



CONFERENCE NOTES

ΣΥΝΕΔΡΙΟ CAPITAL LINK SINGAPORE MARITIME FORUM

Τεράστια Επιτυχία 580+ Συμμετέχοντες

ΤΡΙΤΗ, 24 ΑΠΡΙΛΙΟΥ, 2018, ΞΕΝΟΔΟΧΕΙΟ WESTIN, ΣΙΓΚΑΠΟΥΡΗ

ΣΤΑ ΠΛΑΙΣΙΑ ΤΗΣ ΝΑΥΤΙΛΙΑΚΗΣ ΕΒΔΟΜΑΔΑΣ ΤΗΣ ΣΙΓΚΑΠΟΥΡΗΣ
(SINGAPORE MARITIME WEEK)

ΥΛΙΚΟ ΣΥΝΕΔΡΙΟΥ

(παρουσιάσεις, ομιλίες, φωτογραφίες, συνεντεύξεις και βίντεο) είναι διαθέσιμα στην ιστοσελίδα του Συνεδρίου:

<http://forums.capitallink.com/shipping/2018singapore/index.html>

7 Απριλίου, 2018

Αξιοποιώντας την μακροχρόνια καταξίωση στην επιτυχημένη διοργάνωση μεγάλης κλίμακας ναυτιλιακών Συνεδρίων στα μεγαλύτερα ναυτιλιακά κέντρα σε όλο τον κόσμο, η **Capital Link** πραγματοποίησε το πρώτο σε σειρά **Capital Link Singapore Maritime Forum**, την Τρίτη, 24 Απριλίου 2018 στο Ξενοδοχείο Westin, στη Σιγκαπούρη, με πρωτοφανή επιτυχία συγκεντρώνοντας 580+ συμμετέχοντες. Το Συνέδριο διοργανώθηκε σε συνεργασία με την Columbia Shipmanagement και τη Singhai Marine Services και διεξήχθη κατά τη διάρκεια της Ναυτιλιακής Εβδομάδας της Σιγκαπούρης (Singapore Maritime Week).

Στόχος του Φόρουμ ήταν να επισημάνει τον σημαντικό ρόλο της Σιγκαπούρης ως πύλης προς την Ασία και τις παγκόσμιες ναυτιλιακές αγορές και τους κύριους παράγοντες στους οποίους οφείλεται η επιτυχία της Σιγκαπούρης. Επιπρόσθετα, συζητήθηκαν οι εξελίξεις και οι τάσεις στην ενέργεια, τα εμπορεύματα, τους διάφορους ναυτιλιακούς κλάδους, τις παγκόσμιες χρηματοπιστωτικές αγορές και κεφαλαιαγορές, καθώς και ζητήματα που αφορούν τις κανονιστικές εξελίξεις, την τεχνική και εμπορική διαχείριση του στόλου. Το Συνέδριο υπογράμμισε την ανταγωνιστική θέση και τα πλεονεκτήματα της Σιγκαπούρης ως ναυτιλιακού κόμβου.

Η πλειοψηφία των ομιλητών και των συμμετεχόντων στα πάνελ ήταν εμπειρογνώμονες και κορυφαία στελέχη διεθνών επιχειρήσεων και Οργανισμών. Ήρθαν στη Σιγκαπούρη με σκοπό να απευθύνουν στους εκπροσώπους της αγοράς θέματα αποφασιστικής σημασίας και να αλληλεπιδράσουν με υψηλόβαθμα στελέχη της Σιγκαπούρης και της ευρύτερης περιοχής προερχόμενα από το ναυτιλιακό, ναυλομεσιτικό, χρηματοοικονομικό χώρο καθώς και από την κλάδο του εμπορίου αγαθών.

Ως εκ τούτου, όσοι παρακολούθησαν το **Capital Link Singapore Maritime Forum**, πήραν μια υψηλού επιπέδου ενημέρωση στα ναυτιλιακά θέματα και είχαν μοναδικές ευκαιρίες δικτύωσης με σημαντικούς παράγοντες της ναυτιλίας, συμπεριλαμβανομένων σημειώντων στελεχών από πλοιοκτήτριες εταιρείες, από επενδυτικές και εμπορικές τράπεζες, από εταιρείες χρηματοδοτικής μίσθωσης, από διεθνείς εμπόρους μεγάλων ξηρών χύδην φορτίων και ενεργειακών προϊόντων, καθώς επίσης με ανώτατα στελέχη από οργανισμούς της ναυτιλίας, δικηγορικές, ελεγκτικές εταιρείες και συμβούλους επιχειρήσεων, και όλα αυτά μαζί σε μία μόνο εκδήλωση.



Το Συνέδριο άνοιξε ο **κ. Nicolas Bornozis**, President - Capital Link, ο οποίος αφού καλωσόρισε τους παρευρισκόμενους τόνισε: "Η Capital Link είναι ιδιαίτερα υπερήφανη που διεξάγει το Συνέδριό της για πρώτη χρονιά στη Σιγκαπούρη, έναν βασικό κόμβο για την παγκόσμια ναυτιλία. Η Σιγκαπούρη αποτελεί ένα καταπληκτικό παράδειγμα επιτυχίας, καθώς διαδραματίζει κρίσιμο ρόλο ως πύλη τόσο στις αγορές της ευρύτερης περιοχής όσο και στις παγκόσμιες αγορές για τη ναυτιλία, τη χρηματοδότηση, την εμπορία αγαθών και τη ναύλωση και πολλά άλλα. Είμαστε ευτυχείς με την τεράστια θετική ανταπόκριση που εκδηλώθηκε για το Συνέδριό μας, το οποίο σχεδιάζουμε να διεξάγουμε σε ετήσια βάση, στην ίδια βάση δηλαδή με τα υπόλοιπα ναυτιλιακά Συνέδρια που διοργανώνουμε παγκοσμίως. Το Συνέδριό μας πραγματοποιείται σε μία χρονική στιγμή που παρουσιάζει ιδιαίτερο ενδιαφέρον, καθώς η ναυτιλία αντιμετωπίζει νέες προκλήσεις από την αυξημένη κανονιστική επιτήρηση, την τεχνολογική πρόοδο, το νέο οικονομικό τοπίο και τη μεταβαλλόμενη δυναμική της αγοράς. Όπως πάντα, οι προκλήσεις συμβαδίζουν με τις ευκαιρίες και η ναυτιλία έχει αποδείξει ότι είναι μια αγορά ικανή να προσαρμόζεται και να προηγείται. Ας μην ξεχνάμε ότι η ναυτιλία είναι η σημαντικότερη αρτηρία για την παγκόσμια οικονομία και το διεθνές εμπόριο."

