



An Innovative Leap
towards Sustainable Voyages
지속가능한 항해, 혁신적 도약

BIPC 2025

제13회 부산국제항만컨퍼런스
13th Busan International Port Conference 2025

9.23. TUE ▶ 24. WED
부산항국제전시컨벤션센터 (BPEX)

PROGRAM BOOK



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Program at a Glance

DATE	TIME	PROGRAM
9.22.(Mon)	18:00-21:00	Welcome Reception (*Invited Only) *Speakers, panelists, moderators and invited foreign guests
9.23.(Tue)	09:30-10:10	Opening Ceremony
	10:10-10:30	Keynote Speech
	10:30-12:00	Session 1. Container Shipping: Today and Tomorrow
	12:00-13:30	Luncheon
	13:30-13:50	Special Lecture
	13:50-14:00	Coffee Break
	14:00-16:10	Session 2. Port Innovation & Sustainability
	16:10-16:30	Coffee Break
	16:30-17:30	Special Session by Korea Maritime Institute
	18:00-21:00	Friendship Dinner (*Invited Only) *Speakers, panelists, moderators and invited foreign guests
9.24. (Wed)	09:30-10:40	Session 3. From Bottlenecks to Breakthroughs: Financing Solutions for the Global Port and Maritime Sector
	10:40-11:00	Coffee Break
	11:00-12:20	Session 4. Cybersecurity in Ports and Shipping
	12:20-13:20	Luncheon (Snack)
	13:20-17:30	Cultural Excursion (*Invited only) *Speakers, panelists, moderators and invited foreign guests
	18:00-20:00	Informal Evening Event (*Invited only) *Speakers, panelists, moderators and invited foreign guests

* The schedule and contents of the conference are subject to change.

INFORMATION



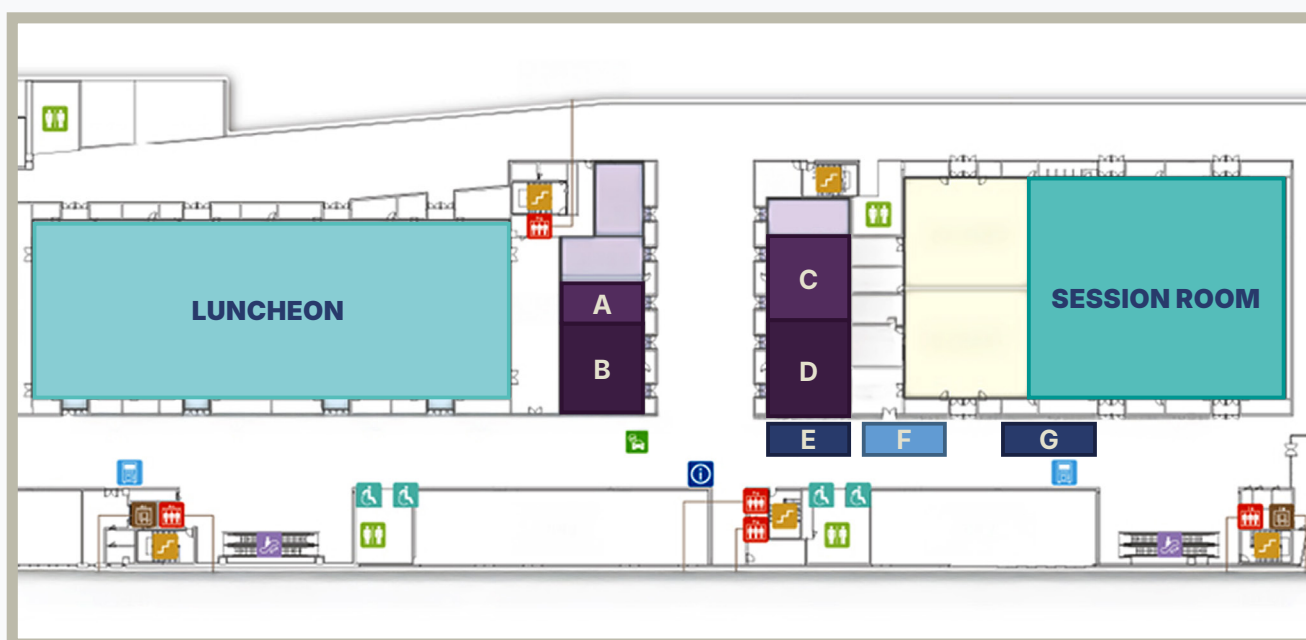
PROGRAM BOOK



BIPC 2025 PHOTO

• VENUE LAYOUT

BUSAN PORT INT'L EXHIBITION & CONVENTION CENTER(BPEX) 5F



- A** PRESS ROOM
- B** PRESS INTERVIEW
- C** SECRETARIAT
- D** VIP ROOM
- E** REGISTRATION DESK
- F** PHOTO ZONE
- G** EXHIBITION BOOTH

An Innovative Leap towards



Sustainable Voyages

Keynote Speech





Speaker

Jens MEIER,
President, IAPH(International Association of Ports &
Harbors) & CEO, HPA(Hamburg Port Authority)

Biography

Jens Meier (59) has been CEO of the Hamburg Port Authority (HPA) since 2008. With more than 25 years of experience in the port, logistics, finance and IT sectors, the computer science graduate is a recognized leader in the maritime industry. His previous professional positions include board positions at Fiege Holding, the tts Group, Systematics AG (later EDS) or Software Design & Management AG (Ernst & Young Group). Jens Meier, elected IAPH Vice President for Europe in 2019, served in this capacity at the International Association of Ports and Harbors (IAPH) for a four-year tenure, during which he also assumed a temporary vice-presidency for Africa. He was elected IAPH President in summer 2023 and has been in office since November of the same year. He is a frequent speaker with a large media outreach, in particular on future maritime affairs and in the area of digitalization. With regard to his voluntary commitment, Jens Meier is a founding board member of the Hamburger Informatik Forum e.V. (Hamburg Informatics Forum). He is also a member of several supervisory boards and boards of trustees. From 2015 to 2018 he served as president of Hamburger Sport Verein e.V. (HSV).

An Innovative Leap towards



Sustainable Voyages

Session 1. Container Shipping: Today and Tomorrow

Navigating Shipping Turmoil

Lars JENSEN, CEO, Vespucci Maritime

Super-Cycle Cracking:

Where Is Container Shipping Headed?

