



FUTURE OPPORTUNITIES AND CHALLENGES

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SHIPPING CHALLENGES

The industry is munted. Too many ships, freight growth down, freight rates in freefall. Hundreds of ships laid up. The seventh biggest company bankrupt. Others mired in debt. Shipping lines are looking to ports to help stem their losses. But only major restructuring in the industry will help.

There is much pain to come.





AUTOMATION

Automation is going to shake up our industry. We are already investing in it and will turn the switch in 2019. It will be a game-changer for us, particularly in a world where shipping lines are looking for every advantage.

Greater efficiency, more sustainable, less cost.

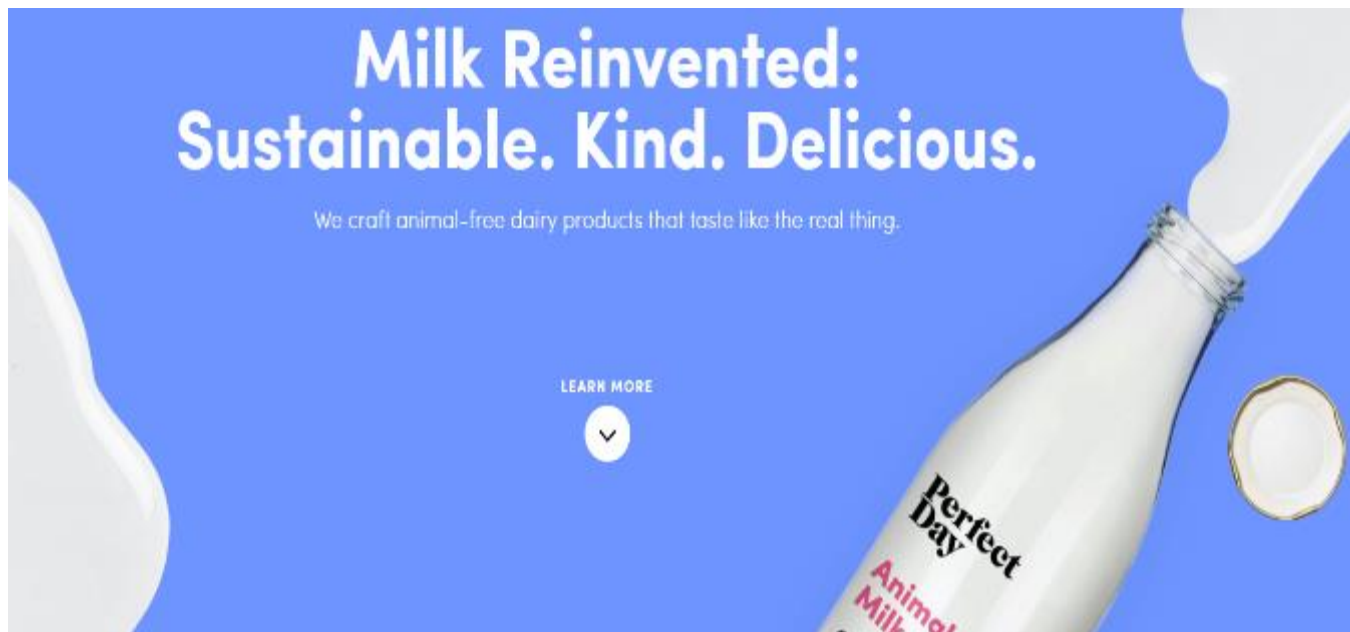




TRADE WINDS

Automation, robotics, 3D printing, biotechnology and other innovations will change our lives - and dramatically impact on the movement of freight. Earlier this year Jeffrey Immelt, CEO of global giant GE, announced a “bold pivot” away from globalisation to ‘localisation’. “In the future”, he said, “sustainable growth will require a local capability inside a global footprint.” Next year, US biotech startup Perfect Day will start producing animal free milk. Dairy exports anyone?

Do we need an entirely new business model?





HOW DO WE INTEND TO NAVIGATE THE FUTURE





THE FUTURE OF WORK

Our people are our port. Their ideas, energy and commitment power our success. But what happens when the robots take over? I have seen ports with almost no people in them. How can we contribute to prepare our people, their kids and the wider community for the dramatic changes on the horizon?

We have a wider responsibility to care for our people.



