

Lloyd's List 

One Hundred

Edition Eight

100

**THE MOST INFLUENTIAL PEOPLE
IN THE SHIPPING INDUSTRY**



Navios Maritime Holdings Inc.

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One Hundred Edition Eight

The most influential people in the shipping industry

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Published by Informa UK Ltd.

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Lloyd's List is available online in every country in the world by placing a subscription with the publishers in London, Informa UK Ltd. Please place your order with the Lloyd's List marketing team at Informa. This special supplement is issued free to subscribers.

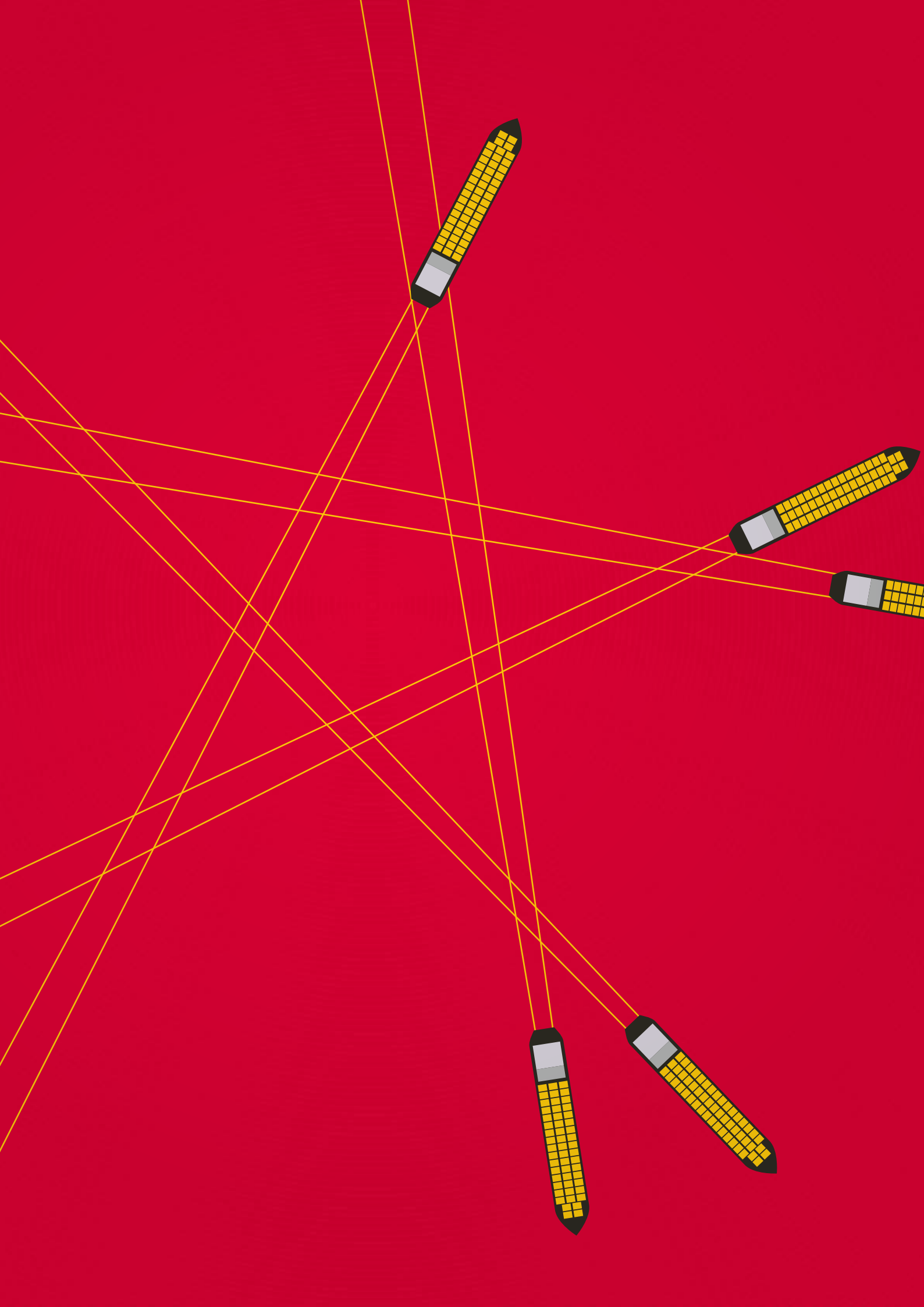
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CHINA CONSOLIDATES ITS DOMINANCE

With strong state backing, and growing dominance in finance, shipbuilding and shipowning, it is hard to see how China can be toppled from its leading spot



HELEN KELLY

ALL the indicators are pointing in the right direction. A tone of cautious optimism has descended across the industry and the prospect of a slow but sustainable market recovery is within grasp, if only we can collectively impose the discipline required to avoid past mistakes.

The World Trade Organization revised up its estimates for growth in 2017 from 2.4% to 3.6% on the back of resurgent intra-Asia trade flows and stronger North America imports.

Charter rate rises are being seen in liquefied natural and petroleum gas carriers, dry bulk and container shipping, crude and product tankers. Even the offshore sector could recover, with improved global oil supply and demand balances. So the near term is looking a little brighter for the leaders of our global industry featured in our Top 100 influential people report.

However, the good news comes with some pretty strong caveats. Substantial risks that threaten the world economy remain in place and could easily undermine any trade recovery, warned WTO director-general Roberto Azevêdo in its report. "These risks include the possibility that protectionist rhetoric translates into trade restrictive actions, a worrying rise in global geopolitical tensions and a rising economic toll from natural disasters."

In reality, many shipowners and operators – especially those in the 'squeezed middle' – continue to struggle. Burdened with years of debt, even when these owners are making money, it goes straight to the bank. So while an uptick of 10% or 20% in charter rates is surely welcome, it does not mean that many businesses are out of the woods just yet.

That situation is likely to become more acute for many owners as environmental regulations start to take effect. With the Ballast Water Management Convention and Low Sulphur Regulations both live within the next two years, and both requiring hefty investment with no return on that investment, it could be the straw that breaks the camel's back for many.

Under these conditions, it not surprising that consolidation has continued apace in 2017, and many individuals at the very top of our list of global influencers are those leading the charge.

Consolidation is most acute in the container line sector, with Asian owner-operators battling it out for world dominance with European rivals. China Cosco Shipping Group's \$6.3bn takeover of Hong Kong-based liner shipping company Orient Overseas (International) Ltd will

create an industry behemoth to challenge Maersk Line, Mediterranean Shipping Co and CMA CGM.

The same has been seen in shipmanagement, with scale being directly linked to the ability to invest into the business. Anglo-Eastern and Univan kicked off the charge, with V.Group following with a number of acquisitions. Columbia Marlow was the latest merger in an industry battle for scale in difficult markets. The new entity could manage more than 1,500 vessels, making it among the largest shipmanagers in the world.

RISE OF THE ASIAN GIANTS

Underpinning all of this activity is the rise and rise of China, which is reflected in four of the top five entries in 2017.

This year has consolidated the significant shift of power away from a European-centric shipping industry towards Asia, where most of the world's goods are still made. China remains the primary engine of seaborne activity, from coal to iron ore and all types of oil.

China's president Xi Jinping's policies and ambition will arguably define the next phase of globalisation.

President Xi's Belt and Road Initiative is set to prompt multi-trillion-dollar investments in modernising overseas infrastructure spanning more than 60 countries in Southeast Asia, Africa, Europe and South America.

Asian finance has expanded in strength, propping up shipbuilding, owners and operators when other sources of financing have dried up.

The Export and Import Bank of China is vigorously expanding. It has issued more than Yuan100bn (\$15.1bn) in ship loans since the beginning of 2016, which supported the construction of 688 vessels and offshore projects in China, and has a shipping portfolio of \$16.2bn.

China's leasing houses have also become a major force in today's ship finance arena. In 2016, China's 10 major leasing agencies provided \$12bn in new shipping lending, accounting for nearly 38% of the total booked by the world top 23 ship financiers. That is only expected to grow bigger.

At the time of going to press the two largest players – ICBC Financial Leasing and Bocomm Financial Leasing – had a shipping portfolio worth nearly Yuan130bn between them.

With strong state backing, and growing dominance in finance, shipbuilding and shipowning, it is hard to see how China can be toppled from its leading spot.

Yet here we have another sobering warning: China's massive investments have left it heavily indebted. Bloomberg economists have estimated the country's total debt would reach 327% of gross domestic product by 2022 – double the level of 2008.

The cost of borrowing may be at historic lows, and the gamble could very well pay off. But should China go into financial meltdown, you can expect the fallout to be felt by every part of the global shipping industry.

THE MAKING OF THE TOP 100

PUTTING together a list of the 100 most influential people in the shipping industry is never an easy task. There is not one metric that can cover businesses as dispersed as shipowning and operating, financing, insurance, legal, technology, regulations and registries.

Our list is based largely on analysing industry events and business decisions of the past 12 months, which inevitably comes with context, which we consider too.

Our ranking is borne out of a collective editorial discussion within the Lloyd's List newsroom and it is our intention to produce a useful snapshot of the forces at play within our industry and some forward-looking nods to the trends into which each profile delves.

As a rule of thumb, the individuals on our list should have influence at company level, so senior executive or owner; they should exercise influence nationally or regionally, through business links or ties to an association; and, crucially, they should be influential internationally, too.

The people running the world's largest fleets will no doubt always find a place on our list; so too with their hands on the purse strings. But it is the power brokers behind the scenes in politics, regulation and

technology that are arguably affecting the greatest change in our industry. We will do more to identify them in future.

We will also do more to counteract industry – and our own – bias, both conscious and unconscious. Shockingly, in 2011, there were only two women in the Top 100 list. Not because there weren't great women doing amazing things, but because our old, pale and predominantly male (sorry chaps) editorial team just didn't have them on their radar.

To head off any howls of derision over reverse-discrimination, or predictably dull accusations of tick-boxing, or quotas, I can assure you, we do not add anyone to the list – woman or man – unless they deserve it on merit. However, if great people are being overlooked due to bias, then it is our job to identify them, and add them to the mix.

This year, there are nine women in the main list and many more in our Top 10 lists; small steps, but as the industry evolves, we do too.

We hope you find the Lloyd's List Top 100 a compelling annual examination of our industry and the personalities that drive it forward.

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Xi: put the Belt and Road Initiative into the constitution of his party during the 19th National Congress of China's Communist Party.
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01

RETURN

XI JINPING CHINA

The hope is that China's president will lead global trade, as well as world shipping, to take a big step forwards, not backwards

WE know it is not ideal to place a politician at the apex of a shipping power list.

However, the country headed by this man will arguably lead the next round of globalisation.

Chinese president Xi Jinping's state-owned enterprises are among the largest players in almost every sector of the shipping industry.

His policy and ambition are increasingly influential to the ups and downs of the shipping markets.

What is more, the conclusion of the recent party congress indicates Mr Xi – unlike most of his predecessors – is likely to rule another 10 years after his tenure ends in 2022.

What other choice do we have? Donald Trump?

The only question here is: what if the Middle Kingdom fails?

A MARITIME POWER

Last time Mr Xi topped our list in 2014, his administration had

vetoed the grouping of Maersk Line, Mediterranean Shipping Co and CMA CGM. The so-called P3 alliance, if it had succeeded, would have completely changed the landscape of the global liner shipping industry.

This time, Mr Xi opts to be more constructive, though again primarily for China's own sake.

Not only has China established the world fourth-largest container shipping carrier, Cosco Shipping Lines, via the merger between Cosco Group and China Shipping



Group, it has also managed to take in the French line and form an alliance that is neck and neck with the 2M.

And do not forget that Cosco Shipping, close to acquiring Orient Overseas (International) Ltd under Beijing's call to make its state-owned enterprises larger and stronger, is aiming at Maersk's market leadership.

China is, of course, in the best position to do so. It is now the largest goods-trading nation. And it has seven of the 10 world's busiest container ports.

Moreover, the country has become the biggest net oil importer in the globe. Its diversification of suppliers, with the rise of US exporters, may well help reshape the crude tanker sector, where its

state-owned fleet includes more than 100 very large crude carriers, both in operation and on order.

And that size may grow further, if the policy masters decide to renew the scrap-and-build subsidy policy that will come due by the end of this year. China Shipbuilding Industry Corp and China State Shipbuilding Corp are probably keeping their fingers crossed.

Despite the economic slowdown, China is still the pillar of global dry bulker demand. And the rise and fall of that demand remains – if not has become more subject to – the country's policy directions.

The latest fluctuation in capesize earnings, caused by Beijing's restriction on steel production to fight air pollution, is a good example.

The halt on steel mills maybe temporary, yet China's appetite for clean energy is definitely not. That will have a profound impact on the long-term prospects of ships that carry energy commodities, such as coal, oil and gas.

The even longer-run factor is the Belt and Road Initiative, the future global trade booster at the very least.

The masterplan, coined by Mr Xi in 2013, is set to prompt multi-trillion dollar investments in modernising overseas infrastructure, among other projects, spanning more than 60 counties in Southeast Asia, Africa, Europe and even South America.

Chinese terminal operators, supported by compatriot banks, have been among the frontrunners, with acquisitions of overseas ports in those regions.

Mr Xi even put the BRI into the constitution of his party during the 19th National Congress of China's Communist Party held in late October, to give his creation more policy endorsement.

WHAT IF HE FAILS?

However, there are risks that the great ambition could fail.

In shipping, foreign ship operators and shipyards have complained about the unfair competition from their Chinese state-owned counterparts, which have been ramping up their scale and market share.

To boost the public sector, however, requires massive funds – the same as is needed for switching to green energy in the country and implementing the BRI.

The government-backed investors provided a \$3.3bn debt-to-equity swap to CSIC so the state shipbuilder could continue its operation.

It was Bank of China's loan that allowed Cosco Shipping to afford the \$6.3bn takeover of OOIL.

And these amounts are just a drop in the ocean compared to the \$124bn funding that Mr Xi pledged in May to help build his Maritime Silk Road.

The problem, nevertheless, is that China is already heavily indebted.

In November, Bloomberg economists Fielding Chen and Tom Orlik estimated the country's total debt would reach 327% of gross domestic product by 2022 – double the level of 2008. That “would severely reduce the chances of avoiding a [financial crisis]”, they said.

This spells out a simple fact: government funding will not be endless.

Before it runs out, the SOEs, including those in the shipping sector, will have to translate the state money into better productivity and profitability.

When investing abroad, they will need to watch more carefully for the country risks in the BRI regions, where a large number of nations have very low or even no credit rating.

But what if they mess it up? What if the predicted Chinese financial crisis comes true? And how badly will it hit shipping?

Well, think about the fallouts of the US subprime mortgage mess 10 years ago. A meltdown in China could be even worse.

Ultimately, though, all great adventures carry big risks.

Let us hope Mr Xi is a “very special man”, as Mr Trump applauded him during his recent visit to China.

Hopefully he will lead global trade, as well as world shipping, to take a big step forwards, not backwards.

Mr Xi also appeared in the Top 100 in 2014.



Xu, left, and Li: signed a strategic framework agreement but still compete with each other on many fronts.

02

↘1 / ↗17

XU LIRONG / LI JIANHONG

CHINA COSCO SHIPPING GROUP / CHINA MERCHANTS GROUP

The heads of two Chinese state conglomerates together aim for global leadership

XU Lirong and Li Jianhong witnessed, with a smile, the signing of a strategic framework agreement between China Cosco Shipping Group and China Merchants Group in Shanghai a year ago.

The two state-owned conglomerates said they would establish a comprehensive partnership from a series of aspects, including shipping, ports, logistics, industrial parks, shipbuilding, offshore engineering, financial investment, land development and infrastructure construction.

Of course, such types of agreement are more for show than for real business – in fact, the duo still compete with each other on many fronts. But it indicates their sheer scale and their crucial role in Beijing’s maritime power strategy, as well as the well-known Belt and Road Initiative.

During the 19th congress of China’s Communist Party in October, Mr Xu told local media about his key takeaway.

With China’s growing role in global governance, Chinese state-owned enterprises must unswervingly grow larger and stronger, setting the “game rules” in their respective sectors and having a bigger say in the international arena, he said.

Listen to his words, because they may well become deeds.

SHIPPING

Already, Cosco Shipping – through the merger between Cosco Group and China Shipping Group – has established the world’s largest dry bulker and tanker fleet.

Although the company’s containership fleet is just the fourth-largest, it carries

more weight in a more consolidated market.

If the acquisition of Orient Overseas (International) Ltd is completed, the Chinese line’s capacity, including its orderbook, would exceed CMA CGM and rank in third place.

The boxship business of China Merchants is much less exciting. Its Hong Kong-listed unit, Sinotrans Shipping, only operates some 40 small vessels, mostly sailing between China and its neighboring countries in east Asia.

However, in other sectors, its fleets are sizeable. In total, China Merchants owns 320 ships, or 27.1m dwt, in operation and 34 ships, or 7.7m dwt, on order, according to Clarksons. The majority of these are dry bulkers and tankers.

China Merchants acquired another state giant, Sinotrans &

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CSC Holdings, en bloc in December 2015, and is now trying to integrate its shipping business via equity transactions between the subsidiaries.

One of the deals, if materialised, will see Shanghai-listed China Merchants Energy Shipping obtain the full ownership of 53 very large crude carriers – both in service and on order. When adding in Cosco Shipping's VLCC fleet, the tally stands at more than 100 vessels, accounting for approximately 13% of the world total.

While both companies said they would like to have more VLCCs, Cosco Shipping already ordered four newbuildings at a compatriot yard in November.

PORTS

The expansion pace of their ports arm is even more compelling.

According to Drewry, the equity throughput of China Merchants Port, Cosco Shipping Ports and Shanghai International Port Group made up only 24% of four global leaders Hutchison Ports, PSA, APM Terminals and DP world in 2007. That figure surged to 47% in 2016.

Meanwhile, the contribution by the three Chinese port operators' overseas handling increased from about 7% to 13%.

This year, CS Ports acquired a 51% stake in Noatum Ports which operates terminals in Valencia and Bilbao, and added to its commitment to develop Abu Dhabi's Khalifa Port.

It is also likely to lay its hands on OOIL's state-of-the-art Long Beach Container Terminal in the US, should the parent acquisition deal go through.

China Merchants leased the equity of Hambantota port in Sri Lanka for 99 years, and then acquired a 90% stake in Brazil's TCP Participações.

Maybe Drewry managing director Timothy Power is right: "This is just a start. We'll see the Chinese ports as truly global companies within the next 10 years."

FINANCE

And let us not forget the power of finance in shipping.

If the acquisition of Orient Overseas (International) Ltd is completed, the Chinese line's capacity, including its orderbook, would exceed CMA CGM and rank in third place

China Merchants owns its own commercial bank, China Merchants Bank, which ranked 27 in The Banker's 2016 top 1,000 World Banks list, with \$53.5bn in tier-one capital.

Its leasing subsidiary, CMB Financial Leasing, held about \$3.3bn worth of shipping portfolio at the end of last year, according to Marine Money.

Last year, following the merger, Cosco Shipping established its financing and leasing arm, Cosco Shipping Development.

It is the main unit to implement Mr Xu's plan to make the financial sector account for 50% of the company's business.

MORE TO DO

There are many other businesses – for example, landside logistics. The freight trains in which the two conglomerates have invested are carrying more and more cargoes from China to Europe, although the service remains heavily reliant on government subsidies.

Compared with their competitors, one of the biggest advantages enjoyed by Cosco Shipping and China Merchants is government funding, a firm means of support behind their eye-catching expansions.

State-owned Bank of China will offer a bridge loan of up to \$6.5bn to support Cosco Shipping's takeover of OOIL.

The Export and Import Bank of China has this year agreed to lend more than \$5bn to Cosco Shipping and China Merchants for a horde of newbuildings,

including valemex ore carriers, ultra large containerships and VLCCs, which they have ordered since the second half of 2014.

There is also Beijing's multi-billion-dollar build-and-scrap subsidy.

However, to truly take the leadership of the industry, as Mr Xu has wished for, the state giants will need to further increase their efficiency and competitiveness.

The recent party congress saw Xi Jinping and his administration reaffirm their drive for the country's state-owned enterprise mixed-ownership reform.

That includes the introduction of strategic investors, especially those in the private sector, to strengthen SOE's corporate management.

Then, in late October, plans for a private placement announced by two major Cosco Shipping shipowning subsidiaries – Shanghai-and Hong Kong-listed Cosco Shipping Holdings and Cosco Shipping Energy Transportation – fuelled speculation that the companies may go in that direction.

However, the later exchange filings showed the private offerings were mainly for financing the orderbook and to reduce leverage, even though most of the investors have yet to be identified.

Nowadays, money comes easily, but it will not come easily for ever. To assume global leadership, Mr Xu and Mr Li still have a lot to do.

Mr Xu also appeared in the Top 100 in 2015 and 2016, while Mr Li appeared in the Top 100 in 2014, 2015 and 2016.



Hu: keeping a low profile as chairman of Cexim.

03

33

HU XIAOLIAN

THE EXPORT-IMPORT BANK OF CHINA

Chairman and her policy bank are to play an even bigger role in China's own version of globalisation

HU Xiaolian seems to be a rather low-profile public figure. She rarely takes interviews from the press. Even when occasionally speaking at large conferences, she offers few striking remarks.

Chaired by her, The Export-Import Bank of China, or Cexim, is not fond of making headlines with announcements of big deals, either. But as the leading Chinese policy lender in shipping and shipbuilding, it remains vigorous in the sector.

Lloyd's List reported in August that Cexim would lead the financing of CMA CGM's \$1.5bn newbuilding project for up to nine 22,000 teu class containerships equipped with dual-fuel engines.

The bank was also behind Mitsui OSK Lines' four large liquefied natural gas carriers ordered at Hudong-Zhonghua Shipbuilding in June, worth more than Yuan5bn (\$756m).

In April, it firmed up the \$4.2bn loans to Cosco Shipping

for the 59 vessels, including ultra large boxships and very large crude carriers, the state conglomerate had booked since the second half of 2014.

Moreover, a June stock exchange filing of Shanghai-listed China Merchants Energy Shipping revealed the government-owned lender provided nearly \$1bn loans for the shipowner's orderbook of 10 valemax ore carriers and five VLCCs.

During an interview with local media in late November, Cexim's head of shipping Liu Ya said the bank had issued more than Yuan100bn in ship loans since the beginning of 2016, which supported the construction of 688 vessels and offshore projects in China.

According to Marine Money, Cexim ranked seventh among the global financial institutions in 2016, with a shipping portfolio of \$16.2bn.

DNB, KfW IPEX-Bank and Nord/LB enjoyed the top three

positions, with \$21bn, \$18.1bn and \$17.7bn, respectively, despite a decline in portfolio size from the previous year.

The Chinese state bank, which did not even enter the top 27 in 2008, is likely to see its ranking climb further this year, with the continuing retreat of western top dogs.

Although the bank appears not to be as aggressive as its compatriot leasing houses when it comes to ship finance, bear in mind the policy lender itself is an important funding source for the lessors.

Nevertheless, the more crucial factor behind Ms Hu's leap in ranking this year is Cexim's increasing role as a spearhead to finance the Belt and Road Initiative orchestrated by China's president Xi Jinping.

According to the bank, as of end-March, it booked Yuan620bn in outstanding loans that back the BRI projects. Those included a \$650 loan signed in February to a deepwater port at Douala, the largest city in Cameroon.

During the Belt and Road Summit held in Beijing in May, Cexim further pledged to extend another Yuan130bn in specialised loans to support the implementation of the BRI.

The money will be used to improve infrastructure and production facilities, among other projects, in the emerging economies, especially in Southeast Asia and Africa. This is set eventually to boost global trade and benefit the shipping sector in general.

With the consolidation of his power at the 19th National Congress of China's Communist Party concluded late October, Mr Xi successfully wrote the BRI into the constitution of his party to give the masterplan more policy endorsement.

Expect Ms Hu and her institution to play an even bigger role in China's own version of globalisation.

Ms Hu also appeared in the Top 100 in 2015 and 2016, while The Export-Import Bank of China appeared in 2011, 2012, 2013 and 2014.



Zhao, left, and Chen: heads of the two largest players among the rising leasing power.

04

↗32 /
↻ NEW

ZHAO GUICAI / CHEN MIN

ICBC FINANCIAL LEASING / BOCOMM FINANCIAL LEASING

Duo head Chinese leasing houses, a major force in today's ship finance market, whose role is set to grow

IF ship finance in 2018 is to be shaped by further inroads of alternative finance, following the exodus of European banks, Chinese leasing houses will certainly play a key role.

Last year, the country's 10 major lessors provided \$12bn in new shipping lending, accounting for nearly 38% of the total tally booked by the world top 23 ship financiers, which included ABN AMRO and DVB, according to data from Smarine Advisor and Marine Money.

The statistics could be a bit distorted, as some of the shipping loans by western banks were, in fact, borrowed by the leasing firms. But their magnitude in ship finance is only expected to grow bigger, with the ongoing exodus of European banks this year.

The two largest players among the rising leasing powers are

ICBC Financial Leasing and Bocomm Financial Leasing.

As of end-November, the former had a shipping portfolio worth nearly Yuan70bn (\$10.6bn), of which one-third consists of offshore and floating units. The figure for the latter, with a portfolio of purely merchant vessels, stood at approximately Yuan50bn.

THE TWO LEADERS

When interviewed by Lloyd's List in November, Bocomm Leasing chairman Chen Min said conservatively the company would invest another Yuan10bn in shipping next year. He also expressed optimism about the markets in general, thanks to the rosy picture of the recovery in the global economy.

Mr Chen is a seasoned banker, having joined Bank of Communications, China's

fifth-largest commercial bank, in 1995. He was then transferred to chair the leasing subsidiary when it was established at the end of 2007.

Under his leadership, Bocomm Leasing's assets, including ships, planes and other equipment, have soared to Yuan200bn from Yuan20bn over the past 10 years.

While conceding that the pace of growth in the past should not be viewed as the norm, Mr Chen said the market was still full of opportunities.

In the shipping sector, his company made headlines earlier this year by ordering up to 32 crude and product tankers for \$1.35bn in total with the charterer Trafigura.

Some traditional tanker owners have flagged up concerns that the deal could lead to less employment for their vessels and worsen the overtonnage situation.



Dear Friends,

It is my great honor to be considered among the Top 100 Most Influential People in Shipping by the Editorial Team of the *Lloyd's List*.

I commend the *Lloyd's List* for acknowledging the significant efforts that have been made within the ship recycling sector in the last five years. For a long time now, we have been advocating the significance of ship recycling to the maritime world through everything we do; whether it's investing in the education of the industry, in the upgrading of the infrastructure and the working conditions at ship recycling yards or the improving our very own services to the ship owning community.

In an industry mired with misleading and biased information, GMS has done its best to bring transparency, facilitate dialogue, promote change and encourage responsible ship recycling. Regrettably, even today most people do not realize that: a) Ship recycling is an environmentally friendly industry; and b) ship recycling affects every area of shipping from new building values to cost of capital, to freight rates.

To be included in this illustrious list for the 8th time in a row and to be the only representative from the ship-recycling sector, creates an immense responsibility for GMS towards both the industry stakeholders and our clients. I would like to thank the latter from the heart, for their unwavering support over the years. They have been instrumental in helping GMS grow from a startup to become the World's Largest Buyer of Ships and Offshore Assets in two decades! Our first-class performance and personalized service from eight locations across the world, sets us apart from others in the industry. We shall continue to earn your business with the same efficiency, hard work and leadership that have become synonymous with GMS.

Finally, I wish to thank my staff, the GMS family, for their tireless hard work through the years. They have shown great dedication and commitment to the principals with their Integrity, Performance and Professionalism, values that as a company we hold so dear.

Sincerely Yours

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However, Mr Chen argued that even with the delivery of the newbuildings, Trafigura would still have 80% of its cargo carried by external operators. He also welcomed co-operation with the conventional owners.

By comparison, Mr Chen's media-shy counterpart in ICBC Leasing, chief executive Zhao Guicai, rarely takes part in interviews with the press.

Mr Zhao had similar experiences, working for a long time in the parent bank, before being relocated to the leasing subsidiary.

He succeeded the leadership from Cong Lin in January 2016 to become the second president of ICBC Leasing, established in November 2007.

In a message to celebrate the institution's 10-year anniversary last month, he wrote: "The most valuable [asset] in ICBC Leasing is not the airplanes, the ships, or the machinery equipment, but every one of our employees."

He was right. His shipping team has helped him achieve another Yuan10bn new investments in the sector so far this year, although the pace seems slower than last year.

In October, the lessor teamed up with KMarin on a liquefied natural gas carrier financing

project for BP Shipping, worth more than \$1bn. The project consists of six 174,000 cu m vessels, which are being constructed at Daewoo Shipbuilding & Marine Engineering and scheduled for delivery from 2018.

If it was not for the complaints from China's Ministry of Industry and Information Technology, the country's industry regulator, it would perhaps have already laid its hands on Mediterranean Shipping Co's huge order of 11 22,000 teu class boxships being built at two South Korean yards.

LOW MARGINS?

As more Chinese players are flocking to ship leasing, the sector has become increasingly competitive.

Some smaller lessors are now even open to working with tier-two shipowners by applying more stringent risk controls – for example, lowering the financial leverage from 80%-90% to 60%-70%, said some ship finance lawyers. They added the retreat of western bank financiers had given room for such practices.

Mr Chen admitted the competition would inevitably lead to steadier yet lower margin, with which the leasing firms will have to live.

Some of his peers may beg to differ, however.

During a conference held by the Shanghai Shipbrokers' Club last month, talks emerged that some leasing houses in China had again begun to place speculative orders in the dry bulk sector, which seems on the path of a recovery.

These orders were not backed by long-term charters, but by bets on the rise of ship values.

That followed the Mare Forum in Hong Kong a week earlier, when some participants blamed the leasing houses' high loan-to-value ratio – up to 100% – for the vessel overcapacity that is still haunting most shipping sectors.

One local shipping representative from the floor said those owners who could not fork out their own equity should not be allowed to order new tonnage. However, the Chinese lessors, longing for fast expansion and higher returns, have broken the rules.

Like it or not, it is without question that the leasing houses in China have become a major force in today's ship finance arena. And maybe the alternative will become mainstream tomorrow.

This is Mr Chen's first appearance in the Top 100, while Mr Zhao also appeared in the Top 100 in 2016.

05

2

ROBERT UGGLA

AP MOLLER HOLDING

Chief executive is following in some very big footsteps, but those who have monitored his career think he is fully up to the task

ROBERT Ugglä is emerging from the relative shadows compared with some of his peers to establish himself as potentially one of the most influential figures in shipping, with interests ranging from container transport, ports and logistics, to tankers and infrastructure projects.

As chief executive of AP Moller Holding, the investment arm of the AP Moller Foundation, which is the controlling shareholder of AP Moller-Maersk, he has been closely

involved in the massive restructuring of the Danish shipping and energy group that is now well under way.

This overhaul dates back to 2013, when AP Moller Holding was set up to take over the holding company role from AP Moller-Maersk, whose businesses encompass Maersk Line, APM Terminals, Maersk Oil, Maersk Drilling, and more. That was when some shareholdings were shifted to AP Moller Holding, including a 20% stake in Danske Bank.

But it was when Maersk Tankers changed hands that Mr Ugglä hit the headlines, with the September announcement that AP Moller-Maersk was selling its tanker business to AP Moller Holding for \$1.17bn.

The decision raised eyebrows initially, but Mr Ugglä says the deal was vetted and approved by independent board members, and that it makes sound business sense to both sides.



Ugla: regards his grandfather Maersk Mc-Kinney Moller as his role model.

As the grandson of Maersk Mc-Kinney Moller, one of the greatest shipowners of the 20th century, Mr Ugla is following in some very big footsteps.

However, those who have monitored his career think he is fully up to the task, and that the strategy the Maersk group is now pursuing is the correct one.

The plan, unveiled in 2016 after considerable behind-the-scenes preparation, is for AP Moller-Maersk to withdraw from energy-related activities to concentrate on combining Maersk Line, APM Terminals, and Damco into an integrated transport and logistics business.

This will enable top management to focus on one specific sector where there are clear synergies, rather than be pulled in several different directions.

Likewise, under its new ownership, Maersk Tankers will in future have a separate board of directors, “who will be able to spend 100% of their time”

addressing the challenges and opportunities faced by the product tanker specialist, says Mr Ugla.

He believes Maersk Tankers fits well with AP Moller Holding’s strategy of building up a diverse portfolio of business interests that not only includes Danske Bank, but also a recently-formed fund to invest in African infrastructure projects.

AP Moller Holding has teamed up with two Danish pension funds and has received commitments of \$550m from anchor investors, but hopes to raise that to \$1bn by bringing in other parties over the coming year.

The plan is to focus on schemes in Africa to support sustainable economic growth in the region while delivering an attractive return to its investors.

Mr Ugla’s goal now is to invest in a spread of businesses that will enable AP Moller Holding to have a broad-based portfolio, ride out industry cycles, and achieve good profit margins. But whether that

will include more shipping assets is too soon to say, given that the whole group is in the middle of such a major strategic overhaul.

In total, AP Moller Holding has some \$20bn under management, and controls 50.1% of the AP Moller-Maersk shareholder votes. Together with other family interests, that figure rises to 64%.

Prior to his current position, Mr Ugla had been chief executive of the group’s tugs and towage business Svitzer after working in various other parts of the business.

His mother Ane Maersk Mc-Kinney Ugla, youngest daughter of Maersk Mc-Kinney Moller, is chairman of the AP Moller Foundation.

Both are determined to protect and build on the achievements of Maersk Mc-Kinney Moller, who died in 2012 at the age of 98.

Mr Ugla sets out four objectives for AP Moller Holding: to be the custodian of Maersk values; to secure good returns over time; to hold a diversified portfolio able to sustain unexpected negative developments; and to continue to invest in new businesses.

Whether that includes more maritime interests remains to be seen. But both Mr Ugla’s grandfather and great grandfather Arnold Peter Moller, who in the early 20th century founded what would evolve into AP Moller-Maersk, demonstrated the importance of flexibility and agility in the business world.

That is how a company from a small north European country came to be such a dominant force in the shipping industry, led by Maersk Line, the world’s largest containership operator, and one which takes its leadership responsibilities very seriously.

That is the legacy Mr Ugla is aiming to preserve through AP Moller Holding. The question, though, is whether he chooses to exercise his very considerable power in a pro-active way, or remain more of a guiding force in the background.

Mr Ugla also appeared in the Top 100 in 2016. Other Maersk Group executives featured in 2010, 2011, 2012, 2013, 2014, and 2015.



Skou: presiding over one of the busiest periods the Maersk group has ever experienced.

06

3

SØREN SKOU

AP MOLLER-MAERSK

Chief executive is uniquely qualified to oversee the ambitious restructuring of one of the world's biggest shipping and energy groups

SØREN Skou is presiding over the break-up and restructuring of one of the world's biggest shipping and energy groups, has finalised a \$4bn acquisition of a top 10 container line, sold two major business units, and made some smaller disposals as the Maersk group is transformed into a fully integrated organisation that remains a world leader.

As chief executive of AP Moller-Maersk, he is at the forefront of a grand plan to transform the Danish conglomerate into one focused solely on transport and logistics, and withdraw from oil, gas and related activities.

Mr Skou, a graduate of the prestigious Maersk International Shipping Education school, which ranked alongside Denmark's premier universities and has

produced many of today's top maritime industry executives, is uniquely qualified to oversee such an ambitious undertaking.

He joined the group in 1983, working first for Maersk Line before transferring to Maersk Tankers in 1998. He spent 10 years as chief executive of the tanker business, then returned to the containers division to run Maersk Line in 2012.

When group chief executive Nils Andersen was ousted in mid-2016, Mr Skou was promoted to the top job, while also put in charge of the newly formed transport and logistics division, which encompasses Maersk Line, APM Terminals, Damco, Svitzer, and Maersk Container Industry.

Yet even he was not prepared for what happened in the

summer of 2017, when Maersk was hit by a cyber-attack that crippled much of its shipping business for several weeks.

For a company that has vowed to digitalise whatever can be digitalised, and one with some of the industry's more sophisticated IT systems, the malware onslaught shocked it to the core.

However, instead of trying to keep quiet about what had occurred, Maersk went public from day one, using Twitter and other social media to keep customers, suppliers and the wider world fully informed as the business struggled to resume normal operations.

Mr Skou estimates the disruption probably cost the business up to \$300m, but the way in which Maersk handled the situation has won a great deal of praise and goodwill, and is seen as a model for other companies that suffer a similar meltdown.

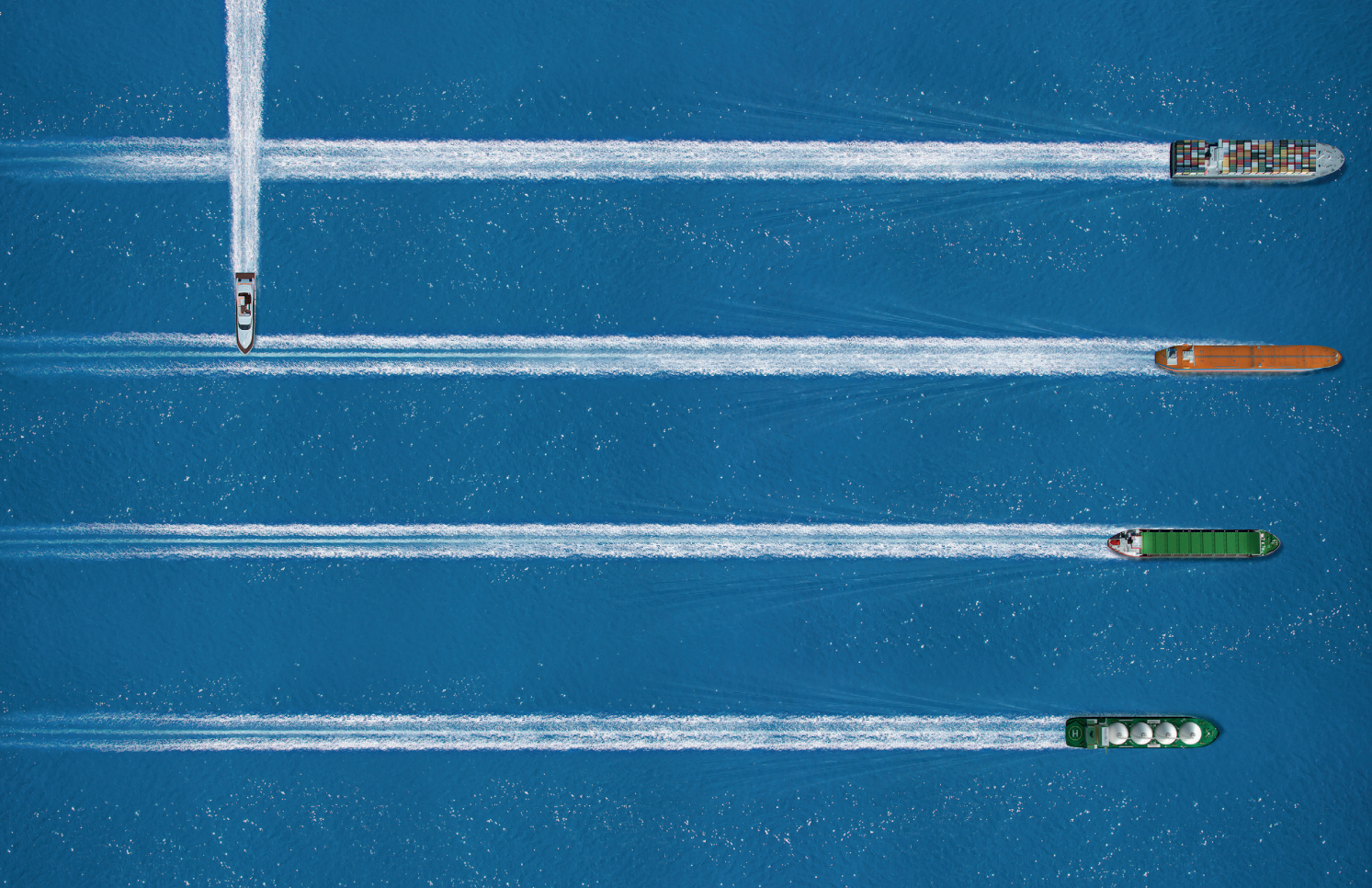
Despite that setback, Mr Skou now feels the container shipping industry is in the best shape for several years as demand picks up and capacity growth remains modest – at least for now.

Much of the past year has been spent finalising the takeover of German line Hamburg Süd, for which Maersk successfully bid in late 2016. The takeover was concluded at the end of November.

Mr Skou has promised to retain the brand, along with that of various Hamburg Süd subsidiaries, plus keep the head office in Hamburg. That is a change from past policy of fully integrating acquisitions into Maersk and dispensing with well-known names, a strategy that delivered mixed results.

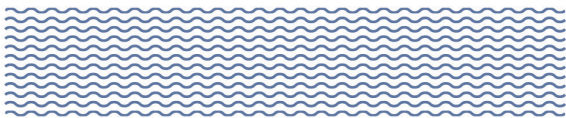
The Hamburg Süd acquisition will firmly cement Maersk as the world's largest containership operator, but the move to integrate the line with port and logistics activities is all part of preparations for the coming challenge for dominance from Cosco Shipping.

For few in the industry expect the European trio – Maersk, its 2M partner Mediterranean Shipping Co, plus CMA CGM – to retain their positions as the world's



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top three, at least without a tremendous battle with Cosco, which is expanding on all fronts.

But as the head of another powerful shipping group expressed it somewhat colourfully, “Maersk is putting together the perfect war machine”, with a large fleet of some of the world’s biggest boxships, a strong balance sheet, low finance costs – and soon a unified shipping, ports and logistics business that fully exploits internal synergies.

Its coffers will be bolstered by the \$7.45bn sale of Maersk Oil to French group Total, and the \$1.17bn disposal of Maersk Tankers to AP Moller Holding, the investment arm of AP Moller-Maersk’s biggest shareholder.

The decision to withdraw from the energy businesses raised eyebrows initially, but the thinking behind that move is very clear. AP Moller-Maersk has been seen more as a conglomerate, with the board having to divide its attention between numerous different businesses that had few, if any, synergies between them.

The goal now is for AP Moller Holding, headed by Robert Uggla, to be the holding company for a broad portfolio of interests

For a company that has vowed to digitalise whatever can be digitalised, and one with some of the industry’s more sophisticated IT systems, the malware onslaught shocked it to the core

controlled by the Moller-Maersk family, leaving AP Moller-Maersk as a highly focused company, and one more suited for a stock market listing than it was in its previous diversified form.

Mr Skou, who is also chairman of the exclusive Box Club, whose membership is restricted to the heads of the world’s top container lines, wants Maersk to retain its leadership role, both in terms of scale and influence.

That is what this huge shake-up is all about: creating an integrated transport and logistics business that can help to bring stability and profitability to a traditionally

volatile and commoditised industry, and which rarely made good money for long; while also being large enough to set the agenda and help shape the future of the containerised freight industry.

As the container shipping world starts to settle down after the biggest round of mergers and acquisitions it has ever experienced, Maersk hopes to be in pole position for when the new era of far fewer global players properly begins.

Mr Skou and other Maersk Group executives also featured in the Top 100 in 2010, 2011, 2012, 2013, 2014, 2015 and 2016.

07

1

JOHN FREDRIKSEN FREDRIKSEN GROUP

Not all is going well for the fabled tanker king amid offshore woes

AS the king of tankers, the staunchest proponent of industry consolidation, and arguably the best-known shipping name among the general public, John Fredriksen has not been having his best year.

Across the Norwegian-born Cypriot’s shipping empire, no asset class is really flying high at the moment. Offshore has been horrible, it goes without saying; tankers are in the trough of a downcycle; bulkers and liquefied natural gas carriers are just about getting there, but not quite yet.

Mr Fredriksen’s Seadrill, one of the world’s largest owners of drilling units, filed for Chapter 11 protection in September, after a year of negotiation with creditors.

The New York-listed company had been facing mounting debts amid depressed offshore market conditions, with current liabilities of \$5bn and non-current liabilities of \$5.8bn as of end-June.

Seadrill has sought to continue daily operations as usual, having won court approval to pay employee wages, utilise cash

management systems and pay all suppliers and vendors in full. It also has enough cash to avoid debtor-in-possession procedures.

However, it remains to be seen when or whether Seadrill can emerge from bankruptcy.

The company has signed a restructuring agreement with more than 97% of its secured bank lenders, 40% of its bondholders and a consortium of investors led by Fredriksen affiliates.

The deal would deliver \$1.1bn new capital, comprised of \$860m



Fredriksen: Frontline and Seadrill have had better years. Credit: London International Shipping Week

of secured notes and \$200m of equity, plus a five-year extension of maturity periods for \$5.7bn secured credit facilities.

However, unsecured creditors appear still to be holding out at the time of writing. If they give the nod, \$2.3bn of unsecured bonds and other unsecured claims would be converted into 15% of post-restructured equity.

Frontline, Mr Fredriksen's flagship tanker unit, has also not been doing well this year. Its profitability has been hit by oversupply in spot trading. What is worse, the company has failed to make inroads in consolidating with other tanker firms, despite much time and money spent.

In January, Frontline made an unsolicited bid to acquire DHT in an all-share deal after buying nearly 16% of the target's outstanding shares. DHT, having perceived the bid as too low, immediately

decided to adopt a poison pill to prevent Frontline from further increasing its share ownership.

The two companies entered serious negotiations in early March but failed to find common ground. Less than two weeks later, DHT announced it would purchase BW's entire very large crude carrier fleet of 11 vessels in a cash-and-share deal that made BW the largest shareholder of DHT.

Furious over DHT's move, Frontline decided to take the target to US and Marshall Islands courts following public spats between the two. In what were likely unprecedented moves in the history of shipping mergers and acquisitions, Frontline essentially argued to the judges that DHT's management and board of directors failed its shareholders. The acrimonious takeover saga ended with both cases thwarted.

There has been some good news on other fronts, even

though they are probably not sufficient to offset the misfortunes of Seadrill and Frontline.

Golden Ocean, Mr Fredriksen's dry bulk outfit, has gradually returned to profitability amid a broad market recovery. The company has become the largest bulker owner listed in the US after acquiring the entire fleet of Quintana in exchange for shares. It also disposed of a number of ultramax vessels to focus on the larger-sized segments, suggesting specialism matters as much as size.

While stuck in the red this year, Flex LNG appears well positioned to take advantage of LNG shipping market recovery, with six newbuildings due for delivery in 2018 and 2019.

Northern Drilling, Mr Fredriksen's new rig vehicle that will focus on distressed assets, has reportedly fared reasonably well in the Oslo capital market.

Mr Fredriksen has been through many upcycles and downcycles over the past few decades. Restructuring and earnings fluctuations likely do not matter much to him. What matters more could be market confidence, though.

Fredriksen firms have enjoyed financing on favourable terms due to the trust of investors and creditors in the magnate's prowess, but his sheen might be slightly dulled by the Seadrill bankruptcy. Holders of Seadrill's common stocks will receive only 2% of the post-restructured equity, if the current deal goes through.

In a Frontline earnings call held two weeks before Seadrill's Chapter 11 filing, an analyst questioned the company's "liquidity firepower" and described the entire Fredriksen Group as "under pressure".

Robert Macleod, Frontline Management's chief executive, had to stress that Mr Fredriksen "is in a very good position in terms of cash" and will continue supporting Frontline.

Few would actually reckon Mr Fredriksen is in any sort of financial trouble. But you don't talk about a king like that.

Mr Fredriksen also appeared in the Top 100 in 2010, 2011, 2012, 2013, 2014, 2015 and 2016.

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Angelicooussis: likes to be master of his own fortune and not the shareholders.

08

1

JOHN ANGELICOUSSIS

ANGELICOUSSIS SHIPPING GROUP

Longevity is an essential feature of the owner's recipe for success in shipping markets

AS IF any further evidence were needed, the past year or so has offered plentiful reminders of the commitment and staying power of John Angelicooussis as the world's largest private shipowner.

The Angelicooussis Shipping Group has recently marked 70 years since founder Anthony Angelicooussis acquired his first ship. Son John has been in charge since his father's death in 1989.

Longevity is an essential feature of the owner's recipe for success in shipping markets, his experience being that good ships will eventually make money if the owner can weather the bad times. It is also an ingredient in his preference for remaining private and independent.

"I like to be master of my own fortune and not the shareholders," he says. "As a private company, you need to retain cash; as a public company, you need to invest.

