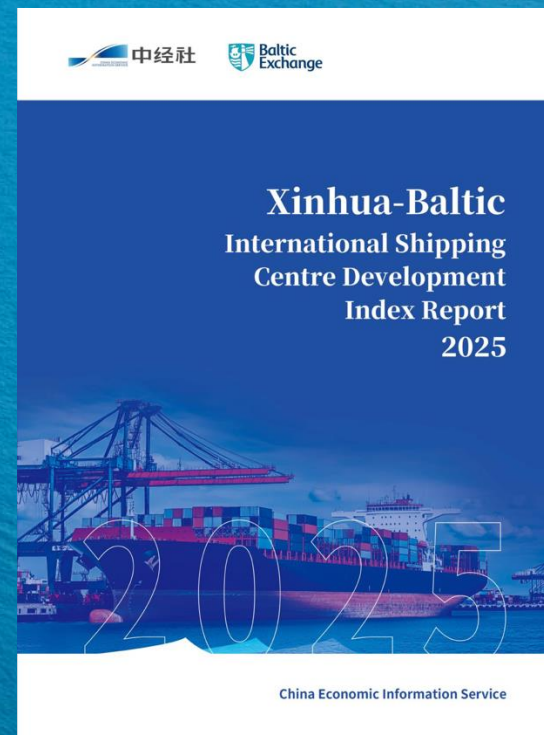


What Have The World`s Leading Shipping Centres Got Right?

4th Dec 2025



Insights from
The Xinhua–Baltic
International Shipping
Centre Development Index

contents

About Xinhua-Baltic ISCDI

01

What Have the World`s Leading International Shipping Centres Got Right?

02

What Do These Lessons Mean for the Next Generation of International Shipping Centres?

03

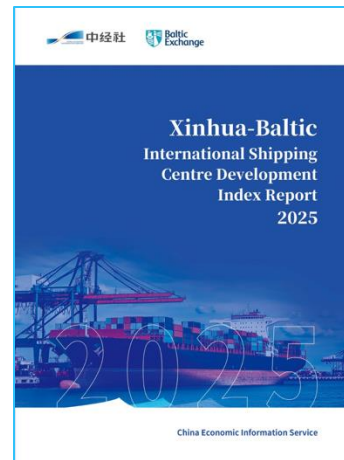
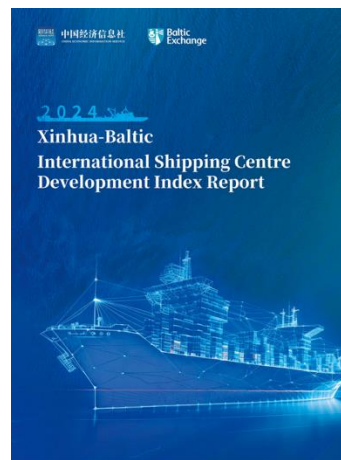
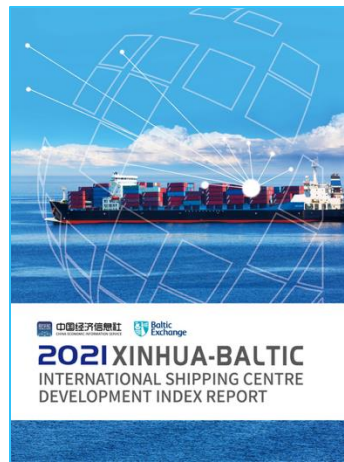
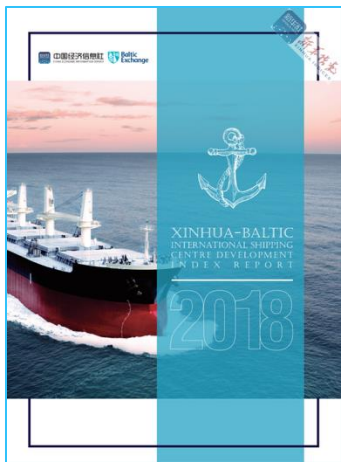
01

