



Indian Ocean as the Gateway to Europe
A Perspective on Developments and Opportunities in the
Intermodal and Cruise Business

by Grant Holmes

175
CELEBRATING
YEARS



INCHCAPE SHIPPING SERVICES Cruise Overview

Inchcape Shipping Services manages the world's largest Port Agency network which is also true for the Cruise Industry.

We operate over 10,000+ Port calls for all major Cruise Lines per calendar year in 850+ Ports (with the support of our valuable Business Partners).

Inchcape enjoys over 10% global market share in the Cruise Industry.



2019

→ Market:

Total global Cruise passengers - 30+ million (Source: Inchcape research)

→ Employment:

117 million active jobs - FT equivalent Employees (Source: CLIA)

→ Output:

\$154.5 Billion USD total output worldwide (Source: CLIA)

→ Wages:

\$50.53 Billion salaries generated (Source: CLIA)

Note: 2019 was the last full year of uninterrupted cruising.

2020

The global COVID-19 pandemic and subsequent pause in commercial cruise ship operations had a devastating impact on the cruise community between mid-March 2020 and the present day.

→ Industry Loss:

\$77 Billion in global economic activity (Source: CLIA)

→ Impact:

518,000 Jobs affected; industry calculation 30 Pax = 1 job (Source: CLIA)

→ Income loss:

\$23 Billion USD in wages (Source: CLIA)

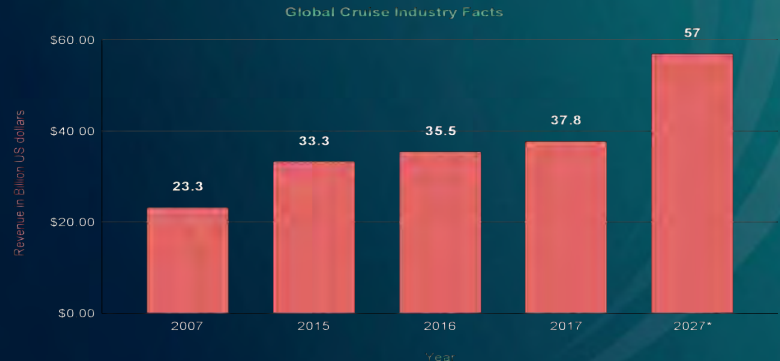
New Builds

2022-2025

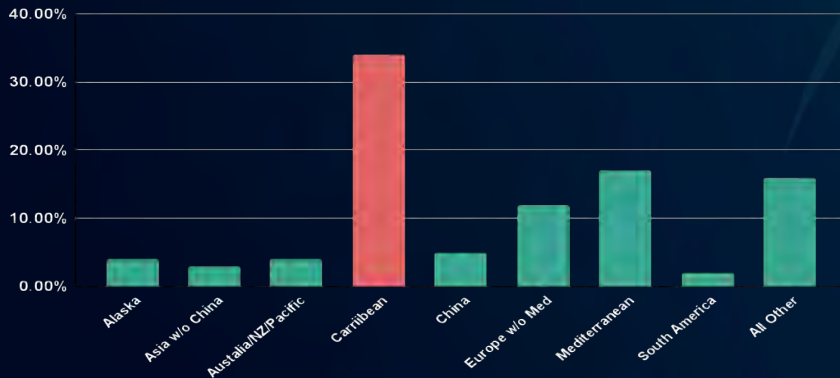


Worldwide Cruise Industry Revenue *CLIA Sourced

2007 (actual) 2027* (forecasted)



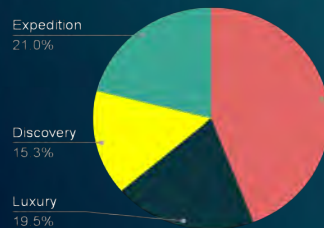
2019 Cruise Line Deployment by Region



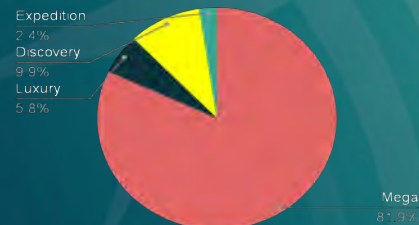
6,000 Superyachts
5 million Yachts



Sector Market Share by Vessels



Sector Market Share Pax / year



2022 Cruise Sector Overview

*Inchcape sourced

Segment	Ships	Cabins	LB Capacity	Pax / year	Crew	Cost to build
Mega	208	262,080	525,447	26,797,818	211,341	\$97,600,715,789
Luxury	92	18,538	37,259	1,900,204	21,287	\$11,542,714,286
Discovery	72	31,361	63,232	3,224,808	25,584	\$7,658,131,765
Expedition	99	7,501	15,296	780,099	4,983	\$1,157,521,348
Grand Total	471	319,480	641,234	32,702,929	263,196	\$117,959,083,188

MEGA



Ship Size	2500 to 6,500 PAX
LOA/Draft	177-362 m / 6.5-9.8 m
Focus	The ship is the destination
USP's	S-O-T-A Facilities
Markets	All encompassing
Examples	RCCL, Carnival, Costa, MSC



LUXURY



Ship Size	60 to max 1,000 PAX
LOA/Draft	39-227 m / 2.2-7.3 m
Focus	5* Personalised service
USP's	Exotic luxury experience
Markets	Elite profile \$1,000 per day
Examples	Silversea, Regent, Ponant



DISCOVERY



Ship Size	500-2500 PAX, smaller/older
LOA/Draft	54-268 m / 3-7.8 m
Focus	Destination is king
USP's	Traditional value cruising
Markets	Mature guests
Examples	Fred Olsen, Celestyal, Marella