"At the end of the day, investors are not loyal or knowledgeable

enough to go through the road. Usually they abandon you at the wrong moment."

Most private shipowners complain that in recent years, bank finance has dried up but this has not been the case for Mr Angelicooussis.

Speaking recently in Dubai at the annual Bahri Oil Transportation Forum, he said: "We have to retain sufficient liquidity to do whatever we like and then we go to the banks and tell them what we have bought and ask whether they are interested in financing it.

"So far we have had no problem finding the money when we need it."

The group has three separate, well-established legs – in tankers, dry bulk and liquefied natural gas shipping – and each is recognised among the leaders in its sector.

Maran Tankers, in particular, has been undergoing a dynamic period of growth and modernisation, with 23 newbuildings delivered

since the start of 2016 or still under construction.

Of nine remaining very large crude carriers still on order at Daewoo Shipbuilding and Marine Engineering, seven are committed to long-term bareboat charters to Chevron, replacing older vessels in the oil company's portfolio.

Maran generally aims for a balance between period chartering and spot trading. In another deal showing the owner's commercial clout, three recently delivered VLCCs were taken on 10-year charters by Exxon.

While the fleet remains VLCC-dominated, six of the new arrivals during 2017 were suezmaxes, the owner's biggest-ever commitment to the segment.

At the Dubai forum, giving an insight into his preference for bigger tankers, Mr Angelicooussis said: "In my experience, usually good markets start from VLCCs. They are easy vessels to operate and disproportionately cheap [compared] to their size".

Moreover, the threshold for entry was "relatively high", reducing competition in the segment, he said.

By contrast, Mr Angelicooussis has shied away from product tankers, seeing them as more expensive to operate and more susceptible to accidents because of busier port schedules.

"We have major new areas of production like Iraq, Iran and particularly the US Gulf, and they will need suezmaxes and VLCCs. This is going to grow," he said. "We feel quite strongly about these sizes."

At sister LNG shipping company Maran Gas Maritime, there was an 18-month hiatus in new orders, coinciding with a flat chartering market for LNG carriers.

However, in December, the owner confirmed its first floating storage and regasification unit, plus an option for a second FSRU, will be built at DSME.

At the same time, Maran Gas inked a contract for a new LNG carrier, to be added to the existing fleet of 26 LNG carriers on the water and six on order.

Of the fleet that is already operational, 13 are under

a prestigious joint venture, Maran Nakilat, in which Qatari company Nakilat holds 40%.

Nor is the owner neglecting a traditionally strong presence in dry bulk shipping, with a fleet that consists of about 50 bulkers, mostly capesizes.

At the end of 2016, Mr Angelicoussis moved swiftly to snap up a number of distressed newbuilding capesizes at discount prices.

More recently, dry arm Anangel Maritime Services has returned to the group's more usual business model by ordering four newcastlemaxes of 210,000 dwt at a favoured yard, in this case Shanghai Waigaoqiao Shipbuilding in China.

In Mr Angelicoussis' view, solid, preferential relationships with

charterers, banks and shipyards, in particular, as well as other parties, such as underwriters, are among the keys to success.

But so is running a quality operation, with the shore-based organisation and properly trained seagoing personnel to back it up.

Part of his well-established recipe is continuing to train and employ Greek crews who, says Mr Angelicoussis, have served the group well. With the vast majority of the fleet flying the Greek flag, the owner is hugely important to the national ship registry.

Quality can be expensive, but the owner is adamant that it pays off in the end, differentiating the group from the majority that will no longer adhere to best practices when the market worsens and allowing him to sleep well at night.

In the tanker spot market, "all charterers pay lip-service to quality, but when it comes to period charters they want a quality vessel and this is what we can deliver", Mr Angelicoussis said at the Bahri forum.

"I consider myself a perfectionist," he remarked. But he added that "fortunately" his daughter Maria, who was lured from an independent medical career and now heads the business alongside her father, may be "more difficult" than he.

While he has expressed the hope that he will be around for another 20 years, clearly he believes the future of his empire is in good hands.

Mr Angelicoussis also appeared in the Top 100 in 2010, 2011, 2012, 2013, 2014, 2015 and 2016.

09

5

SAADÉ FAMILY

CMA CGM

Younger generation has the same entrepreneurial flair as the two men responsible for building up the business

CMA CGM has been firing on all fronts over the past year, involved in acquisitions, disposals, ship orders and the introduction of a new alliance, as the French group retained its position as the world's third-largest containership operator, and one that is helping to drive change.

Always quick to spot an opportunity, the Saadé family is showing that the younger generation has the same entrepreneurial flair as the two men responsible for building up the business into one of the global heavyweights.

Rodolphe Saadé was promoted to chief executive of CMA CGM in February on the 80th birthday of his father Jacques. Then in November, he also succeeded his father as chairman, with Jacques Saadé given the position of founder-chairman,

But he had already been taking an increasingly high-profile role as

the Marseilles-headquartered group led the way in the current round of container line consolidation.

Recent acquisitions include both German shortsea operator OPDR and Singapore's NOL, a deal led by Rodolphe Saadé, with CMA CGM since able to show that its formula for running subsidiaries is a good one.

NOL's liner shipping arm APL, now headed by CMA CGM veteran Nicolas Sartini, is back in profit for the first time since 2010, with the strategy of retaining the brand name, keeping the headquarters in Singapore, and allowing a certain amount of autonomy, paying financial dividends.

That was the first major takeover in this current round of rationalisation that is reshaping the container shipping industry, but CMA CGM proved it was prepared to go further, with a bid in late 2016 for Hamburg Süd.

Eventually, the German line's owners accepted Maersk's offer. Nevertheless, since then, CMA CGM has bought Brazilian domestic container line Mercosul from Maersk, which had to sell the business to obtain regulatory clearance for its Hamburg Süd purchase.

The French carrier is also buying Pacific Islands operator Sofrana, as it adds to its portfolio of regional lines that together provide it with a very comprehensive global network.

However, disposals as well as acquisitions have been on the agenda in 2017, with the sale of a 90% stake in the Los Angeles terminal Global Gateway South for around \$820m.

The facility had been acquired through the NOL takeover, but CMA CGM already has an interest in a terminal in neighbouring Long Beach.



Rodolphe Saadé: promoted to chief executive on the 80th birthday of his father Jacques, and then later made chairman as well.

Another transaction is a joint venture with PSA Singapore Terminals to lease and operate four container berths in the port of Singapore.

The deal that attracted the most headlines, however, was CMA CGM's order for nine 22,000 teu ships. This was the first order for vessels of that capacity, although Mediterranean Shipping Co was not far behind.

CMA CGM's ships are to be built in China, recognition of the French line's close links with that country through the Ocean Alliance, which formally started services in April.

The group also became the first in the world to opt for LNG-powered engines for large containerships. Its 22,000 teu vessels, due to be delivered in 2020, will be designed to use LNG from day one.

Right now, CMA CGM is the largest member of the vessel-sharing agreement. But with partner line Cosco Shipping in the process of buying another member, OOCL, that position will be lost, as will CMA

CGM's status as one of the world's top three box lines, at least until its new mega ships are delivered,

An uncertainty that had been hanging over CMA CGM was the matter of the 24% stake owned by Turkish entrepreneur Robert Yildirim. He had indicated he wanted to sell his shareholding to help finance port expansion plans, but has now decided to keep his money in CMA CGM, which he regards as a very good investment.

CMA CGM remains confident about its future and the role it can play in an industry that is changing very rapidly.

A new visual displays a CMA CGM ship soaring above the world, with the group saying the intention is to show it is prepared to be a disruptor, rather than follow a conventional development path.

"We want to show that we are different from others, we have no barriers, we are visionaries, and can go beyond what is possible," says CMA CGM director Tanya Saadé Zeenny, sister of Rodolphe Saadé.

Rodolphe Saadé is now very much the front man at CMA CGM, but behind him is a tightknit family that includes not just his father but also his uncle, Farid Salem, and as well as his mother and sister.

Mr Salem has worked alongside Jacques over the past 40 years, focusing on terminal investments, where CMA CGM now has a sizeable portfolio.

The group dates back to 1978, when Jacques Saadé set up Compagnie Maritime d'Affrètement. In 1996, CMA was merged with state-run CGM to form CMA CGM, and subsequent acquisitions have underpinned growth.

CMA CGM is now producing very healthy financial figures, with its 2017 results expected to show a strong improvement over those of 2016, after achieving a 10.4% return on invested capital in the third quarter.

The Saadé family also appeared in the Top 100 in 2010, 2011, 2012, 2013, 2014, 2015, and 2016.



Diego Aponte: family-owned MSC prefers organic growth to acquisitions.

10

↘2

APONTE FAMILY MEDITERRANEAN SHIPPING CO

Group president and chief executive acknowledges that buying and selling assets is still key to the group's success

IN AN industry where just about every player is engaged in merger or acquisition activity, the Aponte family that owns Mediterranean Shipping Co has stuck rigidly to its strategy of growing through ship investments rather than corporate takeovers – at least as far as its core business is concerned.

MSC remains the world's second-largest containership operator, having achieved that position entirely through organic fleet and cargo growth.

Acquisitions have been considered from time to time but then quickly rejected, according to chief executive Diego Aponte.

"We do not think MSC is geared to absorbing another company," he explained in an interview.

"We have our own strategy, our own philosophy, and always developed organically, and that has worked well for us, so we will not participate in industry consolidation."

The Geneva-headquartered group caused some consternation in September when it placed an order for 11 ships of 22,000 teu capacity at a time when its alliance partner Maersk was trying to discourage any more newbuildings in order to maintain the supply and demand balance.

However, MSC is renowned throughout the industry for knowing just when to buy more tonnage in order to keep driving down operational costs. A combination of attractive yard prices and the need to keep abreast with the rest of the industry, including Maersk, CMA CGM and Cosco Shipping, were two compelling motives.

That is not to say the group, headed by founder Gianluigi Aponte, never invests in anything other than ships. In early 2016, MSC purchased a 45% stake in the Genoa line Gruppo Messina to add to its small ro-ro shipping portfolio that also includes ferry companies SNAV and

Grandi Navi Veloci, as well as two car carriers on charter to Grimaldi.

MSC has also expanded its ports and terminals division through acquisitions, having earlier in the year taken control of Total Terminals International by purchasing the stake of bankrupt Hanjin Shipping.

That deal was done via its joint venture company, Terminal Investment Ltd, in which Global Infrastructure Partners has a large minority shareholding. But some port investments will be undertaken directly by MSC and not through TIL.

The group's two big high-profile businesses are MSC Cruises and its container line.

MSC Cruises is now the world's largest privately owned cruise line, with a \$10bn construction programme under way that will include four of the biggest cruiseships ever built.

Container shipping, though, remains at the heart of one of the world's most successful shipping



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LORENZO

empire that nevertheless gives little away about how it has managed to grow into a \$28bn business.

There is little doubt, however, that buying and selling assets is still key to MSC's success.

Diego Aponte, who was appointed group president and chief executive in 2014, has acknowledged as much.

MSC has never divulged any profit or loss numbers, but after one of the worst years ever for container shipping, with most lines ending 2016 in the red, he hinted that MSC probably performed better than most.

"As a group, we made money," he said. As for the container business, "we have one of the most cost-efficient operations out there".

But those costs have not been kept down through job cuts. One of MSC's proud boasts is that it has never laid off staff in order to save money.

"Even in the worst period we have lived through, during 2009, we did not sack one person," said Mr Aponte.

Between then and 2016, another poor year for container shipping, MSC has taken delivery of a new generation of much more efficient ships that enabled the line to create economies of scale, "which helped a lot".

It has now ordered another series of ships that will rank among the biggest ever built.

By late 2017, its fleet in service stood at almost 3.2m teu, while it also has a sizeable orderbook and is considering plans to add to capacity through retrofits of existing ships.

While Gianluigi Aponte, who founded MSC in 1970, remains very actively involved in the group as executive chairman, Diego Aponte is in charge of cargo operations. His sister Alexa Aponte-Vago is chief financial officer, and her husband Pierfrancesco Vago is executive chairman of MSC Cruises.

MSC may not release any financial data, but it has a rock-solid reputation in the industry for settling its bills on time, although it is also regarded as a very tough negotiator.

Its partnership with Maersk through the 2M alliance has helped its standing as a reliable carrier.

At the same time, Diego Aponte is in no doubt that the already-established 2M vessel-sharing agreement helped both Maersk and MSC as two other new groupings, Ocean Alliance and The Alliance, phased in their services in April 2017.

Despite an unparalleled round of consolidation in the container

shipping industry over the past couple of years, Mr Aponte thinks there could still be more to come.

"Unless you are truly global, it is very difficult to survive, and for those that do not have a global footprint, they will have to do something, either through consortia or the merger and acquisition avenue," he told Lloyd's List.

The challenges ahead for container shipping as Chinese interests tighten their grip on the global trades could be formidable even for the top three European lines, including MSC. That is why some in the industry think the Aponte family should focus solely on its container shipping and ports interests, and dispense with cruise or ro-ro activities.

Others argue that a diverse portfolio is a safer bet.

What is clear is that the family is passionate about the shipping empire founded almost 50 years ago, with Diego and his sister Alexa hopeful that their children will be just as committed to the industry.

The goal, says Diego Aponte, is to remain a family-owned group for as long as possible "so that we can control our destiny".

The Aponte family also appeared in the Top 100 in 2010, 2011, 2012, 2013, 2014, 2015 and 2016.

11

NEW

THE HACKER CYBER THREAT

Cyber-security has come to the forefront of shipping's attention this year

DIGITAL security came to the forefront of shipping's attention this year, following the devastating cyber-attack on Maersk that took place at the end of June.

The NotPetya virus entered Maersk's systems through a corrupted piece of software in an office in Ukraine and swiftly spread throughout its network, forcing the company to shut down its entire system.

Maersk lost 70,000 feu of bookings during the two weeks it took to bring its systems back up following the attack.

Moreover, the overall cost of the attack is expected to be in the region of \$250m-\$300m.

The Danish carrier says it is still in the final stages of recovery, with extra ships on charter to reposition empty containers back to Asia, but it adds that operations

will not be fully back to normal until the first quarter of 2018.

The attack that hit Maersk was too big to conceal, and Maersk took a mature approach in admitting it had been attacked and communicating with its customers and partners the steps it was taking to remedy the situation.

That openness has raised the profile of digital security across the industry in ways that no



Hacker: industrial-scale criminal activity could destroy some shipping companies.
leolintang/Shutterstock.com

number of conference papers or articles could have done.

The fact that the world's largest container carrier could be so badly affected by a cyber-attack has made the entire industry sit up and take notice.

Digitalisation has been the buzzword of shipping over the past 18 months, as shipping companies seek to find ways to reduce costs and better serve their customers.

But digitalisation comes with the risk of being hacked, making the hacker a far more influential persona in shipping than any would wish.

However, the hacker is here and unlikely to go away. The Maersk attack was just the most visible of a number of attacks that have hit shipping and related industries recently, and the danger is more than just an intruder damaging data held on a company's computers.

In May, there were unconfirmed reports that GPS transmissions in a region of the Black Sea had been spoofed, putting 20 vessels at risk as their primary means of navigation had been jeopardised.

Singapore-based BW Group admitted in October it had suffered an attack in July that compromised its network communications, and classified military documents were leaked from South Korea's Daewoo Shipbuilding & Marine Engineering after North Korean hacking activity last year.

And at the end of November, shipbroker Clarksons was forced to admit that its systems were compromised and that confidential customer data could be released by hackers.

These are just the attacks that are known. Security experts say there have been many others but the companies involved have managed to draw a veil of secrecy over the events.

This is unwise, however, as more exposure of the potential risk is exactly what the industry needs.

In the romantic version seen in the movies, the hacker is a hero of free speech or, at worst, a lonely teenager in a bedroom. In reality, the hacker is an industrial-scale operation run by organised crime and organised government agencies.

The motives of the hackers are multiple, but usually relate to money. A highly transactional business such as shipping, which regularly transfers vast amounts of money between numerous parties, is ripe for the picking.

The influence the hacker has on the shipping industry does not have to be negative. If the effect of the recent attacks is to put digital security at the top of the agenda, they will have served a beneficial purpose.

Awareness of the threat is important, but so too is action. And that action must be taken at the highest level. It is not enough to see digital security as a problem for the IT department; it is a problem for the boardroom.

A company as large as Maersk may be able to withstand a \$300m attack. But very few others would still be in existence.

Hacking, and how it is prepared for and prevented, could jeopardise many a company's survival and must be addressed seriously.

This is The Hacker's first appearance in the Top 100.

TOP
10

BOX PORT OPERATORS 2017

China's dominance in the container port sector gathers pace



01 / HUANG XIAOWEN, COSCO SHIPPING PORTS

THE merger of Cosco and China Shipping sent shockwaves across the box industry last year, creating a force to be reckoned with in both container shipping and ports. Combining the pair's terminal assets spawned the giant Cosco Shipping Ports, which became the world's largest port operator on teu terms effectively overnight. Huang Xiaowen was appointed chairman and non-executive director of the enlarged port group that has expanded its global footprint from the get-go. Spurred on by the government-backed 'One Belt, One Road' initiative and with its significant financial clout, CS Ports' rapidly expanding portfolio is showing little sign of slowing any time soon. In total, CS Ports now has stakes in 42 container terminals in nine overseas ports that handle about 24m teu a year, on top of the 74m teu moved through ports in mainland China, Hong Kong, and Taiwan.



02 / LI XIAOPENG, CHINA MERCHANT PORT HOLDINGS

NOW in the second year of his tenure, China Merchants Port Holdings chairman Li Xiaopeng has hardly had time to sit still amid the port operator's most active period on the purchasing front to date. Mr Xiaopeng has helped mastermind an aggressive acquisition strategy domestically and overseas, both directly and through its 49% stake in CMA CGM's Terminal Link, which operates a network of container terminals and stevedores in Asia, northern Europe, the Mediterranean, West Africa and North America. In a similar vein to CS Ports, CMPH is following foundations set by China's One Belt, One Road programme to its advantage, with a spate of strategic investments in recent months. But CMPH's investments have not been restricted solely to the east-west corridor the government is so eager to promote. Indeed, perhaps the most intriguing of overseas ventures is its 90% stake in Brazilian terminal operator TCP Participações, representing the first major foray by one of the major Chinese port operators in Latin America.



03 / ERIC IP, HUTCHISON PORT HOLDINGS

HUTCHISON Port Holdings is the original global terminal operator. The Hong Kong-based group was the first port company ever to engage in a cross-border acquisition when it bought the UK's Felixstowe in 1994, a deal that caused quite a stir at the time in an industry not used to merger or acquisition activity. HPH, fronted by group managing director Eric Ip, has since expanded its business to boast a presence in 50 ports spread across 27 countries, and held the crown as the world's largest container terminal operator before being ousted by China's colossal Cosco Shipping Ports last year. Volumes last year disappointed due to the group's exposure to weak markets, while unfavourable foreign currency exchanges have made for an equally challenging 2017 in terms of profitability. However, throughput levels did rebound slightly in the first half of the year, and HPH is optimistic that this underlying performance is a sign that the group is firmly in recovery mode.



04 / FOCK SIEW WAH, PSA INTERNATIONAL

FOCK Siew Wah is now into the second decade of his tenure as group chairman of PSA International. The Singaporean giant, the largest terminal operator on an equity share per teu count, reported a significant fall in profits last year and static volumes at its flagship domestic facility. Volumes of 30.9m teu in 2016 were just 18,700 teu below 2015's figure, a drop of less than 0.1%, representing Singapore's second successive year of throughput losses on the back of a six-year growth spurt stretching back to 2009. However, Singapore is widely viewed as the big winner of 2017's shipping alliance reshuffle — with its weekly calls rising from 29 to 34 — after Ocean Alliance members CMA CGM and Cosco Shipping opted for the port as their principal box hub in the fiercely competitive Malacca Strait. With PSA's prize European facility Antwerp also reaping the rewards of its core customer MSC's 2M tie-up with Maersk Line, 2017 is expected to prove more fruitful after two difficult years.



05 / **MORTEN ENGELSTOFT, APM TERMINALS**

APM Terminals chief executive Morten Engelstoft has not had an easy ride since taking charge of The Hague-based terminal operator from the longstanding Kim Fejfer in the latter stages of 2016. Not only has he had to oversee the integration of APMT into AP Moller-Maersk's new transport and logistics division and adapt to a rapidly evolving operating environment, but also contend with a high-profile and costly cyber attack in June. The millions of dollars in lost revenues caused by the IT blackout hit the group's second- and third-quarter results hard. That was compounded by APMT's struggles to get to grips with what it referred to as 'challenging commercial conditions'. By Mr Engelstoft's own admission, APMT's terminals are currently among the most underutilised in the industry. This has prompted a switch in focus on improving the performance of existing assets rather than expanding its global portfolio through invested capital as in the past. Closer ties with sister carrier Maersk Line are expected to help in this process while absorbing Hamburg Süd into the Maersk group could help drive much-needed volumes.



06 / **SULTAN AHMED BIN SULAYEM, DP WORLD**

SULTAN Ahmed Bin Sulayem may have taken over the reins from Mohammed Sharaf as chief executive of DP World nearly two years ago, but he has long been the face of the Dubai-based operator. He has been integral to the rapid expansion of the company over the past two decades, which at the time of writing comprised more than 70 terminals in 40 countries, across six continents and annual volumes of 64m teu. Developments are forecast to lift capacity from 84.6m teu to 100m teu by 2020, of which flagship facility Jebel Ali will account for more than a quarter.



07 / **ENRIQUE RAZON, INTERNATIONAL CONTAINER TERMINAL SERVICES INC**

ENRIQUE Razon is the chairman and majority owner of Manila-based port operator International Container Terminal Services Inc. Investing heavily in emerging markets over the past decade, ICTSI has rapidly expanded to quickly become an established global player. With over 30 terminals in more than 20 countries across the globe, the Philippine group's preference to have majority control at its facilities – the only exception being a joint venture in Colombia with PSA – has proved pivotal to its success. In 2017, volumes are on course to grow on the back of new business from recently opened terminals in Iraq, the Congo and Australia.



08 / **CHEN XUYUAN, SHANGHAI INTERNATIONAL PORT GROUP**

CHEN Xuyuan is the chairman of Shanghai International Port Group, the principal operator at the world's largest port Shanghai. But over the past few years it has showed its intent to expand beyond its domestic base to terminals overseas, capitalising on China's 'One Belt, One Road' initiative. Today, SIPG has port partnerships in Seattle, Barcelona, Nagoya and elsewhere, has teamed up with Cosco Shipping Holdings to buy Hong Kong operator Orient Overseas (International) Ltd, giving it joint ownership of OOCL's Long Beach Container Terminal.



09 / **ROBERT YILDIRIM, YILPORT HOLDINGS**

TURKISH entrepreneur Robert Yildirim is president and chief executive of the Yildirim Group, which, among its shipping-related subsidiaries, includes port-operating arm Yilport Holdings. Nevertheless, port investments are the group's top priority. Mr Yildirim has long declared his ambition of turning Yilport into a truly global player and a top 10 status in the terminal operator ranks. "Terminal acquisitions" is the group's mantra, which has seen it catapult to number 13 in terms of annual throughput numbers, but the company has gone a little quiet on the procurement front over the past year. Talk of a serious investment in US giant Ports America has been bubbling beneath the surface for a number of months. This could well be the move that sees Yilport achieve its top 10 goal.



10 / **VIKRAM SHARMA, TERMINAL INVESTMENT LTD**

MARITIME veteran Vikram Sharma has held the position of Mediterranean Shipping Co's port operating subsidiary Terminal Investment Ltd, or TIL, for nearing a decade. Since his appointment he has helped TIL, originally established to secure berths and terminal capacity for its sister line MSC, to flourish into a global port operator in its own right. But it is the continued growth of MSC that has proved the catalyst for success. TIL has used the pull of guaranteed business from its liner partner to help establish a substantial network made up of a majority of joint terminal ventures. It now boasts as many as 34 operating terminals and one development terminal in 22 countries.

The Top 10 box port operators ranking is based on a combination of influence and scale by the Lloyd's List editorial team, factoring in volume development, new terminal projects and scope for expansion over the coming year.

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Eyal Ofer, centre, with sons Daniel, left, and David: discreetly dynamic of late, picking up assets across all sections of their private fleet.

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2

EYAL OFER AND SONS

ZODIAC MARITIME

Long-term discipline and a tight-lipped focus on efficiency mean the Ofer family has found opportunities where others are failing

QUIETLY diligent but relatively low-key is how the end-of-year report card would read for Zodiac if you took a general poll of perceived activity in 2018.

The reality is quite different.

Eyal Ofer, together with his sons, Daniel and David, have been discreetly dynamic of late, picking up assets across all sections of their private fleet in a flurry of deals that have largely flown under everyone's radar.

But then, as these pages have noted in previous editions, influence in shipping is not always about parading your power plays.

Being able to afford anonymity is a rare luxury that only a handful of owners with the agility of cash in hand and a determinedly long-term outlook can afford.

In a market where macro events appear to have confirmed that economic and political risk have – at least for now – separated, and commentators are blithely brushing over the negatives, the reality is that both public and private owners are struggling.

Zodiac seems to have found opportunities where others are failing.

Public companies dictated by shareholder interests that may not always align with strategic ideals are seldom a charterers best friend.

Given Zodiac's 'MO' focuses on risk management – by engaging in long-term contracts, securing cashflow and profit margins while doing business with trusted, high-quality partners at scale – opportunities have increased this year from charterers who are reportedly tiring of the short-termism found elsewhere in the market.

On the private side, most face capital challenges and even those keeping their heads above water are struggling with generational change and the strategic issue of where they fit in a market that demands scale.

Add to the mix an unusual set of opportunities where bets have been placed and it is time to get out, banks are looking to warehouse, private equity is looking to move and you have a market brimming with opportunities that, while attractive, only a few sufficiently deep-pocketed players can take advantage of.

There are a lot of big deals to be had, but not everyone can close a double-digit fleet deal

discreetly on an all equity basis and have a fortress balance sheet to handle themselves.

Including newbuildings, the fleet is now in the high-150s, early-160s. Not every deal is an en bloc fleet purchase; Zodiac has been quietly picking up a few PCTCs here, and aframax there all year, while simultaneously scrapping. Some have come to light; most have not.

The generational family team have little interest in splashing news about such activity, but their reticence to talk publicly about deals is not shyness, or even a result of the now ubiquitous 'non-disclosure agreements' being routinely slapped on deals. It is a lucrative convenience they can afford.

While not all public owners would admit that returning to private ownership would be their preferred option, most would concede it offers a simpler focus for a business without the tyranny of transparency.

The Ofers argue they have as much scale opportunity as they want without having to go for public money. They also prefer the luxury of being able to focus fully on operating their business rather than managing the messages.

That is a position that many on this list are likely to covet, particularly those who routinely make decisions driven by financial structuring requirements, rather than their reading of the markets.

But scale is second to efficiency and sustainability at Zodiac.

Those privy to the exacting standards of Maersk's efficiency scorecard, whereby they benchmark all owners on charterer against a fearsome range of metrics, will have noted that Zodiac has been topping out the list all year.

That is no mean feat and insiders put that down to discipline and

focus on operational efficiency. It also has a lot to do with Eyal Ofer's fearsome reputation in the market as a man still at the top of his game after decades leading the pack.

While Daniel and David Ofer are increasingly taking control of the business, Eyal is still very much the guiding hand, steadfast in his mantra of a long-term disciplined approach.

Outside of Zodiac, Eyal continues his longstanding involvement with Royal Caribbean Cruises and, through the oil and gas division of Ofer Global, OG Oil & Gas, he has

been busy with a partial takeover bid for New Zealand Oil & Gas.

So while the low-key perception of their influential activities may have been misplaced this year, our conclusion remains much the same as last year.

Their power to influence rests on their reputation as the most savvy market players who make the right calls, hold their nerve and they play it well.

Eyal Ofer appeared in the Top 100 in 2013, 2014, 2015 and 2016; the Ofer family appeared in the Top 100 in 2011 and 2012; and Sammy Ofer appeared in the Top 100 in 2010.

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2

IDAN OFER

QUANTUM PACIFIC

Owner's ability to connect the dots between diversified international enterprises has created a uniquely industrial approach, albeit with mixed results



Ofer: shipping entities give him the most excitement.
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IDAN Ofer is more routinely described in the press as a business magnate and philanthropist than he is a shipowner.

That is perhaps understandable, given that his myriad interests range from mining, chemicals, power generation, refineries and car manufacturing to data analysis and micro-financed solar power units in Africa.

Then there is the prolific philanthropy, the reported €50m (\$58.7m) stake he recently took in Atletico Madrid football club, the real estate deals... the list goes on.

However, it is precisely this diverse industrial approach to business that has continued to fuel his strategy when it comes to shipping.

It is also still the maritime businesses that get him excited, although not always positively.

Probably the highest profile event this year for Mr Ofer was Pacific Drilling finally succumbing to the offshore crisis and entering Chapter 11 in November, aiming to restructure roughly \$3bn in outstanding debt.

Since 2006, his company Quantum Pacific has invested \$1.6bn in equity to Pacific and, despite an offer to inject another \$100m to support a restructuring, it was not enough to stave off what will now be a drawn-out court procedure.

From a portfolio perspective, Mr Ofer says Pacific Drilling has not been a great investment and puts that solely down to missing the signs of the shale gas revolution, rather than any operational issues.

While he was by no means alone in underestimating how the oil markets would play out, he prides himself on taking an informed, holistic, macro view of the market and concedes that closer analysis would have resulted in different decisions.

Much like other blue-blooded shipping doyens, Mr Ofer says he has never found the same emotional attachment to drilling as he has with shipping, which, under the circumstances, is probably best.

It is his shipping entities, notably Singapore-based Eastern Pacific Shipping, that give him the most excitement, he says.

Mr Ofer remains surprisingly hands-on with shipping business decisions, down to individual period charters and sale and purchase calls.

He is currently losing sleep over the decision to go with scrubbers or convert to LNG propulsion.

While many others face a similar dilemma, not every shipowner also owns refineries and knows first-hand just how serious the fuel supply situation might get if investment is not forthcoming on that side of the business.

Yet it is precisely this ability to connect the dots between his varied international enterprises and pockets of market expertise that Mr Ofer says he enjoys most.

In a recent conversation with Lloyd's List, he explained how he draws on his wider portfolio of businesses to inform his shipping strategy beyond the basic supply and demand figures that are too often looked at in isolation.

That was not always the case. When he first started in shipping, expanding the family shipping business in Hong Kong in the 1980s, Mr Ofer lacked the macro view he has only obtained through diversification into other sectors.

Not every investment has panned out; he was an early investor in an electric-car charging station operator that soared to a valuation of \$2bn in 2011 but went bankrupt two years later.

However, each sector has allowed him to make links to others and form a uniquely global and holistic view of how markets actually work.

Investing in power generation in Africa or Latin America is a very

different experience to matching cargo supply and demand, but it offers an invaluable set of leading indicators against which you can make long-term macro decisions.

Today Mr Ofer is in awe of the 'young Greeks' he sees using software that is bordering on artificial intelligence level sophistication.

Information is power in shipping, he says, and that was partly reason he spotted an opportunity in CargoMetrics – the Boston-based quantitative hedge fund that tracks global shipping data.

Ironically, though, he was attracted to it because he thought it could be used to fuel algorithm-driven trading of commodities, rather than any application as a shipping tool.

Yet his fellow investors Maersk were quick to spot the potential for finding efficiencies in operations and Mr Ofer has now placed two of his ships in a test pool with Maersk in order to assess how their trial operation are working.

He is cautiously optimistic that investment will produce results will which inevitably allow him to make connections elsewhere in his portfolio.

Mr Ofer also appeared in the Top 100 in 2013, 2014, 2015 and 2016; the Ofer family appeared in the Top 100 in 2011 and 2012; and Sammy Ofer appeared in the Top 100 in 2010.

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MOHAMMED BIN SALMAN

SAUDI STATE INITIATIVES

The most powerful Saudi appears to place maritime and energy industries high on his Vision 2030 agenda

A REFORMER, or a dictator? A visionary, or an inexperienced dreamer? There are many different opinions of Saudi crown prince Mohammad bin Salman, often referred to as MbS.

All the same, though, to shipping, as the de facto ruler of Saudi Arabia – arguably the most important factor in energy shipping – he is worthy of a

high spot on our Top 100 list.

The 31-year-old's meteoric rise has shaken the Middle East and beyond, and shipping is not immune.

For better or for worse, the maritime and energy industries appear high on the agenda on Vision 2030, the crown prince's flagship project to diversify the Saudi economy from oil with

socioeconomic reforms.

With Saudi Aramco and Bahri both owned by the state, shipping industry players will need to carefully study Prince Mohammad's policy preferences for the years to come.

The most current case in point would be MbS' will in achieving the Organization of Petroleum Exporting Countries'



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Bin Salman:
shipping industry
players will need to
carefully study his
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production cut agreement with some Russia-led producers.

Nigeria and Libya, the two Opec members exempted from the reduction, have raised their output, while there have been occasions of cheating. But Aramco has taken the brunt of the cuts to help Opec achieve high conformity, despite losses of oil revenues.

The development has disproportionately hurt the Middle Eastern very large crude tanker markets, the largest demand sources for oil shipping, even as the overall negative impact on tonne-miles is mitigated by more Atlantic barrels flowing to Asia.

The 15-month cut is due to end in March 2018, but Prince Mohammad is seeking to extend it, which would not be welcomed by most owners.

For the long run, another MbS initiative may have an even more profound impact. The Saudi mega yard, which will be 50% owned by Aramco, 20% by Bahri, 20% by Lamprell and 10% by Hyundai Heavy Industries, is finally moving ahead with state money.

Covering a 4.3 km stretch of Ras Al-Khair's coast, the project will see a \$3.5bn cash outlay from Riyadh.

Saudi Aramco is investing up to \$350.7m and Bahri \$139.3m, while Saudi Industrial Development Fund has agreed to provide a debt facility of \$1bn. The two foreign partners will be responsible for the remainder.

The yard, which will be operational by 2019 and reach full capacity by 2022, has already locked in its future orderbook.

Bahri will purchase at least 75% of its commercial vessel requirements over 10 years, set to be a minimum of 52 ships, including a significant number of VLCCs. Aramco has agreed to procure a minimum of 20 jack-up drilling rigs from the yard over a period of 10 years, as well as other offshore vessels.

The new facility is designed to have the capacity to manufacture four offshore rigs, more than 40 vessels, including three VLCCs, and service more than 260 maritime products annually. Not exactly good news for the shipbuilding industry, which has faced prolonged overcapacity.

Still, some other state initiatives have injected vitality into various segments of shipping.

Bahri Data, set up by Bahri to improve operating performance

and drive data innovation, has inked agreements with HHI and DNV GL to develop Big Data solutions for the maritime space.

Targeting the Middle Eastern market with a home focus, Bahri has sought to expand its dry bulk fleet while establishing a joint venture with Koninklijke Bunge. The venture will initially charter and operate supramax, panamax and other vessels from the former before reaching out to third parties.

Having replaced Muhammad bin Nayef as the heir to the Saudi throne and launched the purge of hundreds of royal family members, government officials and businessmen, MbS has consolidated his power base on the domestic front.

The prince – or soon-to-be king, based on some rumours – is not expected to face much trouble driving his maritime initiatives. External market forces will still determine how successful they will be, though.

MbS also appeared in the Top 100 in 2016. Opec appeared in the list in 2014, Saudi Aramco in 2011, 2013 and 2014, Bahri in 2012, and Saudi Arabia's oil minister in 2015.



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3

GEORGE PROKOPIOU

DYNACOM/DYNAGAS

Energetic Greek magnate has a good gut feeling – for tankers, LNG carriers and dry bulk

RIGHT from the start of his 46-year career in the industry, George Prokopiou was seduced by shipping.

Initially a civil engineer, his first vessel, co-owned with two friends who introduced him to shipping, was financed almost 100% by a bank. Mr Prokopiou recently recounted that he chipped in 3% and his partners not even a dollar between them. “I was amazed,” he said.

Fast-forward to the present day and more straightened times for bank finance do not seem to have hindered Mr Prokopiou’s plans.

The Greek owner seems to be firing on all fronts, with optimism about shipping markets and an evergreen enthusiasm for the industry detectable among motivating factors.

He told the recent Bahri Oil Transportation Forum that the impetus to expand also comes from wanting to accommodate “an extended family” of employees

and seafarers and their offspring who want “to come on board”.

Mr Prokopiou knows his masters and engineers personally and says his door is always open to all ranks under the company’s policy of encouraging sharing of ideas to improve the operation of the fleet. “We are learning every day,” he said.

He does not hide his bullishness about tankers and LNG shipping, saying: “We are headed for very good times”.

However, as a decision-maker “by gut feeling, not analysis”, he impishly cautions that his predictions are not necessarily to be followed.

For good measure, part of his recipe for success in shipping is having “the courage to invest when the tunnel is completely dark”.

Optimism and daring are reflected in ongoing expansion in the two sectors.

Dynacom Tankers has begun

to take delivery of a series of new suezmaxes from New Times Shipbuilding in China and databases list a further eight scheduled for 2018.

The owner’s experience is that suezmaxes generally perform better than very large crude carriers. But Mr Prokopiou favours keeping a balanced fleet and Dynacom purchased two VLCCs on the secondhand market in 2017.

Meanwhile, he has been seen at his most innovative in the LNG sector, backing his own vision of building up the Dynagas fleet of ice-class LNG carriers that at present remains virtually unique in the industry.

December saw the opening in freezing conditions of the Yamal LNG export terminal in the Russian Arctic and the arrival to load cargoes of the first two of Dynagas Holdings’ series of five Arc-7 ice-breaking LNG carriers under construction in South Korea.

Mr Prokopiou identifies China as now the leading source for ship finance, as well as opportunities for industry partnerships.

In the case of the Arc-7 vessels, subsequent to the orders, 51% in each of the newbuildings was sold to China LNG Shipping and Sinotrans, though Dynagas remains the single largest shareholder with 49%.

The 172,400 cu m vessels join a privately held Dynagas Holdings fleet that also includes four large regular ice-class LNG carriers

All of the ships are considered potential candidates for drop-down to Nasdaq-listed

Dynagas LNG Partners, led by Mr Prokopiou's son-in-law Tony Lauritzen, which currently owns another six LNG carriers,

Meanwhile, Mr Prokopiou became the first Greek shipowner to order floating storage and regasification units. The order was first agreed in 2016 and is for two flexible regas vessels that can function as FSRUs or as cargo carriers.

Moreover, the project went to a Chinese yard – Hudong-Zhonghua Shipbuilding – a first for the FSRU market. The two units, which are scheduled for delivery in 2019 and 2020, are being leased under a deal with China State

Shipbuilding Corp's leasing arm, CSSC (Hong Kong) Shipping.

Nor is Mr Prokopiou ignoring the dry bulk sector. His Sea Traders dry arm has returned to the fray in the past few years to amass a new fleet of about 40 bulkers, mainly in the panamax and supramax segments.

He has acknowledged that restraint is "very important" for shipowners. But again, self-deprecatingly, he describes himself as "the first who is not disciplined – so I cannot make suggestions to the others".

Mr Prokopiou also appeared in the Top 100 in 2012, 2013, 2014, 2015 and 2016.

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PADDY RODGERS

EURONAV

Chief executive ensures tanker company is covering all its bases amid the softer market

EURONAV chief executive Paddy Rodgers has always been an iconic figure in the crude tankers space, known for his candid views of the market.

And this time around, it is no different.

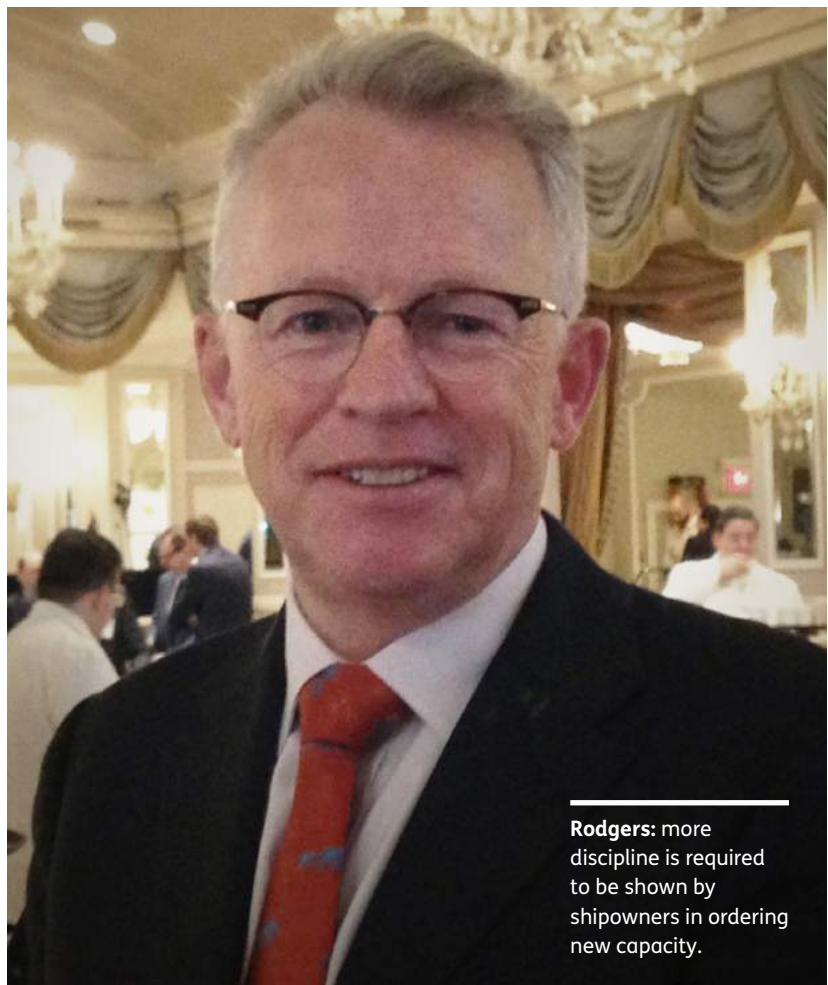
With tankers being scrapped or taken out of the active freight market into offshore projects, for instance, in an attempt to turn around the softer tanker market, Mr Rodgers told Lloyd's List this was an encouraging sign.

But he said more needed to be done in these areas in order for freight rates to see a sustainable recovery.

"In addition, more discipline is required to be shown by shipowners in ordering new capacity," he reiterated, adding the industry might want to also look at a more "rational and robust approach" in providing refund guarantees for newbuildings.

Euronav itself is covering all its bases, as it prepares to ride out the weak market.

Mr Rodgers said the group is firstly making sure it has



Rodgers: more discipline is required to be shown by shipowners in ordering new capacity.

sufficient ammunition, through a \$150m bond issue in May, and by working with its banks to have around \$800m in liquidity as of end-June this year, to withstand challenging freight markets, as well as to add tonnage should opportunities present themselves.

Secondly, the company was taking action to cull older tonnage, such as through the sale of *TI Topaz*, and a five-year sale and leaseback deal for a very large crude carrier quartet, yielding a capital gain of \$37m.

At the same time, it has been bringing in younger vessels with attached time charters, such as its four seven-year deals with Valero Energy to employ its ice-class 1C suezmax tankers.

“This has revitalised our portfolio and reduced the average age of our fleet, which makes us more flexible to deal with any upcoming market challenges,” Mr Rodgers said.

Thirdly, the group is looking to ramp up operations through initiatives such as providing credit lines to owners that join the Tankers International pool or measures to grow the suezmax pool.

“In addition, we are getting closer working relationships via a number of enterprises with

both the providers of cargo (the Saudis) and the ultimate customers (China),” he said.

Finally, Euronav is ensuring the New York and Euronext-listed company’s investor base continues to grow through its move to make its dividend policy more attractive via an annual fixed minimum dividend of 12 US cents per share, with the use of either share buybacks or more cash dividend, contingent on market conditions, to sweeten the pot.

“We believe this will differentiate Euronav and can assist us in attracting a broad range of investors going forward,” Mr Rodgers said.

In his view, the group’s most significant achievement so far this year is the five-year contract extension secured by its joint venture with International Seaways from North Oil Company for the employment of two floating storage and offloading vessels serving the Al-Shaheen oil field in Qatar.

The contract, which now ends in 2022, is likely to bring in total revenue of more than \$360m and directly continues on from the current contract.

Mr Rodgers said the deal gave the company earnings visibility and the operational flexibility to be able to

maintain a high rate of fixed income with just two vessels, “thus retaining spot market exposure for when the freight market recovers with the remainder of our fleet, something our peers are unable to offer”.

Regarding the consolidation trend that has been ongoing in the tankers industry, he noted the merger deal between BW Group and DHT Holdings “was a deal we applauded, as it represented real consolidation”.

The DHT-BW deal was more of a fleet acquisition rather than a corporate deal, Mr Rodgers said, with this type of deal likely to be the trend for any further crude tanker consolidation.

As to whether Euronav was on the hunt for acquisition targets, Mr Rodgers said the company was always on the lookout for chances to optimise its fleet.

“However, this has to be done with adherence to our expansion criteria of retaining pro-forma leverage below 50%, retaining sufficient liquidity on a pro-forma basis for at least two years, and that any additional vessels must make a positive contribution to the pro-forma breakeven,” he added.

Mr Rodgers also appeared in the Top 100 in 2015 and 2016.

17

3

HOWARD MARKS

OAKTREE

Divide and conquer, but manage the risk seems to be co-chairman’s philosophy

OAKTREE, which already had the largest exposure in shipping among private equity firms, kept a rather quiet profile in 2017, with a few notable exceptions.

The first was its decision to tap the market for alternative ship finance, with the formal launch of Fleetscape Capital, a \$400m investment vehicle run by Tobias Backer.

Fleetscape follows in the footsteps of Meerbaum Capital, a joint venture between

Oaktree and Star Bulk’s chief executive Petros Pappas.

For those struggling to decipher the difference between two seemingly similar alternative finance schemes, Fleetscape will base its lending on strict credit criteria – as opposed to Meerbaum, which will focus primarily on the value proposition of the underlying asset.

The second exception is the upcoming listing on Nasdaq of Torm, which should challenge

Scorpio Tankers for market supremacy among publicly traded product tanker owners.

Torm, which has a current operating fleet of 77 vessels, with an aggregate capacity of approximately 4.4m dwt, is run by Jacob Meldgaard.

Torm will be the third US-listed company in which Oaktree holds a substantial ownership. Oaktree has a 63.5% stake in Torm, a 51.3% stake in Star Bulk Carriers, and a 15.7% stake in Gener8.

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Oaktree has long been known for its decentralised management style. Investments in any industry – including shipping – might be initiated by different groups within the organisation, often with different investment philosophies.

This “divide and conquer” strategy has served Oaktree very well in many industries besides shipping.

Oaktree bills itself as a leading global alternative investment management firm with expertise in credit strategies. Its assets under management stood at \$100bn as of September 30, 2017, spread across six asset classes: corporate debt, distressed debt, control investing, real estate, convertible securities, and listed equities.

To showcase Oaktree’s decentralised style, consider that its majority ownership in Star Bulk Carriers has been the result of three separate transactions.

First there was an equity investment in publicly traded Star Bulk through the underwriting of a rights offering and the subsequent participation in equity offerings.

That was followed by the merger with privately held Oceanbulk, where Oaktree had made a prior substantial investment.

The final piece of the puzzle was the acquisition of 34 vessels from Excel Maritime. Oaktree had acquired a controlling stake in Excel through the conversion of distressed debt into equity (a strategy known as “loan to own”).

Another way to showcase Oaktree’s decentralised management style is the fact its three public shipping holdings are managed by different Oaktree executives based in London (Torm), New York (Star Bulk) and Los Angeles (Gener8).

Oaktree invested \$26m in Star Bulk’s private placement early in 2017, otherwise it kept its shareholdings in Torm, Star Bulk, and Gener8 intact. As a result, it recouped some of the lost ground it had suffered in previous years, especially in dry cargo.

Its investment in Star Bulk, which was valued at just \$132m on September 30, 2016, rose to \$316m as of September 30, 2017.



Marks: well-known as an author, in addition to being an astute investor.

Howard Marks and Bruce Karsh, co-chairmen of Oaktree, founded the investment firm in 1995. Its mission is to deliver superior investment results while keeping the risk undertaken under control, and to conduct its business with the highest integrity.

