

Major issues emerging over the next 10 years

- Learnings from the diversity of networks in the East-West trade will be applied to other trades
- Transshipment hub “battle”. Hong Kong is already losing out.
- Decarbonization – increased regulation and pressure on shipyards. High likelihood that the industry as a whole will not meet the targets
- Increasing consolidation in smaller carriers – and emergence of larger new global players
- Geopolitical impact – increasing protectionism will skew competition and change trade patterns. More trade wars. Sanctions will be criss-crossing and make compliance more difficult.