



Academia: Don't know much and don't get no respect

(At least we're not economists...)







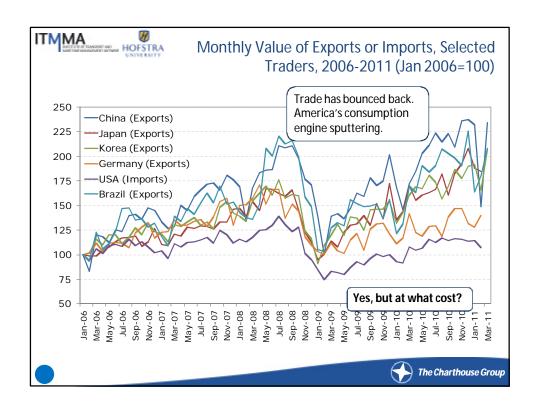
Modern economic theory... QE1, QE2, ... QEx In case of doubt, repeat

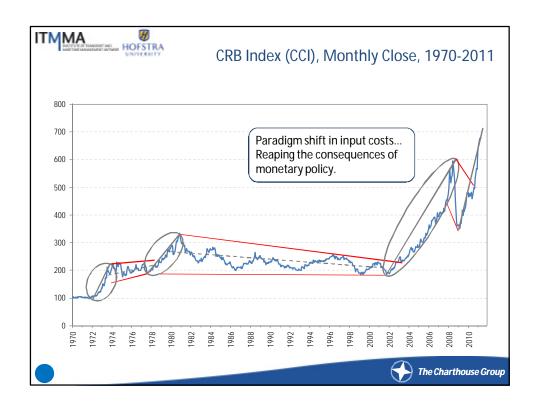


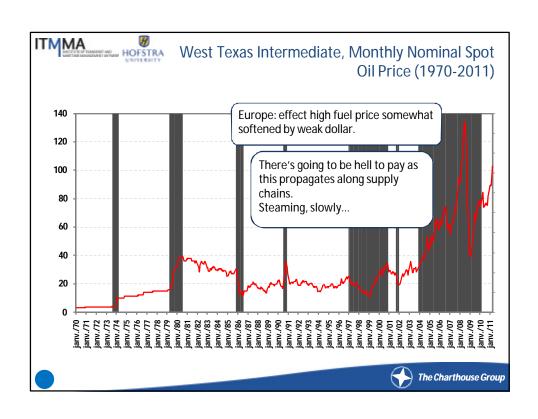
KEY ECONOMIC DEVELOPMENTS

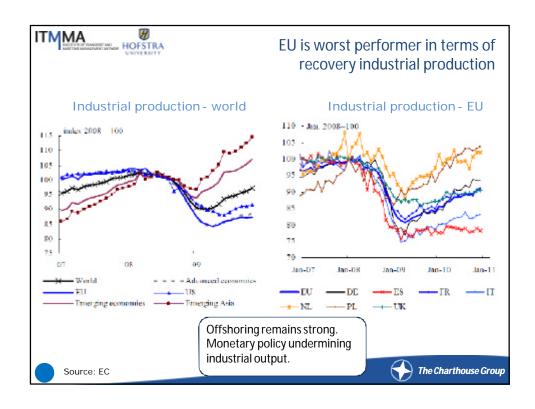


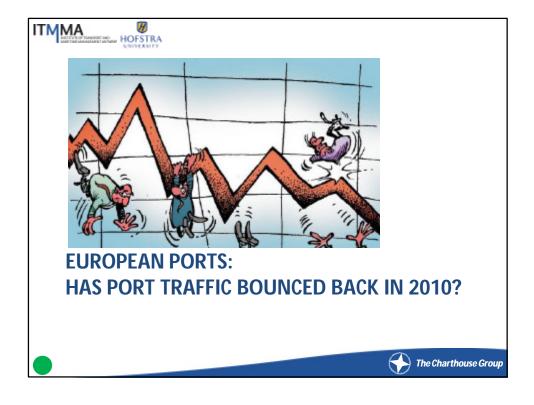
The Charthouse Group

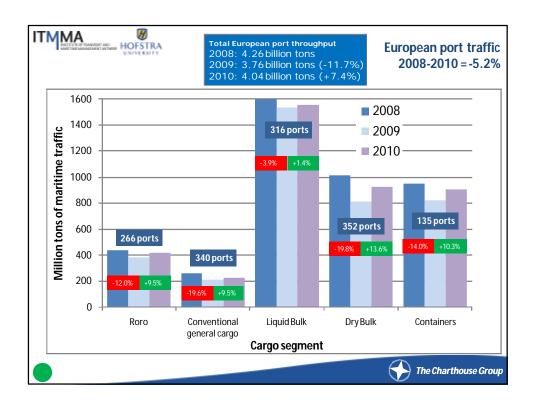


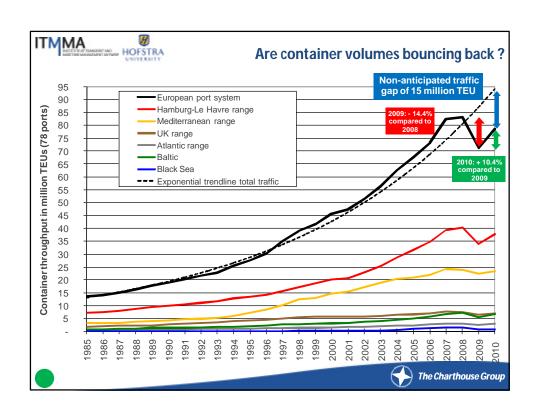


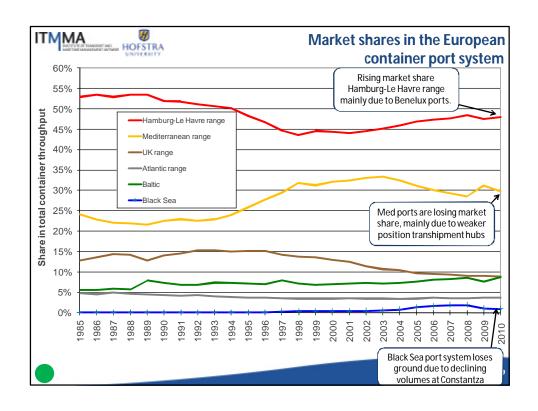


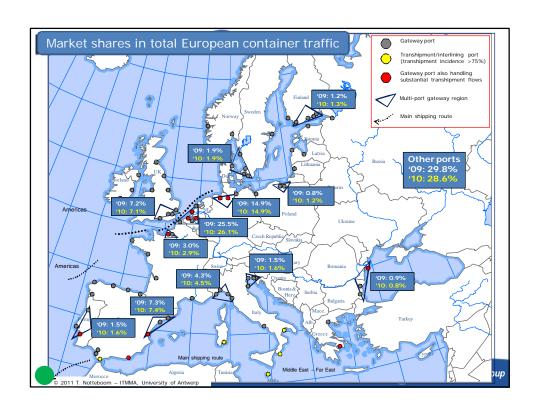