Hua Joo TAN, Co-Founder, Linerlytica

Moderator

Eung-hyuk LEE, Senior Director, Busan Port Authority





Speaker

Lars JENSEN, CEO, Vespucci Maritime

Biography

Lars Jensen is CEO of Vespucci Maritime, and is a well-known analyst and thought leader providing expert assistance in strategic decision making and analysis in the wider container shipping industry. In 2024 Mr. Jensen was recognized by Lloyd's List as one of the 100 most influential people in the global shipping industry.

Lars has been an independent consultant working with clients globally for 14 years. Prior to that, Lars worked 12 years with Maersk, hereof 6 years as Chief Analyst, 1 year as CEO of the online carrier Youship and 2 years as director of the eCommerce portfolio.

Lars was the author of the book "Liner Shipping 2025" which to a significant degree predicted many of the changes currently gathering pace in the industry and how carriers, terminals, ports, shippers and forwards should navigate these changes to emerge successfully. Lars is Director and co-founder of LinerGame which provides a hands-on training game teaching the workings of the container shipping sector using models made from Lego bricks.

Lars has a Ph.D. in theoretical physics from the University of Copenhagen from 1998 and a Graduate Diploma in Business Administration from Copenhagen Business School from 2023.

Navigating Shipping Turmoil

Keywords: Container Shipping

The global container shipping industry is facing major changes in the years ahead. The turmoil of the past 5 years driven factors such as the pandemic and the Red Sea crisis is not a temporary period. Instead we will see continuing disruptions as the industry adjusts to a new reality.

This new reality will be determined by significant changes in the external parameters which governs the market conditions for both container shipping lines as well as their customers.

Some of the key parameters are geopolitical shifts and the reality of a multi-polar world, a drastic shift towards protectionism in the US, pressures to decarbonize global shipping as well as the coming impact of the influence of Artificial Intelligence on shipping and supply chains.

Given these major changes, shipping lines will have no choice but to adapt to this new reality. As with any change it will present opportunities for those with the vision and the will to embrace and adapt to the changes and it will be a significant problems those unable to adapt. The changes will have impact upstream and downstream as well impacting ports, terminals, shipyards etc.



Speaker

Hua Joo TAN, Co-Founder, Linerlytica

Biography

Tan Hua Joo is the co-founder of LINERLYTICA, a research and information platform for the global container shipping market.

He has been involved in the container shipping industry since 1995, having held senior positions in leading container shipping, container leasing, container ship owning and liner market research companies. He was the creator of the Alphaliner weekly and monthly reports that was started in 2009 and remained as editor until 2020.

Mr. Tan graduated in 1995 with a BA in Politics, Philosophy and Economics from Oxford University. He received an MBA from Stanford University in 2004.

Container Shipping Market Outlook

Cracks have started to appear in the container shipping super-cycle with Transpacific freight rates tumbling by over 60% since early June while the cascading effects of the US tariffs have created further uncertainty in the freight market. Despite the turbulence, containership charter rates and second hand resale prices have remained high while new ship orders are still rising with the containership orderbook reaching 31% of the existing fleet.

The speaker will analyze the drivers behind the diverging market developments and examines the various strategies that shipping lines are adopting to navigate through the upcoming challenges.



Moderator

Eung-hyuk LEE,
Senior Director, Busan Port Authority

Biography

Mr. LEE Eung-hyuk has served as Senior Director of International Logistics at the Busan Port Authority (BPA) since 2018. Born in 1976, he is married with 11-year-old twin sons.

Mr. Lee joined BPA in 2005 and has since held positions across a wide range of departments, including Port Marketing, Logistics Planning, International Affairs, and Overseas Business Development. His diverse experience has provided him with a deep understanding of the port and logistics industry.

He has been invited to speak at numerous high-profile international conferences, including the IAPH Mid-term Conference (Sydney, 2014), ESPO Conference (Gothenburg, 2014), and FIATA World Congress (Busan, 2022). More recently, he presented at the 8th Port Authorities Roundtable (Shanghai, September 2023) on "What Has Changed in Post-COVID-19 Container Shipping and Its Lessons for Ports" and at the 9th PAR (Barcelona, November 2024) on "Impact of the US-China Trade Dispute on Near-shoring and Relocation."

Since February 2023, Mr. Lee has been a regular quarterly columnist for the local daily Busan Ilbo, writing on topics such as:

- Busan Port's role in Japan's container logistics
- The role and perception of empty containers in logistics
- Limits and implications of container ship upsizing
- Challenges in port digitalization
- Risks of a second global logistics crisis
- Complexity of maritime and port terminology
- Absence of a global container carrier in the United States
- Diverse approaches to port governance
- Trends in near-shoring and global supply chain disruptions

Mr. Lee began his academic journey in architectural engineering at Korea University before earning a B.A. in English Literature in 2003. In 2015, he completed a Master's degree in Shipping, Trade & Finance at Cass Business School in London, further strengthening his expertise in maritime economics and global trade. In December 2019, he completed all Ph.D. coursework in Port Operation and Management at Korea Maritime and Ocean University, underscoring his ongoing commitment to both professional and academic advancement.

An Innovative Leap towards



Sustainable Voyages

Special Lecture





Speaker

Ki-tack LIM,
Secretary-General Emeritus, IMO

Biography

Secretary-General Emeritus **Ki-tack Lim** (born 1956) studied Navigation at National Korea Maritime and Ocean University (1977), later earning a Master's degree in Public Administration from Yonsei University's Graduate School of Public Administration (1990) and a Master's degree in Maritime Administration from the World Maritime University in Sweden (1991). He also completed doctoral coursework in International Law at National Korea Maritime and Ocean University.

Mr. Lim began his public service career in 1985 as a Ship Safety Officer at the Korea Maritime and Port Administration. Over the next 27 years, he held various key positions in the Ministry of Oceans and Fisheries and the Ministry of Land, Transport and Maritime Affairs, where he was responsible for ship safety, maritime administration, and international maritime affairs. During this period, he served at the Central Disaster and Safety Countermeasures Headquarters under the Prime Minister's Office, as Permanent Representative of the Republic of Korea to the International Maritime Organization (IMO) in London, Spokesperson of the Ministry of Oceans and Fisheries, and Maritime Attaché/Minister-Counsellor for Land, Transport and Maritime Affairs at the Embassy of the Republic of Korea in the United Kingdom. His final government post was as Administrator of the Korean Central Marine Safety Tribunal (Senior Executive Service, Grade 1).

