

The logo features a stylized flag icon with blue, red, green, and yellow quadrants to the left of the text. The text 'Ferry Shipping Conference' is in white, '13' is in a large white font, and 'OnBoard' is in a red script font.

Ferry Shipping Conference 13 *OnBoard*

**TALKS OF CHALLENGES
AND OPPORTUNITIES**



SULPHUR DEBATE STILL PREVAILED DURING 11TH FSC WHILE FERRY OPERATORS WERE WAKING UP TO SOCIAL MEDIA

TEXT: PHILIPPE HOLTHOF

PHOTOS: BRUCE PETER

This year's Ferry Shipping Conference was held on board P&O Ferries' PRIDE OF ROTTERDAM, which took its "captive audience" on a Rotterdam-Hull return trip. With 1 January 2015 getting closer and no sign of economic recovery, talks of challenges and opportunities were much in evidence amongst the top ferry executives.

P&O Ferries' PRIDE OF ROTTERDAM proved to be a very suitable venue for the annual ferry shipping gathering of professionals, jointly organised by Shippax and BOLT Consulting. The ship's two-deck main lounge offered everything under one roof: a 350-seat conference auditorium and an exhibition area on the upper level. Delegates enjoyed two days of excellent networking and a superb conference that is generally regarded as the platform for the industry to raise its voice.

The conference was officially declared open by P&O Ferries' CEO, Helen Deeble. This was followed by Philippe Holthof's tribute to the late Klas Brogren of Shippax. Co-organisier Bo-Lennart Thorbjörnsson then took to the stage to speak about the current situation and strategies of the industry. According to him, ferry operators in Northern Europe fared fairly well in 2012 with a slight increase in freight and passenger numbers. Not surprisingly, he presented a gloomy picture of the situation in the Adriatic, where passenger and freight carryings further plummeted. Despite the reasonable results in Northern Europe, the situation was

not as rosy as the traffic figures would suggest. 'Freight rates are seriously under pressure and also in Northern Europe there is overcapacity, idle tonnage and continuous cost cutting,' Mr Thorbjörnsson said. Consolidation is continuing with big operators that are getting bigger all the time. 'Perhaps we can expect more partnerships, alliances and mergers?' Mr Thorbjörnsson questioned. Emanuele Grimaldi, one of the keynote speakers in the top ferry executive debate, said that he was very careful with consolidation and partnerships after the Tirrenia debacle in Italy. Helen Deeble added that mergers and alliances were usually created for defensive rea-

sons. 'Back in 1998 we did it with Stena against Eurotunnel,' she said.

CONCERNED TOP FERRY EXECUTIVES

The panel debate is traditionally one of the highlights of the conference with four industry heavyweights giving their views on the state of the industry. In her presentation Mrs Deeble said that shipping had always been a cyclical business with good and bad years. 'Particularly for ferry operators the ride has been very bumpy during the last decade,' declared Mrs Deeble. 'We had to absorb the loss of duty-free, the construction of fixed links and the emergence of

"We see a tidal wave of legislation. The latest: the scrapping levy. The polluter pays, and we are seen as the polluter."
Helen Deeble, P&O Ferries



Bo-Lennart
Thorbjörnsson,
BOLT Consulting



Philippe
Holthof





"We need to improve the skills of listening to our customers."

Peder Gellert Pedersen, DFDS



"Is it a scrub or a scrap issue?"

Emanuele Grimaldi, Grimaldi



"When you look around at the passengers, they are not twenty. We need to work on the new generation."

Michael McGrath, Stena Line

low-cost airlines. They have all chipped away revenues. Ferry shipping is already a low margin game, but in the long run we all have to earn enough to replace our fleets. With legislators adopting a polluter-pays principle, operating costs will increase dramatically, whatever the outcome of lobbying against the sulphur directive.' She then continued by saying that tremendous achievements had been made by the industry to reduce costs. The P&O Ferries supremo wondered what the future would hold. 'There is a lot of uncertainty in the market and the future is hard to plan. Following the introduction of the 0.1 percent sulphur cap, will we see a capacity reduction, less routes, a change in pattern of import and export flows?' Her words were echoed by Grimaldi Group's Emanuele



The executive panel.

