



# Wilh. Wilhelmsen

Lysaker, 17. September 2007

Ingar Skaug  
Group CEO

# Business areas



## SHIPPING

- CARS
- HIGH & HEAVY
- NCC

## LOGISTICS

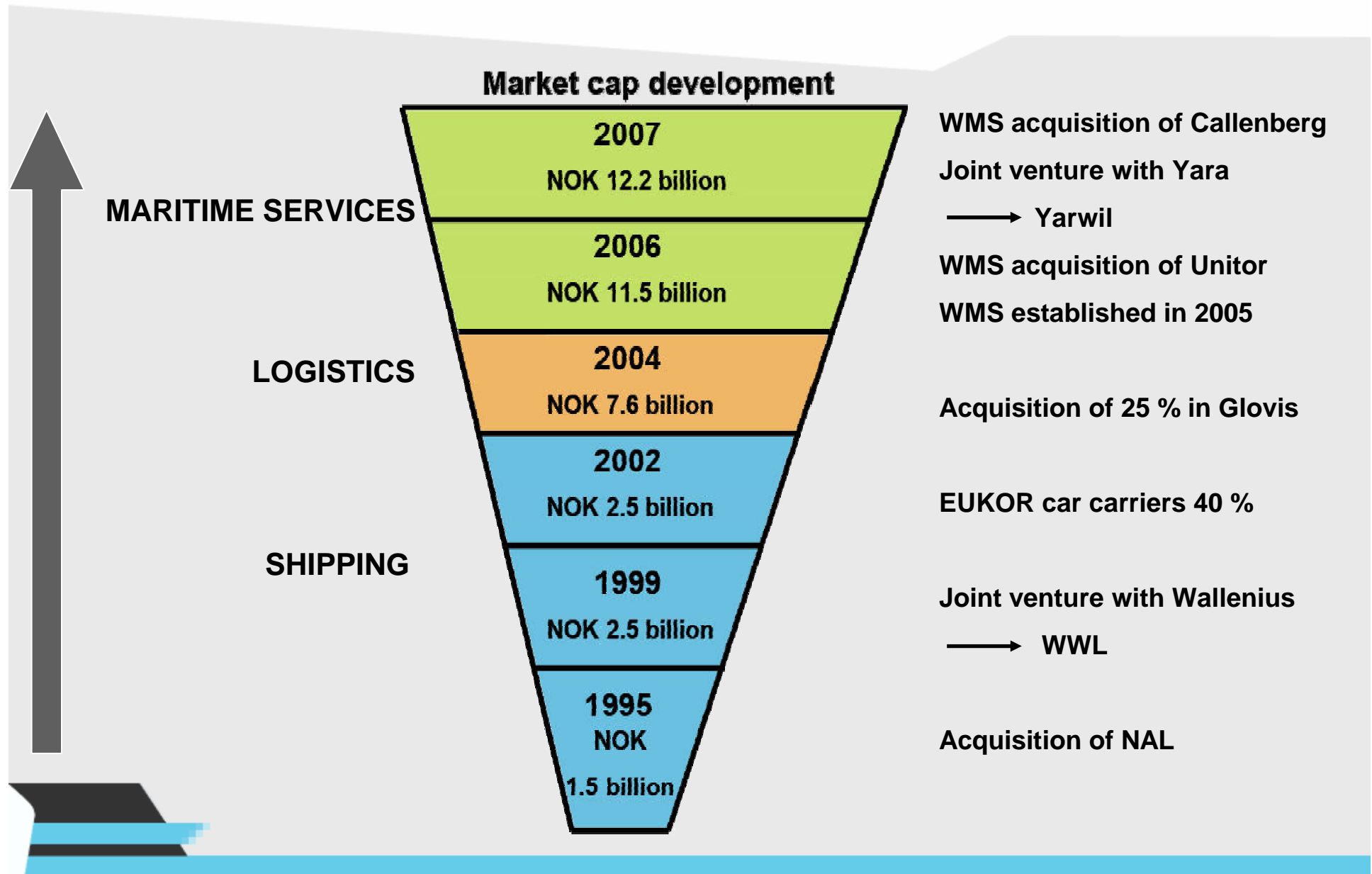
- Terminals
- Technical Service
- Inland distribution Management
- Supply Chain Management