Mr Marks is well-known as an author, in addition to being an astute investor. His “memos to Oaktree clients” have been acclaimed for their “folksy charm and astute commentary”, and they have gained a cult following among value investors.

Mr Marks is also the author of the book “The Most Important Thing: Uncommon Sense for the Thoughtful Investor”, where he covered his investment

strategy and analysis of market opportunity and risk.

This is what he had to say about gaining experience in investing: “Experience is what you got when you didn’t get what you wanted. Good times teach only bad lessons: that investing is easy, that you know its secrets, and that you needn’t worry about risk. The most valuable lessons are learned in tough times.”

While he may not directly oversee any of his firm’s shipping investments, Mr Marks would be an ideal shipowner, based on his investment experience.

Mr Marks also appeared in the Top 100 in 2015 and 2016, while Oaktree appeared in 2013 and 2014.



Dieleman: very much focused on the environment and sustainability.

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↘3

JAN DIELEMAN

CARGILL

Head of ocean transportation, in charge of an ever-growing fleet, is super-sizing sustainable shipping

IN HIS second year as commodity trader Cargill's head of ocean transportation in Geneva, Jan Dieleman is responsible for an ever-growing fleet.

Following the company's energy unit sale to Australian investment bank Macquarie Group earlier in the year, Mr Dieleman, who comes from the Netherlands, has seen tankers folded back into the freight division, which had largely been composed of chartered bulk carriers.

Once a slew of capesize newbuildings are delivered by Yangzijiang Shipbuilding, he will be in charge of even more.

Having joined the international grains trader in 1999, fresh

out of university and armed with an economics degree, Mr Dieleman found himself three years later in the freight team, handling panamax bulkers, where he stayed for 10 years before moving to the US to run Cargill's power and gas unit.

He was drawn back to the shipping world and is very much focused on the environment and sustainability.

"It is the right thing to do and there is a strong business case to be ahead of regulation and improve efficiency of the fleet," he said in an interview.

"Combined with that, there is demand from the end-users

to have their goods shipped in a more sustainable manner."

Mr Dieleman sits on the advisory board for the Carbon War Room, an organisation that is rallying businesses and communities to lean towards cleaner use of energy. To that effect, it has launched a shipping efficiency programme, working with RightShip to develop a greenhouse gas emissions rating.

Cargill is one of the largest charterers in dry bulk, operating more than 600 vessels at any one time.

Mr Dieleman also appeared in the Top 100 in 2016.



Lim: has limited levers to pull beyond diplomatic charm and cool logic.

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→17

KITACK LIM

INTERNATIONAL MARITIME ORGANIZATION

Increasingly costly and complex regulatory pressures mean the IMO's influence over the future of the industry is significantly elevated

KITACK Lim is a smooth operator, but even he must be feeling the pressure, looking at the International Maritime Organization's alarming 'to do' list for 2018.

"Make no mistake, the whole world will be watching the IMO next year and looking for something of real substance," he instructed the assembled ranks of member states at the opening of a recent meeting.

This was no mere hyperbolic pep talk – the United Nations' maritime agency must deliver tangible progress on multiple fronts next year or face fundamental questions about its mandate.

There is an ambitious agenda of reform to get to and 2018 will mark the introductory stages of various expensive obligations for shipowners that promise to influence investment decisions for years to come.

But the headline act for 2018 remains climate change, and therein lies the rationale

behind this year's elevated influence ranking for the IMO's deferential diplomat in-chief.

Get it right, by brokering a sufficiently convincing roadmap for carbon reduction from shipping and the IMO's influence – and ability to continue influencing – will remain intact.

Get it wrong, and regional regulatory incursions will be almost inevitable.

One way or the other, the IMO's influence over the future of the industry is significantly elevated right now.

The secretary-general, or SG as he is universally referred to inside the IMO, plays a significant, but often opaque role within shipping.

As the leader of an institution that affects every ship in the world and indirectly hits the bottom line of every shipowner, he is guaranteed a place on this list.

But to be fair to Mr Lim, his position is something of a proxy for the delicate process of consensus

politics that plays out among the agency's 172 member states.

The once politely technical United Nations agency has found itself riddled with seemingly insurmountable global dilemmas of late and, despite some successful scene-setting, Mr Lim now needs to produce solid results in a role where he has limited levers to pull beyond diplomatic charm and cool logic.

And if it wasn't already clear to him, Mr Lim is about to find out just how many tonne-miles there are between a compelling vision for an international agreement and getting 172 nation states to actually settle on an international agreement.

He can ill afford any further mis-steps after inheriting the chaotic debacle that led to a two-year Ballast Water Management Convention delay.

And, given the looming 2020 deadline for a sulphur cap and rising concerns regarding industry readiness for it, clarity and



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consistency are called for from an industry feeling under siege from an increasingly complex regulatory environment.

A clear IMO target on decarbonisation rates and dates, taking into account how the industry is evolving, is essential, but there is a wider need for the global maritime regulator to become more effective, and to be seen to be more effective.

While the often-repeated criticism levelled against the IMO that it is too slow and too rigid to effectively respond to contemporary regulatory needs is, to a point, unfair, the IMO does suffer an image problem and needs to reform to head its critics off at the pass.

Mr Lim has zeroed in on data as part of his strategic plan. Specifically, he argues that the IMO needs to change the way it uses data to devise more effective regulation, which, he argues, must be goal-based rather than focused on measures.

This is the only way to ensure that measures adopted by the

IMO are not rendered obsolete by the time-lag between adoption and entry into force.

If he can succeed there, then perhaps he will be able to head off – or at least diminish – the threat of regionalism that could ultimately spell chaos for international trade.

Perception is key, particularly within Europe, where the threat of regional politics overtaking a (wrongly) perceived process of collective foot-dragging from an ineffective and industry-controlled IMO is palpable.

The threat is not from the European Commission, which has made it clear it would greatly prefer a global solution to CO2 reduction be developed within the IMO.

Parliament is the problem, where the IMO is painted as having a lamentable record for obfuscation and resistance to tackling greenhouse gases – hence image being a key issue for Mr Lim.

The fact that the commission is happily using Parliament's penchant for pyrrhic victories as

leverage is just part of the rough and tumble of international politics.

The carrot currently being wielded by Brussels is the promise that a road map populated with CO2 reduction objectives could be enough to ensure shipping is not forcibly entered into a problematic emissions trading scheme.

Essentially, the EU plan will only be triggered if the IMO is deemed to have failed, hence Mr Lim's recent reminder to the IMO members that the world is watching.

"I urge you, be bold; set ambitious goals that really will make a difference. You have a real opportunity here to do something of lasting significance. Make the most of it," he said addressing the member states.

The SG's ranking in this list next year will largely be determined by how convincing he was and how prepared the member states are to heed his words.

Mr Lim also appeared in the Top 100 in 2016, while the IMO was represented in 2010, 2011, 2012, 2013, 2014 and 2015.

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MIGUEL ARIAS CAÑETE / VIOLETA BULC EUROPEAN COMMISSION

Commissioners prove the European Union has some muscle in greenhouse gas emissions negotiations

THE meteoric rise of the European Commission's influence over maritime affairs in 2017 should by no means be interpreted as a warm embrace by the international shipping industry.

If the International Maritime Organization is perceived as the slow-paced unifier, moving with caution in search of an elusive consensus on environmental challenges, the European Union is seen as the great disruptor of globally harmonised regulation, characterised by a strict regional approach.

Depending on who you ask, this is motivated by either an urgent need to mitigate shipping's contribution to climate change, or by domestic politicking, which does not understand the global shipping industry or the needs of developing nations.

Regardless of where one's sympathies lie, 2017 proved not only just how disruptive the EU's executive arm and regulator can be, should it wish, but also the increasing influence of external environmental pressures on shipping.

Under the auspices of Commissioner for Climate Action and Energy Miguel Arias Cañete, the threat of shipping being included in the bloc's revised Emissions Trading System stoked fear in almost every industry corner and drew the ire of the IMO, in a rare public exchange.

EU negotiators ultimately agreed to include shipping in the ETS text, in the form of a recital, but not take any measures on shipping at least until 2023. That gives the IMO the time to adopt a long-term greenhouse gas emissions reduction strategy, which, according to its



Cañete and Bulc: the two commissioners have been at the forefront of the EU's stance on shipping decarbonisation.
EC - Audiovisual Service

own roadmap, will happen in 2023.

While the industry is safe from regional measures for the time being, the ETS also urges the commission to monitor the IMO's progress and report to the European Parliament and Council at least once a year.

This means the IMO is not off the hook; the commission maintains considerable soft power, largely defining the line of EU member states' approach to the negotiations.

Commissioner for Transport Violeta Bulc, who has a more direct stake in the shipping industry, told Lloyd's List in February the commission had a preference for a global solution to the problem but also urged the IMO to deliver. This may not be the last time the IMO receives a nod of approval combined with an indirect push from the commission.

Even if the ETS is no longer an immediate threat, the

EU's green spirit will live on through the increasingly vocal environmental lobby.

It would not be a stretch to partially attribute the rise of this 'anti-CO2 lobby' to a persistence of EU member states' positions at IMO. In the latest IMO talks, a group of EU member states again tabled some of the highest proposed carbon reduction rates.

ETS is not the only regional measure at the EU's disposal. Its Monitoring, Reporting and Verification system for vessel emissions and fuel consumption levels is more comprehensive and stringent than the IMO's upcoming data collection system.

Under the EU MRV, which is already in effect, shipowners will have to monitor their emissions beginning in 2018 and report their findings to the commission annually from April 2019 onwards.

Perhaps more crucially, vessel performances will be made

public, injecting a degree of transparency that is hardly popular within the industry and putting shipowners under a heightened degree of public scrutiny.

Alignment with the IMO's data collection system is a realistic possibility. Ms Bulc met with IMO secretary-general Kitack Lim in late February to discuss just that. A collaboration could prove instrumental in bridging the gap.

In its latest public consultation, the commission included full alignment with IMO DSC as an option, if appropriate. It also tabled 'partial' or 'no alignment'.

Even with a full alignment, shipowners would still have to provide reports to the commission, something that did not sit well with industry lobby group, the International Chamber of Shipping.

European Commissioners also featured in the Top 100 in 2010, 2011, 2012, 2013, 2014, 2015 and 2016.

TOP
10

IN REGULATION 2017

Ranking the leading figures in regulation and lobbying



01 / KITACK LIM, SECRETARY-GENERAL, INTERNATIONAL MARITIME ORGANIZATION

KITACK Lim's sophomore year in charge of the global maritime regulator was among the most active, highly profiled and scrutinised in recent International Maritime Organization memory. Apart from the decision to delay the Ballast Water Management Convention for the existing fleet by two years, the IMO also rejected the possibility of a transitional phase for the 2020 sulphur cap, committing itself to that date. It also agreed to launch a scoping exercise in 2018 to examine the potential for unmanned vessel regulations. Next year is bound to be another busy one, with working groups looking at how to enforce the sulphur cap, while the environmental pollution body adopts a five-year greenhouse gas emissions reduction strategy in April.



02 / EUROPEAN COMMISSIONERS MIGUEL ARIAS CAÑETE AND VIOLETA BULC

THE European Commission made sure the shipping industry saw the full scale of its capabilities in 2017. After various deliberations and compromises, the revised emissions trading system that will exist under Mr Arias Cañete's purview excluded regional measures on the shipping industry, at least until 2023. The commission, however, will still closely follow the IMO's progress and potentially exert influence there through European Union member states. Meanwhile, Ms Bulc's mediations with the IMO could play an important role in whether the EU aligns its monitoring, reporting and verification system for fuel consumption and emissions with the IMO's data collection system, preventing the coexistence of two separate regimes.



03 / ESBEN POULSSON, CHAIRMAN, INTERNATIONAL CHAMBER OF SHIPPING

THE success of shipping's influence groups in 2017 can be best seen through the ICS, under Esben Poulsson's guidance. Mr Poulsson can take credit for the ICS's role in leading the charge for the partial Ballast Water Management Convention delay. The association also persistently pushed its decarbonisation vision for the maritime sector and did not shy away from defending itself and the industry from allegations of insufficient willingness to commit to an ambitious strategy.



04 / PHILIPPE LOUIS-DREYFUS, CHAIRMAN, BIMCO

AMID a transitional year at the organisation's helm as Philippe Louis-Dreyfus handed on the chairmanship to Anastasios Papagianopoulos, BIMCO maintained its scale and enhanced its value for the shipping industry. The association remains at the forefront of security in the shipping industry. It doubled down on its efforts on the digital front this year, releasing its second version of cyber security guidelines. BIMCO also contributed significantly to industry efforts in the decarbonisation debates, partnering with other bodies to influence the conversation and promote its members' interests.



05 / KNUT ØRBECK-NILSSEN, CHAIRMAN, INTERNATIONAL ASSOCIATION OF CLASSIFICATION SOCIETIES

MODERNISING an organisation that is practically a monopoly is no simple task. Mr Ørbeck-Nilssen took on that challenge, announcing a series of sweeping changes, including amending the association's membership criteria, extending the current one-year strategy to a five-year version to align with the International Maritime Organization's schedule, and redirecting IACS's focus on safety implications of digitalisation. These initiatives are likely to give IACS greater space to advise its members and support shipyards and the IMO, thus elevating its importance even further.

06 / CO2 LOBBY

THE consortium of non-governmental organisations advocating for sharper and faster decarbonisation rates continued to pressure the industry this year and exert influence over its reputation. This zealous crowd that is assisted – indirectly, at least – by ambitious EU member state targets and a desire to act sooner rather than later means NGO reports, studies and suggestions do not go unnoticed, especially by those outside the maritime sector, who look at it as another part of the global economy that needs to do its fair share in the fight against climate change.

**07 / PAUL F. ZUKUNFT, COMMANDANT OF THE UNITED STATES COAST GUARD**

WHILE staying relatively quiet in global environmental negotiations after the country's decision to drop out of the Paris Agreement, the US maritime regulator still holds considerable influence, observing its own rules for ballast water management system approval. Having signed off on just six systems thus far – one of which went bankrupt after the IMO's delay in making a decision – the USCG approval remains the golden ticket for manufacturers and a major credibility checkpoint for shipowners.

**08 / ZHONG SHAN, MINISTER OF COMMERCE, CHINA**

CHINA'S Ministry of Commerce is tasked with implementing competition regulation as well as the country's trade policy, thus having wide-reaching effects for the shipping industry on two fronts. Mr Shan, who took over the ministry this year, is at the helm of, among others, the China-US trade deliberations amid a volatile environment and should thus play a significant role in how that relationship develops. The ministry's relevance arguably grows as consolidation continues to grow as well; it approved Maersk Line's Hamburg Süd takeover and it will also be one of the bodies that will have to sign off on OOCL's acquisition by Cosco.

**09 / MICHAEL KHOURI, ACTING CHAIRMAN, FEDERAL MARITIME COMMISSION**

THE US maritime competition authority wields substantial power as it determines, among other things, access to one of the world's biggest consumer markets. The FMC is currently without a permanent chairman, but Mr Khouri's agency has not gone about all that quietly this year. In a demonstration of its clout, The Alliance announced plans to introduce collective responsibility in case of a carrier collapse just after the FMC called for such joint responsibility to exist within the various alliances in the wake of the Hanjin collapse.

**10 / ROBERTO AZEVÊDO, DIRECTOR-GENERAL, WORLD TRADE ORGANISATION**

WITH so many multilateral trade agreements around, it is easy to forget that the WTO is the ultimate international trade authority. The WTO rules, along with those of the OECD, are currently the best option for enforcing global shipbuilding competition, as negotiations for a legally binding regime recommence. Ports and logistics sector received a much-welcomed boost when the WTO ratified a trade facilitation agreement that will streamline and simplify global customs procedures. Mr Azevêdo's organisation has increasingly become the battleground for China-US trade disputes and, as such, will have to ensure the current friction does not escalate into something more.

The Top 10 in regulation list is compiled by the Lloyd's List editorial team and considers people in a position to influence large-scale change in shipping industry regulation.



Lee: several firms supported by KDB are showing signs of recovery.

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LEE DONG-GEOL

KOREA DEVELOPMENT BANK

Head of the policy bank vows to try his best to help struggling firms to restructure, with concrete, strict and transparent guidelines

LEE Dong-geol, the newly appointed chairman of Korea Development Bank, made headlines when he said at his inauguration ceremony in September that he believed there was no point supporting companies with no hope, which will disappear in a year, no matter how much securing jobs was important.

It is understandable that he made such harsh comments even before he officially commenced his term when looking at what KDB had gone through.

South Korea has been providing financial support to its shipbuilding and shipping companies, which have been struggling over the past few years, through government-backed banks, one of which is KDB.

The bank saw restructuring expenses of Won5.6trn (\$5bn) for 2016, mostly from

Daewoo Shipbuilding & Marine Engineering, in which it has a 79% shareholding, as well as STX Offshore & Shipbuilding and the now bankrupt former flagship carrier Hanjin Shipping.

It saw a net loss of about Won3.6trn in the 2016 fiscal year due to restructuring expenses it incurred from bailing out shipbuilders and shipping lines. The loss was the bank's largest since 1998.

The bank is still a major stakeholder in several such firms, including DSME, STX Offshore & Shipbuilding and Hyundai Merchant Marine.

The damage is done. But, of course, every cloud has a silver lining. Several firms supported by KDB are showing signs of recovery.

DSME has been in the black for three consecutive quarters this year. The country's bourse had decided to

let DSME stay listed, while resuming trading its shares from October 30.

HMM, even though it recorded losses in the second quarter this year, is seeing strong demand, with cargo handled at the Port of Busan surging 93% year on year to 167,018 teu in July this year.

It was a new all-time record amid robust demand from China and Southeast Asia in the period. The flagship carrier's previous record of more than 150,000 teu handled was in April.

What might give headaches to Mr Lee and KDB is smaller-sized firms, such as STX O&S.

STX O&S successfully completed its debt restructuring plan in July, more than one year after it had reached an accord on the plan in May last year amid financial difficulties.

KDB shortly afterwards commenced reviews on the firm to decide the next moves in its

business. KDB was believed to be against the idea of completing STX O&S's debt restructuring plan.

Such reviews usually take one or two months to complete, but KDB has not released any results of reviews on STX O&S.

Industry players believe KDB had already completed reviews in August but had not been able to make final decisions, which shows KDB has been giving a lot of

thought on STX O&S's next move.

The company was only able to secure a few orders early this year, which will only be enough to run its yards until the end of the year.

It even witnessed a fatal explosion in August at one of its yards, leaving four workers dead and raising further concerns about safety conditions.

This simply means it is difficult to say the company is fully back

on track, even though it completed its debt restructuring plan.

Me Lee made it clear at his inauguration ceremony that KDB will try its best to help struggling firms to restructure, with concrete, strict and transparent guidelines.

All eyes are on what KDB and its chairman will come up with to make it happen.

KDB also appeared in the Top 100 in 2016.

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— NO CHANGE

GRAHAEME HENDERSON

SHELL SHIPPING

Big Data centre introduced by oil major's vice-president, shipping and maritime, will help enhance industry safety

ENTERING Shell Shipping's global headquarters on the Strand, London, you can see large screens flashing information about its global vessel operations, tracking in real time the performance of each vessel as it crosses the oceans into ports and terminals.

Shell collects 500 data points every second from every ship in its managed fleet, with an aim to drive real-time efficiencies across its operations.

This is just the start of a Big Data initiative for the chartering giant, something that can enhance safety, environmental standards and efficiency – the top three priorities on Grahaeme Henderson's list.

Of them, safety is of utmost importance to the vice-president, shipping and maritime, at Shell International Limited.

Dr Henderson is the man behind Shell's Maritime Partners in Safety programme, working closely with more than 500 shipping and maritime companies globally with which Shell does business, with the aim of driving a major change across the industry.

The safety programme has helped deliver a step change in safety performance, with the serious, actual and potential incidents for vessels involved in Shell's operations being reduced



Henderson: first to serve as president of UK Chamber of Shipping for two consecutive years.

by a factor of three in the past six years, according to the company.

This is indeed a great achievement, given the high stakes in play.

Having celebrated its 125th birthday in November, Shell is associated with 2,000 vessels on the water on any given day, including around 400 crude, product and liquefied natural gas carriers, and 1,200 river and sea barges, 350 offshore supply vessels, together with floating production, storage and offshore loading units, as well as mobile drilling rigs and construction barges.

By technically managing around 40 LNG vessels and with more than 50 on time charter, Shell now moves 20% of the world's LNG.

The energy major employs around 3,000 seafarers on

its managed vessels alone in the oil and gas sectors and hundreds in its offices and terminals around the world.

"The most important thing for me is to make sure every one of them goes home safely after work," Dr Henderson told Lloyd's List.

"There is nothing more important than safety and we are now working with other major shipping and maritime companies, to bring about an improved safety performance in the industry worldwide.

"A major challenge, I know, but achievable by working together."

The passion has proliferated to his other works. The first ever president of UK Chamber of Shipping to serve for two consecutive years, he has been urging the British maritime

industry to work together to improve seafarer safety standards.

In an industry speech in June, Dr Henderson said he was dedicated to ensuring "that shipping becomes one of the safest, greenest industries on earth, one that doesn't just attract talent, but one that nurtures it".

Aside from those two functions, Dr Henderson is chairman of the Oil Companies International Marine Forum, while also chairing the UK Shipping Defence Advisory Committee.

He is also a member of the World Economic Forum's Global Agenda Council on the Oceans and an Adjunct Professor for Southampton University.

Dr Henderson also appeared in the Top 100 in 2011, 2012, 2013, 2014, 2015 and 2016.



Nixon: in charge of combining three fierce rivals into a new container line.

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NEW

JEREMY NIXON

OCEAN NETWORK EXPRESS

Chief executive with one of the toughest jobs in shipping is Top 100 newcomer

JEREMY Nixon undoubtedly has one of the toughest jobs in shipping right now, but if he succeeds, the rewards should be worth every bit of the effort – and more.

For he is in charge of combining three fierce rivals into a new container line that is due to inaugurate services next April.

Mr Nixon is new to the Top 100, but he is no stranger to shipping, having first gone to sea and then worked for some of the biggest names in the business before landing his current job.

He was named chief executive of Ocean Network Express, or ONE, in July and is now in the throes of

combining the container shipping divisions of NYK, MOL and K Line into a single entity, ready for the start of services in spring 2018.

This was one of the most obvious yet unexpected consolidation moves of the current round of mergers and acquisitions, but was more or less forced on the three Japanese shipping groups as their individual container businesses started to fall behind the leaders.

Together, though, they will be in a position to join the premier league in an industry where size matters.

Mr Nixon, a UK national, has plenty of experience to draw on as

he puts together the new business, including almost 10 years with NYK.

Prior to that, he was at P&O Nedlloyd when the Anglo-Dutch carrier was acquired by Maersk Line in 2005, and saw at first hand how that integration process stumbled.

After the takeover, he had a brief spell with Maersk Line in Copenhagen, before moving back to London to join NYK as managing director of NYK Line Europe.

A keen sportsman who played rugby for Cardiff University. Mr Nixon has been based in Singapore since 2010, and was promoted to head of NYK's global liner operations in 2012.

A year later, he was appointed a corporate officer of the group, joining NYK's management committee, which heads the global business.

Just as importantly, he is respected throughout the industry and highly regarded by his peers, who say he is the right man for the job.

The purpose of the decision to locate ONE's headquarters in Singapore rather than Tokyo,

and to appoint a non-Japanese to the top job, was to make the new line look less Japanese, but without losing sight of its roots.

The aim, says Mr Nixon, is "to be a global company that happens to be Japanese, rather than a Japanese company that happens to be global".

The trick is to balance the need for scale in the marketplace, with the ability to remain in close contact with customers.

Mr Nixon is new to the Top 100, but he is no stranger to shipping, having first gone to sea and then worked for some of the biggest names in the business before landing his current job

The liner businesses of NYK, MOL and K Line will continue to trade until the end of March 2018, when they will switch to the new company.

That is when Mr Nixon will find out whether all the detailed and arduous preparation work of the previous nine months looks ready to pay off.

This is Mr Nixon's first appearance in the Top 100.

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Habben Jansen:
UASC merger
keeps Hapag-
Lloyd in top five
carriers for now.

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ROLF HABBEN JANSEN

HAPAG-LLOYD

Enlarged group is returning to profitability again, but debts weigh heavy

ROLF Habben Jansen has had his hands full this year in an effort to maintain his line's position in the top five global carriers.

The threat to that position has not come from any fault of Hapag-Lloyd's, but through the constant mergers and acquisitions that are ongoing in container shipping. These create ever larger lines that expand to threaten the Hamburg carrier's position.

Mr Habben Jansen can perhaps take comfort from the fact that he, and his chairman Michael Behrendt, have been responsible for much of that consolidation themselves. Hapag-Lloyd kicked off the current round of consolidation by merging with the container arm of Chile's Compañía Sud Americana de Vapores in 2014.

Since then the German carrier announced plans to merge with United Arab Shipping Co in a transaction eventually completed in May 2017.

Finalising the deal took longer than expected, however, and confirmation of the

completion did not come until the end of May this year.

Since then Hapag-Lloyd has been working hard to integrate UASC. At the centre of the integration is the combination of 118 Hapag-Lloyd services with the 45 services making up UASC's network.

Hapag-Lloyd fell to a \$100m loss in 2016, reversing a successful year in 2015. Operating profit more than halved in 2016 against the previous year. Earnings before interest and tax were down 65.6% year on year to \$133m.

So much will be hoped for from the larger entity. In its third-quarter results, Hapag-Lloyd reported a significant upturn in volumes and revenues on the back of its UASC merger in the third quarter.

The enlarged group reported revenues of \$3.3bn in the July-September period, a rise of 52% on the third quarter of 2016, while net profit was up from \$9m in the third quarter of 2016 to \$56m this year.

This came amid a 44% jump in the carrier's volumes to 2.8m teu, including UASC's

volumes for the first time. In the corresponding period of last year, the Hamburg-based line shifted less than 2m teu.

Average freight rates rose marginally, by 4%, but the carrier will be looking for further rises. Rates of \$1,065 per teu were not much higher than the \$1,027 achieved in the third quarter of 2016. Costs per teu fell by 0.2% during the three-month period. However, bunker expenses were up 47% per teu up from \$94 to \$135. Nevertheless, the group posted a better than expected operating result, earnings before interest and tax, of \$202m in the third quarter against \$73m last year.

Mr Habben Jansen said that the positive result was a further sign that the integration with UASC, expected to be completed by the end of the year, was progressing well. He reaffirmed its position of achieving targeted synergies of \$435m annually. He added that the vast majority of these synergies were expected to come next year, with the full effect being felt in 2019.

Before the merger, Hapag-Lloyd had a fleet with an average size of around 5,900 teu, which has since been increased to 7,300 teu, while services offered by both the German carrier and UASC have shrunk from 163 to 125.

But Hapag-Lloyd remains burdened by debt. Despite raising \$414.3m from a share issue and issuing a \$450m bond, the group's net debt still stands at \$7.3bn.

Fortunately, Hapag-Lloyd has no plans to return to the yards, which

would further add to its debts load. Mr Habben Jansen has reiterated that the expanded entity's fleet, including the young and efficient tonnage provided by UASC, will fulfil capacity requirements over the next few years.

Shareholders appear relatively sanguine about the company's prospects. When it finally went public at the end of 2015, Hapag-Lloyd shares entered the market valued at €20. They hit a high point of nearly double that in

September, before falling back to the €30 mark by November.

Hapag-Lloyd has owned and chartered capacity of just shy of 1.5m teu. The lines that will make up ONE have less capacity right now, but when their orderbooks are delivered, will stand at over 1.6m teu, pushing Hapag-Lloyd into sixth place in the containership capacity league table.

Mr Habben Jansen also appeared in the Top 100 in 2014, 2015 and 2016.

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HENNING OLDENDORFF

OLDENDORFF CARRIERS

Head of Europe's largest dry bulk company by number of owned and operated vessels has a keen eye for a good deal



Oldendorff: equally at home in a beer garden as a posh restaurant.

HENNING Oldendorff is running Europe's largest dry bulk company by number of owned and operated vessels.

Yet, he has been described by some in Hamburg's shipping circles as humble and modest, seen riding around the maritime city on his bicycle or his inexpensive family car.

He is more than happy to be hanging out in beer gardens rather than dining in fine restaurants, one source told Lloyd's List.

And he is still very private, avoiding media attention.

Mr Oldendorff is the third generation to run the Lubeck-based company. He has a keen eye for a good deal, and has been dipping in and out of the asset market this year, acquiring secondhand vessels as well as a yard newbuilding resale at attractive prices.

He has been ordering new bulkers too, reviving contracts that had been cancelled, now that dry bulk rates

have witnessed better fortunes, with the lows of 2016 a distant memory.

The company's reach is global. It has set up a coal transshipment hub in south Vietnam with partners Welhunt and Haivan to handle the growing trade.

Just barely into the recovery phase, it opened a new office in Copenhagen to handle chartering, operations, marine accounting and vetting, adding to its tally of 17 other offices around the world.

Mr Oldendorff divides his time between Lubeck and a second German base in Hamburg. The latter is located on the 22nd floor of a modern building, close to the old town, with far-reaching views over the city, to the container port and the Elbe river.

His company is closely monitoring environmental impacts from shipping, and has fitted all its vessels with BMT's performance management technology, designed to make the fleet more efficient, while reducing carbon emissions and fuel costs.

The company says it has a strong financial position, able to fund its investment programme through operational cashflow.

Mr Oldendorff also appeared in the Top 100 in 2013, 2014, 2015 and 2016.



Frangou: scarcely could have done more in 2017 to restore the group's positive impetus.

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ANGELIKI FRANGOU

NAVIOS

The road may be bumpier than it used to be, but the chairman and chief executive is driving her unique group to a new round of expansion

SO SERENE was Angeliki Frangou's first decade developing the Navios franchise after her 2005 capture of the former US Steel subsidiary that when, in 2016, a few bumps had to be encountered, their effect seemed magnified.

One rare mis-step involved an inter-company loan that sparked a mini-revolt among shareholders before the transaction was restructured to widespread approval. Pivotal Navios companies were enduring miserable dry bulk and container markets.

Then, Brazilian miner Vale shook the group by trying to repudiate a 20-year contract with the South American Logistics subsidiary of Navios Holdings. Vale had undertaken to use at least 40% of the capacity of Navios' new 10m tonnes per annum iron ore port that was under construction in Uruguay.

But by the end of the year, this shadow was removed when a London arbitration tribunal found

in Navios' favour and declared the contract fully enforceable. Since then, the group has been in expansionist mode again.

Navios Group's total fleet is now up to 195 vessels – 55 tankers, 39 container vessels and 101 dry bulkers, including 26 bulkers on long-term charters.

Dry bulk was historically Navios' exclusive focus. It remains its core strength under Ms Frangou's leadership and positioning itself for the anticipated dry bulk recovery will be a key to the group's fortunes over the next few years.

Navios Maritime Partners, one of four Navios Group companies to be separately stocklisted in New York, has been the group's hotspot for purchases in the sector lately, seizing the opportunity to renew its fleet with seven new bulker acquisitions.

An often-overlooked feature of Navios' vessel portfolio is that it still holds potentially attractive

purchase options on about 20 of its chartered-in bulkers. These provide Navios with inbuilt opportunities as the market recovers to replenish the fleet “without additional cash”, as Ms Frangou put it in a recent call with analysts.

At the same time, Navios today is a highly diversified public shipping group with a unique profile that includes the South American river transport, port and cabotage business of the logistics arm alongside its mainstream oceangoing shipowning activities across the dry bulk, tanker and container sectors.

On the logistics side, the opening of the new iron ore terminal promises to be transformational for the group's South American business. Vale began using the port prior to October 2017, when the minimum transshipment obligation under the take-or-pay agreement kicked in.

On the minimum 4m tonnes annual throughput, Navios expects to earn \$38m from Vale in 2018 before interest, taxes and depreciation, and about \$1.2bn over the 20 years of the contract.

Vale has an option to increase annual usage to 6m tonnes that Ms Frangou has said will “most probably” be used, and it is also expected that the volume from the Vale contract will give a boost to Navios' barging business in the region.

With tanker markets under pressure, the past year has been a quiet one for tanker arm Navios Acquisition and Navios Midstream Partners, the owner of six very large crude carriers.

In the latter case, Navios has the luxury of being able to wait until better conditions, as the MLP has a remaining average charter period of well over three years, with \$350m in revenue lined up.

Ms Frangou, though, has made a clear effort to expand the group's relatively new presence in the container shipping sector and last spring launched a new pure-play vehicle, Navios Containers, that has raised \$150m in equity in 2017 and is currently traded on the Norwegian over-the-counter market.

The first 14 boxships under the new brand came from a \$113m acquisition of the Rickmers Maritime Trust fleet and, since then, Navios Containers has purchased another six panamax vessels.

It has not all been smooth sailing. Having acquired two distressed fleets from HSH Nordbank since 2013, Navios announced exclusive talks to acquire a majority stake in HSH-controlled FSL Trust,

which has a 22-vessel fleet of containerships and tankers.

However, by October, the transaction had foundered. The back-end of 2017 saw Navios Containers pull a Norwegian bond issue, citing bond market volatility.

Meanwhile, Navios Holdings refinanced a 2019-maturing \$300m bond at 11.25% – a sizeable gulp that is a far cry from Navios' 8% spreads back in the day. Ms

Frangou says it was worth it for the optionality to call the new bond at any time between now and 2022.

The Navios boss has to live in shipping's present, not past. Short of being able to bend markets to her will, she scarcely could have done more in 2017 to restore the group's positive impetus.

Ms Frangou also appeared in the Top 100 in 2010, 2011, 2012, 2013, 2014, 2015 and 2016.

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7

GEORGE ECONOMOU

TMS

Transformation of DryShips and restructuring of Ocean Rig burnish the Greek shipowner's reputation for having a magic touch

GEORGE Economou has a reputation both as a decisive first-mover and something of a magician when it comes to getting out of trouble.

When, in 2005, he launched DryShips as the first of a spate of new bulker plays ahead of the China-fuelled dry bulk supercycle, the chief reference point many had for the Greek shipowner was Alpha Shipping, a junk bond-financed company from which he had made a Harry Houdini-like exit a few years earlier.

Fast-forward to the present day and Mr Economou has completed the final flourishes of a frankly astonishing turnaround.

In 2016, he was – metaphorically – in the tank, wrestling with his restraints. DryShips, in which his personal stake had dwindled to a few percent, looked like a dead duck in a stagnated dry bulk pond.

Meanwhile, his other publicly listed venture, Ocean Rig, was trapped like all offshore drillers by the collapse of the offshore market.

Mr Economou was characteristically speedy in taking Ocean Rig to the bankruptcy courts and the company was smartly restructured in 2017, emerging from court protection with a “best in class balance sheet in the deepwater drilling industry”, according to Mr



Economou: decisive first-mover and a magician when it comes to getting out of trouble.

Economou, who remains chief executive and a 10% shareholder.

He can do little about the parlous state of the offshore market, however. More than half

of Ocean Rig's fleet was cold-stacked and four of the five rigs still operational at end-2017 are due to be redelivered from their current employment within 2018.

But the company's base has been so strengthened it "allows us to wait for the recovery in the underlying market, regardless of when this occurs".

Meanwhile, DryShips has also been brought back from the dead and is suddenly in rude health, with Mr Economou controlling close to 70% of a company now worth perhaps \$700m in terms of steel price, although the stock market value has consistently lagged that.

From last year's fleet of 13 ageing panamax bulkers and six offshore support vessels, its chief executive has sculpted a modern, diversified fleet including 22 bulkers, four tankers and four very large gas carriers that are on solid long-term charters.

DryShips also now offers a roof for a 49% stake in tanker pool operator Heidmar Holdings that was previously in Mr Economou's private portfolio.

The mesmeric rejigging of both of the publicly listed companies has not left entirely blue sky. A

couple of wisps of smoke are still around from the burning of many small investors.

DryShips' raising of about \$570m in six months through Canada-linked firm Kalani Investments, in particular, has engendered a couple of lawsuits, although there is little sign the magnate is losing much sleep over these.

Seen as somewhat more serious is an inquiry by the US Securities and Exchange Commission into the stock purchase agreements with Kalani.

However, the DryShips camp believes the company was thorough in its checking of all legal aspects prior to entering the Kalani deals.

While Mr Economou's apparent readiness to dilute shareholders to save the companies has elicited much comment, less remarked upon has been his willingness to step in to inject his own cash in the same cause.

Another feature of the escapology has been the

support from the group's banks, which have always been a priority for the shipowner.

In addition to the DryShips fleet, Mr Economou's TMS management empire runs another 80 privately owned ships, split evenly between the dry and wet markets.

As end-2017 approached, there were a further four aframax and one suezmax tanker still under construction.

Good news also seemed to be breaking for the group's liquefied natural gas outfit, Cardiff TMS Gas, led by Mr Economou's son Christos. Its five LNG carriers have been eking out a living on the spot market.

If recent reports are confirmed, though, the company will provide at least one newbuilding, with an option for a second ship, to Total for seven years – a springboard for further potential expansion on the gas side of the business.

Mr Economou also appeared in the Top 100 in 2010, 2011, 2012, 2013, 2014, 2015 and 2016.

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FLAG STATES 2017

Showcasing two big losers and one grand winner in the quest for world fleet control



01 / FERNANDO A. SOLORZANO, GENERAL DIRECTOR OF MERCHANT MARINE, PANAMA MARITIME AUTHORITY

PANAMA has maintained its dominance as the world's biggest registry and enjoys a degree of supremacy that is unparalleled in other shipping sectors. However, Lloyd's List Intelligence data reveals this year has been among its worst, with the registry losing 5% of its gross tonnage. While this might not be a massive blow, the registry needs to review what went wrong and prevent this decline from becoming a recurring theme. Unimpeded rule does not last without effort and consistency, particularly when there are very noisy neighbours knocking at your door.



02 / WILLIAM R. (BILL) GALLAGHER, PRESIDENT, IRI - MARSHALL ISLANDS

IT has been a milestone year in 2017 for the Marshall Islands registry; for the first time in its history, it completely surpassed the Liberian flag, overtaking it in both gross tonnes and deadweight tonnes. The registry's feet growth is partly attributed to share of bulkers, gas tankers and tankers, the two last having more Marshall Islands flags than they do Panamanian. Can it keep up the momentum and continue to close in on Panama and ultimately achieve the once unthinkable?



03 / SCOTT BERGERON, CHIEF EXECUTIVE, LIBERIAN INTERNATIONAL SHIP & CORPORATE REGISTRY

LIBERIA has been at the losing end of the Marshall Islands' impressive rise. 2017's result was almost inevitable, given the two registries' differing growth rates over the past few years. To be clear, Liberia is still a force to be reckoned with. It has the largest claim on unitised vessels and is the third biggest tanker stakeholder. The challenge for Mr Bergeron in 2018 and beyond will be using the flag's solid position in tankers and bulkers to spur accelerated growth rates and reclaim the second spot. That, however, will require picking up the pace considerably.



04 / MAISIE CHENG, DIRECTOR, MARINE DEPARTMENT, HONG KONG

SLOWLY but surely, Hong Kong has claimed that comfortable fourth spot, underpinned by a sizeable stake in the global bulker and unitised fleet, which places it as the third largest flag in both segments. The slight year-on-year decline it experienced in 2017 should not be a worrying sign, provided it is not an indication of a longer-term reduction, something that is not clear at the moment.



05 / ANDREW TAN, CHIEF EXECUTIVE, MARITIME AND PORT AUTHORITY OF SINGAPORE

SINGAPORE has had a similar fate to Hong Kong this year, losing a small part of its tonnage, also recording a slide for the first time in at least a decade. The registry is well positioned in the bulker and tanker fleets. Singapore's development as a maritime cluster could also theoretically benefit the flag as the time goes, by giving it greater exposure to and contact with owners, who might be considering leaving their registries.



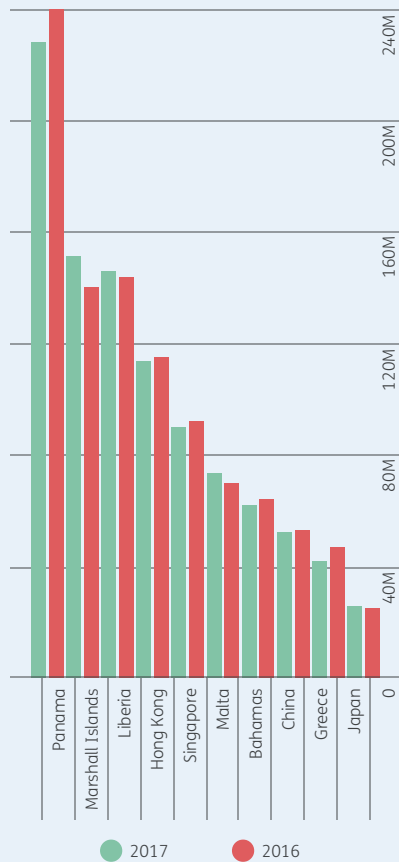
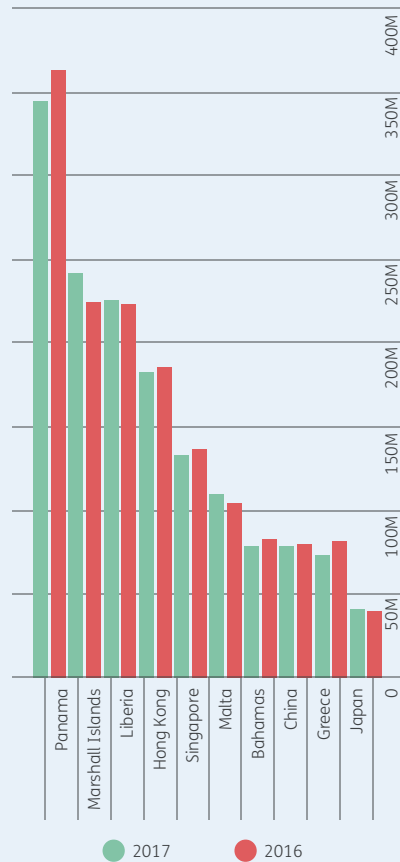
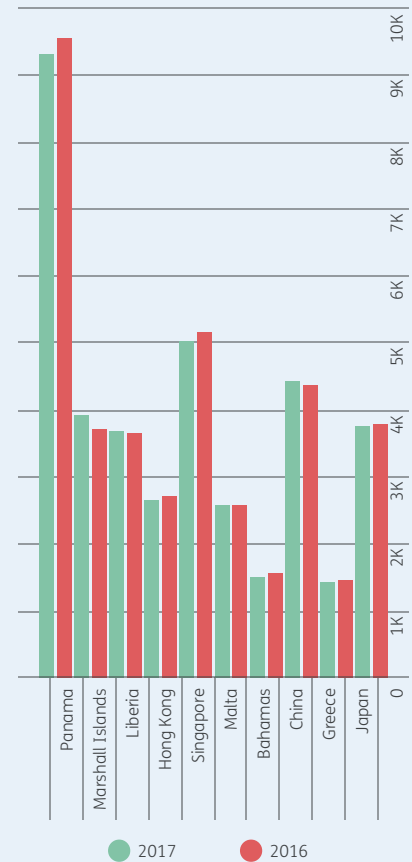
06 / IVAN SAMMUT, REGISTRAR GENERAL OF SHIPPING AND SEAMEN, MERCHANT SHIPPING DIRECTORATE, TRANSPORT MALTA

PATIENCE pays off. Malta's flag has climbed the ladder over the past 10 years and has tripled its fleet in that period. In 2017, it was the only middle player that managed to increase its gross tonnage, underpinned Singapore may still be ahead, but breaking into the top five is now a realistic target for Malta.



07 / DENISE LEWIS-JOHNSON, CHAIRMAN, BAHAMAS MARITIME AUTHORITY

A SLOW growth rate means the Bahamas registry has dropped from the third-biggest in 2007 to the sixth in 2017. Nonetheless, and in spite of this year's small decline, it maintains a degree of consistency, having the second-biggest share of gas tankers and an important stake in bulkers.

GROSS TONNES**DEADWEIGHT TONNES****VESSELS**

Source: Lloyd's List Intelligence (Data for 2017 as of December 1)



08 / NING BO, DEPUTY DIRECTOR, DIVISION OF SHIP REGISTRY AND SUPERVISION, CHINA MARITIME SAFETY ADMINISTRATION

CHINA's heavy bulker presence has helped it move away from the top 10 relegation zone. However, the flag has been oscillating around the same levels since 2013, laying bare a lack of sustainable growth that will have to be addressed if it is to meet China's global aspirations as expressed elsewhere in the maritime sector.



09 / AGISILAOS A. ANASTASAKOS, DIRECTOR FOR SHIPPING, HELLENIC COAST GUARD

PANAMA may have felt some pain in 2017, but arguably the year's big loser is Greece, having suffered an almost 11% loss in gross tonnage, despite being the second largest flag in the passenger fleet. After remaining largely stagnant over the past decade, as its competitors grew at higher rates, the flag hemorrhaged in 2017 and is now lagging behind China, which it was ahead of until 2011, by some distance. The Greek government needs to mull the potential changes it could undertake to keep the flag among the world's leaders.



10 / TORU SHIGETOMI, DIRECTOR, INSPECTION AND MEASUREMENT DIVISION MARITIME BUREAU, MINISTRY OF LAND, INFRASTRUCTURE, TRANSPORT AND TOURISM, JAPAN

JAPAN saw its maiden year in the top 10 flag states in 2017. The Pacific nation knocked the US out of the top 10 after years of rapid expansion in its gross tonnage, primarily spread out among many smaller vessels with solid presence in the passenger and bulker segments. The challenge for Japan will be staying within the group and fending off the US, which is still close behind and no doubt looking to reclaim its position among the elite.

The Top 10 flag states ranking is based on gross tonnage data supplied by Lloyd's List Intelligence. All vessel types are included in the data.

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PETER G. LIVANOS

GASLOG/DRYLOG

Blue-chip owner remains a mover and shaker despite not liking the limelight

WHEN the new Global Maritime Forum – or ‘Davos of the maritime industry’ – was launched in September 2017, it was no real surprise to see Peter G. Livanos of GasLog as one of the 14 global industry leaders initially supporting the non-profit venture; or, indeed, to see the Greek shipowner himself quoted in the launch material.

“As a capital-intensive industry with protracted investment horizons, the maritime value chain requires a long-term outlook,” he said.

“The Global Maritime Forum will provide new perspectives from inside and outside the industry to better understand the long-term forces shaping our decision-making.”

Mr Livanos has never been one to seek publicity. Yet, at the same time, he has never been afraid to stand up for beliefs that are important, such as greener shipping, long-term thinking and good corporate governance.

Nowadays his prime focus is liquefied natural gas shipping, through being founder, chairman and major shareholder of Monaco-based GasLog.

During a lacklustre interlude in the LNG market, GasLog stepped back from an earlier target of controlling a fleet of 40 vessels by 2017. But in other respects, it enjoyed a strong year and remains bullish about the fundamentals for LNG shipping.

The current fleet comprises 27 LNG carriers – 22 vessels on the water and five on order, for delivery over the next two years. Of these, 12 belong to the GasLog Partners fleet.

The spin-off partnership has now recycled more than \$500m in cumulative equity to the parent and, at the same time, GasLog is enjoying growing cashflows from its investment in the partnership.

The majority of GasLog’s vessels serve long-term contracts but five are trading in The Cool Pool, which deploys a fleet of 18 vessels



Livanos: never been afraid to stand up for beliefs that are important, such as greener shipping.

from three owners to achieve commercial efficiencies. GasLog has been candid that the pool probably lacks the ability to push the market up but it has reaped the benefit of a tighter spot market.

GasLog has also been making progress towards its intended entry into the floating storage and regasification market.

Although it has an eye on a number of different projects, it has taken several independent-minded steps in this direction. It has acquired a 20% stake in Greek company Gastrade, which is licensed to develop a facility with an FSRU off the northern Greek port of Alexandroupolis. The Greece-, Bulgaria- and EU-backed project is expected to be operational by 2019.

The company also has long lead items necessary for an FSRU already under construction in the Far East, so it can provide a solution relatively quickly, while retaining flexibility over design of the FSRU required for any specific project.

Mr Livanos has been a longtime owner of crude and product tankers and, as recently as two years ago, was chairman of Belgium-based tanker owner Euronav, the vehicle for his tanker investing for the previous decade.

But as belief in LNG has deepened, seemingly the attractions of crude oil tankers

have waned in the owner’s mind.

He sold out his position in Euronav by early 2016 and – so far – there has been no sign of a countercyclical return to the sector.

