

Greetings from Finnlines Plc



Thomas Doepel

FAIRWAY FORWARD
01 September 2022

- Introduction of myself

- Finnlines Ship Management today
- Future of Finnlines Ship Management

Thomas Doepel – who I am

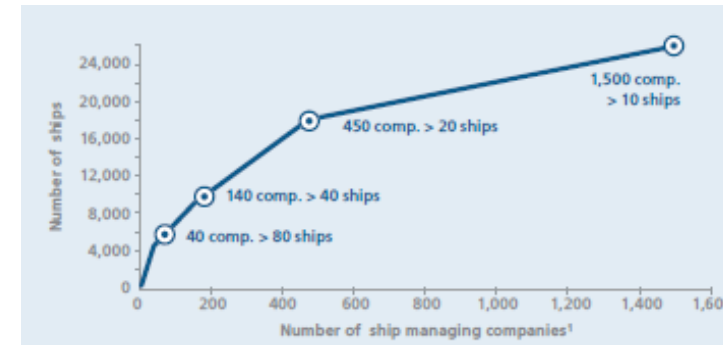
- I am a 47 year old, working since 2010 for Finnlines Plc.
- From 01 Jan 2020, I took over the responsibility for all Finnlines Ship Management activities as Company COO. As from this year, I am also acting as Finnlines Deputy CEO.
- Throughout my +25 year professional career, I have always been working within the maritime business.
- Previously, I have worked as senior deck officer onboard vessels, team member of a Ship Management organization as well as HR director for Tallink Silja and Arctia Shipping.
- During my career, I have several times been working with change management processes and participated in implementing new strategies.
- My education background (M Sc. Economics, Master Mariner) has been of great value in situations where the co-operation between vessels and offices have been critical.
- I believe in “learning for life” – Blue MBA student 2015-2017 @ CBS

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Ship Management today – market overview

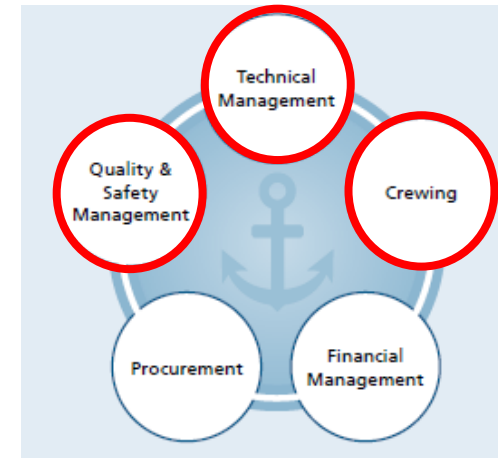
- ❑ Very fragmented market
 - ✓ Only 450 companies manage more than 20 vessels
 - ✓ 1500 companies managing more than 10 vessels
 - ✓ Long tail of even smaller entities
- ❑ Three types of ship managers
 - ✓ Integrated into large Owner-Operator companies
 - ✓ Exist as separate group companies
 - ✓ 3rd Party Ship Management Companies
- ❑ Requirements from ship managers
 - ✓ High Reliability
 - ✓ Low Operational Cost
 - ✓ High Crew Quality
 - ✓ Improved Transparency
 - ✓ Good Communication



Finnlines Ship Management – scope of responsibility

Finnlines Ship Management runs the following operations:

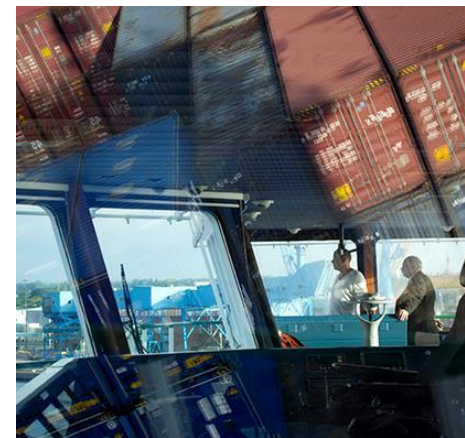
- ✓ Technical management and maintenance of vessels
- ✓ Safety Management System and ISPS Code
- ✓ Environmental matters, including certification
- ✓ Crew employment, wages, social matters and training
- ✓ Maritime Labour Convention onboard ships
- ✓ Health and safety issues onboard ships



Finnlines Ship Management in figures

We manage:

- ✓ 23 fully owned vessels (9 ro-pax vsls and 14 ro-ro vsls)
- ✓ Assets worth over EUR 1 Billion
- ✓ ~8000 port calls of which 85% covered with PEC
- ✓ Annual OPEX (running costs) ~ EUR 90 Million
- ✓ CAPEX (investments) of over EUR 300 Million during past 5 years
- ✓ About 1000 seafarers employed by us



Ship Management today – focus on energy efficiency and compliance



Finnlines Ship Management – results speak for themselves

Our actual results at a glance

Direct environmental investments

Environmental Technology Investment Programme

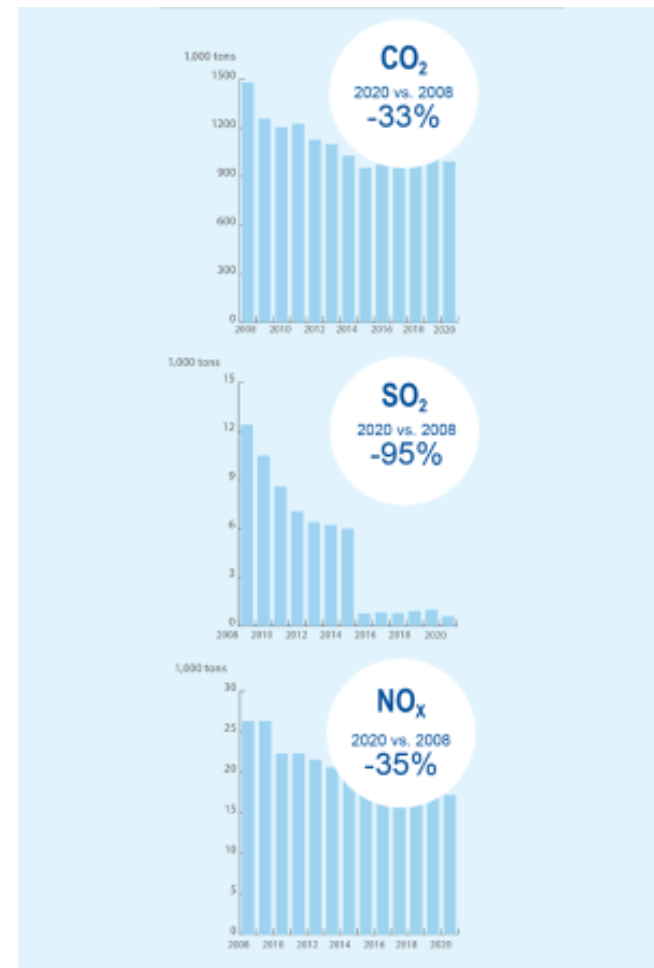
€ **100** million

Ship Lengthening Programme

€ **70** million

Green Newbuilding Programme

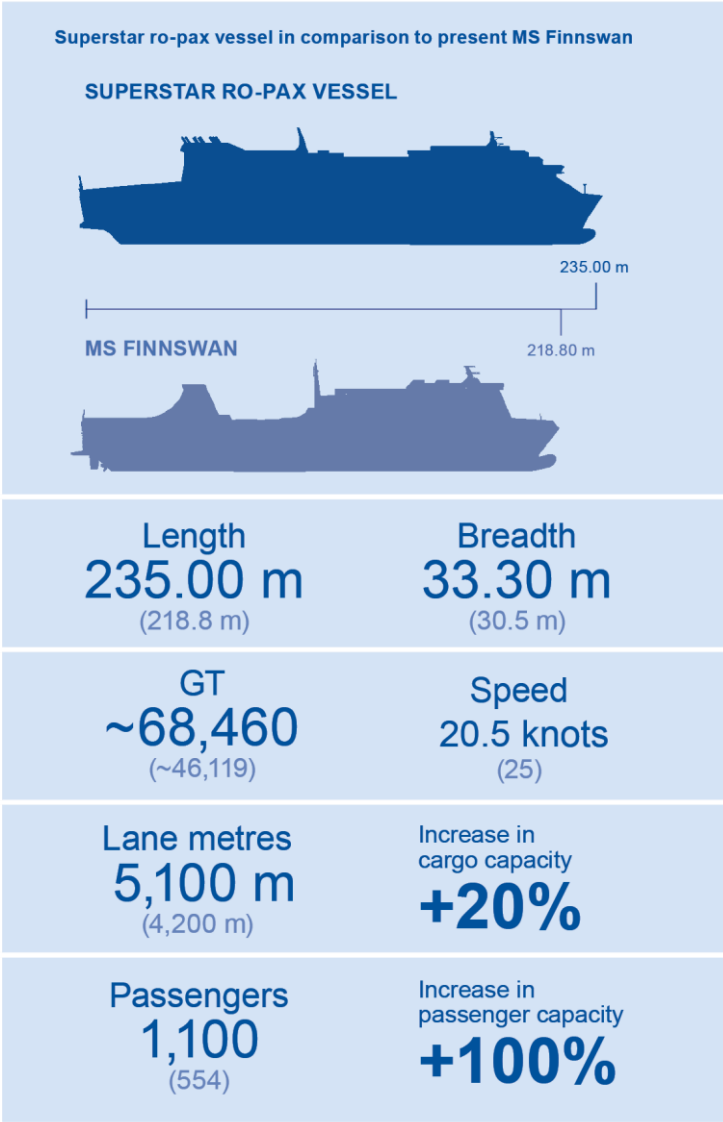
€ **500** million



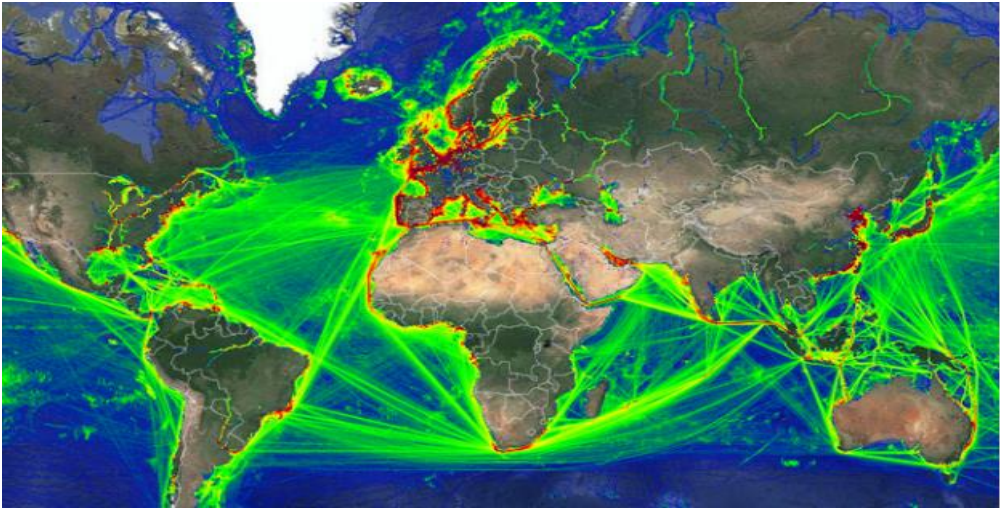
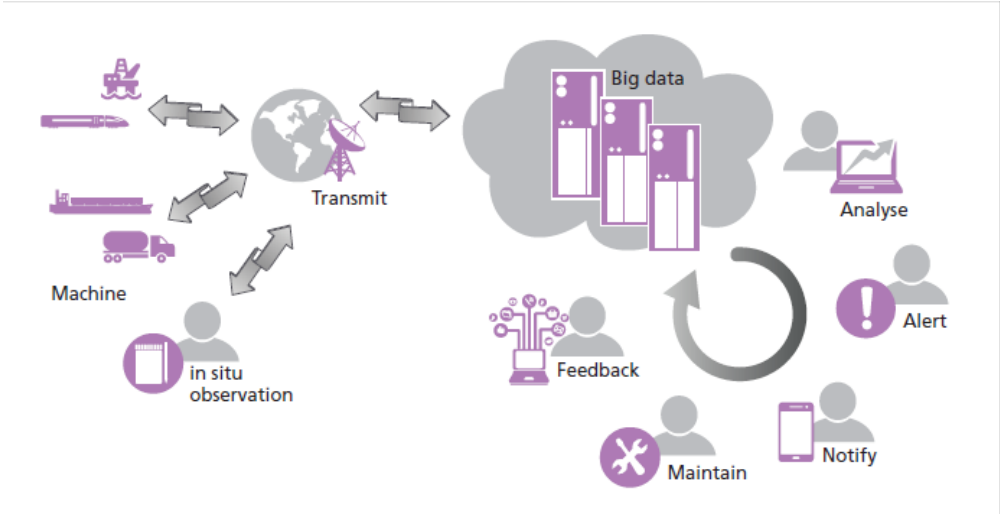
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Future of Finnlines Ship Management – newbuilding projects