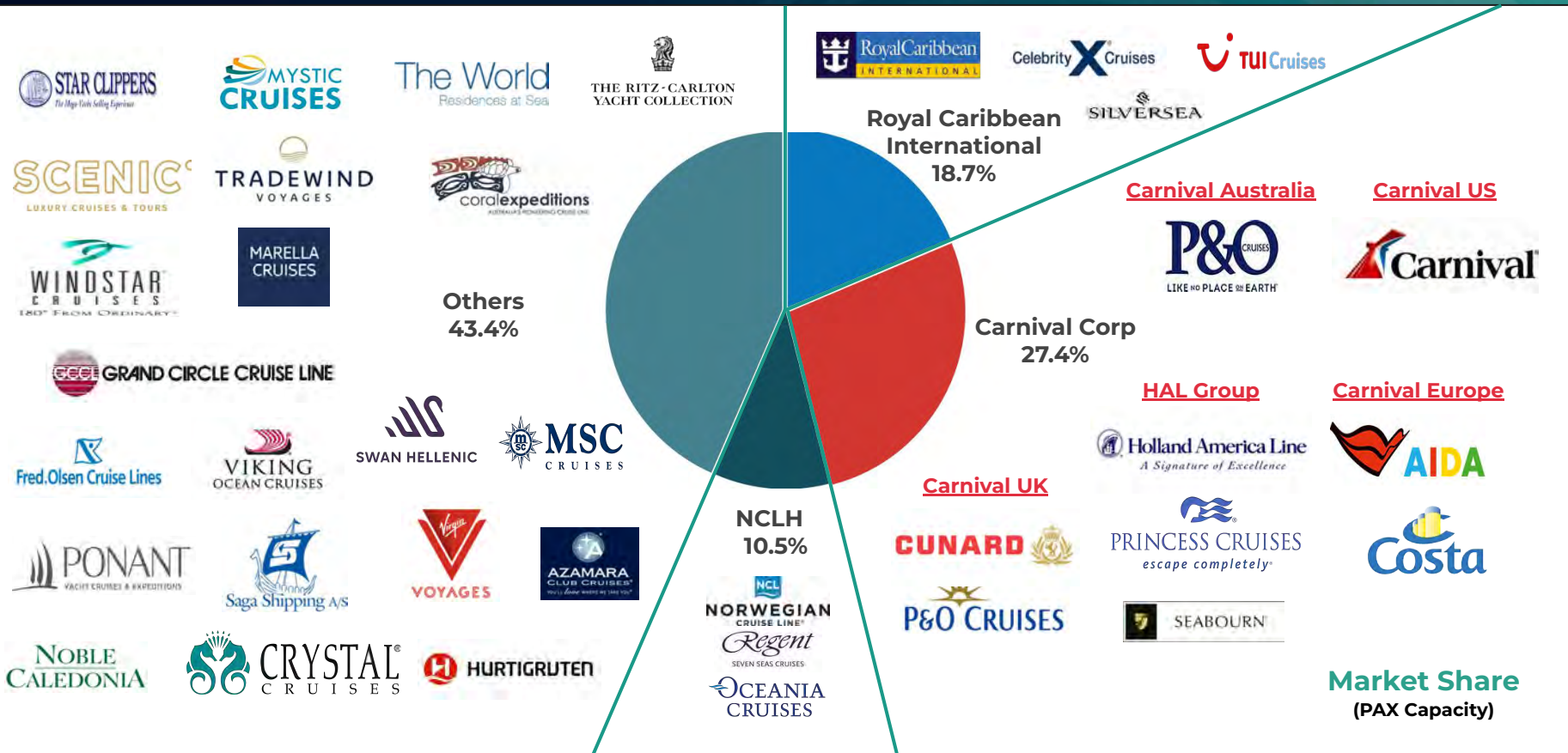


EXPEDITION



Ship Size	300 PAX or less, cozy
LOA/Draft	27-160 m / 3-7.5 m
Focus	Access to remote locations
USP's	Adventure, Nature, Science
Markets	Adventure seekers
Examples	Hurtigruten, Lindblad, Quark





Compelling Facts

- 85%+ of passengers feel Cruising is ideal for sampling destinations they aim to return to
- 50% of Cruisers fully expect to return to the destinations they like for a land based vacation
- Cruisers are not exclusively Cruisers; they are frequent vacationers
- Cruisers take 3 trips each year, with 25% of their total holidays being a cruise
- The Cruise Industry is consistently one of the fastest growing sectors of global Tourism
- The Cruise passenger experience is entirely manageable with proper planning



Instagrammable Moments
Promote the Destination



Total Restoration
Desire to Relax



Achievement Vs Experiences
Pleasant and memorable place



On-board Smart Tech
Improving customer experience



Conscious Travel
Sustainability and Ethics



Access the New Luxury
Remote location and expedition



Gen Z @ Sea
Offer new opportunities



Off Peak Adventures
Thinking outside box



Working Nomads
Remote worker mentality



Women Rule
Critical to pax spending



Going Solo
New trend

Sustainable Cruise Tourism Study Findings

- **Focus:** Quality over quantity
- **Demand:** European Operators
- **365 Strategy:** Year-Round Cruising
- **Economic Impact:** Catalytic Effect
- **Itineraries:** Regional Collaboration
- **Challenges:** Distances, SOPs, Infrastructure
- **Tourism Product:** Development required
- **Marketing:** Surgical, Incentives, Direct
- **Sustainability:** Capacity, Inspections, Season