Mr Livanos still has an involvement in the dry bulk market, although he remains conservative.

Dry bulk arm DryLog has a fleet of about 20 bulkers, from capes to supramaxes, with the latter accounting for the largest part of the fleet.

This number is expected to climb to about 30, with deliveries over the next two years. Recently, DryLog acquired a pair of modern supramaxes from Mitsui for about \$35m.

The owner has long been held in high regard in Japan and has well-founded relations with Japanese trading groups that in recent years have included a number of hire-purchase vessels.

Mr Livanos also has a track record of efforts to consolidate the fragmented dry bulk market through alliances and pooling.

DryLog tonnage participates in capesize and supramax revenue-sharing agreements run by C Transport Maritime, nowadays controlled by first cousin John Michael Radziwill.

Mr Livanos also appeared in the Top 100 in 2011, 2012, 2013, 2014, 2015 and 2016.



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Bezos: famed reputation for taking risks and relishing seemingly intractable problems.

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JEFF BEZOS

AMAZON

Chief executive heads a company that thinks technology can eliminate many of the well-documented inefficiencies in shipping; it is probably right

IN last year's Top 100, we argued that Amazon had overtaken Walmart as the most influential proxy for shipper power.

That argument still stands and its influence over the way the container sector is now considering the prospect of global supply chain integration and digitalisation has only strengthened over the past 12 months.

As long as liner companies struggle to manage oversupply, the likes of Amazon – and, indeed, Walmart – are always going to have the upper hand in terms of influence.

Amazon's position on this list, however, is more to do with its habit of upending old ways of doing business and the fact it is leading the charge from e-commerce companies looking to bring greater efficiency and transparency to the business of arranging cargo shipments.

Amazon's chief executive Jeff Bezos may not know one end of a post-panamax from the other and Amazon doesn't own any vessels – yet. But it still presents a real risk to the arcane and largely analogue world of shipping.

Besides, given Mr Bezos's famed reputation for taking

risks and relishing seemingly intractable problems, shipping should suit him very well.

Amazon's well-documented strategy of hustling logistics players to innovate more customised delivery options is yet to have much direct impact on the behaviour of liner operators beyond the price squeeze.

However, let us be clear: it is only just getting started and the ultimate impact is likely to be felt in the consequences of Amazon's data-driven approach to seek new economies of scale and impose technology-driven solutions in every area of its international supply chain.

Amazon thinks technology can eliminate many of the well-documented inefficiencies in shipping.

Determining the fastest and most cost-effective shipping rate is really a question of data collection and analytics – two things Amazon does very well.

They are by no means alone in this thought process and many within the shipping industry are seeking to head off the outside incursions with more home-grown digital disruption.

Amazon is not looking to disrupt for the sake of it; like all shippers, it is looking for greater efficiencies in the logistics supply chain that will cut down on various transaction costs, including booking fees and government filings.

It is just that Amazon's size and data capacities allow it to lead the process of change and the pace at which others are forced to react.

When Maersk unveiled its corporate restructure last year, the wide-ranging digitisation plan that lay at the heart of new efficiency drives was credited to customer demand "looking for end-to-end solutions, including inland transportation".

While the various shake-ups, alliances and strategic tests via blockchain and big data that have happened since then are no doubt being done with half an eye on longer-term trends, the reality is there has been no major news event this year to suggest containerisation is about to radically change direction in response to pressure from Amazon or its peers.

Rather, we are likely to see a slow, incremental series of changes towards vertical integration – the full impact of which may not be immediately obvious.

There does, however, seem to be a growing consensus of opinion that one of the big sea changes of the near future will see big players coming into the traditional business of shipping.

And it will be the likes of Amazon and Alibaba, as well as the logistics companies and the online purchasing companies, who will put in place the vertical structures

required to control the global supply chain more efficiently.

How shipping will fit into that equation is very much up to each company's appetite for collaboration and innovation.

As far as the insurgent integrators are concerned, shipping is only a small part of the structure that ultimately need to control the terminals, haulage and warehousing on both sides of the voyage, in addition to the vessels.

In fact, this looming revolution has very little to do with the ship itself, beyond the connectivity

hardware. This is about reorganising business models and the way in which shipping operates as part of a connected and integrated global supply chain.

And while disruption from the inside sounds like a nice idea, the influence for real change will, in our view, more probably come from the likes of Amazon and its peers.

Mr Bezos also appeared in the Top 100 in 2016. The power of the shipper, as represented by Walmart, appeared in 2011, 2012, 2013, 2014 and 2015.

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5

DAI HOULIANG

SINOPEC GROUP

Energy giant's president is the top executive of the world's largest VLCC charter

IN A typical high-level reshuffle of Chinese fashion, state energy company Sinopec chairman Wang Yupu became the chief of China's work safety administration in September.

This has left Sinopec without a chairman, and president Dai Houliang is now the Chinese energy giant's top executive.

Beijing appears slow in appointing the next chairman, as Dr Dai is an old hand. A senior engineer with a doctor's degree, he has held various senior positions since joining Sinopec Group in 1997, mostly with the group's flagship-listed unit in Shanghai and Hong Kong, Sinopec Corp.

Dr Dai has been Sinopec Group's president and board director since May 2016, and vice-chairman and president of Sinopec Corp since August of the same year.

Sinopec's operations have not been affected by the reshuffle. China is still the world's largest energy consumer, with unabated growth of crude imports, and Sinopec, as the country's top refiner, continues to have a strong appetite for overseas oil.

This points to the ever-growing



Dai: overseeing the ever-growing dominance of Sinopec in the charter markets.

dominance of Sinopec in the charter markets.

Unipec, Sinopec's trading arm, chartered 425 tankers in spot markets to carry 88.8m tonnes of crude and other types of dirty products in the first six months of 2017, data from Poten & Partners showed.

This volume has kept Unipec in a league of its own – its market share of 13% was more than the combined share of Dutch-owned Shell and America's Vitol, which stood at second and third in the charterer table for this sector.

There have been some changes in the company's chartering pattern, though.

Unipec fixed 285 very large crude carriers in the period, 32 more than the year-ago level and retaining the top spot. In the suezmax sector, Unipec dropped out of the top 10 after sitting on the third slot during the first half of 2016. The company retained its fifth spot ranking in the aframax segment.

It remains to be seen whether Unipec's appetite for larger ships will grow, but in any case its status as the world's

largest dirty tanker charterer is unshakeable in the near future.

Sinopec is less dominant in natural gas, which some analysts expect to replace oil as the world's top energy source between 2020 and 2050.

Western majors like Shell and BP are under pressure from environmental regulations to switch to cleaner energy, and Sinopec compatriots CNOOC and PetroChina have been more

aggressively building receiving terminals for liquefied natural gas.

For now, Sinopec only has two LNG terminals that can receive up to 6m tonnes per annum. By comparison, China's LNG imports reached 25.6m tonnes in January-September 2017, up 43% on year.

Perhaps that is Beijing's deliberate effort. The dominance of Sinopec has seen at least two top Sinopec executives fall on the sword of

anti-corruption investigations this century, the latest being former president Wang Tianpu.

No matter who takes the chairmanship eventually, he or she will develop Sinopec's corporate strategy under the Chinese government's blueprint.

This is Dr Dai's first appearance in the Top 100. Sinopec also appeared in the Top 100 in 2012, 2013, 2014, 2015 and 2016.

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4

ANDREW SUKAWATY / RUPERT PEARCE

INMARSAT

Company chairman and chief executive grow onboard presence and deal with new security challenges

INMARSAT chairman Andrew Sukawaty and chief executive Rupert Pearce have been at the helm of the shipping industry's embrace of digitalisation for another year.

The London Stock Exchange-listed company that has a £2.02bn (\$2.7bn) market cap continued the aggressive expansion of its onboard connectivity services in 2017.

The company's signature Fleet Xpress bandwidth system, launched in 2016, is currently

recording around 250 vessel installations each month.

Launched just over a year ago, the system has secured contracts for installations on 10,000 vessels of different types, with tanker owners being the early adopters.

Part of this expansion included landmark deals with some major names in the industry.

Hapag Lloyd signed a five-year deal for the use of Fleet Xpress by all the vessels it manages internally.

Shipmanager Wallem Group also agreed to phase-in the use of Fleet Xpress on board the vessels it manages, showcasing a move from shipmanagers towards whole fleet deals, rather than a focus on groups or individual vessels.

Growth is not without its perils. Inmarsat's prime position as a satellite communications enabler also carries the risk of increased and ultimately inevitable attempts to carry out cyber-attacks.



Sukawaty, left, and Pearce: challenge is demonstrating the resilience of Fleet Secure and other prospective future products.

The company also stopped the provision of one of its satellite communication platform after US security research company IO Active found it was vulnerable to potential remote attacks.

Amid increasing concerns about the vulnerability of digital systems to cyber-attacks, Inmarsat launched its Fleet Secure product, which it touted as the “industry’s first and only fully-managed service to detect vulnerabilities, respond to

threats and protect ships from widespread cyber-attack”.

The challenge of Mr Sukawaty and Mr Pearce is demonstrating the resilience of this and other prospective future products it launches against potential cyber-attacks.

While the expansion continues, Inmarsat’s maritime business maintains its dominance internally.

Out of the company’s five core segments that Mr Pearce and Mr Sukawaty oversee, maritime claimed

the biggest share of the company’s earnings before interest, taxation, depreciation and amortisation for the first nine months of 2017, accounting for 59%.

Although company profits for the first nine months of the year fell from \$176.3m in 2016 to \$149.6 in 2017, maritime ebitda dropped by just 2% to \$333.5m.

Both Mr Sukawaty and Mr Pearce also appeared in the Top 100 in 2016, while Mr Sukawaty also featured in 2015.

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8

ROBERT BUGBEE / EMANUELE LAURO

SCORPIO

Powerful shipping duo demonstrate the art of staying relevant

ROBERT Bugbee and Emanuele Lauro, president and chief executive, respectively, of Scorpio Group, are joined together in this year’s Top 100, the same way they teamed up in real life as co-founders of their shipping empire.

It is also fitting for Mr Bugbee to be recognised as one of the few shipping executives from the old guard who is today as relevant

– or perhaps even more influential – as he was 10 years ago.

Consider some of Mr Bugbee’s contemporaries and where they are now. Morten Arntzen was unceremoniously forced out of OSG; Peter Evensen and Gerry Wang retired from Teekay and Seaspans, respectively. As for Peter Georgiopoulos, his sphere of influence has shrunk since he

stepped out of Genco and was voted out of Aegean Marine.

Not so for Mr Bugbee, who seldom misses an event in New York to share his wit and insight as an executive who still matters.

In fact, the two public Scorpio entities, Scorpio Tankers and Scorpio Bulkers, are bellwethers in their respective industry segments, product tankers and dry bulk carriers.



Bugbee, left, and Lauro: teamed up as co-founders of their shipping empire.



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And they both made news in 2017. Scorpio Tankers showed it is possible to execute a large-scale shipping M&A deal using shares instead of cash as your primary currency. Scorpio issued 55m shares – valued at \$228.8m the day the deal was announced – and just \$42.2m in cash to acquire 27 vessels from Navig8 Product Tankers.

As a condition to close the deal, Scorpio Tankers also consummated the largest shipping offering of the year, raising \$200m in gross proceeds.

Scorpio Bulkers made a few – albeit smaller – vessel acquisitions of its own. Most notable was the purchase of six ultramax vessels from Golden Ocean for \$142.5m.

However, the most audacious – and in some ways controversial – move by the company was the initiation of a \$0.02 quarterly dividend, making Scorpio Bulkers the first dry cargo company to pay a dividend. It could declare a dividend because it was also the first to reinstate regular bank loan repayments.

“We are excited to initiate a quarterly dividend, which is a reflection of our confidence in our company’s financial strength and cashflow generation and the markets in which we operate,” Mr Lauro said at the time.

He conveniently left out of his statement the fact his company had yet to post a quarterly profit in its short history.

We said last year the ultimate arbiter of a public company executive’s success or failure is the underlying stock performance. Scorpio Group has had a mixed performance in 2017, with Scorpio Bulkers having risen by 54.5% but Scorpio Tankers having fallen 25.8% through to November 24.

In all this commotion and constant change, no matter what shipping or stock markets do, and despite all sceptics, the powerful duo proved again in 2017 their ability to survive. When the cycle turns for product and bulk carriers, they may have the last laugh.

This is Mr Bugbee’s first appearance in the Top 100. Mr Lauro also appeared in the Top 100 in 2013, 2014, 2015, and 2016.

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1

SHRI MUKESH AMBANI

RELIANCE

Mumbai-based tycoon is one of the most astute and influential players in the Indian energy and shipping industry

ANYONE who follows the energy market in India will know the enthusiasm Indian oil product giant Shri Mukesh Ambani has had for the industry for the past 33 years.

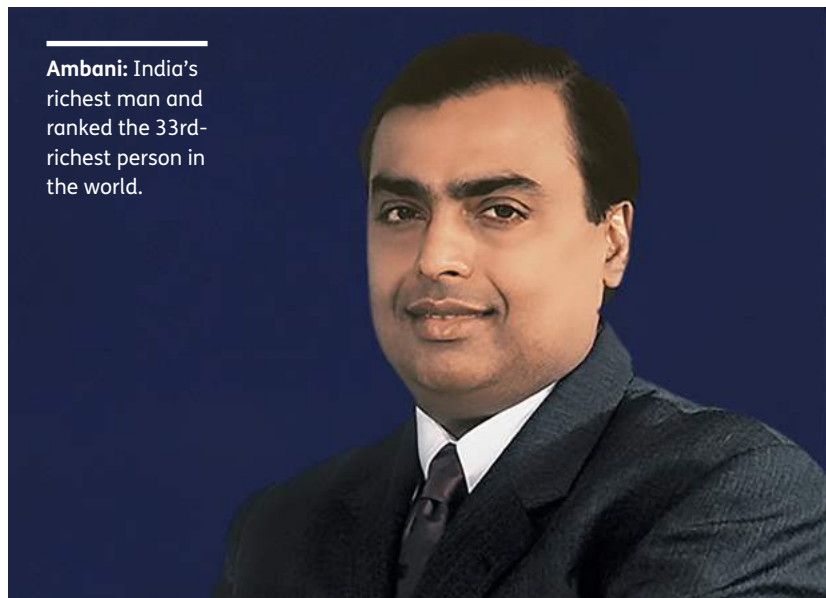
Mr Ambani’s interest run deep and wide. The sheer range of his interests, from oil and petroleum products to being one of the largest charterer of dirty tankers in the spot market and the biggest importer of US ethane gas, have insulated his billions from the vicissitudes of the oil market for which he is perhaps most famous.

Mr Ambani’s Reliance Industries Pvt Ltd, which operates two of the world’s largest oil refineries, with a capacity of 1.24m barrels per day, at Jamnagar, has completely reshaped India’s footprint in the oil market.

India produces only 0.85m barrels per day of crude domestically and needs to import vast majority of its oil in order to feed its refineries.

The refinery employs a number of crude tankers from various parts of the world, including the

Ambani: India’s richest man and ranked the 33rd-richest person in the world.



Persian Gulf, the Red Sea, West Africa, the Mediterranean and Latin American countries.

It met one-third of its crude oil requirements from Venezuela. However, due to political unrest and tension, the company has recently diversified its crude-sourcing

strategy from multiple geographies, under both short-term and long-term arrangements.

About 60% of the crude oil imports from the Middle East are performed on VLCCs and one-third of the crude is moved on suezmaxes, with the remaining

volumes coming on aframax tankers, Poten estimates.

As a vessel charterer, Reliance has booked around 200 spot trades in the period from January to September 2017, Lloyd's List Intelligence data shows.

The Mumbai-based tycoon took delivery of the last four very large ethane carriers from the South Korean yard Samsung Heavy Industries in 2017, which are now being operated by Mitsui OSK Lines.

The six state-of-the-art vessels are being employed to carry ethane from North America to India.

The 60-year-old chairman and managing director of RIL, with a net worth of \$36.5bn, is India's richest man and ranked the 33rd-richest person in the world by Forbes List 2017. His overall persona is such that where he leads, others in the industry follow.

According to this year's BP Energy Outlook, India's consumption of

energy in transport will grow by 5.8% a year by 2035, and oil will remain the dominant fuel source, with a 93% market share in 2035.

The rise of India is expected to bring a long-run acceleration of oil imports and refined petroleum product exports from the country and Mr Ambani seems set to benefit from this growth.

Mr Ambani also appeared in the Top 100 in 2011, 2012, 2013, 2014, 2015 and 2016.

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NEW

JEREMY WEIR

TRAFIGURA

Australian executive continues to expand the commodities trading giant

JEREMY Weir is in charge of one of the largest physical commodities traders in the world, which boasted gross profits of \$1.2bn in the first half of their financial year, an increase of 6% over the same period in 2016.

That wealth is reflected in its swish offices in Geneva, where 53-year-old Mr Weir is based. He has been chief executive since March 2014.

The company is expecting further growth, with average daily volumes of oil and oil products to exceed 5m barrels in financial year 2017, which ended in September, up from 4.3m barrels a year earlier.

Given the optimism in traded volumes, Trafigura announced a massive tanker order worth \$1.35bn.

In June, it said a firm order for 22 new oil and product tankers, with an option for 10 more, had been placed at yards in Korea and China through an Asian financial partner. The vessels will be delivered from the end of 2018 through to 2019.

Trafigura has also opened Myanmar's largest products terminal this year, allowing larger clean tankers to bring shipments from Singapore and India.

Even dry bulk flows are increasing as iron ore output from Brazil ramps



Weir: finds it particularly gratifying to see strong and profitable growth in dry bulk.

up. Its fixtures rose to 44 this year to November from 32 in 2016, according to Clarkson's data.

Mr Weir said it was "particularly gratifying" to see strong and profitable growth in dry bulk, signalling investments made since 2010 were paying off.

Trafigura moved 30m tonnes of dry bulk commodities in financial year 2016. It has 45 to 50 vessels on time-charter at any one time and a further 45 to 50

on voyage charter, half of which are for internal requirements.

Trafigura is one of 14 founding members of the Global Maritime Forum launched this year to discuss industry-wide challenges. The forum, a non-profit organisation, will also make recommendations for action, with an inaugural summit to be held in 2018.

This is Mr Weir's first appearance in the Top 100.



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6

TADAAKI NAITO

NYK

President sees Japanese shipping group map out plans to expand into various peripheral businesses

NIPPON Yusen Kabushiki Kaisha president Tadaaki Naito described deteriorating market conditions for the shipping industry last year as a “perfect storm”: the Baltic Dry Index recorded the lowest spot rates in its history, and a major South Korean company declared bankruptcy.

NYK’s bottom line was hit hard. The company posted consolidated revenues of ¥1.92tn (\$17.05bn) in fiscal 2016, an operating loss of ¥18bn, and recurring profit of ¥1bn. It also recorded a loss attributable to shareholders of the parent amounting to ¥265.7bn.

But the company has come out fighting. Its ‘Beat the Crisis’ strategy sets out a plan to overcome the current difficult conditions and build a foundation for new growth. The headline news: the integration of its container business with two other Japanese shipping companies, Kawasaki Kisen Kaisha and Mitsui OSK Lines.

The new joint venture, which is expected to begin full operation in April 2018, will have the world’s sixth-largest container shipping fleet. Mr Naito says that will help the company to remain competitive on the global stage as global shipping alliances accelerate.

He dismissed market rumours that NYK plans to withdraw from the container shipping industry altogether, since it will spin off the container shipping operations into the joint venture.

“That is absolutely not our intention. Ultimately, the goal of the integration is to secure a more competitive footing in the industry,” said Mr Naito.

“The outlook for the container shipping industry is promising, with growth forecast at over 3% annually. We will make sure to bolster container shipping



Naito: dismissed market rumours that NYK plans to withdraw from the container shipping industry entirely.

operations as a core business of the NYK Group,” he added.

Meanwhile, NYK intends to expand into various peripheral businesses. Among many examples is liquefied natural gas, which is attracting attention around the world as an energy source that is more environmentally friendly than other fossil fuels, according to Mr Naito.

“The NYK Group has been transporting LNG by tankers for many years, but more recently, NYK has commissioned vessels that are fueled by LNG, enabling shipping services that meet the needs of customers who are highly conscious of the environment,” he said.

The company is further promoting the use of LNG, including sales and marketing of LNG fuel, and bunkering

operations for supplying LNG fuel to vessels that use it, he added.

Diversity and workplace reforms are high on the list of NYK’s future aspirations, Mr Naito said. Three decades ago, the vast majority of the NYK Group’s employees were Japanese. Now about 85% of the approximate 50,000 shoreside and seafaring employees come from outside Japan.

“In order to draw on the capabilities of all these employees, we place importance on fairly evaluating and promoting personnel regardless of their nationality or gender,” he said.

The company is currently focusing on workplace reforms, such as shortening working hours.

Mr Naito also appeared in the Top 100 in 2015 and 2016, while NYK appeared in the Top 100 in 2010, 2011, 2012, 2013 and 2014.

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5

KRISTIN HOLTH

DNB

Bank's head of shipping has been playing a poor hand well

KRISTIN Holth, DNB's head of shipping, is faced with an impossible task: to focus on serving her shipping clients as the bank continues its rapid retreat from shipping and oil-related industries.

In a way, she will act as an unofficial ambassador of a once-dominant cohort of European banks serving the shipping industry, as it tries to regain its footing.

Ms Holth's strategy is straightforward. When she was asked a few months ago what the shipping banker of tomorrow will be, she said: "One who knows the clients well but also knows the capital markets well to source the funds."

In her vision of the future, a banker should be ready to offer a diverse range of services,

just as a shipowner will seek a diverse source of funding.

"You have to ask what kind of capital should the [shipping] companies have," she said.

"I think you must have access to many sources, not being dependent on one bank, or being dependent on only banks.

"But if it's a Chinese lease or bond markets, or use of equity markets on a regular basis, to have access to various funds when the pockets are open, now that's a good financial strategy.

"As for us, the bankers, we have to be there to be their broker and to find the good sources [of funds] for them. Our role has to be much more sophisticated."

DNB is still the largest lender in shipping, but it has managed

to hold the top position only because its shipping portfolio has not been shrinking as fast as that of the competition.

Based on recently released figures from the bank, its shipping and oil-related loan portfolios stood at \$25bn in September 2017, compared to \$29bn at the end of 2016, and \$38bn at the end of 2014.

Ms Holth was recently promoted to being global head of ocean industries at DNB, which includes her old brief of shipping, offshore and logistics, as well as seafood industries.

But her expanded responsibilities come with a twist. The bank just announced that \$10bn of shipping and oil-related loans will be transferred to a separate "non-core" division, with the task to be divested as soon as possible.

In other words, 40% of DNB's shipping and oil-related loans are deemed non-core, either because they are distressed (approximately 30%) or because they do not generate adequate margins.

Perhaps that is why Ms Holth wondered at a recent industry forum whether banks would continue financing 70% of the capital for the industry (as they have done for the past 10 years), or whether the new market share would be more like 30% five years from now.

It remains to be seen what the exact figure will be. Until then, Ms Holth intends to stay in her role, serving "an industry that is global, dynamic, and full of colourful characters".

She added: "You have to be on top of macro trends, global trends, shipping trends; it inspires you to really learn something new every day."



Holth: expanded responsibilities as global head of ocean industries at DNB come with a twist.

Ms Holth also appeared in the Top 100 in 2016.

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3

EIZO MURAKAMI

K LINE

President and chief executive focuses on improving financial structure and stabilising business base

KAWASAKI Kisen Kaisha will celebrate its 100th anniversary in 2019 and president and chief executive Eizo Murakami has been busy implementing reforms to keep the company ahead amid rough seas.

In a show of his resolve and willingness to act quickly to changing circumstances, K Line said: “With much regret, we decided not to pay both interim and year-end dividends in FY2017, given the urgency in improving our financial structure and the stabilisation of our business base.”

With a slower-than-expected pace of recovery, K Line lowered its forecast for full-year net profit by 59.5% to ¥8.5bn (\$74m) from the previous forecast made in July. The forecast for operating revenues was lowered by 1.6% to ¥1.14trn.

Mr Murakami also has in place a new management and medium-term plan called ‘Revival for Greater Strides’ in the run-up to the 100th anniversary. The plan aims to create and enhance corporate value by technological and business model innovation; build a business portfolio resilient against market swings; and maximise strength to ensure competitiveness.

To achieve those aims, K Line aims to control the estimated maximum losses within consolidated shareholders’ equity and pursue stability and growth, and it is introducing performance indicators that emphasise securing returns for business risk.

As part of rebuilding its portfolio, the group sold off its Hamburg-headquartered heavylift operator SAL and agreed in-principle to participate in the owning and chartering of floating production storage and offloading vessels for oil production in Ghana.

The group is also looking to expand its stable income



Murakami: K Line has undertaken several environmental protection initiatives under his leadership.

business, and has inked a long-term contract to transport steam coal for Tenaga Nasional in Malaysia. It has forecast ordinary income from stable income businesses to grow to ¥27bn in FY2017 from ¥25bn in FY2016.

In another major move, K Line is combining its container shipping business with MOL and NYK to form Ocean Network Express, or ONE. On track to start services in April 2018, it is expected to help the three compete more effectively as ONE amid harsher market conditions due to mergers and acquisitions, realignment of alliances, on-schedule delivery of new vessels.

In other rationalisation moves under Mr Murakami’s leadership, K Line plans to reduce the dry bulk fleet by 31 ships by its centenary year, while the number of ro-ro carriers will be reduced by 11.

However, it plans to add another eight vessels to its LNG fleet, amid expected stronger demand for LNG when the global sulphur cap of 0.5% comes into effect in 2020.

The company has also been involved in several environmental preservation initiatives under Mr Murakami. These include deployment of larger vessels, introduction of energy saving technologies, as well as slow steaming, resulting in K Line meeting its carbon emissions reduction target ahead of schedule.

Having joined K Line in 1975, Mr Murakami held a series of increasingly senior positions, such as senior managing executive officer and representative director, for the containership, port business and car carrier businesses.

Mr Murakami also appeared in the Top 100 in 2015 and 2016, while K Line appeared in the Top 100 in 2010, 2011, 2012, 2013 and 2014.

TOP
10

IN MARINE INSURANCE 2017

Taking a look at the very best global insurance power-brokers and some relative newcomers making their mark



01 / DIETER BERG, SENIOR EXECUTIVE MANAGER, GLOBAL MARINE PARTNERSHIP, MUNICH RE AND PRESIDENT OF IUMI

DIETER Berg is a sector heavyweight twice over, on account of being both senior executive manager marine at Munich Re, one of the world's largest marine reinsurers, and president of the International Union of Marine Insurance. In this year's address to the trade association's annual conference in Tokyo, he warned that digitalisation is transforming marine insurance, and mere human beings must hold their own by offering expertise, service, and continued client relationships.



02 / MARCUS BAKER, HEAD OF GLOBAL MARINE, MARSH

AS HEAD of the global marine practice at Marsh, Marcus Baker remains one of the world's most influential marine brokers. One of his key focuses this year has been disruptive technology, and he has highlighted the potentially revolutionary consequences of blockchain for cargo processing.



03 / HANS-CHRISTOPH ENGE, MANAGING PARTNER, LAMPE & SCHWARTZE

WHILE Bremen-based Lampe & Schwartze does not garner extensive publicity in the Anglophone media – or in the German-language media, come to that – it is almost certainly the largest provider of insurance cover to German owners, and probably one of the most important players in all of Europe. The firm dates back to 1858 and is rooted in shipping, although it has long since diversified into other areas. Mr Enge seems to be the man heading up its current shipping efforts, according to our German contacts.



04 / ANDREW BARDOT, INTERNATIONAL GROUP OF P&I CLUBS

AS A 'civil servant' to P&I clubs as a whole, Andrew Bardot plays a key role each year in negotiating the world's largest reinsurance contract, in the shape of the IG's pool reinsurance programme. A trained lawyer in post since 2006, he frequently represents the sector in negotiations with governments and international bodies.



05 / LEE MEYRICK, CHIEF EXECUTIVE, GLOBAL MARINE SPECIALTY, AON

LEE Meyrick last featured on this list in 2015, when he emerged as chief underwriting officer for marine at the then-freshly minted XL Catlin. Seeing through a merger on that scale, we noted at the time, would be a big job for anybody. But Mr Meyrick is obviously a man who relishes a challenge. He has now gone over to Aon, where he acts as chief executive for global marine specialty.



06 / AGNES CHOI, CHIEF DISTRIBUTION OFFICER, AXA, AND VICE-CHAIRMAN OF IUMI

THERE really are some people who work in marine insurance and who are not white middle-aged men in suits. One of them is Agnes Choi, chief distribution officer at AXA Hong Kong. She has worked there since 2012, after 18 years with HSBC's Asia insurance unit. Ms Choi also sits on IUMI's executive committee, as one of the organisation's multiple vice-chairs.



07 / ALAN WILSON AND PAUL JENNINGS, JOINT MANAGING DIRECTORS, NORTH P&I CLUB

NEWCASTLE-based North of England Protection & Indemnity Association – colloquially, simply the North Club – were the winners of the Insurance Day Maritime Insurance Award at the 2017 Lloyd's List Global Awards. Among other factors, the judges cited Standard & Poor's decision to raise its assessment of the group's capital adequacy to AAA. Overall tonnage grew by 7% with a 99% retention rate. "North led the P&I market on loss prevention and risk management issues around cyber resilience and crew competence," they added.



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08 / GAVIN WALL, UNDERWRITER, ASCOT

EVERYBODY enjoys the approbation of their professional peers, and Gavin Wall takes his place on this list after he emerged as the sole marine underwriter on a list of the top 10 London underwriters in all disciplines, as voted in a poll of brokers and underwriters. He has worked for Ascot since commencing his career in 2003, and his specialism is cargo underwriting.



09 / ROB MCADAMS, CHIEF UNDERWRITING OFFICER FOR MARINE INSURANCE, XL CATLIN

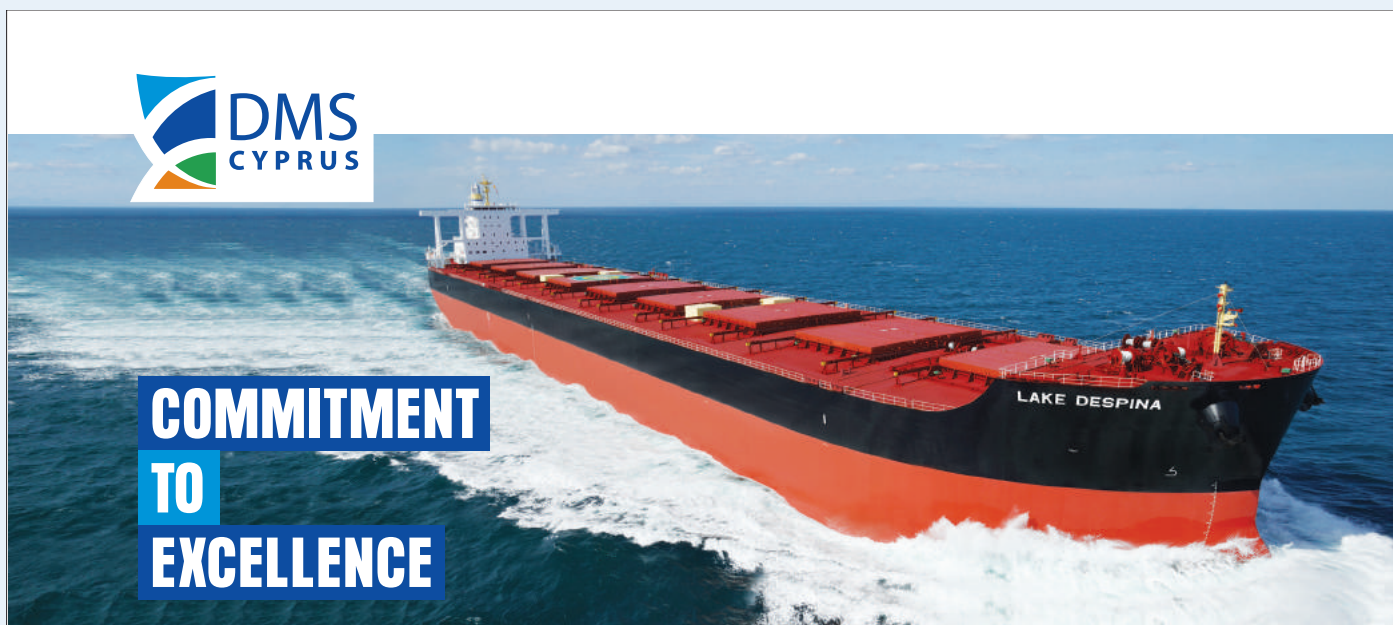
ROB McAdams is now doing Lee Meyrick’s old job at XL Catlin, which in terms of volume of its marine premium is one of the largest Lloyd’s syndicates. He started with the pre-merger XL Group in 2000, and has worked in marine classes including hull, ports and terminals, and global marine and upstream energy liabilities. Prior to that, he was with Reliance National in New York.



10 / ALISTAIR RIVERS, GLOBAL HEAD OF MARINE AND TRANSPORTATION, LOCKTON

ANOTHER person changing jobs this year has been Alistair Rivers, who last October took over as global head of marine and transportation at Lockton, moving over from Willis, where he worked in a range of senior capacities. The broker has acquired Italian P&I broker PL Ferrari, and taken minority stakes in Singapore’s LCH and Turkey’s Integra, and is promising a big push on the marine space. Rivers is the man charged with delivering the goods.

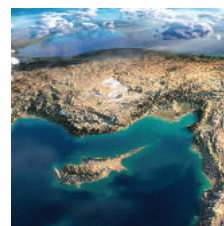
The Top 10 in marine insurance list is collated by the Lloyd’s List editorial team and considers a mixture of traditional power-brokers in an insular niche, and those doing noteworthy things within it.



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PETROS PAPPAS

STAR BULK

Shipowner has become a public advocate for the introduction of mandatory slow steaming

PETROS Pappas, the outspoken chief of Star Bulk, fits well in his new role as an environmental activist.

While the industry is grappling about how to comply with the new IMO emission regulations that will take effect in 2020, Mr Pappas proposes a simple yet pragmatic solution: Go slow.

He has publicly advocated the introduction of mandatory slow steaming, for an immediate reduction in emissions.

“The industry is tasked with cutting emissions by about 42% before 2050, but you can have less emissions within the next day, of 17%-25%”, Mr Pappas said. “In 2050? I am going to be 97 by then.”

His proposal is not without merit and has garnered some support within the industry, even if slow steaming is more associated with market downturns.

Advocacy aside, Mr Pappas has been busy with his day job of running one of the largest dry cargo companies listed in New York.

On the investment front, Star Bulk’s fleet currently numbers 74 vessels on a fully delivered basis (including three new building vessels slated for delivery in 2018).



What is more important, Star Bulk became a net buyer of vessels in 2017 with the acquisition of four modern vessels, minus the disposal of two older units. This marks the first time the dry cargo specialist grew its fleet since 2014.

On the capital markets front, Star Bulk raised \$51.5m in a private equity placement in early January, followed by \$50m in baby bonds in November maturing in 2022. The baby bonds refinanced an existing issue and effectively pushed back their maturity by three years.

Meanwhile, on the operational front, Star Bulk continued seeking ways to cut dollars by running a lean organisation (with arguably among the lowest operating costs

among its competitors). It also announced the establishment of a new in-house trading unit in Geneva, seeking to expand the cargo flow for its kamsarmax, ultramax, and supramax fleets.

The back drop of all above activities is vastly improved freight markets, with Star Bulk being poised to return to profitability in the fourth quarter of 2017.

As he is closing in on another busy year, Mr Pappas is showing no signs of slowing down. And he is not going to wait until 2050 to bring home the bacon for his shareholders.

Mr Pappas also appeared in the Top 100 in 2013, 2014, 2015 and 2016.

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DENNIS WASHINGTON

SEASPAN

Majority shareholder is still calling the shots at world’s largest independent containership owner

DENNIS Washington has kept a low profile in the shipping industry since he and his family founded Seaspan Container Lines in 1999 and started ordering new vessels.

Since those early days, it was Seaspan Corp co-founders Gerry

Wang and Graham Porter who became the public face of the company. Although Mr Washington never held an official position, he remains Seaspan’s largest shareholder. He owned a 37.3% stake as of February 2017.

The billionaire industrialist is also the controlling shareholder of the Washington Companies, which has investments in railways, mining, environmental remediation, aviation technology and other infrastructure businesses in North America.

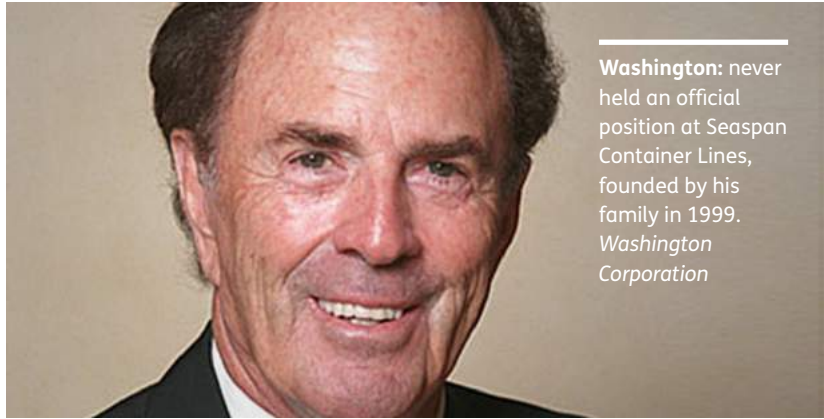
Mr Washington's son Kyle, who was also a co-founder of Seaspan, has served as chairman or co-chairman from May 2005 until July 2017. However, like his father, he kept largely out of sight as Seaspan grew rapidly to become the world's largest independent owner of containership tonnage.

Mr Wang, who was born in China but met the Washington family when he moved to Vancouver, developed a new business model that was based on ship investments backed by long-term charter commitments from blue-chip lines. That contrasted with the speculative ordering strategy of German KG funds, which has since been discredited.

However, Mr Wang's luck changed in 2016 when Hanjin Shipping collapsed, leaving Seaspan with hefty unpaid charter bills and some disgruntled shareholders.

That may have forced the hand of the Washington family to take decisive action. First, Mr Porter left and then, in the middle of 2017, Mr Wang announced his retirement.

The Washington family appointed accomplished corporate executive David Sokol to the board, where he



Washington: never held an official position at Seaspan Container Lines, founded by his family in 1999. *Washington Corporation*

now serves as chairman, to act as temporary rainmaker and to lead the search for new leadership.

True to his mission, Mr Sokol swiftly hired Bing Chen as the new chief executive, an appointment that will be effective as of January 2018.

Mr Chen has previously held executive positions in China, Europe and the US and, most recently, at BNP Paribas (China), where he was chief executive.

From 2011 to 2014, he was general manager for Trafigura's Chinese business operations, where he ran commodities trading in the country. Other roles have included positions in banking and aircraft leasing.

Despite the recent upheavals, Seaspan remains the world's largest independent containership charter-owner, with a managed fleet of 110 vessels with total capacity of 900,000 teu, including five newbuildings scheduled for delivery in 2018.

Counterparties include some of the top names in the industry. Seaspan has also returned to profitability, reporting net income of \$117m for the first nine months of 2017.

This is Mr Washington's first appearance in the Top 100. Mr Wang appeared in the Top 100 in 2010, 2011, 2012, 2013, 2014, 2015 and 2016.

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IVAN GLASENBERG

GLENCORE

The competitive chief executive has seen a return to profits in the first half and is already eyeing growth markets

GLENCORE'S chief executive Ivan Glasenberg wants to cash in on the growing grains trade, as well as the excitement surrounding electric cars.

And that is great for bulker demand.

Glencore, one of the world's largest commodity traders, said it was eyeing a possible takeover of grains giant Bunge to boost its share in the US agricultural market and had made an informal approach. However, Bunge rebuked this claim, saying it was in no such discussions with the trading house.

Mr Glasenberg, a South African who lives in Switzerland, has been described as competitive.



Glasenberg: company is well-positioned to capture the new demand opportunities.

He sees growth in copper, cobalt, and nickel for use in batteries as more electric vehicles are produced.

The chief executive said his company, which also produces these commodities, was well-positioned to capture the new demand opportunities, enhancing value for shareholders.

Glencore returned to profit in the first half versus a loss in the corresponding period last year.

But it has cut its coal production guidance twice this year to 124m tonnes for 2017 from an

original target of 135m tonnes; the most recent reduction related to industrial action at its Australian mines and weather-related disruptions in Colombia.

It was also exposed in the Paradise Papers scandal on various topics including its secret shareholding in SwissMarine, a vessel owner and operator in the dry bulk realm.

The investment in SwissMarine was not widely disclosed for “commercial reasons”, Glencore said in a statement. Its stake in the company is 47%.

Earlier this year, Pangaea Logistics Solutions bought out Glencore’s 50% stake in two ultramax bulker newbuildings that had been jointly ordered more than three years ago.

Glencore is also involved in shipping through ST Shipping, mostly for tanker trades, though, which may benefit from Mr Glasenberg’s nomination to the board of Russia’s oil and refining company Rosneft.

Mr Glasenberg also appeared in the Top 100 in 2010, 2011, 2012, 2013, 2014, 2015 and 2016.

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SERGEY FRANK

SOVCOMFLOT

President Putin, or whoever makes the personnel decisions in Moscow, has no obvious reason to be displeased with what the chief executive has delivered so far

UNUSUALLY for a shipping chief executive in this day and age, Sergey Frank – who calls the shots at Russia’s state-owned tanker giant Sovcomflot – is a political appointee.

The former transport minister has held his current position since 2004 and, while it can be difficult to read SCF from the outside, will presumably continue to do so for as long as the Kremlin human resources department wants him to stay in post.

However, president Putin, or whoever makes the personnel decisions in Moscow, has no obvious reason to be displeased with what Mr Frank has delivered so far.

Legally speaking, SCF is a joint stock company with a single shareholder and, from that perspective, commercial performance has been reasonable.

Profits for full-year 2016 and the first half of 2017, while both substantially down, compared favourably with sector peers, many of whom are now making losses.

While Mr Frank does not exactly court publicity, some details about him are in the public domain. We do know, for instance, that he



Frank: has held his current position since 2004.

was born in Novosibirsk in 1960, is married, and has two sons.

In his early career, he worked as chief financial officer of Far East Shipping Co, chairman of state airline Aeroflot, and then director of Novorossiysk Shipping.

With that sort of background, his credentials were perfect to become minister of transport under Boris Yeltsin’s presidency in the 1990s, as Russia underwent its traumatic transition to capitalism.

He stayed in that post for four years after Vladimir Putin took over in 2000, before switching to his current employer.

Mr Frank’s leisure preferences include classical music, particularly the Russian composers Pyotr Tchaikovsky and Sergei Prokofiev, although he has expressed a liking for UK rock acts Genesis and Sting.

Mr Frank also appeared in the Top 100 in 2010, 2011, 2012, 2013, 2014, 2015 and 2016.

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Ikeda: aiming to provide “stress-free” services to customers.



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4

JUNICHIRO IKEDA

MITSUI OSK LINES

President and chief executive's vision for the MOL Group targets ordinary income of \$1.3bn-\$1.8bn by 2027

IN his third year as Mitsui OSK Lines' president and chief executive, Junichiro Ikeda has decided to abandon the three-year planning cycle used in the past, which may prevent management from responding flexibly to the current rapid changes in the business environment.

He believes what might be more effective is a broad philosophy that considers what the company should look like in 10 years, where careful consideration goes into the investments to be made, including building vessels, rather than letting current market conditions and supply and demand trends dominate thinking.

This has translated into 'The Vision for the MOL Group Ten Years from Now', which targets an ordinary income of ¥150bn-¥200bn (\$1.3bn-\$1.8bn) by 2027 and gearing ratio of 1.0 times.

Under that vision, the group aims to provide “stress-free” services to customers; develop environment and emission-free businesses into one of its future core businesses; and strategically allocate resources to carefully selected businesses that have a competitive edge.

To provide stress-free services to customers, MOL will emphasise marine technical skills beyond analysing big data to support safe operations to pursue “visualisation of marine operations”, such as real-time monitoring of data on ship engines and identification of specific conditions to ensure maintenance and replacement of parts can be conducted before any problems arise.

On developing environment and emission-free businesses as one of the group's core businesses in the future, MOL is looking at the installation and maintenance of offshore wind power generation facilities, as well as the operation of LNG-fueled vessels and LNG fuel supply operations, which will hopefully contribute to reductions in carbon emissions and develop a synergy with existing businesses to expand the scope of operations.

Not stopping there, Mr Ikeda believes the past business of investing in vessels to operate under long-term transport contracts will not be enough to generate returns that significantly surpass the market average.

The earnings outlook for

the next three years dictates investing only in top-priority projects and opportunities that offer high and stable returns, and chartered-in and secondhand vessels can be an effective option to limit cash outflows.

“Although we expect to generate a negative free cashflow over the next two fiscal years, we expect these measures to turn it around to a positive cashflow in fiscal 2019,” he said.

The group has moved ahead in the plan to merge its container shipping business, where it has become more difficult to maintain a competitive edge, with NYK and K Line. The company, called Ocean Network Express, or ONE, is due to start operations in April 2018.

And Mr Ikeda should know, having risen through the ranks from 1979 to head its liner division in 2010.

He went on to become a director and senior managing executive officer in 2013, before assuming his current position in 2015.

Mr Ikeda also appeared in the Top 100 in 2015 and 2016, while MOL appeared in the Top 100 in 2010, 2011, 2012, 2013 and 2014.

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4

FABIO SCHVARTSMAN

VALE

Chief executive's cost-lowering measures aim to make the Brazilian mining company more profitable

AROUND six months into his role as chief executive of Brazil's largest miner Vale, Fabio Schvartsman is certainly making his presence felt.

Mr Schvartsman's appointment coincided with moves in the company to phase out a complex shareholder pact that has been in place for the past 20 years and merge the company's two classes of stock into a single entity.

Vale now has a new structure, which reduces the influence of the Brazilian government in its management and makes it more attractive to international investors.

Although it is unfair to expect from someone who is so new to the position to deliver much, the 63-year-old chief is already changing the landscape of the company.

Mr Schvartsman reformed Vale's capital allocation policy and is also fine-tuning the cost-cutting strategy by calling a halt to several projects, such as the expansion of a nickel mine in Canada, as they were unlikely to generate good returns.

Under the new head, the miner posted a fourfold increase in profits to \$2.23bn in the third quarter of 2017, mainly because of China's hunger for more high-quality iron ore.

Mr Schvartsman commented on the first results fully under



Schvartsman:
fine-tuning the
cost-cutting
strategy.

his management, saying: "This is a new phase for Vale in terms of efficiency, sustainability and corporate governance."

In line with its strategy of boosting its balance sheet and focusing on mining operations, Vale also sold a pair of very large ore carriers of 400,000 tonnes to nominees of Bank of Communications Finance Leasing company for a consideration of \$178m.

As Vale seeks to maximise margins, it expects full-year 2017 production at the lower end of the 360m-380m tonnes guidance and is maintaining a long-term target of 400m tonnes per year.

The miner is aiming to double the amount of iron ore it blends in China next year, which – if it happens

– would boost longhaul shipments.

Mr Schvartsman joined Vale in May from Klabin, Brazil's largest paper producer and exporter, where he had been at the top spot since 2011.

He has an engineering degree and has been in several top positions, as chief executive of telecommunications company Telemar Participações and of San Antonio International, a drilling company for the oil and gas sectors.

Mr Schvartsman worked at Duratex for 10 years and in various roles at the Ultra Group spanning 22 years.

This is Mr Schvartsman's first appearance in the Top 100, although his predecessor at Vale, Murilo Ferreira, appeared in 2011, 2012, 2013, 2014, 2015 and 2016.