From 2012 to 2015, he served as President of the Busan Port Authority, before being elected Secretary-General of the International Maritime Organization (IMO) in 2016. He was re-elected for a second term, serving a total of eight years until 2023, during which he led the formulation and advancement of global maritime policy.

Mr. Lim has also been active in the international arena, chairing the IMO Sub-Committee on Implementation of IMO Instruments and the Asia-Pacific Port State Control Committee, among other leadership roles. His distinguished public service has been recognized with international awards, including honors from the U.S. Department of Homeland Security and the President of Singapore.

He currently holds the title of Secretary-General Emeritus of the International Maritime Organization, continuing to contribute to the advancement of the global maritime sector. He also serves in advisory and membership roles across a wide range of domestic and international institutions, and remains a leading figure in maritime and port-related associations and committees worldwide.

At the Dawn of New Maritime Era – Our Role

1. The Importance of the Ocean

Covering more than 72% of the Earth's surface, the ocean produces half of the oxygen essential for human survival and absorbs over 90% of the heat generated by human activity. It sustains us by providing high-quality protein through fisheries, while also serving as a source of leisure and recreation through sectors such as cruise and marine tourism.

Yet, climate change threatens to destroy more than 90% of the world's coral reefs. Even in the face of these challenges, the ocean continues to generate an estimated USD 1.5 trillion in annual value, a figure projected to grow to USD 3 trillion by 2030.

2. Global Seaborne Trade and the International Shipping Fleet

In 2024, global seaborne trade reached 12.629 billion tons, marking a 2.2% increase from the previous year. However, geopolitical tensions in the Black Sea and Red Sea, including restrictions on the Suez Canal, are exerting significant pressure on maritime logistics.

The size of the world's fleet has expanded by approximately 2.5 times since 2005, with China, Korea, and Japan together accounting for more than 95% of global shipbuilding, thereby driving the international shipping and shipbuilding industries. Major ports such as Shanghai, Singapore, Ningbo-Zhoushan, and Busan now serve as critical hubs in global logistics networks.

3. The IMO and Global Challenges

The International Maritime Organization (IMO), a specialized UN agency, develops and revises international regulations to ensure ship safety and protect the marine environment. Today, the IMO faces two defining challenges: decarbonization and digitalization.

In 2023, the IMO adopted a revised strategy aiming to achieve Net Zero emissions by 2050, with concrete interim targets that call for at least a 70–80% reduction in greenhouse gas emissions by 2040.

At the same time, the IMO is addressing key issues in the digital transition, including the adoption of a Code for Maritime Autonomous Surface Ships

(MASS), advancing e- navigation, and strengthening guidelines for maritime cybersecurity.

4. The Arctic Sea Route and the Role of the Busan–Ulsan–Gyeongnam Region

Due to climate change, the Northern Sea Route (NSR) is expected to allow navigation for 7–9 months of the year by the mid-2030s. This development could shorten the voyage between Busan and Rotterdam by as many as 10–15 days, reducing both fuel costs and carbon emissions.

In this context, the ports in Busan, Ulsan, and Gyeongnam are poised to assume a critical strategic role as logistical bases in global supply chains.

5. Korea's Role: Global Cooperation and Collaboration

Responding to climate change is not a task limited to a single country or region, but a global challenge that demands collective action for the common good of humanity.

As we enter a new maritime era, the Republic of Korea must lead in fostering cooperation and collaboration with nations across the world, ensuring that the ocean and the Blue Economy we pass down to future generations are resilient, sustainable, and inclusive.

An Innovative Leap towards



Sustainable Voyages

Session 2. Port Innovation & Sustainability

Sustainable Ports: Beyond Technology, Powered by Trust and Solidarity

Jens MEIER, President, IAPH(International Association of Ports & Harbors) & CEO, HPA(Hamburg Port Authority)

Creating Space for Innovation

Eugene SEROKA, Executive Director, Port of Los Angeles

Twin Engines of Sustainability: Digitalization and Decarbonization at Busan Port

Sang-keun SONG, President & CEO, Busan Port Authority

Connecting the World – Building Tomorrow's Sustainable Port

Danny LEVENSWAARD, Director, Port of Rotterdam

Logistics Survival Strategy: Building Buffer Zones for Uncertain Times

Heather HWANG, Pricing Strategy Director, LX Pantos

Moderator

Tim POWER, Managing Director, Drewry





Speaker

Jens MEIER,
President, IAPH(International Association of Ports &
Harbors) & CEO, HPA(Hamburg Port Authority)

Biography

Jens Meier (59) has been CEO of the Hamburg Port Authority (HPA) since 2008. With more than 25 years of experience in the port, logistics, finance and IT sectors, the computer science graduate is a recognized leader in the maritime industry. His previous professional positions include board positions at Fiege Holding, the tts Group, Systematics AG (later EDS) or Software Design & Management AG (Ernst & Young Group). Jens Meier, elected IAPH Vice President for Europe in 2019, served in this capacity at the International Association of Ports and Harbors (IAPH) for a four-year tenure, during which he also assumed a temporary vice-presidency for Africa. He was elected IAPH President in summer 2023 and has been in office since November of the same year. He is a frequent speaker with a large media outreach, in particular on future maritime affairs and in the area of digitalization. With regard to his voluntary commitment, Jens Meier is a founding board member of the Hamburger Informatik Forum e.V. (Hamburg Informatics Forum). He is also a member of several supervisory boards and boards of trustees. From 2015 to 2018 he served as president of Hamburger Sport Verein e.V. (HSV).

A Greener Future Requires a Cooperative Approach

Keywords: International Cooperation, Shared Responsibility, Global Supply Chains, Digital Resilience, Green Corridors

A greener future requires a cooperative approach.

As global gateways of trade and industry, ports are at the frontline of some of the most pressing challenges of our time: climate change, digital transformation, and geopolitical uncertainty. The path to a greener, more resilient future does not lie in isolated action - but in global cooperation.

Jens Meier advocates for a deeply cooperative approach among ports, supply chain actors, and policy-makers to accelerate the transition towards climate neutrality and digital readiness. From cybersecurity to hydrogen infrastructure, from green corridors to interoperable digital systems - the complexity of today's challenges demands a shared strategic mindset and coordinated action across borders and sectors.