About

Xinhua-Baltic ISCDI



Xinhua-Baltic International Shipping Centre Development Index



Starting in
2012



First Launched in
2014

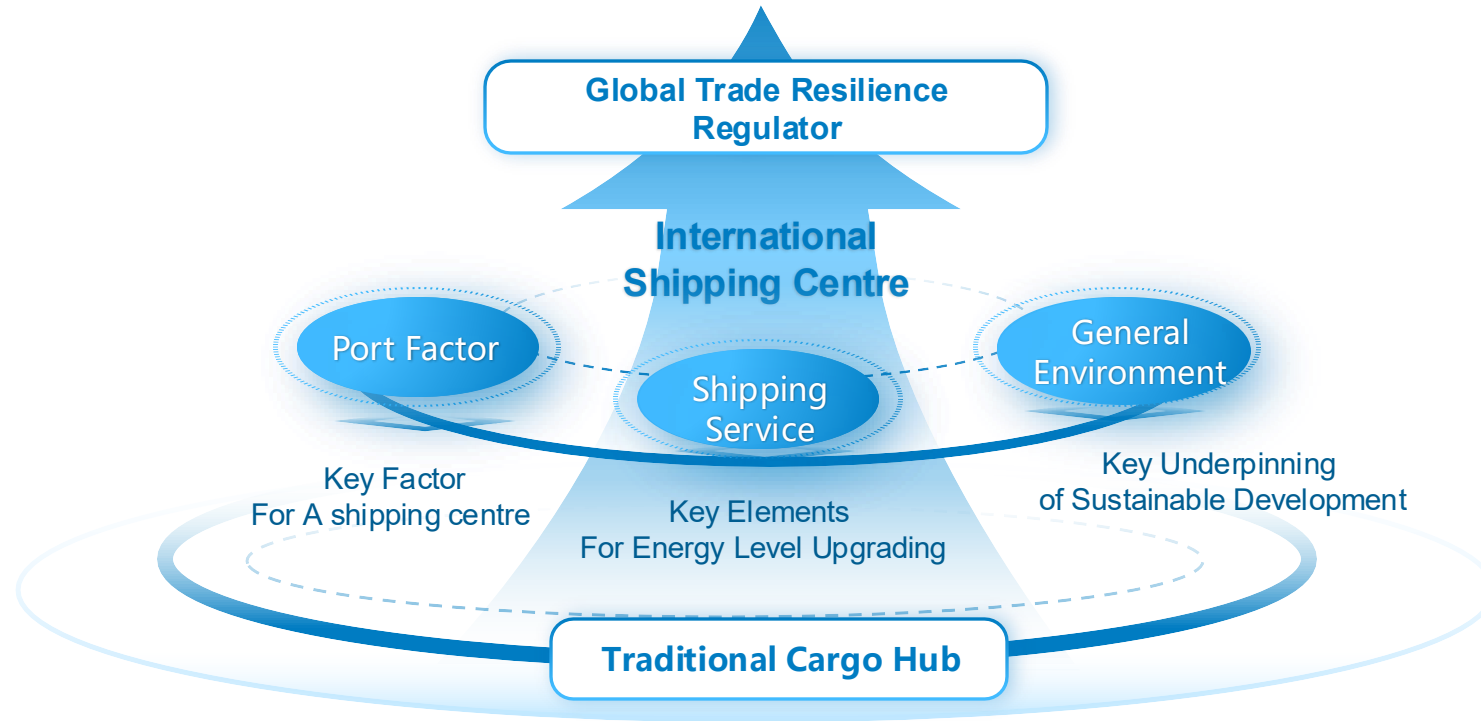


Latest Launched in
2025



Total Editions
12

What is an international shipping centre?



