



# ANNUAL REVIEW 2026

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Annual review of the bulk storage and energy  
infrastructure sector



TSA is an industry based organisation whose members are engaged in bulk storage and energy infrastructure and in the provision of products and services to the sector.

THE VOICE OF THE BULK STORAGE AND ENERGY INFRASTRUCTURE SECTOR



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# A MESSAGE FROM OUR PRESIDENT

Welcome to a new edition of the TSA Annual Review.

The Annual Review is a valuable resource for the bulk storage and energy infrastructure sector. It provides a broad range of statistics and insights on terminals, process safety, occupational health and safety, and the industry's contribution to the UK economy. The publication also includes information on global tank storage assets, international expansions and construction projects, as well as regional tank storage capacity and market share.

The UK has a well-developed bulk storage and energy infrastructure sector that underpins industrial activity and supports a complex ecosystem of stakeholders, from industrial producers and residential consumers to international traders. This strategically important sector provides the necessary critical infrastructure and related services - including handling, blending and heating - essential for the efficient movement, storage, and distribution of a large variety of substances. These substances include edible oils, such as soybean, palm, sunflower and fish oils, as well as molasses, which play a key role in both food and feed supply chains. They also include chemicals, such as base and specialty chemicals used for plastics, fertilisers, hygienic products or healthcare, and energy related products such as crude oil and petroleum products, LNG, LPG and low-emission fuels like sustainable aviation fuels, methanol, ammonia and liquid organic hydrogen carriers. Notably, around twenty-two of the terminals operated by TSA members in the UK are designated by the Government as Critical National Infrastructure (CNI) reflecting their essential role in supplying energy to industrial, transport, and defence markets. Storage capacity also includes strategic reserves held for emergencies and supply disruptions. A competitive, flexible, and resilient bulk storage and infrastructure sector plays a vital role in connecting supply to demand for products that are essential to our daily lives and will continue to do so in the future, driving growth, fostering innovation and unlocking new opportunities.

I hope you find this Annual Review both informative and insightful. As always, thank you to the companies and individuals who have supported its production. I would also like to thank all our Committee Members and Committee Chairs whose expertise, knowledge and commitment play a fundamental role in driving our work as the voice of the bulk storage and energy infrastructure sector.

Arun Sriskanda, June 2026



**ARUN SRISKANDA**

Managing Director

Oikos Storage



## THE BOARD OF DIRECTORS

The Tank Storage Association is the voice of the bulk storage and energy infrastructure sector. We represent the interests of around 100 member companies engaged in the storage of bulk liquids and gases and in the provision of products and services to the sector. Through our work, and collective voice, we champion the UK's bulk storage and energy infrastructure sector and its role in supporting growth and prosperity.



**ARUN SRISKANDA**

**TSA President**

Managing Director  
Oikos Storage



**PETER HOLLISTER**

**TSA Vice President**

Group Head of Fuels and Lubricants  
ASCO



**MARTYN LYONS**

**TSA Director**

Independent Director



**PETER DAVIDSON**

**TSA Chief Executive**

Tank Storage Association



**NUNZIA FLORIO**

**TSA Communications Director**

Tank Storage Association

## MEMBERS

Tank Storage Association's members provide and support an essential interface between sea, road, rail and pipeline logistics for a diverse range of essential products, including transport and heating fuels, chemicals, animal feed and foodstuffs. In the process, they are responsible for the employment of over 6,400 highly trained, specialised people. The association also takes a leading role in safety, encouraging cross-sector cooperation and knowledge transfer via a number of fora including the COMAH Strategic Forum and the Process Safety Forum.



## ASSOCIATE MEMBERS

TSA plays a leading role in several industry, regulatory and Government forums and works to ensure that members' interests are at the top of the agenda. We tackle a wide range of issues relevant to the bulk storage and energy infrastructure and our committees are critical mechanisms for highlighting the most pressing matters facing businesses in our sector. Our Associate Members play an essential role in Technical, Safety, Energy, Skills, Health and Environmental matters and work with the association on a variety of sector specific issues.




## ASSOCIATE MEMBERS (SUPPLIERS)

The Tank Storage Association is the voice of the bulk storage and energy infrastructure sector to Government, Parliament, Regulatory Agencies and in the media. We provide a wide range of support and services for our membership, including technical guidance and standards, insights, comprehensive monitoring, weekly updates and a quarterly digital magazine. Our Associate Members (Suppliers) make a valued contribution to our Technical, Safety, Energy, Skills, Health and Environmental work by sharing learnings, experience, new products, innovation and services and by contributing to the development of new guidance where appropriate.



Our aim is to build a strong community of businesses engaged in bulk storage and energy infrastructure and those providing equipment and services to the sector.



Through our work and collective voice, we champion the needs of our members in safety, health, environmental, skills and technical matters. TSA facilitates dialogue in key policy-making forums producing solutions on issues of interest to the sector.

TSA is a founding member of several industry safety groups, including the COMAH Strategic Forum which helps to set the UK's regulatory strategy. TSA Members are also signatories to the TSA Safety Leadership Charter, which outlines seven pledges focused on managing major hazard risks through an engaged, positive, informed, and cooperative safety culture.

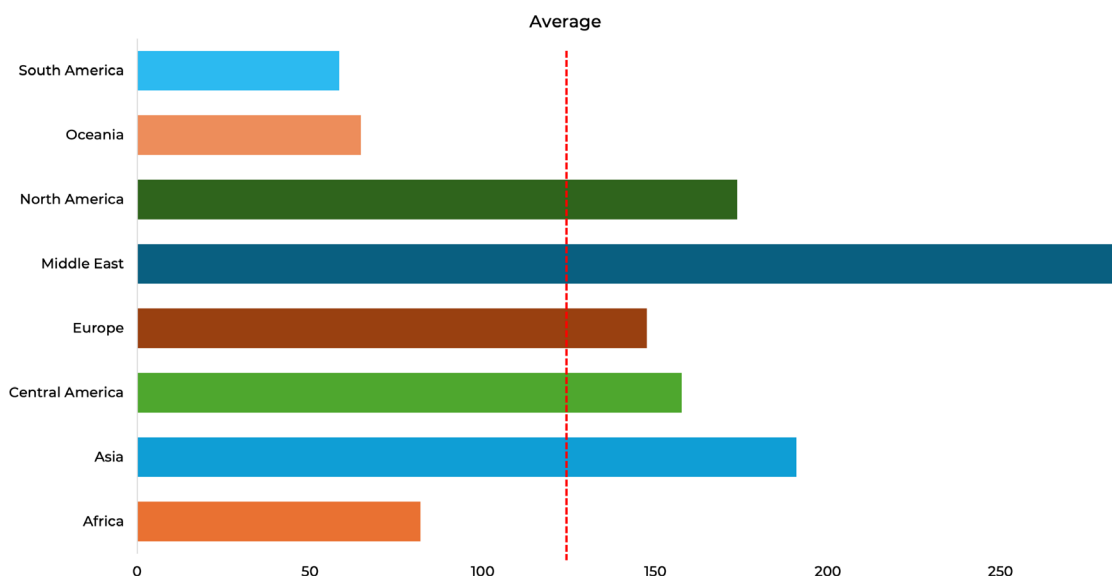
## WE SHAPE PRIORITIES AND CONNECT INDUSTRY