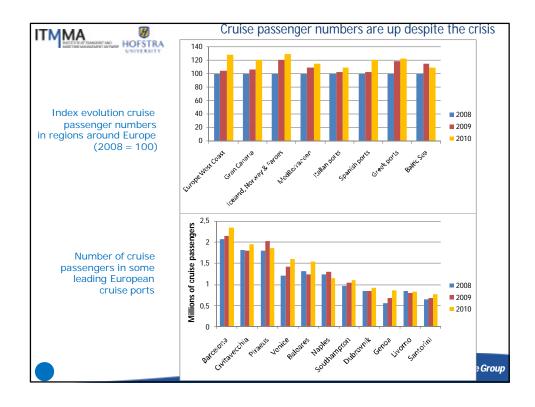














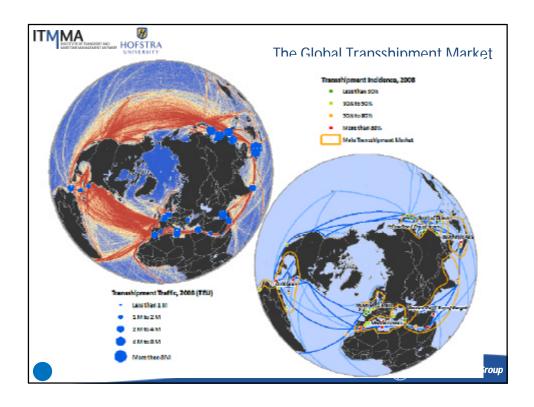
The European cruise sector

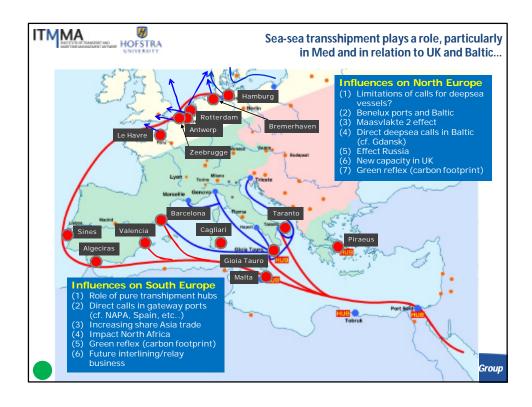
- 5.5m passengers in 2010
- 30% of the global share of cruisers
- Cruise capacity in Europe: +23% in 2011
- Positive driving force: aging of the population creates a market suitable for the cruise ship industry + increasing appeal to young people
- · Negative driving force: the retirees will increasingly be broke...
 - Structure of pension plans (e.g. defined benefits) could be a determining factor.

