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While transport services require physical delivery, digitalization is transforming the sector along the transport supply chain:

- Vehicle/ship design;
- Infrastructure: road, bridges, tunnels, rail, ports, terminals;
- Transport operation (e.g. capacity allocation, cargo management, shipment tracking and tracing, customer services, etc.)
- Intermediary services;
- Supporting services: warehousing, monitoring and inspection;
- Maintenance and repair of transport equipment;
- Information and documents transmission among multi-players (shippers, shipping lines, port authority, the Customs, terminal operators, etc.)

Higher level of automation;

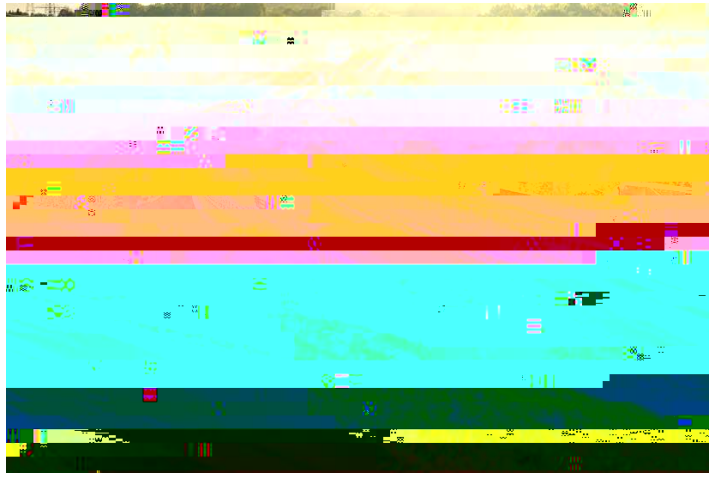
Better and broader connectivity;

Main digital technologies and solutions: Internet of Things, cloud computing, big data analytics, automation and robotics, artificial intelligence;

Digital platforms become a new business model, which enable innovative transport services or more efficient supply of services and increase tradability of services;

Data-driven approach become dominant for both businesses and regulators;

Digital synergies between transport/logistics services and other service sectors: digital transformation of transport and logistics services relies on the support of other services, but also boosts the latter's advances, such as: telecom, CRS, construction and engineering, energy, environment, and other business services.



