



**GLOBAL  
MARITIME  
FORUM**

Global Maritime Forum  
Annual Summit 2025  
21-22 October | Antwerp

# Uncharted waters

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COLLABORATION

RELIABILITY

TRUST

TOLERANCE

THE WORLD IS CONNECTED

WE HAVE TO ADAPT TO THE NEW NORMAL

WE REGULATE and the WORLD FOLLOWS doesn't WORK ANYMORE

SUSTAINABILITY

NEW FUEL

SHIPPING IS STRATEGIC

LONG TERM

OPPORTUNITIES

INTENSITY of the DISRUPTION

CHALLENGES in UNCERTAINTY

KEEP MOVING & INVESTING!

EVERYBODY

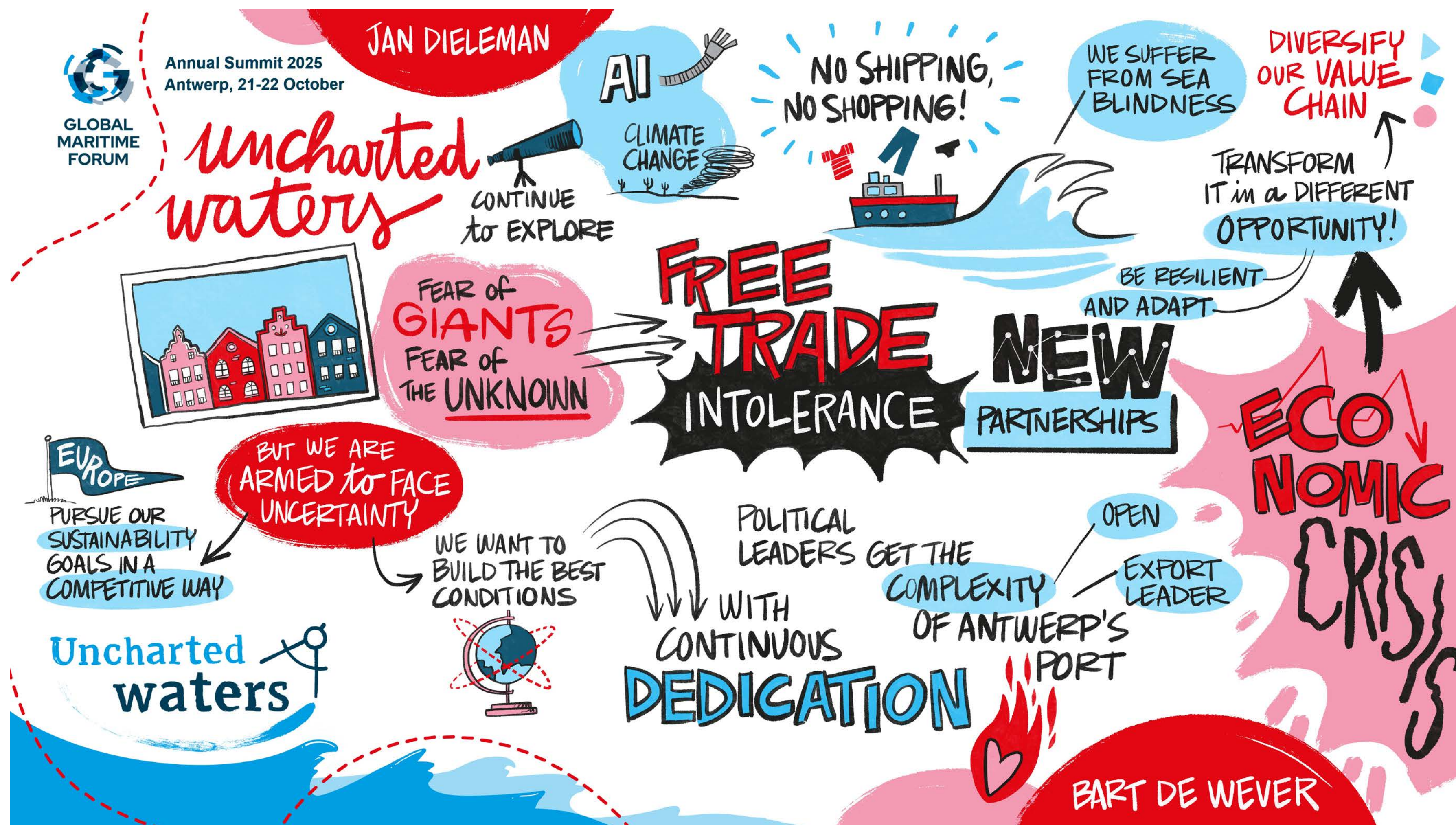
Uncharted waters

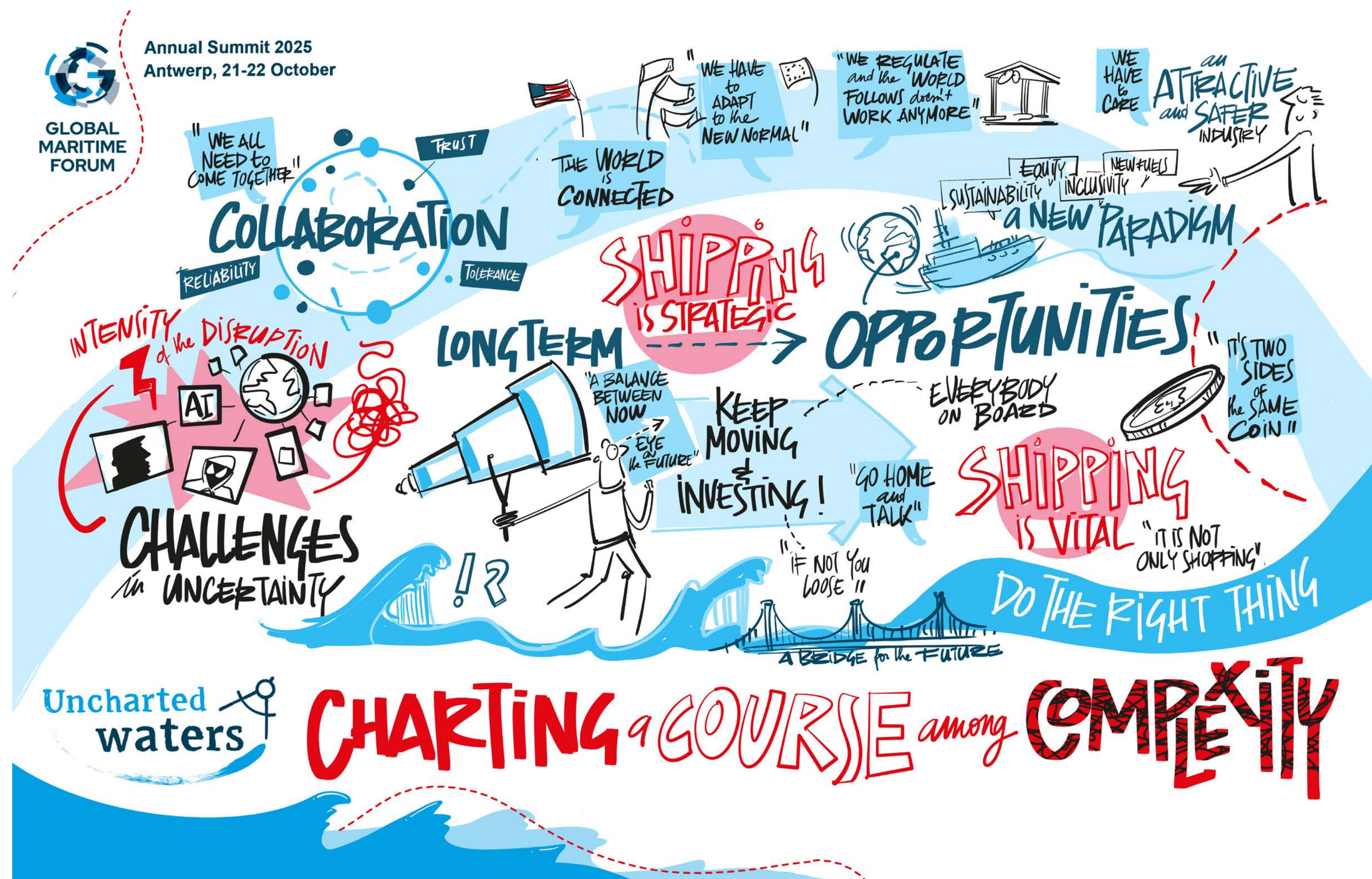
among COMPLEXITY

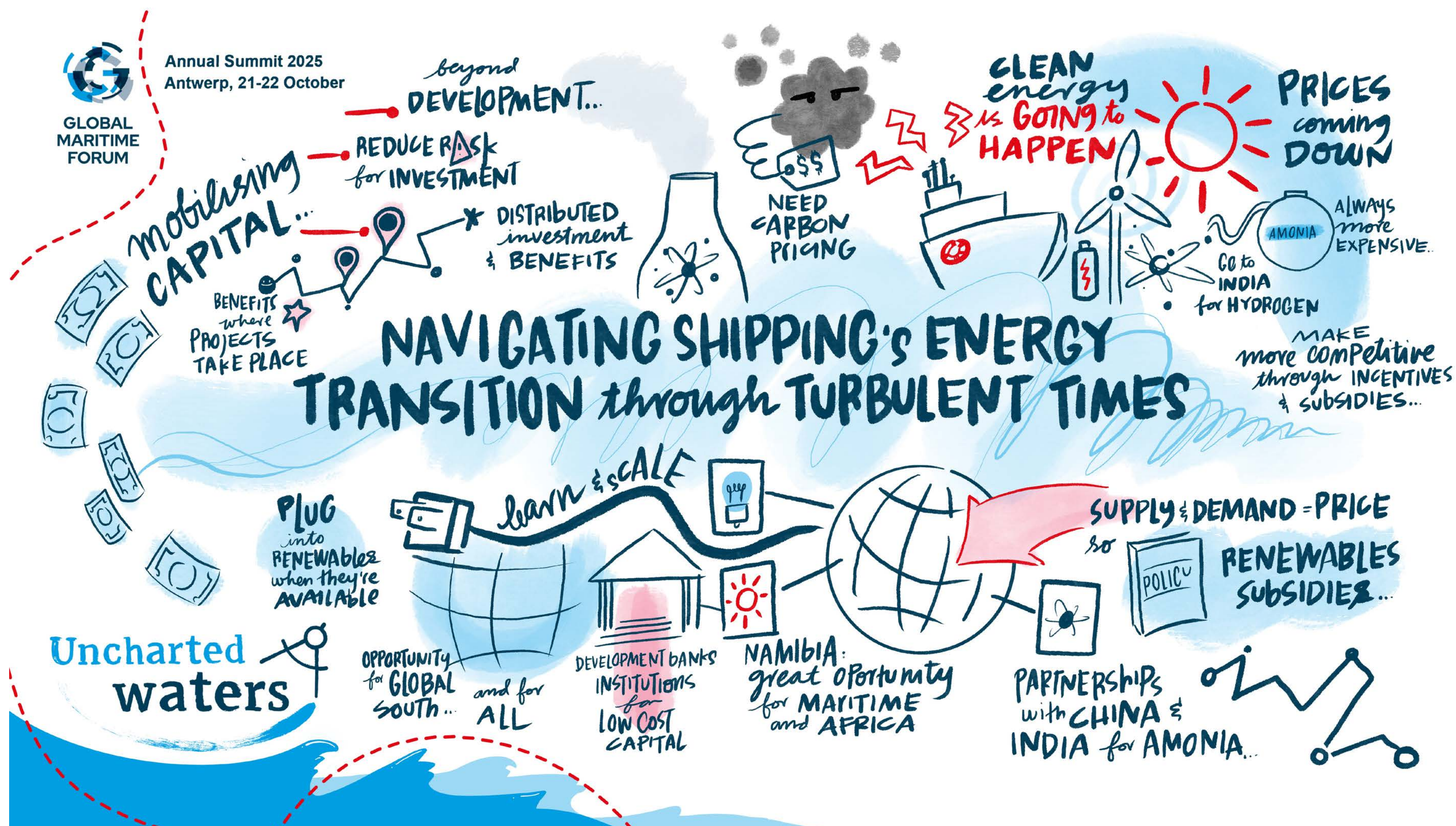
IF NOT YOU LOOK

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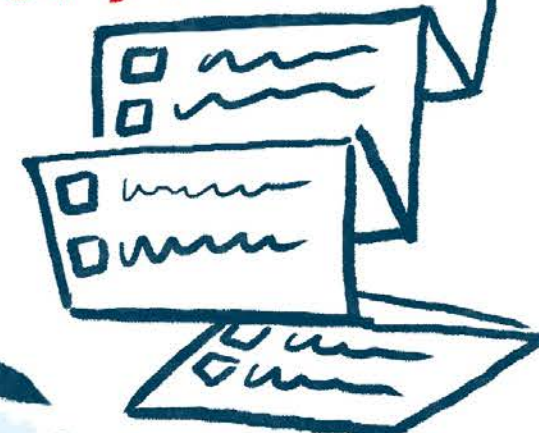
# becoming a GOOD ancestor

ROMAN KRZNARIC

OPTIMISM  
vs.  
HOPE  
(with ACTION)



TO DO



resilience  
ADAPTABILITY

CATHEDRAL  
thinking & ACTING



the ACORN  
brain



for my  
OLD  
SELF  
\$\$\$

choose your  
PENSION  
over  
the new  
iphone



LEGACY MINDSET..

Think of the  