TSA is tailored to serve its membership so that member organisations can have direct input on the issues most important to them. TSA's membership enables effective and dynamic industry-wide interaction, driving valuable connections across the sector in the UK and abroad.

# GLOBAL TANK STORAGE ASSETS

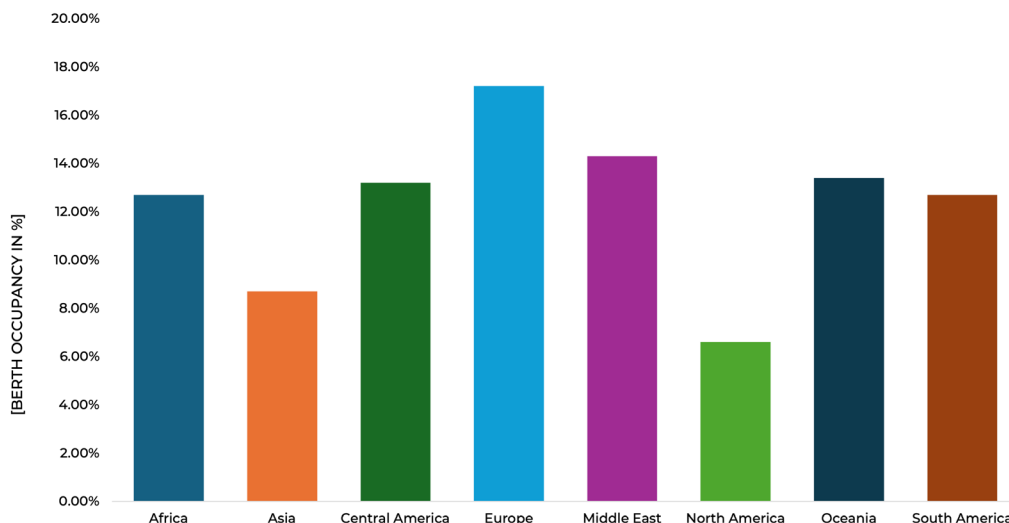
Tank storage infrastructure is an integral part of a complex web of global activities and supply chains. Terminals may either store single products or multiple products within a single facility and can provide supplementary services such as blending, heating, product treatment and analysis, warehousing, as well as bonded facilities for duty suspended products. Terminal operations are present throughout the world with storage hubs having become established in Europe, the United States, Middle East and Asia.

## AVERAGE CAPACITY PER TERMINAL (kcbm)



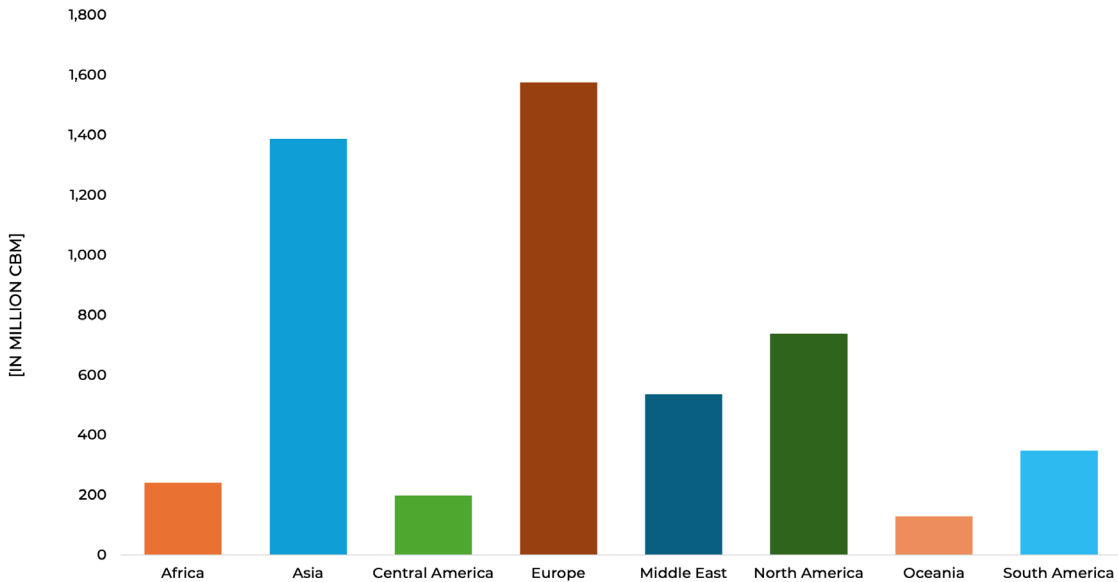
The Middle East holds the most capacity per terminal, far above the average capacity of 145 kcbm. In the Middle East, the average capacity is ~285 kcbm. Asia ranks second with ~191 kcbm and North America ranks third with ~174 kcbm. The average capacity per terminal in Europe is ~147 kcbm.

