTAL AND FLEXIBLE LEASING SOLUTIONS
- GPS TRACKING SOLUTIONS



RENTAL OF GAS AND TANK CONTAINERS
 VISIT OUR WEBSITE: WWW.TACONTANK.DE



Road tankers

Road tankers transport the same products moved in tank containers but, although used for journeys including short sea shipping routes, they are restricted to the road network, where they are often more cost effective for straightforward deliveries. However, unlike tank containers, road tankers are not usually used for storage, cannot be easily diverted to other markets or used for intermodal logistics or deep sea movements. Beyond their current market position, they pose little threat to tank containers and the risk of substitution them is weak.

Rail tank cars

Rail tank cars carry large quantities of compressed or liquid commodities like organic and inorganic chemicals, molasses, edible tallow, water, diesel fuel and ethanol. They carry 25,000 - 115,000 litres (3-4 trucks) and North America represents about 70% of the global market. Deliveries are limited to rail networks and there can be no deep sea movements.

Parcel tankers

Chemical parcel tankers can load many types of liquefied cargoes and are a subset of the wider shipping market, which includes Very Large Crude Carriers and product tankers for shipping petroleum products. Product tankers typically have 14 coated tanks and a deadweight of 40,000 tonnes. A 37,000 deadweight tonne chemical parcel tanker costs twice as much as a product tanker due to its stainless steel tanks, has an average segregation of around 46 tanks and can perform multiple simultaneous loading or discharging of different cargoes with strict isolation.

Chemical parcel tankers transport **large volumes** of hazardous chemicals around the world e.g. sulphuric acid to south America, for copper mining, and phosphoric acid from North Africa to India, for fertiliser manufacturing.

While chemical parcel tankers move large volumes of the full range of bulk liquid cargoes from pier-to-pier, they rely on capital intensive terminals and need bulk storage infrastructure, which may be within a major chemical installation with ocean or river access. Compatible storage costs are high, loading and discharge options are limited, there is **no intermodal capability** and the minimum cargo size of 200-500 tonnes far exceeds the smaller lot size of tank containers.

However, the smallest cargo tanks on board Stolt Tankers' D37 ocean-going parcel tankers is 350 m³ and, with the minimum size of **hold getting larger**, chemical shippers regularly **do not fill** the hold volume. Trans-Atlantic ships often have twenty or so 350 m³ tanks, which are well-used by large chemical shippers such as Dow Chemical, Shell and Infineum.

While suitable for shipping and receiving large inventories, shipments are subject to vessel availability with potentially long waiting times.

The only tank container operator having their own significant chemical parcel tanker assets is Stolt Tank Containers, the market leader in both the tank container sector and the chemical parcel tanker sector. Den Hartogh has access to chemical parcel tanker shipping through its relationship with MOL, which owns 20% of the tank container operator.

Chemical parcel tankers can therefore substitute tank containers when volumes become large and the discharge locations are accessible to vessels. However, as customers reduce their cargo volumes - or seek to manage their cash flow more efficiently by moving smaller lots more often - the substitution of chemical parcel tankers by tank container may be preferred.

Pipelines

Pipelines are a capital-intensive, static means to move very large volumes of liquids and are rarely a substitute for tank container flows, except for intra-site or site-to-pier movements in underdeveloped petrochemical complexes, where higher volume swap body tank containers may have been used on an interim basis until production is fully ramped up.

Local production

Investing in local production may be a viable alternative to using large numbers of tank containers but there are usually a number of other strategic considerations to consider, not least the capital investment required and inflexible nature of fixed assets.

Tank container benefits

Tank containers are well-regulated and offer versatile intermodal transport opportunities for dangerous and high purity liquids, gases and powders. They provide immediate, low cost and secure storage, and door-to-door loading and delivery with minimal handling. Re-routing is possible, they have an excellent safety record and sustainability credentials, not least due to their recyclability rate being up to 90% at the end of their 20-year useful economic life.

Up to **30 million tonnes** a year of pharmaceutical products, sensitive food grade liquids and a wide range of hazardous and non-hazardous chemicals and gases are routinely transported in tank containers. ➔

TAILORED LOGISTICS.