## MARITIME SERVICES

- Barwil Unitor Ships Service
- Barber Ship Management
- Unitor Ship Equipment
- Maritime solutions and financial services
- Callenberg

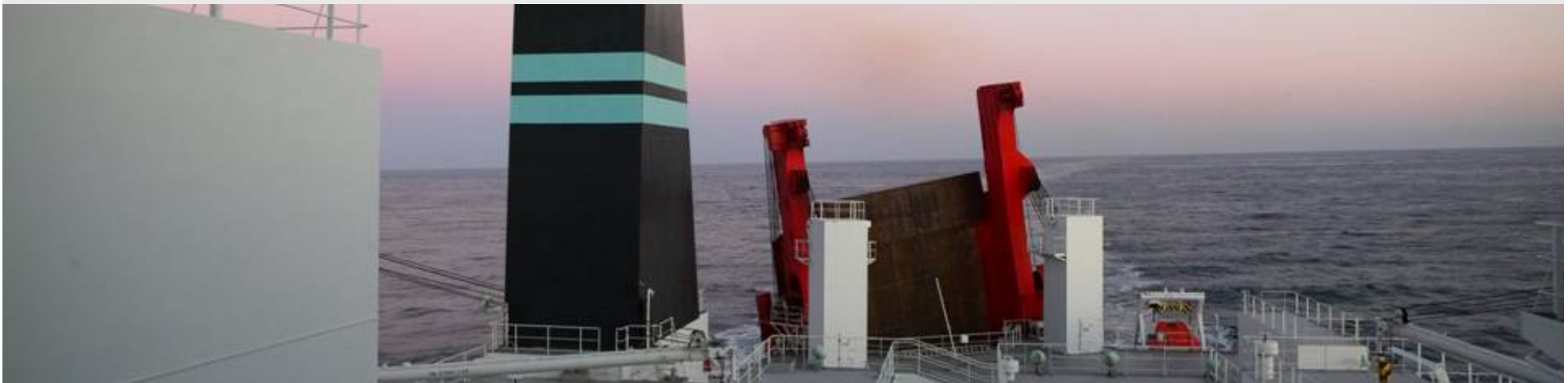