Ο **κ. Esben Poulsen**, Chairman - International Chamber of Shipping; President - Singapore Shipping Association; Executive Chairman – ENESEL, στην εισαγωγική του ομιλία καλωσόρισε την Capital Link στη Σιγκαπούρη και αναφέρθηκε στη σημασία των εκδηλώσεων που γίνονται στα πλαίσια της Ναυτικής Εβδομάδας της Σιγκαπούρης (Singapore Maritime Week) υπενθυμίζοντας ότι ιστορικά αυτή ήταν η πρώτη εβδομάδα ναυτιλιακών εκδηλώσεων που έλαβε χώρα ποτέ σε παγκόσμια κλίμακα. Ανέφερε τις προκλήσεις και τις ευκαιρίες που δημιουργούνται από τις εμπορικές και ρυθμιστικές τάσεις και τις ταχέως μεταβαλλόμενες τεχνολογικές εξελίξεις. Ολοκληρώνοντας, τόνισε τον ρόλο της ναυτιλίας στην παγκοσμιοποίηση και την παγκόσμια οικονομία.

Κεντρική ομιλία: "Οι παγκόσμιες ναυτιλιακές αγορές" - Τρέχουσες εξελίξεις - Προοπτικές & Ο Ρόλος της Ασίας

Ο κύριος ομιλητής του Συνεδρίου ήταν ο **Δρ. Martin Stopford**, Non-Executive President - Clarkson Research Services Limited.

ΘΕΜΑΤΟΛΟΓΙΑ ΤΩΝ ΠΑΝΕΛΣ ΣΥΖΗΤΗΣΕΩΝ ΚΑΙ ΤΩΝ ΠΑΡΟΥΣΙΑΣΕΩΝ

Η ΝΑΥΤΙΛΙΑΚΗ ΑΓΟΡΑ – ΟΙ ΝΕΟΙ ΚΑΝΟΝΕΣ

Μια συζήτηση μεταξύ κορυφαίων συμμετεχόντων στη ναυτιλία σχετικά με τους βασικούς κανονισμούς που θα τεθούν σε ισχύ στο άμεσο μέλλον και τις πιθανές μετασχηματιστικές επιπτώσεις τους στη ναυτιλία. Το πάνελ επικεντρώθηκε κυρίως στην περιβαλλοντική συμμόρφωση, αλλά ασχολήθηκε επίσης με ευρύτερα θέματα όπως η τεχνολογική καινοτομία και η αποτελεσματική εφαρμογή λειτουργικών διαδικασιών.

Συντονιστής:

κ. Mark O'Neil, President & CEO - Columbia Marlow

Ομιλητές:

- **κ. Wei Zhuang**, Regional Manager, Asia – BIMCO
- **κ. Arjun Batra**, Group Managing Director - Drewry
- **κ. Tim Wilkins**, Regional Manager of Asia- Pacific - INTERTANKO
- **κ. Valentios (Eddie) Valentis**, President/CEO - Pyxis Tankers
- **κ. Martin Crawford-Brunt**, CEO - RightShip

Ο **κ. Arjun Batra**, Group Managing Director – Drewry τόνισε ότι: "Growth of energy demand is slowing due to the reduced energy intensity of the global economy. By mid-century, the world will run much more on electricity compared with today. IMO's commitment to reducing Green House Gases emissions from International shipping by at least 50% by 2050 can only happen by decarbonisation of shipping and is a good example of what is happening across many Industries globally. A combination of renewables and energy efficiency will drastically reduce demand for fossil fuel. Fossil fuel-based energy and related industries will see increased disruption and price pressure. Sectors



of the Shipping industry dependent upon transportation of fossil fuels will need to re-look at their long-term strategy.”

Ο κ. Valentios (Eddie) Valentis, President/CEO - Pyxis Tankers τόνισε ότι: “With game changer events soon approaching, shipping is once again on the verge of a major transition. September 2019 marks the end of the final extension provided to owners of existing tonnage for installing the ballast water management system and most importantly, the 1st of January 2020 marks the implementation of the IMO 2020 sulfur cap (0,5%) with which all ships must comply.

As far as Ballast Water Treatment systems are concerned, things are clear and the majority of shipping companies have one way or another programmed and budgeted for the upcoming retrofits. Regarding the latter i.e. IMO 2020 sulfur cap, things are dramatically different with the majority of owners not intending to retrofit scrubbers (considering the high cost and installation limitations) and therefore expect to rely on fuels that comply with the new regulation i.e. MGO or blends (HSFO+LSFO).

The big questions that need to be answered: Will the approved fuels be available to cater for the substantially increased projected demand? What will the price be, considering the increased demand? Will refiners be ready? What will be the market implications from the switch to the new fuel - will it be affected by the projected slow steaming? What is the actual ROI for a scrubber? Will HSFO still exist after a few years? Will older vessels be scrapped? Is LNG the fuel of the future? What will be the further impact be of the expected revision in 2025? Owners are once again in the crossroad of major decisions and this time the stakes are very high.”

Ο κ. Martin Crawford-Brunt, CEO – RightShip τόνισε ότι: “Investment decisions made today will be forced to comply with tomorrow’s regulation. Fortunately there exists opportunities to get ahead of the game.

Thanks to the GHG Rating we have data - right down to an individual vessel level - on fleet movements and emissions. We are able measure and benchmark emissions from shipping. We also know which countries, yards, and engines are building the more efficient vessels – we can even tell you the make of the engine.

There is a plethora of readily-available data and information available that will help the industry keep ahead of the regulation curve – and many are already on board.”

