



# The reefer logistics playbook

for food exporters 2026



## Food logistics doesn't fail in the middle of the ocean; it fails at the margins

Food logistics fail during handover periods, while ships are in port, at customs and during last-mile delays.

This reefer playbook is designed for food distributors who require consistent quality, whether they are shipping frozen proteins and seafood or chilled dairy products, produce or confectionery.

It demonstrates how to select the correct temperature strategy, design packaging and loading processes, manage port and inland risks, and establish escalation procedures to prevent 'late discovery'.

**When your cargo is temperature sensitive, the real risk isn't just the voyage. It's the handoffs, holds, and "in-between moments"—terminals, customs, last-mile and storage—where temperature excursions quietly happen.**

Our approach focuses on connecting tailored door-to-door solutions with refrigerated transport and cold storage, as well as providing cross-trade support. We offer reliable capacity through our modern reefer trucks and our established partners in key international food markets.

At Blue Water, we help exporters, importers, brands, and retailers run cold shipments like a controlled process. We specialise in moving perishable food products with control, speed and accountability across road, sea, and air. With over 30 years' experience in temperature-controlled road transport and global capabilities across modes, we handle a wide range of perishable goods, including fish and seafood, meat, poultry, fruit and vegetables, helping to ensure they are transported in optimal conditions.



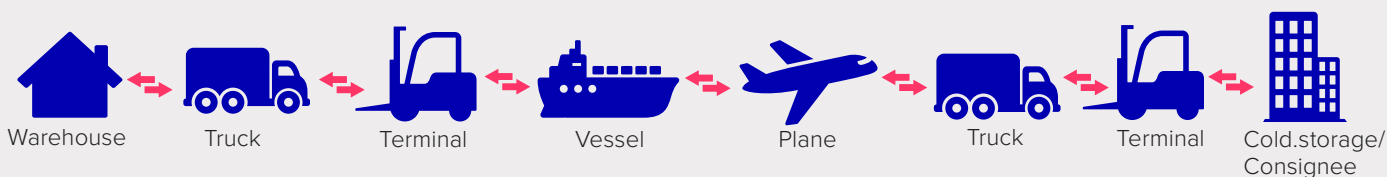


## Here's the playbook in seven moves

1. **Design the cold chain around product physiology.** Before picking a route, classify your products' temperature bands. They can range from frozen (e.g., -18°C), chilled (0–4°C), or controlled ambient (e.g., 12–18°C). Consider the maximum exposure time and tolerances e.g. how many degrees of drift are acceptable and for how long, and not just the cheapest route.

This matters because “food” is not one category. Frozen fries and fresh berries fail differently. The best operators build the shipment plan around the product profile—then engineer the packing, airflow, monitoring and accordingly.

2. **Choose the right reefer strategy** by building a lane plan that removes uncontrolled handoffs and dwell. A cold chain is only as strong as its weakest link. The weak links are almost always handoffs and dwell time:



Every handoff is a moment where “control” can degrade—doors opened too long, reefer unplugged, miscommunication on setpoints. Food importers/exporters should reduce handoffs and simplify accountability by engaging logistics partners that can coordinate tailored end-to-end refrigerated transport, plus cold storage where needed.

3. **Load and pack for airflow, stability and shock resistance** because poor loading causes temperature swings even inside a reefer.
4. **Treat ports and borders as the highest-risk zones.** Port congestion, terminal dwell time and inspection delays are not rare events in global trade; they are normal risk factors. Plan buffer and escalation rules before the cargo moves.
5. **Monitor and set alerts that trigger actions before spoilage** and set alert thresholds that trigger action early—not after damage. Temperature monitoring devices and real-time loggers provide real time visibility and pre-set alerts activate contingency plans for controlled recovery.
6. **Build a contingency plan** for holds, rollovers, missed connections and equipment issues. Designate alternate pickups, reroutes, cold stores buffer or alternate delivery windows in advance.
7. **Use post-shipment data** to improve lanes and reduce waste over time.