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MARK JACKSON

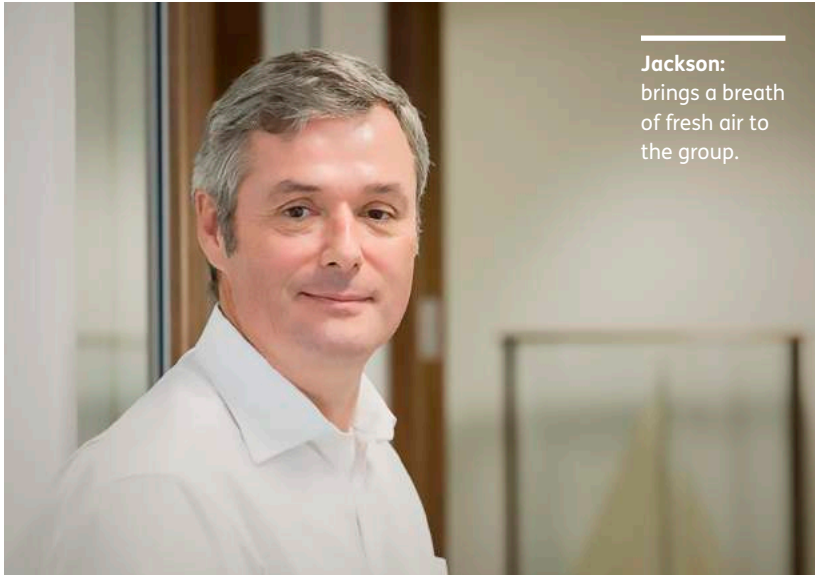
BALTIC EXCHANGE/SGX

Chief executive has been leading changes at the iconic British institution since it was taken over by the Singapore Exchange

MARK Jackson, who officially took over as chief executive of the Baltic Exchange on February 1, has been instrumental

in carrying out changes at the iconic British institution since the Singapore Exchange took it over late last year.

Many changes are afoot, such as indices reflecting bigger-sized vessels in line with general market developments. The Baltic Exchange,



Jackson:
brings a breath
of fresh air to
the group.

most renowned for its dry bulk freight indices, is also looking to expand into the containers and liquefied natural gas markets.

Mr Jackson has been keen to grow the Baltic's footprint in Asia, especially on the freight derivatives side, and the tie-up with SGX can certainly aid in that endeavour. A number of training workshops

and marketing campaigns have been held to attract new custom.

This year, to early November, 87 companies joined the Baltic Exchange, 69 of which were from Asia. That has helped liquidity in the Forward Freight Agreements market.

A new Asian Advisory Council was set up, which comprises

12 companies, from miners to shipowners, who will advise on quality of indices and routes.

Many participants in the dry bulk market had, for a long time, spoken about how slow the Baltic Exchange had been to react to market changes, even going so far as to call the institution "stuffy".

But Mr Jackson, whose previous job was chief commercial officer at shipmanager AM Nomikos, brings a breath of fresh air to the group, with his 'can-do' attitude.

He took the swift decision to close the Baltex trading platform when the London Clearing House announced it would exit from the freight derivatives space.

Mr Jackson is a keen squash player and cyclist and can be seen riding around London on his Brompton or electric bike.

This is Mr Jackson's first appearance in the Top 100. The Baltic Exchange appeared in the Top 100 in 2010, 2011, 2012, 2013, 2014, 2015 and 2016.

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NEW

STEPHEN SCHWARZMAN

BLACKSTONE

Chairman and chief executive says his private equity firm is built for the long run

STEPHEN Schwarzman, chairman and chief executive of Blackstone, is a new entrant in the Top 100, replacing US Commerce Secretary Wilbur Ross.

Mr Ross recently announced his divestment of all his shipping holdings, following the fallout from the release of Paradise Papers and the revelation of Navigator Holdings' ties with Russian petrochemicals producer Sibur.

It might be purely coincidental, but only a couple of months earlier, Hafnia Tankers, one of Blackstone's shipping holdings, had started merger talks with Diamond S Shipping, an early shipping investment by Mr Ross's investment vehicle, WL Ross & Co.

As for Blackstone's other major shipping investment, Eletson Gas, it is poised to become the second-largest liquefied petroleum gas and liquefied ethylene gas owner, behind only Navigator Gas, another shipping investment by Mr Ross.

It is fitting, then, that Mr Schwarzman is picking up where Mr Ross left off.

Mr Schwarzman is a billionaire investment manager, who co-founded Blackstone in 1985, together with Peter Peterson.

Today, he oversees a firm of nearly 2,300 employees in 25 offices worldwide, and with assets under management of \$387bn as of September 30, 2017.

The firm's investment credo is best summarised in its most recent prospectus: "Blackstone has always been managed with a perspective of achieving growth over the long term..."

"Our management has consistently sought to focus on the best outcomes for our businesses and investments over a period of years rather than on the short-term impact."

True to that form, the private equity firm has executed two major



Schwarzman: billionaire investment manager oversees a firm of nearly 2,300 employees in 25 offices worldwide.

shipping investments through its Tactical Opportunities Group, both seemingly within days of each other.

In October 2013, it entered into a \$700m strategic partnership with Eletson Holdings, to create Eletson Gas, a liquefied petroleum gas company targeting the medium-sized segment of the market.

Eletson Gas owns a fleet of six LPG carriers and five liquefied ethylene gas carriers. Its newbuilding programme consists of six additional vessels.

In the same month, Blackstone participated in a \$235m private placement to create Hafnia Tankers, in collaboration with Tufton Oceanic and Hartmann.

Hafnia, which today controls a fleet of 37 owned and five chartered-in product tankers, has long been rumoured as a candidate for an initial public offering. Its shares are traded on the Norwegian over-the-counter market.

In both cases, Blackstone's role has been that of a

partner with a private shipping company to help build scale and eventually seek a public listing on a major stock exchange.

The shipping company's management team would provide the know-how, and Blackstone would provide the capital to fund future growth opportunities.

The point man for Blackstone's shipping investments is New York-based senior managing director Jasvinder Khaira. Mr Khaira sits on the board of directors at Hafnia Tankers.

It remains to be seen if 2018 will be the year that Blackstone will begin harvesting its shipping investments.

Both product tanker and LPG markets are poised for a recovery, and Hafnia Tankers might find a fertile ground for its thus-far elusive public listing.

While this is Mr Schwarzman's first appearance in the Top 100, Mr Ross appeared in 2011, 2012, 2013, 2014, 2015 and 2016.

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4

NIKOLAS TSAKOS

TEN AND INTERTANKO

Association chairman's steady hand is evident in how his company has steered through the market troughs

NIKOLAS Tsakos seems to have been a top player in shipping for... well, forever.

He cut his teeth in the industry with the family group established by his father, Captain Panagiotis Tsakos and soon showed his interest – far earlier than most traditional shipowners – in using public capital markets.

Mr Tsakos first came to international attention in his 20s when raising funds on Wall Street for his first stocklisted venture.

Still only 54, his status in the industry has never been higher.

As chairman of the tanker owners' association Intertanko, he has a strong voice in commercial and regulatory issues affecting the sector, while he has earned high marks for steering his company, Tsakos Energy Navigation, steadily through the crisis while many other blue-chip tanker names needed bailouts to survive.

Since 2016, a total of 15 newbuildings, spanning crude, product and shuttle tankers, as well as a liquefied natural gas carriers, have been delivered to the TEN fleet.

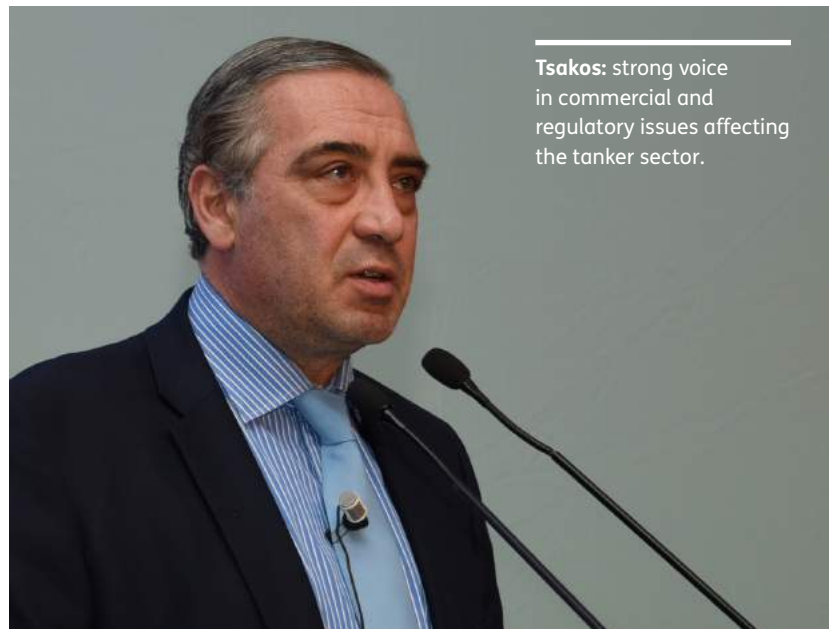
That is the largest expansion programme in a 25-year history that makes TEN the most seasoned publicly traded tanker company.

All the new ships have medium- to long-term employment, many of them marking new strategic relationships with major charterers such as Statoil and Koch.

The added business has increased projected annual revenues by 30% and brought the backlog secured for the next three years to \$1.3bn.

The company maintains well over \$200m in cash, putting it in a strong position vis-a-vis many of its peers in the sector.

Mr Tsakos has taken a traditionally prudent approach to building TEN that has subtly taken on a more industrial hue in recent years with



Tsakos: strong voice in commercial and regulatory issues affecting the tanker sector.

an increasing emphasis on close partnerships with end-users and high coverage of the fleet with lengthy periods of employment.

Currently more than two-thirds of the fleet is locked into longer-term charters, with many of the contracts including profit-sharing arrangements so the owner can also capture part of the benefits from any market increase.

Although the recent expansion has been eye-catching, it has been achieved in disciplined fashion without speculative ordering of newbuildings.

TEN's new tankers were ordered against guaranteed employment or else resales that were chartered-out later but at least did not add to the overall orderbook.

Mr Tsakos has been adamant the industry as a whole must quit its addiction to ordering speculative new tonnage at the first sniff of hope of better markets.

He told a company earnings call in November that the worst of the new delivery glut was over and he expects "2018 to be a much better year".

Mr Tsakos' trademark humour maintained that his optimistic outlook for the industry stems partly from living "in a country with a lot of sun", in contrast to a lot of other tanker owners, who are based in the north.

But the optimism is also rooted in oil demand growth and his sense that many in the industry have not yet come to grips with the implications of complying with new environmental regulations, which could lead to culling of older tonnage.

Pursuing an ambitious agenda in his second term as Intertanko chairman, Mr Tsakos is said by insiders to have built bridges with the Oil Companies International Marine Forum – Ocimf – and the two sides have been closely discussing new requirements for curbing emissions.

Other new initiatives include, at last, a representative office for Intertanko in Athens, its largest location for shipowner members.

Mr Tsakos also appeared in the Top 100 in 2012, 2013, 2014, 2015 and 2016.

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4

KENNETH HVID

TEEKAY CORP

Chief executive sees group shore up units in preparation for an upturn in the market

TOUGH market conditions in the energy-related tanker and offshore sectors should not faze Kenneth Hvid, who was appointed chief executive of Teekay Corp in January 2017, replacing Peter Evensen, who had announced plans to retire.

Mr Hvid previously headed unit Teekay Offshore Group during a period where the offshore markets were already battered by volatile crude oil prices.

“Being a part of this rich culture, working alongside 8,000-plus talented colleagues and overseeing the well-regarded Teekay brand reputation that founder Torben Karlshøj established 44 years ago is a great honour,” he told Lloyd’s List.

The newly-minted chief executive wasted no time in shoring up the group’s finances, in preparation for an eventual market recovery, with two key transactions.

For the first, the group inked a strategic venture with Brookfield Business Partners, where the Toronto-based alternative asset manager provided a substantial \$610m equity injection to Teekay Offshore Partners in exchange for 60% stake in the master limited partnership, providing the offshore unit sufficient ammunition to ride out the prolonged industry slump.

“Finding a strong counterparty that sees the opportunity in investing in our offshore franchise, at a very difficult time in the sector cycle, was a great result for us,” said Mr Hvid.

The second deal was the proposed merger between Teekay Tankers and Tanker Investments.

The share-for-share transaction would see an exchange of 3.3 Teekay Tankers share for every Tanker Investments share, and boosting Teekay Tankers’ fleet of doubled-hulled tankers to 62 from 40.



Hvid: tanker unit to focus on building scale over diversification.

“The negotiation to bring together the TNK and TIL fleets is very exciting. Tankers are Teekay’s original franchise, and having the world’s biggest, and best, mid-size fleet shows that ongoing commitment to the sector,” Mr Hvid added.

Subsequently, Teekay Tankers completed its merger with Tanker Investments at end-November after shareholders and the boards of directors at both firms approved the transaction.

The move comes after Mr Hvid said the tanker market was the most primed for consolidation, out of the group’s three business segments, with the focus to be on growing scale over diversification.

He noted back then the group’s strategy was to create larger platforms and provide better customer service and, while the markets were in a cyclical downturn, it would likely be shorter than the last one.

Despite Teekay Corp posting a \$12.6m net loss on revenue of \$500.8m for the third quarter, Mr Hvid sounded upbeat, saying there were green shoots of an energy recovery in the group’s liquefied natural gas, offshore and crude oil tanker businesses, as some of its offshore units and LNG carriers have started generating revenues.

“In the gas sector, 2017 has seen a focus on delivering and financing our large fleet of contracted LNG carriers that will generate \$6.8bn in fixed forward revenues,” he said.

“We have a great deal of pride being continually asked to support customers’ growing long-term LNG transportation needs.”

With this much being done, the group under Mr Hvid’s leadership certainly looks set to capitalise on any uptrend in the markets.

Mr Hvid also appeared in the Top 100 in 2016, while Teekay appeared in the Top 100 in 2011, 2012, 2013, 2014 and 2015.



Sohmen-Pao:
connectivity, innovation
and talent are the best
ways for the industry
to respond to changing
conditions.

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4

ANDREAS SOHMEN-PAO

BW GROUP

Chairman is living up to the maritime legacy

IT is always hard to fill the shoes of a successful family predecessor.

No-one probably knows this better than Andreas Sohmen-Pao, who, as a grandson of Asia shipping magnate, the late Sir YK Pao, has some huge shoes to fill.

However, he seems to be embracing his maritime heritage, taking over the chairmanship of the family shipping business from father Helmut Sohmen, with chief executive Carsten Mortensen helping to handle day-to-day operations.

Mr Sohmen-Pao has gone a step further by helping to promote the maritime industry in Singapore through his role as chairman of the Singapore Maritime Foundation, and to map out the city-state's maritime future by heading up the Maritime and Port Authority of Singapore's International Maritime Centre 2030 Advisory Committee.

In the report that was presented to policymakers, he noted at a time when the outlook was less certain, connectivity, innovation and talent were likely the best ways for the industry to stay responsive to changing conditions.

Looking at the wider regional perspective, Mr Sohmen-Pao noted that companies in nations along Chinese president Xi Jinping's ambitious One Belt, One Road project would want to tap in on the infrastructure being built to facilitate their cargo flows, even as Chinese firms aim to export their excess capacity, making it a two-way street.

"Shipping depends on the world economy; the world economy depends on China; China depends on the OBOR...We should wish them luck," he concluded.

At a conference during London International Shipping Week 2017, Mr Sohmen-Pao added at present, there was no other country that could replace China in growing shipping trade demand.

"Its growth rate was 10 times that of Britain's industrial revolution and 200 times its scale. Even at its lowest growth rate, China was adding an economy the size of Greece every 16 weeks," he said.

Mr Sohmen-Pao then helped the UK shipping crowd put Brexit in perspective, adding: "Things are happening in Asia on an altogether different scale. The Belt and Road

initiative will impact on two-thirds of the world's population."

In tanker markets where rates were on a softening trend, the group made waves as it jumped on the consolidation bandwagon and offloaded its fleet of 11 very large crude carriers to New York-listed DHT Holdings in exchange for \$177.36m in cash, \$256m in DHT's stock and the handing over of BW's remaining \$104.16m in debt obligations for two VLCC newbuildings.

The deal sees BW take a 33.5% stake in DHT with delivery of the vessels and the handing over of the two newbuilding contracts completed in June this year, making the latter one of the largest independent VLCC owners in the world.

BW Group has also been taking steps to enter the Indian gas transportation market, as BW LPG formed a 50-50 joint venture at end July with Global United Shipping India to own and operate gas carriers that ship liquefied petroleum gas within the nation's territorial waters.

Mr Sohmen-Pao also appeared in the Top 100 in 2011, 2012, 2013, 2014, 2015 and 2016.

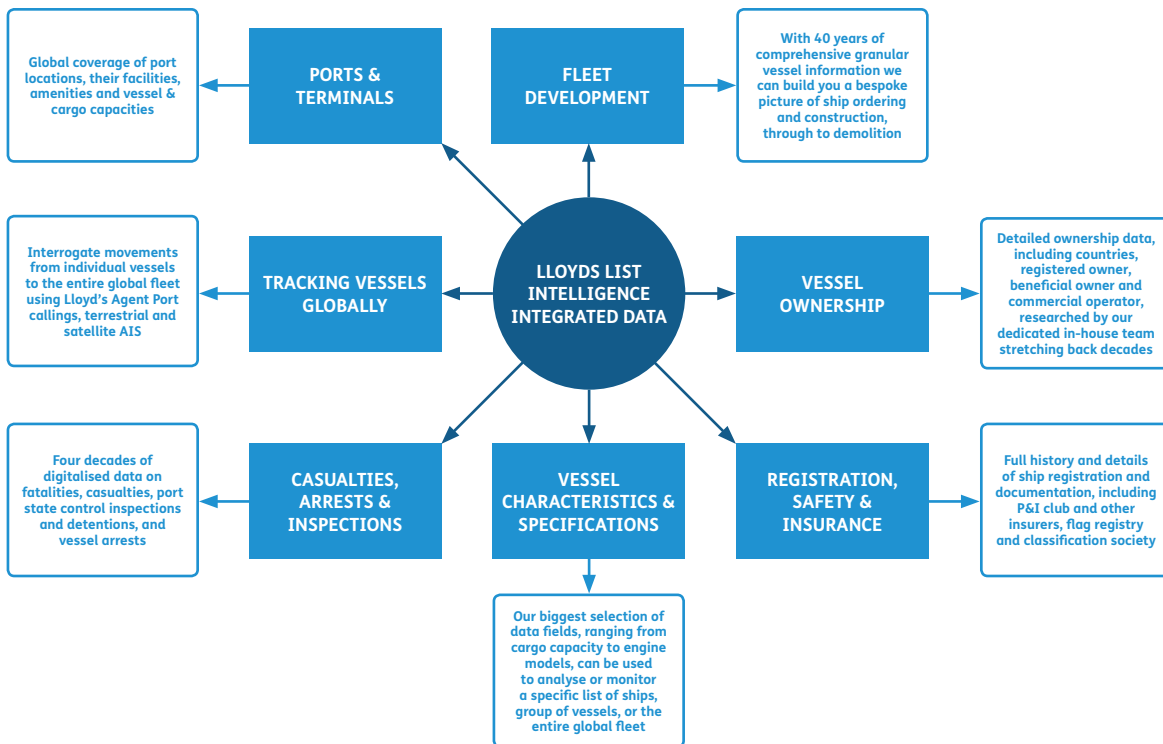


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TOR OLAV TRØIM

GOLAR AND BORR DRILLING

Chairman of LNG and offshore companies steps out of the shadow of tanker king John Fredriksen

2017 may mark the year when Tor Olav Trøim formally broke out the shadow of his ex-boss, the fabled king of tankers John Fredriksen.

Having ended a 19-year business partnership with Mr Fredriksen in 2014, Mr Trøim has focused on developing new businesses for his Golar empire across the supply chain of liquefied natural gas.

With global LNG trades set to grow at double digits on an annualised basis between 2017-2019, those efforts are apparently reaping rewards.

As supply-demand fundamentals in LNG shipping markets improve, Golar's vessels trading in spot markets are to enjoy better earnings.

The company's floating production, storage and offshore vessel *Hilli Episeyo*, converted from a 1975-built LNG carrier by Keppel with a liquefaction capacity of 2.4m tonnes per year, will begin operations off Cameroon by end-2017, to service a charter contract that will expire in the third quarter of 2025.

Perhaps to better oversee his brainchild, whose earnings prospects are growing, Mr Trøim took over the chairmanship of Golar LNG after this Nasdaq-listed vehicle's annual general meeting in September.

This is in addition to his having served as chairman of Golar LNG Partners, the master limited partnership sponsored by Golar, also listed on Nasdaq.

His success doesn't end here. Taking advantage of weak rig prices amid depressed offshore market conditions, Mr Trøim's new outfit, Borr Drilling, has been a resounding success in Oslo.

Since end-2016, Borr has raised \$1.6bn in three batches of new share issues to finance the purchase of 26 jack-up rigs, including newbuildings.

The Oslo-listed owner and operator has a straightforward business strategy: rig prices are lower or similar to where they were when the last major cycle started in 2003, so it is a good time to secure a low cost base for future offshore market recovery.

Borr's stated goal is drive consolidation via mergers or acquisitions, betting on limited downside asset risks with supply constrained by the fact that half of the global jack-up fleet is more than 30 years old.

Investors are buying this story, as evidenced by Borr's rising share price throughout this year. As of end-November, its market capital reached nearly Nkr17bn (\$2.1bn).

Surely, the good fortunes of Borr are also based on Mr Trøim's reputation as a shipping investor. His latest move is to reportedly seek equity financing in Oslo for a new bulker venture named 2020 Bulkers, partially backed by Titan Opportunities Fund.

Even as asset prices have been bottoming up for more than six quarters in this sector, an educated guess is that Mr Trøim is unlikely to face much trouble after a series of good bets.

Mr Trøim also appeared in the Top 100 in 2010, 2014, 2015 and 2016.

Trøim: former Fredriksen righthand man becomes a shipping magnet in his own right.



TOP
10

TECHNOLOGY LEADERS 2017

Taking a look at the movers and shakers of the year in maritime next-gen tech



01 / OSKAR LEVANDER, VICE-PRESIDENT OF INNOVATION, ROLLS-ROYCE MARINE

INNOVATION in autonomous shipping over the past four years has been developed almost single-handedly by Rolls-Royce, and by its vice-president of innovation, Oskar Levander. Early concepts of remote-control operation centres appealed to next-generation gamers rather than traditional vessel managers. However, trials involving a Svitzer tug in Copenhagen harbour in 2017 have commanded attention. Rolls-Royce is drawing on fresh thinking already in evidence in its aircraft engine teams. Its first Intelligent Asset Management facility has opened in Alesund, Norway, to show how the power of data can be used to optimise vessel operations.



02 / FRANK COLES, CHIEF EXECUTIVE, TRANSAS

UNDER chief executive Frank Coles, Transas has pushed discussion of maritime technology far beyond e-navigation and simulation to cyber security, digital disruption, and maritime innovation more broadly. The launch of an annual global conference – in Malta in 2017, in Vancouver in 2018 – challenges the traditional standing of shipping as an introverted, fragmented industry, and encourages a change of attitude towards technology. Transas's thesis is that ships, fleet operations, simulation and training, and vessel traffic control can all be connected into a harmonised ecosystem.



03 / REMI ERIKSEN, CHIEF EXECUTIVE, DNV GL

THE Norwegian-German class society has driven the transformation of classification on a path its peers have no option other than to follow. With a long-term view on energy demand and supply that encourages a mix of fossil fuels and renewable resources, DNV GL has stimulated research into visionary solutions that combine the use of artificial intelligence with renewables, and seek alternative fuels beyond the usual mix of LNG and biofuels. The pace of transformation has been remarkable since Remi Eriksen and Knut Ørbeck-Nilssen stepped into senior positions two years ago.



04 / JUHA KOSKELA, CHIEF EXECUTIVE, ABB MARINE AND PORTS

THE marine division of the Swedish-Swiss multinational has brought automation technology to shipping. The focus for 2018 will be the next generation of ships as 'electric, digital, connected'. Its delivery of the first fuel cell system for Royal Caribbean underlines a belief that new energy sources, such as batteries and fuel cells working alongside electric power plants, will become imperative, not just an alternative. ABB Marine and Ports has invested heavily in shoreside expertise, advanced analytics and software solutions, under chief executive Juha Koskela, who took over from Heikki Soljama in January 2016.



05 / JAAKKO ESKOLA, PRESIDENT AND CHIEF EXECUTIVE, WÄRTSILÄ

ELIMINATING inefficiency while ships transit between ports and while in port is the basis for Wärtsilä's Smart Marine Ecosystem. This upgrades asset and lifecycle management services by looking at customers' business operations to identify how the fleet can reduce waste and optimise performance. The business claims to have worked with a customer shipowner to remote-control a ship's operations by satellite from a distance of 8,000 km. A Digital Acceleration Centre to speed up innovation has been opened in Helsinki; three more are on the way.

06 / NORWEGIAN MARITIME COMPETENCE (NMK) CENTRE

THE second phase of the Norwegian Maritime Competence (NMK) centre in Alesund has opened. Supported by satcoms company Inmarsat, Rolls-Royce Marine and DNV GL, the maritime hub of the centre is part of the Norwegian University of Science and Technology campus. It is an incubator for remote monitoring equipment and the use of data analytics for real-time decision-making. It also acts as a home for one of Norway's Newton innovation labs, which have been set up to enable schoolchildren to learn STEM subjects in a practical way.

**07 / KOICHI FUJIWARA, REPRESENTATIVE DIRECTOR, CHAIRMAN AND PRESIDENT, CLASSNK**

THE Japanese class society has retained its focus for research and development in technology on analysis of hull structure, load in motion, materials and welding in addition to electronics, AI, and energy management. Medium-term projects will see a full review of rules for the survey and construction of ships, machinery and materials. Remote survey technologies, such as drones, will also feature, as will evaluation and certification technology for ships' performance while under way. Setting out rules for next-generation technology doesn't grab the tech headlines but remains critical to the industry's success.

**08 / HEGE SKRYSETH, PRESIDENT KONGSBERG DIGITAL, KONGSBERG**

KONGSBERG's company's Information Management System (K-IMS), developed for the offshore and maritime sectors, enables continuous access to data both on board and on shore by combining all data logging and communication into a single secure solution. K-IMS has been used by DNV GL in a pilot project for the new "Security Assessment of Control System Components" type approval programme. The collaboration has created a rigorous, safer regime to demonstrate the cyber-security capability of onboard systems.

**09 / DAVID KNUKEL, ROBOTICA IN MAINTENANCE STRATEGIES (RIMS)**

ROBOTICA in Maintenance Strategies uses smart drones and robotic technology to survey ships and offshore structures. Operating drones to carry out inspections in enclosed spaces reduces the time taken and improves visual records while minimising risk. RIMS this year became the first company to receive attestation from French class society Bureau Veritas to allow the use of remote inspection techniques during surveys of hull structure and mobile offshore units classed by BV.

10 / BLOCKCHAIN

THE concept, rather than any particular provider, is featured here. This digital ledger of economic transactions is slowly gaining traction in shipping, with companies such as Maersk Line and Zim trialling and testing. This year, accounting firm EY announced it was working with Microsoft, AP Moller-Maersk and others on the first blockchain platform for marine insurance. The aim is to reduce the need for contracts to be signed several times throughout the maritime journey. It is claimed blockchain will enable transparency across an interconnected network of clients, brokers, and insurers.

The Top 10 technology leaders list is compiled by the Lloyd's List editorial team and considers people and companies that are driving real digital change across the maritime industries.

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↘5

YEE YANG CHIEN

MISC

Under its president and chief executive, the company aims to sow the seeds of greater success

THE oil and gas shipping sector has seen difficult times in recent years, but MISC is looking ahead under the stewardship of president and chief executive Yee Yang Chien.

After a gruelling couple of years, the company has refocused on its core energy-related maritime services.

Its MISC2020 plan prioritises strengthening the core businesses of liquefied natural gas shipping, petroleum and product shipping, and offshore business, as well as marine and heavy engineering.

To that end, MISC has integrated its shipmanagement divisions across the group – recruitment specialist Parola Maritime Agency Corp, global energy logistics provider MISC Bhd, and petroleum shipping company AET Shipmanagement – into a single entity called Eaglestar.

In September, MISC sold its 45% stake in Centralised Terminals, which provided tank terminal facilities to the oil, gas and petrochemical industry, to Dialog Group for RM193m (\$46.7m).

Its fleet modernisation programme saw the delivery of its second and third Moss-Type LNG carriers in January and July, respectively, as well as two new



Yee: has made sustainability integral to MISC's overall agenda.

Total-chartered long range two vessels in June for subsidiary AET.

The focus on core business saw MISC reverse declining earnings in the first half to report a more than quadruple year-on-year net profit to \$164m in the third quarter, due to much stronger contributions from its LNG and offshore businesses.

The improved performance was helped by the start of leases of three new LNG vessels.

MISC has a fleet of more than 114 owned and chartered-in LNG, petroleum and product carriers, as well as 14 floating facilities.

Mr Yee rose through the ranks to be MISC's chief operating officer in

2013. In early 2015, he assumed his role as the company's top executive, succeeding Datuk Nasarudin Md Idris.

During his tenure, Mr Yee has made sustainability integral to MISC's overall agenda and, in 2017, the company made good on its pledge to shift towards LNG as its preferred marine fuel.

In line with the green shipping agenda, AET is developing its fleet of LNG dual-fuel aframax and shuttle tankers. It aims to use LNG fuel for more than half of its fleet in the future.

Mr Yee also appeared in the Top 100 in 2015 and 2016.

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↘5

JEAN-SÉBASTIEN JACQUES

RIO TINTO

The French chief executive continues to reshape the mining giant

RIO Tinto's chief executive Jean-Sébastien Jacques prefers to be called JS.

The cool Frenchman, who has just moved to Sydney from London, is very much driving change in

the industry, improving the image of mining wherever he goes.

At a mining conference in Australia in September, Mr Jacques spoke of how the sector was in vogue, seen by the young to be "as trendy as tech".

Even his teenage daughter one day announced she wanted to be a geologist, the executive said, with a broad grin.

Having taken the top spot last year in challenging times,



Jacques:
improving the
image of mining
wherever he goes.

Mr Jacques has been busy fine-tuning operations.

At the end of last year, two executives related to the botched Simandou iron ore project in the West African nation of Guinea were dismissed because they were seen to have breached Rio's global code of conduct.

The miner agreed in principle to sell its stake in the project to China's aluminium producer

Chinalco for more than \$1bn but the deal has yet to finalise.

While its dwindling exposure to Africa is a lost opportunity for shipping, Rio is still an active charterer in the spot market, with more than 300 fixtures this year.

During the course of the year, it completed the sale of its coal assets in Australia for \$2.69bn, and officially opened the Silvergrass mine in Western Australia,

which is set to add an extra 10m tonnes of iron ore per year.

It reiterated it is expecting to ship about 330m tonnes of the raw material used in steel-making in 2017.

Meanwhile, Rio has signed a memorandum of understanding with the government of Serbia to develop lithium borates, used in batteries for electric cars, the new growth market.

Mr Jacques most recently appointed Simon Trott as chief commercial officer, who will be reporting directly to him.

Mr Trott, who has been managing director of Rio's salt and uranium unit, will be based in Singapore, and will be responsible for marine, sales and marketing, procurement, and market analysis.

The newly created role will ensure a continuation of Rio's "mine-to-market" business model.

However, Rio is losing chief financial officer Chris Lynch, who will be retiring in September 2018.

Mr Jacques also appeared in the Top 100 in 2016.



GRIMALDI FAMILY

GRIMALDI GROUP

Next generation is making its mark at the successful shipping empire

GIANLUCA and Emanuele Grimaldi head up one of the most successful shipping empires in Europe, a diverse and yet totally focused group built around the roll-on, roll-off trades.

Activities range from freight and passenger ferries, to car carriers, port operations and logistics, but only within Grimaldi Group's chosen sector and mostly – at least until now – concentrated in Europe, and the North and South Atlantic regions.

That has enabled the Naples-headquartered group to avoid the worst of the intense competition in the east-west container trades.

The brothers, along with two sisters, own Grimaldi Group, which was founded in 1947 by five siblings, including their father Guido, who would have turned 100 this year.

Another brother is not involved in the business at all. Their brother-in-law Diego Pacella is the third member of the management board.

The family's shipping roots go back much further than 70 years, however, with the Grimaldi clan descendants of the legendary Italian shipowner Achille Lauro, while maritime connections can be traced back several centuries.

Now the next generation is making its mark.

The elder sons of group president Gianluca and managing director Emanuele are moving up the corporate ladder.

Emanuele's son Guido is the commercial director of the shortsea shipping division, and was also recently elected president of the Italian ports and logistics association ALIS.

His cousin, also called Guido, works with his father in the intercontinental shipping business and is commercial director of the Mediterranean and West Africa trades.

Also on the payroll are Emanuele's younger son Eugenio

and Gianluca's son Andrea, plus a cousin Mario Fuduli, while another cousin, Luigi Pacella, is expected to join the family concern soon.

All will have to abide by the same principles instilled in Gianluca and Emanuele by their father: "If you are not capable of being as good as our management, I will not let you manage," Guido Grimaldi Sr told his children.

Likewise, Emanuele Grimaldi insists his sons and nephews are shown no favouritism or patronage.

Just like him and his older brother, the younger generation must earn the respect not only of the shareholders and customers, but the rest of the workforce. And, in what he describes as "a very hard business", that is not easy.

Nevertheless, Emanuele Grimaldi, who is in charge of shortsea operations, is confident the future of the company is in safe hands.

But neither he, nor Gianluca, who runs the deepsea division, have any intention of stepping down for many years to come.

Indeed, they seem busier than ever, embarking on a fresh round of ship ordering for a new class of shortsea ferries that will incorporate many breakthrough technologies designed to make them the cleanest on service. This includes lithium battery power that will reduce emissions when in port to zero.

The group has grown organically and through acquisitions, and both routes will be pursued



Grimaldi: Gianluca, left, and Emanuele have been at the forefront of new new ship technologies.

in future, but with the strict focus on ro-ro operations.

Emanuele, the more public of the two brothers who jointly run the Italian group, points out that the global passenger ferry industry is hugely fragmented and crying out for consolidation.

Grimaldi has bought numerous companies over the years, including Atlantic Container Line, Finlines, and Minoan Lines, and then applied the Grimaldi business model including a high equity stake, and limited bank borrowing. Without the new ship order, the group would be debt-free within three years.

Group turnover is now around €2.9bn (\$3.4bn), with the target to achieve consolidated returns of about 10%.

Profits are ploughed back into the company, with dividends only paid once investment requirements are covered. Agreement on that is easy to

reach, with just four shareholders.

The current round of newbuildings, ship upgrades and retrofits is expected to cost around €2bn over a four-year period.

The value of the group has doubled over the past 10 years, during what Emanuele Grimaldi describes as the worst decade shipping has ever endured.

The younger Mr Grimaldi is also active at international level, lobbying hard for greener shipping, and campaigning tirelessly to shift cargo from land to sea.

He is currently on the board of the International Chamber of Shipping and the European Community Shipowners' Association.

The group currently owns 114 ships, of which 40 are fully paid for, has a workforce of 13,000 people, and serves 120 ports in 50 countries.

One or more members of the Grimaldi family have appeared in the Top 100 in 2010, 2011, 2012, 2013, 2014, 2015 and 2016.

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GARY BROCKLESBY / NICOLAS BUSCH

NAVIG8 GROUP

Company co-founders continue chemical tanker expansion amid mega-merger with Scorpio

NAVIG8 Group co-founders Gary Brocklesby and Nicolas Busch made a major contribution to the consolidation of the product tanker market, while generating

new liquidity and continuing the expansion of their chemical tanker fleet. Mr Busch, who serves as the group's chief executive, and Mr Brocklesby, the group's

chairman, were the catalysts for the biggest deal of the product tanker market this year.

The duo agreed to sell Navig8 Product Tankers to Scorpio Tankers,



Brocklesby and Busch: set up the company in 2007.

marking a major consolidation development in the sector, crowning Scorpio as the world's biggest product tanker owner and providing Navig8 with fresh cash.

The merger, which closed in early September, saw Navig8 selling its 27 product tanker fleet and Scorpio issuing 19.7% of its shares to Navig8 Product's stakeholders.

Prior to the share issuance, Scorpio had already bought four of the 27 vessels for \$42.2m and taken on \$113.8m of debt as part of the deal.

"A liquid public security that provides exposure to the product

tanker sector was attractive to us," Mr Brocklesby and Mr Busch explained on their motivation to sell the fleet, adding they expected it to add value to their shareholders.

The duo categorically denied the company had lost its interest in the commercial management side of the business following the Scorpio merger.

"Navig8 is fully committed to the expansion of our commercial management business across the segments that we currently operate in, as well as using our resources to enter new areas in shipping," they said.

While detaching itself from product tanker ownership, Navig8 remains a force to be reckoned with in the tanker sector; through its various commercial pools, the company operates more than 200 vessels and is the owner of Navig8 Chemical Tankers, which took hold of its 32nd newbuild in late August.

The two said they were "very happy" with Navig8 Chemical Tankers' fleet and the company's competitive advantage.

2017 was a challenging year for tankers, something the two co-founders also highlighted.

Navig8 Chemical Tankers posted a \$9.7m net loss during the first nine months of 2017, down from a \$23.7m net profit during the same period last year, having suffered from lower gross average daily time charter equivalent rates and higher expenses.

Mr Busch contended in August he expected growth of supply of large chemical tankers to slow down over the next year, an outlook he has not changed since, claiming market fundamentals for 2018 are expected to be much tighter, foreshadowing a "strong backdrop" for Navig8.

Mr Brocklesby and Mr Busch also appeared in the Top 100 in 2015 and 2016.

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KOSTIS KONSTANTAKOPOULOS

COSTAMARE

Chief executive and chairman has an ambitious plan to grow the company's influence among independent containership owners

THE end of 2017 finds Kostis Konstantakopoulos and Costamare at a better commercial and financial position than a year ago, and with an ambitious plan to grow its influence among independent containership owners.

A joint venture with Döhle to create a charter broker catering to big liner companies will control more than 250 vessels, one of the largest containership fleets in the world.

The joint venture, a rare alliance between the two major seafaring nations, is currently waiting for regulatory approval.

In the meantime, Costamare, which proudly avoided any exposure to troubled Hanjin Shipping, is operating its fleet at full employment, having mostly completed its newbuilding programme with the delivery of four 11,000 teu vessels in 2017. Only two 3,800 teu

newbuilding containerships remain to be delivered in 2018.

The Athens-based company controls a fleet of 70 containerships, including vessels jointly owned with private equity firm York Capital Management.

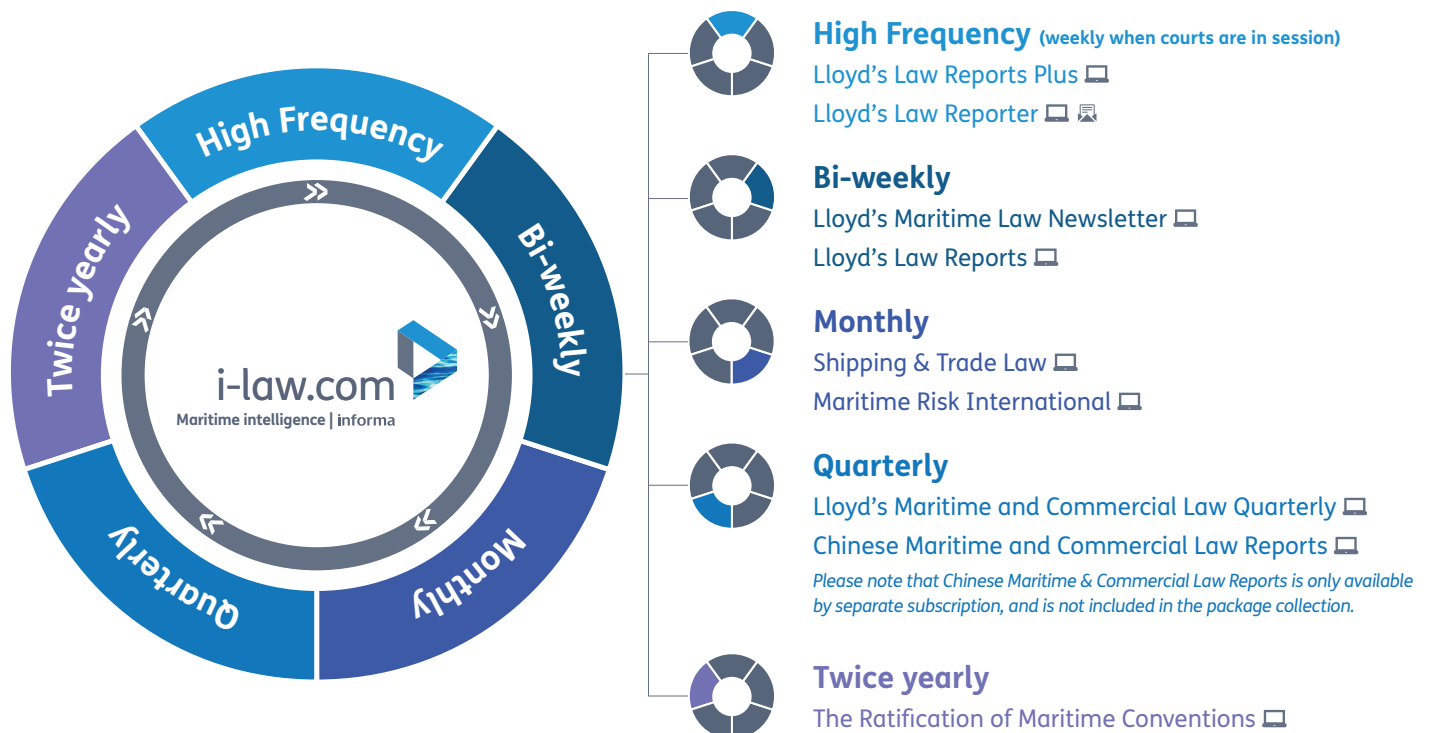
Mr Konstantakopoulos avoids publicity but lets his actions speak for himself and his family, all proud heirs of the company's late founder Captain Vasileios Konstantakopoulos.

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The Konstantakopoulos family continues to back Costamare financially and today it owns an almost 60% stake in the company.

Since the company's initial public offering in 2010, members of the family have invested \$40m by participating in every secondary public equity offering.

They have additionally reinvested an estimated \$40m by electing to receive new shares in lieu of cash dividends, following Costamare's adoption of a dividend reinvestment plan in July 2016.

Their support of the dividend reinvestment plan added invaluable cash reserves during one of the hardest periods for independent containership owners in late 2016 and early 2017.

Captain Konstantakopoulos, who passed away in 2011 shortly after Costamare's debut on



Konstantakopoulos: avoids publicity but lets his actions speak for himself and his family.

the New York Stock Exchange, liked to say: "Anyone with resources and the ability to dream has a duty to create."

His three children have, indeed, developed three world-class organisations: independent containership owner Costamare, run

by Kostis; high-end hospitality and real estate developer Temes, run by Achilleas; and industrial minerals company Geo Hellas, run by Christos.

Mr Konstantakopoulos also appeared in the Top 100 in 2010, 2011, 2012, 2013, 2014, 2015, and 2016.

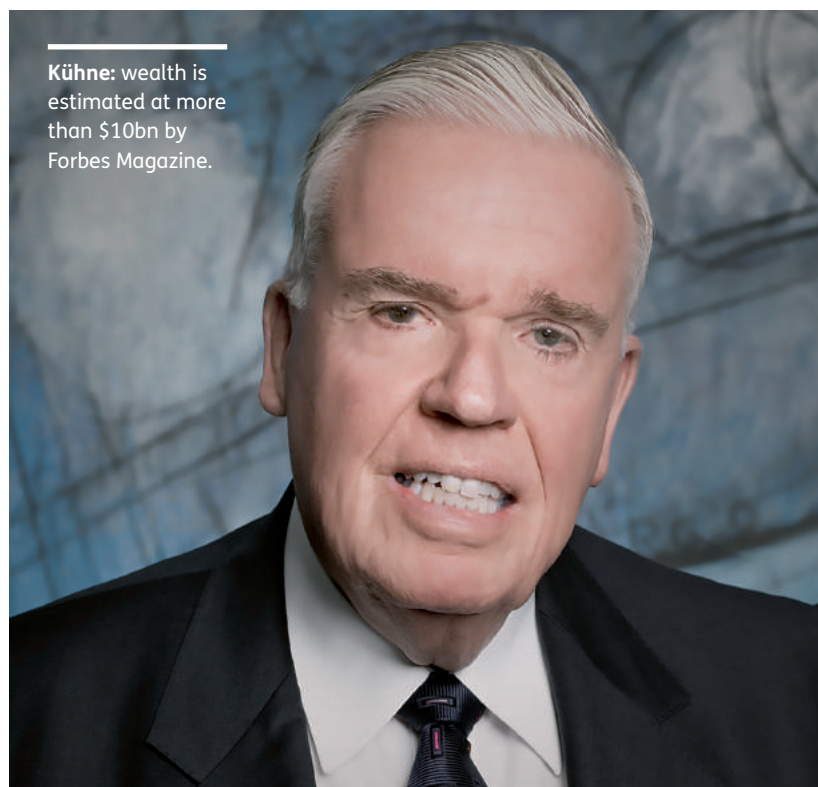
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KLAUS-MICHAEL KÜHNE

KUEHNE+NAGEL

The majority shareholder of Germany's logistics giant will still likely have a say in shaping its future, despite his background role



Kühne: wealth is estimated at more than \$10bn by Forbes Magazine.

KLAUS-Michael Kühne is the silent but powerful man behind the world's largest ocean freight forwarder Kuehne+Nagel.

Although he has now handed day-to-day duties at K+N to chairman Karl Gernandt and chief executive Detlef Trefzger, he remains both honorary chairman and the group's largest shareholder, with a 53.3% stake through his holding company, Kuehne Holding.

Mr Kühne, with a wealth estimated at more than \$10bn by Forbes Magazine, also has a significant shareholding in Hamburg-based container shipping giant Hapag-Lloyd.

The 20.2% stake was acquired upon the establishment of the Albert Ballin consortium, which he formed with the city of Hamburg and other German interests.

The investment vehicle prevented Hapag-Lloyd from

falling into foreign hands, in a move that was heralded at the time by a proud Hamburg shipping community.

With Hamburg Süd now acquired by Danish group Maersk, salvaging this German institution is perhaps now even more significant.

Today, Hapag-Lloyd is the fifth-largest liner operator, having recently merged with Middle East player United Arab Shipping Co, while playing a lead role within 'The Alliance' – one of the three

carrier consortium currently plying the major east-west trades.

Entering his 80s, Mr Kühne will do all he can to protect his interests in the German carrier, a trait that will likely see him play a key role in further shaping its future.

Indeed, Mr Kühne still frequents Hamburg on a regular basis, as when he is not in town on shipping duties, he is attending games at his beloved local football team, Hamburg Sport-Verein, which he helps both fund and guide.

He also shares as many years at his family firm K+N – 54, in total – as HSV have remained in Germany's top division, the Bundesliga, a league record that the club's infamous clock proudly displays on the upper tier of its home stadium.

The fact that Mr Kühne's time in the industry is a period held in such regard by fellow Hamburgers seems only fitting.

Mr Kühne also appeared in the Top 100 in 2011, 2014, 2015 and 2016.

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SAVERYS FAMILY

COMPAGNIE MARITIME BELGE

Alexander Saverys steps into his father's shoes and steers a steady course

IF it is true that survivors are the most adaptable animals in the jungle, the Saverys family is likely to feature in industry listings for a long time to come.

At the end of 2015, Marc Saverys-led holding company, Saverco, completed the delisting of CMB, taking the company private together with dry bulk subsidiary Bocimar and regional liner shipping specialist Delphis, which was acquired earlier in the same year.

The delisting made sense at the time, with the dry market suffering a sharp downturn that culminated in record-low freight rates in early 2016.

Team Saverys is not a one-man band, although Marc is a hard act to follow.

Having held senior board positions at CMB NV, Euronav, Bocimar, Exmar and other group businesses, his involvement in Hunter Maritime Acquisitions Corp is salutary.

Set up in 2016 as a special purpose acquisition company, with headquarters in Majuro, Marshall Islands, its role during 2017 has been to identify potential target businesses or assets.

Marc's sons, Alexander and Ludovic, were appointed chief



Alexander Saverys: leadership of the family business has passed on to the next generation.

executive officer and chief financial officer, respectively.

However, an initial agreement to acquire five capesize vessels from Oskar Wehr group fell apart three months later, when conditions of the tender were not satisfied.

Leadership of the Saverys family business has passed on

to Alexander, who holds Master of Laws from the University of Leuven and Madrid and an MBA from the Fachhochschule für Wirtschaft in Berlin.