ΤΕΧΝΟΛΟΓΙΑ BLOCKCHAIN, ΑΣΦΑΛΕΙΑ ΤΟΥ ΚΥΒΕΡΝΟΧΩΡΟΥ & ΨΗΦΙΟΠΟΙΗΣΗ, ΜΕΤΑΜΟΡΦΩΝΟΥΝ ΤΗ ΝΑΥΤΙΛΙΑ

- Η Χρήση του Κρυπτογραφημένου Νομίσματος
- Προφύλαξη από την Ψηφιακή Πειρατεία,
- Βελτιστοποίηση Συνδεσιμότητας και Αποτελεσματική Εφαρμογή Λειτουργικών Διαδικασιών,
- Ο Ψηφιακός μετασχηματισμός επιτρέπει, μέσω της συλλογής πληροφοριών, νέες ευκαιρίες ανάπτυξης στις ναυτιλιακές υπηρεσίες και στις ναυτασφάλειες

Συντονιστής:

κ. Howard Hughes, CTO - Tototheo Maritime RIC

Ομιλητές:

- **κ. Stephen Cooper**, CEO - Fourth Insurance Office, Inc.
- **κ. Johan Backas**, Managing Director, Eniram – A Wartsila Company
- **κ. Mikael Lind**, Research Manager – RISE Viktoria; Chairman – PortCDM Council

Ο κ. Howard Hughes, CTO - Tototheo Maritime RIC τόνισε ότι: "Cyber Security is nothing new in the world of IT and Digitalization. However, while there is much discussion on what tools are required to start protection, there must be an understanding that a "black box" will not solve all problems. Any business must understand their data, the flow of that data and categorize it. Cyber Security is more than just having an understanding at an IT level. All security procedures must be reviewed and understood. Only then can the IT infrastructure be secured in an appropriate manner that will offer suitable protection. Threats to security can also come internally. Either by mistake or by malicious intent. Internal awareness for crew and office staff through training must not be overlooked.



It is important to realize that this protection must be organic. It must grow with the company and with the ever changing threat landscape."

Ο κ. Stephen Cooper, CEO - Fourth Insurance Office, Inc. τόνισε ότι: "Cyber-insurance should not be confused with cyber-preparedness, and a good cyber policy will not reduce your chances of suffering a cyber-related business loss. Cyber-preparedness means remaining vigilant and informed and knowing the resources you will need when an incident is threatened or detected. A first and effective response to a cyber-incident requires informed leadership and expertise, and preparedness means knowing those experts and organizations that can help you identify and minimize loss. Know your options and make your choices now, and learn whether cyber-insurance can make this easier and less costly."

Ο κ. Johan Backas, Managing Director, Eniram – A Wartsila Company τόνισε ότι: "Digitalization with vast amount of associated opportunities to improve competitiveness in the marine industry is swiftly getting the attention of various industry stakeholders. Vast quantities of data available must be analysed efficiently and safely to provide relevant, and preferably actionable, insight to the people who need it, when they need it and where they need it. We at Eniram – A Wärtsilä company create solutions that improve awareness of vessel operations both in real time and predictively to improve the total asset efficiency."

Ο κ. Mikael Lind, Research Manager – RISE Viktoria; Chairman – PortCDM Council τόνισε ότι: "Digitisation empowers the port to become connected in the global maritime ecosystem. Digitisation has been brought to the maritime sector to stay. This provides fantastic opportunities for enhanced connectivity between ships, people, and vessels where sea transports become integrated in multi-modal transport processes. However, sea transports is pursued in a self-organized eco-system with many autonomous actors acting in co-opetition. Importantly, trust and standardisation on technical and operational level need to be facilitated for a new data-sharing paradigm by trustful governance bodies. To balance a ship centric and port centric view, as in the European initiated Sea Traffic Management (STM) initiative, the International PortCDM Council has been brought forward for integration of port operations as part of sea transports."

ΑΠΟ ΤΗΝ ΟΠΤΙΚΗ ΤΩΝ ΝΑΥΛΩΤΩΝ

Οι παγκόσμιες αγορές της Ναυτιλίας, των Εμπορευμάτων και της Ενέργειας.

Η Ναυτιλία επηρεάζεται από τις εξελίξεις στις παγκόσμιες αγορές των εμπορευμάτων και της ενέργειας. Το πάνελ συζήτησε τις τάσεις των φορτίων και του εμπορίου, τον ρόλο της Ασίας στο παγκόσμιο εμπόριο και τις επιπτώσεις στη ναυτιλία.

Συντονιστής:

κ. Frans van de Bospoort, Managing Director & Head of Shipping Finance Eastern Hemisphere – DVB Bank

Ομιλητές:

- **κ. Andrew Barker**, Asia Pacific Lead - Cargill
- **κ. Bjorn Stignor**, General Manager - Golden Stena
- **κ. Michael Nagler**, Head of Chartering - Noble
- **κ. Rasmus Bach Nielsen**, Global Head of Wet Freight - Trafigura

Ο κ. Andrew Barker, Asia Pacific Lead – Cargill τόνισε ότι: "Fundamentals should improve the dry bulk markets, most notably with growing demand in ferrous and bauxite. However, new fuel standards, decarbonization and technology, are disrupting the industry and the longer-term impact is uncertain. To prepare for the shifts, Cargill seeks to continually improve the safety and efficiency of its chartered fleet. Our company strives to realize its purpose of nourishing the world in a safe, responsible and sustainable way. We aim to improve the efficiency of operations, modernize our chartered fleet of 600+ vessels and establish partnerships to positively impact our business and the wider industry."



Ο κ. Rasmus Bach Nielsen, Global Head of Wet Freight – Trafigura τόνισε ότι: “Commodity trading requires significant scale, global reach, global infrastructure and a significant funding base. When it comes to the topic digitalization then we see this more as additive and evolutionary more than transformative and revolutionary. In other words, we think this will help us make better decisions. From a freight perspective then Trafigura will remain a significant spot charterer of 3rd party tonnage with 80% of all cargoes fixed externally. This is also regardless of a sizeable leasing position of 32 new crude/product tankers delivering primarily in 2019. What will change is less dependence on the time charter market.”

Η ΣΙΓΚΑΠΟΥΡΗ ΩΣ ΔΙΕΘΝΗΣ ΝΑΥΤΙΛΙΑΚΟΣ ΚΟΜΒΟΣ

Η σύναψη επαγγελματικών συνεργασιών μεταξύ Ιδιωτικού & Δημόσιου Τομέα δίνει ώθηση στη ναυτιλία.

Η Σιγκαπούρη έχει γίνει ένας σημαντικός κόμβος για την παγκόσμια ναυτιλιακή αγορά, μια πύλη προς τις Ασιατικές και παγκόσμιες αγορές ναυτιλίας, εμπορευμάτων και χρηματοδότησης. Η σύμπραξη και η στενή συνεργασία μεταξύ της κυβέρνησης, των συνδικάτων, των εφοπλιστών και των πλοιοκκτητών δίνουν ώθηση στη ναυτιλία. Το πάνελ συζήτησε τους παράγοντες πίσω από αυτήν την επιτυχία και τι πρόκειται να ακολουθήσει.