Higher levels of automation: platooning, autonomous vehicles

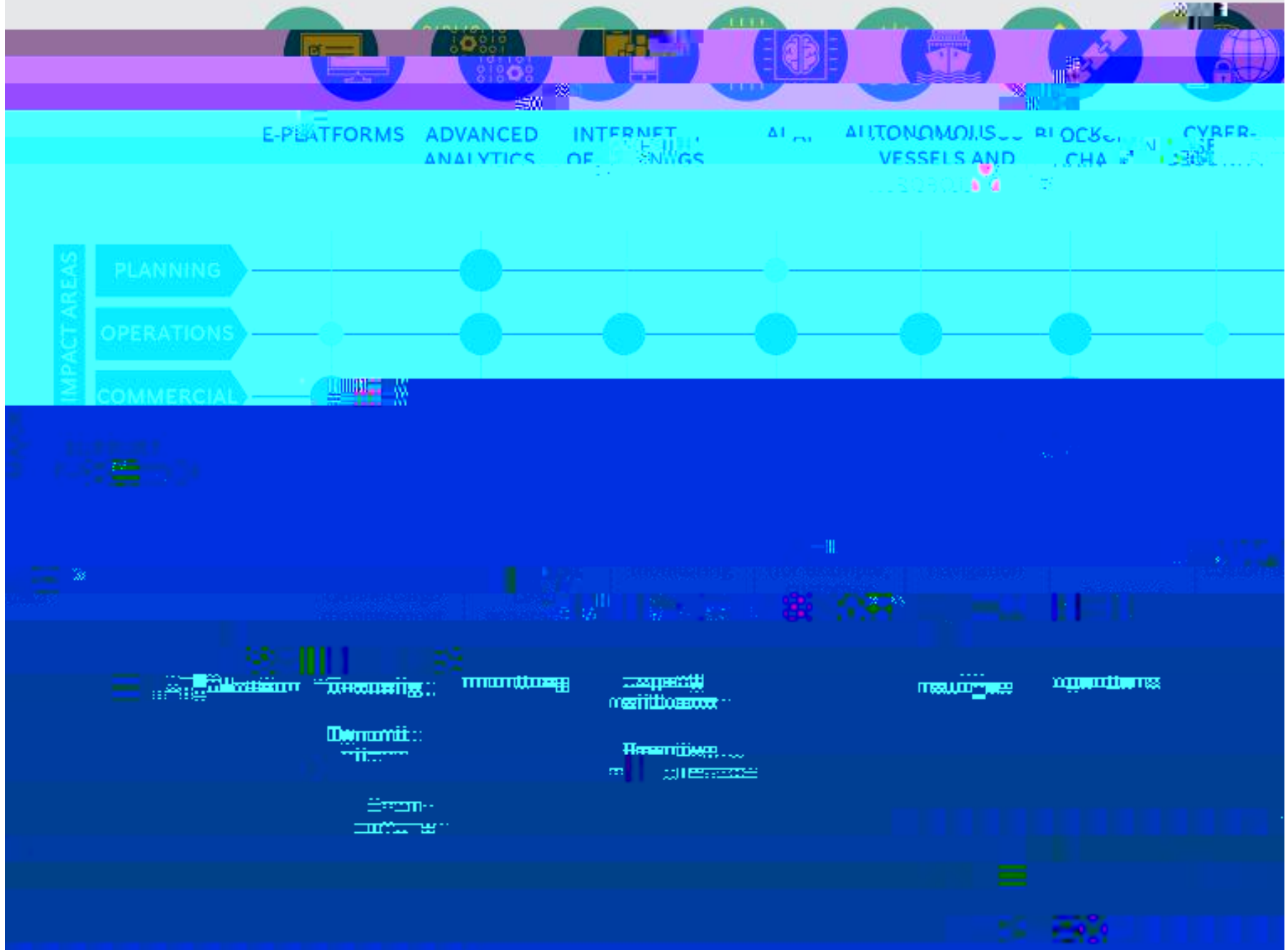
Intelligent Transport System (ITS): wide deployment of road-side and in-vehicle sensors combined with Big Data analytics allows real-time and fine-grained tracking so as to enable better management of vehicles and loads.

