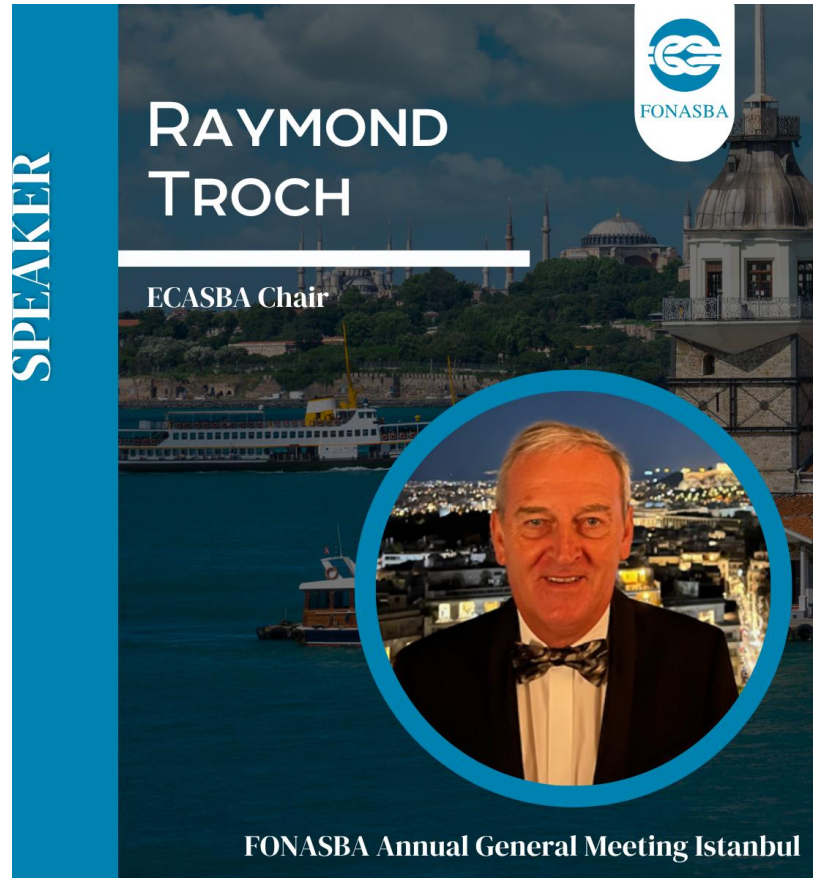




Annual General Meeting

Istanbul, October 2025





ECASBA MATTERS





Welcome & Introduction



Topic

- Geopolitical threats involving non-EU hardware/software dependencies, EU military logistics, resilience of port and harbor communities, digital environments, and cybersecurity.





Three Elephants — Disruptive Forces

- 1. China's dual role — Trade partner and threat to economic security. Non-EU hardware/software dependencies - external pressures that can risk digital sovereignty and expose vulnerabilities in critical systems. China's "Belt and Road" initiative is expanding worldwide and increasing Chinese investment and leverage in ports. China is "hoovering" up data.



Three Elephants – Disruptive Forces

- 2. Russia opting for aggressive strategies to destabilize the West. Escalation of hybrid threats, cyberattacks and sabotage activities. Russian hackers attempting to sabotage operations on the computers of public institutions. Russian surveillance ships systematically sail through the western maritime region



Three Elephants – Disruptive Forces

- USA tariff reforms in 2025 caused major changes in freight markets. Increased costs, extended customs clearance and supply chain bottlenecks. Latter can lead to measures from other countries and further escalating international trade tension and disrupting global chains. Recent information about increase in port fees by the US Customs and Border Protection is another example.



The EU as the Porcelain Shop

Together, these elephants illustrate the scale and weight of today's geopolitical challenges.

The European Union, and perhaps also other continents/countries, represents the porcelain shop — a space of shared prosperity and delicate interdependence.

Yet, it faces growing risks from external shocks, technological dependencies, and hybrid threats that could threaten stability.



Key Note for Discussion

How to strengthen resilience:

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- Protecting critical infrastructures
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- Securing supply chains
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- Ensuring military, digital, and civilian systems withstand both visible and invisible disruptions

Additional Question

- How can we as a Federation of shipping agents and broker be resilient?
- How can we protect our activities and our employees?





Introduction of the Panel

Mr. Nico De Cauwer – Secretary
General of IPCSA (International Port
Community Systems Association)



Mr. Metin Duzgit – International
Chamber of Shipping

Mr. Alan Aleksandrowicz - Port of
Gdansk Authority

Open discussion

Q & A

