

# PANAMA, MARITIME AND LOGISTICS HUB

# A TREASURE IN CENTRAL AMERICA

PATRICIO JUNIOR – TERMINAL INVESTMENT DIRECTOR (TiI)





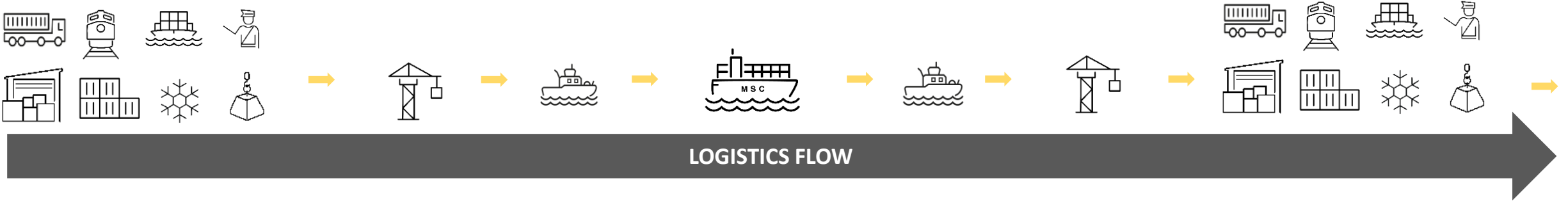
**Mr. Diego Aponte**  
Group President

**Capt. Gianluigi Aponte**  
Group Chairman

**Mrs. Alexa Aponte Vago**  
Group Chief Financial Officer

# MSC CARGO DIVISION

AN integrated business model



INLAND TRANSPORTATION  
AND LOGISTICS

**MEDLOG**  
Transport & Logistics

PORT  
TERMINALS

**TiL**

TOWAGE  
SERVICES

**m  
TUG**

SHIPPING  
LINE

**m  
SC**

TOWAGE  
SERVICES

**m  
TUG**

PORT  
TERMINALS

**TiL**

INLAND TRANSPORTATION  
AND LOGISTICS

**MEDLOG**  
Transport & Logistics

