

IMSF - Göteborg

12 May 2015

Agenda

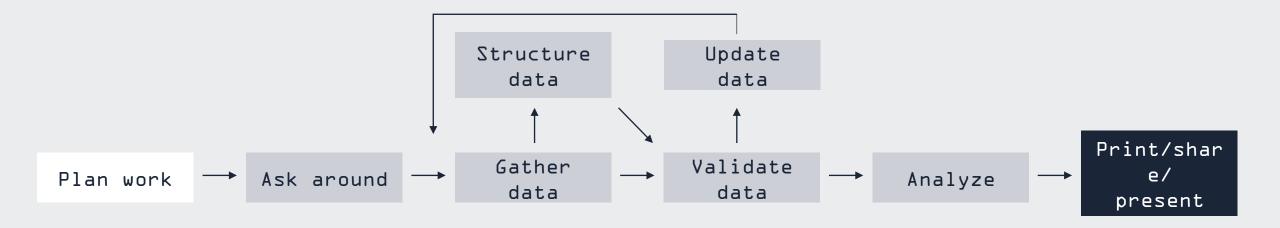
- My background
- Identifying a demand
- Challenges when gathering data

My background

# Persons	Passports	Ethnicities	Countries lived in	Cities I've lived in
1	Swedish Iranian	Swedish (37.5%) Persian (25%) Azari (25%) Finnish (12.5%)	Sweden Norway Netherlands Japan Romania	Göteborg Myggenäs Sand Brattvåg Bergen Ålesund Urasa Rotterdam Tulcea

Identifying a demand

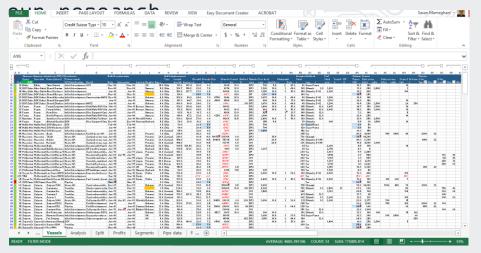
Necessary process for even the most standardized report



 If the requested reports are 'standardized' – the process of aggregating those reports should be too

Gathering data - multiple sources even for the more standardized screenings

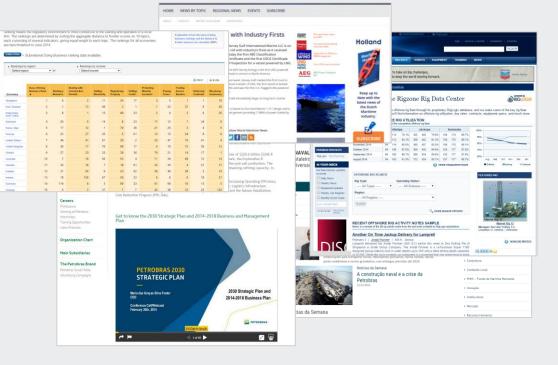
Purchased fleet data, complemented with



Purchased financial data

FILE		· c ^a · ⊧ ME IN		PAGE LAYOUT	FORM		ATA RE			el database y Documen		ACROBAT	Excel							Mamegha	
nue		INVIE INV	SER.I I	AUCDATOUT	FURM	ULAS D	ALA NE	VIEVY V	iew eat	y bocumen	L Creator	ACROBAT							1 Jacob	e mainey to	22.2
aste	Cut	y = nat Painter	Credit Su B I	iisse Type + 1 및 + ⊞ +	0 - A .	· = =	= ∛/·	🐨 Wra		Gener			nditional Fo				armat	AutoSum * Fill * Clear *	Sort & Fin		
	Clipboar	d ra		Font			Ati	gnment		6	Number	19	Sty			Cells		Edit			
G17		- 1 7		fx				50050													
			1 V	Jx																	
				+	+	+	+		236	10	2.40	-	÷	24	(4)				14 - C	10	
	A	в	С	AM	AR	AW	BB	BC	BD	BE	BF	BG	BH	BI	BJ	BK	BL	BM	BN	BO	B
				2008	2009	2010	2011	12Q1	12Q2	12Q3	12Q4	2012	13Q1	13Q2	13Q3	13Q4	2013	14Q1	14Q2	14Q3	
			\$/€ avg	1.469899		1.326864		1.310558	1.281938	1.25		1.273124	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	
			\$/€ spot	1.485234	1.401425	1.31915	1.3752	1.32908	1.269036	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	
			€m	2689	2866.1	2731.7	2972	791.1		1022.768	1099.799						4469.323			1340.849	
(SI			€m	674.6	722.7	574.1	645.1	149.3	188.5				181.5629				910.0917			280.3843	
			€m	523.2	532.6	456.5	497.9	116.2		158.5291	174.1852	594.6143	135.5629	185.2506	194.0703	200.208	715.0917	159.5921	217.7852	227.9443	235
			€m	2854.4	2480.4	2631.7	4097.1	1860.3	1335.8												
		Backlog	e m	3495.9	3053	3110.7	4380.2	5664.6	5963.1												
0	here 7	Revenue	f	4905 553	4648.078	4204 712	5476.5	1458	1404 2	1661.004	1001 775	6305 070	4459	1603.044	1010 100	1761 052	6722 464	1530.9	1002 100	2005.662	1
		Associates		4035.052	4040.070	76.093	103.7	-2.5		34.83352				21,25928				15.9924		25.79528	
(9)		EBITDA in		1097,281	994 091	979,793	948 1	227.9		348.8108				336,6392					361.8872		
		EBIT incl a		886.181	752 277	725.913	640.5	153.2		248 8108				236 2142					254 3688		
		Intake	\$ m	3946.652	4515.078	5097.712	7662.5	1606	1083.3												
		Backlog	\$ m	5779	5646	6352	8538	8686	8285												
		Revenue			3334.286							4873.901		1282.435							
		Associates			39.97489					27.86681			11.95584								
		EBITDA in			713.1084									269.3114		286.5714					
		EBIT incl a	€m €m		539.6438 3238.879			116.8968		199.0487	141.8414	648.5721	149.448	188.9714	239.006	203.1114	780.5368				
					3238.879					0	0										
		Backlog	em	3331.561	4050.143	4101.229	0131.859	0027.712	0402.8/4	0	0										
		Revenue		3863	4341	4486	5075	1223	1295	1356.16	1452.88	5327.04	1369.76		1518.899		5966.285			1716.356	
			f m	709	810	832	9.11	226			260 9686	966.0502	257 / 981	268 2232	280 3714	300 6368	1106 728	290 9728	303.0922	316 8197	
4	·	Analysi	s Spli	Profits	Segmen	nts Pipe	e data 🛛 F	Regions	🕀	1											
DY																	m				+