Like his father, Alexander is building a clutch of directorships; besides chief executive of Hunter Maritime, he serves as

managing director of Delphis and of Team Lines Deutschland.

He has been an executive director of CMB NV since 2006, and took over from Marc as chief executive in September 2014.

Alexander's younger brother Ludovic has served as chief financial officer of CMB NV, also since September 2014, holding the same position with Hunter Maritime; he has been a director of Euronav since 2015.

With an MSc in international business and finance, he started his career as managing director of the European Petroleum Exchange.

Meanwhile, Marc's brother Nicolas heads Exmar, a fully-owned CMB subsidiary, and is a director of NileDutch, involved in the Africa trade.

Neither Marc Saverys' uncle, Jacques – who drove CMB fortunes in dry, wet, boxes, cargo handling and insurance

in the 1970s and 1980s – nor Marc himself were averse to expanding or contracting the core business as the need arose.

No doubt adaptability will be a weapon available to Alexander as he guides CMB and its Belgian subsidiaries and affiliates in the years to come.

The Saverys family also appeared in the Top 100 in 2011, 2012, 2013, 2014, 2015 and 2016.



THEODORE VENIAMIS

UNION OF GREEK SHIPOWNERS

Greek shipowners' leader is seen as right man for tough times

SPEAKING on behalf of the world's largest national shipowners' community provides a prima facie case for the inclusion of Theodore Veniamis in the Top 100.

At a relatively uncertain juncture in its history, so indispensable is Mr Veniamis seen to be as leader of the century-old Union of Greek Shipowners that he has already served three more years as president than generally allowed by the body's constitution.

The UGS's assembly has voted to allow Mr Veniamis another extension in February 2018 if he so wishes and to remain in office for a fourth three-year term, making him the second-longest serving president in the history of the Union.

In the UGS's latest report, Greek shipowners control a fleet of 4,585 vessels of more than 1,000 gt, with an aggregate of 343m gt. That represents more than 19% of world capacity and the Greek fleet equates to 48.3% of the EU fleet.

It has negotiated the protracted shipping turndown with its collective strength in relation to the world fleet very much intact.

But if this suggests Greek shipping is in a uniquely rosy phase of its history, it tells only part of the story.

When Mr Veniamis was first elected in 2009, shipping



Veniamis: already served three more years as president of the UGS than is generally allowed.

markets were falling and Greece stood on the cusp of a financial and social meltdown.

There was curiosity about how a major shipowner – Mr Veniamis heads heavyweight dry bulk player Golden Union Shipping – would be able to juggle that with the demands of being UGS president.

Moreover, during his reign, Mr Veniamis has had to face the uncertainties of a radical left-wing party being elected to govern

Greece, while the European Commission cranked up its own informal investigation into whether Greek shipping's internal taxation system is compatible with the fine print of state aid guidelines for the industry.

Now he is routinely praised for his dedication to the industry's cause and for his hard work ethic.

Mr Veniamis also appeared in the Top 100 in 2010, 2011, 2012, 2013, 2014, 2015 and 2016.

TOP
10

CLASSIFICATION SOCIETIES 2017

Class takes on cyber security and attempts to extract digitalisation benefits



01 / KNUT ØRBECK-NILSSEN, MARITIME CHIEF EXECUTIVE, DNV GL

DNV GL retained the top spot in 2017, thanks to an increase in gross tonnage and fending off tight competition from ClassNK – even though the Japanese register got the best of it in terms of deadweight tonnage. Supremacy in the general cargo fleet, compounded by a strong presence elsewhere, facilitated the overall performance. Under Mr Ørbeck-Nilssen’s watch, the company has established itself as the leader in digitalisation initiatives, launching a data-sharing platform, introducing e-certificates on board its vessels and developing virtual reality surveys.



02 / KOICHI FUJIWARA, REPRESENTATIVE DIRECTOR, CHAIRMAN AND PRESIDENT, CLASSNK

THE Tokyo-based classification society saw a slight decrease in gross tonnage in 2017, despite a few different initiatives that demonstrated a forward-looking attitude. In spite of this loss, ClassNK is emphatically dominant in the bulker fleet, claiming by far the biggest share. ClassNK was the first to roll out electronic certificates this year, in partnership with the Liberian Registry. It also revealed a five-year research and development roadmap, focusing on developing rules, survey technologies and environmental protection policies, as well as “revolutionary technology”.



03 / KIRSI TIKKA, EXECUTIVE VICE-PRESIDENT, GLOBAL MARINE, AMERICAN BUREAU OF SHIPPING

AFTER managing to grow in 2016, ABS continued its expansion in 2017, having the biggest share of the global tanker fleet under its purview. Beyond its direct commercial endeavours, ABS continues to be among the most vocal classification societies when it comes to promoting cyber-security. It launched a notation for cyber-safety compliance in 2017, having launched a set of cyber-security guidelines last year. The society also launched a whole new holistic systems engineering hub in Greece, aimed at developing rules via a systems-based approach.



04 / NICK BROWN, MARINE AND OFFSHORE DIRECTOR, LLOYD'S REGISTER

THE difficult year seen internally in 2016 was followed by a minor increase in gross tonnage for Lloyd’s Register in 2017, during which the classification society held the top spot in the gas tanker market. It may have not been able to beef up its armada in the core shipping segments, but LR is arguably a leading voice in the industry’s quest for decarbonisation, conducting research on the future of low-carbon fuels and offering up its expertise to initiatives that aim to bring various stakeholders together and propose solutions.



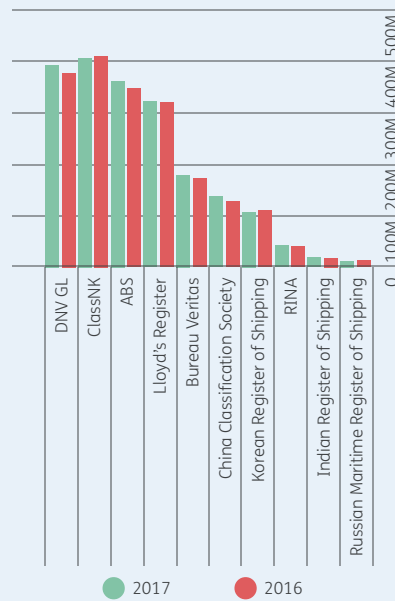
05 / PHILIPPE DONCHE-GAY, MARINE AND OFFSHORE PRESIDENT, BUREAU VERITAS

ASSUMING responsibility for the safe construction and operation of the world’s largest containerships could be a significant catalyst for growth. BV secured the classification of CMA CGM’s 22,000 teu LNG-powered vessels, taking on a new challenge that will demonstrate its quality. Apart from locking down this landmark deal, BV also increased its gross tonnage, having the largest presence in combined carriers, and is focusing attention on a digital revamping, which utilises more efficient surveying methods.



06 / SUN LICHENG, CHAIRMAN AND PRESIDENT, CHINA CLASSIFICATION SOCIETY

MR Licheng concluded his term as IACS chairman at the middle of the year that saw China’s premier classification authority acquire more tonnage and hold a considerable share of the bulker fleet. CCS, along with the HNA Group, established an industrial alliance to develop unmanned cargoships in China, positioning itself as the leading safety authority on the matter, nationally at least. With new regulations leading to more complex shipbuilding demands, it remains to be seen how CCS’s influence over Chinese yards as an advisor will grow.

GROSS TONNES**DEADWEIGHT TONNES****VESSELS**

Source: Lloyd's List Intelligence (Data for 2017 as of December 1)

**07 / LEE JEONG-KIE, CHAIRMAN AND CHIEF EXECUTIVE, KOREAN REGISTER OF SHIPPING**

ARGUABLY the classification society with the toughest year, Korean Register's 2017 was marred by the capsizing of the KR-classed very large ore carrier *Stellar Daisy*, leaving 22 of the 24 seafarers on board still unaccounted for. The aftermath included the Busan coastguard raiding KR's offices and could leave a dent in the classification's credibility, although that remains to be seen and will also highly depend on what the authorities' investigations conclude. KR's fleet levels dropped in 2017 but the society will be in the spotlight in 2018; Mr Lee serves as the current IACS vice-chairman and will take over the chair for a year in 2018.

**08 / PAOLO MORETTI, CHIEF COMMERCIAL OFFICER, MARINE AND TRANSPORT, RINA**

DESPITE controlling the equivalent of about one-eighth of the biggest classification societies, RINA has the largest share of the passenger vessel fleet, the organisation benefiting from one of the most well-performing sectors to grow further. The Italian classification society can also boast landing a certification contract for the first floating liquefied natural gas project to be constructed in East Africa, courtesy of Eni East Africa.

**09 / ARUN SHARMA, EXECUTIVE CHAIRMAN, INDIAN REGISTER OF SHIPPING**

WITH a bigger fleet, the Indian Register spent much of 2017 expanding its presence in different regions and adding to the services it offers to its members. Before opening an office in Malaysia, the IR also set up shop in Iran, identifying strong potential for growth in the Middle East market. It also developed a set of cyber safety rules for its members, based on the IMO's guidelines and other national standards.

**10 / KONSTANTIN PALNIKOV, CHAIRMAN AND CHIEF EXECUTIVE, RUSSIAN MARITIME REGISTER OF SHIPPING**

TONNAGE may have dipped, but 2017 could prove to be the beginning of an upward path for the Russian Maritime Register of Shipping, giving it greater recognition on work beyond its traditional sectors of focus, such as icebreakers. The RS took over the IACS Safety Panel, which focuses on assisting IACS's contributions to the IMO safety deliberations. The RS will chair the panel until the end of 2019. Considering that this period covers the launch of an IMO scoping exercise for potential regulation of unmanned vessel, Mr Palnikov has an opportunity to leave a strong mark on the industry and contribute to a long-term challenge.

The Top 10 classification societies ranking is based on gross tonnage derived from data provided by Lloyd's List Intelligence. The vessel types under consideration are bulkers, combined carriers, gas tankers, general cargo vessels, miscellaneous general cargo vessels, passenger vessels, tankers and unitised vessels.

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13

IAN EL-MOKADEM / HANNE SØRENSEN / CLIVE RICHARDSON

V.GROUP

Management changes and a new owner are a sign of things to come for the shipmanager

THE year 2017 could end up being one of the most decisive in V. Group's history and hold the answer to one of shipmanagement's biggest mysteries: what is the company planning to do next?

If 2016 was a year where the company emerged from the abyss, so to speak – at least in terms of market activity, with two acquisitions – 2017 has thus far been one of monumental change, with unclear repercussions for the future.

The company parted ways with Clive Richardson, who had served as chief executive since 2009, in May 2017 – just two months after private equity Advent International had finalised its majority stake takeover of V.Group.

Management was temporarily handed over to former Maersk boss Hanne Sørensen before

Ian El-Mokadem took over in the autumn. Mr El-Mokadem joined from Exova, a provider of testing, calibration and advisory services, where he had served as chief executive for six years.

The company also brought in another Maersk Group alumni, Martin Gaard Christiansen, who served as APM Terminals' chief commercial officer and chief executive of the Asia Pacific region. He took over as chief operating officer.

Ms Sørensen's tenure may have been short-lived but it included the acquisition of Graig Ship Management in August. The fact that the move was completed during a transitional phase could be perceived as an indicator of the company's expansionist appetite.

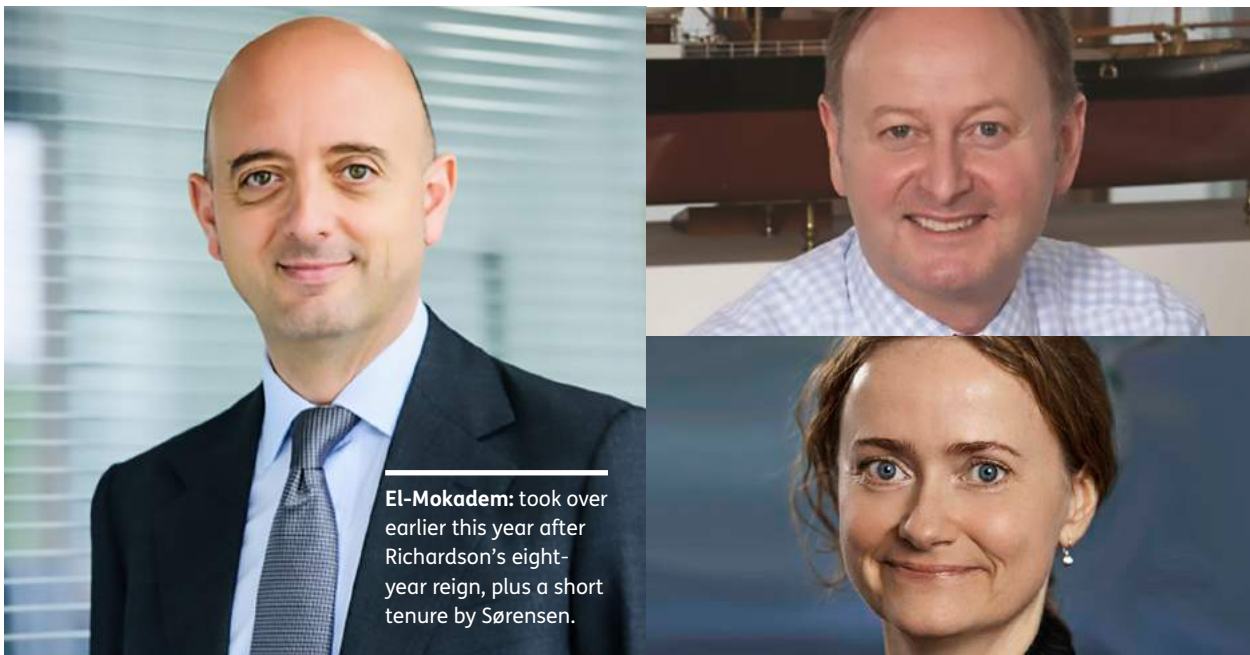
It is undeniable the company remains one of the most important players in the shipmanagement

sector, having more than 700 vessels under management in an ever-consolidated segment. The very overhaul of its management personnel suggests the new owner is looking to alter the company's vision, or perhaps how it is implemented.

To what extent this will happen is unclear as of now. The company's new management is not making any public remarks on its strategy and vision for the time being.

V.Group is among the dominant players in the sector and the natural course of action will be at least to maintain this status. Whether that will happen through more acquisitions or organic growth remains to be seen.

This is Mr El-Mokadem's first appearance in the Top 100, although Mr Richardson also featured in the Top 100 in 2015 and 2016.



El-Mokadem: took over earlier this year after Richardson's eight-year reign, plus a short tenure by Sørensen.

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NEW

PETER CREMERS

ANGLO-EASTERN UNIVAN GROUP

Executive chairman expects non-traditional shipowners to create further business for shipmanagers

ANGLO-Eastern Univan group has a compelling success story that very few in the shipmanagement industry have achieved.

The Hong Kong-based shipmanager, established by the merger of Anglo-Eastern and Univan in 2015, manages a fleet of 710, of which 610 vessels are under full technical management. The company's total crew strength stands at around 27,000.

Led by executive chairman Peter Cremers, the group has been taking responsibility for the crewing, or technical management, or both, of a fleet of vessels while keeping costs down for its clients.

Mr Cremers has brought to the role of shipmanagement a clear message that a good business model can preserve the health and safety of the ships and provide crew and technical expertise for the operation of a vessel or fleet.

He believes the trend of more vessels being owned by non-traditional shipowners, such as financial institutions, is on the rise, which would create business opportunities for shipmanagers.

The group now has offices worldwide, including Singapore, India, the Philippines, Ukraine,



Cremers: began his career in the maritime industry in 1975.

China, Japan, Belgium, Germany, Latvia, UK, US and Canada.

Mr Cremers began his career in the maritime industry in 1975 and has been in the shipmanagement sector since 1980, when he joined a Belgian shipmanagement company.

He joined the Anglo-Eastern group in 1985 and, five years later, became managing director.

In 1998, he led a successful management buy-out of the company and became the

chief executive. Mr Cremers is perhaps unusual, in that he is trained as a naval architect but never went to sea.

However, training has always been critical to Anglo-Eastern and, as such, Mr Cremers crews its managed ships from its own academy, the Anglo-Eastern Maritime Academy in Karjat, near Mumbai in India.

This is Mr Cremers' first appearance in the Top 100.

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4

HU WENMING / DONG QIANG

CSIC / CSSC

Chairmen of China's two state-owned shipbuilding giants see deleverage efforts paving the way for a potential merger

INSUFFICIENT orders and low prices aside, a crucial task that Hu Wenming and Dong Qiang – chairmen of China's two largest state shipbuilding conglomerates

– have to tackle is deleverage. China Shipbuilding Industry Corp is close to completing a Yuan21.9bn (\$3.3bn) capital injection via a debt-to-equity swap launched earlier this year.

China State Shipbuilding Corp is following suit, having announced a proposal to collect Yuan5.5bn (\$830m) from third-party investors, with probably plans to raise more.

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Hu, left, and Dong: funds will help alleviate the debt burdens at several of their subsidiary yards.



These funds will help alleviate the debt burdens at several of their subsidiary yards, such as Dalian Shipbuilding Industry Shipbuilding and Guangzhou Shipyard International, whose debt-to-asset ratios have reached more than 70%, or even 80%.

A large part of these liabilities come from the undeliverable newbuildings, a fallout of the depressed upstream shipping markets. And the delivery problem in the offshore sector, where Chinese yards flocked in 2013 for higher returns, is particularly parlous.

Raising funds to ride out difficult markets is a normal commercial practice. What makes the two shipbuilders' moves controversial, however, is that the money seems largely to come from the government pocket.

Among the eight state-backed investors in CSIC's \$3.3bn debt debt-to-equity swap, China Cinda Asset Management and China Orient Assets Management are two of the country's major distressed asset managers, both controlled by the Ministry of Finance.

CSSC has yet to identify its investors, but its major subsidiary yard Shanghai Waigaoqiao Shipbuilding is already in a plan to sell seven jack-ups and four offshore support vessels for about \$1.1bn to an equity fund. An internal scheme seen by Lloyd's List shows the major stakeholders include state giants in China's insurance and banking sector.

The government relief is deemed as market distortion by competitors – shipyards in China's private sector, as well as in other countries – and is certainly not welcomed. But in reality, it does reduce CSIC and CSSC's trial-and-error costs in entering new products and ensure their survival during the downturn.

Whether the two will translate the state money into long-term competitiveness or just more reliance on subsidies is another question. The fact is, the industry is impressed by some of the achievements they made lately – signing of the nine 22,000 teu containership newbuildings with CMA CGM, for example.

What can impress the market more is, perhaps, the alleged

merger between the duo. It has been more than two and half years since the two conglomerates had their top executive swap, in which Mr Hu, former chairman of CSIC, was appointed to lead CSIC and Mr Dong, ex-deputy general manager of CSIC, was positioned to the top at CSSC.

The switch in management triggered rife speculation at that time about the merger, which has now become more likely, with the deleverage paving the way for the final decision.

However, some industry observers argue that impact of a marriage between the two is insignificant, unless they can really shut down some yards and reduce production capacity.

This may not be the concern of Mr Hu and Mr Dong, though. Their competitors, lacking the support from Beijing's deep pocket, are having a rougher time. It is OK to let them reduce the capacity first.

Mr Hu also appeared in the Top 100 in 2012, 2013 and 2014, while Mr Dong also appeared in the Top 100 in 2015 and 2016.

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4

ERIC IP

HUTCHISON PORT HOLDINGS

Group managing director says the operator has the infrastructure in place to handle ever-larger boxships

AMID the race to build and order mega containerships that continue to grow in size, port operators across the globe are carefully monitoring such developments, lest they are caught unprepared to handle such behemoths of the seas.

Hutchison Ports group managing director Eric Ip remains confident the Hong Kong-based global port operator has the necessary infrastructure in place to deal with these mega boxships, noting the group has been upgrading its gateway ports in Yantian in China, Hong Kong, Pakistan and Oman, as well as the UK.

“All these terminals are capable of handling all the mega vessels afloat,” he said.

In September this year, Hutchison Ports’ Port of Felixstowe awarded a contract to VolkerFitzpatrick to build a 13 ha container yard behind Berth 9, adding 18,000 teu of capacity to the current 130,000 teu already available to handle mega boxships.

The recent container consolidation trend, though, may have temporarily put a dent in the group’s terminal assets in South China, as the entity responsible for those operations, Singapore-listed Hutchison Port Holdings Trust, saw profit after tax decline 47% to HK\$706.4m (\$91m) in the first nine months of 2017 amid the rationalisation of shipping services.

With competition in the port operations field getting more intense, Mr Ip says the group is also focusing on regions with fast-growing economies.

“We have been expanding the capacity of our current ports, mainly in Southeast Asia and the Middle East, where some of the economies are undergoing a transition and growing,” Mr Ip told Lloyd’s List.

He cited examples of its port operations in Thailand, which are in the process of doubling capacity to



Ip: group is one of the major companies benefiting from China’s Belt and Road initiative.

more than 4m teu; in Myanmar, to 400,000 teu from 100,000 teu; and threefold in Pakistan, to 3m teu.

The group is also looking to become an integrated logistics provider to up its game as the long-suffering container shipping industry seems to be picking up this year.

“We will strive to operate the upstream business such as building warehouses and logistics parks and transportation services to meet growing demand in countries such as Pakistan, the UK, The Netherlands and Spain,” noted the industry veteran with more than 30-odd years of experience.

In March this year, Hutchison Ports’ BEST in Spain launched its inaugural rail service, linking up the Catalan capital with Miranda

de Ebro in the northern region of the Iberian Peninsula, as part of its aim to become an intermodal terminal. This new regular service, with a capacity of 72 teu, is managed by the logistics unit, Hutchison Logistics Spain.

The Chinese government’s One Belt, One Road infrastructure initiative, too, has been accounted for, says Mr Ip, as the group operates 34 ports in 19 countries along the route, with a combined throughput in 2016 representing 86% of its total.

“This makes us one of the major companies benefitting from the Belt and Road initiative,” he added.

Mr Ip also appeared in the Top 100 in 2013, 2014, 2015, and 2016.



Gunnlaugsson: as ExxonMobil's shipping arm, SeaRiver will have an important role to play.

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↘4

TRACEY GUNNLAUGSSON

EXXONMOBIL/SEARIVER

Industry veteran seems to have had a low-key year

At first glance, Tracey Gunnlaugsson appears to have had a low-key year after taking the helm at SeaRiver Maritime in 2016.

Under the industry veteran with a strong maritime background, the ExxonMobil shipping subsidiary has been quieter than usual in the charter market, broker data shows.

According to Poten & Partners, ExxonMobil was the world's 13th-largest spot charterer of dirty tankers in the first half of 2017, with a shipment volume totalling 14.4m tonnes.

During the same period of 2016, the energy major ranked number

five in the sector, with a total shipment volume of 23.5m tonnes.

The trend seems to last into the second half. Clarkson's data shows ExxonMobil shipped 23.7m tonnes in spot dirty tanker trades in January-October, much lower than 30.6m tonnes in the year-ago period.

The major was more active in the clean tanker trade, with spot chartering volume increasing 2.4m tonnes from 1.6m tonnes.

Still, overall, ExxonMobil has had a subdued year in the tanker charter markets.

In addition, SeaRiver agreed to sell three Jones Act tankers

to Crowley Alaska Tankers in November before chartering them back on multi-year terms.

No financial details were disclosed. But one still may wonder whether this move suggests an asset-light strategy for ExxonMobil in shipowning, as the liquidity gained from the transaction would likely be too small for the major to use for balance sheet management.

The dip in direct maritime exposure could be temporary, though.

With improved downstream operations, ExxonMobil recorded earnings of \$11.3bn in January-September, up 84% on year.

At home, the top oil and energy firm ranked by Forbes is purchasing shale production and logistics assets in the Permian Basin, including a 100,000 barrels-per-day terminal in Wink, Texas, that can transport upstream production to Gulf Coast refineries and marine export terminals.

ExxonMobil's 10-year investment programme along the Gulf Coast, which consists of 11 major chemical, refining, lubricant and liquefied natural gas projects at proposed new and existing facilities, has also been on track. The major will spend \$20bn for this up until at least 2022.

Abroad, ExxonMobil expects the start-up of five major upstream projects in Russia, Canada, Qatar, Angola and the United Arab Emirates in 2017-2018, which will contribute an additional 340,000 oil-equivalent barrels per day of working-interest production capacity.

Earlier this year, the major has also completed the acquisition of Jurong Aromatics production facilities, bringing its aromatics output to more than 3.5m tonnes per year in Singapore.

All the activities point to more seaborne shipping requirements in the long run.

As ExxonMobil's shipping arm, Ms Gunnlaugsson's SeaRiver will have an important role to play.

Ms Gunnlaugsson also appeared in the Top 100 in 2016.

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4

ANIL SHARMA

GMS

Global company's 'train the trainer' programme is placed right at the top of the president and chief executive's agenda

IF there is a person who epitomises the role of pioneering green recycling in the shipping industry, it would have to be Dr Anil Sharma.

Dr Sharma is the president and chief executive of Global Marketing Systems Inc, the world's largest cash buyer of ships and offshore assets for recycling.

However, over the years, GMS has increased its footprint beyond buying ships for recycling, to ship ownership, ship financing and investments in shipping companies and offshore maritime assets.

GMS now has a global presence, with offices in the US, Germany, Greece, Dubai, Singapore, China, South Korea and Japan.

So far, GMS is the only buyer of ships that is financially assisting a selection of ship recycling yards in Alang to meet the standards of the Hong Kong Convention and obtain a Statement of Compliance.

Dr Sharma, who plays an indispensable role in bridging the gulf between organisations in rich countries determined to reform ship recycling and the developing nations that recycle most ships, has invested around \$1m in the education and promotion of a green ship recycling programme.

GMS's 'train the trainer' programme is highly cherished

Sharma: plays an indispensable role in ship recycling.



and an area that Dr Sharma places right at the top of his agenda.

The company's approach has been to provide assistance to the yard facilities and conduct workshops to train officers from various recycling yards on mantras like safety in the workplace, accident prevention tactics, first aid, drill scenarios and environmental protection.

Dr Sharma told Lloyds List his company would continue funding worker training programmes throughout 2018 in Alang, India.

It is also planning to work closely with the Gujarat Maritime Board on more innovative projects.

GMS also has plans to implement similar programmes in a selection of yards in Bangladesh.

The Indian-born former lecturer, who otherwise has been an influencer to the wider shipping industry, is currently also a member of the Dubai Maritime City Authority council.

To his credit, Dr Sharma was the only non-governmental person invited by International Maritime Organization to assist them during the development of the Hong Kong International Convention for the Safe and Environmentally Sound Recycling of Ships.

Until November 2017, GMS had negotiated more than 130 ships, which is one-third of the tonnage sold for recycling in different yards.

Dr Sharma also appeared in the Top 100 in 2010, 2011, 2012, 2013, 2014, 2015 and 2016.

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ROBERT YILDIRIM

YILDIRIM GROUP

President and chief executive aims to become a top 10 terminal operator

ROBERT Yildirim has decided to retain his 24% stake in French shipping group CMA CGM as he bides his time on certain port

acquisitions until valuations become more realistic.

Nevertheless, the president and chief executive of the Yildirim

Group of Companies still aims to become a top 10 terminal operator within a few years, with his eye on the US market in particular.

In the meantime, he disclosed in November he would not be selling his CMA CGM shareholding at the end of 2017, as had been expected, but instead would change his status from a preferred shareholder, which provided him with a 12% interest rate, to that of an ordinary shareholder with a very sizeable stake in one of the world's biggest and most successful container shipping groups.

The Turkish businessman – who is not related to the Turkish prime minister who shares the same surname – also presides over his own shipping activities.

Subsidiary Yilmar Holding covers a wide range of activities from being ship agency, to chemical tanker and drybulk operations, and the Marmara shipyard.

Yilmar's fleet consists of 20 vessels, split equally between 10 drybulk vessels of up to 45,000 dwt, and 10 chemical tankers, ranging in size from 5,800 dwt to 16,000 dwt.

Mr Yildirim and his older brother suffered a personal tragedy this year, when their younger brother Mehmet Yildirim, who was the group's chief operating officer, died very suddenly of natural causes.

Ownership had been split between three brothers and, at the end of the year, the new management structure was yet to be addressed.

Yildirim Group's investment in CMA CGM dates back to 2011, when



Yildirim: prepared to bide his time on US port investments.

the French group was in financial difficulty and issued \$600m of five-year convertible bonds.

While Mr Yildirim says he is happy to keep his money in CMA CGM, now the market is looking so much better, he says would still consider offers if the price was attractive enough, and would expect to make a hefty profit on his original investment.

However, port investments remain his priority and Yildirim Group has been linked to Ports America, whose owners had been looking for new investors, although there has been little word from either side for several months.

Yet with container line mergers and the new global alliances now starting to have a major impact on

terminal operators – particularly in the US, where certain facilities face an uncertain future as their customers change service patterns – Mr Yildirim says he is in no rush to invest just yet.

He expects prices to come down, and is prepared to wait for them to reach more realistic levels before entering the US market.

The goal, though, remains unchanged. Mr Yildirim wants Yilports – now ranked number 13 in the world in terms of throughput – to be in the top 10 by 2025 through a combination of organic growth and acquisitions. And he is confident that target will be reached,

Mr Yildirim also appeared in the Top 100 in 2011, 2012, 2013, 2014, 2015 and 2016.

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NEW

BIRGITTE VARTDAL

GOLDEN OCEAN

Chief executive's leadership has brought the Norway-based company back to profitability

BIRGITTE Vartdal has made an enthusiastic entry to the Top 100, thanks to her leadership in executing the most seamless merger in the dry bulk sector this year.

The chief executive of Norway's Golden Ocean, the dry bulk unit of shipping tycoon John Fredriksen, made a move for Quintana

Shipping's entire fleet of 14 vessels in exchange for shares.

It was the first major deal executed as the dry bulk market began showing signs of improvement following 2016's historic lows. The all-share transaction "underscores the value the sellers ascribe to our

operating platform, management team and corporate strategy", the executive said at the time.

The deal was not about scale, adding vessels to its already large fleet; it was more about value, improving market capitalisation, she said in an interview soon after the announcement in March.

Vartdal:
 garners
 respect from
 all corners of
 the sector for
 her acuteness.



Ms Vartdal, who was promoted to the top job in April 2016 from her role as chief financial officer of the US-listed company, has taken Golden Ocean from strength to strength.

Her vision, her drive and sheer hard work have helped the company back to black.

In the third quarter of 2017, the company posted its first profit in a number of years,

and will consider a dividend when it has free cashflow.

Golden Ocean made a net profit of \$368,000 compared with a net loss of \$26.7m a year earlier, as capesize earnings, the sector in which it has most exposure, doubled.

Ms Vartdal, who garners respect from all corners of the sector for her acuteness, is one of only a few women at the top of the male-dominated shipping world.

She has a keen sense of when to strike, making decisions just at the right time.

In September, the company agreed to sell six ultramax vessels for net cash proceeds of \$100m as secondhand values increased.

This is Ms Vartdal's first appearance in the Top 100.

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1

EVANGELOS MARINAKIS

CAPITAL GROUP

Big-time player gets in early across the tanker, dry bulk and container sectors

EVANGELOS Marinakis was voted 'Greek Shipping Personality of the Year' at the 2017 Lloyd's List Greek Shipping Awards after a mercurial year both inside and outside the shipping industry.

His Capital Group expanded significantly across the tanker, container and dry bulk sectors, with about \$1bn of new investments, bringing the owned and affiliated fleet to more than 70 vessels.

Whether Mr Marinakis will emerge ahead of the curve with his latest moves will not become apparent for a while, but the least that can be said is he remains one of the few big-time players able to be truly counter-cyclical in an industry where cash reserves have generally been run down by years of market attrition.

The very large crude carrier segment is one that has clearly caught the shipowner's eye. The group owns six VLCCs, all built since 2010.

Around the turn of last year, it chartered in another four on two-year charters. More recently, the owner quietly placed an order with Samsung for four firm and four optional tankers of 320,000 dwt. Refund guarantees were still a pending issue overhanging the big order as this year's Top 100 was published.

At the same time, Mr Marinakis splashed about \$170m or more on five 10,000 teu containerships from the former Hanjin Shipping fleet. Since purchasing his first boxships, a pair of 1,700 teu feeders in 2010, he has acquired a total of 26 modern container vessels, including 17 newbuildings, mainly in the post-panamax segment. Of these, 19, with an aggregate capacity of about 130,000 teu, are still in the managed fleet.

On the dry bulk side, Mr Marinakis offered a reminder that he is also an astute trader in the sales and purchase

market. After quickly amassing five new capesize purchases, two of these were sold shortly after their acquisition, realising a return for the owner of more than 50% in just a few months.

For all that, he has also carefully nurtured the group's commercial and technical reputation for the long term and has also been stalwart in his support for Capital Product Partners LP, the Nasdaq-listed master limited partnership in which Mr Marinakis owns a stake of about 20%.

CPLP's fleet of tankers and container vessels are chartered under medium- to long-term charters with mainly blue chip charterers. The company has a strong balance sheet when compared with most public shipping companies, with net debt to capitalisation of less than 29% at mid-2017.

Its financial clout was underlined recently with the refinancing

of its debt with a new \$460m credit facility led by a clutch of top European banks.

In Greece, Mr Marinakis is probably best known as the owner of Greek football champions Olympiacos and this year also acquired former European Cup winners Nottingham Forest in the UK.

However, he also became one of the country's foremost media barons with the June 2017 acquisition of Lambrakis Media Group. He now controls some of the country's top newspapers and magazines, as well as a 22% stake in Mega TV.

Mr Marinakis has made it clear he considers shipping success as a springboard for investing



Marinakis: remains one of the few big-time players able to be truly counter-cyclical.

in the Greek economy and for philanthropic activities as well.

His own philanthropy has focused heavily on children and refugees. "Our achievements in shipping give

us the power to try our very best to contribute to our society," he says.

Mr Marinakis also appeared in the Top 100 in 2010, 2011, 2012, 2013, 2014, 2015 and 2016.

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FOCK SIEW WAH

PSA

Aside from hardware investments, the group chairman believes software and 'heartware' are also key to the business

THE container shipping industry has managed to sail through what many view as the worst year in recent history.

But just when there appears to be a glimmer of a recovery in the sector this year, the race to see who can build the largest containerships appears to have gathered steam again, while geopolitical uncertainties such as Brexit and an increasingly isolationist US administration threaten to curtail globe trade.

Amid all these uncertainties, PSA group chairman Fock Siew Wah continues to guide the port operator with a steady hand.

Having first joined the group in 2005, Mr Fock's experience of more than a decade has helped PSA make pivotal decisions to allow it to be always a step or two ahead of the pack.

While many port operators across the globe are struggling to accommodate containerships that are growing larger in size, the group

had already made investments in its Pasir Panjang terminals in Singapore a few years ago to ensure it could handle such vessels.

In March this year, PSA and CMA CGM commenced phase two of their joint venture terminal development, the CMA CGM-PSA Lion Terminal, with the opening of two more berths in addition to the existing two mega container berths at Pasir Panjang Terminal 5.

The move increased the terminal's box-handling capacity to 4m teu from the initial 2m at the start of operations in July 2016.

It has additionally pushed ahead with initiatives to address manpower shortages, and enable more cargoes to be transported at night via agreements with automotive firms Scania and Toyota Tsusho to develop a semi-automated system for cargo trucks.

These efforts to upgrade hardware have also been applied to PSA's overseas terminals operations, with Bharat Mumbai

Container Terminals in India, PSA Panama International Terminal, the MSC PSA European Terminal and PSA Antwerp's Noordzee Terminal adding quay cranes as part of infrastructure upgrades to handle ever larger boxships.

Aside from all the hardware, Mr Fock noted the group has not forgotten the software and 'heartware' components of the business.

In August, it signed a pact with Pacific International Lines and IBM to develop and test proof of concept supply chain business network solutions, based on blockchain technology, to make them more secure, efficient, transparent, and to prevent fraud.

In the 'heartware' or personnel aspect, the group partnered the Singapore Institute of Technology to increase know-how in systems engineering information communications technology for employees to operate smart port container terminals.



Fock: it is always darkest before dawn.

Meanwhile a specialist course, jointly developed with the Institute of Technical Education, will let employees increase their skillsets in resolving problems with port equipment.

Despite the uncertainties facing the industry, Mr Fock believes “the darkest hour in the night is just before the coming of dawn”.

With the initiatives being rolled out so far, one is inclined to believe the port operator is well-positioned to capitalise on that upcoming recovery.

Mr Fock also appeared in the Top 100 in 2014, 2015 and 2016.

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ABDULLAH FADHALAH AL SULAITI

NAKILAT

While working on reducing costs, the chief executive sees significant potential for the company to grow

NAKILAT – officially called Qatar Gas Transport Company – is keen to diversify its business while retaining a leading position in the liquefied natural gas shipping market under the guidance of chief executive Abdullah Fadhalah Al Sulaiti.

Viewing the floating storage regasification unit market as strategic area of growth, Mr Al Sulaiti-led Nakilat established a strategic alliance with major FSRU owner and operator Höegh LNG to explore collaboration opportunities.

Mr Al Sulaiti sees significant growth potential for Nakilat, given its strong financial position, strong presence in the LNG shipping market and strategic location in Qatar – the world’s largest LNG exporter.

He is also driving the company to develop its shipping capability to support new LNG markets as part of the world’s largest LNG supply chain.

Under Mr Al Sulaiti’s guidance, Nakilat is maintaining a steady cashflow, with strong liquidity



Al-Sulaiti: under his guidance, Nakilat is maintaining a steady cashflow.

through stable long-term charter agreements with reputable charterers and strategic joint ventures with well-known shipping companies.

Another milestone this year was the successful completion of the first phase of its fleet management transition of 10 wholly owned LNG carriers from Shell management to Nakilat Shipping Qatar.

With the change, Nakilat now manages a total of 18 vessels in-house, including 14 large LNG

carriers and four liquefied petroleum gas vessels. The expansion of the company’s in-house managed fleet further enhances Nakilat’s position in Qatar’s LNG supply chain and is expected to reduce costs and improve efficiency through economies of scale.

Nakilat’s fleet currently carries approximately 60% of Qatar’s LNG exports. In its global gas security review, the International Energy Agency expects total Qatari LNG export volume to stay above 100bn

cum this year, little changed from the level seen since 2011. This is mainly because trade flows to Europe and Asia, which purchase nearly 90% of Qatar's LNG.

Reducing costs should help the Qatari shipping giant to successfully

navigate the current volatile markets, which also saw it reporting a 19% year-on-year fall in net profit for the first nine months of the year to QR607m (\$163m).

However, that was mainly due to the effect of changing

the estimated scrap value of vessels in line with international accounting standards.

Mr Al Sulaiti also appeared in the Top 100 in 2014, 2015 and 2016. Nakilat also appeared in the Top 100 in 2011, 2012 and 2013.

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PETER GEORGIPOULOS

GENER8 MARITIME

Swan-song is getting closer for the once-flamboyant executive

SHIPPING life did not get any easier in 2017 for one of the most flamboyant maritime executives of his generation.

Peter Georgiopoulos lost the reins of yet another company, having already resigned from being chairman of Genco Shipping in late 2016.

This time he was literally voted out as director at Aegean Marine Petroleum, the international marine fuel logistics provider, where he had also served as chairman.

Mr Georgiopoulos is still clinging to the helm of Gener8 Maritime, but his deal-making these days is extremely one-sided. The crude oil specialist has been an aggressive seller throughout the year.

Gener8 will enter 2018 with a fleet of 30 vessels. A year ago, its fleet numbered 43 vessels. The sales were necessitated to pay for the completion of an ambitious \$2.1bn newbuilding program for 21 very large crude oil carriers.

Those vessels were ordered for an average of \$100m per vessel, a far cry from today's low \$80m figure. It is telling that Gener8 commanded a \$19.3m reduction in the contract price for one of the newbuilding vessels that were behind their delivery schedule.

To Mr Georgiopoulos's credit, Gener8 now owns one of the largest fleets of eco-design very large crude carriers.

Lower bunker prices have somewhat blunted the competitive advantage of fuel-efficient ships,



Georgiopoulos: not shy to pursue a deal – even if that means surrendering the best seat in the house.

but the upcoming International Maritime Organization emission regulations in 2020 could prove to be a game-changer for these vessels.

However, to be frank, the elephant in the Gener8 room is not about fuel efficiency; it is about merging with another competitor to better influence the market, instead of just being a price-taker in today's fragmented industry.

Past merger rumours with Frontline (itself an aggressive consolidator that tried unsuccessfully to take over DHT) have not materialised. Is it possible that merger talks could be reignited now the VLCC market has entered another downturn?

Our money is on Mr Georgiopoulos not standing still for long. If we have learned anything from the past, is that he is not shy to pursue a deal – even if that means surrendering the best seat in the house. And even if that would be his swan-song in the industry.

At a key-note speech a couple of years ago, Mr Georgiopoulos said: "The pessimist complains about the wind; the optimist expects it to change; the realist adjusts the sails." Will he heed his own words?

Mr Georgiopoulos also appeared in the Top 100 in 2010, 2011, 2012, 2013, 2014, 2015, and 2016.

TOP
5

NEXT GENERATION IN SHIPPING 2017

Up-and-coming leaders of the international maritime industry take centre stage in our Top 5 next generation in shipping list



01 / DOROTHEA IOANNOU, GLOBAL BUSINESS DEVELOPMENT DIRECTOR FOR SCB, MANAGER OF THE AMERICAN P&I CLUB MANAGING DIRECTOR

AS THE winner of the 2017 Lloyd's List Global Awards next generation shipping award, Dorothea Ioannou was a shoo-in to top our future leaders' list. Ms Ioannou has come a long way in a short time, a fact she credits to the support and belief shown in her by the SCB leadership team, singling out American Club president and chief operating officer Vince Solarino as a key ally. She is the first woman appointed to the executive committee of the NY management company SCB Inc and is involved with corporate strategy. She grew the club's tonnage by more than 16% and developed its hull and machinery insurance subsidiary, AHHC Ltd. Ms Ioannou maintains oversight of the day-to-day operations of the Piraeus office and raises her daughter as a single parent.



02 / RACHIT JAIN, MANAGING DIRECTOR, SAFE LANES CONSULTANTS

RACHIT Jain is an entrepreneur and tanker shipping professional who has successfully tapped into his two decades of at-sea and onshore experience, at BP and ExxonMobil, to create three pioneering maritime solutions: Safe Lanes, Ship Wise and Seabook. Ship Wise acts as a neutral clearing house for 'cost versus quality' benchmarking and uses a database of more than 2,000 ships. Seabook is a news aggregator that personalises news feeds from across business, technology, politics, shipping and sports delivered on demand into the seafarer's crew email box. Seabook algorithms will search 5,000 news sources to deliver news 24x7. Mr Jain was the recipient of the 2017 Lloyd's List Asia Pacific Awards next generation shipping award.



03 / KARAN ADANI, CHIEF EXECUTIVE, ADANI PORT

THE chief executive of Adani Ports and Special Economic Zone impressed judges at the 2017 Lloyd's List South Asia, Middle East & Africa Awards with his ability and drive in rapidly expanding the group's portfolio from just two ports to 10 ports dotting India's coastline, through strategic expansion deals since he joined in 2009. Mr Adani was the winner of the 2017 Lloyd's List South Asia, Middle East & Africa Awards next generation shipping award.



04 / DESPINA THEODOSIOU, CHIEF EXECUTIVE, TOTOTHEO MARITIME AND WISTA PRESIDENT.

THE Cypriot businesswoman and board member of Cyprus Shipping Chamber took over the helm of international lobby group Wista in September 2017. She is a rising star, who has been described as a powerhouse and "everything that Wista stands for and needs to continue its mission". Known as a problem-solver with a sharp mind, Ms Theodosiou has a quiet, consistent style, and the ability to articulate issues. She takes the helm of Wista during what Time Magazine has coined one of the fastest-moving social change in the world. The movement is most closely associated with the #MeToo hashtag, which emerged in the wake of sexual harassment scandals in Hollywood.



05 / EDWARD LIU, SENIOR REGISTERED FOREIGN LAWYER, REED SMITH.

EDWARD Liu is a leading heavyweight lawyer of the future in the making and symbolises the 'new generation' of Asian lawyers. Nominated for the 2017 Lloyd's List Asia Awards next generation shipping award, Mr Liu has been described as having "a terrific grasp of the case management and evidence-gathering responsibilities involved in heavy litigation; effortlessly and seamlessly runs an international practice from Hong Kong; and is extremely personable and well-liked and respected". Mr Liu is known for his flexibility in subject matter, and takes on a variety of cases, from pure arbitration law to one of the biggest alleged dangerous cargo cases in recent years, arising out of the total loss of bulk carrier *Bulk Jupiter*.

The Top 5 next generation in shipping list is compiled by the Lloyd's List editorial team and considers up-and-coming leaders of the international maritime industry.

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TEO SIONG SENG

PACIFIC INTERNATIONAL LINES

Managing director says the operator will remain independent and has significant upside potential

PACIFIC International Lines intends to remain an independent operator focused on niche trades to realise its potential for significant growth.

Managing director Teo Siong Seng – also known as SS Teo – believes that being independent gives customers confidence and is the basis of PIL's relationship with them. "We wish to remain close to our customers, and be alert to their needs in these times of rapid change," he said.

The company will remain focused on niche trades in Asia, the Middle East and Africa while paying close attention to some of the emerging markets. But it shall have only a minor presence in the east-west trades and would not seek to be part of the major container shipping alliances.

PIL is "alliance neutral". The flexibility outside alliances allows the container shipping line to be nimble and work with alliance members on an individual basis when there is mutual interest, Mr Teo said.

That strategy shows significant upside growth for PIL because "the global alliances do not and cannot service the whole world", he said, adding that the company remains ambitious to grow.

PIL returned to profitability in the first half of the year, driven by improved efficiency and market conditions, reporting a net profit of \$26.4m compared to a \$131m loss in the year-ago period.

Turnover increased 28% year-on-year to \$1.9bn during the period. Its container shipping business posted an increase in shipping volume and average freight rates of 11% and 10%, year-on-year, respectively.

Mr Teo was 13 when his father formed PIL in 1967 with two secondhand Dutch coastal ships. He joined the firm in 1979 after graduating from Glasgow University.



Teo: PIL will remain focused on niche trades in Asia, the Middle East and Africa.

The group has since grown to operate a fleet of around 180 vessels. When fleet renewal is completed and new vessels delivered by the end of next year, it will have added 12 new containerships, to have a total capacity of around 500,000 teu.

In late October, PIL took delivery of two new 11,800 teu containerships, which are part of the 12 it has ordered.

Its Hong Kong-listed container manufacturing business, Singamas Container Holdings – of which Mr Teo is chairman and chief executive – has seen strong demand for new containers due to global trade growth.

The average selling price of a 20ft dry freight container rose to \$1,902 for the first six months of 2017 from \$1,414 in the

year-ago period, due to higher demand, and underpinned a 45% year-on-year increase in turnover contributed by sales of containers.

"Overall, we are pleased with the turnaround so far this year as 2016 was a difficult period for us and for the whole container shipping market," Mr Teo said.

However, he remains cautious about 2018, even though 2017 has been a better year for container shipping.

"The recovery in the current freight rate environment is welcome but the impetus to scrap more vessels may diminish and the supply side continues to outstrip demand," he warned.

Mr Teo also appeared in the Top 100 in 2010, 2013, 2014, 2015, and 2016.

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HEINRICH SCHULTE

SCHULTE GROUP AND EXTENDED SCHULTE FAMILY

Head of the shipmanagement group is a scion of one of Germany's leading shipping dynasties

SHIPMANAGEMENT has been in the wars in recent years, with a number of mega mergers led by Anglo-Eastern and Univan and, more recently, Columbia and Marlow.

