

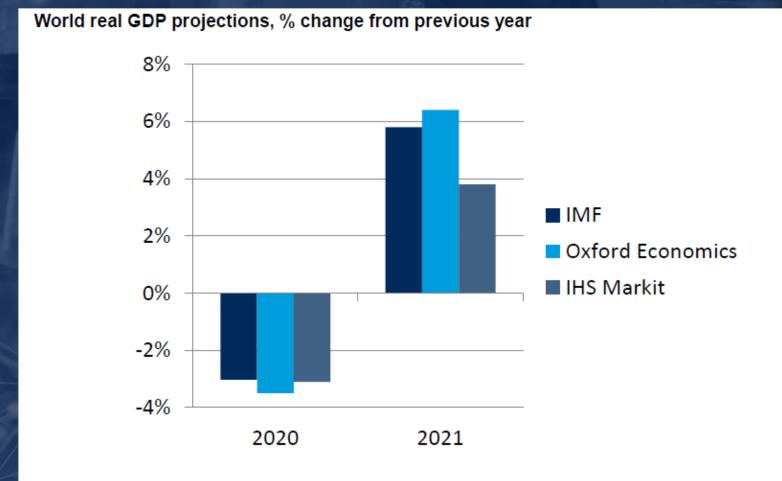
- From today to the day after, full stop in our ordinary lives
- Social distancing, no travelling, ... what a change for MED Culture!!
- We have to adopt different ways of interacting with each other.
- The 2008 financial crisis caused less demand, while COVID-19 affects the supply instead of the demand.
- Normal flow patterns in maritime sector are severely disrupted due to COVID-19.

### COVID-19 GREAT SHOCK!!

## Unexpected situation



### Global container shipping has a decrease of 8-10 % in the volumes transported: blank sailings, ports supporting clients



# aovnoctor

COVID-19

GREAT

SHOCK!!

### Unexpected situation

Source: IMF, Oxford Economics, IHS Markit





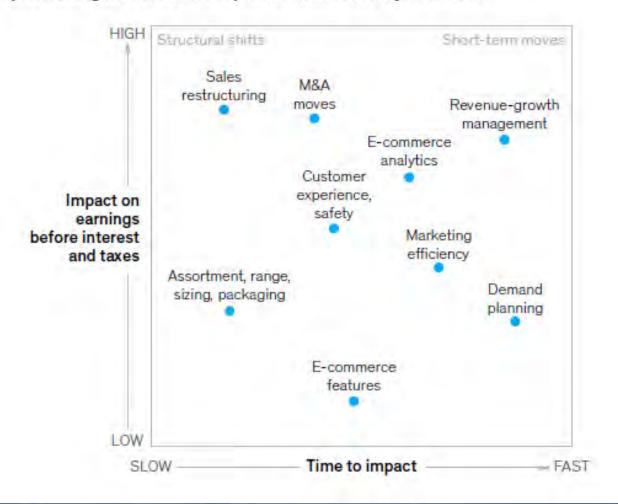
AFTER COVID-19

What else?



#### Recovering revenues is an important element of reimagining the return.

Matrix for prioritizing measures for rapid revenue recovery, illustrative



Source: McKinsey report, may 2020

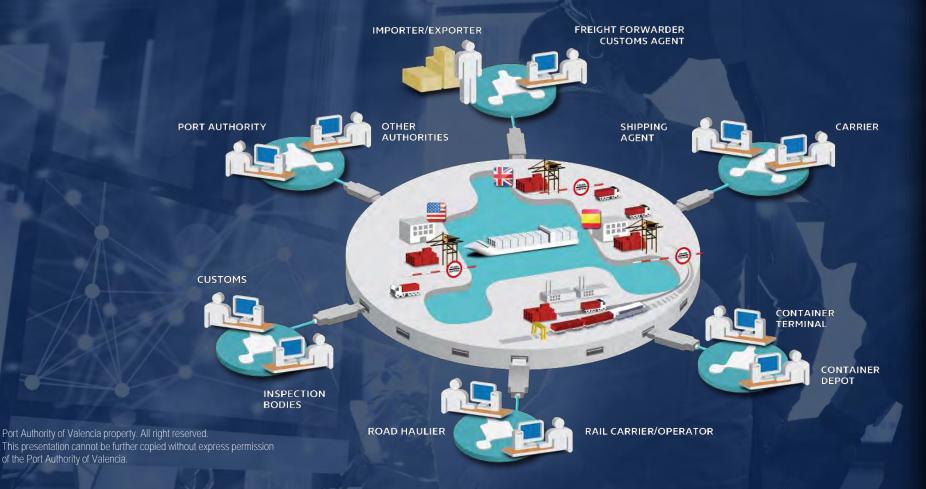
### AFTER COVID-19

What else?



# GOING DIGITAL To improve the efficiency in our services







### valenciaport PCS PORT COMMUNITY SYSTEM

It belongs to the Port Authority of Valencia. It is the e-commerce platform that is used by the Port Community to exchange data and administrative, commercial and operational documents.

One-stop-point for more than 850 companies.



# Possible long term effects on ports and logistics

- Supply and demand will adapt to more domestic production: ports must adapt their business models!
- "Glocalisation": MED ports opportunity!
- Digitalisation: acceleration of development of new technologies
- Current crisis will accelerate the digital transformation and the greening of supply chain.
- Less resistance to change to new methods of working.
- Remote operations of business systems (PCS, SW) is critical for business continuity.

AFTER COVID-19

What else?