Port authorities must not only decarbonize their own operations, but also take on a leadership role in shaping the conditions for scalable, sustainable energy solutions. Whether it's building shore power capacity, facilitating green fuels, or ensuring data security, the technological foundations of the future port must be designed with openness, resilience, and compatibility in mind.

But technology alone will not get us there. A greener future requires trust, alignment, and commitment - from large global hubs to smaller regional players. It means actively sharing knowledge, harmonizing standards, and building long-term partnerships. In a global network where the slowest link can determine the pace of change, true progress depends on solidarity.

Drawing on the experience of the Port of Hamburg and its international partners, this session will offer practical insights into what cooperative climate and innovation strategies can look like—and how ports can move from ambition to action through collaboration.



Speaker

Eugene SEROKA,
Executive Director, Port of Los Angeles

Biography

Eugene Seroka is the Executive Director of the Port of Los Angeles, the busiest container port in North America. The Port has experienced a series of record-breaking performances since his appointment, which was confirmed by the Los Angeles City Council in June 2014.

In addition to multiple monthly and quarterly cargo records, the Port of Los Angeles has set two new milestones during his tenure: The first port in the Western Hemisphere to process 10 million Twenty-foot Equivalent Units (TEUs) in a 12-month period in June 2021 and 1 million TEUs in a single month in May 2021.

As Executive Director, Seroka interacts with a wide range of stakeholders, including Port customers around the globe, industry partners, elected and appointed officials at all levels, business leaders, community organizations and local residents. A respected global trade expert, Seroka has advocated for rules-based trade agreements that benefit American exporters and manufacturers. Seroka has distinguished himself as a leader throughout his illustrious career in shipping, global logistics and executive management. In 2024, the Los Angeles Times profiled Seroka as part of its "L.A. Influential" series, a collection of the city's top leaders. In 2023, he received the esteemed Stanley T. Olafson Award from the Los Angeles Area Chamber of Commerce, recognizing his work in the world trade industry and leadership of the nation's busiest container port. Also, in 2023, the Asian American Architects/Engineering Association honored him with its President Award.

The Containerization & Intermodal Institute named Seroka the 2021 recipient of

the Connie Award, one the most coveted honors in the maritime industry. Lloyd's List has recognized him as the preeminent source on the supply chain, which earned him a spot in the 2021 Top 100 most influential people in shipping. Also, in 2021, the Inland Empire Economic Partnership honored him with its Lifetime Achievement Award, recognizing decades of leadership and accomplishments in the supply chain, logistics and maritime industry.

Supply Chain Dive named Seroka Executive of the Year in 2020 for his leadership throughout the pandemic. He has been named one of the most influential people in Los Angeles by the Los Angeles Business Journal and featured on the LA500 list each year since 2016.

As chief of America's top port, Seroka is responsible for managing a \$2.6 billion budget, advancing major capital projects, growing trade volume and promoting innovative, sustainable practices that strengthen the region's economy. Under his direction, the Port has taken a leadership role in adopting cutting-edge technologies to improve the reliability, predictability and efficiency of the flow of cargo across global seaborne trade.

Seroka oversaw the Port's launch of the first-of-its-kind digital information portal, Port Optimizer™, and has championed for ports around the world to share critical supply chain data and analytics. He's leading the Port's efforts to reach ambitious goals for zero-emission cargo-handling equipment and heavy-duty trucks over the next decade. He's also overseeing the Port's international green and digital shipping corridor partnerships with China, Japan, Singapore and Vietnam.

Under Seroka's direction, the Port created a Public Access Investment Plan in 2015 and has funded more than \$230 million in public-serving waterfront infrastructure. He's overseen an unprecedented number of community and visitor-serving projects along the LA Waterfront, including the public- private partnership with West Harbor, a major retail and dining development project.

While serving as Executive Director, Seroka has been appointed to serve on five federal committees to enhance the speed and efficiency of cargo movement and supply chain optimization, including the Office of the U.S. Trade Representative Intergovernmental Policy Advisory Committee, U.S. Department of Commerce Advisory Committee on Supply Chain Competitiveness, U.S. Maritime Administration Marine Transportation System National Advisory

Committee, Federal Maritime Commission Supply Chain Innovation Team and U.S. Department of Transportation Bureau of Transportation's former Port Performance Freight Statistics Working Group.

Seroka has also prioritized training and workforce development in the goods movement sector. He has spearheaded the planned Port of Los Angeles and Port of Long Beach Goods Movement Training Campus, which will provide a centralized location to attract, recruit and retain workers in the logistics industry. Seroka currently serves as Vice President for North America of the International Association of Ports and Harbors and on the Boards of Directors for the Alameda Corridor Transportation Authority and Los Angeles Area Chamber of Commerce. He is Chairman of the Executive Board for the USC Global Supply Chain Institute and serves on the Northwestern University Transportation Center Business Advisory Council.

Seroka's footing in the maritime industry was established as a sales support representative at American President Lines (APL) Limited's Cincinnati office in 1988. After several key overseas positions in China, Indonesia, Singapore and the United Arab Emirates, he returned to the U.S. in 2010 to become President – Americas for the shipping line in Phoenix where he managed APL's Liner Shipping business, including 1,000 employees, and was responsible for all commercial, port terminal, intermodal, land transportation and labor activities throughout the region.

Seroka holds an MBA and Bachelor of Science in Marketing from the University of New Orleans.

Creating Space for Innovation

The Port of Los Angeles has long been a leader in reducing pollution. Its many environmental initiatives over more than two decades have reduced emissions of all kinds, with diesel particulate matter down 91% and sulfur oxides reduced by 98% since 2005, even with simultaneous cargo growth of 15% over that same period. The Port's most recent Air Emissions Inventory indicates the lowest level of overall emissions in twenty years, proving that economic growth and environmental stewardship can go hand in hand.

These achievements have been the shared accomplishment of the entire San Pedro Bay Port Complex and its supply chain partners. Similarly, the path to a zero emissions future will be taken together. As a landlord, the Port of Los Angeles does not own the equipment from which air emissions emanate. The port can, however, create an environment within which shippers, terminal operators, trucking companies, and rail operators can put leading edge, environmentally sound equipment to use.

To that end, the Port is undertaking several initiatives to ensure its zero emissions (ZE) goals are met. These include enhancing electrical loads at our terminals to facilitate new ZE cargo handling equipment, providing monetary incentives for the purchase battery electric trucks and installation of charging stations, moving ahead with the Port's Hydrogen Hub project, building a goods movement training campus to ensure the workforce have the knowledge and skills needed to operate and maintain ZE equipment, and creating Green Shipping Corridors with ports around the world to decarbonize the vessel-side of the maritime industry.