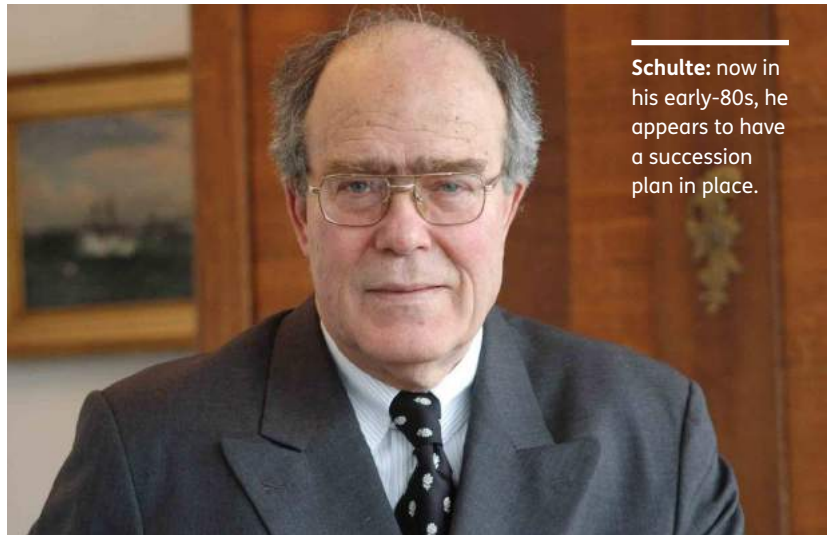
But Bernhard Schulte Shipmanagement – arguably the centrepiece of the Schulte Group – continues to go it alone.

Yet even without joining forces with anybody else, the Limassol-based outfit remains number three in the sector by fleet size, with 580 managed and 90 owned vessels on its books.

Control of Schulte Group rests with Heinrich Schulte, who is now in his early-80s, and he appears to have a succession plan in place: his 30-something sons Johann (born 1982) and Christoph (born 1984) have senior managerial roles.

Both of them studied at universities in the UK and the Far East, prior to being made partners four years ago. Johann reportedly takes responsibility for winning new business, while Christoph is developing offshore wind activities.

Heinrich Schulte – who also has five daughters – is a scion of one of Germany's leading shipping dynasties, which can trace its roots back to the 1880s.



Schulte: now in his early-80s, he appears to have a succession plan in place.

In the early years of that decade – sources vary on precisely which – Johann Hermann Schulte and Nanne Christoph Bruns formed Schulte & Bruns, a shipbroker and agency in Papenberg.

It soon became an owner, specialising in the import of timber from Scandinavia and Russia. Still in business to this day, S&B last year merged its shortsea operations with those of Hartmann Group.

BSM itself was launched by the third generation's Bernhard Schulte, who started his own spot-market oriented outfit in the 1950s, ultimately cleaning

up in the Suez crisis before handing over to Heinrich.

There is also another offshoot. Heinrich's brother Thomas joined his father's firm in 1968, but broke away to establish Reederei Thomas Schulte in 1987.

Today this company – an owner, manager and crew manager – is controlled by Thomas's son, Alexander Schulte. Its Thomas Schulte Shipmanagement was a finalist in the Lloyd's List Asia Pacific Awards this year.

The Schulte family also appeared in the Top 100 in 2015 and 2016.

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ANDI CASE

CLARKSONS

Chief executive is optimistic about the company's ability to capitalise on the upturn in the markets

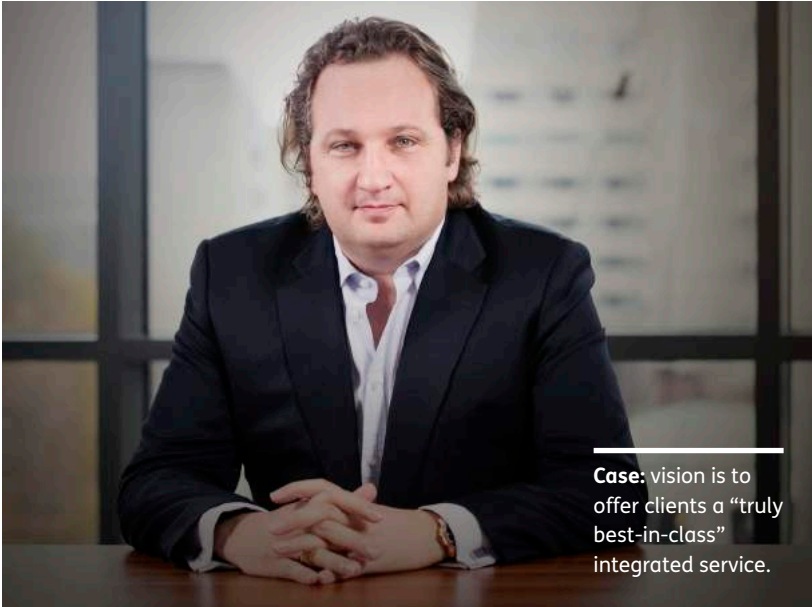
CLARKSONS' chief executive Andi Case is no stranger to shipping or the Lloyd's List Top 100.

Through his leadership and vision, he has seen profits grow at the

world's biggest shipbroker, making strategic decisions to enhance the company's presence in the shipping markets. His vision is to offer clients a "truly best-in-class"

integrated service across all shipping and offshore segments.

Clarksons reported a 25% rise in net profits in the first half to £16.3m (\$21m) through increased



Case: vision is to offer clients a “truly best-in-class” integrated service.

broking activities, as a recovery in dry bulk stimulated deal-making in the spot and period markets, and secondhand sales.

As a result of the rise in profits, the company increased its interim dividend to £0.23 per share from £0.01.

“As we see signs of a rebalancing across some of the shipping markets, we are optimistic in our ability to capitalise on the upturn in

the markets when it occurs, while maintaining the strength of the underlying business,” said Mr Case, who has been in his role since 2008.

“Our solid cash position means that irrespective of market conditions, we are able to invest in the business for future growth, deliver increasing returns to shareholders and take advantage of strategic opportunities as they arise.”

Following a “comprehensive” review and ever-changing market conditions, Clarksons has set up a specialised products team in Geneva to work alongside the tanker and dry bulk units. It also opened a new office in Tokyo, growing to eight brokers and four support staff.

Clarksons provides broking, financial, support and research services across all sectors, including offshore, tankers and containers. It is also consolidating its experts in the offshore renewables sector into a global division to meet growing market needs.

But it suffered a cyber breach in November and had to work with specialist police and data security experts on ways to ensure greater protection for its clients in the future. While the attack did not affect the company’s ability to conduct business, Mr Case said he would not be held to ransom even as the hackers were threatening to release confidential information.

Mr Case also appeared in the Top 100 in 2010, 2011, 2012, 2013, 2014, 2015 and 2016.

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GAUTAM ADANI

ADANI GROUP

Business tycoon’s interests span well beyond ports and shipping

ADANI Ports and Special Economic Zone chairman Gautam Adani’s responsibilities are extensive, as Adani group’s portfolio of facilities stretches from port operations in India to Duqm in Oman, Carey Island in Malaysia, and Abbot Point coal terminal in Australia.

Adani Group, which is on the verge of completing its strategic string of pearls around the Indian coastline, operates a clutch of cargo terminals across the country.

These include its flagship Mundra Port on the west coast; cargo facilities at Hazira, Tuna-Tekra (Kandla), Dahej, Goa, Dhamra and

Visakhapatnam; and the Ennore Container Terminal, near Chennai.

One of Adani’s achievements this year has been to handle the largest parcel size of containers in one vessel call at any Indian container port.

The company now has set a target of exceeding 200m tonnes of cargo handling by 2020 and is also scouting for port opportunities in Sri Lanka, Bangladesh, the US and Europe.

Led by chairman Mr Adani, the group has also begun construction of the first berth at India’s premier and ambitious

international transshipment project in Vizhinjam, Kerala.

Mr Adani is a busy man, having to juggle a slew of other tasks as group managing director for Adani Power Ltd and Adani Global, which actively trades in coal, iron ore, agricultural products and petroleum, as well as marine fuels.

Over the years, the wider Adani group has been forging ahead with a number of businesses ranging from coal mining and trading, exploration for gas and oil, to power generation that underline the ethos of this Indian family business.

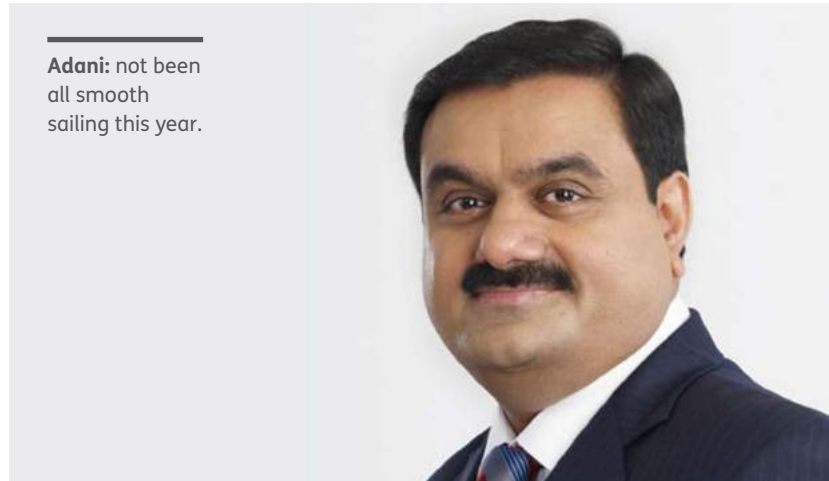
The group has a fleet of four panamax bulk carriers and two barges on its own and charters around 160 ships a year for its commodity business, Lloyds List Intelligence data shows.

However, it has not been all smooth sailing for Mr Adani this year.

The Adani Group, which received a final mining lease in 2016, is still awaiting regulatory approval from the Australian federal government for its much-debated \$16.8bn Carmichael coal project and Abbot Point coal terminal expansion.

The port is to be used for coal and uranium exports back to India.

The idea behind the project was to export coal from the mine in Australia to Adani Group's power plants in India through Queensland's Abbot Point coal terminal and a 388 km rail link, connecting the mine to the port.



Adani: not been all smooth sailing this year.

After the mine was first proposed in 2010, the project ran into trouble, with large-scale protests over the potential severe negative impact on the climate; the refusal of traditional owners to part with the land on which the mine is to be built; and progressively complicated financial scenarios.

If it is built, the Carmichael coal mine proposed by the Adani Group would be the largest mine in Australia, and among the largest in the world, with a capacity of 2.3bn tonnes of coal.

Mr Adani also appeared in the Top 100 in 2016.

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RASHPAL BHATTI

BHP BILLITON

Vice-president of freight presents a potential influence on the industry via his digital vision for freight trading



Bhatti: focus on increasing safety standards in the bulk shipping industry.

RASHPAL Bhatti, the man behind the online auction system for transporting cargoes, arguably now has a greater influence over the future direction of dry bulk shipping.

Such an endeavour might not be particularly new to the shipping industry but for a charterer of its scale to bypass middlemen and negotiate with vessel owners and operators directly and digitally is unprecedented.

As BHP Billiton's vice-president for freight, Mr Bhatti says the company's focus is squarely on increasing safety standards in the bulk shipping industry.

He said the e-auction platform helps the Anglo-Australian conglomerate to get the highest standard of vendors and have the best vessels, as only pre-vetted ships are allowed to participate in the auction process.

“The challenge for getting the platform was not technology or the platform, as we use a lot of them to manage our supply contracts; but it was getting strategic partners to say ‘yes, we want to partner this,’” he added.

Mr Bhatti asserts the role of a broker remains limited in the near future and therefore this intermediation in the market is really important.

He first showed his credentials when the online auction system was rolled out for capesizes and panamaxs to carry iron ore and coal out of Hay Point and east coast Australia into Asia.

Mr Bhatti now has plans to extend the platform to digitalise supramax shipments from west coast south America into India, China, Japan and Korea.

Rising through the ranks, the chartering executive took on his position after holding several senior positions across BHP Billiton’s marketing, technology and procurement departments.

Mr Bhatti believes there is another way of improving safety in the shipping industry by preventing people from being exposed to such risks.

“If we can keep crew members on land as much as possible,

it is obviously the best way to make sure you have the highest level of safety,” he said, pointing out that autonomous vessels can be a great solution.

BHP is planning to transport iron ore from Port Hedland to China in autonomous ships by 2025.

Having graduated with an honours degree in accountancy and finance, Mr Bhatti acquired most of his core skillset of commodities supply chain and trading at Schlumberger and Enron.

This is Mr Bhatti’s first appearance in the Top 100. BHP also appeared in the Top 100 in 2010, 2011, 2012, 2013, 2014, 2015 and 2016.

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ESBEN POULSSON

INTERNATIONAL CHAMBER OF SHIPPING

Industry body’s chairman oversaw a campaign to protect shipowner interests amid incoming environmental regulations

Poulsson:
took over as
chairman in
June 2016.



BY all accounts, 2017 was a successful year for the International Chamber of Shipping and its chairman, Esben Poulsson. It was also an emphatic demonstration of the clout held by the trade association that represents 80% of the international merchant fleet.

Most notably, ICS co-led an effort to delay the application of Ballast Water Management Convention on the existing fleet by two years, alleviating for the

time being one of shipowners’ greatest investment concerns.

Along with other industry bodies, it also actively promoted its vision for the decarbonisation of the shipping industry, maintaining a degree of consistency and vocality that ensures its positions are not just heard but are also ingrained in the consciousness of the debate.

The complexity permeating the decarbonisation negotiations, the multifaceted interests that extend far beyond shipping

and the divergence among the stakeholders mean that at least some components of ICS’s proposal have a realistic shot of being incorporated in the initial five-year greenhouse gas emissions reduction strategy the IMO will adopt in April 2018.

ICS also tried to fend off the prospect of regional environmental regulation. It vocally opposed the inclusion of shipping in the revised EU Emission Trading System and is pushing the EU to align its Monitoring, Reporting and Verification System with the IMO’s data collection system.

Its work has not been limited to the decarbonisation issue. With the 2020 fuel 0.5% sulphur cap fast approaching, its members agreed to officially propose to the IMO a carriage ban in bunker tanks for non-compliant fuel, excluding cases where there are scrubbers installed.

But 2017 is only the beginning of a long journey and Mr Poulsson’s success will be judged beyond the accomplishments of the past year.

As the decarbonisation debate transcends the political realm of

long-term decarbonisation targets and enters the very practical concern of deciding the measures that will enable these targets, Mr Poulsson and his colleagues carry the heavy burden of ensuring shipowners' practical considerations are taken firmly into account.

Times are changing and ICS will also have to confront new challenges and audiences. Growing visibility and attention from the public, politicians and other industries means ICS will

be under increased scrutiny and questioning – if not criticism – as the dominant vehicle for the promotion of shipowner interests.

Mr Poulsson, who is also the president of the Singapore Shipping Association, will need to convince doubters of the ambition of ICS's decarbonisation vision. ICS's position and track record indicates he is well-placed to address these but he cannot afford complacency, no matter how strong ICS's influence within the sector.

There are significant internal changes happening as well. Mr Poulsson faces the task of crowning ICS secretary-general's Peter Hinchliffe's successor. Mr Hinchliffe is hanging up his boots in May 2018 after eight years as secretary-general. The heir to the throne is expected to be crowned in February 2018.

Mr Poulsson also appeared in the Top 100 in 2016. The International Chamber of Shipping featured in the Top 100 in 2012, 2013, 2014, and 2015.

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ERCK RICKMERS

ER SCHIFFAHT

Fifth-generation shipowner is said to be planning to return to Europe after living in the US



Rickmers: been undertaking a graduate degree in religious studies at the University of Southern California.

ERCK Rickmers has not been a hands-on shipowner for some time. Indeed, he spent the academic years 2015-2017 at the University of Southern California, Santa Barbara, undertaking a graduate degree in religious studies.

That did not entail living in the sort of accommodation familiar to most students, however. Mr Rickmers and his wife Cristina and their five daughters relocated from rainy Hamburg to Great Oaks Vineyard, a 65-acre estate in California's Ynez Valley.

The property includes an 82ft swimming pool, a putting green and a helicopter hangar.

However, the mansion and grounds were, at the time of writing, on the market for a shade under \$16m, amid reports that Mr Rickmers is planning to return to Europe.

He is a fifth-generation shipowner, like his more high-profile brother Bertram, with the latter much in the news of late, thanks to the collapse of Rickmers Holding.

The two men established investment company Nordcapital jointly in 1992, with Erck becoming the sole shareholder in 1996. Erck's ER Schiffahrt was set up in 1998, and currently manages around 80 vessels.

There appears to have been a falling out at some point. But

while Erck and Bertram are not thought to be on the best of terms, they did discuss merging their shipmanagement operations in 2016, at a time when Bertram's shipping empire was visibly struggling. In the event, no deal was reached.

Mr Rickmers was born in Bremerhaven in April 1964 and educated at Louisenlund, a progressive boarding school.

Between 2010 and 2012, he served as a member of the Hamburg state parliament for the SPD, Germany's main centre-left party, prior to stepping down to concentrate on other interests.

Just to underline his credentials as the industry's token lefty, he is also a philanthropist, founding the International Foundation for the Humanities and Social Change in 2016.

The IFHSC supports research at University of California Santa Barbara, the University of Cambridge, Humboldt University in Berlin and Ca' Foscari University of Venice.

Its mission is 'to develop innovative projects that will ultimately provide humanities-led solutions to the pressing societal problems of our age'.

Mr Rickmers also appeared in the Top 100 in 2010, 2011, 2012, 2013, 2014 and 2016.

TOP
10

IN SHIP FINANCE 2017

Chinese institutions are taking charge on a global scale



01 / HU XIAOLIAN, CHAIRMAN, THE EXPORT-IMPORT BANK OF CHINA

MS Hu keeps a rather low profile, rarely interacting with the press and only occasionally speaking at industry conferences. She prefers to let her deeds speak for themselves. Cexim's marquee deals in 2017 included \$4.2bn in loans to Cosco Shipping for 59 newbuilding vessels ordered since 2014, and being the lead financier in CMA CGM's \$1.5bn new building project for up to nine dual-fuel engine 22,000 teu-class containerships. She claims the top spot this year due to Cexim's leading role in financing the Belt and Road Initiative, orchestrated by China's president Xi Jinping.



02 / ZHAO GUICAI, CHIEF EXECUTIVE, ICBC FINANCIAL LEASING

MR Zhao accumulated more than 25 years of experience at the bank before taking over at the leasing subsidiary. Under his command, ICBC has generated \$10bn in new financing deals for the second year in a row. In October, the lessor teamed up with KMarin on a liquefied natural gas carrier financing project for BP Shipping, worth more than \$1bn. Asian leasing institutions and export-import agencies are quickly becoming the leading lenders for newbuilding orders, filling a critical void left by the retreat of European commercial banks.



03 / CHEN MIN, CHAIRMAN, BOCOMM FINANCIAL LEASING

UNDER Mr Chen's leadership, Bocomm Leasing's assets, including ships, airplanes and other equipment, have soared to Yuan200bn from Yuan20bn over the past 10 years. Mr Chen told Lloyd's List in November the company would invest another Yuan10bn in shipping in 2018, a goal he considers conservative. While conceding that the blistering growth in the past shouldn't be taken as a normative example, Mr Chen said the market is still full of opportunities.



04 / LEE DONG-GEOL, CHAIRMAN, KOREA DEVELOPMENT BANK

KDB will play a critical role in leading South Korea's shipbuilding and shipping industry out of its financial struggles – even if some companies are left behind. Mr Lee, who was only appointed at his role in September, made headlines at his inauguration ceremony when he said there was no point supporting companies with no hope, which will disappear in a year, no matter how much securing jobs was important. KDB will try its best to help struggling firms to restructure, with concrete, strict and transparent guidelines. His first test will be the restructuring of troubled shipbuilder STX O&S.



05 / KRISTIN HOLTH, GLOBAL HEAD OF OCEAN INDUSTRIES, DNB

DNB is still the largest lender in shipping, even as it continues its retreat from shipping- and oil-related industries. Recently promoted to her new role, which includes seafood industries in addition to shipping, offshore and logistics, Ms Holth sees her future role changing to a trusted advisor for her clients. "As for us, the bankers, we have to be there to be their broker and to find the good sources [of funds] for them. Our role has to be much more sophisticated." She intends to stay in that role, serving "an industry that is global, dynamic, and full of colourful characters... an industry that inspires you to really learn something new every day".



06 / WILEY GRIFFITHS, HEAD OF GLOBAL SHIPPING, MORGAN STANLEY

MORGAN Stanley has been the undisputed bulge bracket investment bank for shipping, thanks to the leadership of Mr Griffiths. 2017 was another banner year for the bank, being the sole underwriter for Golar LNG Partners and Ardmore, and the lead underwriter for Scorpio Tankers and Costamare. These four deals alone raised approximately \$450m in gross proceeds. Morgan Stanley is also a powerhouse in preferred share offerings, proving its versatility in placing securities with institutional and retail clients alike.



07 / MICHAEL PARKER, CHAIRMAN OF EMEA CORPORATE BANKING, CITI

IN addition to his day job, Mr Parker doubles as the resident philosopher among commercial bankers. Known for his dry wit and no-nonsense style, he warns of a fundamental change taking place in ship lending amid tighter credit standards, increased costs, better access to capital markets, and the onslaught of Chinese leasing institutions. When he was recently asked what he would do differently if he knew back then what he knows now, he deadpanned: “Logically, I should have done something totally different.” He was only half-joking. In fact, he is very pleased that towards the end of his illustrious career, this significant change is happening for the good of the industry. The Emerald City may be within reach after all.



08 / TOBIAS ZEHNTER, GLOBAL HEAD OF SHIP FINANCE, NORDLB

MR Zehnter has taken charge of the bank’s effort to steady the ship, following the abrupt exit of former head Oliver Faak last summer. It has not been an easy fight and there is still no light at the end of the tunnel. NordLB is bailing out of shipping faster than it had earlier expected, as it seeks to distance itself from the industry that was the main source of its thumping \$2bn loss for 2016. It plans to dispose of €4.1bn (\$4.87bn) in non-performing shipping loans by the end of 2019. Offloading these bad loans will help cut its shipping portfolio to €10bn.



09 / CHRIS WEYERS, HEAD OF MARITIME INVESTMENT BANKING, STIFEL

STIFEL may be just a middle market investment bank on Wall Street, but when it comes to shipping, Mr Weyers can go head-to-head with the best. In the three-year period from 2015 to today, Stifel has participated in 20 US shipping equity offerings, second only to Morgan Stanley, which took the top spot with 24. In the maritime sector, Stifel is to many leading Wall Street banks what David was to Goliath. We all know who won that battle.



10 / ULRIKE HELFER, EXECUTIVE DIRECTOR, HSH PORTFOLIOMANAGEMENT

WE saved the last place for our clean-up banker. In American baseball, clean-up hitters provide the most power and they are expected to clean the bases, giving their team the best chance of scoring runs and winning the game. Ms Helfer is the power-hitter for Germany’s most visible, standalone bad shipping bank. Her job is to wind down a tranche of €4.1bn in non-performing shipping loans. The loans were purchased for €2.4bn. All eyes are on her as she is cleaning up the mess created by years of irrational exuberance at HSH Nordbank. Helfer means helper in German. The two federal states that are backing the bank financially need all the help they can get.

The Top 10 in finance list is compiled by the Lloyd’s List editorial team and considers the most influential people in commercial banking, investment banking, and alternative finance.



Howle:
has strong
background
in petroleum
trading with BP.

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9

CAROL HOWLE

BP SHIPPING

Energy major's shipping arm is set to welcome its second new head in three years

CAROL Howle will become BP Shipping's second new chief executive within three years.

Currently the joint head of BP's chief executive office in London, Ms Howle will be taking the helm from February 2018.

Susan Dio, who has led BP Shipping since May 2015, will relocate to Houston, to lead group workplace modernisation efforts.

While a relatively new name to some segments of shipping, Ms Howle has a strong background in petroleum trading in addition to work experiences in the finance and operations areas.

Having first joined BP in 2000, Ms Howle has held the positions of trading manager for global liquefied petroleum gas and chemicals and head of operations for the eastern hemisphere business in Singapore.

She was also the head of executive office for BP's global integrated supply and trading business and the Houston-based chief operating officer for the natural gas liquids business in BP's North America Gas and Power.

Those experiences should be able to help her handle the BP Group's strong presence in spot charter markets.

The major fixed 444 clean tankers to carry 20.2m tonnes of petroleum products in the first 10 months of 2017, up from 351 ships for 15.4m tonnes in the same period of 2016, data from Clarksons showed.

According to Poten & Partners, BP chartered 189 dirty tankers to ship 17.3m tonnes crude and fuel oil in the first half of 2017, compared with 198 fixtures for 17.2m tonnes during the year-ago period.

Of course, Ms Howle will also oversee BP's operated fleet, whose renewal programme is almost completed.

BP has taken delivery of 26 newbuilding crude and product tankers since 2016, while another six liquefied natural gas carriers will be added to its fleet in 2018 and 2019. Those ships, on long-term bareboat charters to BP, are beneficially either owned by KMarin or ICBC Leasing.

The fleet size has stayed similar, though, as BP has been redelivering

chartered-in vessels approaching the age of 15 simultaneously.

As of mid-November 2017, the fleet consisted of seven LNG carriers, three liquefied petroleum gas carriers, two very large crude carriers, three suezmaxes, 17 aframaxs, 12 handymaxes, five handysizes and two barges. Its average age was 5.8 years old, down from almost eight years old at end-2016.

When Ms Howle formerly takes office, BP Shipping's priority will likely remain the mitigation of environmental impact of shipping, given the upcoming regulations on ballast water treatment and bunker sulphur.

Her soon-to-be predecessor Ms Dio identified marine talent, quality of tonnage, and the regionalisation of regulation as her top three priorities, and it will be interesting to see whether Ms Howle will follow the same path.

This is Ms Howle's first appearance in the Top 100. Her predecessor Ms Dio appeared in 2015 and 2016.

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9

JUNG SUNG-LEEP

DSME

Chairman stresses the importance of figuring out how to survive between rising Chinese yards and established players in Europe and Japan

JUNG Sung-Leep, chairman of South Korea's Daewoo Shipbuilding & Marine Engineering, described this year as a "time to regain confidence" for the company.

"I believe active participation from DSME employees has played an important role regarding normalising the company's business," said Mr Jung.

He was referring to pay cuts, unpaid leave and lay-offs of some of the employees, through which the company has had to go under its a restructuring programme.

DSME is currently two years into a five-year restructuring programme, which has seen it sell 30% of its drydock capacity to date.

It has agreed with its board to slash human resources costs, including cutting staff wages in support of the company's restructuring. Around 98% of the workforce has consented to the measure.

Mr Jung explained it had been a tough time for employees at DSME, but the company regained the confidence thanks to everyone's efforts and sacrifices.

Indeed, the company's business came back into the black, while its shares on the Korea Exchange were allowed to be traded again.

DSME was found guilty of inflating its accounts in 2013 and 2014 to the tune of Won5.5 trn (\$4.6bn), in order to obtain new funding from creditors and investors. South Korea's Securities & Futures Commission has since ordered DSME to correct all its financial statements from 2008 to the first quarter of 2016.

After the amendments, it turned out the shipbuilder had incurred losses over five consecutive years between 2012 and 2016.

Orders came through, as well. For instance, the company



Jung: believes it is essential for employees to feel proud of themselves for working for DSME.

received orders in September from Mediterranean Shipping Co for five containerships worth \$820m.

This was a silver lining for DSME, as it came after French group CMA CGM had ordered in China, with financing supported by Beijing. DSME was also reported to be competing to win such orders.

Meanwhile, most recently, the company agreed to sell major stakes in its joint venture in Romania, worth \$26.5m, to Holland's Damen Shipyards Group, which was seen by DSME as "a step to make the company financially stronger".

Mr Jung admitted, however, that employees had been quite discouraged and lost motivation amid such restructuring efforts and ongoing difficulties.

After recognising the issues, DSME set up a taskforce team to study how to raise employee morale.

The company conducted a series of surveys to gauge employees' needs and, from November, began to sort them out, one by one.

One such requirement was to resume educational programmes for employees, which had been halted over the past two years, according to Mr Jung.

"I believe it is essential for employees to feel proud of themselves for working for DSME," he said.

Mr Jung also expressed concerns about the rise of Chinese yards.

"Between rapidly growing Chinese yards and established players from Europe and Japan, it has become more important for us to figure out how to compete with them while keeping the business going," said Mr Jung.

To that end, DSME will focus on improving the quality of its products rather than branching out to new businesses in the near future.

The company also plans to resume recruiting new employees after a hiatus of almost four years, while putting in more effort to retain its current employees.

Mr Jung also appeared in the Top 100 in 2015 and 2016.

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HELLE HAMMER

CEFOR

Managing director sees insured values and reported premiums falling fast, creating challenging market conditions

HELLE Hammer has been managing director of the Nordic Association of Marine Insurers since October 2007, a position that makes her one of the leading women in the male-dominated world of marine insurance.

Cefor, as her employers are known by their local acronym, is the main representative body for what is effectively the largest single marine market outside London.

It is best known for the statistics it produces each year, and the latest figures clearly illustrate the current benign claims trend, with no claims above \$30m for the first time in a decade.

But insured values and reported premiums are also falling fast, creating the challenging market conditions Ms Hammer highlighted when the latest annual edition was released last April.

Her other responsibilities include chairing of political forum at the International Union of Marine Insurance, giving her a formidable degree of influence in the niche.

After studying at Oslo Business School, Ms Hammer commenced her career working for Oslo city council, including a spell as a political advisor for councillors

Hammer: one of the leading women in the male-dominated world of marine insurance.



affiliated with Høyre, Norway's main centre-right party.

Her CV also includes stints with her country's trade and finance ministries, and two years based in Houston, Texas, where she represented Innovation Norway, the state-owned national development bank.

Shipping posts have included various roles at the Norwegian Shipowners' Association, Det Norske Veritas and Oslo's prestigious Shippingklubben shipping club.

A divorced mother of two student-age daughters, Ms Hammer hails from the provincial town of Hamar, where her father worked in a brewery. Her mother was a former

school teacher turned local politician, who is still active and holds a seat in Oslo's imposing town hall.

But despite her subsequent career trajectory, she had no connections with either the shipping or insurance worlds while growing up, beyond a gap year pre-university job in car insurance.

In her leisure time she shares the Norwegian national obsession with downhill ski-ing, and works out at the gym. She also plays golf, while her choice in music includes Janis Joplin, Pink Floyd and whatever is in the charts.

Ms Hammer also appeared in the Top 100 in 2016.

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2

PHILIPPE LOUIS-DREYFUS

BIMCO

Head of the world's largest industry association has seen it taking clear positions on issues such as piracy and cyber-security

HAVING spent two years at the head of the world's largest shipping association Philippe Louis-Dreyfus has had time to reflect on his successes, and his disappointments.

Success has come in the form of clarity of action, and in raising BIMCO's voice in the industry.

Where once there was a lack of understanding – both internally

and externally – on the value of the 112-year-old association, it is now much more active and aggressive, taking clear positions on industry issues such as piracy

and security, cyber-security and the prolonged dry bulk shipping downturn – and how to beat it.

Mr Louis-Dreyfus ushered in a new visual identity, and a clearer definition of BIMCO's vision and mission. He increased transparency by establishing its nomination and governance committees.

He also encouraged a visionary outlook: on what will be the shipping industry of tomorrow. On a practical level, that meant fostering thought leadership on its widely read 'Road to Recovery' analysis for dry bulk shipping, which championed mass vessel scrapping and zero supply growth.

BIMCO's Financial Term Sheet, a 'charter party agreement' for financial transactions, was another innovation.

First devised for one-to-one deals, it was later amended for syndicated loans, with the intention to make shipping investments quicker, cheaper and easier for shipowners, financiers and lawyers.

It was also designed to reverse "stupid" financial institution lending habits, where banks are willing to lend money when the market is high and not when low.

Disappointment comes in a failure to bring together the 'acronym soup' of industry organisations. He has been beating the drum for a united front since his days heading the European Community Shipowners'



Louis-Dreyfus: ushered in a new visual identity and a clearer definition of BIMCO's vision and mission.

Associations and worries his message has fallen on deaf ears.

"Our voice would be better heard by the politicians, by the public, if there were less organisations, or we spoke with one voice."

That has meant wasted opportunities. First to re-invigorate the shipping industry's image: "we have the savoir-faire but not the faire-savoir", meaning we have the know-how, but people do not know it.

"People love the sea, but they don't like shipping. They see it as polluting. They don't see the importance of what we do," he says.

"I would love for people to not take for granted what we do."

The second disappointment is related to the first, and centres on a lack of action on the environment. Had the industry been more pro-active and united on the environment, then it

may not be facing a situation where regulations are imposed by Europe and the International Maritime Organization.

While there has been some sharing of ideas between Europe's leading associations – BIMCO, ICS, Intercargo, Intertanko and Ecsa – through round-table discussions, for now it would seem that no meta-association or mega-association will emerge.

Perhaps a more united industry will be the purview of BIMCO's newest president, dry bulk owner Anastasios Papagiannopoulos, whose crowning in June ushers in Greek leadership at four of the five main industry associations.

"They are talking the same language." According to Mr Louis-Dreyfus, that can only be a good thing.

Mr Louis-Dreyfus also appeared in the Top 100 in 2015 and 2016.

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SULTAN AHMED BIN SULAYEM

DP WORLD

Chief executive sees volumes and profits continue to go from strength to strength, thanks to a diverse global portfolio

SULTAN Ahmed bin Sulayem is now well into the second year of his tenure as chief executive of global terminal operator DP World, and continues to lead in the example set by his predecessor, the now retired Mohammed Sharaf.

Astute and strategic global investments have been the

fundamentals behind the group's rise to prominence in the container port sector, an approach Mr Bin Sulayem appears keen to uphold in the early stages of his stewardship.

For it seems not a week goes by without a press alert to yet another meeting he has convened

with a certain government minister or trade official in locations throughout the world.

Whether this be in Georgia, Iran and Kazakhstan, or Senegal, Mali and Egypt, he has certainly been racking up the air miles since his appointment, as he looks to further the operator's footprint

and capitalise on emerging and faster-growing markets.

Jebel Ali is the blueprint. Although potential new investments may not be of the same grandeur or scale, the principles are the same: creating not just a port but a logistics hub, providing shippers and manufacturers with a one-stop-shop for their supply chain needs.

DP World reckons that including the end-users – the cargo owners – in the thought process is key and the reason why it has been able to attract carriers to Dubai, even if does not make sense geographically.

The port operator has looked to replicate this strategy not only at London Gateway on the UK's River Thames estuary, but also in Prince Rupert, Canada, where shippers have rushed to the port in their numbers at the expense of rival US ports further south, looking to take advantage of the shorter and more reliable transit times for Asian cargoes destined for the US mid-west.

Such savvy investments have enabled DP World to grow volumes and profits year on year, even when times are hard.

2016, Mr Bin Sulayem's first year at the helm, was no exception. Continued slow growth in global



Bin Sulayem: took over the reins as chief executive of DP World from Mohammed Sharaf in early 2016.

containerised trade made for a challenging market environment.

Volumes at DP World's flagship facility Jebel Ali last year were hit particularly hard by the impact of the low oil price in the region, as high-margin cargoes slumped significantly.

But the port operator managed to weather the storm both at home and abroad, as it mitigated its exposure to these headwinds thanks to its diverse global portfolio, which at the time of writing totalled 78 terminals in as many as 40 countries.

As a result, the Dubai-based company posted a near 30%

jump in full-year profits, while volumes grew above the market.

DP World expects a repeat performance this year, as new developments in Rotterdam in the Netherlands, Nhava Sheva, India, and Yarimca, Turkey, start to bear financial fruit.

The aggressive nature of the group's acquisition, ability to seize growth opportunities and the business acumen of Mr Bin Sulayem points only to further success in its expanding portfolio.

Mr Bin Sulayem also appeared in the Top 100 in 2010, 2011, 2012, 2013, 2014 and 2015 and 2016.

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PAUL THOMAS

VITOL

Head of shipping handed over the reins in September but remains with the company after 30 years

PAUL Thomas is approaching his 30th year at commodities giant Vitol.

While he moves away from the role of head of shipping, passing the reins to Christopher Kernon, he will stay within Vitol in an unspecified capacity.

Mr Kernon, known more commonly as Kit, assumed the head of shipping role on September 1, tasked with overseeing the movement of oil and refined products around the world from production centre to end-user.

Vitol, which trades more than 7m barrels a day, noted 6,809 ship journeys in 2016, up from 6,629 voyages a year earlier, it said in an annual report issued in May. And that trend is set to continue.

It is increasing its traded volumes in gas, thanks in part to higher US shale production, but also due to partnerships in Africa, where it hopes to be able to provide cargoes for power plants. The trading house would also like to facilitate a switch to liquefied petroleum

gas for use in cooking in Africa and in Asia as a long-term goal.

In September, it signed a multi-year offtake agreement with Angola for liquefied natural gas volumes.

With the increasing focus on gas, Vitol signed an agreement with South Korea's Hyundai Heavy Industries for the construction of up to eight very large gas carriers, worth a total of \$600m.

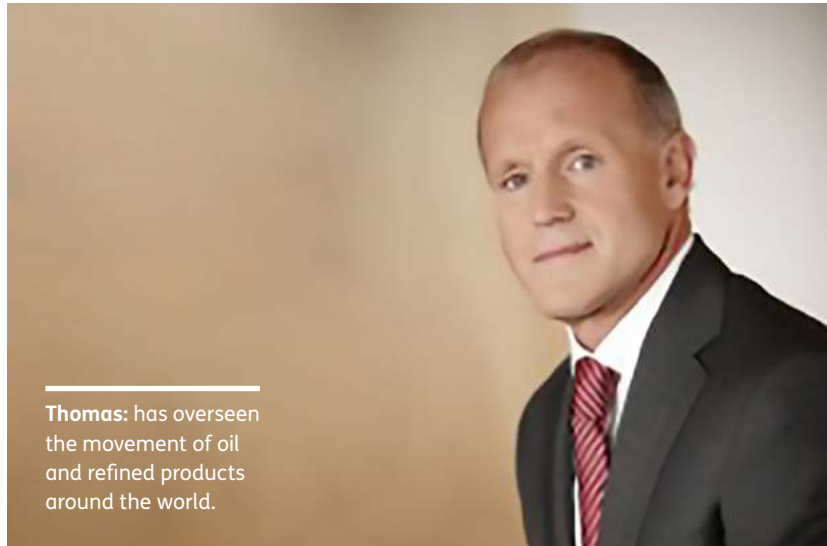
Four of those were firmed up during the year, scheduled for delivery in 2019.

The 84,000 cu m vessels will be equipped with environmentally sustainable technologies, such as hull optimisation for fuel efficiency, ballast water treatment systems, and scrubbers.

It was the first time Vitol, which operates around 250 vessels, had directly placed VLGC orders with the builder, a shipyard official said.

Vitol also bought the oil liquids business of Noble Group, which is sure to add to its shipping requirements going forward.

Mr Thomas also appeared in the Top 100 in 2010, 2011, 2013, 2014, 2015 and 2016.



Thomas: has overseen the movement of oil and refined products around the world.

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2

JOHN PLATSIDAKIS

INTERCARGO

Chairman of dry bulk owners' league spearheads internal pressure for reforms in the industry

JOHN Platsidakis is not himself a shipowner but few are harder-working and more articulate as a standard-bearer for the shipowning community.

Mr Platsidakis' background is in banking and his longtime day job has been that of a top executive in the Angelicoussis Shipping Group.

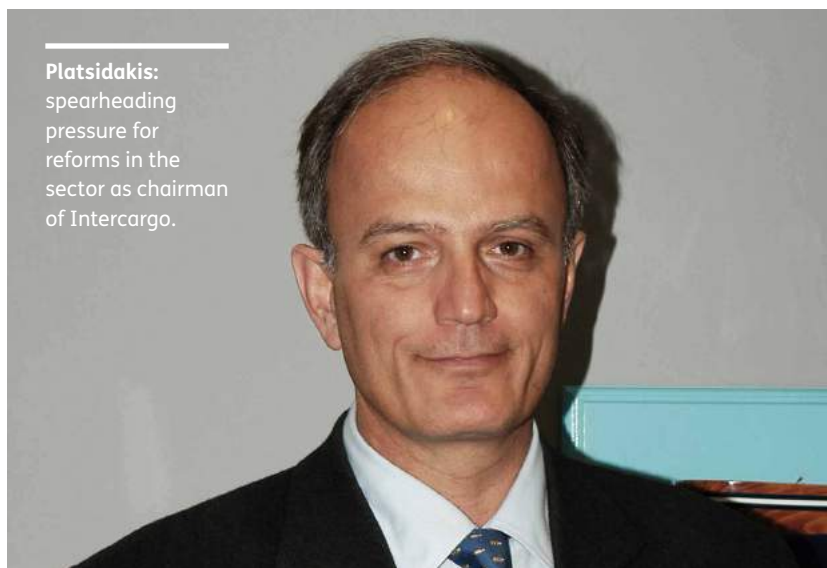
Reflecting the group's heavy involvement in the wet as well as dry markets, Mr Platsidakis serves on the council of Intertanko.

He is also a director and executive committee member of the Hellenic Chamber of Shipping, and vice-chairman of the Union of Greek Shipowners' nautical education committee.

However, his most pressing claim to be included in our list is as chairman of the international dry bulk owners' league Intercargo, where he is spearheading pressure for reforms in the sector.

"We support regulations when they are practical but there is a lack of other stakeholders facilitating the smooth implementation of regulations," he said.

He contrasts the heavily vetted lot of today's owners particularly



Platsidakis: spearheading pressure for reforms in the sector as chairman of Intercargo.

with that of charterers, that go completely unassessed, and terminals that fail to provide required facilities.

"We are just the end-users of the product," said Mr Platsidakis, underlining the inequity of governance across the various stakeholders in the industry.

"We do not build ships ourselves, or engines. The charter dictates the use of the asset and hence the production of CO₂".

According to Mr Platsidakis, the emissions challenge will keep the industry busy for years to come, but the public should not be concerned about shipping accepting its fair share of responsibility.

He recently told EU Transport commissioner Violeta Bulc: "We do not have an option. We are obliged by fierce competition in tramp shipping worldwide to be as efficient as possible. We cannot afford to be marginal operators

and, as members of Intercargo, we are committed to quality.

“We want to tell the public that we will buy and install whatever is there in the market to increase efficiency. If it is practical and available, we will take it,” he said.

Other causes keenly being pursued on Mr Platsidakis’ watch are more urgent casualty investigations and reporting – especially against the backdrop of a spate of losses due to cargo liquefaction – and tackling corruption in certain ports by establishing internal

affairs departments within port state control secretariats.

Mr Platsidakis notes that progress on a number of Intercargo’s pet issues has been disappointingly slow. But the association is generally seen as punching above its weight.

It has the smallest staff – a grand total of four – of any of the Round Table of international shipping associations. Yet enrolled vessels increased by almost 50% in the first nine months of 2017 and the member-fleet reached 138m dwt.

This, and greater participation at recent meetings, seem to validate the association’s work, and its leadership.

“Unless we are united, we as an industry will not be heard,” Mr Platsidakis said. “We do not have the capacity to address all shipping topics.”

Intercargo was determined to “focus specifically on topics related to the dry bulk sector”, he added.

Mr Platsidakis also appeared in the Top 100 in 2013, 2014 and 2016.

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NEW

SVEINUNG STØHLE

HØEGH LNG

FSRU pioneer has faced growing pains as the market expands

SVEINUNG Støhle, chief executive of Höegh LNG, was among the first to see the critical role that floating, storage and regasification units could play in the global liquefied natural gas supply chain.

His company was a pioneer in the development of the first Moss-type LNG carrier in 1973, revolutionising the water transportation of natural gas. Some 45 years later, Höegh finds itself again at the forefront of technological innovation.

Mr Støhle, who joins the ranks of Lloyd’s List Top 100 for the first time, saw the advantage of building a floating LNG import terminal for half the cost and in half the time, compared to a fixed terminal.

The cost savings alone were the deciding factor in supplying many of the emerging markets with natural gas – countries that would have otherwise been unable to secure financing for large-scale, shore-based projects.

By being one of the early movers, Mr Støhle secured lucrative long-term service contracts and, along the way, built the largest fleet of FSRUs, with a total of 10 units.

However, he is now facing the prospect of lengthy delays or



Støhle:
remaining calm under this sudden pressure.

outright cancellation for three projects, and the risk of having to trade the corresponding FSRUs as conventional LNG carriers.

Even more critical, new players are now entering the market.

Mr Støhle remains calm under this sudden pressure. He insists delays in developing new markets should be expected and his company has full substitution rights in every contract it enters, allowing it to reposition FSRUs as needed.

Höegh has also entered into a strategic partnership with state-owned Nakilat to jointly develop

new projects that will originate from Qatar, one of the world’s largest producers of LNG.

Another area of promise is the development of smaller-scale floating regasification terminals.

The FSRU sector has certainly become crowded and profit margins might get a little squeezed, but it would be a mistake to count out the head of one of the top firms in the transportation of LNG.

This is Mr Støhle’s first appearance in the Top 100.

LIFETIME ACHIEVERS 2017

Leaders of the maritime industry are chosen for their dedication, ambition and excellence



01 / FRANCIS VALLAT, SOS MEDITERRANÉE

FRANCIS Vallat worked with the Dutch company Van Ommeren for 27 years, during which time he joined the board of the French Shipowners' Association. He represented France on the European Maritime Safety Agency from 2002-2012, acting as chairman in 2005. Also in 2005, he co-founded the Cluster Maritime Français, gathering more than 400 companies and professional federations, and helped set up the European Network of Maritime Clusters. His contribution to maritime safety, quality, and professionalism is unmatched across Europe. In his 70th year, he was appointed president of the French arm of SOS Méditerranée, set up to alleviate the suffering of migrants leaving Libya in leaky boats. Mr Vallat took home the 2017 Lloyd's List Global Awards lifetime achievement award.



02 / KISHORE RAJVANSHY, FOUNDER, FLEET MANAGEMENT

KISHORE Rajvanshy sailed deepsea as an engineer with Shipping Corp of India. He came ashore to a position of superintendent with a Hong Kong shipmanager, where he was promoted to director and general manager. In November 1994, he founded Fleet Management with a single ship. Twenty-three years later, the business has grown to encompass a diversified fleet under management of more than 450 vessels valued at \$15bn. This was achieved without mergers or acquisitions, but through old-fashioned customer relationships. Fleet Management employs 18,000 seafarers and about 800 people ashore. Mr Rajvanshy picked up the 2017 Lloyd's List Asia Pacific Awards lifetime achievement award.



03 / JEFFREY LANTZ, DIRECTOR, COMMERCIAL REGULATIONS AND STANDARDS, USCG

JEFFREY Lantz spent many years on active duty with the US Coast Guard before retiring in 2001 at the rank of Captain. Aside from serving the US domestically, he has been a prominent member of the international maritime community. Mr Lantz heads the US delegation to the International Maritime Organization's Marine Environment Protection Committee, where he is tasked with representing US policy on various regulatory fronts. His duties and commitments at the IMO extend beyond those of promoting US interests. Mr Lantz is the chairman of the IMO's council and was a candidate to become the organisation's secretary-general in 2012. He has played an important role in setting IMO policy on a number of matters including climate change, ballast water management and ship recycling. Mr Lantz won the 2017 Lloyd's List Americas Awards lifetime achievement award.



04 / PAVLOS J. IOANNIDIS, ONASSIS GROUP

PAVLOS Ioannidis is best known for his long and successful career with the Onassis Group. But he was also the first person to apply aviation training methods and culture to shipping. This not only benefited the Olympic fleet but also, through Mr Ioannidis' activities on the boards of the Union of Greek Shipowners and Helempa, the Greek shipping industry at large. Mr Ioannidis won the 2017 Lloyd's List Greek Shipping Awards lifetime achievement award.



05 / TAMER MASOUD, FUJAIRAH HARBOURMASTER

AFTER 12 years at sea with an Egyptian company and two as master of a special support vessel, Captain Tamer Masoud spent four years as a harbour pilot in Fujairah before stepping up to Port of Fujairah harbourmaster in 1992. Over 25 years, he has been closely involved in the rapid expansion of the port, its oil and dry bulk terminals, its fleet of harbour tugs, and the offshore anchorage area. While 5,000 ships call at the port each year, three times that number call at the offshore anchorage to load bunkers, transfer crew, take on spare parts, and await orders to lift cargo in the Gulf region. Capt Masoud picked up the 2017 Lloyd's List South Asia, Middle East and Africa Awards outstanding achievement award.

The Top 5 lifetime achievers list is compiled of winners from the Lloyd's List Awards series, which include The Americas in Houston, Globals in London, Asia Pacific in Singapore, Greek in Athens and South Asia, Middle East and Africa in Dubai.

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↘30

ANCHOR CHANG

EVERGREEN GROUP

Under its chairman, the container line has so far stayed on the sidelines of the merger and acquisition activity that is reshaping the container shipping industry

TAIWAN'S Evergreen Group continues to keep a relatively low profile in the shipping world, raising questions about the commitment of its principal shareholders.