Συντονιστής:

κ. Terence Zhao, President - Singhai Marine Services

Ομιλητές:

- **κ. Stephen Cotton**, General Secretary – ITF
- **κ. Yan Xiankai**, Group CEO & Chairman – Bilsa Group
- **κ. Sheshashayee Venkatraman**, CEO – Miclyn Express Offshore
- **κ. Tan Beng Tee**, Assistant Chief Executive (Development) – MPA
- **κ. Lisa Teo**, Executive Director (Corporate Development) – Pacific International Lines (PTE) Ltd

Ο Πρόεδρος της Singhai Marine Services, **κ. Terence Zhao**, mentioned that it is a very appropriate time to discuss Singapore’s role in shaping the private & public partner business model in the maritime industry. **Ο κ. Terence Zhao** highlighted that the private & public partner business model is not new in the Singapore maritime industry. In fact, it is the essence of Singapore’s past success and potentially the road for and to the future. For the public side of this model, the Maritime and Port Authority of Singapore is the driving force behind Singapore's current status as an International Maritime Centre. This accolade was attained after growing continuously and successfully over the past few decades. **Ο κ. Terence Zhao** expressed confidence that the Maritime Port Authority can ride on their past achievements and continue to adopt appropriate strategies to tackle challenges and leverage on opportunities presented in the fast-changing environment brought by changes of global economics and energy use, and by advances in technology. **Ο κ. Terence Zhao** hoped that the panel had provided valuable insights on how Singapore could further develop closer partnership and cooperation among government, unions, ship owners and managers to move the shipping industry forward and enhance Singapore’s role as an International Maritime Centre.

Ο κ. Yan Xiankai, Group CEO & Chairman – Bilsa Group τόνισε ότι: “Singapore has been successful for the past decades, partly due to its national strategic plan from the beginning and its focused execution for its maritime industry.

With IMC2030, Singapore, taking itself as maritime ecosystem, is repositioning itself for connectivity, talent and innovation. Singapore government played an important role in the past and will do so in the coming decades for its transparency, Efficiency and forward looking.

In response to IMC2030, some Key maritime university alumni set up Unimex.org limited in Singapore early this year. Unimex stands for universal maritime elites exchange. It’s targeting to build the world largest partnership for maritime alumni including maritime professionals, maritime students and faculties as well. It’ll be an unique maritime ecosystem cultivated by and for maritime alumni, to help all participants in maritime industry for its sustained success. Unimex believes that participation creates value and continuous involvement captures values.”



Ο κ. Sheshashayee Venkatraman, CEO – Miclyn Express Offshore τόνισε ότι: “The offshore market has just completed 45 months in the worst downturn in history. Unfortunately, there does not seem to be an end in sight, as yet. The only ray of optimism is in that the market seems to have bottomed out - leading to an expectation of recovery. Companies will need to hold on and find new paradigms to continue to survive. Is recovery inevitable? I believe yes, but it will be gradual and not without slidebacks. While dealing with the market, companies will need to manage their lenders and find ways to restructure their financial liabilities to give themselves sufficient runway. In such a situation, management teams will be the primary differentiator – the capable ones will weather the storm and emerge stronger and better prepared to ride the next wave.

Η κα. Tan Beng Tee, Assistant Chief Executive (Development) – MPA shared the objectives and key projects under the Industry Transformation Map (ITM) for the Sea Transport sector which was launched by MPA in January 2018. She said that “the ITM demonstrates the close collaboration amongst the various stakeholders - government, business and labour movement to advance the interests of the maritime community to the benefit of all. Such collective efforts would help realize the vision of Singapore to be the global maritime hub for connectivity, innovation and talent.”

Η κα. Lisa Teo, Executive Director (Corporate Development) – Pacific International Lines (PTE) Ltd τόνισε ότι: “As Singapore’s only remaining container line, we at Pacific International Lines, make a conscious decision to continue flying the flag for Singapore on the international stage. We can say there is an emotional attachment to Singapore but we stay in Singapore for very sound and rational business reasons.

Singapore continues to serve as the gateway for businesses to regional and global markets.

As long as Singapore remains committed to promoting the maritime sector as a strategic national interest and continues to adopt pro-business fiscal and economic policies which support maritime business, we believe Singapore will remain an attractive maritime centre to international businesses.”

“ΤΟ ΜΕΛΛΟΝ ΤΗΣ ΝΑΥΤΙΛΙΑΣ”

Μία συζήτηση στρογγυλής τραπέζης μεταξύ κορυφαίων ηγετών της ναυτιλίας.

- Μια συζήτηση υψηλού επιπέδου σχετικά με την εξελικτική πορεία της ναυτιλίας, τους κυριότερους καθοριστικούς παράγοντες που επικρατούν, ευκαιρίες και προκλήσεις για τη ναυτιλία σε ένα ευρύ φάσμα.
- Προοπτικές των ναυτιλιακών αγορών, τάσεις στις αγορές της ενέργειας και των εμπορευμάτων, επενδυτικές ευκαιρίες, πρόσβαση σε κεφάλαια, οι επιπτώσεις της τεχνολογίας, επιχειρησιακές και κανονιστικές προκλήσεις και πολλά άλλα.

Συντονιστής:

κα. Mei Lin Goh, Partner - Watson Farley & Williams

Ομιλητές:

- **κ. Michael Parker**, Industry Head, Global Shipping & Logistics and Chairman, EMEA Corporate Banking - Citi
- **Dr. Martin Stopford**, Non-Executive President – Clarkson Research Services Limited
- **κ. Jeremy Nixon**, CEO – Ocean Network Express
- **Dr. Nikos Tsakos**, President & CEO – Tsakos Energy Navigation; Chairman – INTERTANKO
- **κ. Esben Poulsen**, Chairman, International Chamber of Shipping; President – Singapore Shipping Association; Executive Chairman -ENESEL

Ο κ. Jeremy Nixon, CEO – Ocean Network Express τόνισε ότι: “Jeremy Nixon is the CEO of Ocean Network Express (ONE) which is a new liner company formed post the recent consolidation of KL, MOL and NYK Group’s container divisions. They are now the 6th largest and have their global headquarters in Singapore. Issues that were addressed included the latest challenges of today’s liner shipping market, and the need for companies to have a clear go to market strategy. Also the need for shipping, as the servant of global trade, to continue to be allowed to operate on a level playing field with full international government support.”



