

OPENING OCEANS CONFERENCE

THE RISK OF THE STATUS QUO

MAY 2018

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SHIPPING MARKETS AT A GLANCE

The shipping industry is a **service industry**
that serves the global economy.

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SHIPPING MARKETS AT A GLANCE

Most shipowners make money by trading their vessels while **waiting** to capitalise on the next upswing in secondhand prices.

... but most ship segments have been burdened by surplus capacity over the last decade!

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Today, digitalisation has permeated every level of the competitive landscape in most industries.

... the shipping industry cannot avoid being impacted.

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Companies that lack **strong customer connections** run the risk of disintermediation and perhaps of becoming “back offices” with limited headroom to create or retain profit.

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We present **digitalisation as an opportunity for future value creation.**

... but one that is not exclusively open to shipowners.

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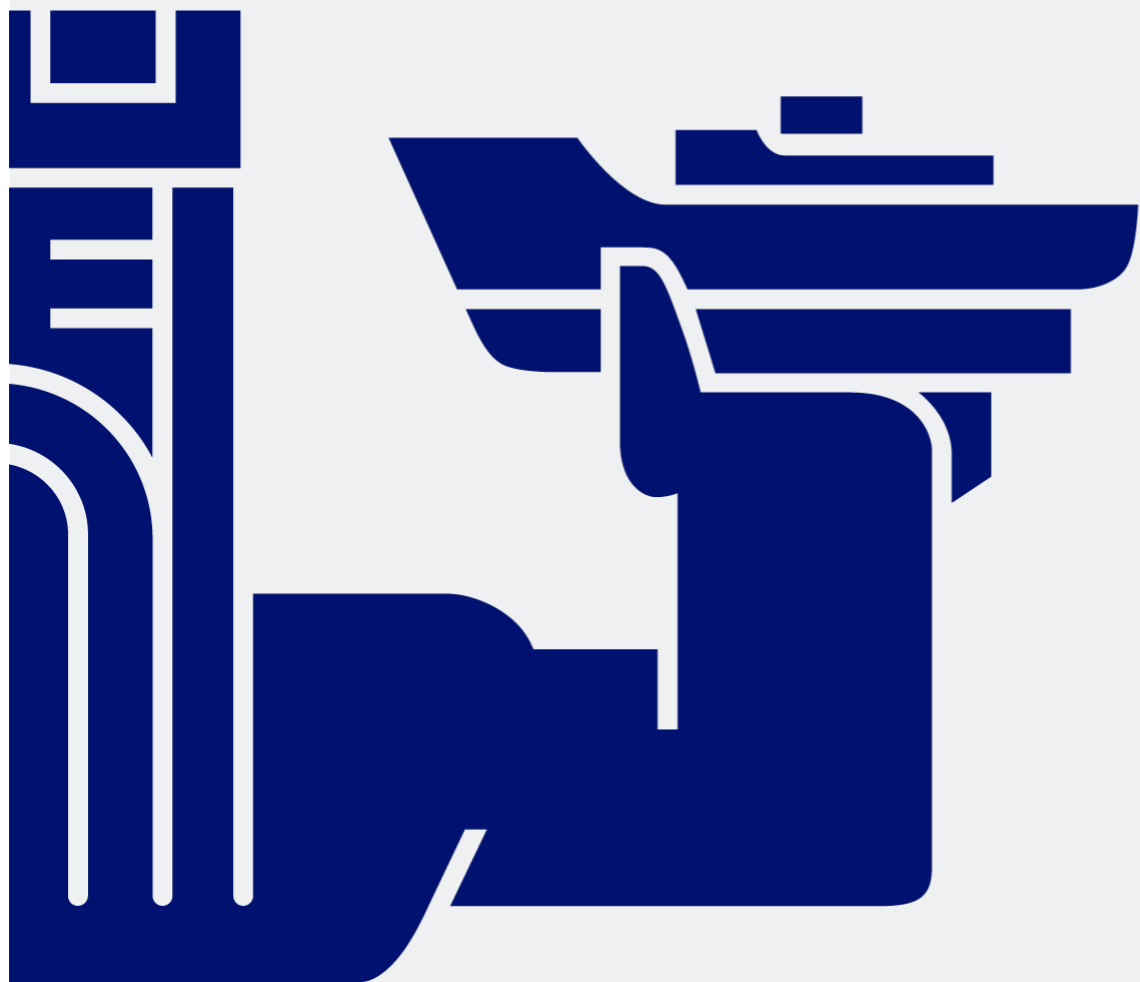
SHIPPING MARKETS AT A GLANCE

The shipping industry handles close to **90% of global trade**. This should give shipowners a good opportunity to leverage on their core competences and **tap into the unexplored value pool** available to those who understand this interconnected ecosystem of the global economy.

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SHIPPING MARKETS AT A GLANCE

Digital technologies are **redefining** boundaries across industries,
the role of assets and the types of competitor.



THANK YOU FOR YOUR ATTENTION