Grimaldi who underlined that there were more questions than answers due to the extreme volatility and a lack of political vision. When referring to the 0.1 percent sulphur limit, Mr Grimaldi accused the politicians of being irresponsible for legislating without offering a solution. 'We have a legislation without having the answers to this legislation,' he said. 'We really don't know in what direction to go. Is gas the answer? Or maybe MGO? With the fast growing development of electric cars,

gas oil could become much cheaper. And what about abatement technology? I believe that scrubbers are far from being a clear answer and maybe high sulphur fuel could better be purified ashore? It's a "scrub or scrap" issue.'

'We do have a lot of environmental challenges and have had lengthy discussions about the sulphur directive,' Peder Gellert Pedersen, Executive Vice President of DFDS A/S, chimed in. 'We all believed that it would be delayed and now have come to the conclusion that it will happen on 1 January 2015.' Erik Østergaard, the CEO of Dansk Transport og Logistik, the trade association for the Danish road and rail transport sector, couldn't disagree more with the ferry executives on this issue. Having been Scandlines' Operations Director until January 2005, Mr Østergaard asked why the ferry sector had initially been sitting still and doing nothing. 'The industry



Eero Mäkinen, STX Finland



Mikael Lagström, Brax shipping



Dimitris
Dimitriadis,
XRTC



Ivan Bach,
General Electric

has been sleeping and you started debating way too late,' he told the audience. 'Decisions with such a huge impact on your industry shouldn't initially have been left in the hands of the national shipowners associations. It's far too late now.' A few delegates found Mr Østergaard's swipe inappropriate. After all, the transport and logistics organisation in Europe boasts a battery of lobbyists; the Danish association alone has two permanent employees in Brussels. The fragmented ferry sector set up its Brussels office only two years ago as a direct consequence of the 2011 Ferry Shipping Conference, where the top ferry executives urged the industry to speak with one voice.

OVERCAPACITY

Overcapacity and a lack of growth were other topics that kept the minds of the panellists busy. 'Because of the crisis, the road haulage sector is also saddled with overcapacity,' said Mr Gellert Pedersen. 'There is surplus capacity all over the place. How to address the overcapacity and lack of growth? One possibility is consolidation. Vertical integration is another option: such as



"Create a community, and give them something when they give you details."
Antonius Heuer, Fidelio Cruise

combining ferry activities with logistics. I believe in growth. Buying market shares through acquisitions is our way out of the crisis.'

Michael McGrath, Stena Line's recently appointed COO, agreed that consolidation and vertical integration were the way forward. He gave the example of Stena Line having acquired travel package companies. When asked why Stena had tapped into the Black Sea and the Asian market, Mr McGrath answered that these were growth markets where Stena could employ surplus hand-me-downs.

To tackle the overcapacity, Mr Grimaldi touched upon his favourite subject of scrapping. 'Maybe we were



"Money: plenty, fairly cheap, but not for everybody."
Claudia Schlipsing, KfW IPEX Bank

all a bit too bullish before the crisis and ordered too many ships in the firm believe that the market would keep on growing. We are now faced with an overcapacity in the short-sea ro-ro and ro-pax sector. There are still too many old ships around. Scrapping is the answer to get rid of this surplus capacity. I therefore call for an urgent ratification of the Hong Kong Convention.'

Emanuele Grimaldi also lashed out on the airlines that operated from peripheral airports. 'These airports are heavily subsidised and buy tickets to attract airlines. In some cases, passengers can fly for as little as EUR 7, taxes not included. In Rimini, for example, half of the municipality's money is going to the airport and thus to the airlines at the expense of e.g. local schools. The antitrust authorities should really look at this distortion of competition with public money.'

With the number of ferry orders having shrunk to an all time-low, Eero Mäkinen, SVP Marketing at STX Finland, asked the panel of executives what made them really hesitate to order: the financial crisis or the environmental regulations. Michael McGrath was very clear: 'Regulations are a user-pays question. It's definitely the crisis which makes us hesitate. Because of the state of the economy, the second hand market is also a much cheaper solution.' Mr Grimaldi fully agreed: 'It's also a question of supply and demand. Because of the oversupply, there is no need to order ships.' Mr Gellert Pedersen said that



Erik
Chiló,
Cavotec



Sean
Potter,
DFDS
Seaways
UK



Bruce
Peter,
Glasgow
School
of Art



Bill
Gibbons



Erik Østergaard, Danish
Transport & Logistics



Keith Condon, Nova
Scotia International
Ferry Partnership



John
Somers,
Government
of Nova
Scotia

newbuilding plans were further away than ever. Summarising DFDS' view on newbuildings, he said: 'It's the combination of uncertainty and the volatility in shipping which makes us hesitate. We first want to see what 2015 will bring and what the propulsion technology of the future will be: scrubbers in combination with HFO, LNG or methanol.' He also doubted that the current contract prices for new ferries were really cheap.