ΧΡΗΜΑΤΟΔΟΤΙΚΟ LEASING ΩΣ ΚΥΡΙΑ ΧΡΗΜΑΤΟΔΟΤΗΣΗ

Εναλλακτικές λύσεις Leasing σε όλη την Ασία.

Το Χρηματοδοτικό Leasing έχει γίνει η κύρια μορφή χρηματοδότησης πλοίων για την Ασιατική & τη Διεθνή Ναυτιλία. Το πάνελ συζήτησε τις προοπτικές για περαιτέρω ανάπτυξη με νέους και ήδη υπάρχοντες παράγοντες της αγοράς, ποιες είναι οι πιθανές νέες πηγές χρηματοδότησης, ποιοι τύποι συμφωνιών και ποιοι τύποι πλοιοκτητών πληρούν τις προϋποθέσεις για Leasing και κοινοπραξίες μεταξύ εταιρειών Leasing και ιδιοκτητών φορτίου. Το πάνελ συζήτησε επίσης τις διάφορες επιλογές Χρηματοδοτικού Leasing που διατίθενται σε όλη την Ασία και την εμπειρία των ναυτιλιακών εταιρειών που τις έχουν χρησιμοποιήσει.

Συντονιστής:

κ. Conor Warde, Partner – Mayer Brown JSM

Ομιλητές:

- **κ. Justin Sharp**, Executive Director, Head of Structured Asset Finance, Asia – Commonwealth Bank of Australia
- **κ. Uta Urbaniak**, Chief Financial Officer – Epic Gas
- **κ. James Stove-Lorentzen, Jr.**, Managing Partner - NorthCape Pte Ltd
- **κ. Terry Chen (Zeping)**, Head of Shipping, Offshore & Logistics - Taiping & Sinopec Financial Leasing Co., Ltd

Ο κ. Conor Warde, Partner – Mayer Brown JSM τόνισε ότι: “Leasing companies, particularly those based in China, have had a significant impact on the maritime industry over the last number of years and they will be important players in the future as well. As these companies continue to develop their portfolios they are becoming increasingly selective about the quality and volume of the deals in which they are involved. Despite this increasing selectivity, there is no question that these companies have and will continue to be a critical source of funding for shipowners around the world.”

Ο κ. Justin Sharp, Executive Director, Head of Structured Asset Finance, Asia – Commonwealth Bank of Australia τόνισε ότι: “Our focus remains on developing long term relationships for our shipping portfolio. This has been with leading shipping companies and also the financial leasing companies. The market position and involvement of the financial leasing companies continues to grow and support the capital requirement of the shipping sector.”

Η κ. Uta Urbaniak, Chief Financial Officer – Epic Gas τόνισε ότι: “Epic Gas successfully raised over \$300 million of traditional bank debt with European banks over the last 4 years despite a general tightness in the ship finance market. We expanded into the Japanese finance market at competitive terms and are keen to grow our financing sources further.”

Ο κ. James Stove-Lorentzen, Jr., Managing Partner - NorthCape Pte Ltd τόνισε ότι: “Total drawdown from Chinese financial institutions was more than \$16 billion in 2017, of which more than 70% was from Chinese leasing companies. Over the past nine years the Chinese banks have taken a 20% share of the global ship financing market from the traditional shipping banks and two of the top three banks are now Chinese. The funding from the Chinese leasing institutions have been particularly attractive because of higher LTV, longer tenors and profiles, and the ability to fully underwrite transactions in excess of USD 1 billion. In the past six years NorthCape have concluded 37 separate transactions for more than 100 assets and with transaction value in excess of USD 11 billion.”

ΟΙ ΠΑΓΚΟΣΜΙΕΣ ΝΑΥΤΙΛΙΑΚΕΣ ΤΡΑΠΕΖΕΣ & Η ΔΙΑΘΕΣΙΜΟΤΗΤΑ ΧΡΗΜΑΤΟΔΟΤΗΣΗΣ ΤΗΣ ΝΑΥΤΙΛΙΑΣ

- Οι Τράπεζες αποτελούσαν ανέκαθεν την παραδοσιακή πηγή χρηματοδότησης για τη ναυτιλία – πως διαχειρίζονται οι μεγάλες ναυτιλιακές τράπεζες τις νέες ρυθμιστικές και εμπορικές προκλήσεις.
- Η αγορά τραπεζικών χρηματοδοτήσεων συρρικνώνεται ή αυξάνεται; Υπάρχει νέο κεφάλαιο διαθέσιμο για τη ναυτιλία; Ποιοι πληρούν τις προϋποθέσεις για τραπεζική χρηματοδότηση, σε ποιο κόστος και με ποιους όρους;



Συντονιστής:

κ. John Forrester, Partner - Holman Fenwick, Willan

Ομιλητές:

- **κ. Joep Gorgels**, Global Head of Shipping - ABN AMRO
- **κ. Michael Parker**, Industry Head, Global Shipping & Logistics and Chairman EMEA Corporate Banking - Citi
- **κ. Christian Niewandt**, Global Head of Shipping - HSH Nordbank
- **κ. Tobias Zehnter**, Global head of Shipping - NORD L/B

Ο κ. John Forrester, Partner - Holman Fenwick, Willan introduced the panellists and asked for their views on the challenges they face in the current market, particularly on the regulatory side. Apart from regulations imposed by external banking regulators, he was interested to hear how the banks' own internal regulations affect lending and about the impact of regulations in the shipping industry more generally, such as on emissions and water ballast treatment. He asked whether, on balance, regulation is all bad. After asking whether the bank finance market is shrinking or growing, he went on to explore alternative sources of capital and ended with a discussion on the criteria for obtaining bank finance.

Ο κ. Christian Niewandt, Global Head of Shipping - HSH Nordbank τόνισε ότι: “After almost ten years of restructuring the privatisation of the bank has created a basically clean vehicle ready for new business with existing and new clients on a global basis.

We have learnt our bitter lessons when it comes to the complex risks in shipping. This will help us to rebuild a strong and shock resistant portfolio with good names and good structures as we continue to believe in the future of shipping being an integral part of the globalisation.

We are open to corporate backed structures as well as asset oriented deals. The current environment offers a wide range of opportunities which is further fuelled by the decision of numerous banks to quit shipping.