# Strategic milestones



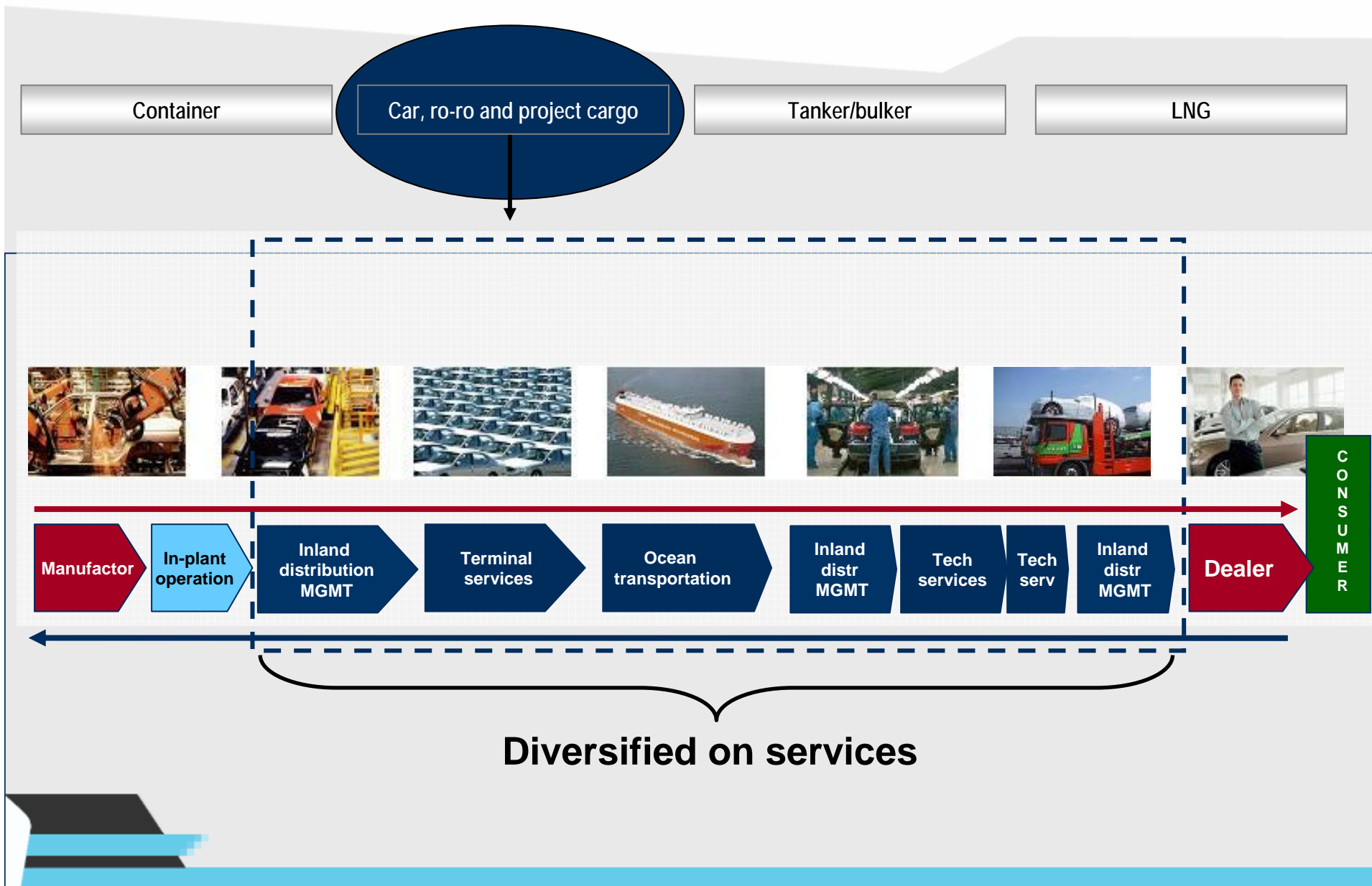


*We have developed from a traditional shipping company with the focus on owning and operating ships into a global provider of logistics and maritime services.*