On proven paths
and new ways.



As one of the world's leading logistics services providers in handling and transporting liquid products, we are the first point of contact for the chemicals, gas, mineral oil and foodstuffs industries. By road, rail and sea, from road tankers to IBCs, from equipment leasing to intelligently networked Smart Tanks, we will find the optimum solution for you. Through decades of expertise, we design innovative solutions tailored precisely to your business goals. How can we help you?

www.hoyer-group.com

WHEN IT MATTERS

**WHATEVER YOUR
CONTAINER NEEDS,
WE'VE GOT YOU
COVERED**

We are
at Intermodal
Europe 2025.
See us at the
COA stand

Trusted by
customers worldwide,
CS Leasing's team builds
partnerships that last.

With container leasing and ownership options
to support the growth of your business, it's our job
to find container solutions that are right for you.

So if it's containers you're looking for,
CS Leasing has you covered.

CS Leasing – here to help you build and succeed.



CSLintermodal.com
info@CSLintermodal.com



**cleaning
your
world**

- Tank Cleaning
- IBC Cleaning
- Service & Support



www.groninger.eu



Conclusion: alternative packaging

Producers generally choose the mode of transport depending on their customers' minimum and maximum order sizes, the number of grades associated with a product or product family, replenishment 'to stock' versus 'direct customer deliveries', and the physical supply chain access from production source to customer premises.

Each of the above are packaging alternatives but, in practice, there are **few realistic alternatives** for the intermodal delivery of small lot size bulk liquid dangerous goods. Some of these alternative modes of packaging can, of course, be delivered by tank container operators but what are the alternative to the operators themselves?

B. SUBSTITUTING TANK CONTAINER OPERATORS

4PL

Fourth-party logistics (4PL) firms like PSA BDP and Maersk focus on combining, coordinating and orchestrating the several logistics providers making up a supply chain. On behalf of their customers, they negotiate all the various elements in the supply chain and monitor it intensively using key performance indications. Unlike tank container operators, they tend to be non-asset based and act as the single point of contact for the full supply chain. They represent **little threat** as a substitute for tank container operators and often view them as an essential component of the extended supply chain the 4PL is integrating and managing.

Conversely, third-party logistics (3PL) providers usually own most of their logistics assets and are more focused on the outsourced day-to-delivery operations, on behalf of their customers. Tank container operators are most often in the role of 3PL providers and the more capable operators provide a range of other advisory supply chain services which create a unique selling proposition.

Leased-in or owned assets

Chemical producers can substitute tank operators by using their own (or leased-in) assets to create leverage on operators but this, of course, requires them to have in-house logistics expertise. Ownership comes with its own costs, commitments and balance sheet implications while the off-balance sheet tax-deductible expense and flexibility of leased assets is off-set, to a degree, by greater costs over the longer term in some cases.

Covestro, the isocyanate producer, uses, for example, '**shippers owned' equipment** for around half of its deep sea tank container moves, viewing owned equipment as being more feasible for strategically-important plant-to-plant movements with special equipment requirements (either due to the tank container size or tank fittings, or both), or where highly specialised tank containers are needed due to hazard class or product characteristics or where there are extensive prior cargo restrictions.

Occasionally, shippers must rely on their own solutions, such as when tank companies are unable to offer the required equipment due to limited availability or when it is too expensive to lease for dedicated solutions. A key benefit of leasing is that it leaves the **risk of technical obsolescence** with the lessor.

Chemical producers will continue to purchase their own tank containers or, more often, engage in long term leased tank containers when operators are unable to offer commercially and operationally feasible alternatives.

Tank container operators and lessors both manage the tank containers owned by shippers for individual trips or over the long term - Hoyer, for example, operates most of Linde's helium fleet, which moves the product in highly-specialised cryogenic tank containers from Ras Laffan, Qatar and Darwin, Australia.

Operators also have additional service supply chain advisory services which makes them difficult to replace and, of course, have other dry bulk equipment available if needed.

Conclusion

The above range of possible alternatives indicates that the **THREAT OF SUBSTITUTES** to the products and services being offered by tank container operators is **LOW (or WEAK)**.