THE ROLE OF SOCIAL MEDIA

Although many ferry operators are conservative at times, the role of social media was a main subject of the conference. Citing, as an example, a Facebook application allowing ferry companies to get to know their passengers, Bo-Lennart Thorbjörnsson asked the panel how they were dealing with social media. Helen Deeble admitted that until ten years ago, P&O Ferries wanted to keep things simple. 'Today, personalisation is the buzzword. Ferry companies are not always good at this, but we should also ask ourselves how far to go,' she said.

'We don't know our customers,' Mr Gellert Pedersen clarified. 'We should attract young passengers and we absolutely need to know them better. I am a big supporter of social media, also for freight. Just like Maersk, we will take a Facebook and Twitter approach in the future. Our spending in IT solutions will increase dramatically.'

Stena Line was already taking full advantage of social media. Michael McGrath told the conference that a whole new generation needed to be attracted to ferry travels. 'But we should also ask them with what they compare ferry

travel,' he underlined.

In the separate "Improving passenger revenue" session on the second day, Antonius Heuer of Fidelio Cruise explained how the cruise industry had benefited from cutting edge IT systems to increase onboard revenue. He saw many areas of improvement on ferries, such as optimisation of food production and just-in-time delivery, because of IT. 'Know your customer's needs and extend the reach of your CRM system to collect onboard information,' he advised the ferry operators. 'You should track what passengers and freight drivers are spending and which age group is spending. The cruise business is working on that because it's all very valuable information. Be brave and think outside the box. Selling one item of EUR 500 is often better than 50 items of EUR 10. Instead of sticking to the traditional duty-free items, why shouldn't you open an onboard Apple Store?'

In the same session, Ole-Kristian Sivertsen of MCP Maritime Communications Partner elaborated on the trends in mobile marketing technology and social media. 'The smartphone has overtaken the PC as primary Internet device. You should tap into this,' he told the ferry company representatives.

Immediately after the panel debate, Jane Jenkins of Lloyd's Register spoke about adopting technology from the point of view of the 252-year-old global organisation.

MONEY TALK

In the "Industry and economic trends" session, Claudia Schlipsing of KfW IPEX Bank talked about the European economy and ship finance. 'The reasons

for the European crisis in the different countries are different,' she said, 'but the outcome is very similar: a high sovereign debt. So what's the relation with ferry shipping? Ferries often trade in areas which are negatively affected by the European crisis. As ferries trade "locally", the country rating is relevant for a bank's view on ferry companies. No matter in which area you operate, there are strong difficulties ahead. In Southern Europe, country ratings affect ferry companies negatively whereas in the Channel and Baltic, there is a lot of uncertainty because of their SECA status.'

Dimitris Dimitriadis of XRTC Business Consultants painted a dark picture of the Greek ferry market. He overwhelmed the audience with interesting slides, which didn't make for very pleasant reading. Competition and low traffic levels keep the Adriatic turnover in a downward spiral. Demand for ferry transportation in Greece has fallen to its lowest ever level because the economy is in continuous recession with tourist arrivals having declined considerably. 'Fierce competition and a lack of demand have created an explosive mix which leads to extremely negative financial results,' Mr Dimitriadis said. 'Since the end of 2009, there is an almost complete inability to repay debts. Despite strict slow steaming policies, the fuel bill has reached almost 54 percent of the total costs. In conclusion, the Greek ferry market is in the doldrums.'

PSA's Bill Gibbons elaborated on the UK ferry market. 'I thought it was in trouble until I read about the Greek market,' he said, reflecting on Mr Dimitriadis' presentation. For the first



Chris Laming,
P&O Ferries



"Geotourism is tourism that sustains or enhances the heritage of the destination."
Hans Rood, Hurtigruten



Ian Woodman,
UK Transport
& Marine Director

"There is EUR 3.5 billion available for the European maritime community, per annum."
Roman Poersch,
Wilhelm Borchert



Håkan Enlund,
STX Finland



Oliver Weiss,
Ince & Co



Ole-Kristian Sivertsen,
MCP



Ruben Wansik,
Saint-Gobain

time Eurotunnel overtook the short sea routes in car numbers in 2012. On a more positive note, Mr Gibbons revealed that this year's Ferry Fortnight scheme had proven to be the most successful ever, receiving huge media coverage.