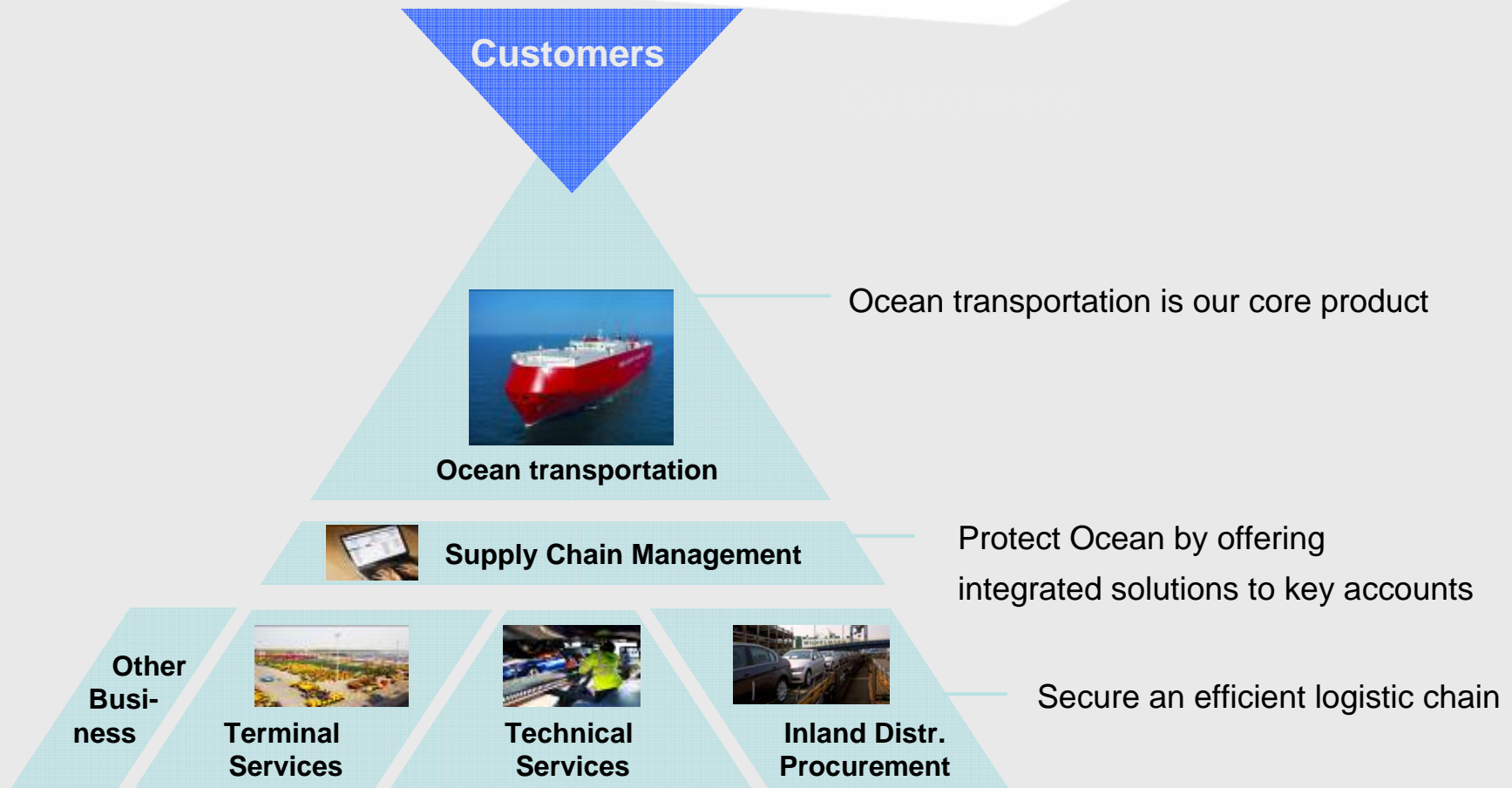


***“From steel to competence”***

# Shipping and logistics – focused on segment



# Link between Shipping and logistics



# Differentiated on cargo and vessels



**CARS**  
 Continuous underlying segment growth.

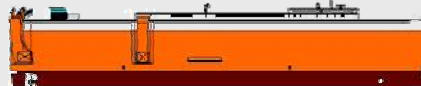
**High & Heavy**  
 Continuous high underlying segment growth.