With ingenuity, partnerships, and innovation Los Angeles and ports around the world can facilitate the transition away from fossil fuels.



Speaker

Sang-keun SONG,
President & CEO, Busan Port Authority

Biography

Sang-keun Song was born in 1968 in Haman, South Korea. He holds a Bachelor's degree in Economics from Seoul National University, a Master's degree in Shipping Management from Korea Maritime & Ocean University, and has pursued doctoral studies in Shipping Management at the same institution.

After joining the Korean government service through the Civil Service Examination in 1992, he began his career in maritime administration as Director of Port and Logistics Division at the Busan Regional Office of Oceans and Fisheries. He has since held numerous key positions in Korea's maritime sector, including Director of Port and Logistics Planning at the Ministry of Land, Transport and Maritime Affairs, and Minister-Counsellor at the Embassy of the Republic of Korea in the United Kingdom.

Prior to his appointment as President of Busan Port Authority in February 2025, he served as Vice Minister of the Ministry of Oceans and Fisheries (MOF), where he oversaw Korea's national maritime policies and international cooperation initiatives. His extensive experience includes roles as Director General of Marine Policy Office and Spokesperson for MOF, focusing on port development, maritime environmental policies, and international maritime cooperation.

As the President of Busan Port Authority, he focuses on port development strategy, and strengthening Busan Port's position as a leading global logistics hub.



Speaker

Danny LEVENSWAARD,
Director, Port of Rotterdam

Biography

Danny Levenswaard (57) is a commercial Director at the Port of Rotterdam Authority and has been with the organization since 1992. After a career in the music industry and several roles in Human Resources at the Port Authority, he transitioned to the commercial department. There he co-initiated structured account management for the dry and liquid bulk shipping sectors and played a key role in the development of cruise shipping in Rotterdam.

Over the years, Danny has held various commercial positions, including Business Development Manager Industry & Bulk and Senior Business Manager Shipping. In April 2016, he assumed leadership of the Breakbulk department. In this role, he focuses on infrastructure investments, commercial development, and policy advisory - contributing to the Port Authority's ambition to be the leading sustainable port in (Northwest) Europe.

Danny holds a bachelor's degree in Management, Economics and Law from the Rotterdam School of Economics and completed an Executive Programme at INSEAD in Fontainebleau/France.

Connecting the World – Building Tomorrow's Sustainable Port

Keywords: Sustainability, port efficiency, innovation, digitisation

In Rotterdam we are always looking for new ways to make our port smarter, more efficient, safer and more sustainable. Innovative technology and infrastructure play a key role in the major transitions we are currently undergoing. Together with a number of market parties, we are developing the digital tools and infrastructural projects to support this. These developments help us reduce CO2 emissions in the port and transform our facility into a sustainable port.

The transitions can only succeed with the collaboration of our partners in the international chain. That is why the Port of Rotterdam Authority is building broad coalitions to work together with other ports and market parties to achieve CO2-neutral and paperless trade routes.

In his presentation Danny Levenswaard will tell you about the port's journey of how we are building tomorrow's sustainable port.



Speaker

Heather HWANG,
Pricing Strategy Director, LX Pantos

Biography

Heather Hwang leads LX Pantos' Sea Pricing Strategy Department, which oversees the Market Intelligence team and Marketing Team. She joined LX Pantos in 2017, a Korea's #1 forwarder, #7 global logistics provider with 45 years of experience and 1.6 million TEUs.

Her responsibilities include supporting strategic business initiatives by providing data- based intelligence and analysis of the maritime shipping market. She is a regular speaker at industry events and college, and her analysis has been quoted in general business news media.

Heather Hwang began her career at the headquarters of Hanjin Shipping in 2008, where she was responsible for negotiating contracts for Asian terminals. From 2010 to 2016, she focused on maritime shipping market analysis and developing forecasting models, serving as an advisor to government agencies and related organizations.

Heather holds a master's degree in economics from Korea University. She obtained Executive Master of Business Administration from Aalto University in February 2025.

Navigating Market Shifts in the Era of Volatility

Keywords : Supply Chain Transformation, Uncertainty, Freight Forwarder, Logistics Facility Investment, Buffer Zone

Post-pandemic container shipping market volatility has intensified, challenging freight forwarders' traditional 'Buy Low, Sell High' model. Events including the pandemic, Red Sea crisis, and Trump tariffs have elevated market rates while shifting shipper priorities from cost to service quality and agility, demanding new competitive strategies.

This presentation examines structural changes in the maritime market and management challenges facing freight forwarders. It introduces existing industry responses and proposes buffer zone strategies through logistics facility investment. The study demonstrates how forwarders can transition from intermediaries to integrated solution providers, arguing that logistics infrastructure investment can be a way for competitive advantage.



Moderator

Tim POWER, Managing Director, Drewry

Biography

Tim Power, Managing Director at Drewry, has over 30 years in the maritime sector. With P&O Containers he had roles in container logistics, trade lane management, supply chain management, and forwarding. In 1998 he joined International Asset Systems, in the start-up team that developed InterBox a B2B exchange for container interchange. In 2001 he set up his own company, specialising in e-business, supply chain engineering and container logistics. He joined Drewry as Head of Consulting in November 2004 and has worked in assignments across all maritime sectors on government policy, port development strategy, corporate strategy, and due diligence. He was appointed Managing Director in 2016. Tim has a degree in Biochemistry from Oxford University, and an MBA from Warwick Business School.

An Innovative Leap towards



Sustainable Voyages

Special Session by Korea Maritime Institute

The Arctic shipping Era: Challenges and Responses of Busan Port
Eun-woo KIM, Director, Korea Maritime Institute

Green Shipping Corridor Challenges and Policy Tasks from Korea
Ga-hyun KIM, Ph.D., Korea Maritime Institute





Speaker

Eun-woo KIM,
Director, Korea Maritime Institute

Biography

Dr. Eun-woo Kim is Director of the Port Industry Research Division at the Korea Maritime Institute(KMI) and Adjunct Professor at the Graduate School of Technology Management, Pukyong National University. She has about 20 years of research experience in shipping, ports, and international logistics, and her current research focuses on port policies.