Porter's Force 2

In the next issue, we consider the second of Porter's five forces, buyer power i.e. what strength have chemical producers, shippers or 'beneficial cargo owners' got over tank container operators when they are buying their services? If their power is high, tank container operator margins will be under pressure. If the buyer's negotiating power is lower, there is more opportunity for tank container operators to make fair and sustainable returns, part of which will be reinvested back into the business to meet the future needs of customers. ■



CS Leasing *achieves global Lease Management at the*



CS Leasing, a global multi-product container leasing and trading company serving more than 200 customers around the world from blue chip global operators to small niche logistics providers, has rapidly scaled up its operations in recent years.

scale with MRI Container core of its operations



Formed in 2015, the company operates a fleet of more than 35,000 tank containers and a range of 25 different container types, including dry, refrigerated and dry freight specials. CS Leasing is therefore able to offer diverse and tailored short- and long-term lease and ownership options. Now ranked the fourth largest tank container lessor in the 2025 ITCO global tank container fleet survey, CS Leasing continues its year-on-year growth, supported by the implementation of MRI Container Lease Management.

With offices in Europe, North America, Asia and Australia, and with representatives in the Middle East and the Indian Sub-Continent, CS Leasing has built a truly global network of offices, agents and representatives that allows it to serve its worldwide customers and provide specific regional knowledge and expertise.

Led by a seasoned management team drawn from all fields of container leasing including finance, procurement, operations and marketing, CS Leasing's customers benefit from decades-long deep industry knowledge and expertise.

"Since our launch in 2015, we have focused on building a strong platform for growth, and our measured expansion programme has helped us steadily grow our balanced portfolio of solutions. We aim to be the partner of choice for our customers and vendors, working together to find best-fit solutions that meet their financial and logistical needs. As a globally distributed team managing a diverse fleet, reliable systems are non-negotiable," commented Tim May, Chief Operating Officer at CS Leasing.

"MRI Container Lease Management is central to how we operate - it delivers real-time visibility, ensures accurate billing and supports our trading and leasing businesses across all container types. As we reflect on the last decade, we now have a multi-product platform for future scalability and growth and are confident that we are ideally positioned to help our customers scale up and build their own businesses. Customers always have a choice, so CS Leasing continues to strive to also deliver great customer service." →

INTERMODAL EUROPE / 2025



21 - 23 October 2025
Fira Barcelona Gran Via, Spain

Hola
Barcelona!

A collage of five circular photographs showing various attendees at the event. Top left: A man in a suit speaking into a microphone. Top right: Two women looking at a smartphone. Middle: A woman in a white jacket holding a blue folder. Bottom left: A man in a blue suit speaking into a microphone. Bottom right: A woman in a white jacket smiling.

**We connect the
container community**

Register Now

#IntermodalEU



To secure your ticket, head to intermodal-events.com



Robust IT systems are essential for a complex business such as CS Leasing, so they can manage its fleet, meet governance requirements and maintain efficient and agile operations. The management teams from CS Leasing and Interchange, now part of MRI Software, have a long and successful history. When Container Lease Management was launched, CS Leasing came on board as an early adopter and were confident of a quality product that would be developed to a high standard.

The MRI Container Lease Management platform is suitable for businesses of all sizes and supports end-to-end operations from container procurement to sale. Clients benefit from the platform's lease management module, its comprehensive billing, procurement and sale functions, its smart alerts and built-in Electronic Data Interchange function.

"We have now been using MRI Container Lease Management to manage our business for many years and it forms a critical and integral part of our overall IT strategy, interfacing seamlessly with our whole IT suite. MRI Container Lease Management is a complete solution, which also supports our container trading business too," added Mike Krengle, VP Operations.

With ongoing developments to the platform in recent years, the CS Leasing team can depend on this reliable and robust system. "MRI Container Lease Management offers key functions that allow us to efficiently produce quick and accurate billing and reliable real-time data – both of which are key in ensuring corporate governance and meeting our audit requirements. And because it is a web-based solution, our offices all over the world can access it, enabling efficient co-working and business management," continued Mike.