# PRESENCE IN THE WORLD'S MAIN PORTS

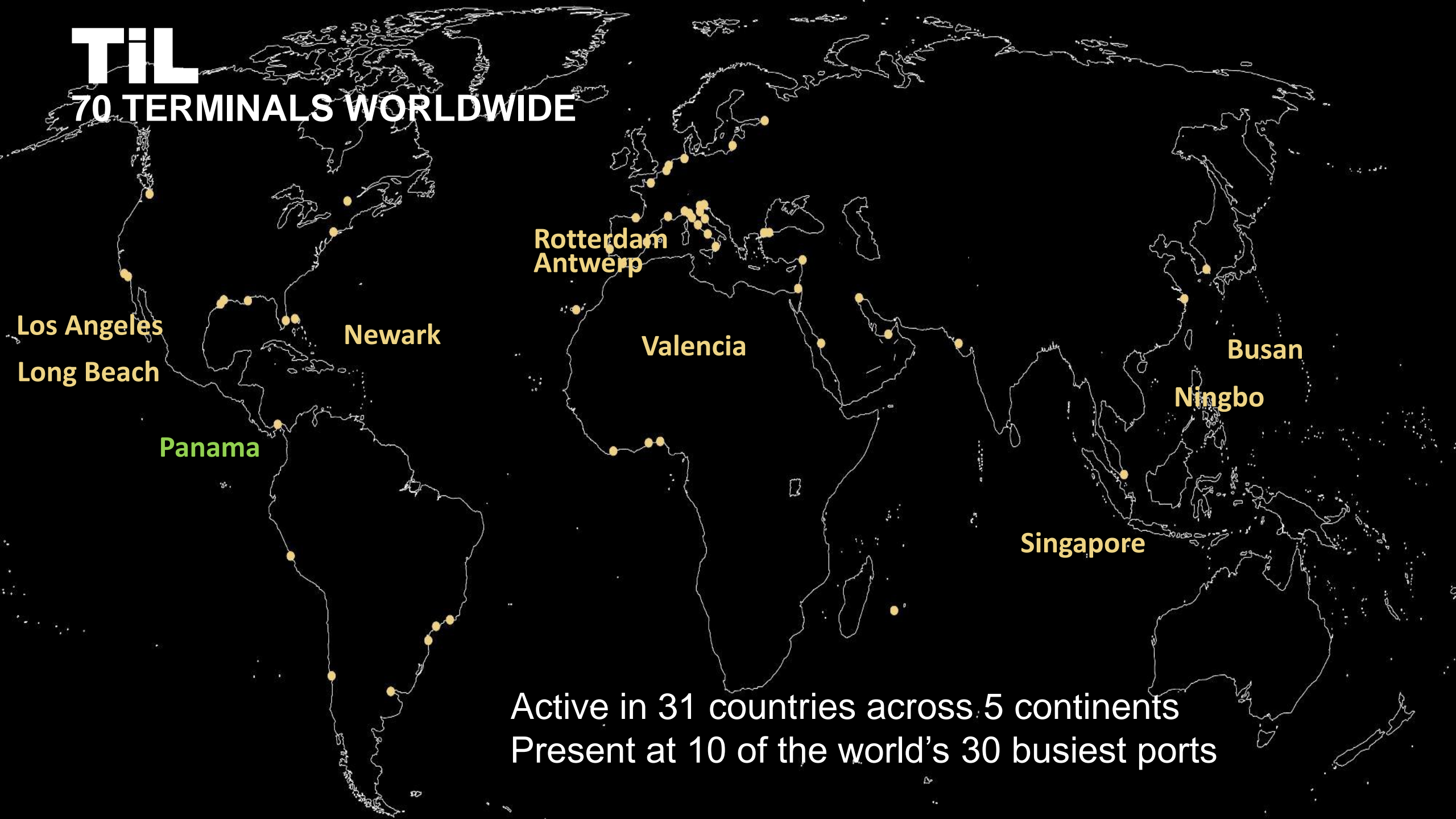


- **Til's terminals (#39)**
- **Til's Greenfield terminals (#2)**
- **MSC's terminals (#11):  
Top 25 Terminals worldwide**
- Naples (Italy)
- Civitavecchia (Italy)
- La Spezia (Italy)
- Ravenna (Italy)
- Ancona (Italy)
- Livorno (Italy)
- Roma (Italy)
- Bilbao (Spain)
- Tangiers (Morocco)
- Lagos (Nigeria)
- Valparaiso (Chile)



# TIL

## 70 TERMINALS WORLDWIDE



Los Angeles  
Long Beach

Newark

Panama

Rotterdam  
Antwerp

Valencia

Singapore

Busan  
Ningbo

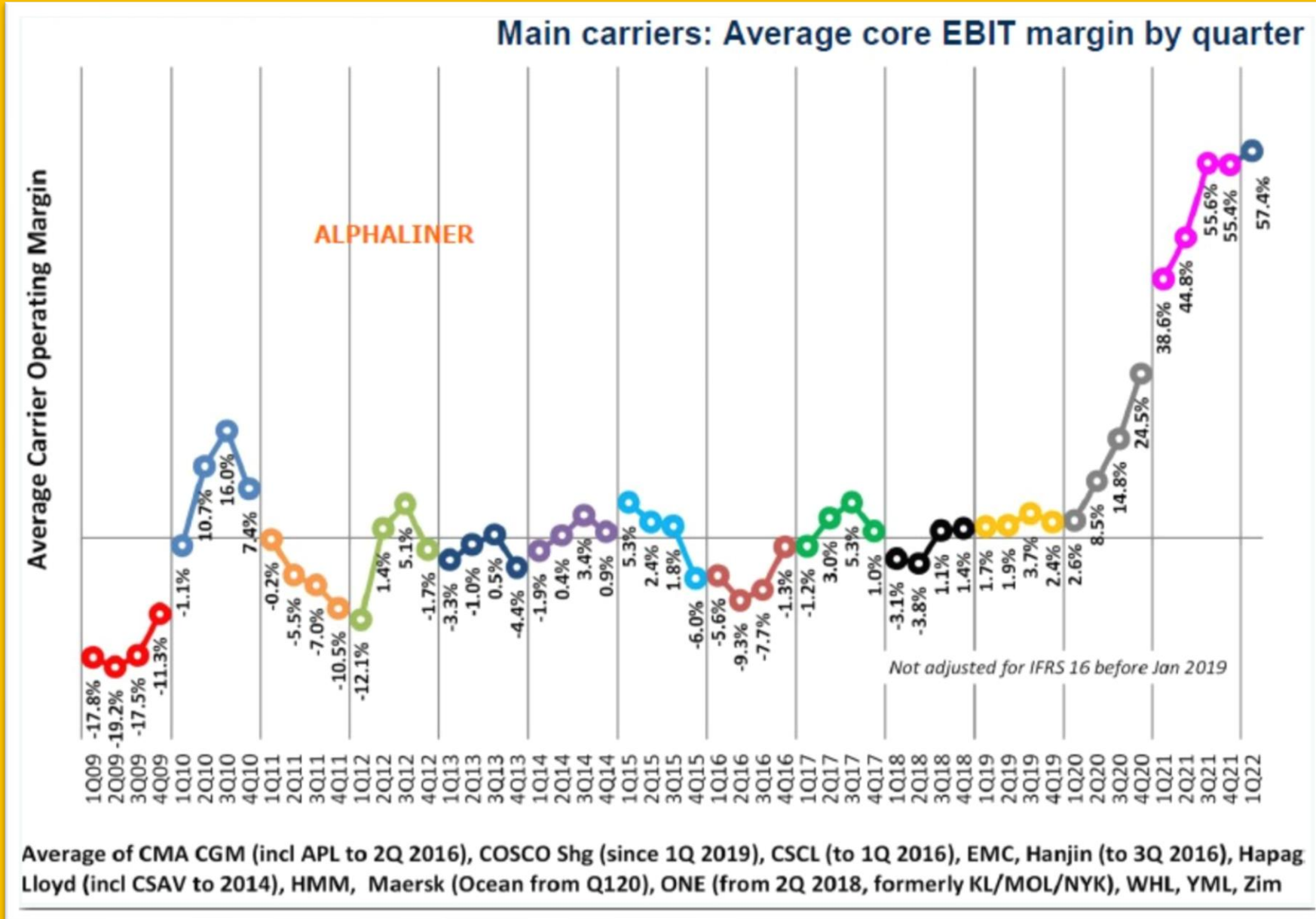
Active in 31 countries across 5 continents  
Present at 10 of the world's 30 busiest ports