7<sup>th</sup> GENERATION



and  
UNIVERSAL  
strangers  
Through  
TIME

THINKING  
long term  
for the  
GENERATIONS  
to COME...



Uncharted  
waters



long TERM  
GOVERNANCE



transcendent  
GOALS

Put the DONUT in the  
BOARDROOM...  
SAFE & JUST



# wa

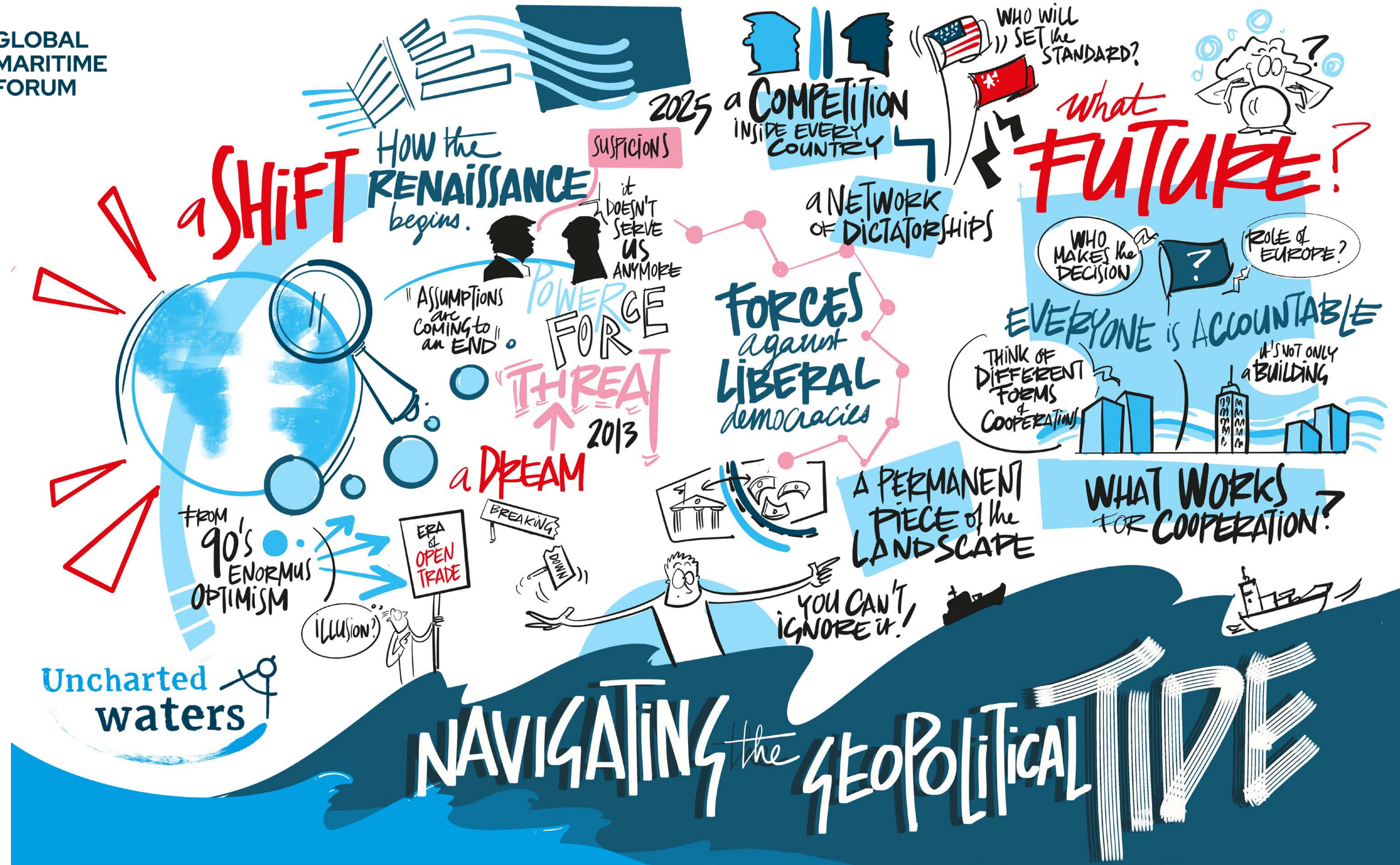


## Anne Applebaum: Navigating the geopolitical tide





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**At the helm with Arsenio Dominguez**





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# AT THE HELM

WITH INTERNATIONAL MARITIME ORGANISATION  
SECRETARY-GENERAL  
ARSENIO DOMINGUEZ

WE CONSIDER  
CONSTANTLY  
WHERE  
SHIPPING  
IS GOING

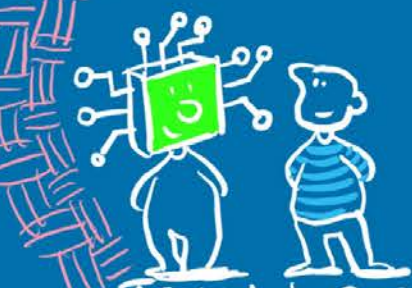


WE  
**LISTEN**



WE CONTINUE  
WITH **OUR  
WORK**

AVOIDING  
MISTAKES WE  
MADE IN THE PAST...



TECHNOLOGIES  
USED MORE IN  
ASSISTING  
SEAFARERS  
MEETING  
THE 2030  
GOALS  
FINALISE  
THE REVIEW

**PIVOTAL  
MOMENTS**

IS THERE A TREND  
TOWARDS  
**REGIONALISATION?**

WE NEED TO BE PATIENT  
AND OBSERVE WHAT WILL HAPPEN

WE HAD AN  
AMBITIOUS  
TIMELINE  
IN 2023...