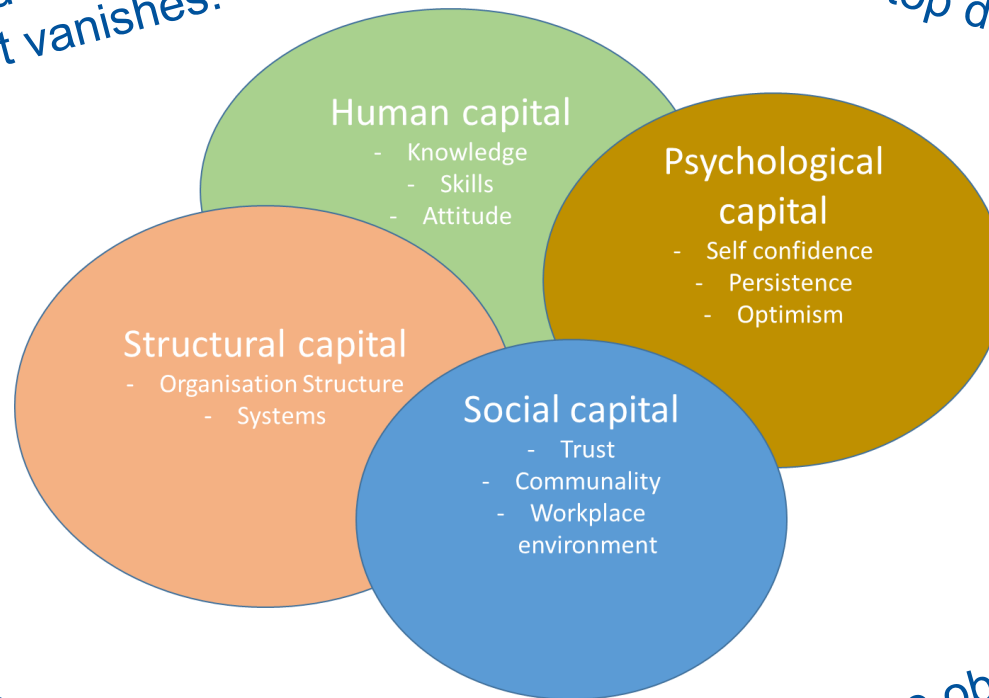
Future of Finnlines Ship Management – focus on “software”



Future of Finnlines Ship Management – focus on “software”

“Knowledge has to be improved, challenged, and increased constantly, or it vanishes.”

“If you want something new, you have to stop doing something old”



“Efficiency is doing the thing right.
Effectiveness is doing the right thing.”

“Results are obtained by exploiting opportunities, not by solving problems.”

Future of Finnlines Ship Management – the main driver

FuelEU Maritime Regulation



Objective and purpose

1. **limit on the greenhouse gas ('GHG') intensity of energy** used on-board by a ship arriving at, staying within or departing from ports under the jurisdiction of a Member State
2. **obligation to use on-shore power supply or zero-emission technology in ports** under the jurisdiction of a Member State

in order to increase consistent use of renewable and low-carbon fuels and substitute sources of energy across the Union

EU COMMISSION'S PROPOSAL TO INCLUDE MARITIME TRANSPORT EMISSIONS TO EU ETS



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6 September 2021

COMMUNICATIONS(21)40

TO: COMMUNICATION LEADS

Copy: All Full and Associate Members (for information)
Press

PRESS RELEASE: INTERNATIONAL CHAMBER OF SHIPPING SETS OUT PLANS
FOR GLOBAL CARBON LEVY TO EXPEDITE INDUSTRY DECARBONISATION



EU COMMISSION'S PROPOSAL ON REVISION OF ENERGY TAXATION DIRECTIVE



New environmental strategy goals and benefits

- More sustainable operation – reduced environmental load
- Increased attractivity - for customers, investors and employees
- Better profitability – most economical and environmental ambitions support each other

Future of Finnlines Ship Management – Smart Shipping

❑ From “Correcting worst problems” to “Driving strategy”

✓ (Re-)Design (in-house / outsource, process mapping, knowledge sharing)

✓ Deliver (lean vs. agile supply chain)

- Capacity management

- Inventory management

- Resource planning and control

- Lean synchronization

✓ Develop

“The best way to predict the future is to create it”



Thank You

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