Positioning a diversified shipping business in the "new world order"

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Lloyd's List
Maritime intelligence

Stena

The way I see the world

Traditional

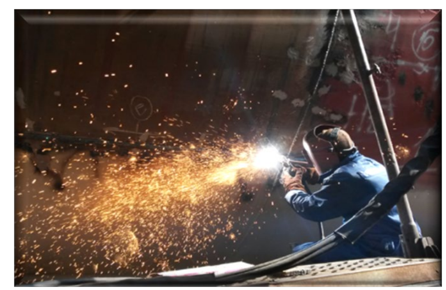
- Supply of vessels
- Demand for sea transportation
- Operational risk

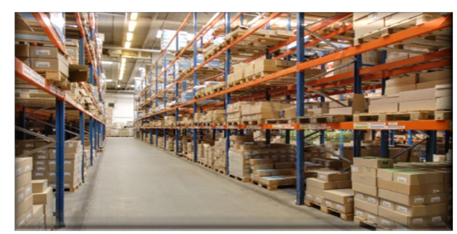
New

- Sustainability
- Technological disruption of supply chains and logistics

Understanding Transportation – Shipping – Logistics – Supply chain





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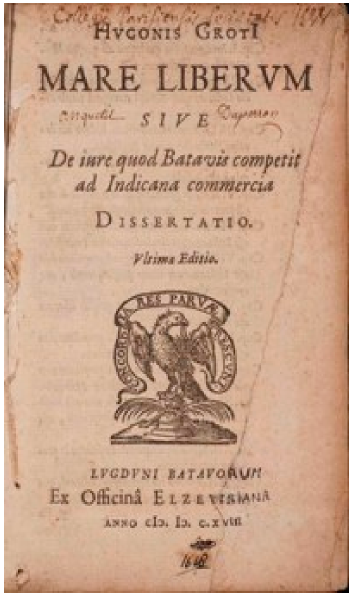
Hugo Grotius: *Mare Liberum* 1609


HVGONIS GROTI

MARE LIBERVM

SIVE

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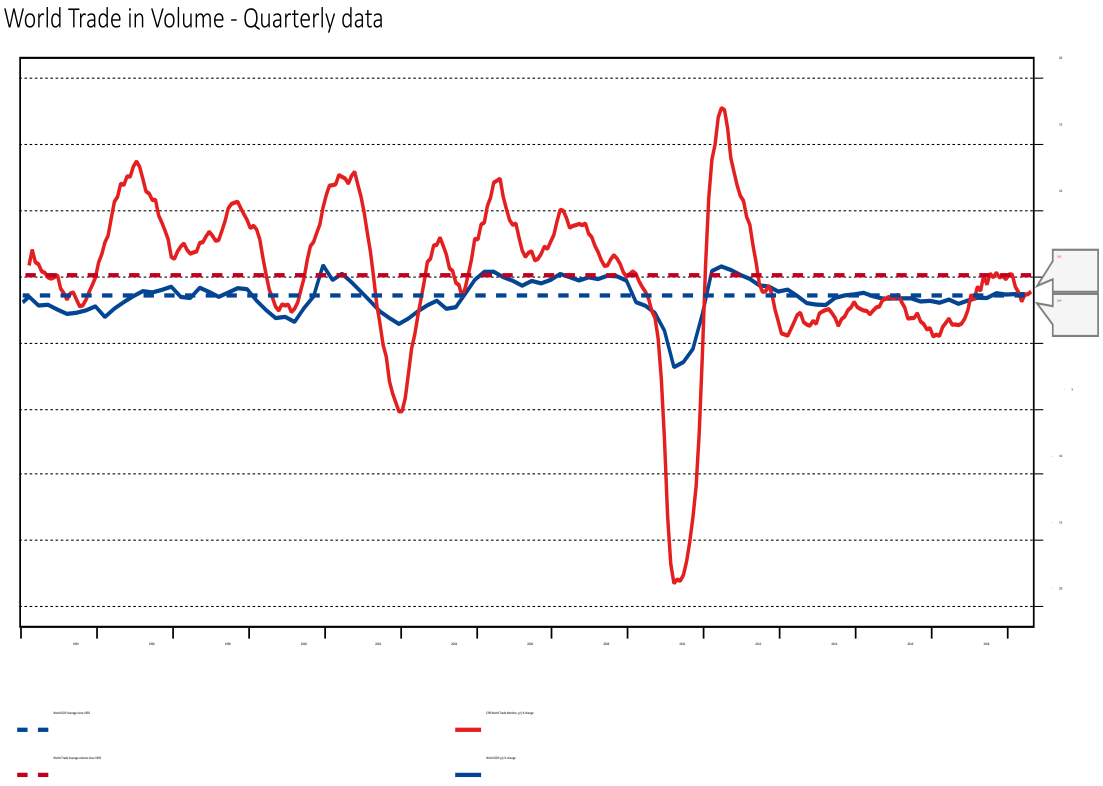
Keeping sea lanes open for trade and prosperity



Perfectly working market
- has created cyclicality since 1609

- *50% of global shipyard capacity is in China*
- *20% in Korea*
- *20% in Japan*

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The new world:

VS

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Stena has a diversified portfolio of shipping