**TIL ON THE PACIFIC SIDE  
JV WITH PSA AT PSA PANAMA**

NYK LINE  
NY 88 NYK NEBULA  
MGW 2100KG 46300LBS  
TARE 2040KG 4500LBS  
NYK NEBULA SECU 201388

# Avg Carrier Operational Margin last few years



Press releases

# A.P. Moller - Maersk to acquire Pilot Freight Services, adding big and bulky first, middle and last mile logistics to its landside transportation offerings

09 February 2022

## CMA CGM acquires 89% stake in CEVA Logistics



**Will Waters** | Sexta-feira, 15 Março 2019  
 French container shipping group builds on its existing 50.6% controlling interest in its 3PL partner, gaining additional 38.9% shareholding via CHF30 per share tender offer

SHARE

Global container shipping group CMA CGM has acquired a shareholding of almost 90% in its third-party logistics partner Ceva Logistics at the end of the first phase of a share tender offer completed on 13 March, according to provisional results of the tender announced yesterday.

## CMA CGM Buys 9% stake In Air France-KLM As Part Of An Air Cargo Partnership



SHARE

REUTERS® World Business Legal Markets Breakingviews Technology Investigations More

January 24, 2022 5:22 PM GMT-3 Last Updated 6 months ago

Aerospace & Defense

# Shipping group MSC, Lufthansa offer to buy Alitalia successor

By Francesca Landini and Giulia Segreti

2 minute read

Twitter Facebook LinkedIn Email

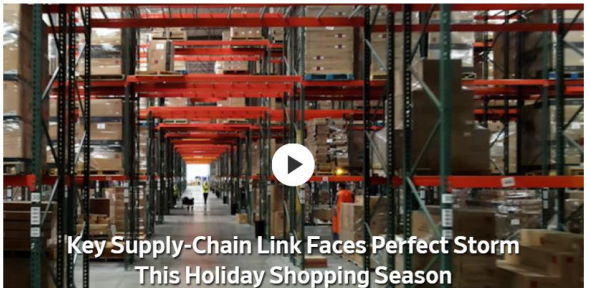
## MSC Buys Bolloré Group's African Ports Division for \$6.4B



