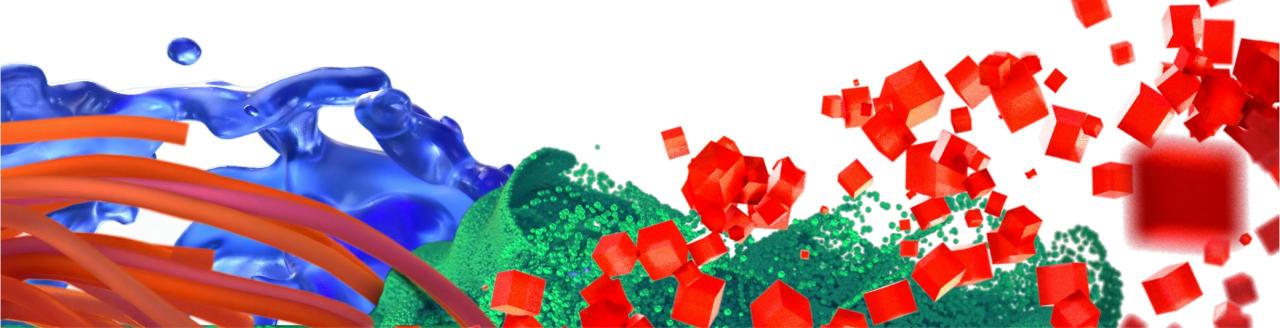


PATH AHEAD



Last 12 months – and path forward



| Challenges – last 12months | Perceived solutions in market | Options | Path ahead – refocus on efficiency |
|--|---|--|---|
| Vessels arriving : Erratic – 30% omissions / 5- 20% on schedule causing bunching / berthing delays | Need more berth / cranes | Build more terminals or plan better | Improved planning – today 48hrs – future 7-14days |
| yard congestion / long dwell | Need more yard | Build more or plan better | Improved planning – today 48hrs – future 7-14days |
| Unproductive moves in yard (rolled cargo, ITT moves, dwell time import) | Terminal problem | More yard, better planning | Better planning and discipline ! |
| Manual vs. Automation | Manual : better productivity Automation: slower, but safer | Full automation or hybrid | Continue to develop hybrid solutions to reduce key factors for accident Fatigue Speed Surroundings accuracy / impacts |
| safety – covid 19 focus | Automation / work from home | Hybrid - and regained focus on overall safety! | Ref above + - Improve health for prevention - Wider collaboration |
| Environment / emissions | Electrification and automation | Hybrid | Energy capture (equipment), solar, system enhancement on efficiency on distance/path/productivity |



Finding funding/incentive solutions between industry parties to address – here are some example

VGM – legislation in place – yet no enforcement

Safety – industry in silos? Can terminals support truckers (weighing, turn around, impact damage), lashers (automate, smart geofencing), shipping line (measured weight) – and vice versa.

Environment – improved efficiency / new technology = reduced investment and environmental footprint for government to 'BUILD'

Address change in work environment as automation grows in most industries to help achieve a more harmonic progress in society



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