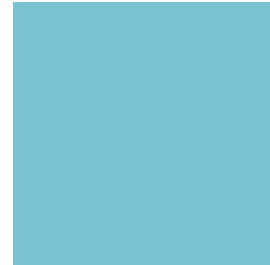
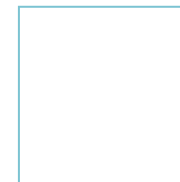


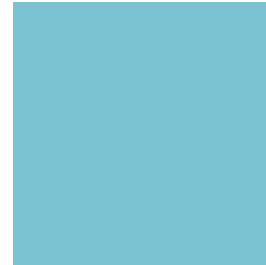
Concerns



- The consolidation of liner trades into the hands of a small number of players that now dominate some Africa Trades has raised a number of issues
- How will the purchase of Delmas/OTAL by CMA-CGM and PONL by Maersk Sealand affect trade, freight rates and terminals ?
- How will shippers react to reduced carrier options especially within the Europe – South Africa Service ?



Shippers' perspective



- Greater flexibility with increased number of sailings
- More direct port pairs
- Optimal routing of cargo
- Global access through local contact
- Leveraging global volumes/shipping requirements

"Consolidating suppliers is part of our direction this year. We want to move from 9 ocean carriers to 5-6 by the end of 2005."

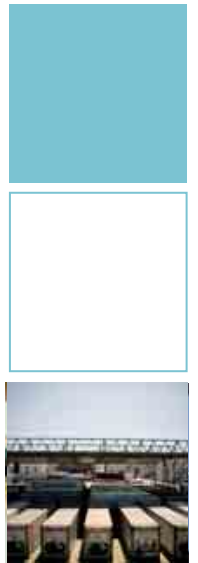
"We have 3 key decision criteria: 1) a consistently strong footprint worldwide in capacity and infrastructure, 2) clear breadth of service capabilities, 3) strategic leadership in the industry."



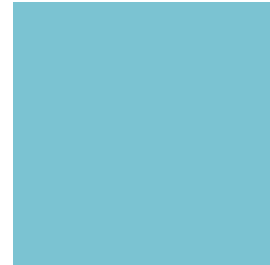
Suppliers' perspective



- Larger customers provide consolidated volumes (critical mass)
- Asset planning & utilization
- Increased efficiency creates increased profitability
- Partnership mindset reduces the volatility of a scattered client base
- Global access of carriers opens global markets
- Best practice sharing



Market/Competition perspective



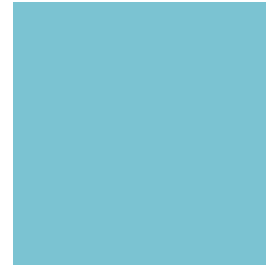
- New carrier on Europe – South Africa Trade (MOSK)
- Regulatory environment
- Freer and more open markets
- Supply and demand
- Global market shares
- Relative market attractiveness



- Consolidation of the car industry has made cars more affordable to a larger part of the population
- Consolidation of the computer industry has put a PC in many households and allows small businesses to flourish
- Consolidation of the airline industry has turned air travel into a mass transportation system
- Aircraft Manufacturing Industry is down to two major suppliers, Boeing and Airbus. This development has benefited customers (airlines) by producing bigger, better, and more technologically advanced airplanes (measured in fuel consumption, mileage autonomy, lower maintenance costs, and better per-passenger yields) driven under a constant competitive approach based on the cost-benefit equation for the customers
- Consolidation in the retail industry and the resulting buying power of the large retailers has been leveraged to reducing purchase prices and improving efficiency with end result lower end-cost to the consumer



Maersk Sealand's perspective



Our Vision

"We create opportunities in global commerce"



Thank you.....