WE ARE  
MORE THAN  
WHAT HAPPENED  
LAST WEEK!



**ADAPTING**

WE NEED TO  
**EVOLVE**



**STARTING  
WITH THE  
HUMAN FACTOR**

LOOKING AT  
**YOUNGER  
GENERATIONS**

INVESTING  
TO ATTRACT  
PEOPLE



CHANGING THE  
MANDATE of the  
ORGANISATION



THINKING of  
THE NEXT  
STEPS

GEOPOLITICS  
TOOK OVER

WE NEED  
TO REACT

**LIFE GOES ON!**



LAST WEEK...

**MOVING  
FORWARD**



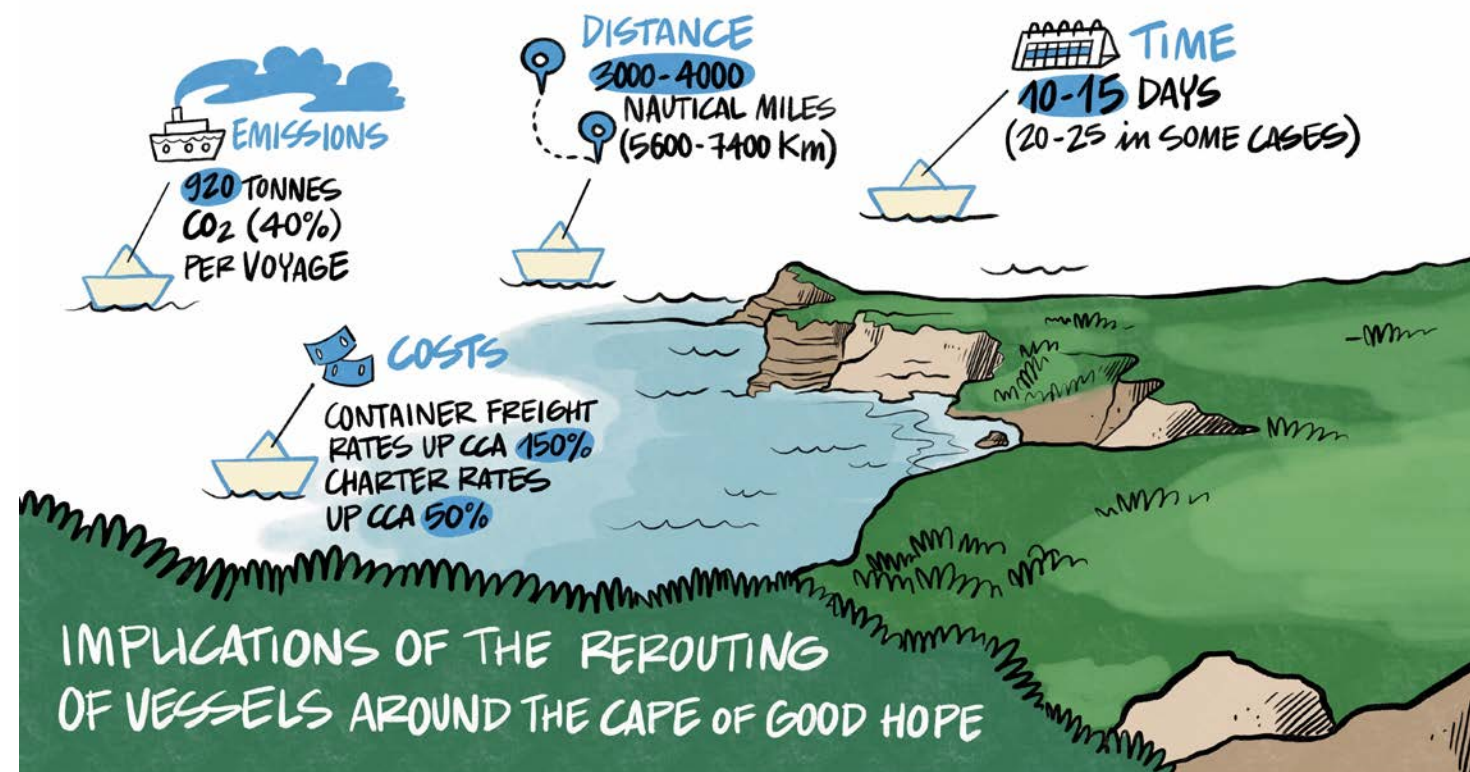
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waters





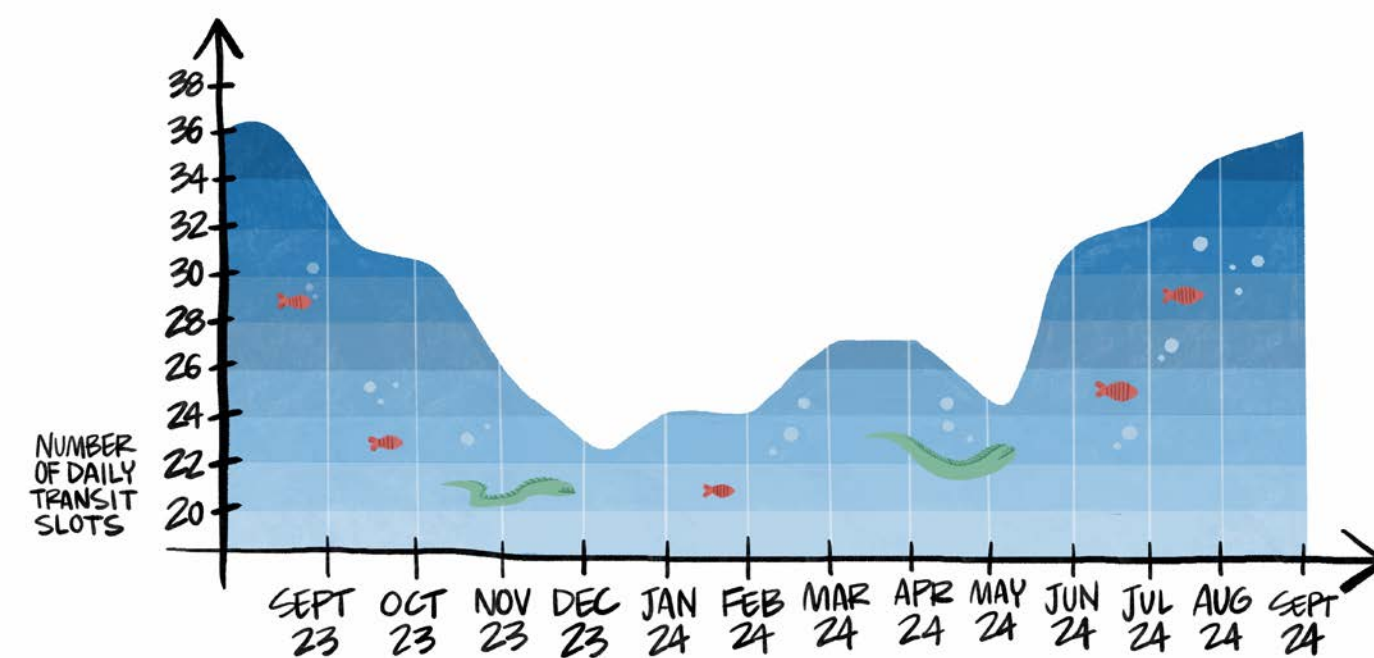
## Asia-Europe detour impact (Cape route)

Typical detours add ~4000 nm and ~two weeks-multiplying fuel burn charter costs and emissions per voyage.



## Panama Canal daily transit slots

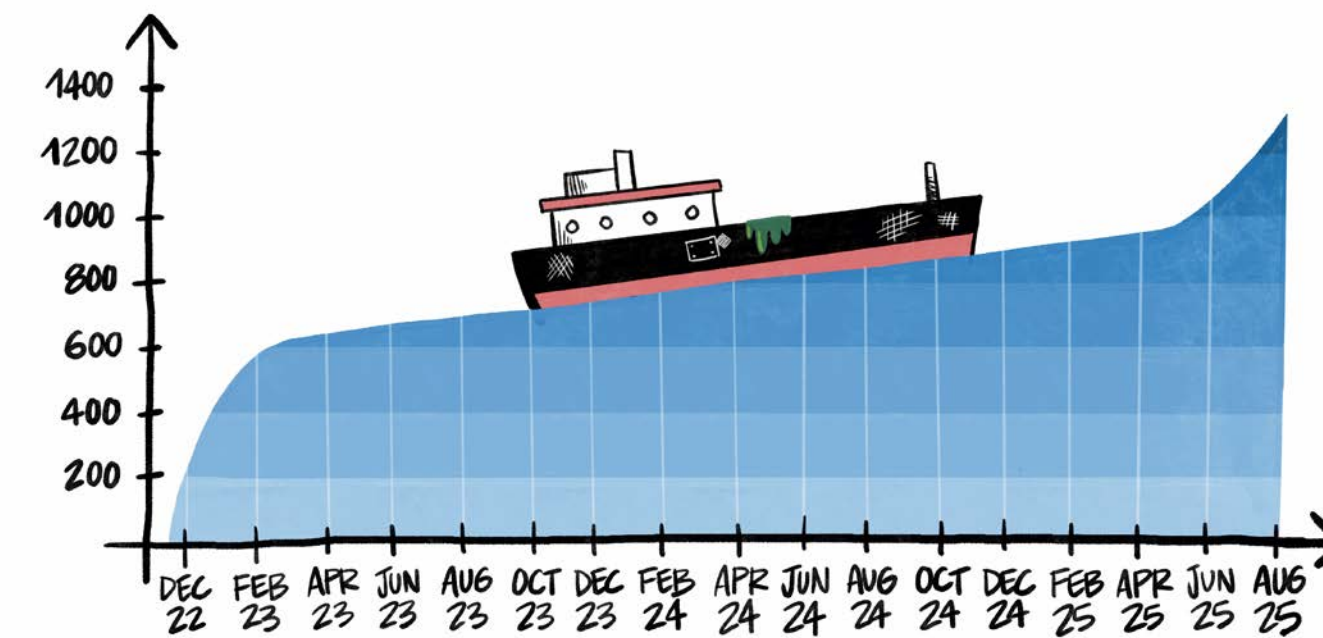
Drought forced severe slot cuts in late-2023/early-2024.  
Another chokepoint shock layered onto global routing risk.