"MRI Container Lease Management is fully integrated into our day-to-day operations and gives us 24/7 real time data - it

really is fundamental to our operations and is the backbone of all we do. We are a small team that manages a diverse, global fleet, so it is vital that our systems don't let us down, and MRI Container Lease Management certainly doesn't. In addition to our 36,000 tank containers, we have around 14,000 dry, reefer and dry freight special containers, so we need to manage all our container types using the MRI Container Lease Management platform.

"Efficient, scalable and fully integrated IT systems are key to all our business initiatives and will allow us to successfully build further scale" concluded May.

"We are proud to support CS Leasing through its growth journey," said Richard Shaw, Managing Director for MRI Intermodal Software". "MRI Container Lease Management has allowed CS Leasing to scale up its business and create an excellent platform for ongoing growth - our flexible and innovative technology is designed for businesses just like CS Leasing". ■

About MRI Software

MRI Software is a leading global provider of software solutions that transform the way communities live, work and play. MRI Intermodal is a division of MRI Software that provides solutions for international tank container operators, container leasing organisations, container depots and intermodal equipment traders. As a specialist in the intermodal transport industry, MRI Intermodal is currently supplying many of the top twenty operators, lessors, depots and traders as well as startups and smaller organisations, providing them with feature-rich software and excellent customer service.



Chemical Management Resources Limited

Short-term, project-specific expertise on the tank container market

Independent advice on:

- Market dynamics Pressure-testing business plans and due diligence
- Competitive intelligence Competitor and market intelligence
- Business development How and where to position assets ahead of competition
- Strategy development How to penetrate the petrochemical market or grow share
- Partner selection Identification, screening, market reputation

Project examples:

- Provided global tank container market input for many investment decisions
- Commercial due diligence on several tank container acquisitions
- Produced world study of the tank container market and its players
- Identified tank container M&A targets
- Independent review of investment proposals for depots/cleaning stations
- Headline international keynote speaker at CIMC Symposium
- Produced quarterly 'Middle East Tank Container Market Review'
- Founding Editor, *Tankcontainer Magazine*

Leslie McCune

lm@chemicalmanagement.co.uk

+44 7783 042 664



Chinese tank container industry remains positive, despite tariff wars

The Chinese tank container industry remains positive this year, despite the tariff war initiated by the Trump administration and the continuing geopolitical uncertainty, says Eugene Gerden.

The Chinese chemical industry - the world's largest by production volume - was sluggish in 2024 due to the continued decline in property investment in China and the ever-tightening state requirements with respect to pollution, safety and energy consumption.

According to analysts of Fitch Ratings, while the state and regional support packages to industry provided by the Chinese government since September 2024 have contributed to some industry growth this year, the chemical sector is continuing to add capacity in the medium term. This, in turn, also has an impact on the demand for tank container transport within the country.

While the current situation in the chemical sector remains generally positive, its prospects are uncertain due to the threat of escalating trade wars. This may lead to a dip in the key performance indicators of the industry, which in recent years has demonstrated annual growth rates of 8-10%.

Good growth for tank containers in China

This is also confirmed by official industry statistics. According to "The China Tank Container Industry Development Report (2024)" report (released at the 5th China Tank Container Cooperation Development and Chemical and Liquid Food Logistics Conference, held on 26 June in Nantong City, Jiangsu Province) the Chinese tank container sector has been positive since 2017 and is delivering a good growth rate this year.

According to the report, all domestic needs for tank containers are currently being satisfied by domestic production with Chinese tank container manufacturers producing 40,000 tank containers in 2024, accounting for 95% of global production, with CIMC maintaining its dominance.

According to data provided during the conference, the total number of shipments in tank containers of the major Chinese →

Secure your booth at Asia's leading logistics platform!

ALL WAYS.
THE RIGHT PLACE.



June 24-26, 2026

International Exhibition for Logistics, Mobility, IT and Supply Chain Management

SHANGHAI NEW INTERNATIONAL EXPO CENTRE

»»» www.transportlogistic-china.com

tlc transport logistic
CHINA

asia's leading exhibition

tlc air cargo
CHINA

tlc project cargo
CHINA

tank container operators has grown from 304,000 TEUs in 2017 to 606,000 TEUs in 2024, representing an average annual growth rate of 9.8%. This is set to continue this year.

