

Agenda

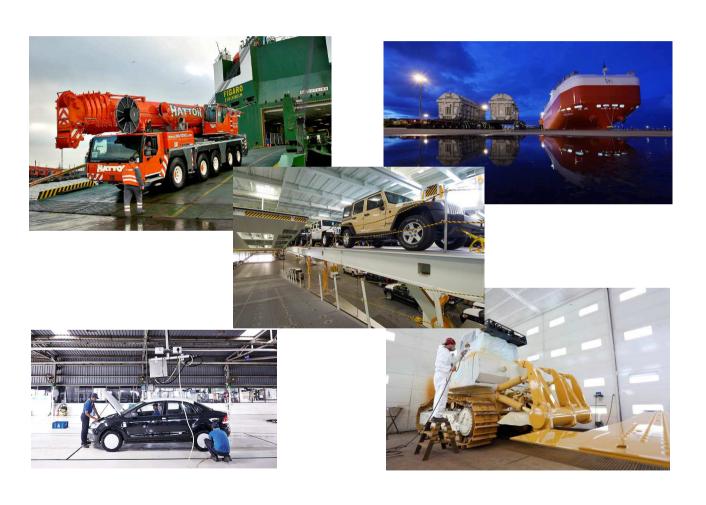


- >>> WWL at a glance
- Compliance approaches & deciding factors
- Regulatory Impact & Enforcement
- Regulatory considerations, industry preferences



WWL in brief

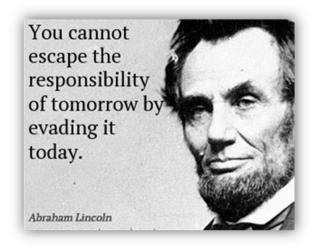




- Own fleet of 60+ ROROs
 - Deep sea, global
- 153year heritage
- "Factory to dealership"
 - 4.3m moves by sea, 6m by land
- USD3bn revenue2013
- **Enviro frontrunner**

Frontrunner strategy



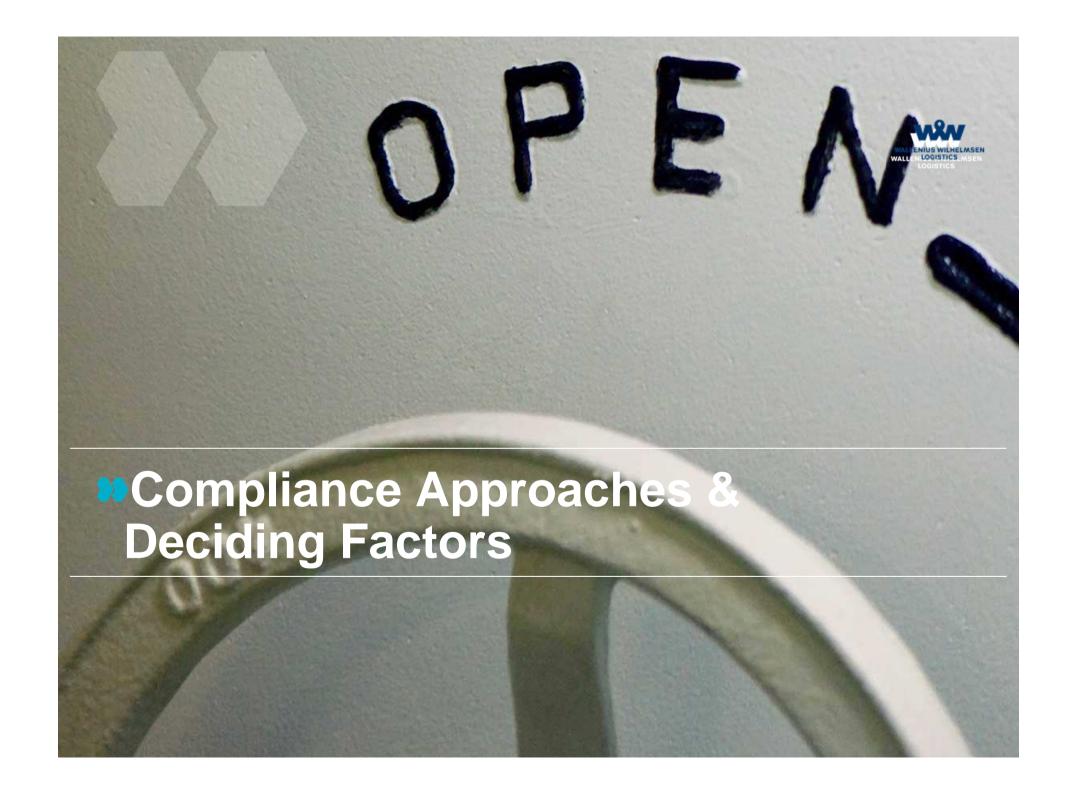


- Frontrunner strategy
 - 'Exceed responsibilities today to reduce risk and cost tomorrow'
- WWL sulphur policy
 - Technical & operational experience
 - Invaluable relationships