OUTSIDE EUROPE

Hurtigruten's unusual combination of ferry and cruise was highlighted in Hans Rood's presentation. It focused on the coastal concept today and in the future. The Norwegian company is not a mainstream operator; its bread and butter is the tourist segment. Remarkably, it has succeeded in filling its 11 coastal express ships throughout all four seasons. Marketing the destinations and the four seasons has been the key; its winter carryings have enjoyed a triple growth during the last six years.

John Somers and Keith Condon pre-

sented their joint project to re-establish a ferry service between Yarmouth, Nova Scotia, and the State of Maine, USA. Representing a market of 70 million people, they are looking for an experienced and qualified ferry operator which can submit a sound business plan. Although the idea is to run a seasonal service between early May and mid-October, John Somers doesn't oppose to a year-round service. The operation should be self-sustaining, but a financial assistance package of up to CAD 21 million, spreading over a period of seven years, is in place.

Staying outside of Europe, Bruce Peter of the Glasgow School of Art gave an entertaining and richly illustrated presentation about the Japanese ferry culture. 'Japan is the Germany of the Far East and they are proud of their engineering traditions,' he stated. 'Ferry

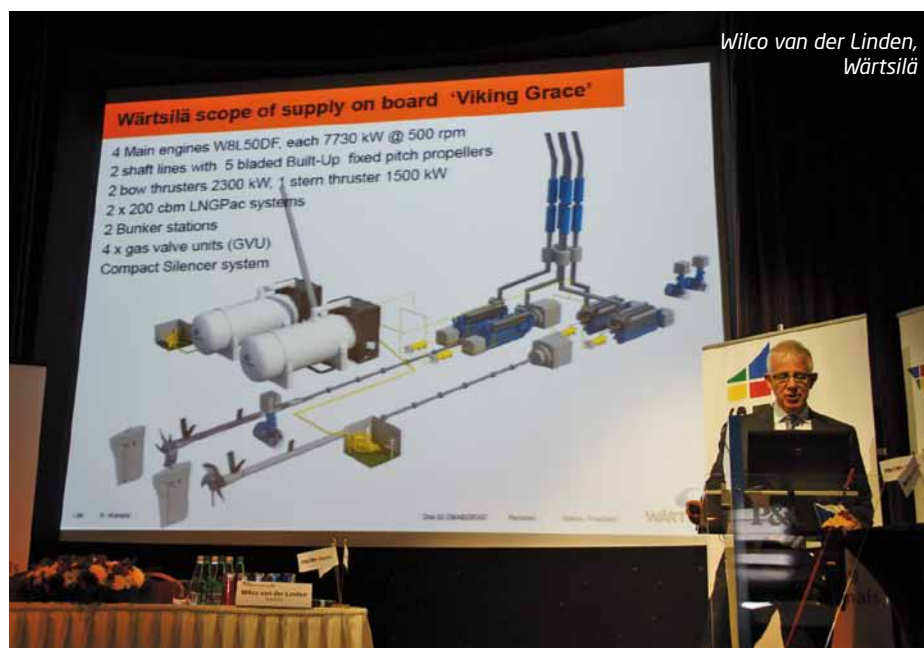
operations in Japan are in every way different to those in Europe. Japanese ferries are long and narrow and have a depreciation period of between 10 and 15 years.' Some ferry terminals are destinations in themselves. He showed a picture of a terminal that boasted a wedding chapel. Although Mr Peter spoke very positively about his Japanese ferry experience, he nevertheless urged the European ferry operators not to copy the Japanese vending machine culture.

THE FREIGHT ISSUE AND POSSIBLE SOLUTIONS FOR THE INDUSTRY

In a session about freight, Erik Østergaard of Dansk Transport og Logistik spoke about the freight market from a haulier's perspective. He pointed out that a ferry or ro-ro route is only one of the many links in the entire transport chain. 'The success of a ro-ro or ferry service depends on the competitiveness of the total transport chain in terms of quality and costs,' Mr Østergaard said. He also talked about market distortion with road pricing and congestion charges harming the land transport, whereas an absence of fuel taxes as well as EU aids - like Marco Polo - benefitted shipping. He warned that the internal short sea competition was increasing. 'Watch out for the battle with feeder shipping.'