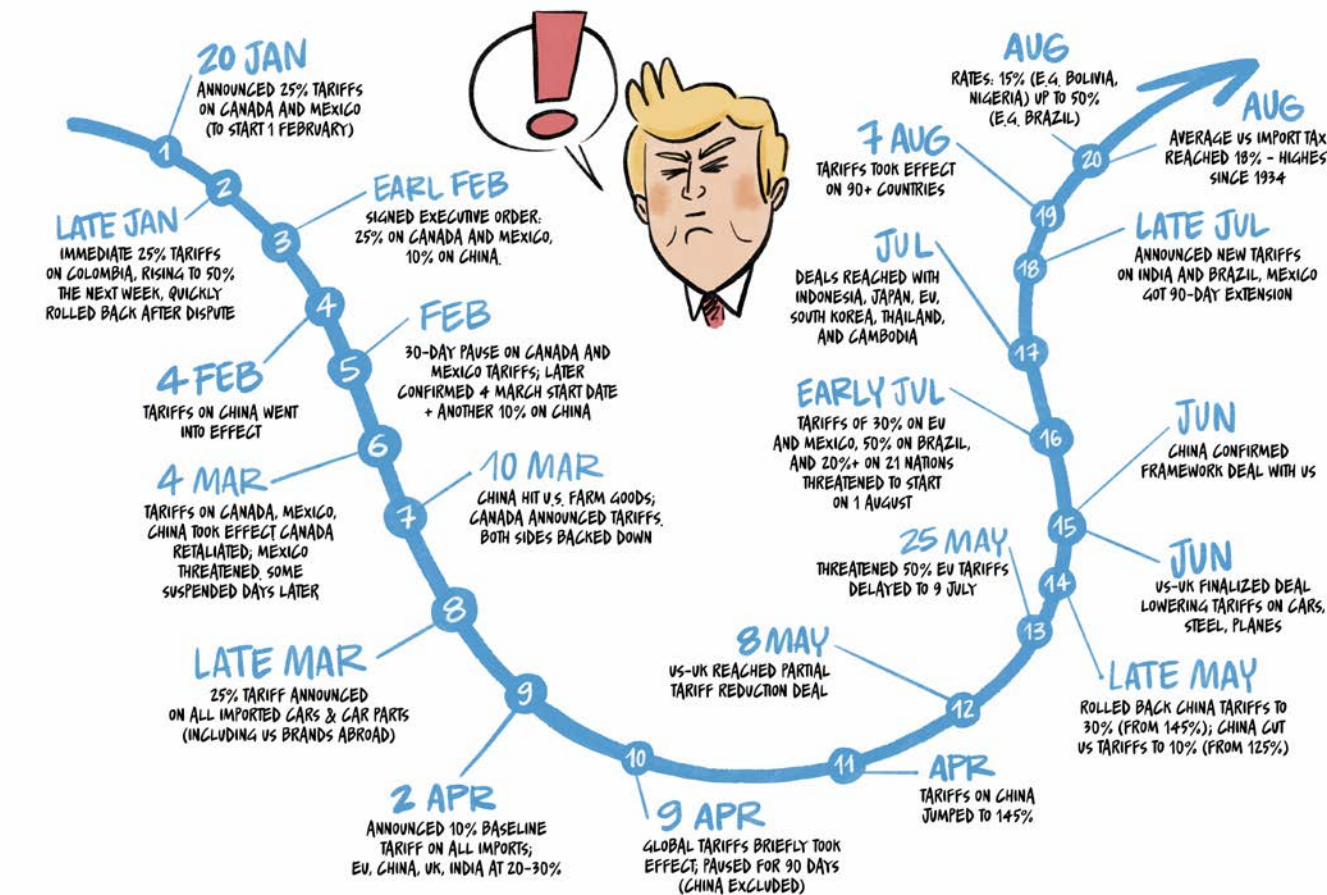
## Deep dive #1: Resilience in a fragmenting world

## Shadow/dark tanker fleet growth (2019-2025)

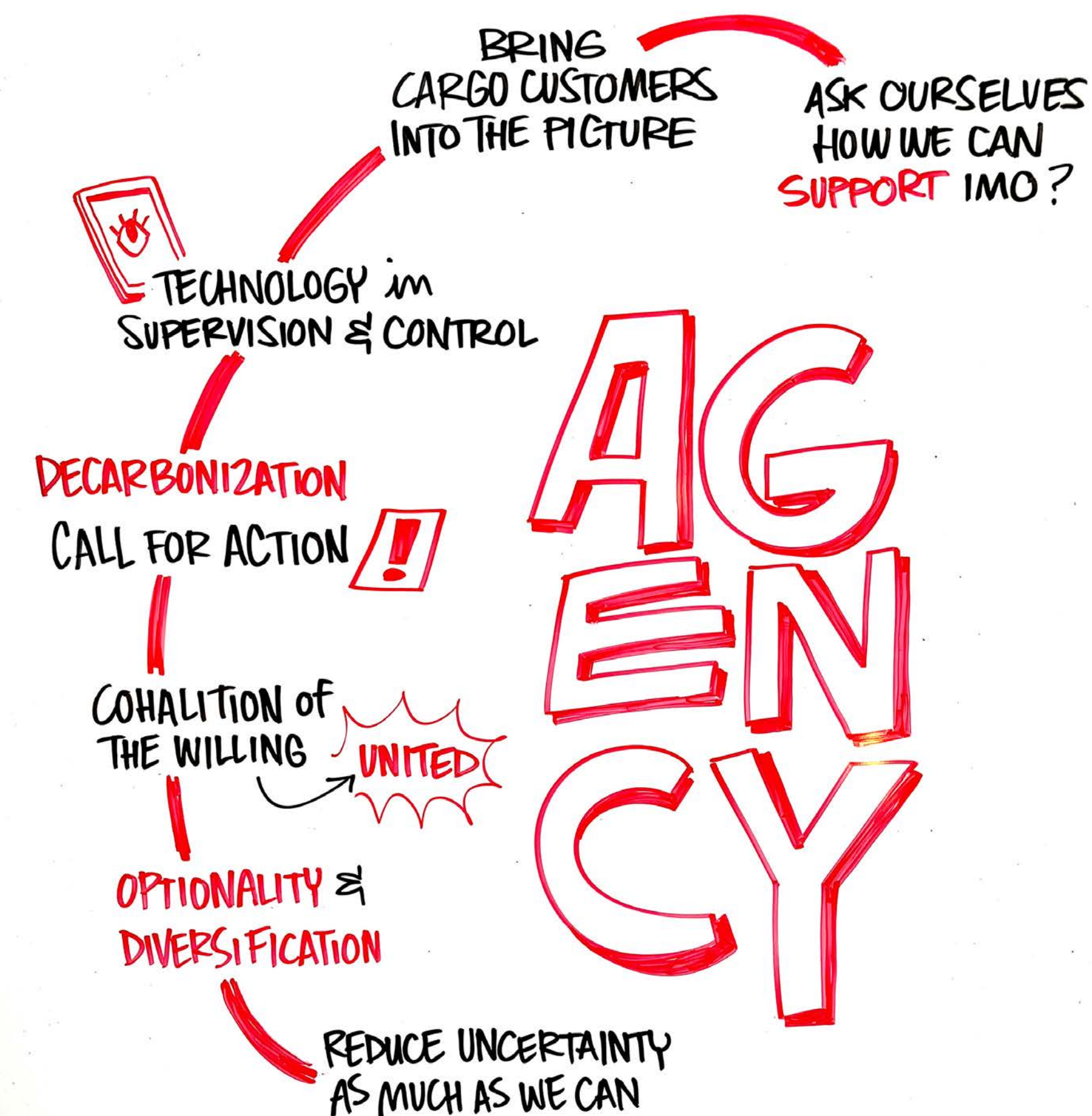
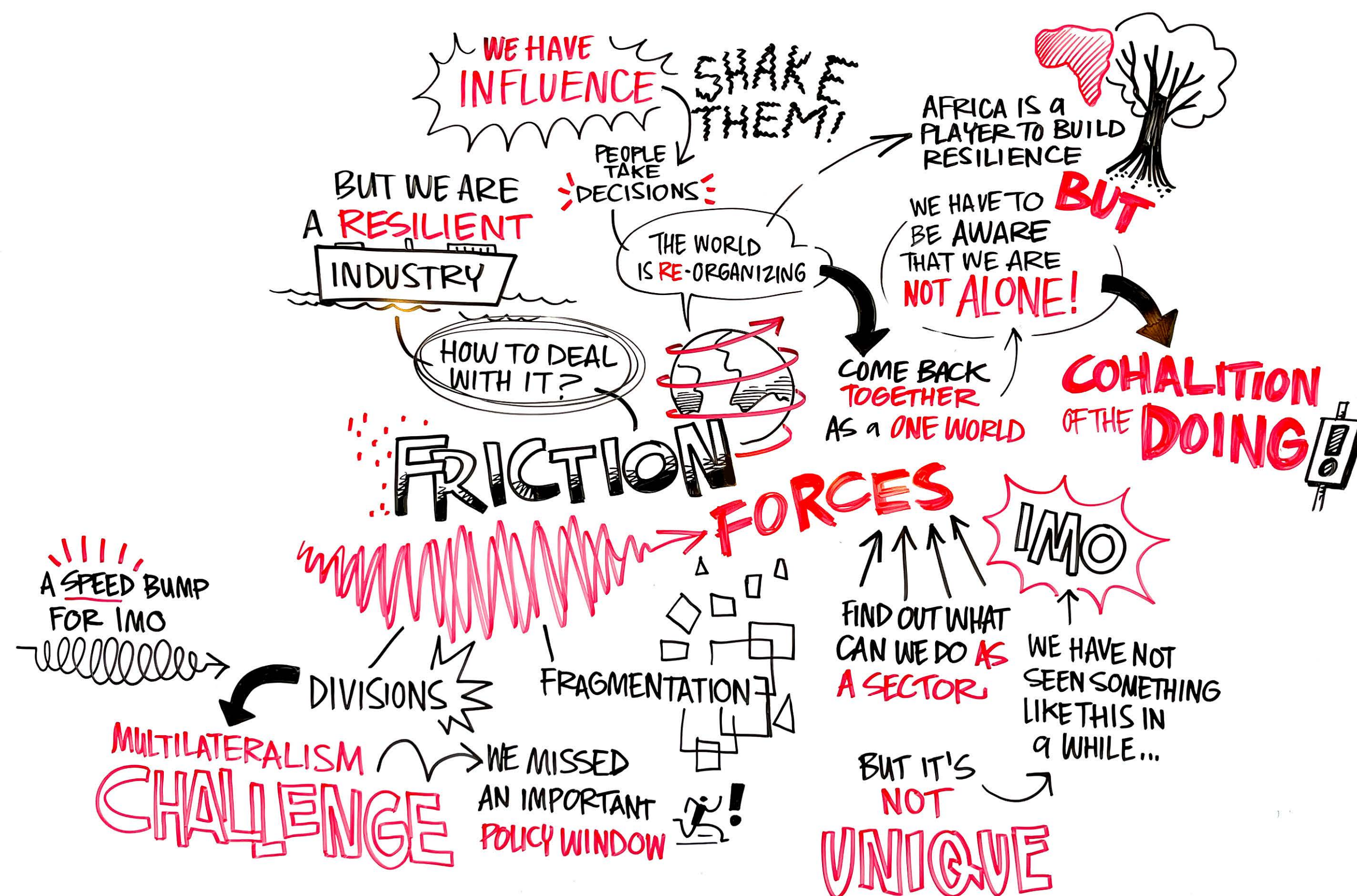
A small fringe became a major parallel fleet post-2022  
Raising safety, environmental and compliance risks across markets.