Courtesy Bolloré Group

# Maersk Buys Asian Warehouse Giant LF Logistics for \$3.6 Billion

Deal expands ocean shipping giant's push into land-based distribution



Key Supply-Chain Link Faces Perfect Storm This Holiday Shopping Season

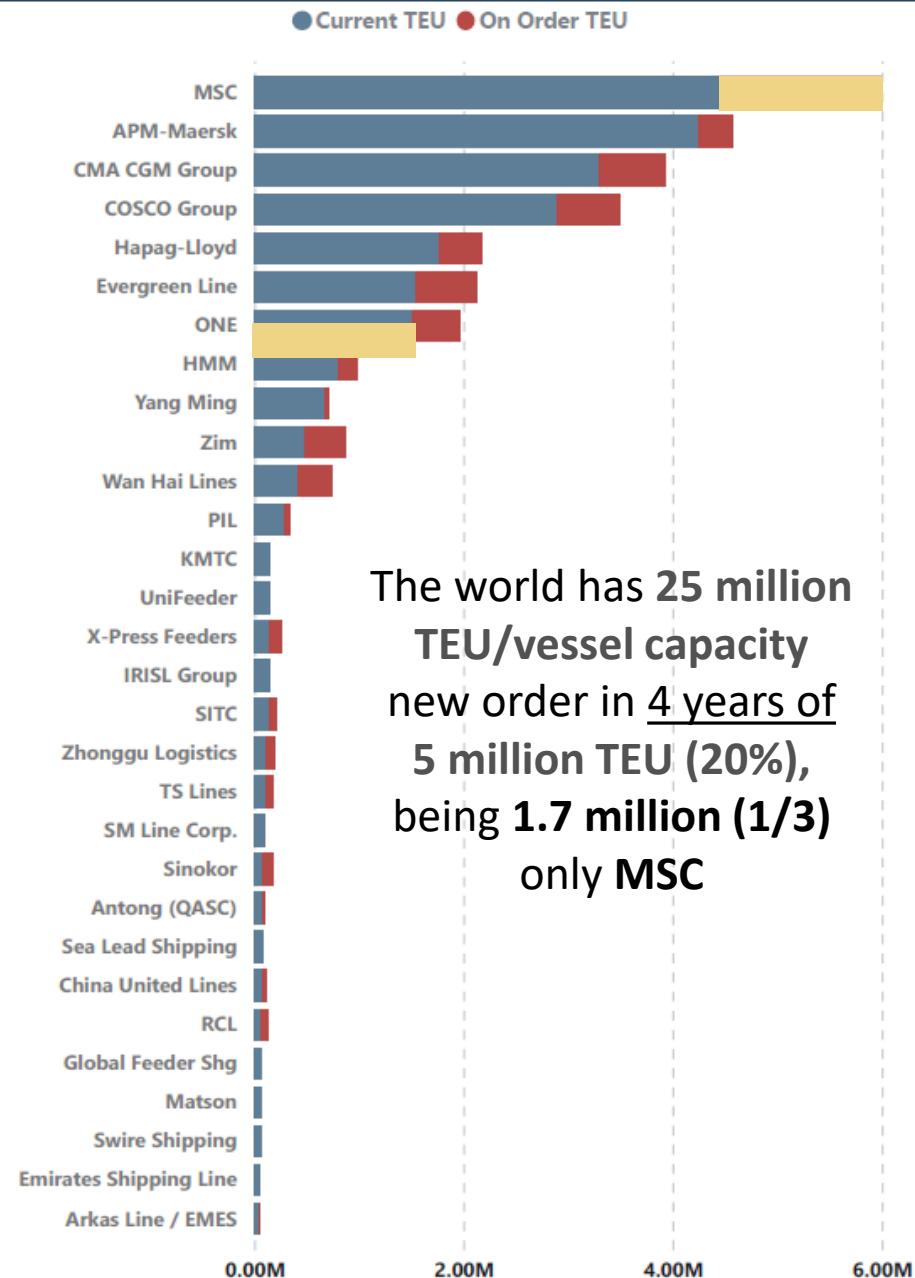


NAVEGAÇÃO MSC COMPRA 67% DA LOG-IN E ENTRA EM CABOTAGEM



## Top 30 Carriers

Rank	Operator	Current TEU	Current Ships	Owned TEU	Owned Ships	Chartered TEU	Chartered Ships	% Chart	On Order TEU	On Order Ships	O/E %	Market Share
1	MSC	4,455,950	684	1,822,345	352	2,633,605	332	59%	1,533,898	114	34%	17.3%
2	APM-Maersk	4,255,163	733	2,517,541	345	1,737,622	388	41%	321,938	29	8%	16.5%
3	CMA CGM Group	3,294,250	577	1,502,133	210	1,792,117	367	54%	640,289	68	19%	12.8%
4	COSCO Group	2,904,122	469	1,570,627	178	1,333,495	291	46%	586,672	34	20%	11.3%
5	Hapag-Lloyd	1,765,563	253	1,084,483	118	681,080	135	39%	415,588	22	24%	6.8%
6	Evergreen Line	1,554,762	202	850,617	124	704,145	78	45%	568,296	58	37%	6.0%
7	ONE	1,523,088	207	787,587	90	735,501	117	48%	440,686	32	29%	5.9%
8	HMM	814,557	74	553,676	36	260,881	38	32%	176,488	14	22%	3.2%
9	Yang Ming	673,329	92	216,346	51	456,983	41	68%	35,580	3	5%	2.6%
10	Zim	483,243	133	28,681	8	454,562	125	94%	389,904	44	81%	1.9%
11	Wan Hai Lines	426,225	154	281,288	99	144,937	55	34%	312,935	44	73%	1.7%
12	PIL	288,700	90	184,033	69	104,667	21	36%	56,000	4	19%	1.1%
13	KMTC	148,589	66	86,464	32	62,125	34	42%				0.6%
14	UniFeeder	146,728	93			146,938	93	100%				0.6%
15	X-Press Feeders	144,804	91	69,773	38	75,031	53	52%	108,834	23	75%	0.6%
16	IRISL Group	143,468	32	143,468	32							0.6%
17	SITC	141,507	97	125,010	81	16,497	16	12%	70,826	39	50%	0.5%
18	Zhonggu Logistics	109,846	96	60,237	29	49,609	67	45%	83,052	18	76%	0.4%
19	TS Lines	108,524	53	67,827	27	40,697	26	38%	78,857	25	73%	0.4%
20	SM Line Corp.	91,702	17	59,918	12	31,784	5	35%				0.4%
21	Sinokor	88,992	69	75,107	58	13,885	11	16%	95,200	28	107%	0.3%
22	Antong (QASC)	88,316	92	59,784	43	28,532	49	32%	4,888	2	6%	0.3%
23	Sea Lead Shipping	87,198	24			87,198	24	100%				0.3%
24	China United Lines	86,135	34	8,585	5	77,550	29	90%	29,160	8	34%	0.3%
25	RCL	72,348	39	62,006	36	10,342	3	14%	52,800	6	73%	0.3%
26	Global Feeder Shg	71,664	24	41,502	13	30,162	11	42%				0.3%
27	Matson	68,563	29	38,573	19	29,990	10	44%				0.3%
28	Swire Shipping	65,520	33	44,100	21	21,420	12	33%				0.3%
29	Emirates Shipping Line	58,382	13	2,546	1	55,836	12	96%				0.2%
30	Arkas Line / EMES	51,721	32	50,557	31	1,164	1	2%	3,100	1	6%	0.2%