# Blue Water's reefer air, road and sea services can be tailored and designed around your needs



## Reefer road transport across Europe

For many food shippers, road is the backbone of the cold supply chain—especially for high-frequency deliveries, retail replenishment, and regional distribution. Within Europe,

Blue Water operates a large reefer road setup with a fleet of 300+ reefer trucks, modern equipment and services structured for both full loads and groupage, connecting major sourcing markets with key consumer markets through dependable transit times and daily departures.



## Reefer sea freight

Ocean transport remains one of the most efficient ways to move large volumes of frozen and chilled food globally. For many shippers, reefer containers offer the ideal balance of cost, carbon efficiency and scalability—when managed correctly.

Blue Water helps customers plan reefer sea shipments with the right routing, documentation, equipment allocation and temperature setpoints, while maintaining close operational follow-up throughout the journey.



## Reefer air freight for perishables

When time is the critical factor, air remains essential—especially for premium perishables or urgent orders.

Blue Water has been an official IATA agent since 1978, with worldwide access through airline partnerships designed for cool, frozen and chilled cargo.

We manage worldwide air solutions supported by a 24/7 “Fresh Desk” service, enabling responsive operations when schedules shift and shipments need urgent attention.

## We also operate within these areas



### **Marine Logistics**

We provide tailored solutions to the Cruise & Marine industry through a long-standing cooperation with our global network.



### **Renewables**

The future is wind and solar power. We have been on board from the beginning offering broad experience within the renewables sector.



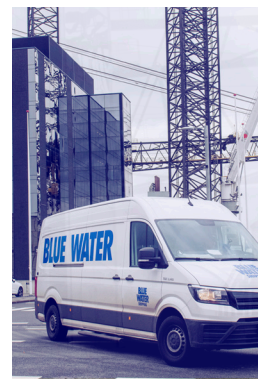
### **Port Service**

We deliver full service to vessels and crew within port service and port agency through our worldwide network and dedicated agents.



### **Rail Transport**

Choose rail if you want a reliable service with low environmental impact reducing the transit time from door-to-door.



### **Courier Transport**

Our courier service is the perfect solution if speed and flexibility are important to you. You can book easily using our online system.

# Our capabilities:

## Scale, expertise and a reliable team

Perishables logistics doesn't tolerate "good enough." It requires experience, discipline and an organisation designed to handle high-pace operations across different markets and stakeholders.

That's why our reefer operation is built around dedicated expertise and close customer support. Blue Water has a established team of 200+ dedicated experts supporting global perishables logistics and a strong in-house competence model across forwarding, customs, shipping, HSSEQ and operations.

For major food exporters and high-frequency shippers, we also offer a **Key Account / Control Tower approach** that reduces complexity and increases visibility. It's a long-term set-up focused on keeping communication direct, improving follow-up and ensuring rates, claims, [IT solutions](#) and operational performance all being managed as a system.

### 1. Deep reefer road strength + global multi modal reach

Our road capabilities are not "lightweight add-ons." With 300+ reefer trucks, experienced staff, daily departures and reliable partners, road is a major pillar of our perishables offering.

From there, we offer sea and air solutions depending on product needs, urgency and market requirements, so customers can conveniently switch modes without changing partners.

### 2. Built-in monitoring and 24/7 operational response

Reefer logistics is about monitoring in transit and intervening when required. Blue Water supports trailer monitoring including temperature and position tracking, supported by a 24-hour service model.

### 3. Customer transparency through digital tools

Visibility is only useful when it becomes customer confidence. That's why we invest in [digital solutions](#) that support real decision-making and reporting and not just data collection.

Blue Water provides CO<sub>2</sub> reporting directly to customers, including self-service access via a 24/7 dashboard showing emissions across shipments—from carton level to full load—using widely adopted calculation methodology.

### 4. Integrating sustainability options in reefer transport strategies

Food companies are under growing pressure to reduce emissions while maintaining quality and delivery performance.