Since we are no longer under pressure to book business at any rate we enjoy the comfortable situation to say no if needed.”

ΕΝΑΛΛΑΚΤΙΚΗ ΧΡΗΜΑΤΟΔΟΤΗΣΗ & ΙΔΙΩΤΙΚΟ ΜΕΤΟΧΙΚΟ ΚΕΦΑΛΑΙΟ

- Υπάρχουν πηγές κεφαλαίου πέρα από την τραπεζική χρηματοδότηση, και πέρα από την χρηματοδοτική μίσθωση;
- Νέες & Εναλλακτικές Πηγές Κεφαλαίου για συγκεκριμένα Projects & για Μικρότερους Πλοιοκτήτες
- Πιστοληπτικοί Οργανισμοί - Χρηματοδότηση Χρέους & Σύνθετα Επενδυτικά Κεφάλαια – Ιδιωτικά Μετοχικά Κεφάλαια

Συντονιστής:

κ. Gregg Johnston, Partner – Stephenson Harwood (Singapore) Alliance

Ομιλητές:

- **κ. Nicholas E. Meer**, CFA, Managing Director, Global Transportation Group – J.P. Morgan Asset Management - Alternatives
- **κ. Martin Hugger**, Managing Director - Meerbaum Capital Solutions Inc.
- **κ. Philip Clausius**, Founder & Managing Partner - Transport Capital Pte Ltd

Ο κ. Gregg Johnston, Partner – Stephenson Harwood (Singapore) Alliance chaired a panel on Private Equity and Alternative Finance in Asian based shipping. Conversation points touched up shipping finance following aviation finance with the growth of alternatives to senior bank finance. The panel discussed whether regulation change could create more opportunities for alternative financiers and whether current market conditions across traditional shipping were attractive to Private Equity.

Ο κ. Martin Hugger, Managing Director - Meerbaum Capital Solutions Inc. σχολίασε: “While shipping market are recovering, traditional banks that left the industry, don’t seem to be coming back and the ones that stayed, are very focused and often shrinking their portfolios. Alternative finance providers are filling the gap. We give quick guidance



on projects, are fast in decision making, flexible to respond to changing needs and circumstances and reliable in transacting. Many clients saw us initially as a bridge to the future, but learned to value speediness, responsiveness and flexibility and keep coming back with their projects.”

Η ΠΡΩΤΟΒΟΥΛΙΑ «ONE BELT ONE ROAD» ΚΑΘΩΣ ΚΑΙ ΟΙ ΠΡΟΟΠΤΙΚΕΣ ΠΟΥ ΥΠΑΡΧΟΥΝ ΠΕΡΑ ΑΠΟ ΑΥΤΗΝ - ΤΟ ΝΑΥΤΙΚΟ ΠΛΑΙΣΙΟ

Την παρουσίαση έκανε ο **κ. Benjamin Wong**, Head of Transport & Industrial – InvestHK ο οποίος τόνισε ότι: “With over 150 years of maritime development, Hong Kong has one of the world’s largest shipping communities. Hong Kong is also the world’s freest economy, with free trade, free market, free flow of capital and stable and freely convertible currency.

Our low and simple tax regime provides an attractive business environment including profits tax exemption for international shipping operations and double taxation relief arrangements covering shipping income with 45 trading partners, entrenching Hong Kong’s position as a diversified international maritime centre.”

Ο ΤΟΜΕΑΣ ΤΟΥ ΑΕΡΙΟΥ

Πάνελ Συζήτησης

Συντονιστής:

κ. Torben S. Pedersen, Managing Director - Feargas (Singapore) Pte Ltd

Ομιλητές:

- **κ. Niels Rigault**, SVP Commercial - BW LPG
- **κ. Su Bin**, CEO – Pacific Gas

Ο κ. Torben S. Pedersen, Managing Director - Feargas (Singapore) Pte Ltd τόνισε ότι:

“The VLGC market is presently at an all-time low.

The spot market return today, basis full employment and zero downtime, is at about USD 4,700 PD.

The VLGC fleet today counts 267 vessels.

30 of these vessels are more than 25 years old.

There are 37 confirmed new buildings, equal to about 14 pct of the present fleet.

In light of the very low market and imminent trading restrictions (water ballast and exhaust emissions), is this enough to discourage Owners from taking their vessels thru 4th and 5th special surveys?

As a consequence, will we see enough VLGCs being recycled in the next 1-2 years to make a real difference in the VLGC supply/demand balance?

New Panama Canal

As highlighted by many in our industry, the new Panama Canal may reach its full VLGC capacity in the near future.

Is this being taken into account when Owners are making their investment decisions?

Oil Majors and Trader making larger direct and indirect investments in the VLGC market segment.

This includes companies such as Shell, Chevron, Statoil, P66, Oriental Energy, Astomos, Gyxis, Eneos Globe, Petredec, Geogas, Vitol, Trafigura, Gunvor and Vilma.

What will the impact of this be vis-a-vis market pricing? And will the traditional Owners be able to offer transport solutions to such customers whereby preventing further VLGC ordering by Majors and Traders??

Finally, 2 points over which no market participant have any control.

-The possibility that USA do not to agree to extend current Iran sanctions package on 11th May 2018, and

-The possible additional implementation of USA/China trade tariffs.



If one or both of these possibilities were to happen, what will the possible impact be for the VLGC's?"

Ο κ. Su Bin, CEO – Pacific Gas τόνισε ότι: “China has made remarkable progress in recent years in relation to country’s transformation of its energy mix and has thus far played a leading role towards its global commitment of a green and low-carbon future. We believe that the Chinese gas marketing is huge potential. The path China takes will have a profound impact on global markets, trade and investment flows, technology costs and the achievement of shared global goals. We believe seaborne transportation of LPG as well as LNG will remain one of the cheapest and most efficient global solutions to address China’s ever-increasing demand for green and low-carbon energy.”

Ο ΤΟΜΕΑΣ ΤΩΝ ΔΕΞΑΜΕΝΟΠΛΟΙΩΝ

Πάνελ Συζήτησης

Συντονιστής:

κ. Ben Nolan, Managing Director – Stifel Financial Corp.