She got her Ph.D. in Business from Sogang University, was a Visiting Scholar at Cass Business School in London (2017–2018), and served as General Representative of the China Research Center at KMI (2020–2023).

The Arctic Shipping Era: Challenges and Responses of Busan Port

Rapid Arctic sea ice melting caused by global warming is making the opening of the Northern Sea Route an unavoidable reality. For the Busan Port, this shift represents both a formidable challenge and a valuable opportunity. To seize the moment, the port needs to evolve beyond a traditional cargo-handling facility by developing a full life-cycle service system that integrates vessel entry, cargo handling and storage, refueling, repair, ship supplies, and manpower support. With such comprehensive readiness, the Busan Port will be well positioned to reinforce its status as a leading global hub of maritime logistics in the era of the Northern Sea Route.



Speaker

Ga-hyun KIM,
Ph.D., Korea Maritime Institute

Biography

Dr. Ga-hyun Kim (born in 1987) earned her Ph.D. in Business Administration with a major in Maritime Transportation Management from Korea Maritime & Ocean University. She has been working at the Korea Maritime Institute (KMI) since 2018. Currently, she is conducting research on various port-related issues at the Port Industry Division of the Port Research Department, including green shipping corridor, port security and safety, port workforce, international cooperation in the port sector, and securing public interest in port hinterlands.

Green Shipping Corridor Challenges and Policy Tasks from Korea

**Keywords: Alternative Fuels,
Green Shipping Corridor Strategic Port**

Greenhouse gas emissions from the shipping sector have been increasing globally, and the IMO is strengthening its phased reduction strategy to achieve net-zero emissions by 2050.

Within this context, global Green Shipping Corridor initiatives have accelerated international cooperation, rapidly increasing from 22 cases in 2022 to 57 cases in early 2024.

Korea is also advancing the establishment of green shipping corridors through cooperation with Australia, Singapore, Denmark, and others, including the Busan-Seattle route.

However, structural challenges remain, including high costs of alternative fuels, insufficient bunkering and storage facilities, inadequate technology and safety regulations, and gaps between major and small-to-medium shipping companies. Additionally, the lack of long-term strategies for fuel transition, infrastructure investment, and international standards compliance has been identified as a limitation.

To address these issues, government-led comprehensive support systems and multilayered policies are necessary. Specifically, key solutions include legislation for green shipping transition, securing funding and establishing funds, introducing regulatory sandboxes for innovative technology demonstration, building global cooperation alliances, and fostering specialized human resources through industry-academia-research partnerships. This presentation aims to discuss the direction and implementation strategies for Korea's shipping decarbonization transition, focusing on these policy challenges.

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Session 3. From Bottlenecks to Breakthroughs: Financing Solutions for the Global Port and Maritime Sector

Tim POWER, Managing Director, Drewry

Noel HACEGABA, Chief Operating Officer, Port of Long Beach

Allan GRAY, CEO, Sentient Ports & Former President and CEO, Halifax Port Authority

Jens VAN YPERZEELE, Managing Director, Transport & Logistics, APAC, ING

Rajesh SUBRAMANIAN, Director, Transport & Logistics, APAC, ING

Sang-min RYU, Professor, Dong-A University

Yesim ELHAN-KAYALAR, Advisor, Asian Development Bank





Speaker

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Biography

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Ports Business Environment and Implications for Financing

Keywords: stable, long-term, challenge of energy transition

Efficient and reliable ports are essential to global trade and economic development. Market Demand for port services is inelastic to price; it is generally a small component of total supply chain costs. The sector features extensive cooperation between state and private entities and high barriers to entry and is characterized by local oligopolies and generally stable long-term returns. This creates an environment in which finance is available for bankable projects. Infrastructure and pension funds have been enthusiastic investors in the sector.

Current geopolitical turbulence and shifts in trading patterns create both opportunities and risks for the sector that will need to be navigated with care. The decarbonisation of the port sector creates an investment challenge of a different order since the business case for investment in the energy transition is not always compelling. A clear and consistent regulatory environment, including international cooperation, will be essential to the financing of the energy transition in the port sector.



Speaker

Noel HACEGABA,
Chief Operating Officer, Port of Long Beach

Biography

Dr. Noel Hacegaba is the Chief Operating Officer of the Port of Long Beach, North America's second-busiest container port. He is responsible for managing the Port's day-to-day operations, including commercial services, engineering, finance & administration, human resources, planning & environmental affairs and strategic advocacy.

In recent years, Dr. Hacegaba led the Port's response to the global supply chain disruptions, directing the Port's Business Recovery Taskforce and coordinating with industry, labor and government partners to keep cargo moving. Dr. Hacegaba is also leading the Port's digital initiative known as the *Supply Chain Information Highway*, which seeks to close the gap on the lack of visibility and data sharing in goods movement by enabling end-to-end visibility and coast-to-coast connectivity.

In total, Dr. Hacegaba has more than 26 years of public and private sector experience spanning a variety of industries. Prior to joining the Port, he managed \$200 million in contracts for a Fortune 500 company.

Dr. Hacegaba is a graduate of the University of Southern California (USC), where he earned degrees in economics (BA and MA), business administration (BS) and planning (MPL). He earned his doctorate in public administration from the University of La Verne. Dr. Hacegaba is also a Certified Port Executive (CPE) and earned the Port Professional Executive (PPX) and Port Professional Manager (PPM) professional designations offered through the American Association of Port Authorities (AAPA).

Dr. Hacegaba serves as Vice Chair of the Coalition for America's Gateways and Trade Corridors Board of Directors, Chairman of the of the USC Kendrick Global Supply Chain Institute Board of Directors, Chairman of AAPA's Professional Development Board and previously served as Chairman of the Intermodal Association of North America Board of Directors. He also sits on the Boards of the Marine Exchange of Southern California, Containerization and Intermodal Institute and the University of Denver Transportation and Supply Chain Institute and on the Advisory Board of the International Association of Maritime and Port Executives.



Speaker

Allan GRAY,
CEO, Sentient Ports &
Former President and CEO, Halifax Port Authority

Biography

Allan Gray, now at the helm of Sentient Ports, a division of Sentient Hubs, brings a wealth of global industry experience and seasoned leadership to his role. As the former President and CEO of the Halifax Port Authority (HPA) since November 2019, Captain Gray led a dedicated team focused on driving economic prosperity for the region through the Port's core businesses: cargo, cruise, and real estate. His strategic vision in digital transformation, decarbonization, and safe, efficient port operations has been instrumental in balancing the needs of community, economics, and the environment.