## AVERAGE BERTH OCCUPANCY (annualised)



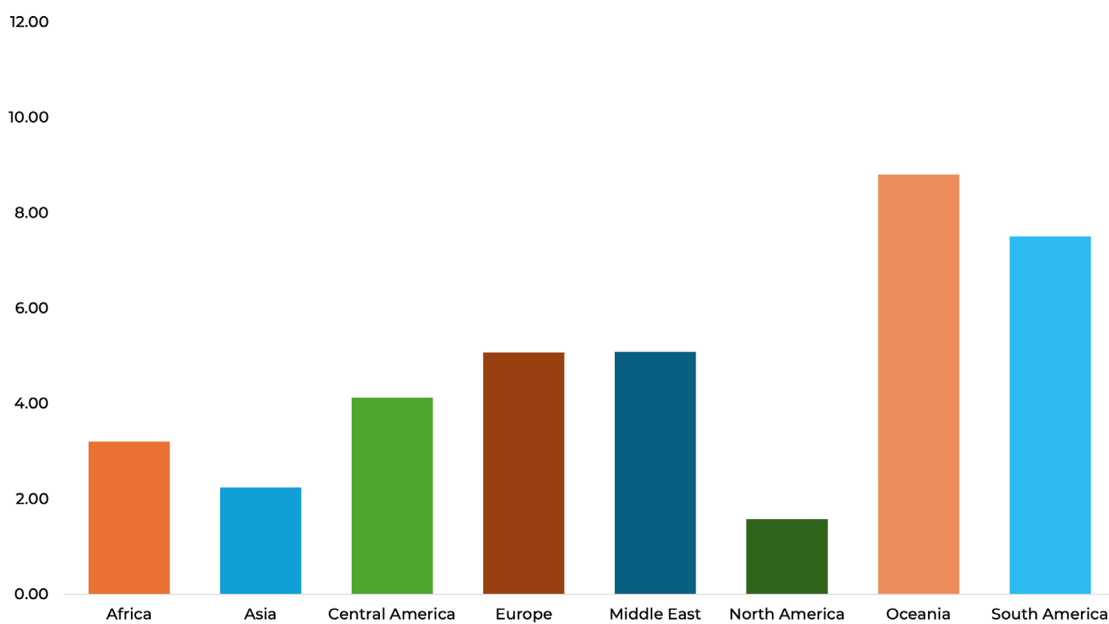
Berth occupancy relates to the time that berths are occupied by a vessel to either offload or load cargo.

### 2025 THROUGHPUT (in million cbm)



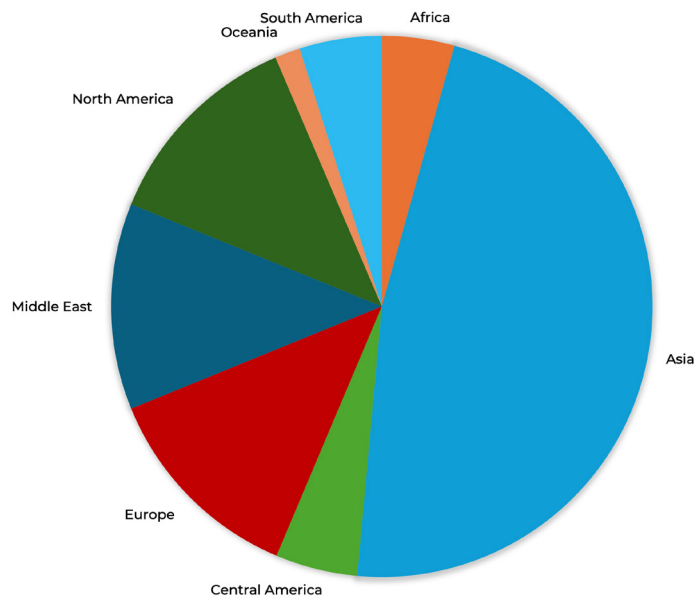
Throughput is the sum of the flow to and from a terminal. In the North American region, a lot of push boat-tug combinations are used. This is not incorporated in these logistical performance calculations as it is not possible to estimate the number of push barges that are used in such combinations. This has a notable effect on throughput levels and tank turns (see below).

### TANK TURNS (annualised)



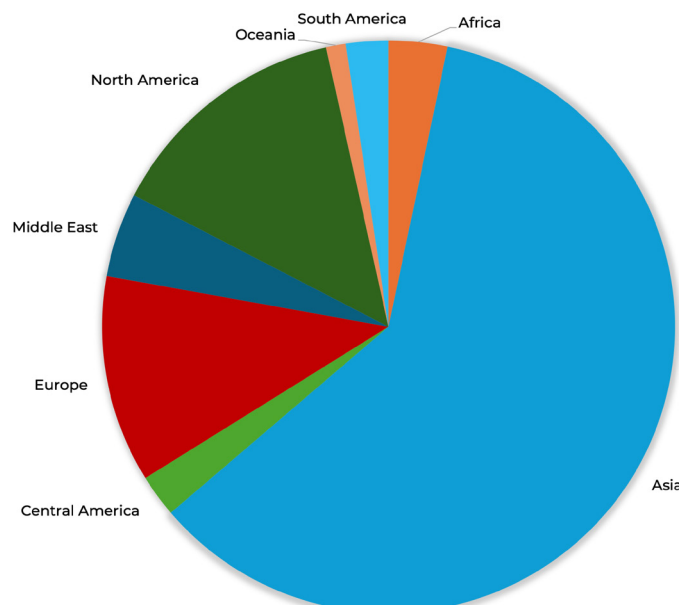
Tank turns are the number of times a tank is filled and subsequently emptied. As a general rule, on average a tank is filled ~6 to 12 times a year. Twelve tank turns per year are considered to be a large number of turns. For example, Oceania has fewer tank terminals than other regions and it will therefore show more tank turns to make up for the region’s lack of capacity compared to other regions.

## TERMINALS PLANNED (cbm)



Globally, 140 projects have been announced with most storage investment planned located in Asia (21,277 kcbm or 47% of the total), followed by Europe (5,633 kcbm or 12% of the total), North America (5,604 kcbm or 12% of the total) and the Middle East (5,566 kcbm or 12% of the total).