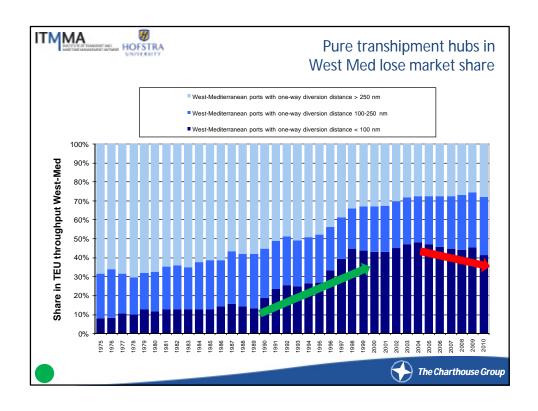


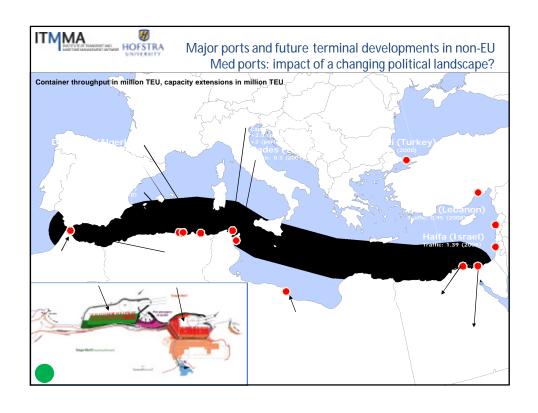
PROSPECTIVE FOR THE TRANSHIPMENT MARKET

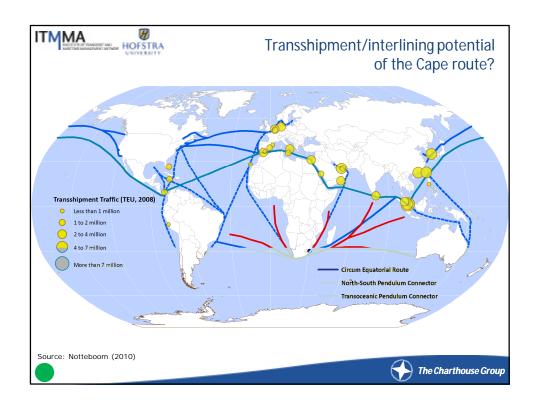


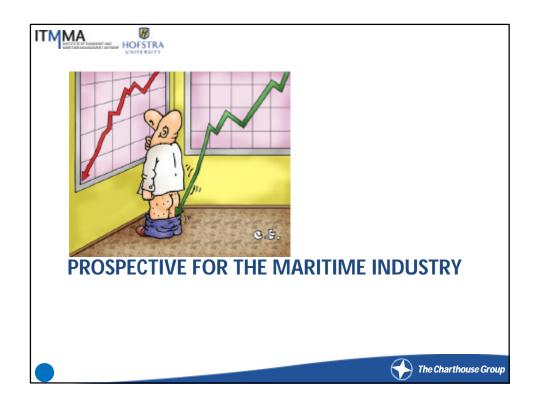


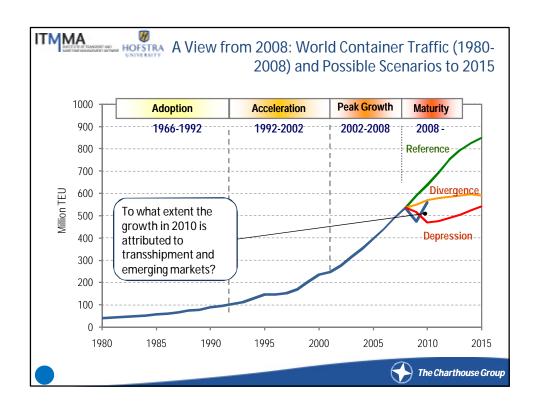


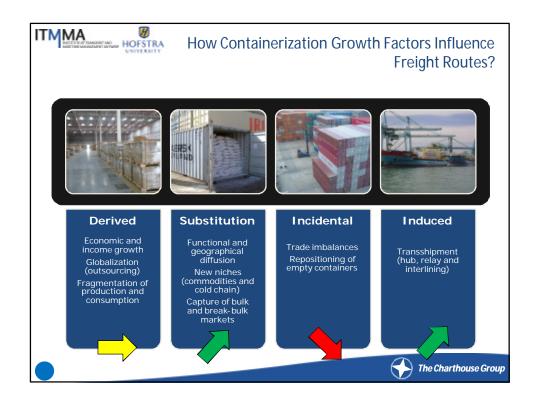


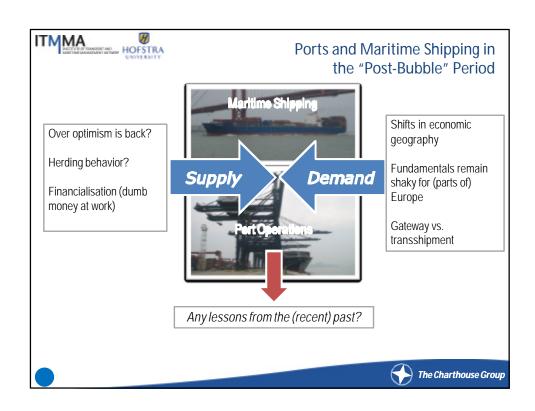


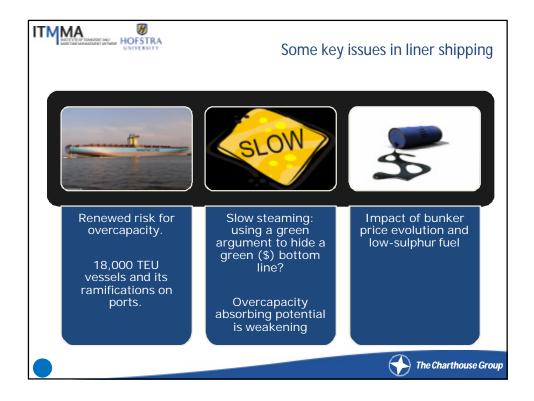


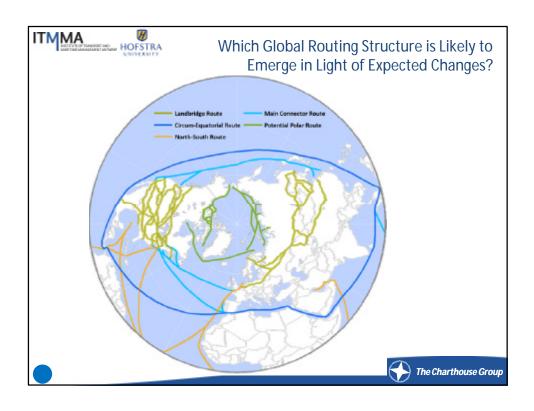


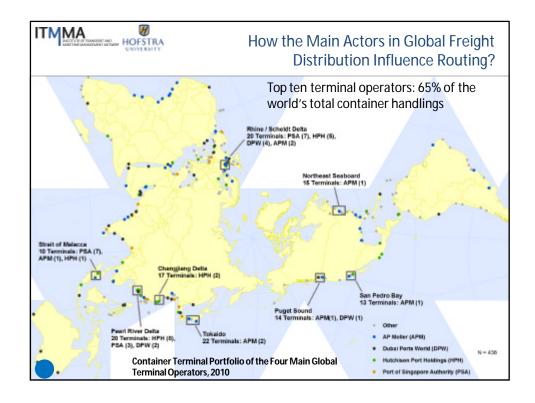