A strategy from an operator's point of view was introduced by DFDS's Sean Potter. The consequence of using lower sulphur fuel was one of the many topics he touched upon. 'Due to the current financial position of most operators on these routes,' he stipulated, 'it is assumed that the full cost of fuel price increases will be passed on directly as increased ticket prices. On North Sea routes, this would require an increase of between 5 and 21 percent and on the Western Channel routes of between 8 and 29 percent.'

In a speed speech session, a few exhibitors and sponsors had the opportunity to talk about possible solutions for the industry. Thomas Stöök of Mann Tek presented a theme on safe and quick coupling for LNG bunkering. This was followed by a presentation of onboard energy management by Jan-Erik Räsänen of ABB Marine & Cranes. Erik Chilo of Cavotec gave an update on new technologies for efficient ferry operations in ports. Roman Poersch of Wilhelm Borchert dug into the possible EU support for innovative actions. He



Wilco van der Linden,
Wärtsilä

disagreed with the doom-mongers who mistakenly claimed that there was no EU funding to support shipping. 'There are enough subsidies out there for your environmental innovations,' he made clear, 'but if you never apply and if you don't prepare your homework properly, you shouldn't blame Brussels. The total Community support for the EU maritime industry is about EUR 3.5 billion per annum. Innovative, green, wider benefit projects can be granted up to 85 percent of costs.'

The session continued with Saint-Gobain's Ruben Wansink explaining how to change dead load into paying load by saving weight and energy. Last but not least, the VIKING GRACE's LNG power and propulsion systems were featured in the presentation by Wilco van der Linden of Wärtsilä.

UK GOVERNMENT IS ALL EARS

Representing the UK Transport & Marine Ministry, the attitude of Ian Woodman was constructive when presenting the government's view on the importance of the UK ferry shipping industry. '95 percent of our volumes are carried by sea,' he said. 'So shipping and the ferry industry do matter greatly to the UK. An effective ferry network is of paramount importance to the quality of life in the UK.' He admitted that the climate in which ferries operate was tough. Fewer red tapes should facilitate things and assist with the challenges the industry is facing. Government ministers are going through each and every single regulation that affects the maritime industry. The Merchant Shipping

Act will be amended and Weighbridge Regulations will be scrapped, something which is to the benefit of ferry operators. 'We know that environmental issues pose one of the greatest challenges for your industry,' Mr Woodman went on. 'We also share your worry about the availability of MGO. The Department of Energy & Climate Change is working hard on this issue in close cooperation with other member states. We are prepared to stand up for the ferry industry and the MCA will encourage a pragmatic approach on the subject of the sulphur directive.'

NEW PROJECTS

As every year, this edition of the Ferry Shipping Conference offered a platform for presenting new ship concepts and technical projects. Guy Platten of Caledonian Maritime Assets explained why his company went down the hybrid diesel electric ferry route. Under construction at Ferguson Shipbuilders, the twin 43-metre, 150-passenger and 23-car (or two fully laden 18-metre HGVs) double-ended ferries will use some of the most innovative new green technologies and are the world's first seagoing battery and diesel powered ferries.

Another innovative and challenging project was presented by Fincantieri's Giorgio Arena. It concerned a 132-metre dual fuel (LNG/MDO) 800-passenger and 180-car ferry, which will be built in Italy for the Société des traversiers du Québec. As Mr Arena explained, the yard has gone to great lengths to optimise the ship's hydrodynamic shape and

its anti-ice performances.

Ivan Bach of GE Energy unveiled the 50-knot LÓPEZ MENA, the world's first LNG powered high-speed wave-piercing catamaran, built by Incat for Buquebus.

The last session of the conference proved to be as informative as many of the previous ones. It dealt with recovery management. Oliver Weiss, a partner at Ince & Co, explained in a nutshell what the termination of a shipbuilding contract was all about. P&O Ferries' Communications Director Chris Laming gave an in-depth presentation of the dos and don'ts when disaster struck. As a junior press officer he was thrown to the wolves following the HERALD OF FREE ENTERPRISE disaster. 'The big difference between the HERALD and the modern age is the advent of Internet technology and social media,' he explained. 'News spreads fast with Twitter and Tweepers are citizen journalists. The media will also hunt down any expert such as your retired captains. Being prepared for the worst is the best thing we can do. Do not treat the media as an enemy when things are going wrong and create a media management plan.'