Digital freight brokerage services: Load-matching platforms, e.g. Uber freight

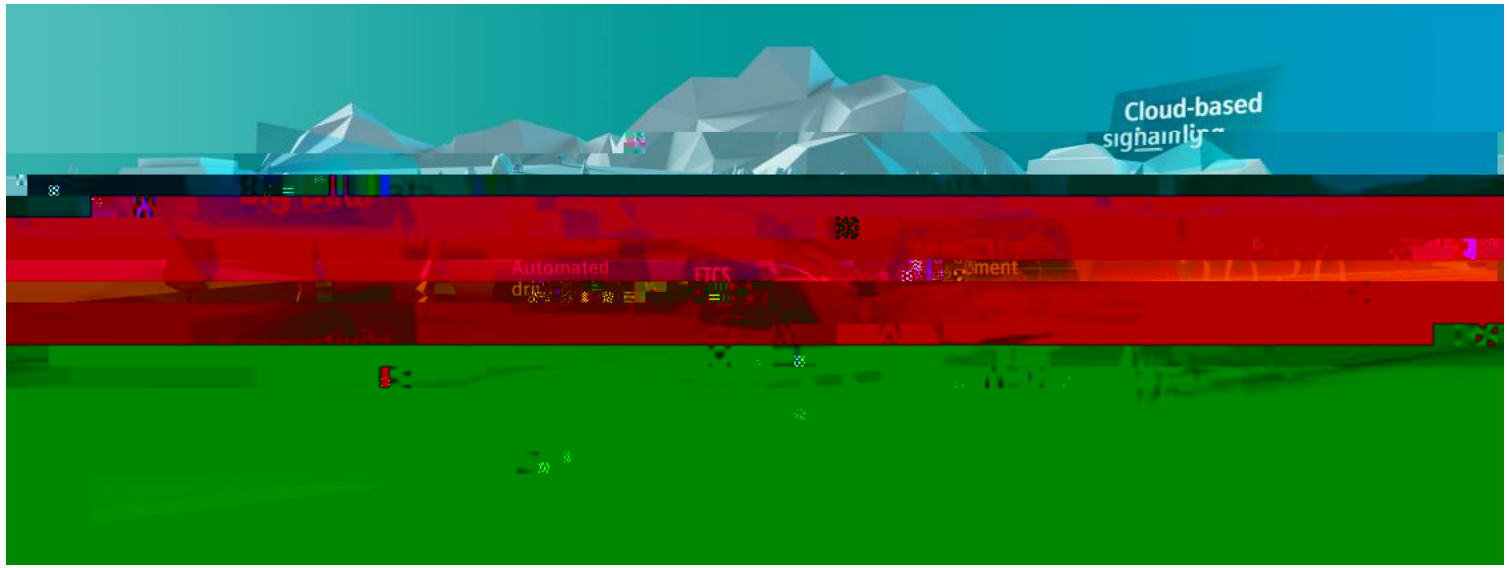

Active Loads

- Online booking and online cargo management
- Tracking and tracing of shipments
- Routs optimization
- Autonomous vessels

## EXHIBIT 2 | Seven Digital Trends Will Transform Container Shipping



- Autonomous trains
- Signalling and traffic management
- Digital train control
- Digital platforms for predictive maintenance and reparation
- E-ticketing