# Integrating sustainability options in reefer transport strategies

## Reefer logistics offers multiple practical levers to reduce CO<sub>2</sub>

### › Mode optimisation: choosing the best transport model

Depending on shelf-life, value density and urgency, shifting cargo from air to road or sea can significantly reduce emissions. This is exactly how Blue Water works with customers: we assess transport needs and determine which model makes the most sense to streamline supply chains and reduce CO<sub>2</sub>. A real example is [Living Flowers](#), which transports flowers by road instead of the typical air transport—already a more climate-friendly mode choice. From there, the goal was to reduce emissions further by replacing fossil fuels with non-fossil fuels.

### › Insetting: reducing emissions inside the value chain

For [Living Flowers](#), Blue Water calculated CO<sub>2</sub> emissions on the freight route, then structured a price per tonne of CO<sub>2</sub> reduced, followed by an actual fuel switch elsewhere in the value chain. This method is known as 'insetting', which involves reducing emissions through actions within supply chains, rather than simply compensating for emissions through traditional 'offsetting'. This is the kind of practical sustainability approach food shippers increasingly prefer: real reductions tied to transport activity.

### › CO<sub>2</sub> measurement and reporting you can use

Blue Water provides CO<sub>2</sub> reporting and customer dashboards built for transparency and decision-making. Our [CO<sub>2</sub> calculator](#) approach is aligned with widely used industry software and standards-based reporting, allowing customers to see emissions across global transport chains and build reduction plans grounded in data.

# Customer testimonials



*“Blue Water is great at transparency and sharing know-how. They understand how we work and the know-how of the reefer industry is great.”*



*“Blue Water is very routed in our business. Sometimes they know our suppliers and our customers better than we do ourselves.”*



*“Blue Water always solves the problem. Every need is being fulfilled.”*



*“Blue Water is very proactive, solutions oriented and flexible.”*



*“We have been working with Blue Water for 20 years - it is a relationship that is very open and based on trust.”*



*“Blue Water is honest, professional and trustworthy. In the reefers segment, they are one of the leaders.”*

## Documentation

- › Blue Water can support your [import and export documentation](#) for temperature-sensitive food products by managing the full paperwork flow—from commercial invoices, packing lists, COOs, and health certificates to customs and destination-specific requirement.
- › We help align documentation and coordinate closely with shippers, carriers, and authorities to keep every reefer shipment compliant, correctly declared, and delivered on time.



# Reefer logistics offices and warehouses

## Esbjerg, Denmark



### Address

**Blue Water Shipping A/S**  
Trafikhavnskaj 9  
6700 Esbjerg  
Denmark

### Contacts

**Simon Auken Skov**  
+45 7913 4681 | [sias@bws.net](mailto:sias@bws.net)

## Aalborg, Denmark



### Address

**Blue Water Shipping A/S**  
Indkildevej 6E  
9210 Aalborg SØ  
Denmark

### Contacts

**Mette Munk Gaede**  
+45 7913 4793 | [memu@bws.net](mailto:memu@bws.net)  
**Morten Rosenkilde Amdi**  
+45 22 97 15 90 | [mova@bws.net](mailto:mova@bws.net)  
**Mads Jakobsen**  
+45 7913 4353 | [majn@bws.net](mailto:majn@bws.net)

## Barcelona, Spain



### Address

**Blue Water Shipping España S.A**  
Via Laietana 7  
Principal  
08003 Barcelona  
Spain

### Contacts

**Rodrigo Oliveira Valença**  
+34 963304 990 | [rodrv@bws.net](mailto:rodrv@bws.net)

## Brest, France



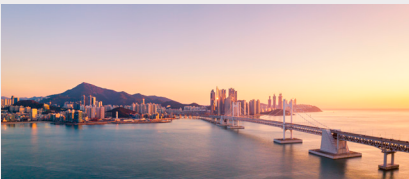
### Address

**Blue Water Shipping SARL, France**  
18 quai Commandant Malbert  
29200 Brest  
France

### Contacts

**Fabrice Rolland**  
+33 298 44 1219 | [faro@bws.net](mailto:faro@bws.net)  
**Clement le Tallec**  
+33 298 44 9091 | [celt@bws.net](mailto:celt@bws.net)