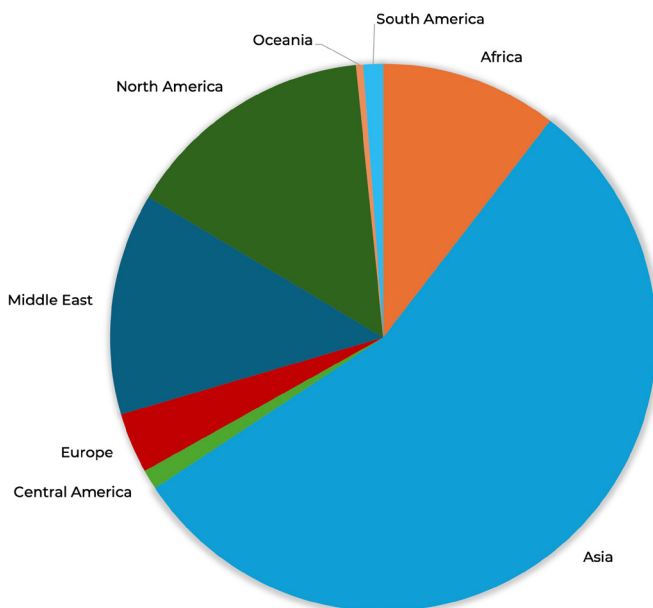
## TERMINALS UNDER CONSTRUCTION (cbm)



A total of 108 terminal projects are under construction globally. Most tank storage capacity is being constructed in Asia with 60% of the total (~14,110 kcbm), followed by North America with 14% of the total (~3,246 kcbm) and Europe with 12% of the total (~2,734 kcbm). Other regions have less capacity under construction, ranging between 1% and 5%.

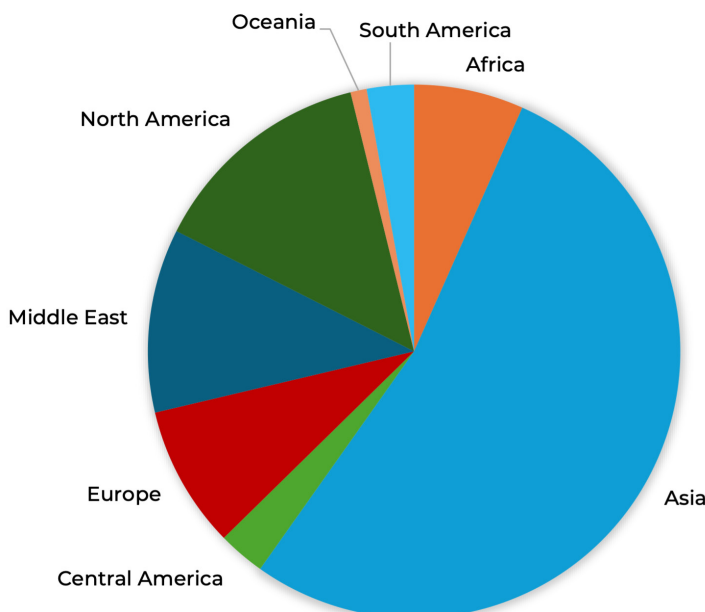


### TERMINALS UNDER EXPANSION (cbm)



Globally, there are 204 terminal expansion projects being realised with most tank storage expansions taking place in Asia with 55% of the total (26,758 kcbm) followed by North America with 15% of the total (7,182 kcbm), the Middle East with 13% of the total (6,344 kcbm) and Africa with 10% of the total (5,064 kcbm). Expansions in other regions range from 0% to 4% of the total in Europe.

### TOTAL ADDITIONS



Adding up all capacity projects under construction, under expansion or planned, the main growth area is Asia, more than doubling its storage capacity. Globally, some 116 Mcbm will be added.

# THE BULK STORAGE AND ENERGY INFRASTRUCTURE SECTOR IN THE UK

The bulk storage and energy infrastructure sector plays a vital role in providing products and services that are critical to UK consumers. Tank Storage Association members provide and support an essential interface between sea, road, rail and pipeline logistics for many different substances including transport and heating fuels, chemicals, animal feed and foodstuffs. A large number of terminal operators are third-party providers which means they do not own the products they handle, but provide logistical services on behalf of their customers

## TSA MEMBERS AND ASSOCIATE MEMBERS

REVENUE IN 2025

£5.5bn

PLANNED INVESTMENT IN THE NEXT 5 YEARS

£1.7bn

EMPLOYEES IN THE UK  
(including long-term contractors)

6,409

## TSA ASSOCIATE MEMBERS (SUPPLIERS)

REVENUE IN 2025

£615m

PLANNED INVESTMENT IN THE NEXT 5 YEARS

£397m

EMPLOYEES IN THE UK  
(including long-term contractors)

5,101

# TERMINAL STATISTICS

## STORAGE CAPACITY (cbm)



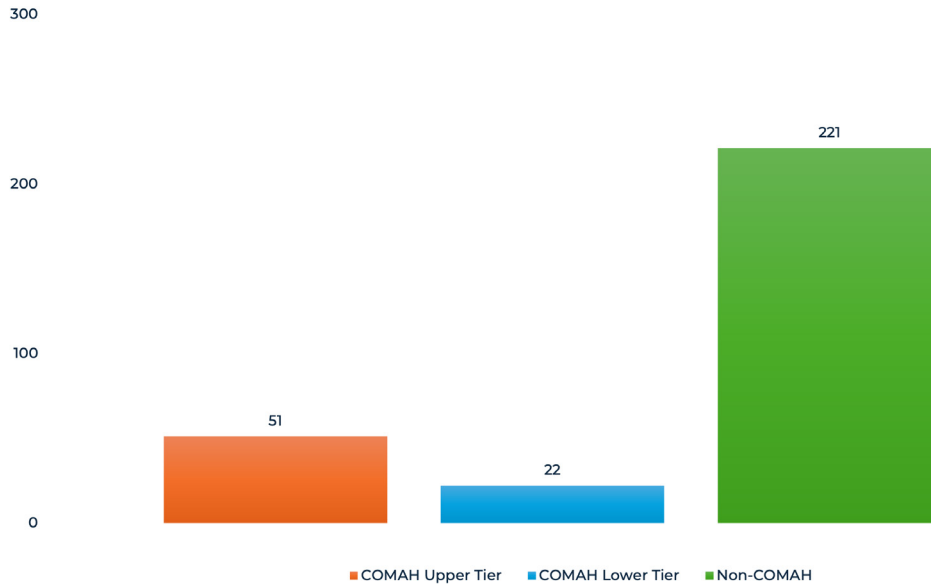
TSA members operate a wide variety of terminals across the UK and store many different substances including transport and heating fuels, low emission fuels (as seen in the breakdown below), chemicals, LNG, animal feed and foodstuffs. Collectively, TSA members have over 10.5 million cubic metres of storage capacity.