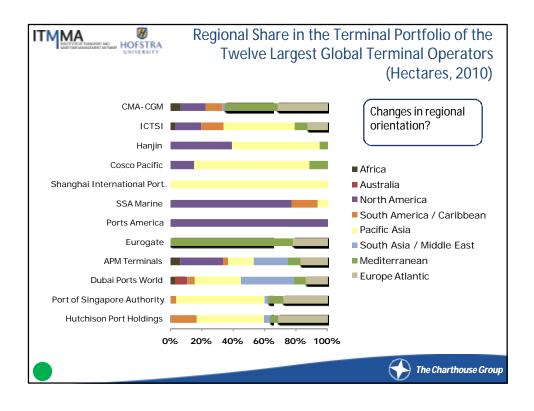


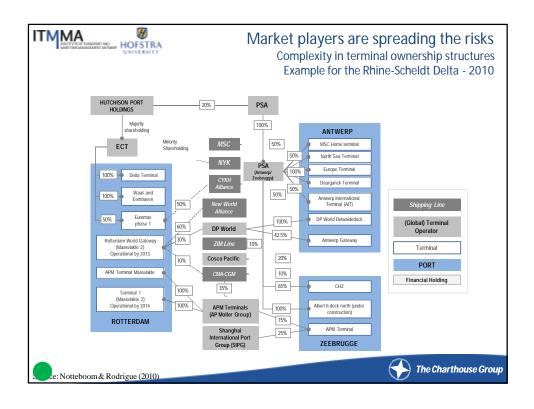


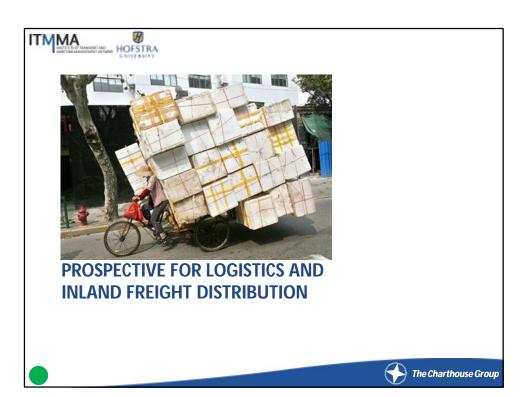










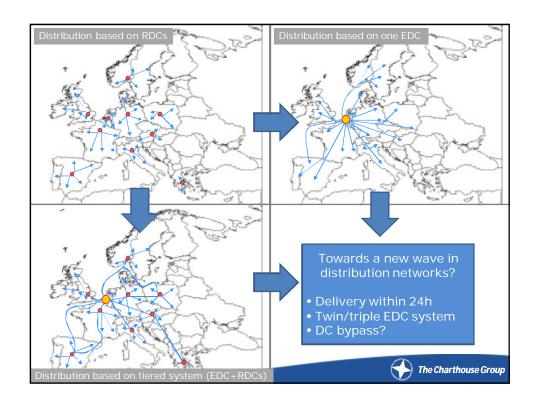


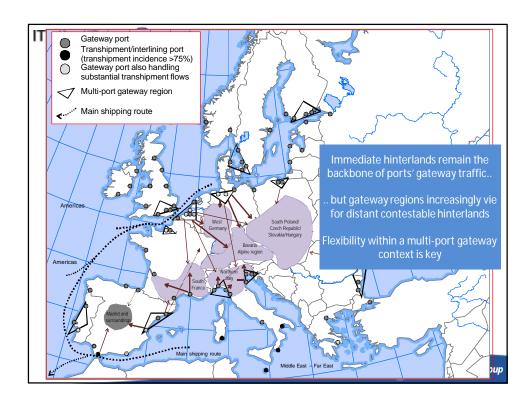


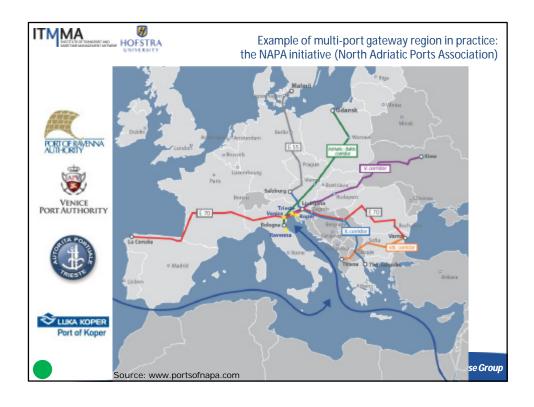
The logistics industry in 2010

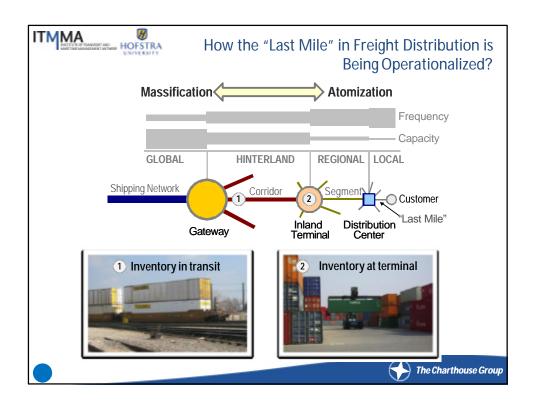
- Global logistics industry saw a strong bounce-back in 2010
- · Recovery not equally strong in all regions