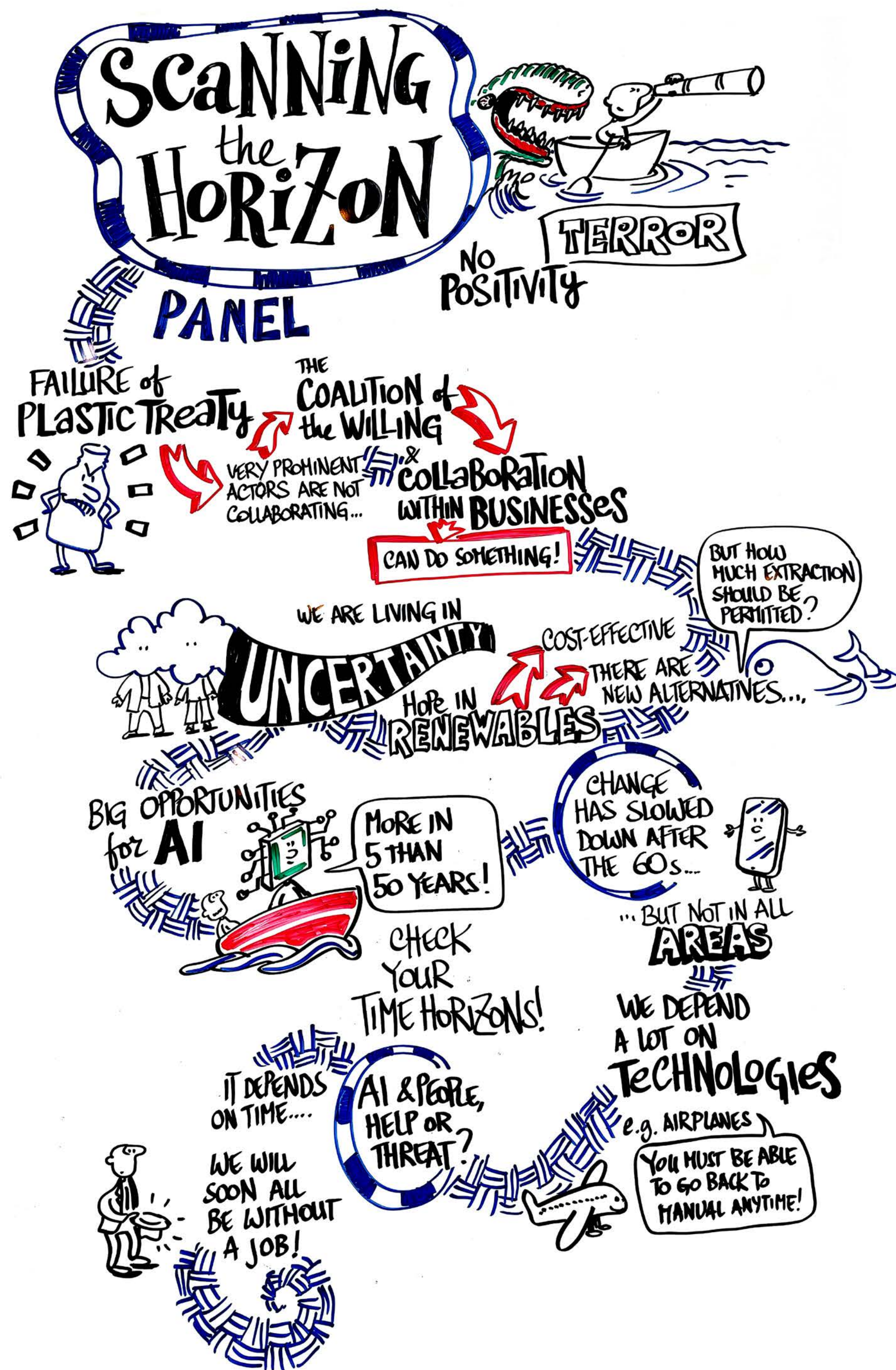


### Timeline of Trump administration imposed tariffs



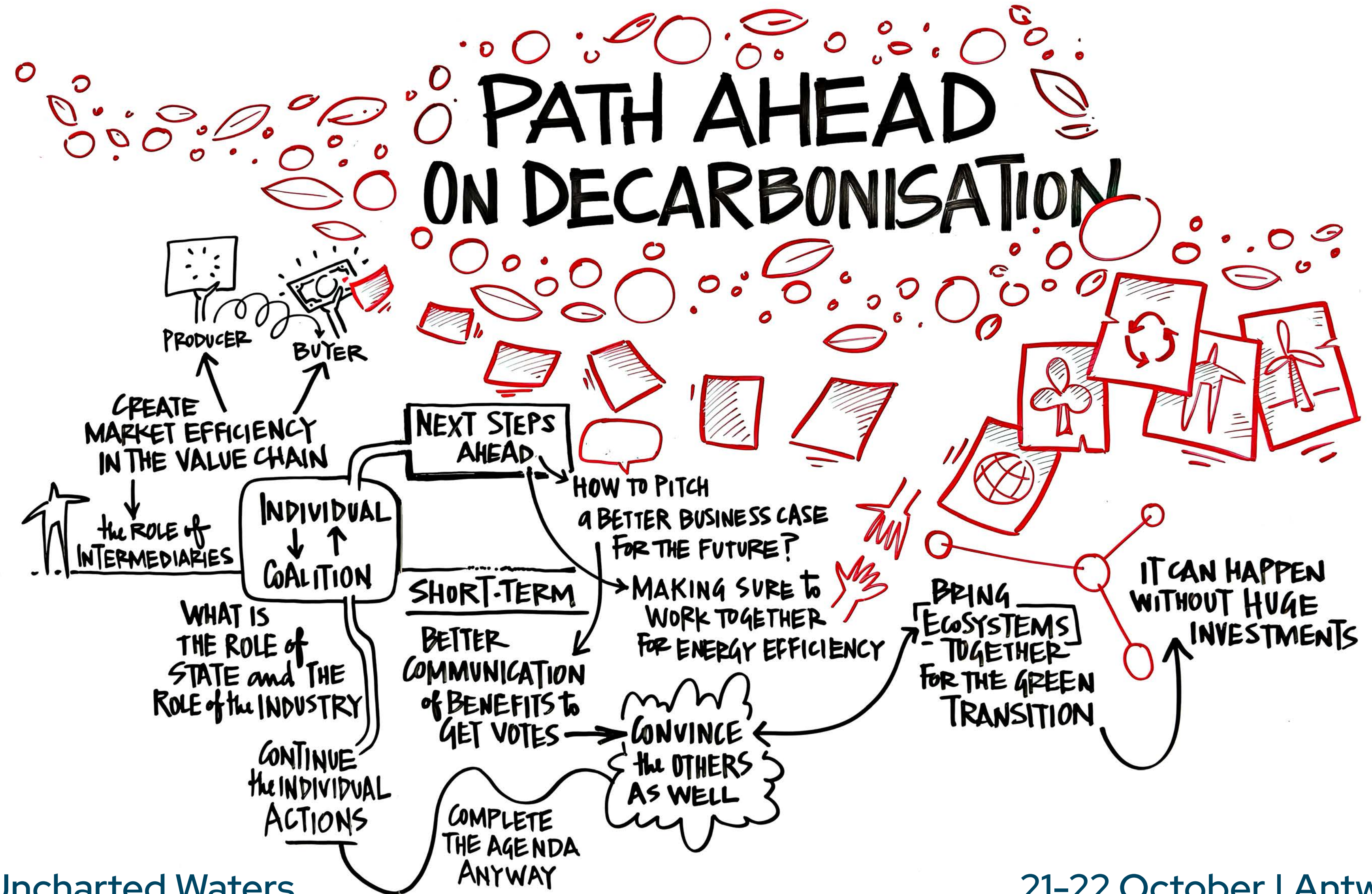
## Deep dive #1: Resilience in a fragmenting world