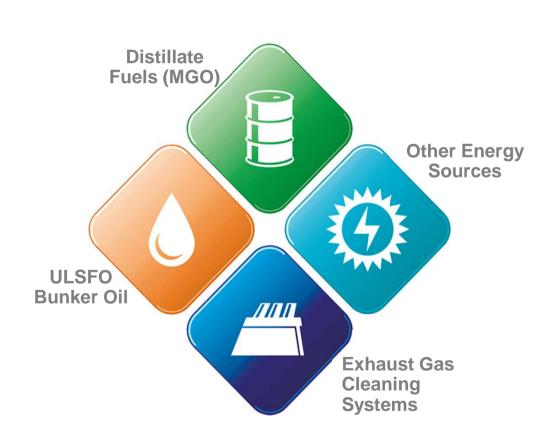
4 Stream Approach





About 4 Stream Approach





- No silver bullet solution expected
- All solutions require maturing / proving
- Best compliance solutions still unclear
- All options must be kept on the table



Distillate fuels (MGO)





- >> Common 2015 choice; familiar
- Tank conversions
- Fuel switchover
- Long term use?
- Massive global market
- Availability vis-à-vis global cap?



Other energy sources



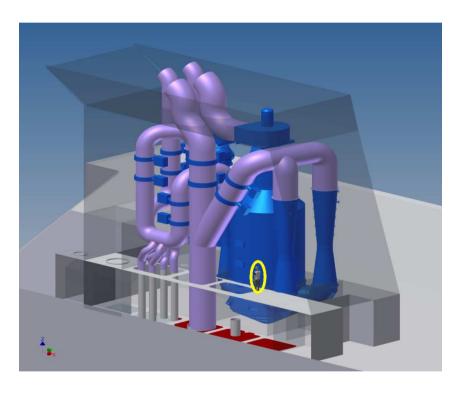
- LNG, biodiesel, methanol, fuel cells solar / wind / nuclear power...
- 'Drop in' / retrofit / NB solution?
- Coastal vs. deep sea feasibility
- Global avails & supply infrastructure
- **WWL: LNG project**





Exhaust gas cleaning systems





- Downstream solution
- 'Open heart surgery'
- >> Familiar technology, new use
- Emissions: perception & reality
- Moving goalposts?
- WWL Tarago trial



ULSFO (<0.5% bunker oil)







- New refinery product
- Similar properties to HFO
- Compatibility & segregation
- Avails limited for now
- Competition developing
- **WWL:** sea trial partner for 'HDME50'

Deciding Factors

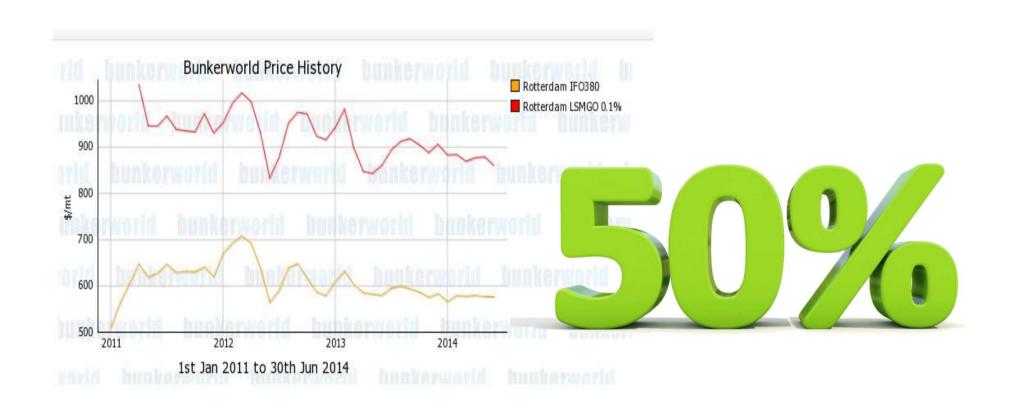






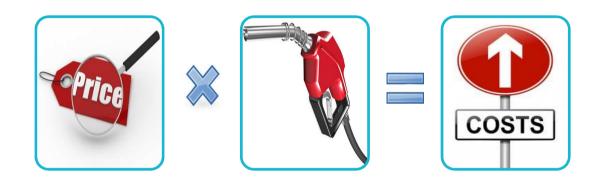
2015 ECA: unprecedented cost





Hard hitting regulation





 $\Delta \approx USD300/t$ 40-70t

USD10-20k

Per vessel per day



- Other issues:
 - Extent
 - Impact
 - Uncertainty
- Direct commercial consequences