- Sector increasingly challenged by natural disasters, security breaches and price fixing allegations
- Hangover from consolidation wave of past ten years.
 - Quarter of assets are intangible, largely made up of 'goodwill' on acquisitions.

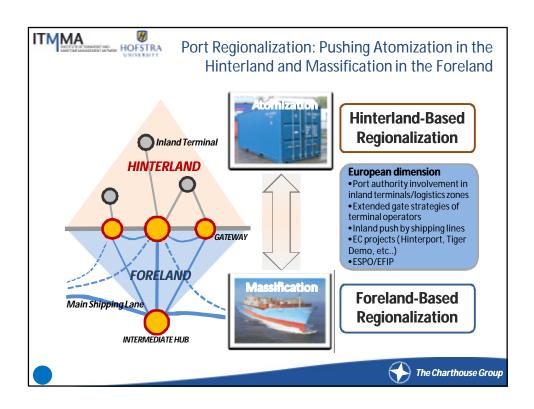
















Are the good times back?

- Short-term perspective (1-2 years):
 - Artificially induced good times will wear off.
 - Various debt crises.
- Medium-term perspective (3-5 years):
 - Sustained pressure on terminal rates due to restructuring/consolidation of shipping services and memory effects in terminal overcapacity situation.
 - Actors will continue to show caution in competitive bidding processes.
- Long-term perspective (>5 years):
 - Strategic port sites remain scarce goods.
 - Terminals will regain status as interesting investment objects, but with a more realistic risk assessment.
 - Very challenging macroeconomic environment (resources, debt).