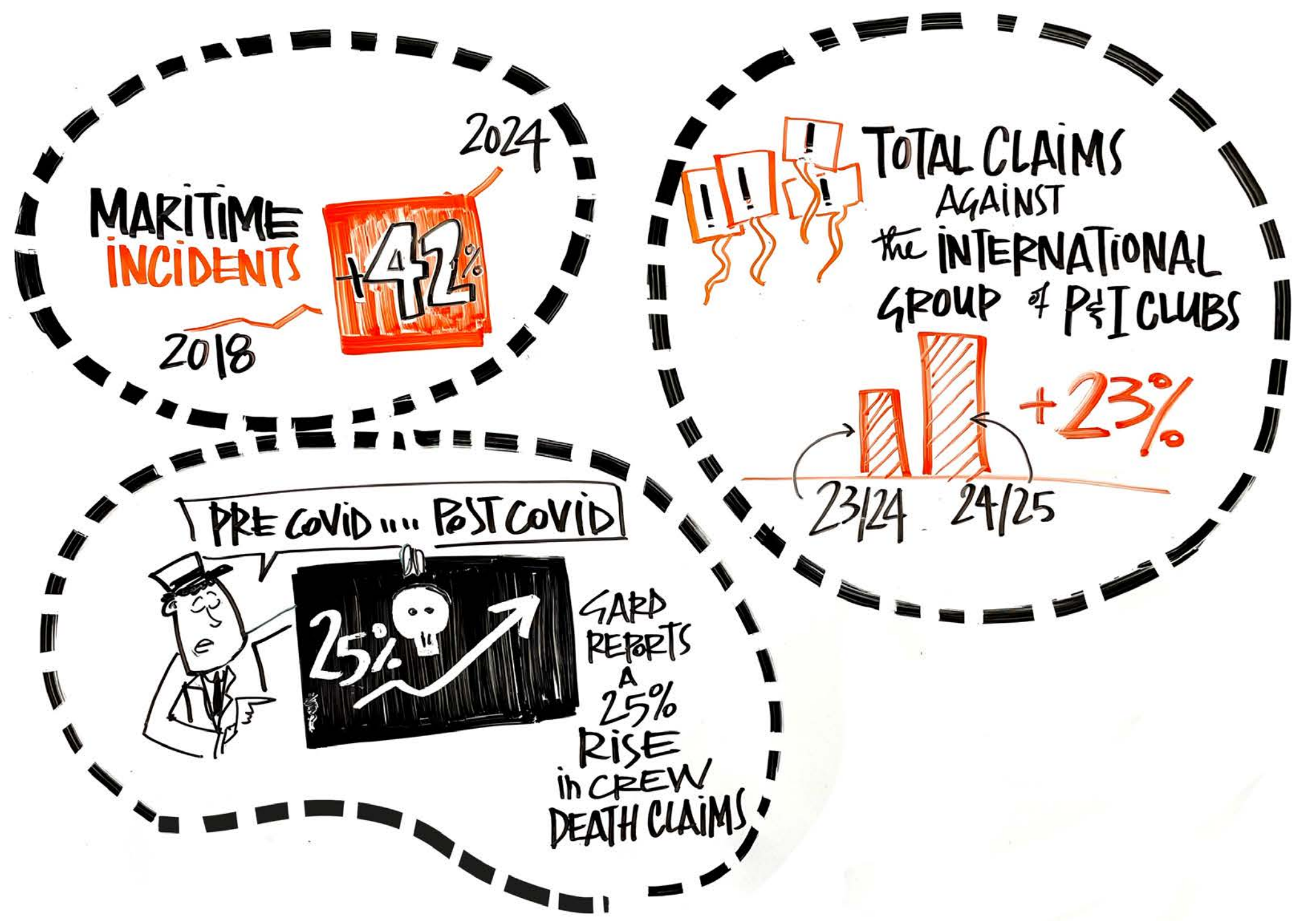
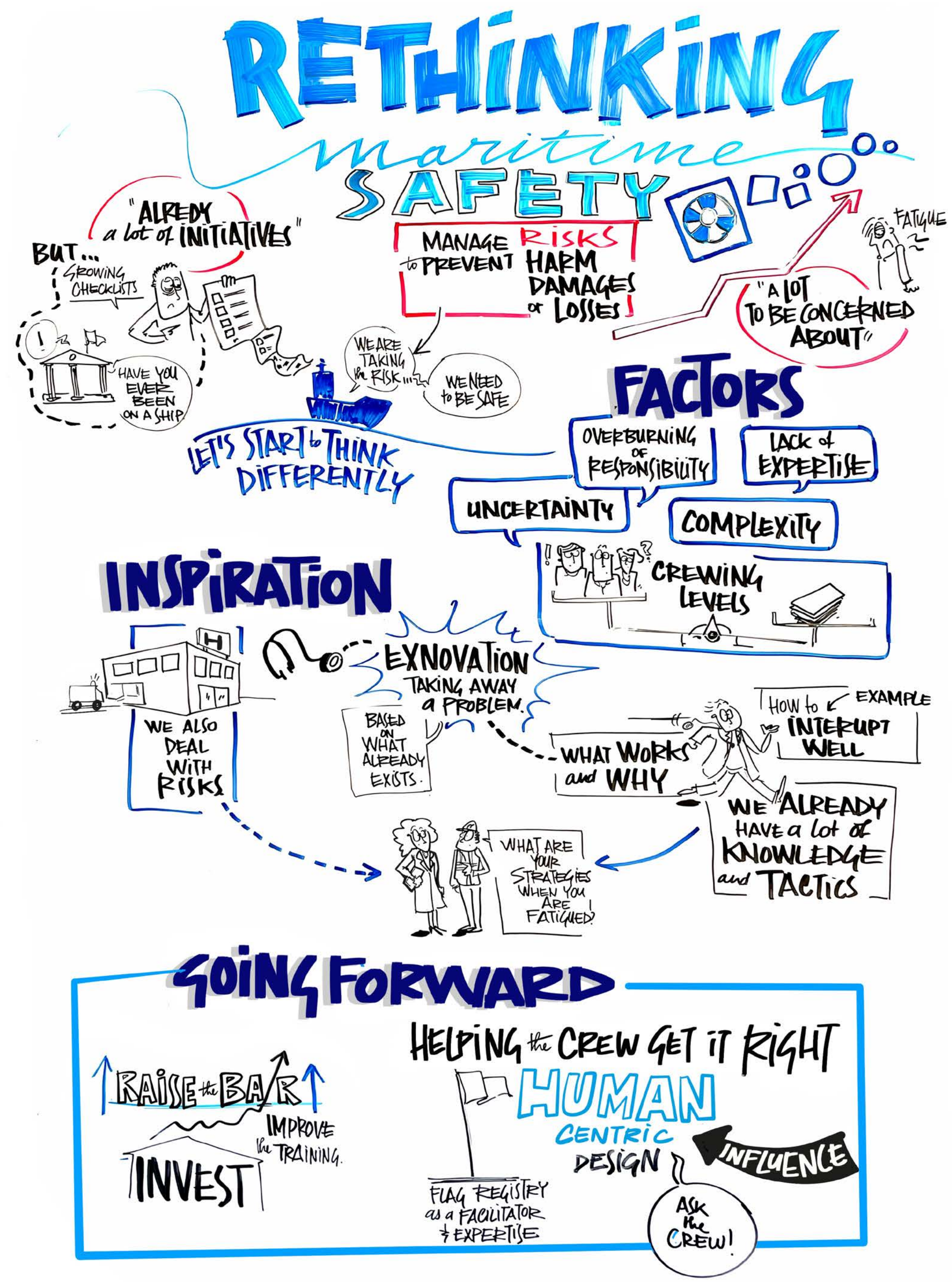