# TIL INVESTMENTS

## North America

POP 5,7%  
GDP 24,3%

## Europe

POP 10,7%  
GDP 29,5%

## Asia & Middle East

POP 60,5%  
GDP 33,2%

## ATLANTIC OCEAN

## PACIFIC OCEAN

## PACIFIC OCEAN

## Latin America

POP 7,9%  
GDP 7,8%

## Africa

POP 14,8%  
GDP 2,8%

## INDIAN OCEAN

## Oceania

POP 0,4%  
GDP 2,4%

USD  
3.5 billions

### TiL - LATAM INVESTMENTS

- Bahamas
- Panama/Rodman
- Callao
- Valparaiso
- Rio de Janeiro
- Santos
- Navegantes
- Buenos Aires

Figure 2.1 KEY CHARACTERISTICS OF GLOBAL/INTERNATIONAL STEVEDORES, CARRIERS AND HYBRIDS

# Terminal operators - definitions according to drewry.

Global/International Stevedores' Terminal Operations

- Hutchison Port Holdings
- APM Terminals \*
- PSA International
- China Merchants Port Holdings (CMHI)
- DP World
- Terminal Investment Limited (TIL) \*\*
- Eurogate
- SSA Marine / Carrix
- ICTSI
- Bolloré
- Grup TCB
- Yildirim/Yilport

Global/International Hybrids

- Cosco Group (Cosco Pacific and Cosco Container Line)
- China Shipping Terminal Development
- CMA CGM (Terminal Link and CMA Terminals)
- NYK Line (Ceres)

- Hanjin
- Evergreen
- OOCL
- APL
- MOL
- Yang Ming
- Hyundai
- K Line

Global Carriers' Terminal Operations

## Global/International Stevedores' Terminal Operations

- **Prime focus:** Terminal operation
- **Terminals run as:** Profit centres
- **Greater efficiency** aimed for by implementing common systems across the terminal network to improve productivity
- **Extensive terminal networks** spread investment risk

## Global/International Hybrids

- **Prime focus:** Main activity is liner shipping, but terminals form a separate business unit
- **Additional focus:** Terminal operation
- **Terminals run as:** More as profit centres than cost centres, although the degree varies
- **Extensive terminal networks** support shipping activities but also provide an additional business stream

## Global Carriers' Terminal Operations

- **Prime focus:** Container shipping
- **Terminals run as:** Cost centres
- **Greater efficiency** is gained by integrating the terminal with the wider shipping service network
- **Extensive terminal networks** support shipping activities and strategy