**NCC**  
 Continuous high underlying segment growth.

**PCC (pure car carrier)**  
 39 vessels



**PCTC (pure car truck carrier) /  
 LCTC (large car truck carrier)**  
 98 vessels



**Ro-ro (roll on-roll off carriers)**  
 13 vessels



Share of Cars



Share H&H + NCC

**EUKOR**

**WWL**

**Optimization:**

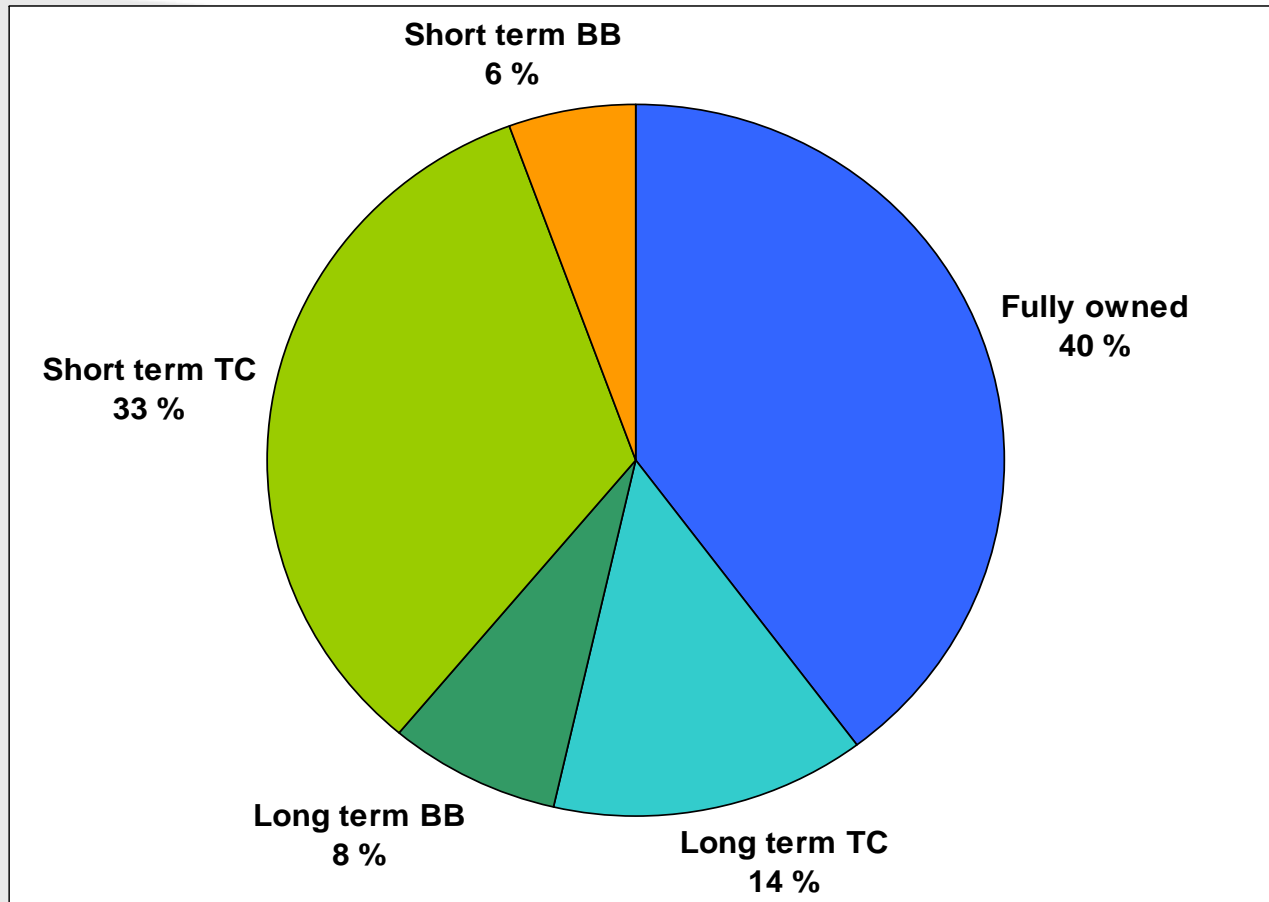
- across cargo segments
- fleet composition

## Long- term industrial focus – cash flow



- Basis of long term contracts with cars- and high and heavy customers
  - Stable earnings and focus on operating results.
- Combination with NCC spot market
  - Take out upside potential
- Barrier for new entrants – need for size