Under his stewardship, HPA initiated several groundbreaking projects and initiatives, including the visionary 50-Year Plan and the development of The PIER at the Seaport, Canada's first living lab for the transportation and supply chain sector. The HPA and its partners earned an International Association of Ports and Harbours (IAPH) Sustainability Award in the "Digitalization" category in 2023. Moreover, the Marine Container Examination Facility in Fairview Cove at the Port of Halifax was recognized as the first Envision V3 Verified Project in Canada.

Gray's maritime career is marked by his significant contributions and leadership in the marine sector. Prior to his tenure at the Halifax Port Authority, he served as General Manager of Fremantle Ports in Australia, where he was appointed Harbour Master in September 2008 and General Manager Port Operations in July 2009. His responsibilities included overseeing commercial operations and managing the Port's bulk business.

His seafaring career spanned over two decades, trading on various vessels including RO-RO, container, bulk, and LPG and LPG Tankers.

Recognized for his leadership, Captain Gray was awarded life membership in 2013 for his outstanding contributions to the Company of Master Mariners Australia. His commitment to diversity was further acknowledged with the president's award for contributions to supplier diversity in Canada. Captain Gray has also held key positions on the Board of Directors for the Canadian Aboriginal and Minority Suppliers Council (CAMSC) and as an ex-officio member of the Port Community Liaison Committee in Halifax, which he established to enhance collaboration and engagement between the Port and the community. Additionally, he served on the executive committee for the Board of the Association of Canadian Port Authorities.

Captain Gray's extensive global industry experience and elder statesman status make him a critical asset to the success of Sentient Ports. His visionary leadership and proven track record in advancing port operations and sustainability initiatives position Sentient Ports at the forefront of the maritime industry.



Speaker

Jens VAN YPERZEELE,
Managing Director, Transport & Logistics, APAC, ING

Biography

Jens is responsible for developing ING's growing shipping customer base in the Asia Pacific and South Asia regions.

He has over 15 years of experience in structuring and arranging financings in the natural resources, transportation and infrastructure sectors. During this time he has worked on corporate, leveraged and project financings to suit the needs of a broad range of clients.

Jens holds an MSc in Management Science from Solvay Business School (Vrije Universiteit Brussel), Belgium.



Speaker

Rajesh SUBRAMANIAN,
Director, Transport & Logistics, APAC, ING

Biography

Rajesh has been a part of ING's Transport & Logistics sector coverage team since 2022. In his role as the Lead for shipping energy transition, he oversees the climate alignment of ING's global shipping loan book against credible decarbonisation scenarios. With over 2 decades of experience in the shipping, he works with ING's global teams to embed the sustainability objectives into the decision making of ING's shipping finance activities. His role involves engaging with shipping clients to understand their transition plans and identifying opportunities for ING to support their progress. Rajesh represents ING in the steering committee of the Poseidon Principles and serves as the Chair of the Technical Committee of the Principles.



Panel

Sang-min RYU,
Professor, Dong-A University

Biography

Accomplished public policy and economic affairs professional with over 30 years of experience in international economic and financial cooperation, diplomacy, and national budget planning. Demonstrated leadership across high-level government positions and multilateral institutions, including as Executive Director of the Asian Development Bank. Expertise in macroeconomic strategy, development finance, G20 coordination, and fostering Korea's international partnership.

Career Overview

- Over 3 decades in public service, specializing in bilateral and multilateral economic cooperation, welfare budgeting and economic policy and financial regulations.
- Held senior roles at the Ministry of Economy and Finance, Office of the President, and National Economic Advisory Council for the President.
- Played a key role in Korea's G20 Presidency and ADB engagements.
- Advanced economic diplomacy as Deputy Consul General in LA and Financial Attaché in Washington, DC.
- Led initiatives promoting Korea's presence in global financial institutions and technical assistance programs.

Education

- Master of Laws (LL.M), 2008, Washington College of Law, American University
- Public Policy Course, 1992, Graduate School of Public Administration, Seoul National University
- B.A. in Economics, 1990, Seoul National University



Moderator

Yesim ELHAN-KAYALAR,
Advisor, Asian Development Bank

Biography

Yesim Elhan-Kayalar is an economist with a career spanning over 32 years in development and academia. Currently serving as an Advisor to the Chief Economist at the Asian Development Bank (ADB), she brings expertise in international development, marked by achievements across 31 countries, with a particular focus on infrastructure and finance sectors.

In her current position, Elhan-Kayalar specializes in developing knowledge and policy solutions addressing critical challenges in Asia and the Pacific, with a specific emphasis on maritime and shipping, decarbonization and digital transformation. Her work bridges theoretical economic research with practical, long-term development strategies. Her career shows her deep commitment to creating sustainable economic solutions and driving meaningful development across diverse global contexts.

Elhan-Kayalar holds a PhD in economics from the University of California, qualifications in finance and management from Harvard University, University of Michigan, and National University of Singapore.

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Session 4. Cybersecurity in Ports and Shipping

Seattle Port's Cyber Response: Experience and Lessons Learned
Matt BREED, Chief Information Officer, Port of Seattle

Importance of Cybersecurity for Container Ports amid Technological Advancement
Won-ho JANG, Operations/Safety Representative Executive Officer (REO),
Pusan Newport International Terminal

The Invisible Shield: Sinotrans' Cybersecurity Strategy
Chen GAO, President, Sinotrans Korea Shipping Co., Ltd. &
Chairman, China Chamber of Commerce in the Republic of Korea

Moderator

Chad LEE, CEO, Piscesoft Inc.





Speaker

Matt BREED,
Chief Information Officer, Port of Seattle

Biography

Founded in 1911 by a vote of the people as a special purpose government, the Port of Seattle's mission is to promote economic opportunities and quality of life in the region by advancing trade, travel, commerce, and job creation in an equitable, accountable, and environmentally responsible manner.

The Port has four primary lines of business: Seattle-Tacoma International Airport (SEA), commercial fishing and recreational boating at its public marinas, cruise, and marine cargo (in partnership with the Port of Tacoma as the Northwest Seaport Alliance). The Port of Seattle's 2023 economic impacts total more than 204,500 jobs, \$12.6 billion in total compensation, and nearly \$39 billion in business output.