## Busan, South Korea



### Address

**Blue Water Shipping Korea Co., Ltd.**  
5th Fl, 25 Dongnae-ro 136 Beon-gil  
Dongnae-gu  
South Korea

### Contacts

**Raphael Donghwan Park**  
[rado@bws.net](mailto:rado@bws.net)  
+82 51 781 1321

## Dubai, UAE



### Address

**Blue Water Shipping Middle East LLC**  
Office 2804, Al Moosa Tower 2  
(near Emirates Tower Metro Station)  
Sheikh Zayed Road

### Contacts

**Humeira Aidarous Al Hashmi**  
[huai@bws.net](mailto:huai@bws.net)  
+971 (0) 43236696

## Dublin, Ireland



### Address

**Blue Water Shipping Ltd, Ireland**  
Grattan Business Park, Unit 14 C  
Clonshaugh  
17 Dublin  
Ireland

### Contacts

**Rhona Linehan**  
+353 (0) 1 894 1270 | [rhli@bws.net](mailto:rhli@bws.net)  
**Stuart Kelly**  
+353 (0) 1 894 1270 | [stuk@bws.net](mailto:stuk@bws.net)

## Gdańsk, Poland



### Address

#### Blue Water Shipping

Oliva Four building 11th floor  
Aleja Grunwaldzka 472B  
80-309 Gdańsk  
Poland

### Contacts

#### Wojciech Hawrys

+48 797 812 274 | woha@bws.net

## Halifax, Canada



### Address

#### Blue Water Shipping Inc.

1209 Marginal Rd  
Halifax, NS B3H 4P8  
Canada

### Contacts

#### Megan Noseworthy

+1 709 576 6345 | megn@bws.net

## Hamburg, Germany



### Address

#### Blue Water Shipping Germany GmbH

Ellerholzweg 18-28  
21107 Hamburg  
Germany

### Contacts

#### Daniel Wulff

+49 4030 238 6890 | dawu@bws.net

#### Florian Laatz

fla@bws.net

## Ho Chi Minh, Vietnam



### Address

#### Blue Water International Ltd.

Blue Water International Ltd  
No. 55, Street 5, Binh Trung Ward  
Ho Chi Minh City  
Vietnam

### Contacts

#### Le Le Thi My

+84 39 888 7086 | thle@bws.net

#### Uyen Pham Thi Phuong

+84 983 524 534 | thph@bws.net

## Izmir, Turkiye



### Address

#### Blue Water Shipping Lojistik AS

Mansuroğlu, Ankara Cd. No:81  
35030, 35100 Bayraklı/İzmir  
Turkiye

### Contacts

#### Gözde Aytürk

+90 506 923 2796 | gozk@bws.net

#### Hüseyin Hacikerimoğlu

hsha@bws.net

## Lisbon, Portugal



### Address

#### Blue Water Shipping Ltd, Ireland

Edifício Mar Vermelho  
Av. D. João II Lote 1.06.2.5 A - 2º piso C  
1998-028 Lisbon  
Portugal

### Contacts

#### Ivone Azevedo

+351 9155 05148 | ivaz@bws.net

## Miami, USA



### Address

#### Blue Water Shipping US, INC.

14802 NW 107th Avenue  
Suite #1  
FL 33018 Miami  
USA

### Contacts

#### David Scace

+1 786 604 4238 | dasc@bws.net

#### Priscilla Souza

+55 11 2898 3152 | prso@bws.net

# Reefer logistics offices and warehouses

## Oslo, Norway



### Address

**Blue Water Shipping A/S, Norway**  
Luhrtoppen 2, 4 floor  
1470 Lorenskog  
Norway

### Contacts

**Mads Jakobsen**  
+45 79 13 43 53 | majn@bws.net

## Rotterdam, Netherlands



### Address

**Blue Water Shipping BV, Netherlands**  
Handelsweg 120  
2988 DC Ridderkerk  
Netherlands

### Contacts

**Michael Leentjes**  
+31 (0) 180 33 5053 | mlee@bws.net  
**Ivar Bakker**  
+31 (0) 180 335 052 | ivba@bws.net  
**Marjolijn Smits**  
+31 (0) 180 82 0032 | msmi@bws.net