## STORAGE CAPACITY (cbm) - LOW EMISSION FUELS



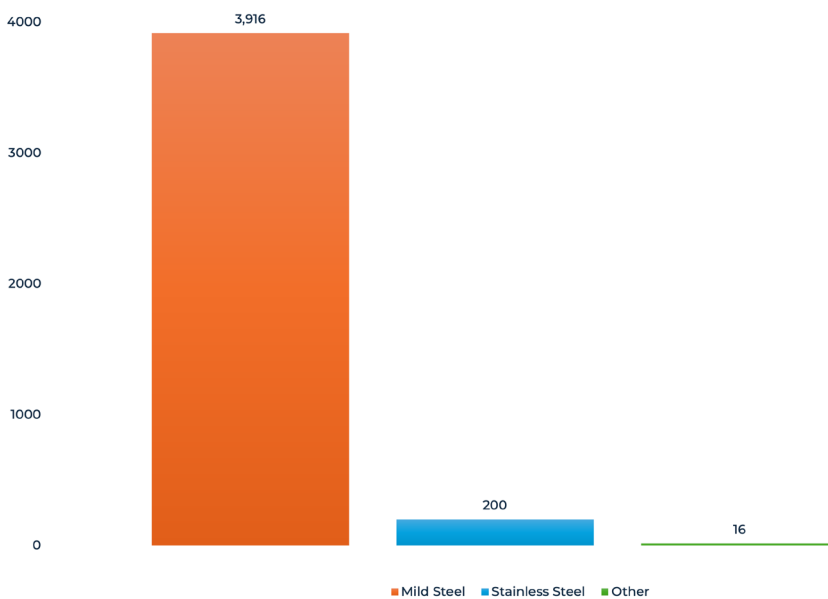
Over 600,000 cubic metres of storage capacity is used for low emissions fuels including biofuels, methanol, ammonia and sustainable aviation fuels (SAF).

## NUMBER OF TERMINALS



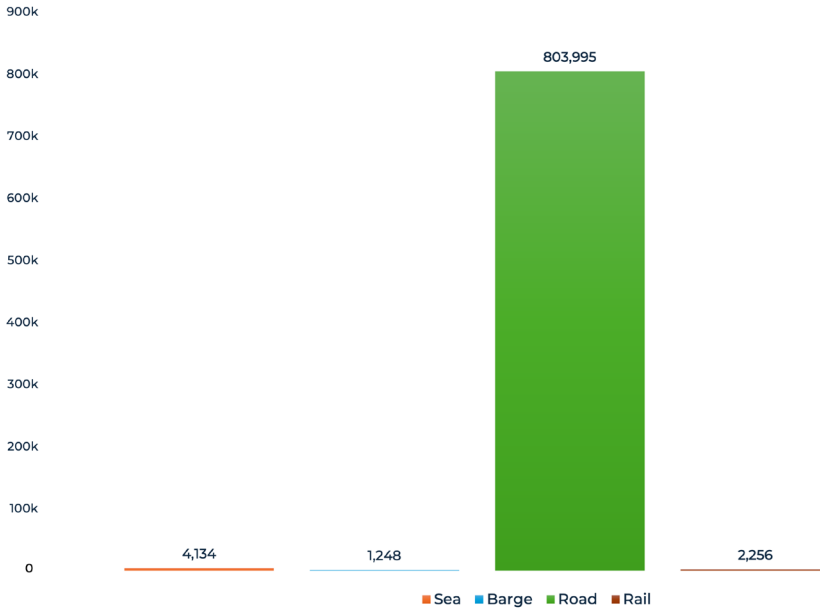
TSA members operate 294 terminals and distribution hubs in the UK. A COMAH site is defined as a business which stores above a certain volume of named substances on site. 51 terminals operated by TSA members are Upper Tier COMAH sites and 22 are Lower Tier COMAH sites. Around 22 of the terminals operated by TSA members are also designated by the Government as Critical National Infrastructure (CNI) due to their importance in providing energy to industrial, transport and defence markets.

## NUMBER OF STORAGE TANKS



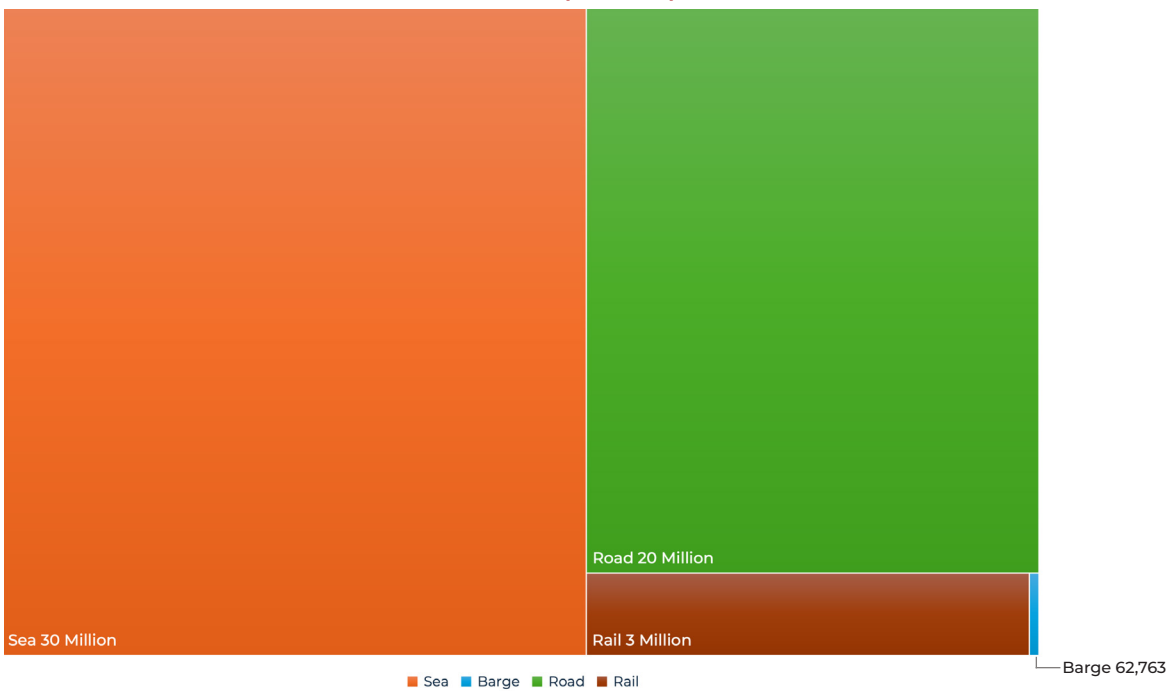
Terminals consist of a number of individual storage tanks. Storage tanks can be made of different materials, most commonly steel. Collectively, terminals operated by TSA members have 4,132 storage tanks.