STX-Finland's Håkan Enlund closed the conference with a PowerPoint presentation entitled "Newbuilding delivery on time – critical success factors".

Next year, the Ferry Shipping Conference is heading to the Baltic again. Between 9 and 11 April, the definitive conference for ferry shipping professionals will be held on Tallink's Stockholm-Riga cruise-ferry ROMANTIKA.

Don't miss the conference boat! ■



Peter Roose, Tallink Group, invited all the delegates to the next year's conference onboard ROMANTIKA to Riga from Stockholm.



Check-in at the terminal in Europort.



Per Westling and Ann-Sofie Forss, Stena RoRo.



Mark Forrest & Guy Platten, Caledonian Maritime Assets and Jaime Sanchez from Team.



The delegation from Nova Scotia Ferry Partnership.



Dave Parslow, Survitec Group.



Markus Bäckström and Thomas Stöök, Mann Tek with the coupling for LNG.



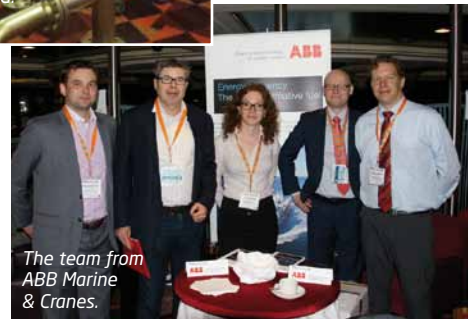
Björn West and Thomas Tallskog, Igence.



Robert Segercrantz Deltamarin, Thomas Mickelsson ABB, Ville Parpala, Emerson.



Representatives from Brodosplit.



The team from ABB Marine & Cranes.



Delegates from Fidelio Cruises & Micros.



David Tropp Locatel visiting Joel Widengren from MNC Marine.



Gotlandsbåten's representatives.



Nils-Erik Eklund received a Diploma for Viking Line's VIKING GRACE.



Masaki Nakaichi for Mitsubishi.



Jan Egil Sletteng Torgarten Nord together with Geir Rise LMG Marin received the Shippax Awards and diploma.



The annual Award ceremony for new concepts, creativity and innovation.

Left: A Diploma and Awards for BLUE STAR PATMOS to Attica Group Costis Stamboulelis and for the Interior Design, Apostolos Molindris.

Right: Several awards for VIKING GRACE to the builder STX Finland, Tom Degerman.





Pawel Wojdalski, Unity Line, Piotr Redmerski and Tomasz Lamparski, Polish Baltic Shipping and Einar Riim, Saaremaa.



Enrico Scolaro, Roberto Martinoli, Grandi Navi Veloci and Fincantieri, Georgio Arena and Stefano Negro.



Daniel Olsen and Bo-Gustav Donning from Rederi AB Eckerö.



Happy Hour.



Happy Hour again ..we like!



Ari Huttunen and Johan Snellman, STX Finland.



Dominique Raverdy, Meiko.



Mark MacDonald, Northumberland / Bay Ferries.



Finn Arne Rognstad, Rolls-Royce Marine, Wilco van der Linden, Wärtsilä, Christian Funck, FRS Iberia and Jan Helge Pile, Color Line.



Tõnis Rihvk and Einar Riim, Saaremaa Laevakompanii.



Bac/Marine Flooring Claes Nordgren and Johan Torell.



Hans Heinrich Conzen, TT-Line and the Polish delegation.



Jan Rasmussen, Trollship and John Garner, P&O.



Christophe Mathieu, Brittany Ferries and Jean-Michel Giguët, Myferrylink.



Ian Maxson-Davies, Brent Horwitz MTN and Ole-Kristian Sivertsen, MCP and Ian Watson, MTN.



Happy Hour.



Jan Egil Sletteng, Torgshatten Nord.



Michal and Fredrik from Tillberg Design and William Falks, Egetaepper.



Mika Koli, The Switch and Mårten Storbäck from WE Tech.



Lars Hallengren, Brax Shipping invites all to the welcome drink together with Martin Kärrhagen and Mikael Lagström.



Bloody Brax Welcome Drink !!!