# COUNTRY COMPARISON

## BRAZIL



### Maritime volume

10.4 M TEU



### POP

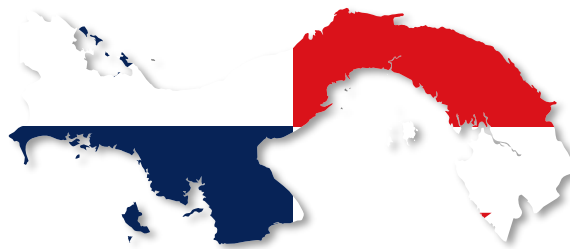
2.7%



### GDP

1.7%

## PANAMA



### Maritime volume

7.7 M TEU



### POP

0.1%



### GDP

0.1%

## USA



### Maritime volume

54.9 M TEU



### POP

4.3%



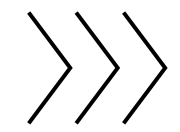
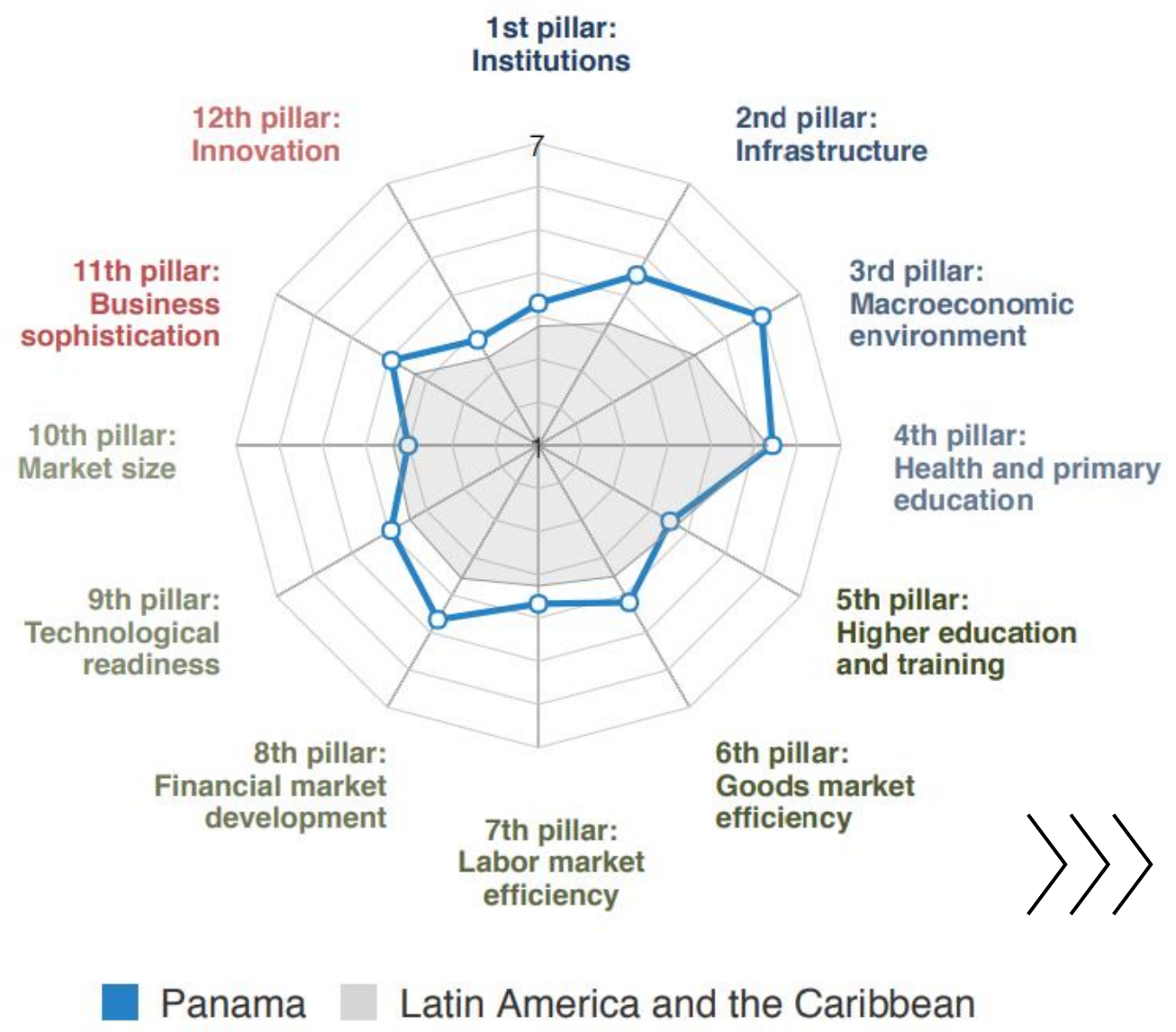
### GDP