### NUMBER OF MOVEMENTS



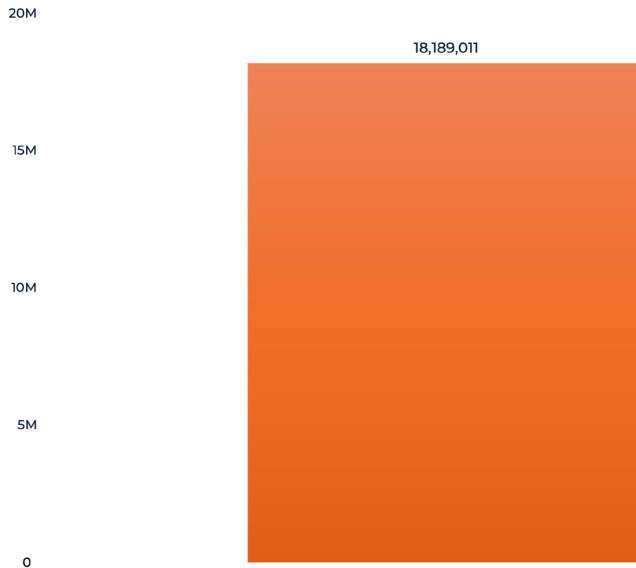
Movement of product into or out of terminals can be by seagoing vessel, inland barge, road tanker, rail tanker or pipeline. TSA members safely execute around one million movements each year. By far the greatest number of movements is carried out by road tanker. However, this is not representative of the volume of product moved by type. For example, there are far fewer movements by ship than road tanker, but the volume of product moved by ship is much higher.

### VOLUME OF PRODUCT MOVED BY TYPE (tonnes)



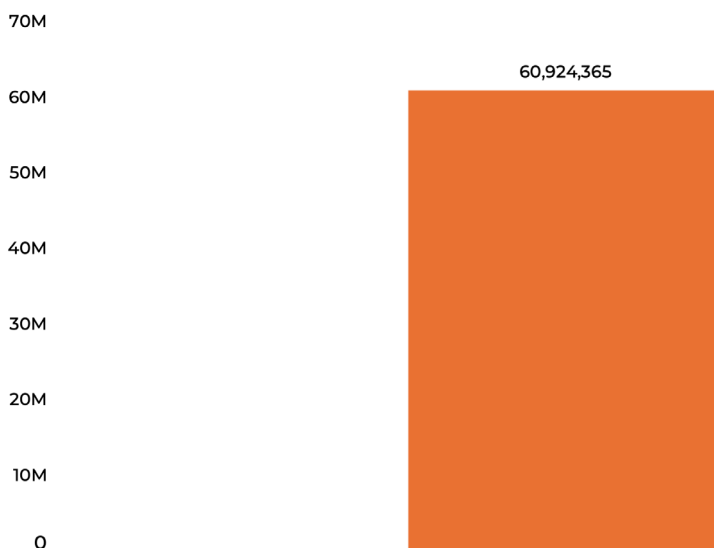
In 2025, around 30 million tonnes of product were moved by coastal shipping and around 20 million tonnes by road haulage. Around 3 million tonnes of product were moved by rail and 62,763 tonnes by barge.

### PIPELINE THROUGHPUT (cbm)



Terminals also move product via pipeline and throughput is measured in cubic metres. A number of TSA members own and operate pipeline networks across the UK. TSA member companies reported a total pipeline throughput of just over 18 million cubic metres in 2025 (this figure excludes regasified LNG).

### AGGREGATED THROUGHPUT (tonnes)

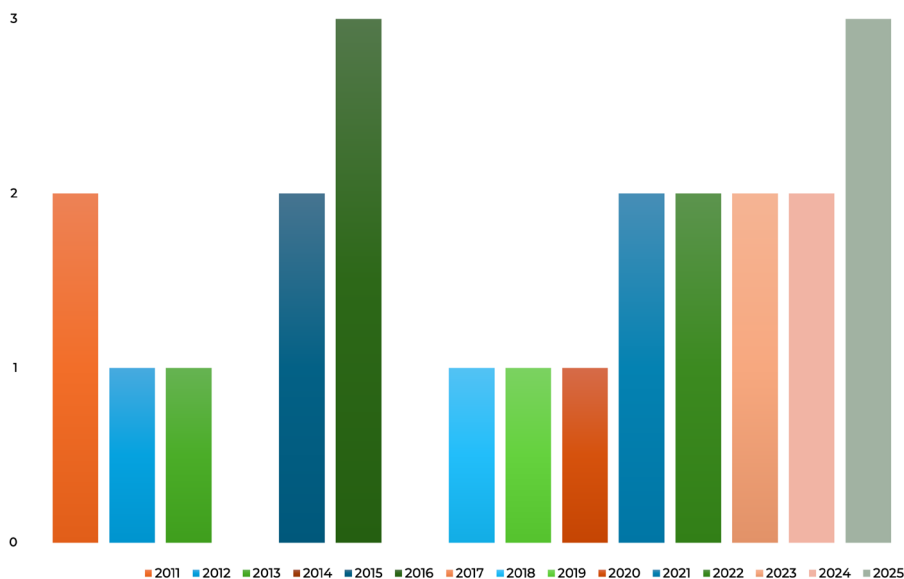


Throughput is the sum of the flow to and from a terminal. 2025 saw an aggregated throughput of nearly 61 million tonnes.