The past two years have seen an increase in the number of new players expanding into the Chinese tank container transport market. This year, leading domestic tank container operators such as Tielong have grown rapidly, along with Dalian Jiuding (DJD International Logistics), which is actively expanding into the international tank container transport market.

In 2024 railed tank container shipments exceeded 300,000 TEUs, a year-on-year increase of 10.9%. Over the past decade, tank container shipments have grown at an average annual rate of 13.9%. The use of railed tank containers for hazardous materials is accelerating, expanding beyond the transportation of liquid caustic soda and phosphoric acid to include sulphuric acid and diesel.

Leased utilisation above 90%

The Chinese tank container leasing market is dominated by foreign-funded leasing companies. The tank container leasing utilisation rate has remained above 90% in recent years, with long-term lease contracts being the main contract type. Some logistics and transport companies have expanded their leasing business to supplement the short-term and flexible leasing market.

In terms of infrastructure, there are 55 major storage yards China at the end of 2024, mainly distributed in the eastern industrial coastal areas rather than in the generally poor agrarian provinces of western China.

Depot bureaucracy being liberalised

In addition, the tank container depot and servicing market is booming in China with various bureaucratic requirements for the tank container transport being removed. Meanwhile, tank container manufacturers are focusing on automation and robotics to improve their efficiency.

Most local Chinese analysts expect the transportation of specialty chemicals to remain one of the major drivers of future growth for Chinese tank container market. Furthermore, the development of the global tank container sector is rapidly shifting to Asia, where the major global tank container operators and leasing companies have accelerated their activity.

EU and Russia routes more important than US

Finally, amid the weakening of US-China trade relations, most analysts expect an acceleration of tank container shipments on the China-EU and China-Russia routes. Russia has an acute need for chemical cargoes for its struggling military and industrial complexes. The latest attacks by the Ukrainian military on key chemical targets in Russia has already caused a serious fuel crisis with the most acute shortages in its Far Eastern region, especially in the border regions with China such as Transbaikalia and Primorye. However, Russian authorities have not ruled out the possibility of setting up some major new logistics routes for the transportation of chemicals from China to Russia in tank containers and this may be place in the near future.

According to data of the Chinese *Chinabgao* research service, the main export destination for laden Chinese tank containers has, in the past, been the US, Singapore, the Netherlands, South Korea and Taiwan. It is likely that this change, with fewer shipments to the US.

Domestic Chinese transportation a priority

Despite the traditional importance of exports for the Chinese tank container sector, the development of domestic transportation will remain a priority for leading local operators and authorities, as there is still huge potential for the transport of chemical products in tank containers within the domestic Chinese market. After trade war tensions developed with the US, expansion into foreign

markets is no longer a priority for many Chinese shippers and tank container operators. Instead, the domestic market is the prize.

To achieve an increase in domestic tank container transport, attention will be focused on the development of the industry's infrastructure, as well as maintaining and servicing the current tank container facilities. One of the priority goals for the industry will be to match the port container service capabilities with the capacity of downstream railway terminals and access channels.

Hazardous chemical transportation infrastructure to be improved

In addition, the proportion of sea-rail transport will be rapidly increased. Particular attention will be also paid to the improvement of the infrastructure for the transportation of hazardous chemicals. This segment is one of the most promising for further growth, not least because the level of infrastructure development has been generally low.

Most of the participants at Nantong conference expect the development of 'smart' tank containers to accelerate in China - supported by their excellent sustainability, safety and environmental credentials - while an increasing number of local tank container manufacturers are expected to increase their investments in technology research and development.

There will be a sharp increase in demand for some of the more innovative solutions from the industry, such as tank container 'dual carbon' platforms, which enable the accurate accounting of carbon emissions. In terms of automated manufacturing, many local companies are already increasing the use of industrial robots in, for example, welding processes.