Yet there are signs that Chang Kuo-hua, eldest son of the late Chang Yung-fa, who built up Evergreen into the world's largest container line at one stage, could be preparing to play a more active role.

For now, though, the shipping side is still led by Anchor Chang, who is not related to Evergreen's owners.

As chairman of Evergreen Marine, Mr Chang is in charge of a shrinking number of global carriers, but has so far stayed on the sidelines of the unparalleled round of merger and acquisition activity that is reshaping the container shipping industry.

He took over after the death of Dr Chang in early 2016, when there was something of a vacuum at the top, following confusion over who was to inherit the family business empire.

But some clarity is now emerging, with the three eldest sons in majority control, and a fourth now outside the business after disputing his father's will.

KH Chang, the largest shareholder, has remained very much in the background as far as the outside world is concerned, but has

Chang:
keeps a fairly low profile in shipping circles.



been accompanying Mr Chang on overseas visits to Evergreen's offices to familiarise himself with activities of the shipping, airline and hotels group. His son and daughter also work for Evergreen.

For now, though, Mr Chang is running the marine business, which includes both the world's sixth-largest container line, as well as port interests.

Evergreen is a member of the Ocean Alliance, alongside Cosco Shipping, CMA CGM, and OOCL. Once Cosco has bought the Hong Kong line, Evergreen will be the junior partner, and will need to decide at some stage whether it needs to grow in size in order to compete with the economies of scale of the industry

heavyweights. Also if that should be through ships or acquisitions.

The talk that will not go away, despite repeated denials, is the possibility of a merger between Evergreen and the somewhat smaller, state-controlled Taiwan carrier Yang Ming, now headed by former top Evergreen executive Bronson Hsieh.

That would be a decision for KH Chang and his brothers, as they consider whether to pump more money into Evergreen to maintain its global status, or to pursue a different strategy.

Evergreen's late group chairman Chang Yung-fa featured in the Top 100 every year until his death, and Anchor Chang also appeared in the Top 100 in 2016.

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↘16

BERTRAM RICKMERS

RICKMERS GROUP

Founder of master company could well be back in control after a suitable period of contrition

RICKMERS Holding is dead. Long live Rickmers Holding.

The collapse of Bertram Rickmers' master company earlier this year

was widely predicted, after more than a year of turmoil that had seen its Singapore arm go under after defaulting on a bond payment,

and the negative price giveaway of multipurpose division Rickmers-Linie.

Lloyd's List obtained a copy of a document circulated at a

subsequent creditors' meeting in Hamburg, which revealed that by the time HSH Nordbank finally pulled the plug, the group's debts came in at a cool €1.3bn (\$1.6bn).

As a job lot, assets are worth just €47.8, including a €200,000 corporate membership in an elite Singapore golf club. Don't laugh; the right to tee off at Sentosa is worth more than some of the companies on offer. Creditors are looking at a payback of just three cents on the euro.

That said, the likelihood is that Bertram will be back. As long ago as 2015, when it was already clear that Rickmers Holding was in difficulty, he registered Asian Spirit Steamship Company as an alternative vehicle.

ASSC owns a clutch of KG companies of the type suitable to act as single-shipowning companies. At least one of them is thought to own a ship.

Meanwhile, key Bertram Rickmers ally Kurt Zech, owner of Bremen-based construction outfit Zech



Rickmers: master company collapsed after more than a year of turmoil.

Group, was at the time of writing thought close to acquiring the ruins of the old Rickmers Holding.

But the idea is to keep Bertram on board as a minority shareholder, inevitably leading to speculation that this is essentially a place-holding operation, with Mr Rickmers likely to be back in control after a suitable period of contrition.

Mr Rickmers, an economics graduate born in 1952, is a fifth-generation owner who can

trace his family's maritime roots back to a shipyard established in Bremerhaven in 1834.

But he did not inherit many of the companies that bore the name of his ancestors, and earned the money to buy some of them back by his own efforts. The irony is, he did so only to thrash them subsequently.

Mr Rickmers also appeared in the Top 100 in 2010, 2011, 2012, 2013, 2014, 2015 and 2016.

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THOMAS WILHELMSSEN

WILH. WILHELMSSEN GROUP

Maritime group president emulates 'Silicon Valley way of thinking' to ride the wave of digitalisation that looks set to engulf many of its rivals

THE Wilhelmsen maritime group is undergoing a strategic transition.

Under the leadership of Thomas Wilhelmsen, the fifth generation of the Wilhelmsen family, the group is fully embracing the digital economy.

Mr Wilhelmsen is promoting a 'Silicon Valley way of thinking' across the group, which will, in theory, see it ride the wave of digitalisation that looks set to engulf many of its rivals.

In January 2017, Mr Wilhelmsen brought in outside help in the form of Inge André Sandvik to head up the group's digital solutions. Mr Sandvik has a background in commercialising digital apps for the music and film industries, such as Soundrop, Filmgrail and Tagbeat.

Wilhelmsen Ship Management introduced a number of digital

vessel-reporting systems for safety compliance, regulation compliance, maintenance and monitoring, which use big data to improve operations.

The group's shipping agency arm, Wilhelmsen Ships Service, is exploring augmented reality software to analyse product performance, spare part compatibility and usage and safety data. This replaces traditional print product catalogues and manuals.

It is also looking to use semi-autonomous drone flights to make vessel supply deliveries.

Its marine spare parts business is exploring the use of 3D printing. In mid-May, it announced a technology partnership with California-headquartered advanced-manufacturing solutions provider

Ivaldi Group. The pair want to 3D-print spare parts on-demand, which are locally distributed at ports or marine manufacturing centres.

Wilhelmsen Ships Service, the group's shipping agency arm, is looking to use semi-autonomous drone flights to make vessel supply deliveries.

An 18-month digital trainee programme launched in February 2017 is designed to bring in fresh ideas on digitalisation.

Further up the career ladder, future Wilhelmsen top brass are being put through a leadership potential programme, which covers design-thinking methodology, adopting an agile mindset and developing human-centred digital tools.

Aside from the digital push, the group has been looking to increase exposure to the offshore sector as expectations of exploration and production spending improve. In September, it increased its stake in offshore services provider NorSea Group from 40% to 72%.

The group's third-quarter results were hit by accounting losses related to the NorSea Group investment and weakness in maritime services. However, group structural changes including the completed Wallenius Wilhelmsen Logistics merger is expected to positively impact net results for the holding and investment business.

Mr Wilhelmsen also appeared in the Top 100 in 2011, 2012, 2013, 2014, 2015 and 2016.



Wilhelmsen: group is exploring technologies such as 3D printing and augmented reality software.

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KNUT ØRBECK-NILSSEN

IACS

Classification society association's chairman embarks on an endeavour to reshape the organisation's role



Ørbeck-Nilssen: IACS will expand its strategic outlook to five years under his leadership.

INTERNATIONAL Association of Classification Societies chairman Knut Ørbeck-Nilssen is on a mission to modernise IACS's approach, structure and meaningfully expand the services it can offer, at a time when the industry needs it the most.

After taking over in July for one year, the DNV GL maritime chief executive announced that IACS would be revamping its

membership criteria, allowing potentially interested classification societies to apply for membership.

Although clarifying that none are in immediate danger, Mr Ørbeck-Nilssen also said current members are not exempt from expulsion. Whether that happens will depend on the potential changes to IACS's quality benchmarking system it uses to evaluate its members' performance.

IACS will also reorientate its focus on a number of pressing topics and their effects on safety, including ship autonomy, the introduction of electronic certificates and security against cyber-attacks, he said.

Mr Ørbeck-Nilssen also called for condition-based monitoring by capitalising on the availability of data. If IACS can push for this method to come into play, that would have far-reaching effects for shipping lines and make their operations more efficient.

IACS will also mull innovative ways to conduct and approve surveys, including the use of drones and digital twins, to improve efficiency, Mr Ørbeck-Nilssen said.

While certain of its members are already engaged in these efforts, the discussion on an association level elevates these a step above individual corporate policies and onto broadly used practices that could redefine survey conduction.

Under Mr Ørbeck-Nilssen's reign, it was also decided that

IACS's one-year strategic outlook would be ditched in favour of one that covers a five-year period.

Incoming environmental regulations and a transition towards digitalisation means class's role will only grow. Shipowners and shipyards will increasingly rely on their expertise to ensure compliance, select the appropriate equipment and assist in addressing the complexities they present to shipbuilders.

Equally, if not more significant and certainly more direct, will

be IACS's role in advising the International Maritime Organization on the complex technical challenges that IMO must address, particularly as environmental regulation moves from design to implementation, where the practical details are fleshed out.

Extending the duration of its strategy outlook should mean IACS will be better placed to play an effective role in advising these parties and will make it easier for it to both keep up with the IMO's trajectory and have a

more comprehensive perspective on technological trends.

This spirit of change and moving with the times comes after years of questions about the internal dynamics of IACS, as well as the association's larger role in the sector. The proclaimed changes are likely to rejuvenate the association and make it more fluid, provided they are carried out.

This is Mr Ørbeck-Nilssen's first appearance in the Top 100. IACS also featured in 2010, 2012, 2015 and 2016.

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 ↘15

JOON-WOO NAM

SAMSUNG HEAVY INDUSTRIES

New chief executive steps up to the plate amid shipbuilding challenges

Nam:
previously headed up the shipbuilder's yard operations.



IT IS not an easy time to be a shipbuilder in South Korea; just ask Samsung Heavy Industries' new president and chief executive Joon-Woo Nam.

Mr Nam joined SHI in 1983 and worked in various functions including vessel development, trial voyages and conducting safety checks. Before the new appointment, he was a

vice-president and headed up the company's shipyards.

His appointment comes at a time when Korean yards are facing increasing competition from Chinese rivals that have upped their game, culminating in a major win for China State Shipbuilding Corp to build nine 22,000 teu mega boxships for CMA CGM.

Although SHI and Daewoo Shipbuilding & Marine Engineering subsequently won an 11-vessel order from Mediterranean Shipping Co for similar-sized boxships, the loss of the CMA CGM order proved a sobering reminder to Korean yards that their competitive advantage was gradually being eroded.

As a result of these challenges, former president Dae-Young Park stepped down from his post.

Korean yards typically charge a 10%-15% premium over Chinese builders.

However, SHI has not been content to compete solely on price, as it has continued to focus on higher-value orders in the liquefied natural gas supply chain.

Some of the LNG-related orders it has secured so far this year include the building of a floating storage and regasification unit for Hoegh LNG, the fabrication of the main components of a floating LNG production unit for Eni's Coral project in Mozambique, and an order to build a floating storage and regasification unit for a consortium comprising Marubeni, Sojitz, and Pertamina.

Its third-quarter results, where net profit dropped 82% to

Won 23.4bn (\$21m) compared with the year-ago period, indicate Mr Nam may have to hit the ground running, with no so-called 'honeymoon period' to get used to his new position.

The shipbuilder cut 1,500 jobs in 2016 as part of its self-rescue plan to decrease its workforce by 40%, or 5,000 jobs, by end-2018.

Mr Nam will also have to follow through on bolstering the shipbuilder's safety measures after a crane component fell onto employees working on an offshore

vessel project, killing six people and injuring 25 others on May 1, 2017.

The Korean authorities ordered a 15-day suspension of operations in the area to investigate the incident.

Shortly afterwards, a fire broke out at SHI's Geoje yard, causing some damage to the facility's cooling apparatus and leading to a partial stop-work order by the labour ministry. There were no casualties in that incident.

SHI unveiled a safety master plan in August, which involved the setting up of a safety

management committee and the installation of cameras on more than 100 cranes to help monitor and prevent any accidents.

In September, it also hired an occupational safety engineer, Peter Hayward, to oversee the group's safety-related matters.

In light of his predecessor's departure, Mr Nam will certainly have his hands full in attempting to turn around the shipbuilder.

SHI also appeared in the Top 100 in 2014, 2015 and 2016.

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JOCHEN AND CHRISTOPH DÖHLE

PETER DÖHLE SCHIFFAHRTS

Cousins have secured regulatory approval for a plan to launch a chartering brokerage joint venture

Jochen Döhle: controls company with cousin Christoph.



HAMBURG-based Jochen and Christoph Döhle – together believed to control Peter Döhle Schiffahrts – typically shun the limelight, but now have their eyes on the big time.

At the time of writing, the two cousins had recently secured regulatory approval for a plan to launch a chartering brokerage joint venture in cahoots with Costamare.

Vert, as it is to be known, will instantly become the biggest such operator in the world, with 1m teu slots at its disposal.

In other activity this year, PD is known to have secured a \$200m loan from the Industrial and Commercial

Bank of China's financial leasing wing, with the money earmarked to finance newbuildings to augment a fleet that, as of that date, stood at 151, including 10 on order.

But beyond what can be gleaned from its website, only limited information about either the firm or its principals is in the public domain. As a limited partnership, it is under no obligation to file any accounts, so even ownership is unconfirmed.

Even so, given the size of their operations, with PD operating anything up to 500 boxships, multipurpose vessels and bulk carriers, its principals

nevertheless continue to merit a place on a list of this nature.

PD was founded by Peter Döhle in Hamburg in 1956. He subsequently handed it on to his son Jochen, born in 1955, and nephew Christoph, born 10 years later.

PD's other affiliates include shipmanager Hammonia-Reederei, insurance broker Döhle Assekuranzkontor, crew management firm DPM Döhle Personalmanagement, liner agency Döhle Schiffahrtlinien-Agentur and Isle of Man-based shipmanager Döhle (IOM).

Joint ventures include shipping software house DokuShip Information Systems, and Hamburg-based bunker supplier Hanseatic Bunker Services.

Outside of shipping altogether, the group also owns the El Principal vineyard in Chile's Maipo Valley, which produces good quality red wines.

The Döhle cousins also appeared in the Top 100 in 2012, 2013, 2014, 2015 and 2016, while Jochen Döhle featured on his own in 2010 and 2011.

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↗3

DAN STEN OLSSON

STENA GROUP

Chief executive is looking forward with optimism, despite the offshore disappointment

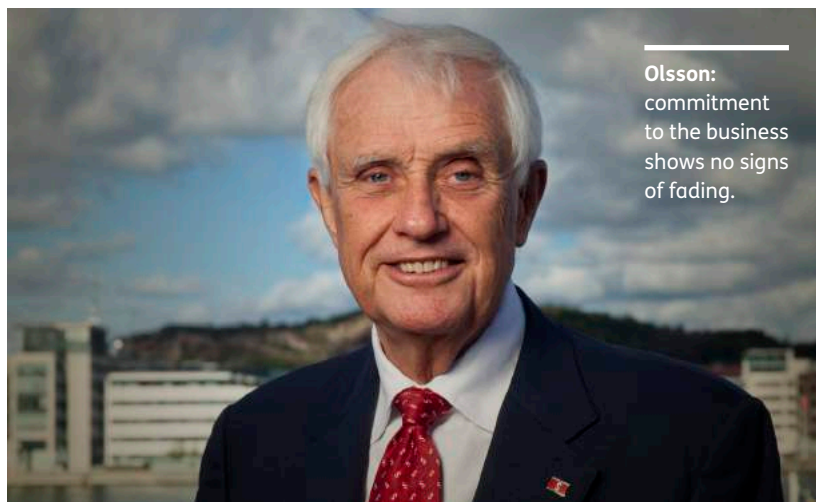
DAN Sten Olsson, now aged 70, is looking to the future “with good confidence and long-term optimism”, as he wrote in a Stena Group investor relations comment in April 2017.

While he has no plans to retire, as a responsible steward of a significant part of Sweden’s shipping industry Mr Olsson is preparing the ground for transition.

Dan Sten Olsson holds 51% of Stena Group; his brother Stefan (a priest in London) retains 24.5%; and their sister, Madeleine Olsson Eriksson, owns 18.5%.

The optimistic future spoken about by the chief executive rests with Madeleine’s son, Gustav Eriksson. He owns 6% of the company, and is a member of the board of Stena Metall AB, a subsidiary of Stena Sphere.

Stena was founded in 1939 as a trading company by Mr Olsson’s father, Sten Allan; Mr Olsson stepped on board in 1972 and has served at executive level on the board of all the Stena businesses, from ferry operator Stena Line to crude oil tanker operator Concordia, and on the board of maritime organisations



Olsson: commitment to the business shows no signs of fading.

including the Swedish Shipowners’ Association and as a council member of Det Norske Veritas.

His commitment to the business shows no signs of fading. Last April, Stena acquired Weco Shipping’s share in Stena Weco, giving sole owner of this operation of 65 owned or chartered medium-sized product tankers.

There are newbuilding ferries under construction, and further investment in offshore drilling, despite this sector developing into “our biggest headache for years to come”, according to Mr Olsson.

The solution to volatility and uncertainty is diversification. Mr Olsson has overseen a shift in emphasis that now sees 43% of the assets in non-marine activities.

In April 2017, there were SKr19.1bn (\$2.2bn) in liquid assets “that might be used for strategic acquisitions if the opportunity arose”. Stena is a business, and Mr Olsson is a businessman, who continues to show attention to detail at the same time as preparing for the future.

Mr Olsson also appeared in the Top 100 in 2010, 2011, 2012, 2013, 2014, 2015 and 2016.

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NEW

SABRINA CHAO

WAH KWONG GROUP/HKSOA

The former shipowners’ association chairman led the shift of emphasis from the west to China

IN Hong Kong’s modern history of shipping, there were four magnates, or “kings” as the locals put, side by side: Chao-Yung Tung, Yue-Kong Pao, Wen-King Tsao and Tsong-Yea Chao.

Today, their established commercial brands – Orient

Overseas International Ltd, BW Group, IMC Group and Wah Kwong Group, respectively – are still in the hands of their offspring. Yet the first three have left the city.

OOIL is being acquired by China’s state conglomerate Cosco Shipping,

while BW and IMC have both moved their bases to Singapore. The only one that stands its ground is Wah Kwong, led by Mr Chao’s grand-daughter, Sabrina Chao.

So when Ms Chao was elected as the chairman

of Hong Kong Shipowners' Association two years ago, the industry applauded heartily.

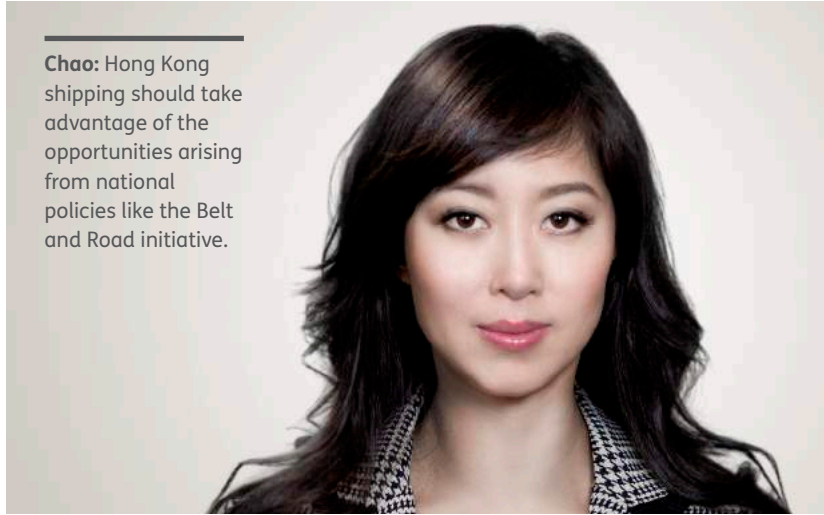
She is regarded as a strong-minded and innovative leader. It was during her tenure that HKSOA launched a more informative new website and Arthur Bowring, the group's ex-managing director, made his way for new blood after 20 years of service.

Mr Bowring was replaced by Sandy Chan, a former senior government official in Hong Kong, but with little background in shipping.

The ascension reflects some of the key trends developing in Hong Kong's shipping industry: the shift of emphasis from the west to the city's northern territory, and pressing demands from the local maritime community in getting policy changes at the local government level to facilitate growth.

"I believe our maritime industry will scale new heights, as long as we take good advantage of the opportunities arising from national policies like the Belt and Road initiative, and continue to

Chao: Hong Kong shipping should take advantage of the opportunities arising from national policies like the Belt and Road initiative.



bring Hong Kong's competitive advantages into play," said Ms Chao at HKSOA's 60th anniversary event last month, when she handed over her baton to Oak Maritime managing director Jack Hsu.

At Wah Kwong, which still controls a fleet of 17 dry bulkers and five tankers, Ms Chao last year saw off Tim Huxley, who had acted as the company's chief executive for nine years, and then supplemented the top management with more Chinese staff.

The unprecedented downturn seen earlier in dry bulk shipping had given the Hong Kong-based shipowner a tough time, with even talks about the Chao family considering a withdrawal from shipping.

However, the markets are now recovering, and hopefully too is Ms Chao's confidence in shipping.

This is Ms Chao's first appearance in the Top 100. Her father, George Chao, appeared in the Top 100 in 2010.

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8

HIGAKI FAMILY

IMABARI GROUP

Shipbuilder's president believes the company's newly completed dry dock will help it to compete globally

JAPAN'S Imabari Shipbuilding has recently completed its new yard, with a total of \$360m investments, which will allow the company to construct 10 ultra large boxships, roughly 400 m long, with 20,000 teu capacity.

The construction of the new dock came after the shipbuilder secured orders from Japan's Mitsui OSK Lines and Taiwan's Evergreen Marine for ultra large containerhips with 20,000 teu capacity.

It is certainly positive news for the company. However, Imabari's president Yukito Higaki seemed to be more concerned rather than excited about the new dock.

Speaking with local media, he expressed his concerns that the company might not be able to make the most of the new facility in the face of rising competition.

In particular, Mr Higaki pointed to South Korea and China, where shipbuilders receive substantial government backing.

"It is undeniable that Chinese and South Korea shipbuilders have the upper hand over us in sales talks, thanks to assistance from their governments. I think it is not a fair game," he noted.

Imabari Shipbuilding was one of the bidders for orders from CMA CGM for a total of nine 22,000 teu

containerhips. But eventually, two Chinese shipyards, Hudong-Zhonghua Shipbuilding and Shanghai Waigaoqiao Shipbuilding, got the deal.

However, as one of the leading Japanese shipbuilders, with more than 100 years of history, Imabari hopes the coming years will be different.

The company has signed initial deals with Mitsubishi Heavy Industries and Namura Shipbuilding to establish an alliance in the commercial vessel business.

Through potential partnerships, they plan to develop new vessel designs and technologies, share such designs and a workforce,

standardise engineering tools and fitting equipment and seek flexibility in applying each yard's manufacturing strengths.

In addition, the company has also been developing new technologies in response to increasing regulatory pressure from the international community to curb nitrogen oxide emissions.

Imabari announced in October it had decided to retrofit a new engine to a bulk carrier in a bid to reduce NOx emissions.

Mr Higaki noted the new dock had put the shipbuilder at the starting line of a race against its rivals, as there is a growing number of containership orders being made in batches of 10 to 20 vessels to save costs.

"The new dry dock will allow the company to compete globally," he added.

Mr Higaki and his father, Imabari chairman Toshiyuki Higaki, also appeared in the Top 100 in 2014, 2015 and 2016.



Toshiyuki, left and Yukito Higaki: new dock put the shipbuilder at the starting line of a race against rivals.

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8

TOM CROWLEY

CROWLEY MARITIME

In a time of crisis, company chairman and chief executive rose in defence of the US Jones Act



Crowley: company's swift response helped Puerto Rico during hurricane Maria.

TOM Crowley Jr earned his stripes in 2017 as the leader in defence of the US Jones Act, thanks to his company's swift response during hurricane Maria.

When the worst hurricane in almost 90 years hit Puerto

Rico, it plunged the island into darkness, creating a third-world humanitarian crisis on US soil.

Prompt delivery of necessities like food, water, and gasoline to power backup generators became essential.

Crowley Maritime quickly rose

to the challenge, providing critical transportation services and logistical support to the various federal agencies leading the relief efforts.

It helped that Crowley Maritime has been the oldest Jones Act company serving Puerto Rico since 1956.

It helped that the company immediately increased its operational vessel capacity by 40%.

It also helped that it had recently invested more than \$130m in infrastructure projects at its Isla Grande terminal, part of a \$500m project to modernise its maritime and logistical services in the area.

Because of the proven services provided by companies like Crowley and Tote, a strong push to waive Puerto Rico from the provisions of Jones Act quickly faded away.

Mr Crowley, always the pragmatist, said in a recent interview: “What we end up missing is conscience dialogue with the policymakers when they, for political reasons, suspend the Jones Act.

“I am not opposed to Jones Act waivers if there is a dialogue and there is a reason behind doing it.”

The grandson of the company founder, Mr Crowley today oversees a diversified provider of

transportation and logistics services with \$2bn in annual revenues and approximately 5,300 employees.

The company recently announced a reorganisation into three units, Crowley Shipping, Crowley Fuels, and Crowley Solutions, to focus on government contracts and to improve vessel as well as fuel distribution operations.

Its marine fleet consists of 200 vessels, consisting of roll-on

roll-off vessels, lift-on lift-off vessels, articulated tug-barges, tugs, barges, and conventional vessels.

The company is also actively supporting maritime education in the US, having provided more than \$5m in scholarship funding and other educational programmes since 1984.

Mr Crowley also appeared in the Top 100 in 2012, 2013, 2014, 2015, and 2016.

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NEW

PANOS LASKARIDIS

LASKARIDIS GROUP

Pragmatic Greek shipowner has few illusions as he takes the hot seat at Ecsa

PANOS Laskaridis merits his place in our Top 100 chiefly as new president of Ecsa, the European Community Shipowners' Association, at a time of high stakes for the shipping industry's relations with Brussels.

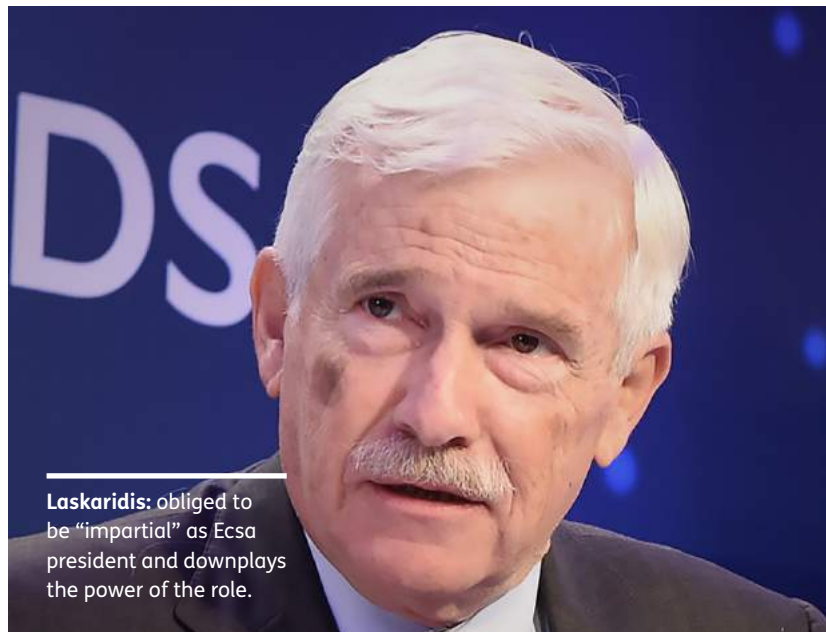
That, though, is not to minimise the high standing of the Laskaridis family business in Greece and internationally, spread as it is across dry bulk, reefers, fishing, terminals, and shipyards, as well as non-maritime sectors such as hotels, aviation and real estate.

His two years at the head of Europe's shipping industry pyramid come as pressure grows on the International Maritime Organization to meet EU aspirations on measures to drastically curb greenhouse gas emissions.

Pending, too, is clarification on how heavy-handed Brussels is likely to be on national shipping taxation arrangements in the light of state aid guidelines.

Mr Laskaridis is pragmatic but unlikely to hide his displeasure at some of the policy turns European bureaucrats are prone to take when it comes to his industry.

“What the regulators understand by shipping is not what we understand,” he said in a recent chat with Lloyd's List. “They think of the cluster, we are thinking of the ships.



Laskaridis: obliged to be “impartial” as Ecsa president and downplays the power of the role.

“It is difficult to make them understand, and maybe we have not devoted enough effort to that over the years, but we have to do it,” he added.

The imperative comes from the fact that “European shipping will move without any great difficulty if necessary, whereas ports, terminals and other parts of the cluster cannot do the same. You have to be very mindful of that”.

Although he will be backed by the might of Greek shipping, Mr Laskaridis is well aware of the complexities of the EU on

the one hand and, on the other, of the structure of Ecsa, where the tiniest of the 27 members, with two ships, has the same voting clout as Greece.

“Influencing Brussels is a complicated story,” he said.

The challenges are further complicated by differences in the character of the industry between northern and southern Europe.

“About 80% of European shipping is ocean shipping, tramp shipping. The rest is about 20%. We don't like to be treated as second in priority,” Mr Laskaridis said.

But he also favours greater co-operation and a more outward approach than powerful compatriots have sometimes espoused: “Our forefathers were very secluded people.”

As Ecsa president, Mr Laskaridis says he is obliged to be “impartial” and downplays the power of the role. “No-one can change the world. I think a chairman can do more in terms of preventing damage and preventing splits – but if, at the same time,

he can produce something positive, so much the better.

“Traditional shipowners have not always been good at taking a longer-term view, or lobbying. We need to try to regain the initiative in the debate. That, I would like to think, should be the value of Ecsa and, if I can help in any way, that would be a good achievement.”

The Laskaridis Group, led by Panos and brother Athanassios, has more or less completed its recalibration from a major reefer operator to

a significant dry bulk owner.

Lavinia Bulk already owns a modern fleet of more than 40 bulkers and the family has extended its activities by investing in a recently inaugurated dry bulk terminal in Montevideo, Uruguay.

The group includes servicing high-seas fishing fleets around the world and owning two repair and conversion shipyards in Spain.

This is Mr Laskaridis' first appearance in the Top 100.

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NEW

DESPINA THEODOSIOU

WISTA INTERNATIONAL

‘Problem-solver’ heads networking group that has matured into a targeted global presence, which is growing in clout

DESPINA Theodosiou is a newcomer to the Top 100 list.

A successful businesswoman, she is joint chief executive of Tototheo Maritime, a technology and satellite communications business based in Cyprus. She is also a board member of the Cyprus Shipping Chamber, and chair of its development committee.

But it is her ascendance to the head of the Women’s International Shipping & Trading Association (Wista) that has sealed her spot in the Top 100.

The networking group has come of age in recent years, maturing from a disparate set of local and regional associations into a targeted global presence, which is growing in clout.

Ms Theodosiou was identified early on as Wista leadership potential. She was a founder president of Wista Cyprus in 2011 and helped organise the Wista 2016 International Conference in Cyprus.

She quickly grew through the Wista ranks as secretary of its executive committee (2015–2017) and was named president at its annual event in Rotterdam, in September 2017.

Ms Theodosiou told Lloyd’s List that a key focus of her presidency



Theodosiou: tipped to further Wista’s international growth and success.

will be to strengthen the diversity and inclusion already evident within Wista International’s 3,000 members. To that end she has a hectic travel schedule planned visiting its regional offices. Other campaigns include closing the gender pay gap in shipping, and tackling workplace harassment, at sea and onshore.

Ms Theodosiou is an advocate

to the European Union’s initiative for equal pay for men and women, and speaks at conferences and events all around the world.

She has received a number of industry plaudits, including Women of the Decade in Innovation and Leadership Award of the Annual Women Economic Forum, New Delhi, 2017 and Top Professional and Cyprus Business Woman

of the Year 2015 at the 9th National Cyprus Business Woman of the Year Awards 2015.

Ms Theodosiou was included in the 10 Women to Watch in the shipping industry at NorShipping 2017. Compiled by Nor-Shipping and Youngship International, the list includes 10 women under 40 years

old who have shown commitment to the industry and its development.

Known as a problem-solver with a sharp mind, Ms Theodosiou has also been described as “not a typical Greek – she is not loud”.

Others said they respected her quiet, consistent style, ability to articulate issues and the complete

faith with which the tenured Wista members supported her.

With her professionalism, warmth and energy Ms Theodosiou’s leadership is tipped to further Wista’s international growth and success.

This is Ms Theodosiou’s first appearance in the Top 100.

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 17

WARWICK NORMAN

RIGHTSHIP

Chief executive expands company’s vetting system in his last year at the helm



Norman: retiring after 16 years at the helm of RightShip.

LEAVING behind the company you built is no easy task – particularly when it has had one of its biggest years to date.

RightShip chief executive Warwick Norman is retiring after 16 years leading the company that vets the global fleet and provides risk assessments to charterers, managers and other concerned stakeholders.

Mr Norman was due to step down at the end of September, but the company’s board has yet to find a replacement. He told Lloyd’s List that after having one of his busiest years ever, he expects to stay on until January 2018 and be around for a few months after that to help with the transition.

RightShip’s mission of cleansing the industry from the inside,

by ridding it of sub-par vessels, constitutes an alternative avenue to regulation and has ruffled more than a few feathers over the years.

The company’s Quality Index, which launched in late 2016, is a predictive-based tool that relies on vessel data – including inspection records, flag, shipyard, age and type, under consideration – to rank vessels against each other, based on the likelihood of an incident occurring over the next 12 months.

The Paris Memorandum of Understanding, a port state control organisation, has said it would stop providing its data in bulk to the market from March 2018, following unconfirmed allegations it had received complaints from shipping companies about RightShip’s use of the data.

If that happens, RightShip would have to redesign its algorithm, perhaps manually extracting data from Paris MoU’s website, which Mr Norman said would have unclear effects on accuracy.

It would also affect other third party businesses that use the data.

While the Qi has been the company’s landmark project in 2017, RightShip has also been active in promoting safety elsewhere.

It added vessel abandonment to its vetting systems, using records from the International Labor Organization’s database.

It proposed the creation of an International Safety Guide for Bulk Carriers and Terminals, likening it to the existing International Safety Guide for Oil Tankers and Terminals, to assist in the safe handling of bulk cargo at terminals.

RightShip, along with the Nautical Institute, is partnering with industry bodies to conduct a review process of the proposed guide.

Mr Norman’s hope for the company is that it will continue to innovate, explore new areas, identify high-risk vessels and take them out of the supply chain, ultimately increasing safety through pressure on the commercial chain.

Mr Norman also appeared in the Top 100 in 2012, 2013, 2014 and 2015 and 2016.

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15

CHOI KIL-SEON

HYUNDAI HEAVY INDUSTRIES

Chairman shows a firm determination to keep the world-class shipbuilder going

ONE of the main topics discussed at a meeting between South Korea's newly elected president Moon Jae-in and chairpersons and chief executives from the country's conglomerates was how to revive the ailing shipbuilding industry.

In the centre of the conversation was Choi Kil-Seon, chairman of Hyundai Heavy Industries.

He was willing to admit that both the company and the industry were responsible for causing current difficulties, while showing his determination to return to normal and put HHI back in position as one of the top shipbuilders in the world.

"Between 2011 and 2012, there were many orders thanks to rising oil prices – more than South Korean shipbuilders were able to handle. I admit that we went over our capabilities, which caused production delays," said Mr Choi.

"Decreasing number of orders kept us busy with restructuring. We sold everything [to normalise business] from real estates to parking lots that were irrelevant to [our] shipbuilding business. But I think difficulties will continue until next year," he added.

Mr Choi's concerns were echoed by HHI's vice-chairman Kwon Oh-hyun in October. During a review, helped by South Korea's National Assembly, Mr Kwon said it would be impossible to resume operations at its shipyard in Gunsan because of a lack of orders at the moment.

He added HHI had only been able to win about 30 orders so far this year, which was not enough, so it might need to shut down all its yards in eight months.

HHI has been under restructuring measures amid a lack of newbuilding orders.

It said in August it had no other alternative but to come up with more cost-cutting measures,



Choi: HHI has been under restructuring measures amid a lack of newbuilding orders.

including reducing education and training initiatives, unpaid leave and personnel reassignment from September onwards to try to address the issue of idle capacity at the yards.

HHI officials told Lloyd's List that up to 5,000 workers were expected to go on unpaid leave.

Cost-cutting efforts, along with several new orders in recent months, seem to have infused some life back into the company's business.

The shipbuilder reported a third-quarter profit of Won197bn (\$181m), a 2.1% increase from the same period of last year.

Operating income for the period was in the black at Won93.5bn, but it was a 20.8% decrease compared to from the same period of last year.

Revenue also fell 27.3% to Won3.8tn from Won5.2tn.

Mr Choi made it clear that HHI could not be satisfied with such

results. During a meeting with president Moon, he pointed out this year was just slightly better than last year when the business situation was even worse.

"Our employees are quite discouraged at the moment. It [working for HHI] used to be something to brag about at social occasions for them, but not any more," said Mr Choi.

"What makes them suffer more is the view from society that shipbuilding is a declining industry," he added.

However, Mr Choi also showed a firm determination to keep the world-class shipbuilder going.

"I can say South Korean shipbuilders are the best in the world. We just cannot simply give up on it. I will try my best to normalise HHI and the overall industry," he said.

Mr Choi also appeared in the Top 100 in 2014, 2015 and 2016.

TOP
10

MARITIME LAWYERS 2017

Taking a look at the very best legal minds across maritime law, including arbitration, major and/or novel transactions, and M&As



01 / LORD MANCE, SUPREME COURT

ONE of the 12 serving Justices of the Supreme Court and promoted to deputy president in 2017, Jonathan Mance sits on many of the most important shipping cases that make it all the way to the court of last resort. He is not the kind of guy to shy away from controversy, either, and will issue a dissenting judgment where he does not see eye-to-eye with colleagues. His cases this year have included *Ocean Victory* and *MV Longchamp*.



02 / STEPHEN ASKINS, TATHAM MACINNES

STEPHEN Askins has long been something of an unsung hero, often securing the release of seafarers held hostage by Somali pirates by acting on behalf of owners in ransom negotiations. This year, he has worked pro bono for the Chennai Six, the British nationals held in an Indian prison since 2013 on weapons charges, on account of their employment with a maritime security company. The good news is, the men will be spending Christmas with their families.



03 / MEI LIN GOH, WATSON FARLEY WILLIAMS

MEI Lin Goh is partner and head of the Singapore office at Watson Farley Williams, where she leads the firm's asset finance group. Her work over the past year has included acting for the financiers in the \$14bn merger of Hapag-Lloyd and United Arab Shipping Company. In October, she was announced as the i-law maritime individual lawyer of the year at the Lloyd's List APAC Awards.



04 / SIMON CROALL QC, QUADRANT CHAMBERS

SEVERAL barristers we sounded out said Simon Croall has enjoyed a high profile in 2017, taking two shipping cases – *MV Longchamp* and *New Flamenco* – as far as the Supreme Court. He has also been involved with some of the year's key arbitrations, including two involving *CV Stealth*, the vessel detained by Venezuela on contested accusations of oil smuggling, as well as shipbuilding and timecharter disputes.



05 / STEFAN RINDFLEISCH, EHLERMANN RINDFLEISCH GADOW

EHLERMANN Rindfleisch Gadow partner Stefan Rindfleisch specialises in structured maritime finance, a discipline obviously much in demand in Hamburg right now. He is something of an academic, too, lecturing on ship finance at Hamburg University. He even wrote the standard German-language ship finance textbook, *Grundlagen der Schiffsfinanzierung*.



06 / SIMON CULHANE, CLYDE & CO

CLYDE & Co have acted in more reported shipping cases year-to-date than any other law firm, according to Lloyd's Law Reports. Simon Culhane is a long-standing partner whose cases this year have included *Maersk Tangier* – the first ever English-reported case on the meaning of container limitation provision in the Hague-Visby rules – advising his client in a claim for \$1.2m. This year, the firm was active in some of the most challenging cases before the higher courts, a theme that is likely to continue in 2018. Andrew Preston from London, and Ik Wei Chong, managing director – Asia, play key roles in developing the marine strategy of the firm.



07 / MIKE PHILLIPS, STEPHENSON HARWOOD

MIKE Phillips is head of Stephenson Harwood's marine and international trade practice. His own practice includes contentious work across the spectrum of shipping disputes. The firm has enjoyed notable success this year, including the October Supreme Court case of *Mitsui & Co v Beteiligungsgesellschaft LPG Tankerflotte*. Duncan McDonald led the general average case concerning piracy of *MV Longchamp*. Stephenson Harwood is also acting in the case of *B Atlantic*, which is expected to reach the Supreme Court in 2018. Stephenson Harwood won the i-law maritime law firm of the year at the Lloyd's List Global Awards in 2017.



08 / HARRY THEOCHARI, NORTON ROSE FULBRIGHT

AN affable north Londoner of Greek Cypriot extraction, Harry Theochari is head of transport at Norton Rose Fulbright, and is the mastermind behind the firm's rise from one London shipping law firm among many to the international corporate law big league. He is also well-connected at Westminster, and has the ear of the government when it comes to Brexit issues.



09 / NICHOLAS WALSER, GATELEY

GATELEY has enjoyed some 'David and Goliath' moments at the appellate courts this year. Partner Nick Walser successfully led the *New Flamenco* case at the UK Supreme Court. A fluent French speaker, he is also a member of the Association Française du Droit Maritime, the French maritime law association. In another victory for the firm, Andrew Messent won at the Court of Appeal for in the case of *Glencore International AG v MSC Mediterranean Shipping Co SA*.



10 / SIMON RAINEY QC, QUADRANT CHAMBERS

ANOTHER Quadrant silk, Simon Rainey, regularly tops the list of shipping specialists in legal trade directories such as Chambers and Legal 500, and is retained for numerous shipping-related cases that make it to the Court of Appeal and the Supreme Court. He is set to represent the owners in *Volcafe v CSAV*, down to be heard at the Supreme Court in October 2018, which is already being billed as a landmark case on burden of proof under the Hague-Visby Rules. He has also been instructed in the *MSC Flaminia* boxship explosion and *Bremen Express* cases.

The Top 10 maritime lawyers list is collated by the Lloyd's List editorial team in conjunction with our colleagues at Informa Law – publishers of Lloyd's Law Reports. It considers individuals with an impact across maritime law, including influential cases, major and/or novel transactions, M&As, and those who use their legal skills to make a special contribution to the shipping industry.



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↘15

REN YUANLIN

YANGZIJIANG SHIPBUILDING

Chairman is guiding his shipbuilding company out of choppy waters

WHEN speaking to reporters in March 2014, Ren Yuanlin said he wanted to retire after three years. But now, it seems, he has no such intention.

It may be because the market has been so harsh that the company cannot afford to lose such an experienced helmsman.

And Mr Ren did not fail either his followers or investors. Having suffered a dearth of orders and redundancies, China-based, Singapore-listed Yangzijiang Shipbuilding made a quick rebound in terms of performance.

The company's net profit for the first nine months of this year surged 97% year on year to Yuan1.1bn (\$172m). It had won new orders worth \$1.6bn as of November 9, almost double the tally scored last year.

"The strong outstanding orderbook has given Yangzijiang the resilience to consistently deliver profit throughout market cycles," Mr Ren said.

But there are hidden concerns behind the strong orderbook.

Most of the new contracts Yangzijiang banked this year are dry bulkers complying with the International Maritime Organization's Tier II emission



Ren: the strong orderbook will ensure Yangzijiang's profitability.

rules, while Tier III requirements have already been made in the North American and US Caribbean Emission Control Areas.

At the same time, Yangzijiang is competing against the state-owned builders in China and other major yards in South Korea and Japan, which are or have focused their strength on building high-tech and value-added products, such as ultra large containerships and gas carriers.

In fact, the surge in Yangzijiang's profitability this year is largely due to the Yuan789m impairment losses it recorded last year. Its shipbuilding margin is also in decline amid rising costs.

Of course, it is impossible for Mr Ren to ignore these issues. It has emerged that Yangzijiang is mulling a takeover of the bankrupted shipbuilder Jiangsu Eastern Heavy Industries. The aim is to restructure the financially distressed yard into a competitive player in constructing gas carriers and floating units.

When interviewed by Lloyd's List earlier this year, Mr Ren forecast an industry where 4% of top shipyards would snatch 64% of the new orders. He believed Yangzijiang would enjoy the privilege of being in the top league. Let's see.

Mr Ren also appeared in the Top 100 in 2012, 2013, 2014, 2015 and 2016.

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↻NEW

YNTZE BUITENWERF

SEATRADE

Chief executive has vowed to uphold the traditions of the conventional reefer operator as it makes a shift over to the container segment

"IF YOU can't beat them, join them," some say. For conventional reefership operator Seatrade, that could very well have been the mantra behind its move into containership operations.

The big liner companies have slowly moved in on a business that conventional operators, ferrying fresh and frozen produce across the globe in temperature-controlled holds, once called their own. By

offering a cheaper alternative to shippers serving the perishables trade by way of reefer containers, ocean carriers have been taking over.

However, Seatrade, fronted by chief executive and joint

shareholder Yntze Buitenwerf, has fought back, both by sticking to its roots and embracing the future.

The group's aptly-named 20/20 fleet programme aims to use the fast, direct and dedicated, or FDD, refrain for which the traditional reefer operators are famed in both modes of transportation.

Seatrade will take on 20 reefer-heavy containerships to its fleet by 2020, although Mr Buitenwerf insists they are not containerships as such, rather "specialised reeferships carrying reefer boxes both on deck and under deck". Either way, this is a definitive shift to the container segment, no matter how you dress it up.

In 2017, not content with setting sail with its first fleet of reefer-heavy newbuilds, the Antwerp-based operator went one step further.

In July, it announced it had reached agreement on a reefer vessel-sharing collaboration with French container shipping giant CMA CGM.



Buitenwerf:
makes his Top 100
debut this year.

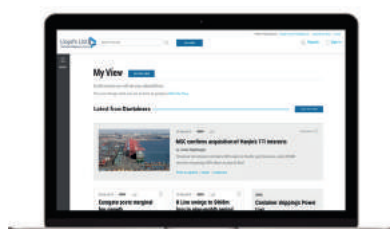
The unlikely alliance – one few could have imagined just a few years ago – has seen the pair link up to provide a weekly service direct from Australasia to Europe via Central America and the US east coast. The co-operation involves the deployment of 13 ships, ranging from 2,200 teu-2,500 teu in capacity.

With the market leader in the conventional reefer operator space joining hands with the so-called enemy, all eyes are trained on whether this sets a trend for the future.

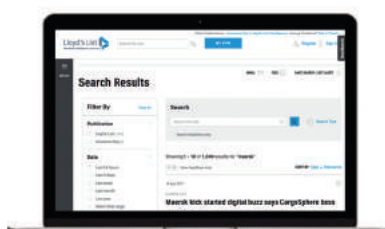
This is Mr Buitenwerf's first appearance in the Top 100.

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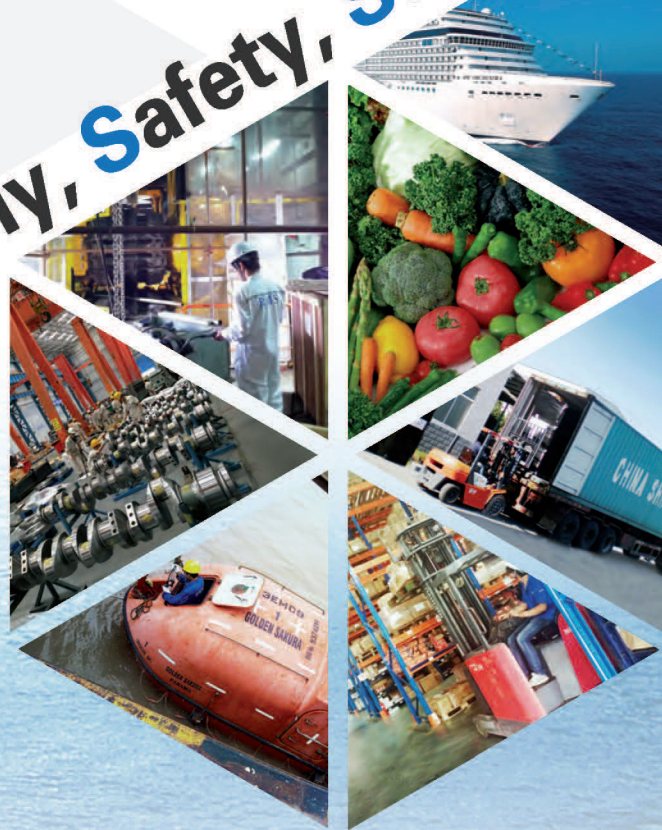
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