## Santiago, Chile



### Address

**Blue Water Shipping Chile SpA**  
Cerro El Plomo 5630  
Tower 8, 9th floor, Office 920/906  
7560742 Santiago  
Chile

### Contacts

**Martijn Pentermann**  
+56 9 3433 2250 | mpen@bws.net

## São Paulo, Brazil



### Address

**Blue Water Shipping do Brazil Ltda**  
Avenida Imperatriz Leopoldina, 957,  
Suite 1506  
Vila Leopoldina  
05305-001 São Paulo  
Brazil

### Contacts

**Caroline Varandas**  
+55 1128983164 | cava@bws.net

## Shanghai, China



### Address

**Blue Water Shipping China, Ltd**  
Unit 2702/3, United Power  
International Plaza 1158 Jiangning Road,  
Putuo District  
200060 Shanghai  
China

### Contacts

**Flora Chen Lei**  
+86 21 3392 7501 | flcl@bws.net  
**Joan Yang**  
joya@bws.net  
gcseapricing@bws.dk

## Singapore, Singapore



### Address

**Blue Water Shipping Pte Ltd**  
150 Cecil Street  
#17-01  
Singapore 069543

### Contacts

**Deepak Mahtani**  
+65 9728 7161 | dema@bws.net

## St. John's, Canada



### Address

**Blue Water Shipping Canada**  
145 Kelsey Drive Suite 100A  
St. John's  
NL A1B 0L2  
Canada

### Contacts

**Megan Jakobsen**  
+1 709 576 6345 | megn@bws.net

## Sydney, Australia



### Address

**Blue Water Shipping Pty Ltd. Australia**  
Level 3, Suite 3.0.1  
2B Lord Street  
NSW 2019 Botany  
Australia

### Contacts

**Joshua Krull**  
jkru@bws.net

## Sudbury, United Kingdom



### Address

**Blue Water Shipping UK Ltd**  
The Coach House, Middleton Road,  
Sudbury CO10 7LJ  
United Kingdom

### Contacts

**Chris Sorrell**  
+45 7913 4068 | cjs@bws.net  
**Jon Harnden**  
+44 (0) 7825 839431 | harn@bws.net

## Walvis Bay, Namibia



### Address

**Blue Water Shipping Namibia (PTY) Ltd**  
C/O Hanna Mupetami and Moses  
Garob Street Office D Erf 5071  
Walvis Bay district  
Namibia

### Contacts

**Kirsten Beeker**  
+264 81 244 6036 | kirb@bws.dk

## Crosstrade



### Address

**Blue Water Shipping A/S**  
Trafikhavnskaj 9  
6700 Esbjerg  
Denmark

### Contacts

**Morten Rosenkilde Amdi**  
+45 7913 4766 | mova@bws.net

## Food Safety

- › Control programme based on HACAP/ISO 22000
- › Cold chain monitoring
- › Traceability
- › Veterinary services
- › Live tracking and surveillance of reefer trucks.



# Global Expertise, Local Presence

REV 2 / 2026.01.26 / KITC



**80+**  
offices

**30+**  
countries

**2500+**  
employees

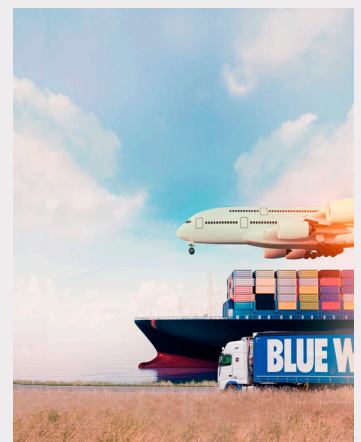
## WHAT MAKES BLUE WATER DIFFERENT:

### Transport systems, not just transport moves

Many providers can quote a lane. Fewer can run a reefer transport program.

Blue Water's unique proposition is our ability to combine three advantages into one operating model.

- Deep reefer road strength + global multi modal reach
- Built-in monitoring and 24/7 operational response
- Customer transparency through digital tools



Together we create solutions

**BLUE  
WATER  
SHIPPING**