

## The ferry shipping industry by the end of this decade: challenges and opportunities

### The market framework

- Fierce competition in many markets (Med, Baltic, North Sea)
- Segment still very fragmented: will the ongoing consolidation process accelerate?
- Will the transnational «migration» of companies continue?

### The tonnage issue

- Ageing fleet in several markets
- What type of tonnage? Passenger or freight-oriented?
- Ro-ro vs ro-pax tonnage

### The regulatory challenges

- IMO vs EU ongoing mandatory requirements (EU ETS, FuelEU, CII, SECA in the Med, etc): what effect on ferry services?
- Decarbonisation: which fuels of the future for ferries? For ro-ro vessels?
- The challenge of the transport of EVs

### Port infrastructure

- Where do we stand?