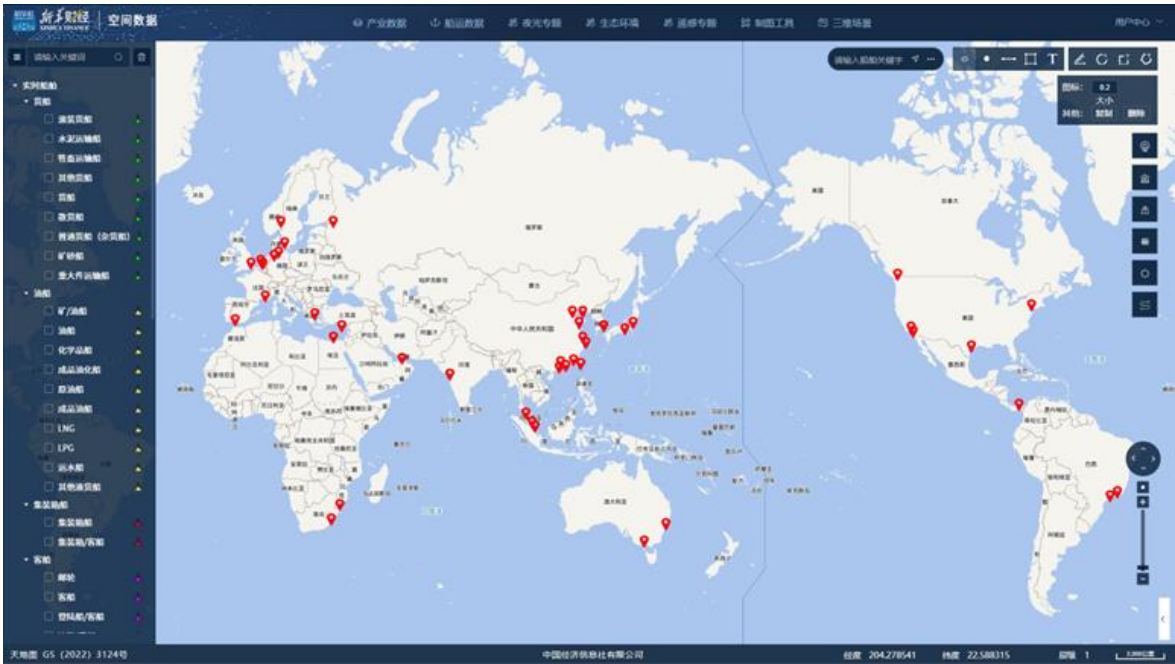
A major port city that allocates global shipping resources, founded upon high-quality port infrastructure, a well-developed logistics system and a strategically vital geographical location, and driven by a highly sophisticated maritime services sector.

About Xinhua-Baltic ISCDI

Evaluation Index System

Primary dimension	Weight	Indicator
Port Factors (A1)	0.2	Container throughput (B ¹)
		Dry bulk cargo throughput (B ²)
		Liquid bulk cargo throughput (B ³)
		Number of cranes (B ⁴)
		Total length of container berths (B ⁵)
		Port draught (B ⁶)
Shipping Services (A2)	0.5	Ship brokerage services (B ⁷)
		Ship engineering services (B ⁸)
		Shipping business services (B ⁹)
		Maritime legal services (B ¹⁰)
		Shipping finance services (B ¹¹)
General Environment (A3)	0.3	Government transparency (B ¹²)
		Extent of e-government and administration (B ¹³)
		Customs tariff (B ¹⁴)
		Ease of doing business index (B ¹⁵)
		Logistics performance index (B ¹⁶)

Sample Cities



Overall rankings of last 10 years

NO.	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
1	Singapore	Singapore	Singapore	Singapore	Singapore	Singapore	Singapore	Singapore	Singapore	Singapore
2	London	London	Hong Kong	Hong Kong	London	London	London	London	London	London
3	Hong Kong	Hong Kong	London	London	Shang Hai	Shang Hai	Shang Hai	Shang Hai	Shang Hai	Shang Hai
4	Hamburg	Hamburg	Shang Hai	Shang Hai	Hong Kong	Hong Kong	Hong Kong	Hong Kong	Hong Kong	Hong Kong
5	Rotterdam	Shang Hai	Dubai	Dubai	Dubai	Dubai	Dubai	Dubai	Dubai	Dubai
6	Shang Hai	Dubai	Rotterdam	Rotterdam	Rotterdam	Rotterdam	Rotterdam	Rotterdam	Rotterdam	Rotterdam
7	New York/New Jersey	New York/New Jersey	Hamburg	Hamburg	Hamburg	Hamburg	Hamburg	Hamburg	Athens/Piraeus	Ningbo-Zhoushan
8	Dubai	Rotterdam	New York/New Jersey	New York/New Jersey	Athens/Piraeus	Athens/Piraeus	New York/New Jersey	Athens/Piraeus	Ningbo-Zhoushan	Athens/Piraeus
9	Tokyo	Tokyo	Tokyo	Houston	New York/New Jersey	New York/New Jersey	Athens/Piraeus	Ningbo-Zhoushan	Hamburg	Hamburg
10	Athens/Piraeus	Athens/Piraeus	Busan	Athens/Piraeus	Tokyo	Ningbo-Zhoushan	Ningbo-Zhoushan	New York/New Jersey	New York/New Jersey	New York/New Jersey
11	Antwerp	Houston	Athens/Piraeus	Tokyo	Ningbo-Zhoushan	Tokyo	Tokyo	Houston	Houston	Houston
12	Busan	Antwerp	Houston	Busan	Houston	Houston	Houston	Tokyo	Tokyo	Guangzhou
13	Houston	Los Angeles	Antwerp	Ningbo-Zhoushan	Guangzhou	Guangzhou	Guangzhou	Guangzhou	Guangzhou	Qingdao
14	Los Angeles	Busan	Ningbo-Zhoushan	Los Angeles	Busan	Antwerp	Antwerp	Busan	Busan	Tokyo
15	Vancouver	Vancouver	Los Angeles	Antwerp	Qingdao	Qingdao	Qingdao	Qingdao	Qingdao	Busan
16	Oslo	Oslo	Oslo	Guangzhou	Antwerp	Busan	Busan	Antwerp-Bruges	Antwerp-Bruges	Antwerp-Bruges
17	Melbourne	Melbourne	Melbourne	Qingdao	Los Angeles	Shenzhen	Shenzhen	Shenzhen	Shenzhen	Shenzhen
18	Bremerhaven	Ningbo-Zhoushan	Guangzhou	Melbourne	Shenzhen	Los Angeles	Copenhagen	Oslo	Oslo	Tianjin
19	Ningbo-Zhoushan	Qingdao	Qingdao	Vancouver	Copenhagen	Copenhagen	Los Angeles	Melbourne	Tianjin	Los Angeles
20	Marseille	Bremerhaven	Vancouver	Dalian	Tianjin	Tianjin	Melbourne	Los Angeles	Melbourne	Vancouver