Ομιλητές:

- **κ. Marco Fiori**, CEO – d’Amico International Shipping
- **Dr. Anil Sharma**, President & CEO – GMS
- **κ. Andrew Hoare**, COO – Navig8 Group
- **κ. Robert Burke**, CEO – Ridgebury Tankers

Ο κ. Ben Nolan, Managing Director – Stifel Financial Corp. τόνισε ότι: “The sea will never rest which is why shipping is wonderful and painful but always exciting. We believe that capital markets are quickly evolving with respect to the industry and those companies who are both nimble and focus on being good stewards of capital should be successful.”

Ο κ. Marco Fiori, CEO – d’Amico International Shipping τόνισε ότι: “I am firmly convinced the product tanker market is finally heading towards a positive cycle. In fact, all the fundamentals are pointing to the right direction, with all the variables aligned for rate improvements. In particular, a strong oil consumption is expected for 2018, also on the back of the estimated growth in global economic activity. This will obviously provide further benefit to the demand for seaborne transportation of refined products. The global refining industry has undergone a structural shift over the last years with refining capacity moving far from some of the key consuming centers and towards some of the main points of extraction, mainly in the Middle East. This phenomenon has been driving ton-mile demand for product tankers and it is expected to further consolidate with new export oriented refinery capacity coming on line. The high level of product inventories, which has been depressing demand for the last two years, seems to be finally coming to a more manageable level. All these positive factors should support demand and they are coupled with a very limited supply growth expected for the next coming years.”

Ο κ. Andrew Hoare, COO – Navig8 Group τόνισε ότι: “Whilst tanker operators continue to face more than their fair share of uncertainty, particularly around OPEC production levels and US shale oil development, it has become increasingly more evident that IMO 2020 regulations will have a significant impact on our markets. Operators who prepare accordingly stand to benefit.”

Ο κ. Robert Burke, CEO – Ridgebury Tankers τόνισε ότι: “In the next few years the tanker market will be going through a series of changes that will have significant impact on rates, capacity, financial returns and fleet profiles. The combined effect of the pending and overlapping 2020 emissions and BWTS regulations have little precedent on which to look back upon and calculate an outcome. The constant drumbeat but unpredictable levels of increased shale production, US exports, OPEC cuts combined with regulatory change make projections all the more difficult. Even in this difficult tanker market owners can’t hold back from placing large bets on what will happen in the next



few years. For the adrenaline addicted tanker owners the anticipated volatility of the next few years should make it a fun time to be in the market!"

Ο ΤΟΜΕΑΣ ΤΩΝ ΞΗΡΩΝ ΧΥΔΗΝ ΦΟΡΤΙΩΝ/ΞΗΡΩΝ ΦΟΡΤΙΩΝ

Πάνελ Συζήτησης

Συντονιστής:

κ. **Gautam Khurana**, Director – Drewry Maritime Financial Research

Ομιλητές:

- κ. **Kyriakos Panayides**, Managing Director – AAL Shipping
- κ. **Reginald Sequeira**, Head of Bulk Carrier Business Unit – Great Eastern Shipping Co. Ltd.
- κ. **Martyn Wade**, CEO – Grindrod Shipping Pte. Ltd
- κ. **Mats Berglund**, CEO – Pacific Basin
- κ. **Khalid Hashim**, Managing Director – Precious Shipping

Ο κ. Gautam Khurana, Director – Drewry Maritime Financial Research τόνισε ότι: “The belt and road initiative is expected to boost dry-bulk shipping demand as most of the regions along the BRI are steel deficient. The BRI should also boost demand for other dry-bulk commodities such as cement, bauxite, alumina, aggregates, sand and phosphate rock. On the other hand, the spectre of protectionism risks derailing global growth and may prove to be a dampener for markets as the uncertain climate could crimp investment over the short term.

Ο κ. Kyriakos Panayides, Managing Director – AAL Shipping τόνισε ότι: “The Multipurpose Shipping segment witnessed an unprecedented period of consolidation over the past years and that trend looks set to continue. Freight rates reached to unsustainably low levels by fierce competition within, as well as from cheap pricing by desperate Bulk Carriers with lower operating costs. With record low projects by Oil & Gas in the past two years, only few Project carriers made it through the ‘perfect storm’. The segment was left alone with no financing model in place from both investors and financiers to support it, failing to understand the complexity of our sector. I guess that’s the price we are paying for being a specialised sector... we simply cannot have it all.”

Ο κ. Reginald Sequeira, Head of Bulk Carrier Business Unit – Great Eastern Shipping Co. Ltd. τόνισε ότι: “After several years of unabated supply we have just started seeing a moderating fleet growth. There is also a trend of global economic and trade growth. The supply-demand balance, therefore, suggests a cautiously optimistic scenario for Dry Bulk Shipping in the foreseeable future.

However, the upcoming 2020 regulations on sulphur emissions and longer-term controls on GHG emissions pose difficult questions for ship-owners as to what is the right technology to meet new regulations. The cumulative burden of all regulations cannot be left only at the doors of ship-owners. Collective efforts are needed from all interested parties of the industry in finding sustainable solutions. Owners need to exercise restraint in ordering new ships and add to the expanded fleet, without finding viable answers to the long-term challenges of regulatory changes.

Great Eastern Shipping Co., over nearly seven decades of its successful operation, has tried to build a strong balance sheet by dynamically managing market cycles and by operating a diversified fleet backed by in-house commercial and technical management and supported by strong relationships built over the years with charterers, shipyards and lenders.”

Ο κ. Khalid Hashim, Managing Director – Precious Shipping τόνισε ότι: “With the low sulphur fuel oil deadline of 1st January 2020 rapidly approaching, Scrubbers, an out dated technology are being thrust on ship owners as a costly solution when the option to burn low sulphur fuel oil is on the table. If we examine the statistics we see that at the end of March 2018 there were less than 0.30% of ships that were scrubber fitted/ready out of the 95,000+ vessels that need to comply with the new legislation. Even if the scrubber fitted/ready ships figure trebles by the time we



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reach 1st January 2020, it will be just 1% of the existing world fleet of about 95,000+ ships. With such a low number of potential clients, we don't think that any of the oil majors would continue to produce high sulphur fuel oil when the prospects for sales of the same are going to be so limited. Not only that, the oil majors would then have to invest in dedicated pipelines, storage tanks and bunker delivery vehicles like tankers that would be solely dedicated/doing the dirty high sulphur fuel oil trade. This looks like a classic case of too much investment for too little, and very uncertain, returns. High sulphur fuel oil, if it is available post 1st January 2020, would likely be sold, not at a discount, but at a premium to low sulphur fuel oil! Owners have voted with their pocket books and made clear that there is only low sulphur fuel oil that is an acceptable/palatable solution."