# Flexible group fleet structure



***Limited downside risk***

# Innovation

- Creating value by generating and implementing new ideas



- **A pioneer in the transition from sail to steam**
- **From steam to motor ships**
- **From conventional liner operator to world leader**
- **Shipping: PCC, PCTC, Ro-Ro, LCTC**
- **Focusing on logistics and maritime services**
- **Growth through partnerships and M&A`s**

# Innovation

## - Committed to environment



### ▪ Short term - harvest low-hanging fruits

- Use of low sulphur bunkers. Extra cost USD 12 million for WW in 2006.
- NOx reducing efforts - Yarwil
- Weather and route planning

### ▪ Medium term - adopt available and financially acceptable solutions

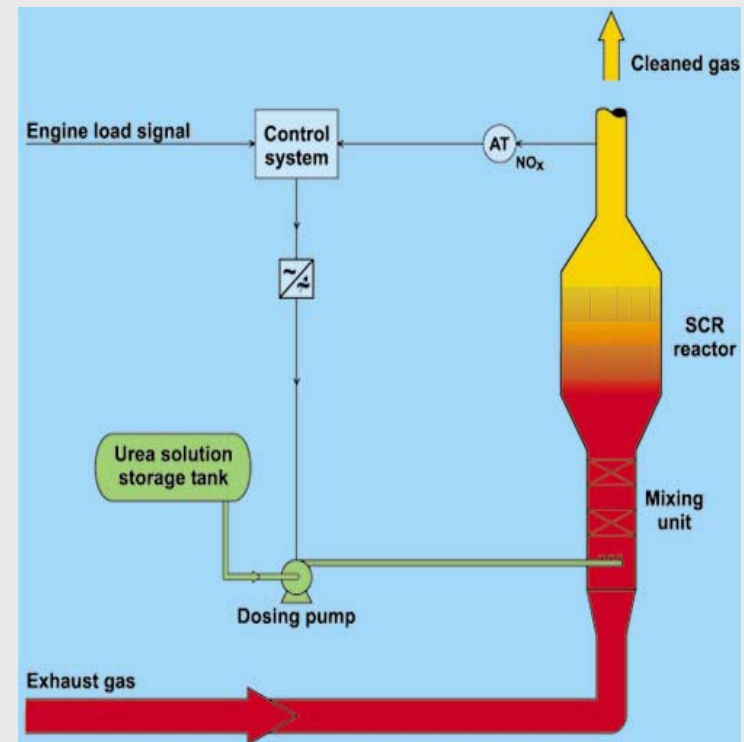
- Scrubber technology
- Ballast water cleaning

### ▪ Long term – going radical

- Orcele - a zero emission vision
- Explore use of alternative and renewable energy
- Bold thinking in design and development of engines
- Cross industry partnership to achieve change, WW/Shell



## YARWIL



# Innovation

- WW an open and collaborative company



- **Global Leadership & Technology Exchange - GLTE**
  - Consortium including Pacific Gas & Electric Co, Shell and DNV
  - Dialogue with GE, Siemens, IBM, Fortune, Bayer, Sunoco, Bloomberg, Cisco, MHI and more
  - Share innovation management knowledge and cooperate on development of collective technology
  
- **Innovation is being rewarded**
  - Meeting with Port of Los Angeles – how to reward environmentally innovative shipping companies?
  - Invites WW as their dialogue partner and an example of a shipping company to be rewarded

# WW synopsis



- ***Diversified industrial maritime company***
- ***Unique***
  - ***global network of offices and companies (516 offices in 79 countries, 23,000 employees)***
  - ***ability to draw synergies between business areas (shipping, logistics, maritime services)***
  - ***fleet structure***
  - ***ability to combine cargo segments and vessel types gives excellent fleet optimization / utilization***
- ***Committed to innovation and the environment***

***From shipping company to maritime industry group***



**Wilh. Wilhelmsen**