02

What Have the World's Leading International Shipping Centres Got Right?

Research of Xinhua Indices Institute

- Xinhua–Baltic International Shipping Centre Development Index
- Global Port Cluster Development Index
- Global Port Systemic Importance Evaluation Index
- Global Maritime Logistics Corridor Development Index



What Have the World's Leading International Shipping Centres Got Right?

Five essential success factors

- 1 A Clear and Enduring Strategic Vision**
- 2 Strong Trade Foundations and Economic Connectivity**
- 3 Modern, Coherent and Efficient Port Governance**
- 4 Building a Comprehensive Maritime Services Ecosystem**
- 5 Leadership in Innovation, Technology and Sustainability**

A Clear and Enduring Strategic Vision

Singapore



Policies have been consistent and clearly defined over the past 60 years.

London



A century-long continuity in commercial law, insurance, and arbitration.

Shanghai



A strong and enduring national strategy driving from an emerging economy

Policy certainty is a competitive asset.

Strong Trade Foundations and Economic Connectivity

Rotterdam



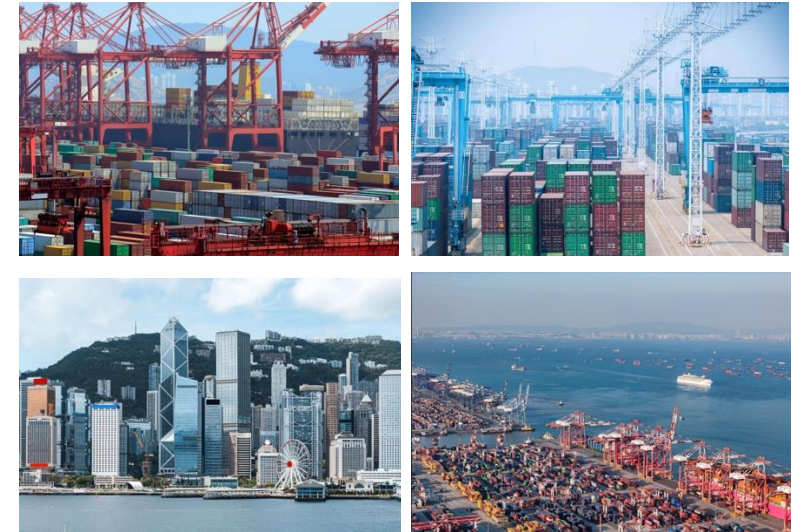
Its strength lies in a vast European hinterland that feeds large, reliable cargo volumes through highly efficient road, rail and waterway links.

Hamburg



Its competitiveness comes from a strong industrial hinterland that provides deep inland connections and stable, high-value cargo flows.

Major Cities in China



Their advantage comes from the world's largest manufacturing hinterland, which supplies massive, stable cargo flows supported by dense national logistics networks.

A strong hinterland creates scale, and scale creates competitiveness.