25.1%

# WHAT'S SO SPECIAL ABOUT PANAMA?



# COMPETITIVENESS:



**WELL POSITIONED  
IN LATAM**

# PORT STRATEGICAL LOCATION

## A TREASURE IN CENTRAL AMERICA

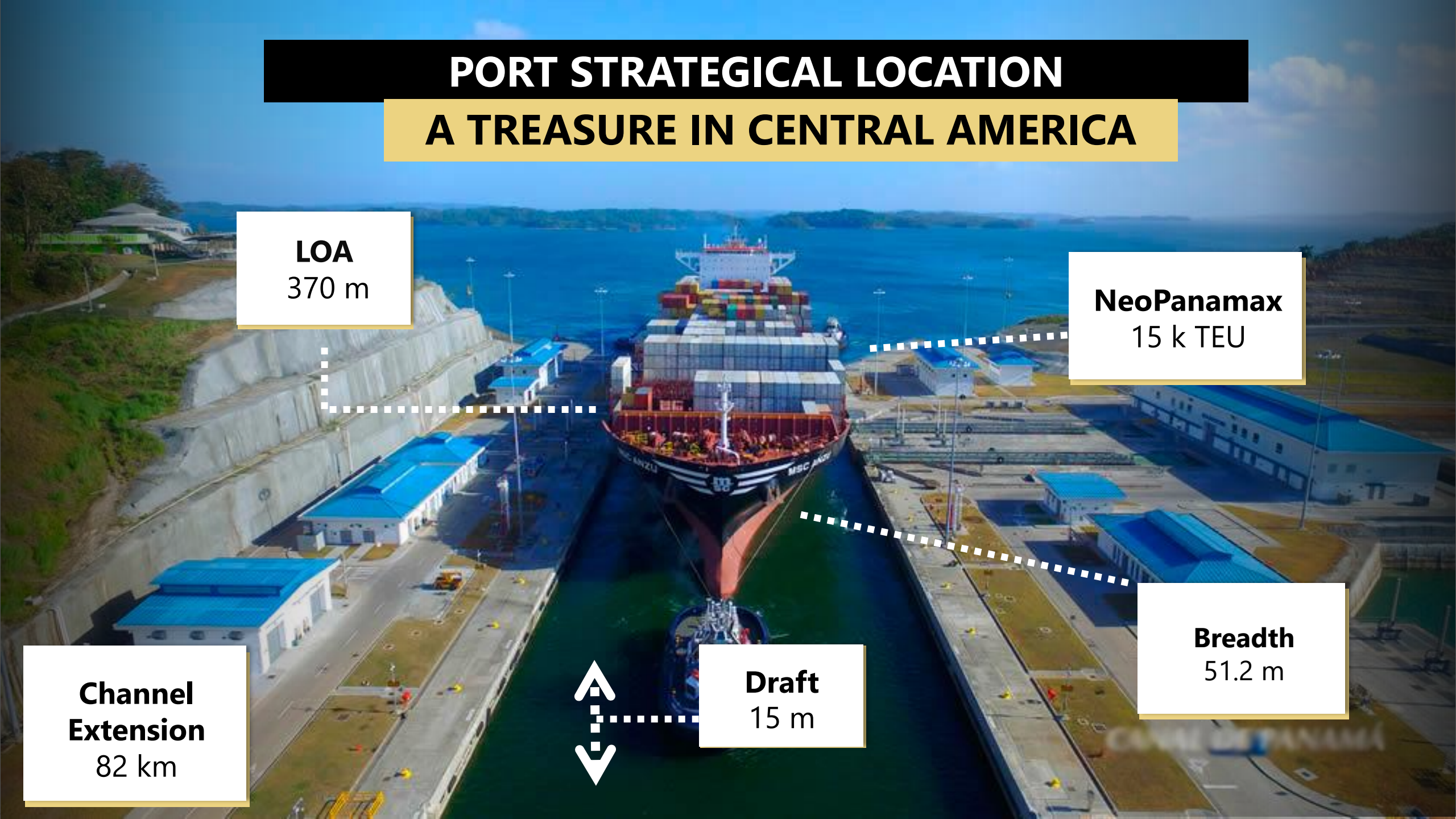
**LOA**  
370 m

**NeoPanamax**  
15 k TEU

**Channel  
Extension**  
82 km

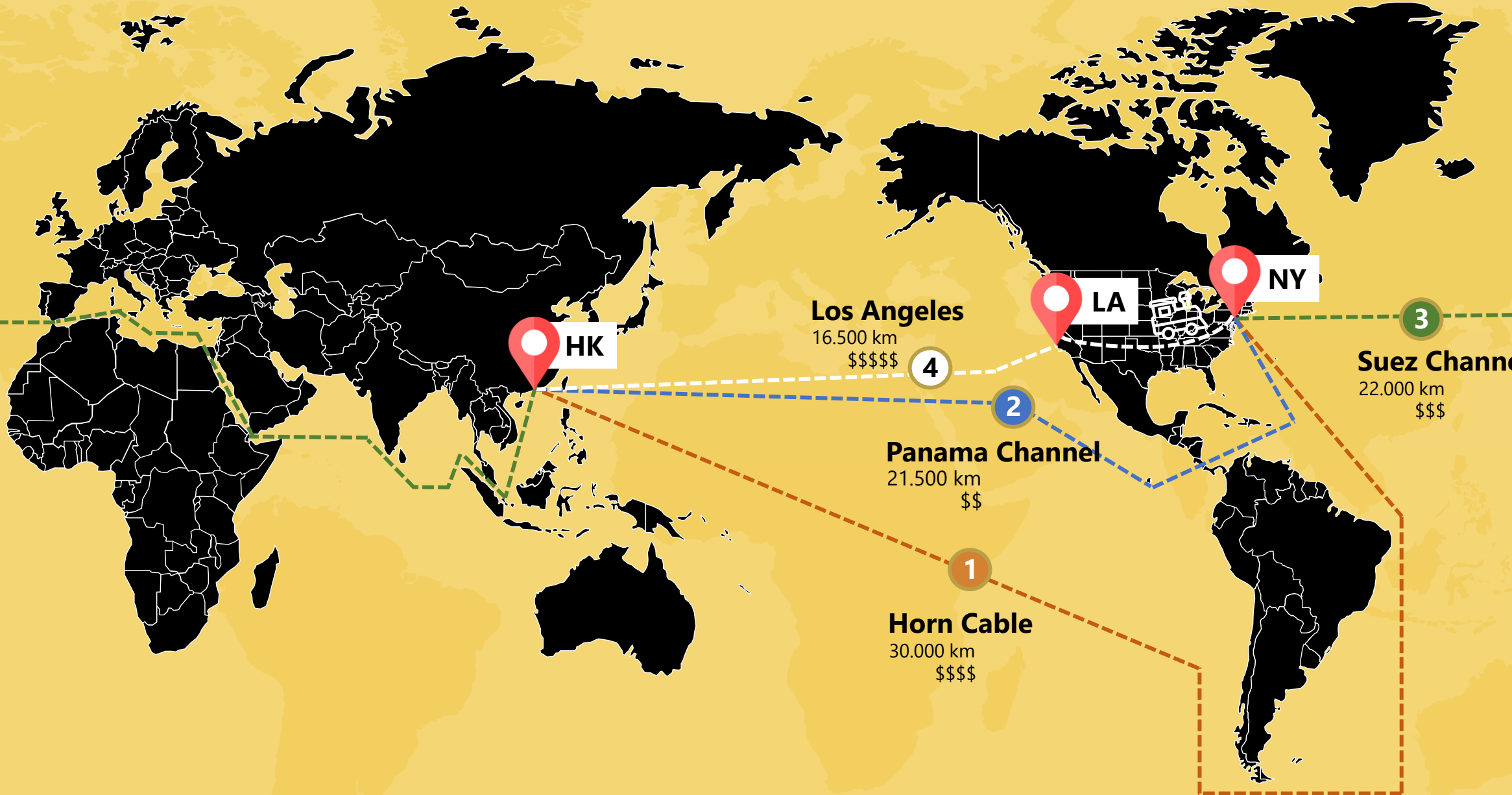
**Draft**  
15 m

**Breadth**  
51.2 m



# STRATEGIC POSITION

# ROUTE COMPARISON





# HOW TO LEVERAGE THIS TREASURE?





**DEVELOP THE HINTERLAND  
CONNECTIVITY IN THE REGION**



**+ LABOR COST AND NUMBER OF EMPLOYEES**



**+ SAFETY AND SECURITY**



**+ TECHNOLOGY  
THE LAST IN THE MARKET REQUIRING PEOPLE WITH HIGH SKILLS**



**+ EFFICIENCY  
NO TIME SHOULD BE LOST WHICH CAN AFFECT THE FINAL MARGIN OF THE INVESTMENTS**