Matt Breed joined the Port of Seattle and Seattle-Tacoma International Airport (SEA) in November of 2003, as Director of Enterprise Infrastructure, and was part of a management team tasked with modernizing the Port's IT department, infrastructure, and applications. He took over the CIO role in the fall of 2018.

Matt has a passion for technology, especially emerging technologies. He oversees an IT Department tasked with providing robust, resilient, and innovative IT solutions to the Port of Seattle's many lines of business.

Matt has been an IT Professional for over 30 years and has worked for a collection of companies, including technology startups and mid-sized companies prior to coming to the Port.

He has a BA in Psychology from the University of Michigan.

Learnings from Port of Seattle Recent Cyber Attack

Founded in 1911 by a vote of the people as a special purpose government, the Port of Seattle's mission is to promote economic opportunities and quality of life in the region by advancing trade, travel, commerce, and job creation in an equitable, accountable, and environmentally responsible manner.

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On August 24, 2024, the Port identified system outages consistent with a cyberattack. The Port promptly initiated its incident response processes. Their teams isolated critical systems, took certain systems offline, and worked with third-party and federal partners to safely restore and test their systems.

Importantly, at no point did this incident affect the ability to safely travel to or from Seattle-Tacoma International Airport or safely use the Port's maritime facilities. The proprietary systems of their major airline and cruise partners were not affected, nor were the systems of their federal partners like the Federal Aviation Administration, Transportation Security Administration, and U.S. Customs and Border Protection.

An investigation assisted by cybersecurity and technology experts was initiated to investigate what happened and what data and stakeholders may have been impacted. The Port notified impacted parties, along with law enforcement, and worked to add further protections to harden its systems.

Matt will share about the Port's immediate response to this recent cyber attack, rebuilding efforts to build back systems stronger, and include lessons learned for other port authorities.



Won-ho JANG,
Operations/Safety Representative
Executive Officer (REO),
Pusan Newport International Terminal

Biography

Won-ho Jang (born in 1970) of Pusan Newport International Terminal majored in Computer Science (1998, Master of Engineering) at Gyeongsang National University and Business Administration (2018 Master of Business Administration) at Pukyong National University.

From 1998 to 2008, he worked as an IT expert at Hyundai Information Technology, Hutchison Korea Terminals, and Hyundai U&I, and worked on terminal operation system (TOS) development and terminal development for more than 10 years. Since 2008, he has joined PSA Korea and has served as the general manager of IT development and operation/safety at Incheon Container Terminal (ICT), Pusan Newport International Terminal (PNIT), and HMM PSA New-port Terminal (HPNT).

In particular, he served as the Representative Director of Incheon Container Terminal from 2022 to early 2025, and is currently serving as the Operations/Safety Representative Executive Officer (REO) of Pusan Newport International Terminal.

Importance of Cybersecurity for Container Ports amid Technological Advancement

Through the 55 years history, PSA has transformed from a traditional container terminal operator to an IT and technology-driven company. Along with the fast advancement of technology, our world has become more interconnected than ever before. For this reason, our everyday risk and danger not only exist in the physical world, but in the cyber realm too. Cybersecurity is essential in today's interconnected world because it protects sensitive information, prevents financial losses, and safeguards personal privacy. As more of our daily activities—banking, shopping, communication—move online, the risk of cyberattacks grows. This goes the same for our port and shipping industry. Without strong protection, businesses can suffer costly data breaches, individuals can have their identities stolen, and critical infrastructure can be disrupted. Cybersecurity is not just a technical necessity; it is the foundation of trust in the digital age, enabling people and organizations to operate safely and confidently online



Speaker

Chen GAO,
President, Sinotrans Korea Shipping Co., Ltd. &
Chairman, China Chamber of Commerce in the
Republic of Korea

Biography

Mr. Chen GAO is the President of SINOTRANS Korea Shipping Co., Ltd and the Chairman of China Chamber of Commerce in the Republic of Korea (CCCK). Serving the largest forwarding and integrated logistic company in China for over 20 years, Mr. GAO began his SINOTRANS career as a marketing assistant, then he was promoted to project manager position of LTL (Less-Than-Truckload) Express nationally. From May 2008, he was appointed as recruitment manager, senior performance manager of Human Resources department and then promoted to deputy director of the Board Office for SINOTRANS Group Headquarter. In September 2016, he joined the executive team and became the President of SINOTRANS Japan Co., Ltd from August 2021.

Mr. GAO holds the Master Degree in Management of Central University of Finance and Economics in China. He is the certified trainer of the world's largest HRM Community, Society for Human Resources Management (SHRM), who also holds the certification for Secretary of the Board of Directors issued by Shanghai Stock Exchange. After his new career adventure in Korea for one year, he was elected as the the Chairman of China Chamber of Commerce in the Republic of Korea (CCCK) in August 2024.

SINOTRANS Global Network and Cybersecurity Management

Keywords: SINOTRANS, Logistic service, Cybersecurity.

As the logistics platform of China Merchants Group (CMG), a key state-owned and comprehensive Chinese enterprise with diverse business sectors established in Hong Kong in 1872, Sinotrans Limited serves as the unified operational platform for logistics business under CMG. With the corporate mission of “Enabling Logistics to Empower Industrial Progress,” the company has developed a comprehensive global service network to date. Among its overseas operations, the East Asia region, particularly represented by Korea and Japan, was the first area where Sinotrans expanded its international presence nearly 40 years ago.

As a global company established in 1950, Sinotrans fully recognizes the importance of cybersecurity in safeguarding business operations. With over 30 years of experience in the China-Korea container shipping route, we have developed a unique closed-loop management approach to address the ever-evolving challenges of cybersecurity. Moreover, Sinotrans global network spans 45 countries worldwide, enabling our staff to respond swiftly and accurately to customers’ diverse logistics needs—not only between China and Korea but also to the third country—all of which relies on solid cybersecurity measures.



Moderator

Chad LEE, CEO, Piscesoft Inc.

Biography

Dr. Chad Lee (born in 1974) majored in Logistics Systems Engineering at Korea Maritime and Ocean University in 1993, and obtained his Ph.D in 2021 through research focused on artificial intelligence. He gained over 20 years of experience in various areas such as designing, developing, and managing global shipping and port logistics systems at port logistics IT companies, including Total Soft Bank Ltd. In 2021, he founded Piscesoft Inc., where he is leading innovation by developing and supplying solutions based on core digital transformation technologies including artificial intelligence and digital twins, to both domestic and international markets.



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