Modern, Coherent and Efficient Port Governance

Rotterdam



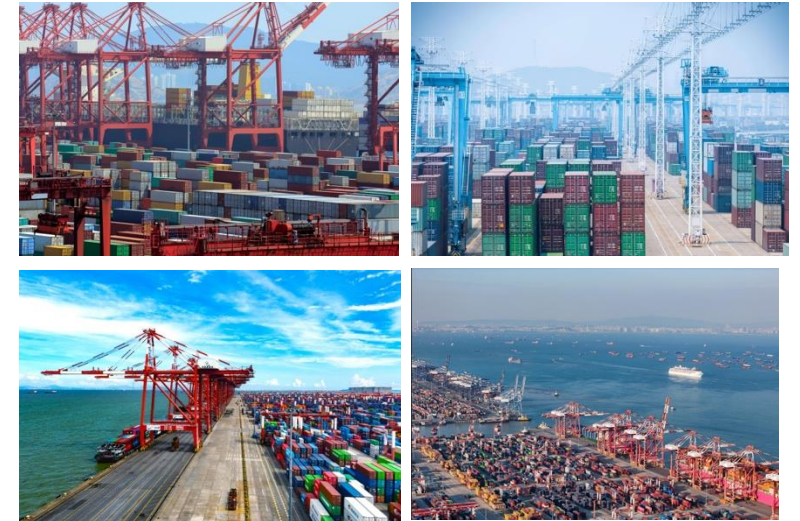
Rotterdam exemplifies the “landlord port” model, which combines public oversight with commercial efficiency.

Singapore



Singapore transformed its port operations through corporatisation, enabling it to plan and invest with greater agility.

Major Ports in China



Port group reform and coordinated consolidation have become powerful tools for strengthening the competitiveness of China’s coastal ports.

Strong governance turns physical infrastructure into economic advantage.

Port clusters are playing a more important role.

China`s Provincial Port Groups



Tokyo Bay



Integrating ports reshape the competitive landscape of global shipping centres

Building a Comprehensive Maritime Services Ecosystem

- Maritime law and arbitration,
- Insurance and reinsurance,
- Finance, leasing and brokerage,
- Ship management and crewing,
- Bunkering and technical services,
- Maritime information and analytics.



If terminals move cargo, maritime services move value.

Leadership in Innovation, Technology and Sustainability

Automation



Sustainability



Digitalisation



They do not react to the future—they anticipate and build it.

03

What Do These Lessons Mean for the Next Generation of International Shipping Centres?

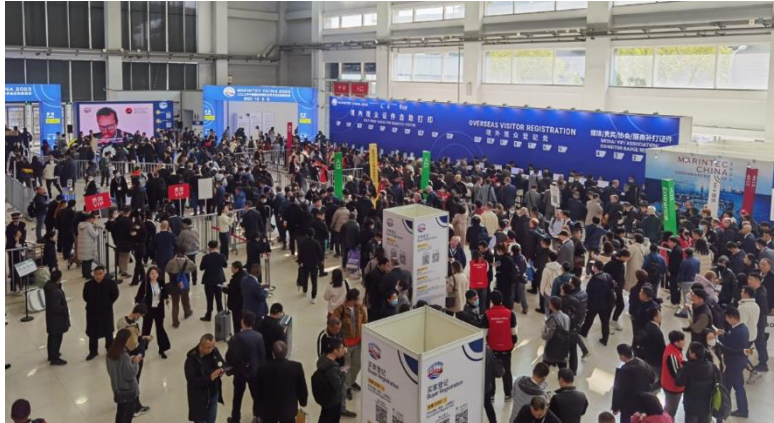


Five essential questions

- Do we have a stable, long-term vision that provides certainty to investors and industry?
- Are we deeply connected to major global or regional trade corridors?
- Are our port governance structures modern, coherent and efficient?
- Can we cultivate high-value maritime services that move beyond basic logistics?
- Are we prepared for a digital and green transformation of the global maritime system?

**A city that delivers on all 5 critical factors
will lead the future of global shipping.**

What's happening now?



Marintec China 2025

The world's largest maritime exhibition.



World Maritime

Marchants Forum 2025

Steering sustainability through changes



On December 2, the annual container throughput of the **Ningbo-Zhoushan Port** surpassed **40 million TEUs** for the first time.

Closing note:

As global supply chains continue to transform, it is those who understand—and act upon—these lessons who will rise as the next great leading international shipping centres.

THE END