One more challenge: weak enforcement



- European Commission study
 - 1/1000 inspection rate
 - Small fines
- Rumours
 - Some buy no LS HFO
 - BDN's with blank % S
- As regulatory cost increases enforcement, more than regulation by itself, is the driver of compliance



Enforcement: 3 main issues





Capacity & training

- The 'shopping list'
- Technically specific



Detection

- Vessels underway
- Legal standing



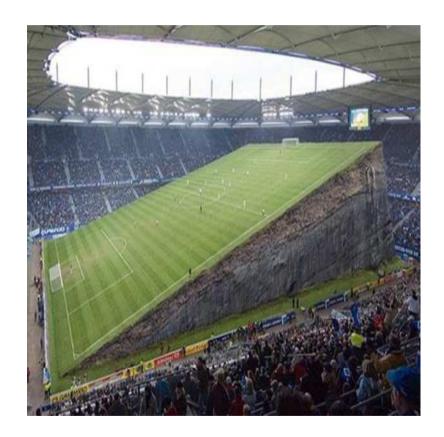
Jurisdiction

- Territorial waters
- 'Compound infractions'

Only good for bad



- Weak enforcement + high cost = temptation
 - Bad behaviour rewarded, good punished
 - Inverted regulatory dynamic
- Without action, noncompliance will spread
- Negative for environment & health
- Bad for shippers & compliance solution providers



Time for action



- Situation will not self-correct
- ...more likely to get worse 2020+
- Unacceptable business risk





Trident
Alliance:
enlightened
self-interest

- Single issue shipping network
 - Sulphur specific
 - Committed to fair competition through effective enforcement & transparency
- Strong message
 - Aligned: environment, health & industry

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We are the Trident Alliance





































Industry preferences



- Global industry with a global regulatory
- ⇒ use established IMO instruments
- Mandatory, not voluntary initiative
- Two fuel regime internationally aligned
- Robust & transparent enforcement
- 'Effective, proportionate and dissuasive' penalties





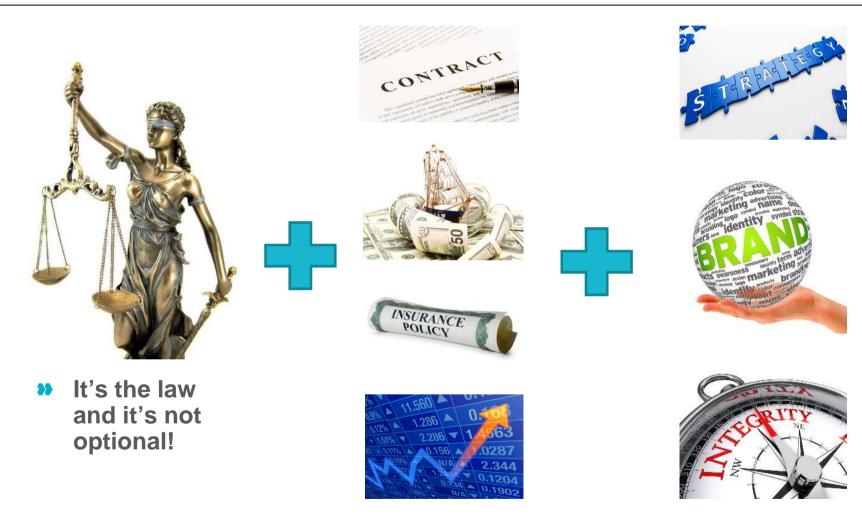
WWL: telling it like it is, taking it where it needs to go





So why comply?



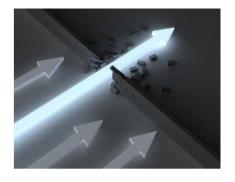


>> We believe these holds true for our customers too



Approach & Initiatives







Communication

- Awareness first step toward a solution
- Enforcement: regular headline issue

Innovation

- Faster, cheaper & more extensive detection
- Satellite control of drones,
- Portable fuel analysis devices

<u>Transparency</u>

- Potential paradigm shift
- Not all regulatory problems need regulatory solution...