ΥΛΙΚΟ ΣΥΝΕΔΡΙΟΥ

Όλο το υλικό του Συνεδρίου (παρουσιάσεις, ομιλίες, φωτογραφίες, συνεντεύξεις και βίντεο) είναι διαθέσιμα στην ιστοσελίδα του Συνεδρίου:

<http://forums.capitallink.com/shipping/2018singapore/index.html>

ΕΤΑΙΡΕΙΕΣ & ΟΡΓΑΝΙΣΜΟΙ ΠΟΥ ΣΥΜΜΕΤΕΙΧΑΝ:

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ΤΟ ΣΥΝΕΔΡΙΟ ΔΙΟΡΓΑΝΩΘΗΚΕ:

ΣΕ ΣΥΝΕΡΓΑΣΙΑ ΜΕ: Columbia Shipmanagement • Singhai Marine Services

ΧΟΡΗΓΟΙ:

ΠΑΓΚΟΣΜΙΟΣ ΚΥΡΙΟΣ ΧΟΡΗΓΟΣ: Tsakos Energy Navigation Ltd.

ΠΑΓΚΟΣΜΙΟΙ ΧΡΥΣΟΙ ΧΟΡΗΓΟΙ: Clay Maitland • Columbia Shipmanagement • Tototheo Maritime

ΠΑΓΚΟΣΜΙΟΙ ΧΟΡΗΓΟΙ: ABN AMRO • citi • DVB • Fourth Insurance Office Inc. • Nord LB • Watson Farley & Williams

ΧΟΡΗΓΟΙ ΣΥΝΕΔΡΙΟΥ: AMOS • Eniram a Wartsila Company • GMS Leadership • HFW • HSH NORDBANK • Invest HK • Mayer Brown JSM • Meerbaum Capital Solutions Inc. • Stephenson Harwood (Singapore) Alliance

ΥΠΟΣΤΗΡΙΓΚΤΕΣ ΧΟΡΗΓΟΙ: AAL • Ardmere Shipping • CMP Chugoku Maine Paints Ltd. • D'Amico International Shipping S.A. • Epic Gas • SES Southern Everise Singapore • Gauci-Maistre Xynou • GNS • The Great Eastern Shipping Co. Ltd. • Navig8 • Pyxis Tankers • Ridgebury Tankers

ΧΟΡΗΓΟΣ ΠΡΩΙΝΟΥ: Columbia Shipmanagement

ΧΟΡΗΓΟΣ ΚΑΦΕ: SGX

ΧΟΡΗΓΟΙ COCKTAIL: seAcAre • Singapore Organization of Seamen

ΧΟΡΗΓΟΙ ΕΠΙΚΟΙΝΩΝΙΑΣ: Asia Oil and Gas • cnss.com.cn • www.gangkouquan.com • Lloyd's List • Marine Circle • Maritime Executive • www.ship.sh • Ship2Shore • Ship Management • TradeWinds • WorldOils • XD Xinde Marine News

ΦΟΡΕΙΣ ΥΠΟΣΤΗΡΙΞΗΣ: BIMCO • Shanghai Shipbrokers Association • International Chamber of Shipping • Intertanko • seAcAre • Seamaster • Singapore Organization of Seamen • Singapore Shipping Association



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Η ΤΑΥΤΟΤΗΤΑ ΤΗΣ CAPITAL LINK

Με έδρα τη Νέα Υόρκη και παρουσία στο Λονδίνο, την Αθήνα και το Όσλο, η Capital Link δραστηριοποιείται από το 1995 στον τομέα των Επενδυτικών Σχέσεων και Επικοινωνίας (Investor Relations & Financial Communication) παρέχοντας συμβουλευτικές υπηρεσίες στο τομέα των χρηματοοικονομικών επικοινωνιών και των επιχειρήσεων με στρατηγική εστίαση στους τομείς της ναυτιλίας, των εμπορευμάτων και της ενέργειας, των MLP, των Closed_End Funds καθώς και των ETF.

Η Capital Link είναι μέλος του **Baltic Exchange** και συνεργάζεται στενά με το **Χρηματιστήριο της Νέας Υόρκης, το NASDAQ και το Χρηματιστήριο του Λονδίνου** καθώς και με σημαντικούς διεθνείς και παγκόσμιους οργανισμούς του κλάδου, εστιάζοντας στους κύριους τομείς της δραστηριότητάς της.

Η Capital Link διοργανώνει ετησίως μία σειρά δεκαεσσάρων Συνεδρίων στη **Νέα Υόρκη, Λονδίνο, Αθήνα, Λεμεσό, Σαγκάη** και από φέτος **Σγκαπούρη**, που αφορούν στους κύριους τομείς δραστηριότητάς της. Οκτώ από τα Συνέδρια αυτά επικεντρώνονται στον ναυτιλιακό τομέα. Τα Συνέδρια της Capital Link προσελκύουν την ελίτ των οικονομικών, επενδυτικών και ναυτιλιακών κοινοτήτων και παρέχουν ένα μοναδικό συνδυασμό πληροφοριακού περιεχομένου, ευκαιριών μάρκετινγκ και δικτύωσης.

Εκτός από τα συνέδρια, η **Capital Link διοργανώνει Webinars** με έμφαση σε επενδυτικές στρατηγικές, σε διάφορους τομείς και κρίσιμα θέματα ενδιαφέροντος για την επενδυτική κοινότητα και εταιρικές παρουσιάσεις. **Η παγκόσμια πλατφόρμα μάρκετινγκ της Capital Link** ενισχύει την προβολή και την εμβέλεια αυτών των γεγονότων σε παγκόσμια κλίμακα, με διάρκεια πέραν της ημερομηνίας κατά την οποία πραγματοποιείται το κάθε γεγονός, καθιστώντας ένα συνεχές σημείο αναφοράς για τους συμμετέχοντες στην αγορά.

Οι προσπάθειες και η συμβολή της Capital Link έχουν αναγνωριστεί το 2011 από τα Ελληνικά Ναυτιλιακά Βραβεία Lloyds's List, το 2012, το 2013 από το περιοδικό InterContinental Finance, το 2016 από το περιοδικό Wealth & Finance. Επίσης, το 2016, από το Propeller Club και το Ελληνο-Αμερικανικό Ινστιτούτο AHI στην Washington.