## Deep dive #2: Scanning the horizon

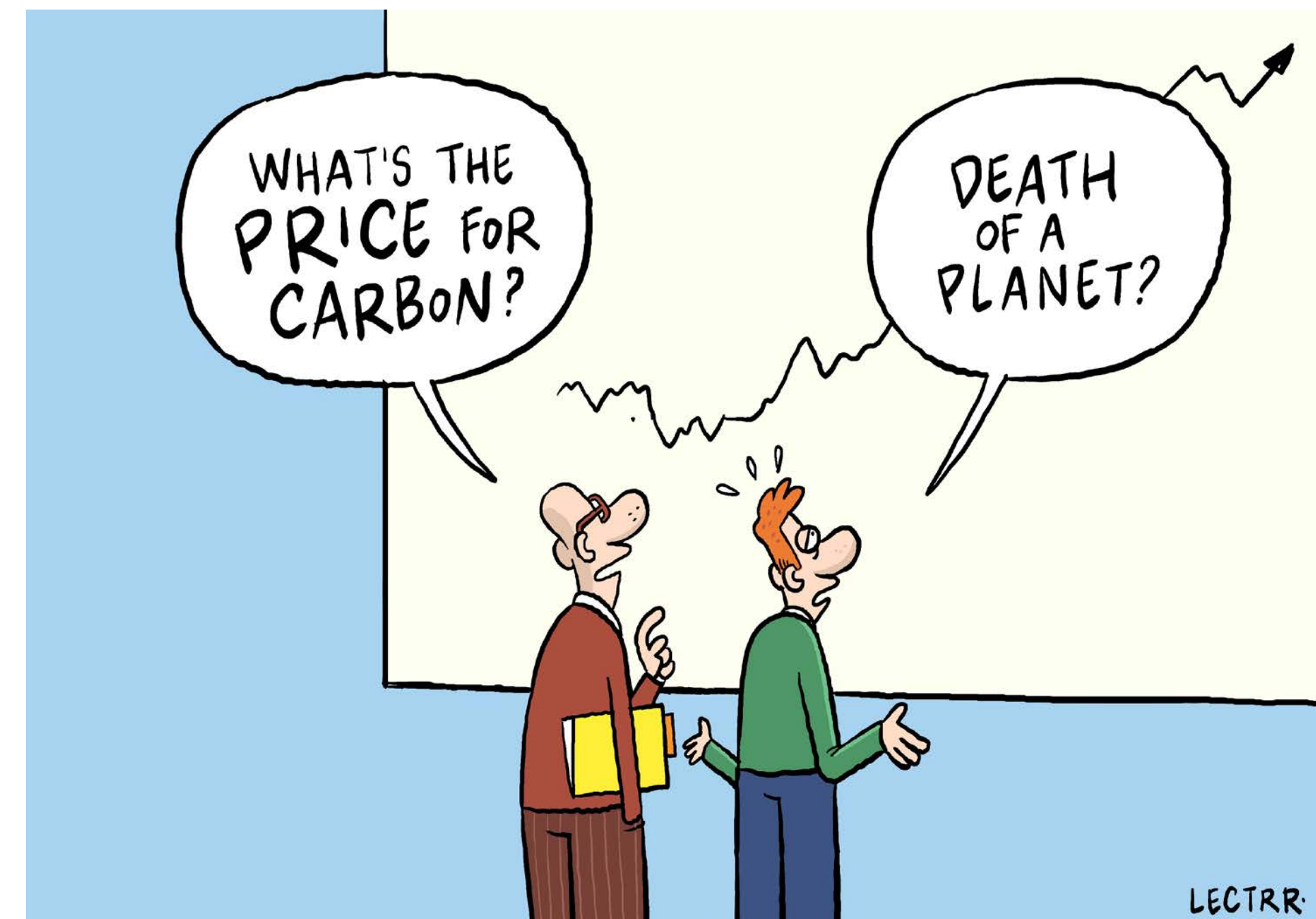
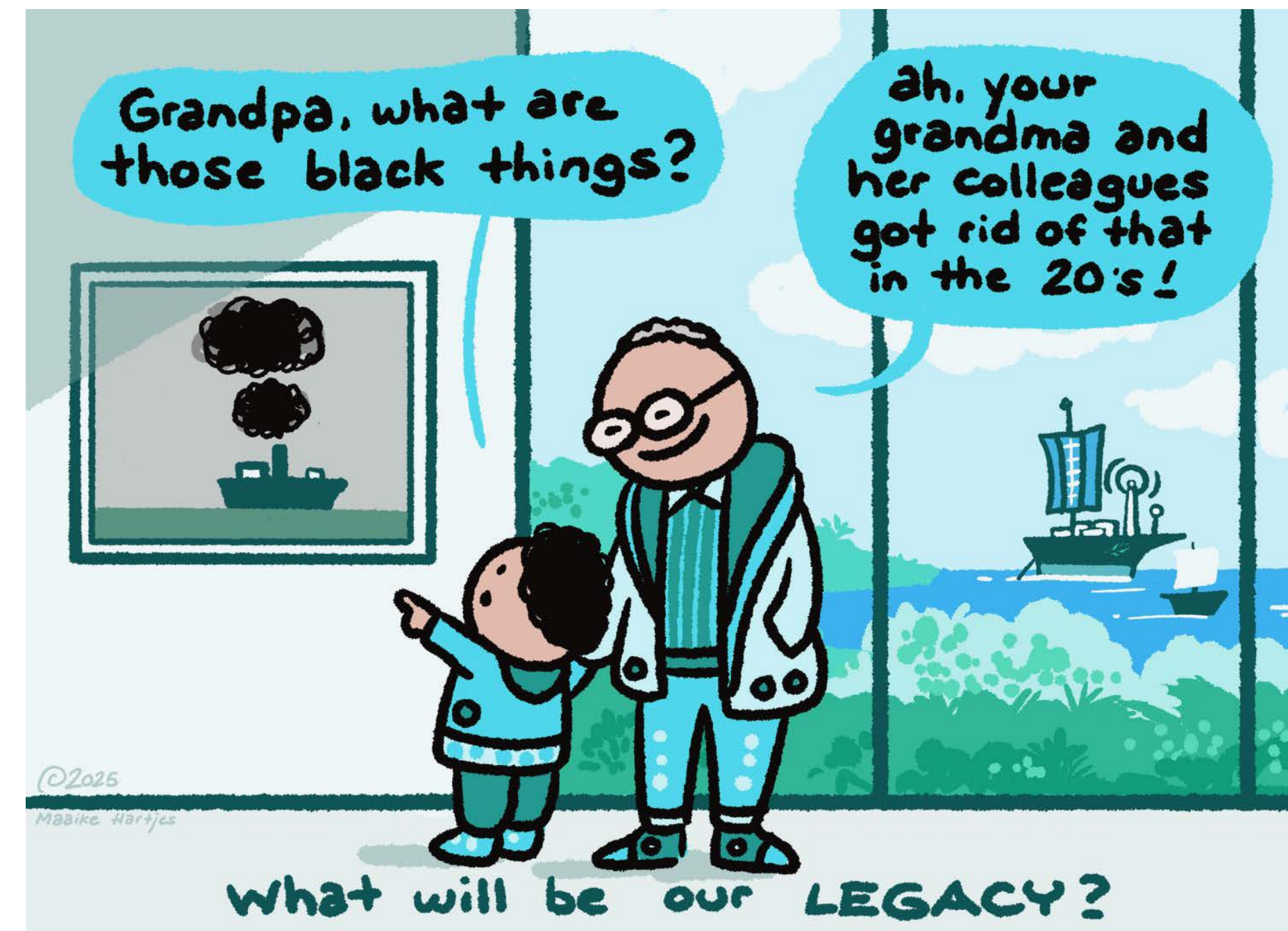