**+ INFRASTRUCTURE INVESTMENTS**

# LOGISTIC COSTS

# WATING TIME



24 hours average

+ 120K/day

12hours average

+ 60K/day

18 hours average

+ 90K/day



Waiting time vessel cost

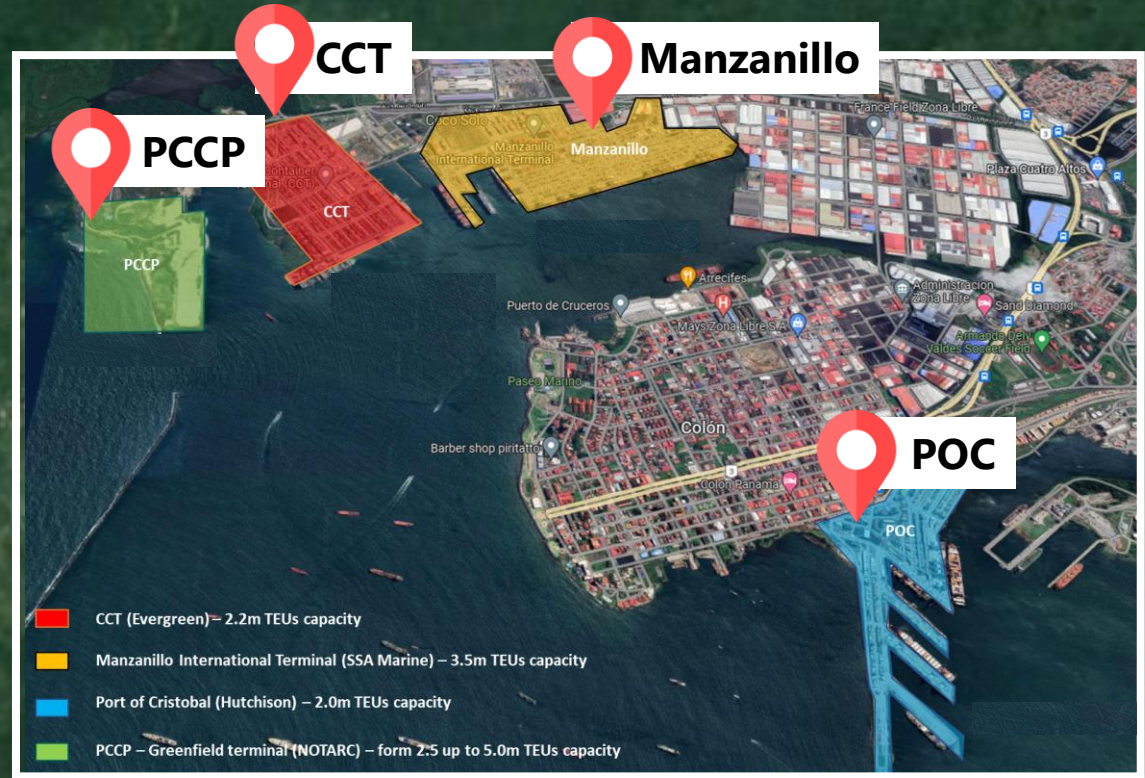
USD 5,000/ hour  
24h = USD 120,000



# EFFICIENCY

**PACIFIC**

**PANAMA WILL ABSORB  
THE WORLD GROWTH  
AND ATTRACT MORE  
VOLUME FROM THE  
REGIONS (CARIBBEAN  
AND WEST COAST)**



**Rodman**

**ATLANTIC**



# PCCP – NEW PROJECT



1st phase: 2.5M TEU



2nd phase: 2.5M TEU

**Total: 5M TEU**



WE WANT TO SEE YOU ALL AT OUR NEW TERMINAL IN PANAMA.  
CONGRATULATIONS ON YOUR 365/6 DAYS OF THE YEAR..  
...AND ESPECIALLY TODAY

# ≡ International Women's Day ≡







# MUCHAS GRACIAS

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