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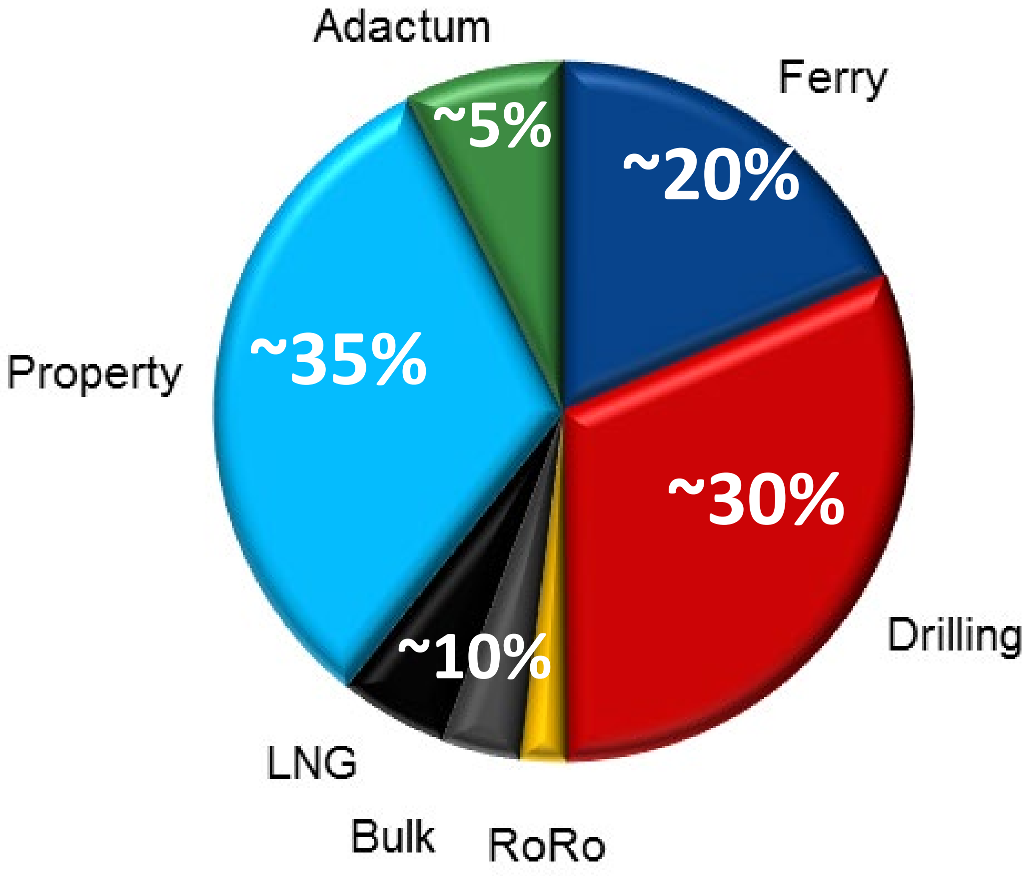
50% of Stena AB asset base is related to shipping



Outlook Ferries, RoRo and Marine Services

- Significant deliveries of RoRo capacity in Europe
- Continued strong demand despite Brexit
- Focus on new fuels
- AI supported technology for customer experience
- Consolidation and Integration into regional supply chains

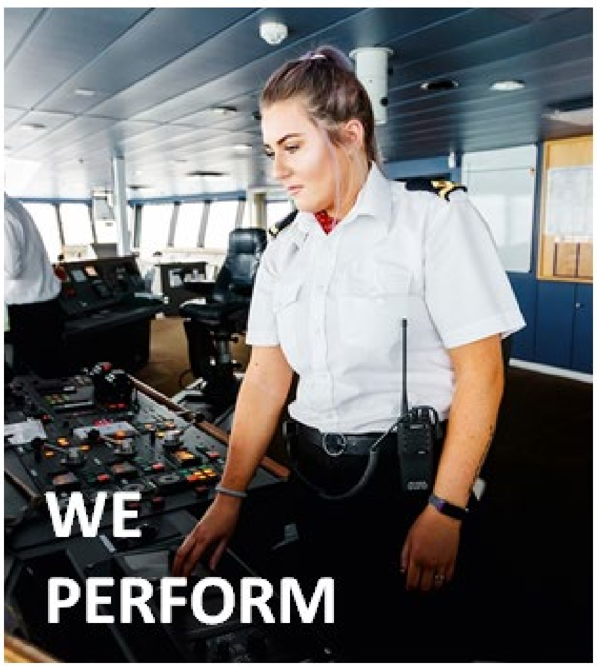
- Global improvement in quality
- Software still very cheap
- Fragmented marine supply chains
- Limited technological development
- Gives quality and cost controle, drives culture

Outlook Tanker and Drilling

*- **Stena Drilling and Tanker:** On one hand continue to offer safe and reliable transportations of gas and oil and supporting energy companies – on the other hand we are investing in future solutions such as wind power, large-scale battery solutions and alternative fuels such as Methanol.*

- Horrible 2018, rebound in Q4
- Strong LNG demand growth
- Integrated global systems outperform spot
- Oil demand and ton miles keep growing
- Ship yard over supply significant

- Focus, innovation and quality pay off
- Like shipping, but 10 x
- Still significant over capacity
- Cost reductions across the board
- Significant increase in activity



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