Endless news articles, company websites, open-source data, etc.



Calling people who might have information



What the future must look like



Data gathering challenges

Gathering data

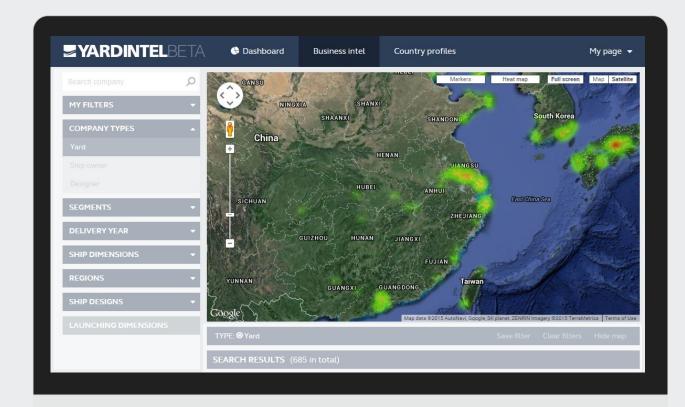
• Finding exact coordinates of shipyards





Why exact coordinates?

- Heat maps (on deliveries and order book)
- Check yard facilities
- ++
- ++





Example satellite images

• Manipulated or poor overlap

Kazakhstan



Philippines





Building schedules

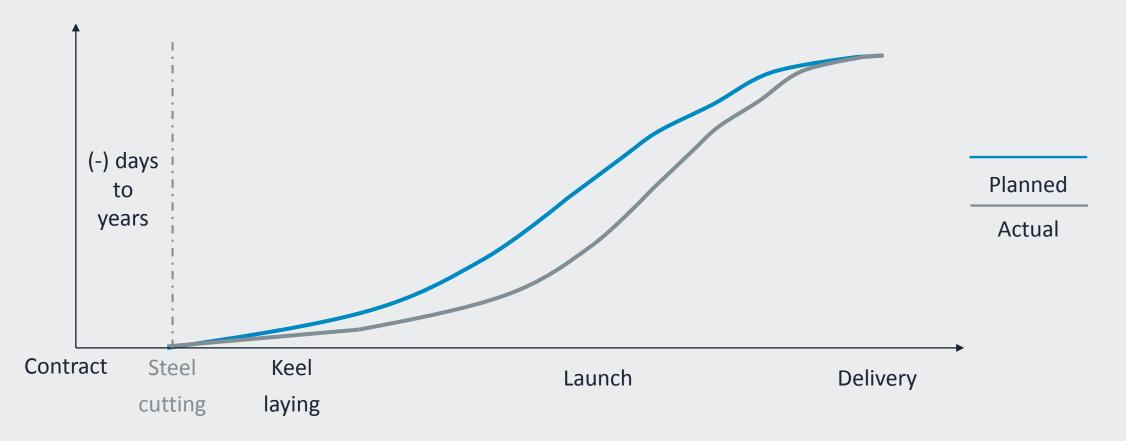
• Missing one critical milestone: When productions starts

BUILDING SCHEDULE -

				Co	ntract to	keel laid	К	eel laid to	Launch to delivery Other						
Customer	Ship type	LOA	DWT	Q3 '14	Q4	Q1 '15	Q2	Q3	Q4	Q1 '16	Q2	Q3	Q4	Q1 '17	Q2
Moller-Maersk A/S	Container Ship (Fully Cellular)	399.0	196,000												
Moller-Maersk A/S	Container Ship (Fully Cellular)	399.0	196,000												
Songa Offshore Endurance Ltd	Drilling Rig, semi Submersible	116.0	-												
Maran Gas Maritime Inc	LNG Tanker	294.2	89,000												
Petronas Floating LNG 1 L Ltd	Gas Processing Vessel	365.0	85,000												
Hamburg Sudamerikanische	Container Ship (Fully Cellular)	331.0	121,900												
Bank of Communications/Hanyuen	Container Ship (Fully Cellular)	395.4	199,000												
Songa Offshore Encourage Ltd	Drilling Rig, semi Submersible	116.0	-												

Building schedules

- Automating data gathering using crawlers and some AI (more A than I)
- Using it for estimating steel cutting dates for new orders



Building schedules

- Automating data gathering using crawlers and some AI (more A than I)
- The positive:
 - Steel cutting starts with a grand ceremony, which is often declared to the world
- The negative:
 - Steel cutting often starts for the sake of cash flow, not actual production

Making insight simple

YARD INTEL