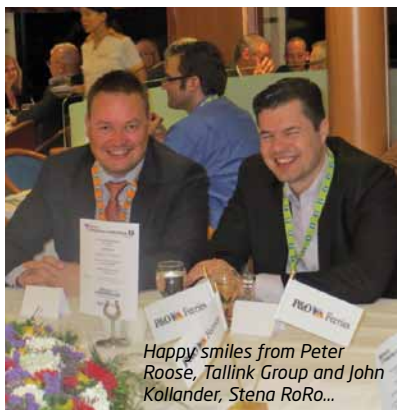
Jerry Lindskog and Jonas Piskorowski, Consilium.



Tina Åkerlund, Navicon having lunch with Norwegian and Finnish guys.



Håkan Jönsson, TTS trying to find his place at the dinner table.



Happy smiles from Peter Roose, Tallink Group and John Kollander, Stena RoRo...



...and also happy smiles from Simon Jonson, Ann-Sofie Forss, Jan Rasmussen and Yolanda Stewart.



Per Stenhammar, Emerson and Malin Stengård from Figura Architects.



Delegates from Samsung Heavy Industries.



Arild Kalkvik, Bergen Fosen and Corrine Storey, BC Ferries.



Björn Blomqvist, Rederi-aktiebolaget Eckerö.



Merkur Gaming,
Christian
Wiechert and
Daniel van
Marissing.



Tim Watson,
Quintek.



Hansten and
Sanjay Verma
from Wärtsilä.



Dag Davik, Brude Safety
and Einar Kjerstad,
Fiskerstrand.



Victor Velton, Versonix
discussing booking
system?



Figura
Arkitekter,
Richard
and Malin.



Anders
Friberg, Cryo.



Sinead
Butler, Red
Bull.



Jhonny Husell and
Thomas Franck
Bore taking a break.



David Wendel and
Olav Nortun, DNV.



Danish lunch table, Anders
Ørgaard, Steen Friis and
Hans-Juul.



Delegates reading
interesting books and
with a Red Bull.



Incat, Robert
Clifford and Kerry
Sturmeijer enjoyed
the lunch.



Anthony Petillon, Port
of Calais, Olivier Fayola,
Port of Boulogne and
Pierre Courteaut, Animina
Shipbrokers.



Lunch break.



Peter Albrech, Elomatic
and Lars Nordqvist, LTH
Bags with colleagues
eating lunch.



Poul Ørsted Bredesgaard from
Navitaship gesticulates.



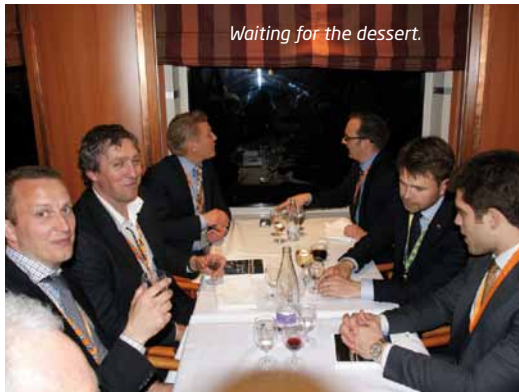
MJM Marine; Stephen Mc Nulty, Elizabeth Shippax and Joel Widengren, MNC Marine.



Magnus Psilander, Grifone telling interesting and lively stories for his table friends.



Jean-Michel, Myferrylink and Jon Bertell from Carus.



Waiting for the dessert.



Lars Hallengren is probably telling stories about his trips to Greenland and Ove Solem is enjoying the stories!



Jens- Peter Belg from Sartori Berger talking with Guido Alrich from Leutkrich.



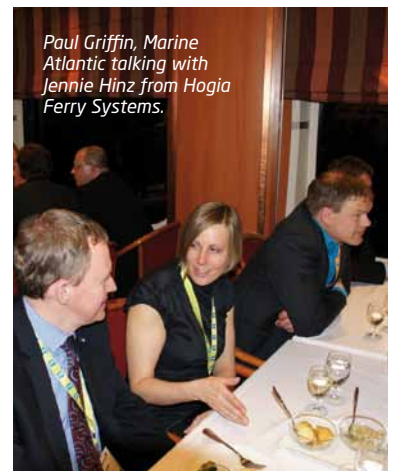
Hmmm, what are you thinking about Olav Nortun, with that nice smile...maybe the excellent dinner.