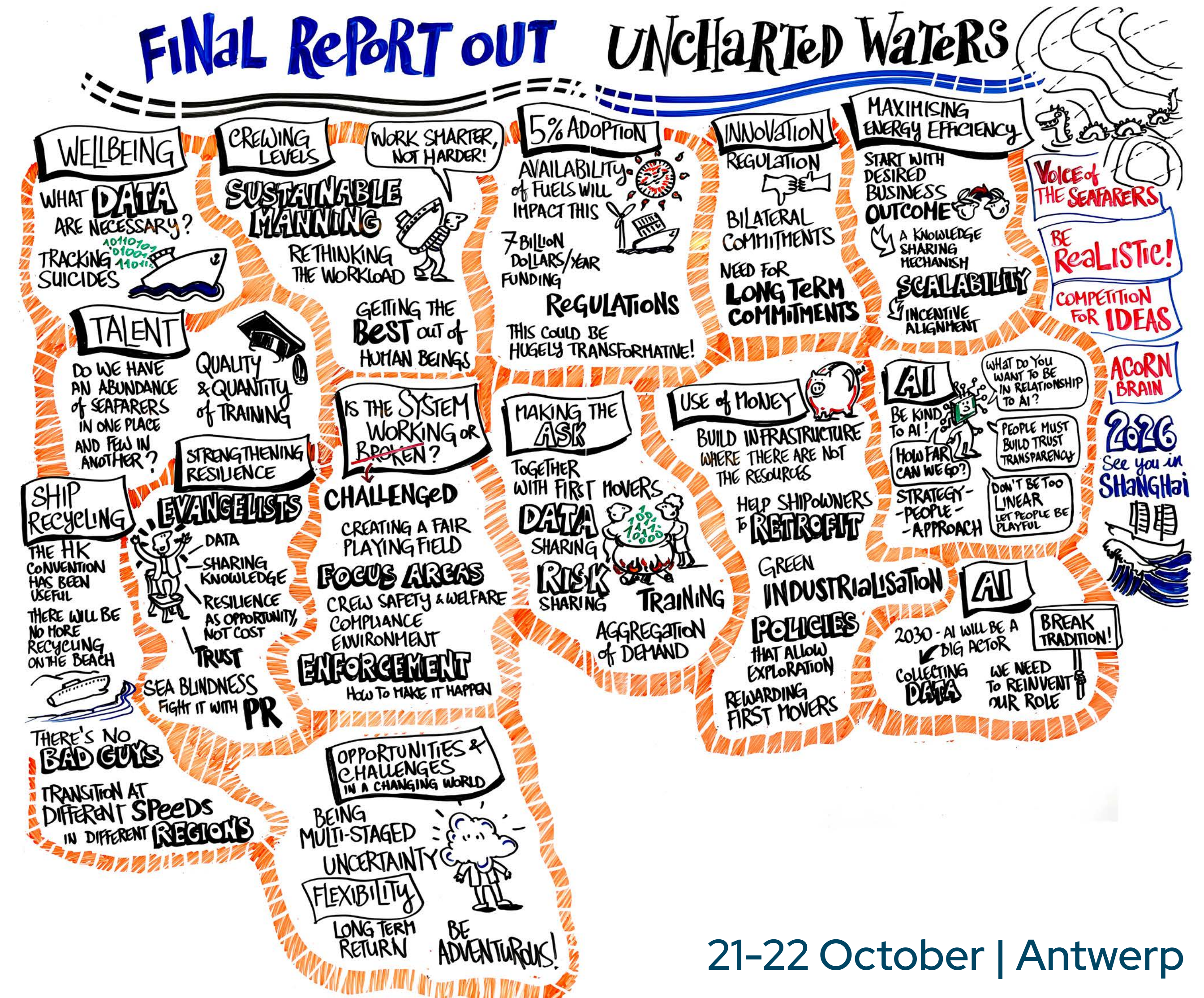
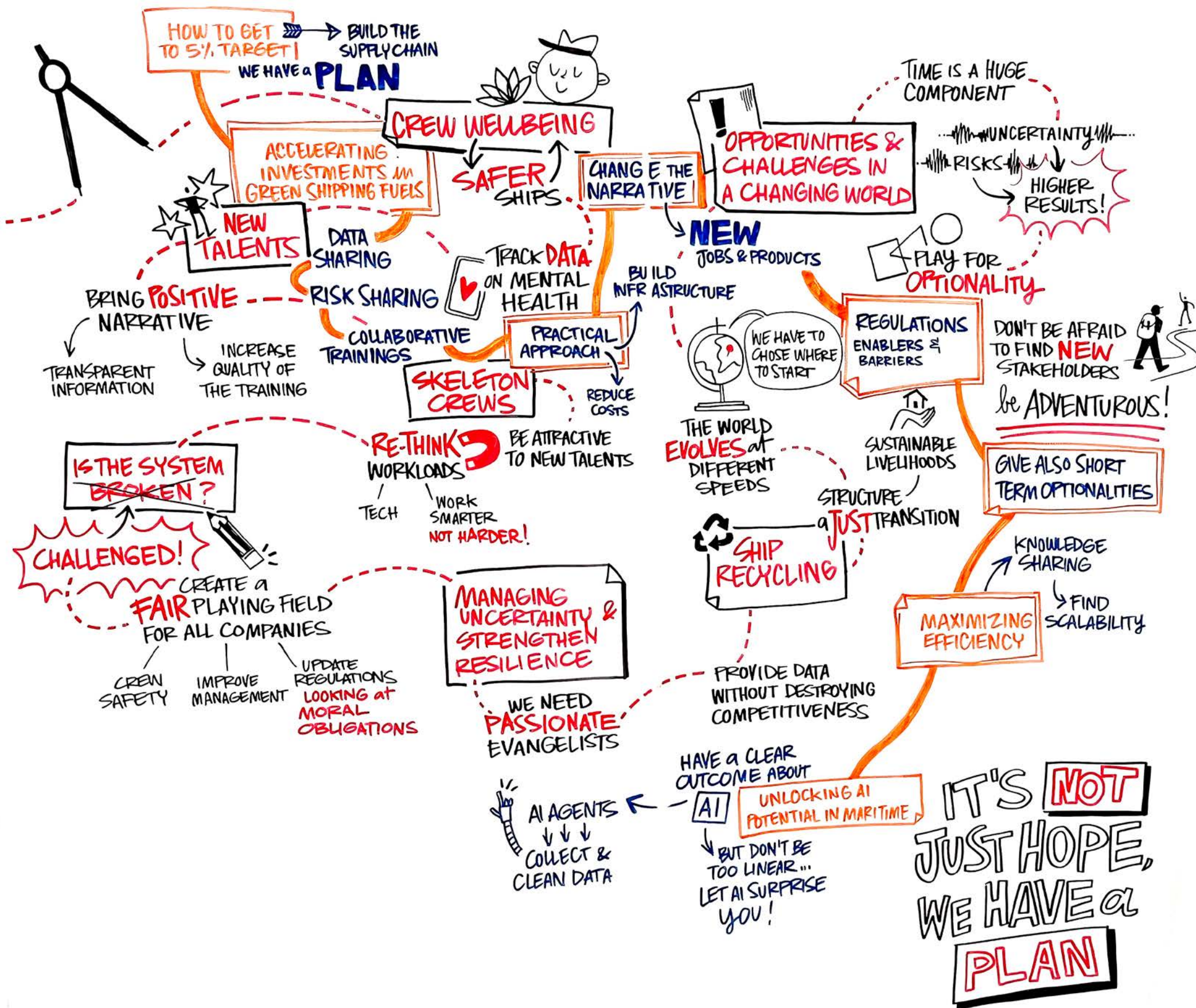
Deep dive #4: Rethinking maritime safety

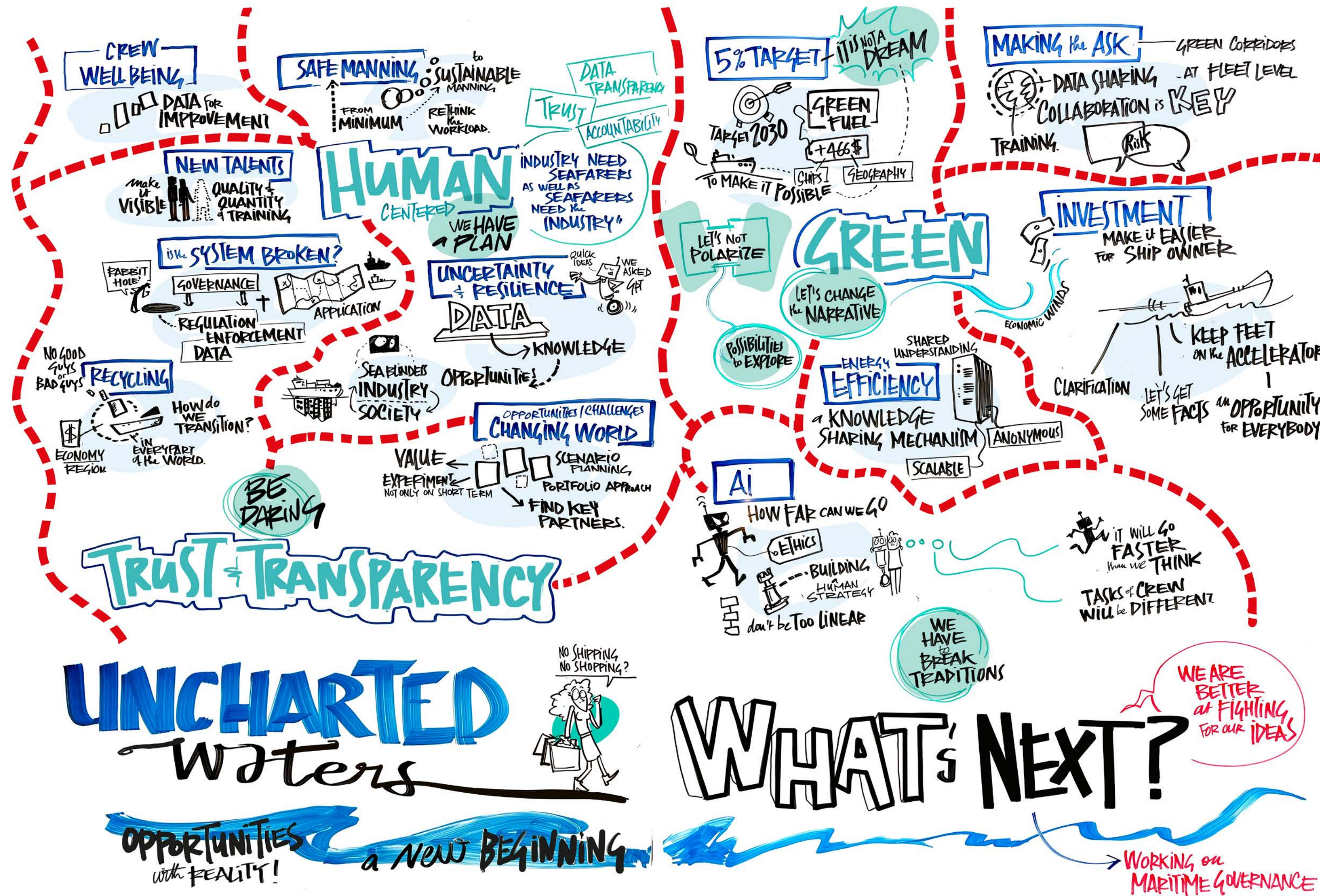


## Will AI make ships autonomous?











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see you in  
**SHANGHAI!**

OCTOBER  
2026

2026 年十月  
上海见!