# PROCESS SAFETY

TSA members are fully committed to the Process Safety Leadership Group Principles of Process Safety. Our dedicated Safety, Health and Environment committee works closely with our peers, other industry sectors and regulators to share knowledge and good practice relevant to safe operations. To monitor our performance and highlight potential emerging issues, we collate, share and discuss process safety data quarterly with our members. We use the API RP 754 standard for our process safety performance indicators as well as our own leading indicators.

## NUMBER OF TIER 1 EVENTS



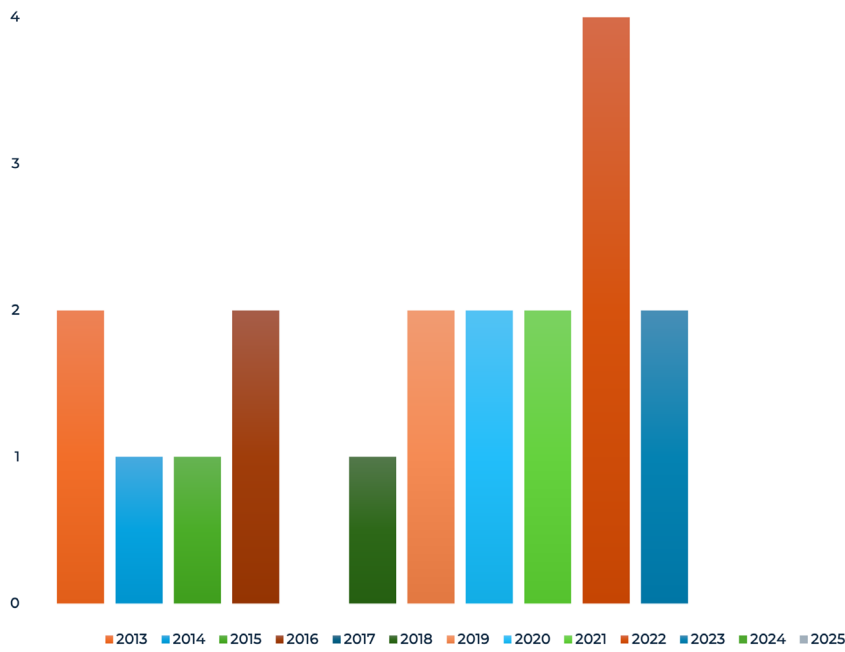
Tier 1 events are significant losses of containment (relevant to the hazard of the product stored). The number of Tier 1 events experienced by our members are very small, with three reported in 2025. The work that the TSA does with the UK regulator helps to ensure that we operate safely.

## TIER 1 EVENT RATE (per million hours worked)



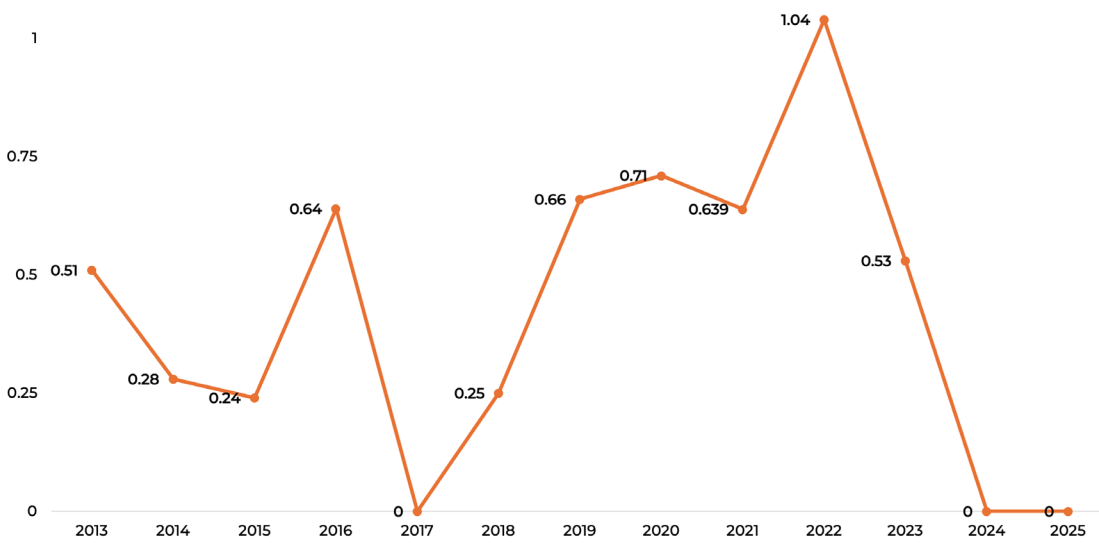
The event rate is calculated as the number of Tier 1 events divided by the total number of hours worked (including contractor hours) expressed per million hours worked.

### NUMBER OF TIER 2 EVENTS



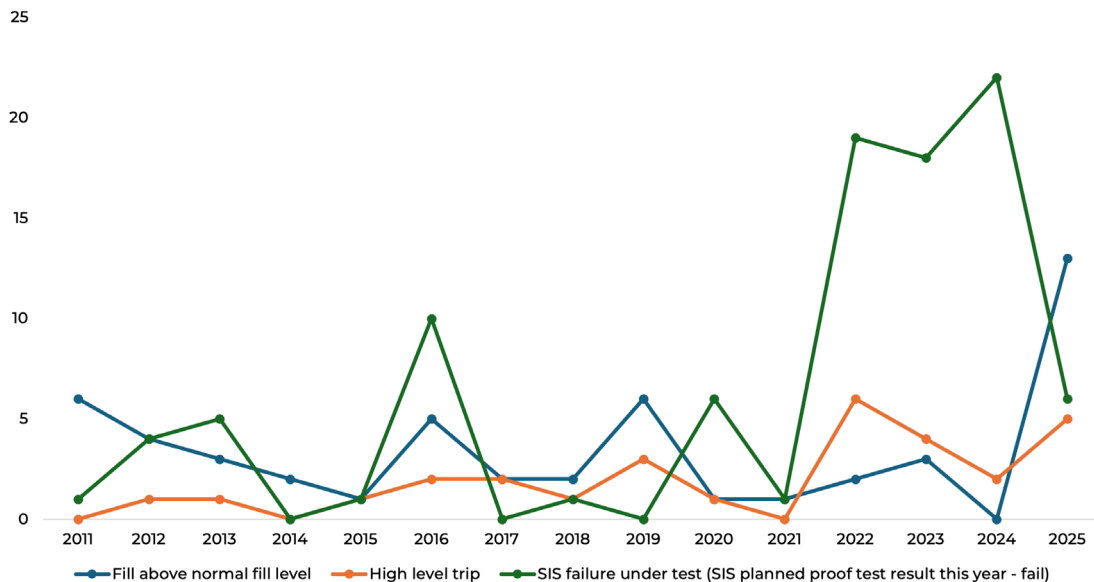
Tier 2 events are smaller losses of containment (relevant to the hazard of the product stored). No Tier 2 events were reported in 2024 and 2025.