Time for coffee..or night cap?



Wärtsilä having lunch with a business colleague.



Paul Griffin, Marine Atlantic talking with Jennie Hinz from Hogia Ferry Systems.



Deep discussions at the dinner table.



Michael Mc Grath, Stena Line, Jan-Ove Grönhult, DNV, Håkan Enlund, STX Finland and Anders Rundberg, Carus.



Diego Macadar from Versionix talking with Alain Meylan from AIA Architectes.



Hello... here we are!!!



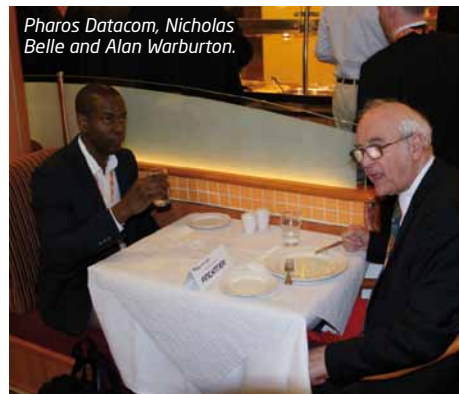
John Kollander, Mikael Abrahamsson, Stena Roro, and Peter Arvidsson, Stena Line and in between we have a glimpse of Håkan Johansson, Rederi AB Gotland.



Cristian Bay, Andreas Luteberget and Ole-Kristian Sivertsen, Maritime Communications Partners.



Jan Philip Eckmann, Förde Reederei and Niclas Blomström, Högia Ferry Systems.



Pharos Datacom, Nicholas Belle and Alan Warburton.



Niels-Erik Lund from ISP having lunch with the Nova Scotia International Ferry.



Keith Sherwood, Carus, Marc Bergstein, Scandlines and Alan Blunden from Fast Ferry International.



Jørgen Jensen, Faergen, Erik Østergaard, Danish Transport and Jens Vind Jensen.



The Group, Saint-Gobain, Halton Marine, Vetrotech and Isover.



Hugo Moddermann, Dolfina - DVB.



Bo-Lennart Thorbjörnsson and Lars Meijer, ShipBiz International.



Tom Degerman, Eero Mäkinen from STX Finland and Frits Stillebroer, Wärtsilä.



Szczecin Ship Repair Yard Gryfia, Pawel Prozycki.



Meyer Werft's delegates; Frederico de Paiva Orberg, Imke Knoop and Philippe Schneider.



Steve Thurlow
from Maatsyker/
Incat Europe.



Nordic Yards,
Hauke Siert.



Mats Olsson TTS
Marine, Olof
Berndtsson, Pacific
Basin Shipping and
Joacim Thomson
from Aquamarine.



LNG and Marine
Flooring discussion.



Survitec
Group,
Richard
McCormick.



Jan-Olof
and David
taking a
break with
Red Bull!!!



Dinner Drink
sponsored by
Gotlandsbåten.



Taina Salonen, Metos and
Thomas Tallskog from Igence.



Anders
Rundberg,
Carus.



Angelika Nieder,
Macholl & Specht
and Raimon
Strunk and Axel
Meynkoehn,
Wyker Dampschiffs
Rederei



Hi guys, what are you all looking at,
what is so interesting?



... ohh now we know. It
is Julia and Anjas singing
performance, in which they
invite you all, to the dinner
drink and to travel with their
new ferry line, to the island
Gotland, in the future.



Happy guys waiting for the food.



Shipbrokers table.



More guys waiting for the food...



... also Jean-Jacques Juenet from Bureau Veritas and his table neighbours.



Mike Grainger, Liferaft Systems and Mark MacDonald, Northumberland/Bay Ferries.



More happy guys Marcus Högblom, ABB and Johan Nyström, Onboard Napa.



Lively discussions between Mrs Grimaldi and Mrs Yolanda Stewart.



Anita Akerlund from Wilhemsen Ship Service seems to have a great time with Daniel Olsen Rederi AB Eckerö.



Mika Rytönen, MikMek and Pigge Werkelin, Gotlandsbåten.



Anders, Keith and Mike Wake having a great time...



...also Hilde Smedal Tunås, DNV.

Girl Power!!!



Showtime



Thank you
for this
conference!

See you next
year!



Last but not least, we would like to extend our sincere thanks to the sponsors of the event, including:

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