2028: Chinese tank container manufacturing sales \$1.53 billion

In general, most analysts expect the Chinese tank container manufacturing sector to continue its growth until at least 2028, when it is expected to have a turnover of \$1.53 billion (broadly equivalent to 60,000 tanks containers being manufactured and sold for \$25,000 each).

In the meantime, the Chinese tank container market has also been the focus of many major players, many of which have significantly expanded their operations in recent years despite intense competition from some major local players.

'Inbound lanes remain unprofitable'

Karl Hudson, Regional Director China of the HOYER Group, sees China as a major growth region with over 50% of the worldwide chemical production capacity.

"Still, the main challenge for the industry is the structural imbalance that this causes i.e., China is a major exporter, not importer, of product. This means that most inbound lanes to China remain unprofitable. The Trump tariffs have thrown up in the air all traditional thinking and all companies are trying to work out what this means for the industry. It is clear, though, that new thinking is required. This will involve significant industry consolidation and innovative thinking, similar to that in the shipping sector 10-15 years ago.

The world we live in is more VUCA [Volatility, Uncertainty, Complexity, Ambiguity] than it has been for many years. The operators who embrace this volatility and have open minds about how to address these issues - and are prepared to act as consolidators - will be the ones that continue to prosper in the new world."

Hudson also noted that, unlike some others in the industry, HOYER has not, over the past two years, moved empty tank containers from Europe to China to support the demand in China.

"This has meant that we have been short on tank containers. However, we could choose what business we wanted to take, which has proven to be a sound strategy. Now, more tank containers are becoming available due to inbounds from South America and these are supplementing our stocks in China." ■

ITCO

The Globally Recognised Association of Choice for the Tank Container Industry

ITCO promotes Tank Containers as the safest, most efficient, reliable, and sustainable intermodal transport equipment for liquids, powders, and gases.

- Over 180 Members Worldwide
- Representing 90% of the World's Tank Container Fleet
- International events
- Technical Work Groups and Regulatory Advocacy



TG08
**TANK CONTAINER
SUSTAINABILITY:
REPURPOSING AND
RECYCLING**

October 2024



TG09
CASE STUDY

THE HEALTH AND SAFETY IMPACT ON THE TANK CONTAINER INDUSTRY IN THE EVENT OF A RESTRICTION TO THE MANUFACTURE OF PER FLUOROPOLYETHER (PFAS) POLY FLUORODIALKYL SUBSTANCES (PFAS)

September 2024

Future ITCO Events

- **ITCO 2025 Members Meeting** - Singapore
Welcome Reception - Tuesday 18 November
Conference Sessions - Wednesday 19 November

- **Transport Logistic China 2026** - Shanghai
- **Tank Container Village** - 24-26 June 2026

Further event details can be found on www.itco.org

EDUCATION • INFORMATION • COMMUNICATION • REPRESENTATION • NETWORKING

www.itco.org



Activate when you need it. Pause when you don't.

IMT introduces a revolutionary subscription model that gives you full control over your telematics usage—and your costs.

With our OnDemand model, you activate when data matters, and pause when it doesn't.

No hidden fees, no unnecessary billing—just pure operational freedom.

Built for modern logistics, this model adapts to your planning, your routes, and your customers.

Three smart ways to use our **OnDemand Subscription**



1. New Builds

- Equip all your new build tank containers with IMT telematics straight from production.
- No need to activate immediately. Whether it's one month or two years later, you're in control.
- The hardware is already in place and ready for use when you or your customer needs it.
- Hardware lifetime: 10 years.



2. Deep Sea Shipping

- When your tank container is at sea, data transmission is redundant.
- Use your TMS and our API to automatically pause the subscription during ocean transport.
- Once back on land, the subscription is resumed and the data is synced.



3. Customer-Driven Activation

- Some customers demand telematics data, others don't.
- With OnDemand, you only pay a subscription fee when your customer needs the telematics data and is willing to pay you for it.
- Simple, fair, and cost-effective.

This **OnDemand subscription** model is available exclusively for newly purchased IMT gateways.

For more information, reach out to your IMT sales representative or contact us at info@intermodaltelematics.com.