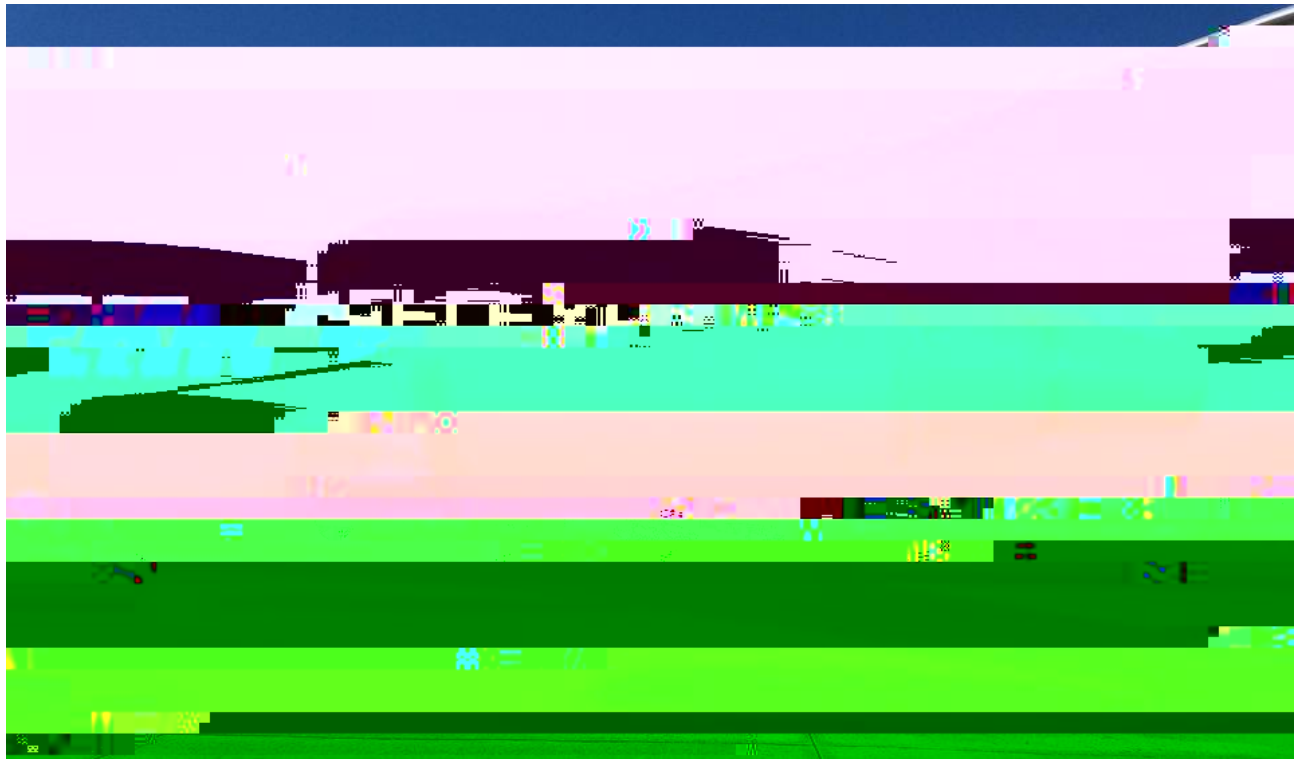


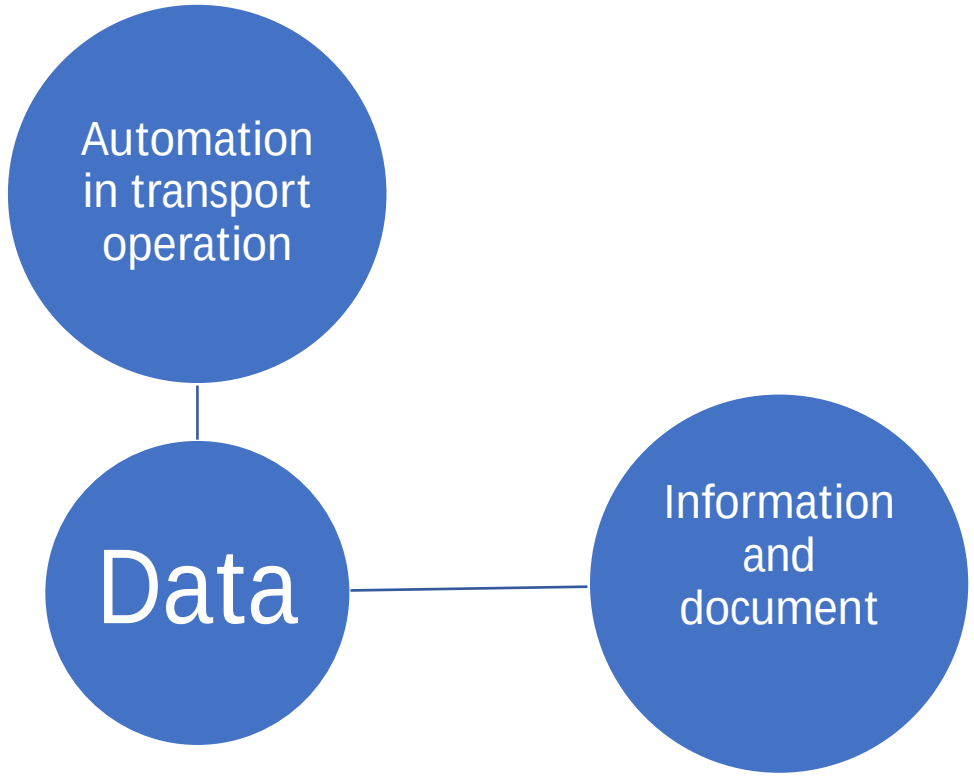
- Digital technologies (e.g. AI, IoT, automation, Big Data Analytics, etc.) provides possibility to address chronical urban transport problems, e.g. traffic jams; lack of choice for consumers; inefficient utilization of vehicles and space; pollution; etc.
  - Data collection and data analytics help better identify causes of problems and find solutions;
  - Data-driven new public transport services: e.g. Via Van, US-German joint venture, on-demand, dynamic, d


shippo
easypost


Units Hoverstick G2
Freight Spend






Automation in transport operation
Data
Information and document

Data is crucial not only for the operation of business, but also for governance and policy-making in the age of digitalization;

Some other issues also become prominent: interoperability between different systems, harmonization of individual digitalization initiatives, standardization, safety, cybersecurity, etc.

Synergies with other sectors require a holistic digital strategy to build a supportive ecosystem;

Disruptive effects of digitalization on incumbent services and service suppliers require balancing policies and regulations;

Policies and regulatory framework should foster innovations which are not only sources of competitiveness, but also beneficial to public good.