### TIER 2 EVENT RATE (per million hours worked)



The event rate is calculated as the number of Tier 2 events divided by the total number of hours worked (including contractor hours) expressed per million hours worked.

### TIER 3 LEADING INDICATORS



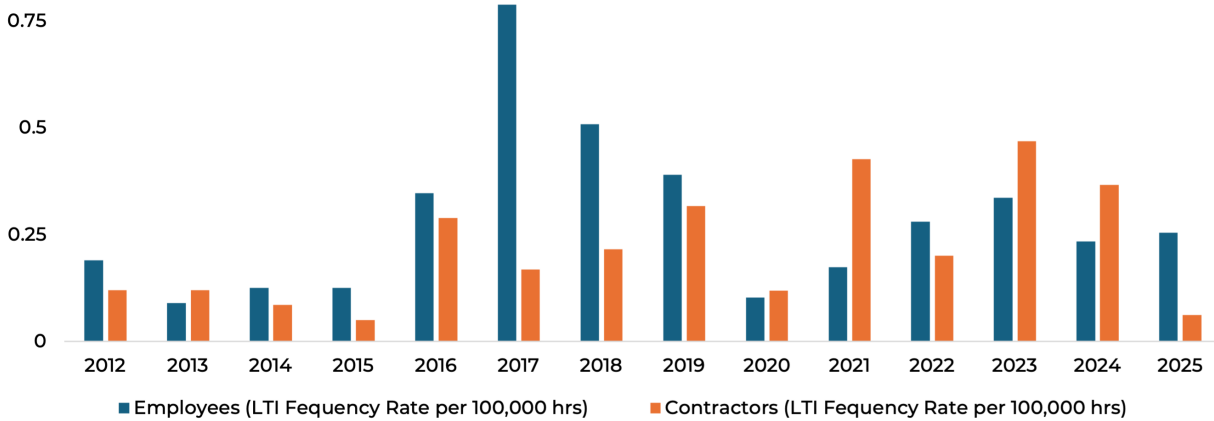
Tier 3 indicators (leading indicators) can be extremely useful in identifying areas of weakness before a more significant Tier 1 or Tier 2 event takes place. The TSA uses this information to determine if any further work is required in improving good practice or knowledge and skills. Throughout 2025, the TSA has shared safety messages regarding Tier 3 leading indicators in its quarterly statistics report to members. The TSA is also leading and contributing to several technical working groups in the COMAH Strategic Forum (CSF), the Chemical and Downstream Oil Industries Forum (CDOIF) and the Energy Institute (EI). The TSA is also chairing the CDOIF working group tasked to develop guidance on *Understanding Major Hazard Human Harm Risk Assessment for COMAH* which will be invaluable to ensure consistency and accuracy in predictive risk assessment across all major accident hazard potential industries.

# OCCUPATIONAL HEALTH & SAFETY

Our members inform the UK regulator in accordance with the requirements of the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR). The TSA collates and shares this information with its membership on a quarterly basis.

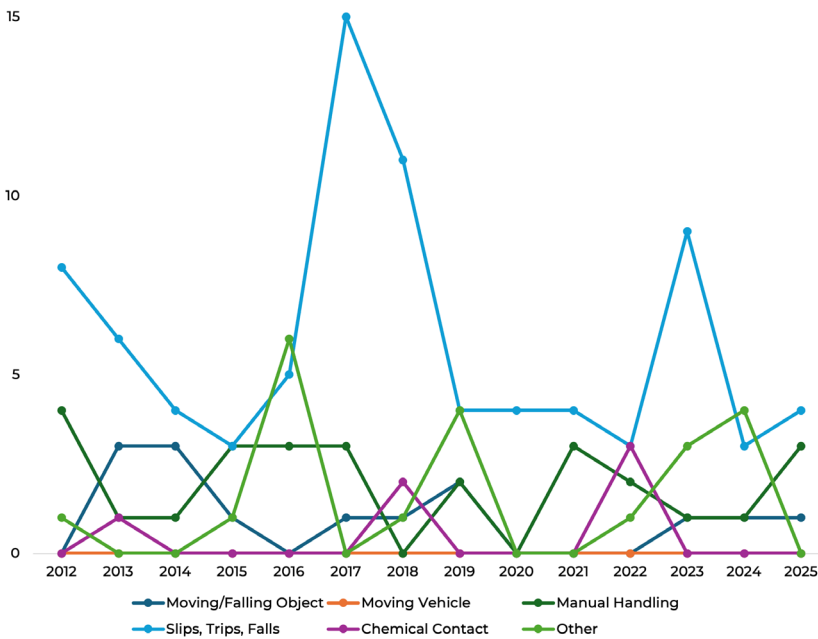
## RIDDOR LTI RATE (per 100,000 hours worked)

1



Lost Time Injuries (LTI) are those where an employee or contractor has been away from work due to a workplace injury for more than seven days. This is normalised per 100,000 hours worked to give an LTI Rate.

## LTA CAUSE ANALYSIS



Lost Time Accident (LTA) causes examine the nature of Lost Time Injuries.



The bulk storage and energy infrastructure sector plays a vital role in providing services that are critical to the UK consumer.



Many of the strategic terminals in the UK, around 22, are designated by Government as Critical National Infrastructure.



Storage capacity also includes strategic reserves held for emergencies and supply disruptions.



Tank storage terminals improve the flexibility of the entire supply chain and its ability to respond to market fluctuations by helping to balance out supply and demand.



The sector has a key role to play in the energy transition and in creating the necessary infrastructure flexibility to manage change in support of the UK's net zero goals.



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