

## **2019 FY Results**



With strong financial position and sustainable cash flow, we are well prepared to capture the visible demand once the market recovered

26 March 2020

## **Agenda**

- 1 Assurances
- **2** Financial Highlights
- Operational Review
- 4 Appendix



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### **Company Assurance: Strong Financial Sustainability to Maintain Dividend Policy**

### **Strong dividend outlook in 2020:**

- 1
- Strong EBITDA, operating cashflow and cashflow received from disposal help to maintain dividend policy

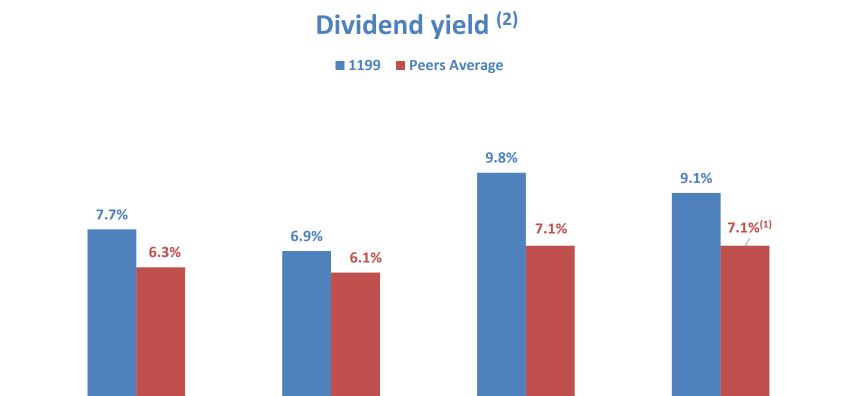
- 2
- Total cash on hand of USD\$957M at the end of 2019
- Received total cash of USD\$250.85M from disposal of interest in Yangzhou and Zhangjiagang in Feb 2020 <sup>(1)</sup>, potential disposal of interests in Taicang and Jiangsu Petrochemical is expected in 2020
- 3

We are confident to maintain 40% payout ratio of our dividend policy

#### Notes:

(1) The disposal gain is expected to be approximately USD61M to be recorded in 2020 (accounting for about 20% of our 2019 reported net profit).

## **Deeply Undervalued: High Dividend Yield**



#### Notes:

(1) Source: Peers' forecasted Dividend of 2019 from Bloomberg

2016

(2) COSCO SHIPPING Ports' dividend yield is calculated by historical dividend divided by its closing price as at 19/3/2020. And peers (China Merchants Ports, Qingdao Port, Tianjin Port, Xiamen Port and Dalian Port) average is calculated by dividend of each company divided by its closing price as at 19/3/2020 and then taken by the average of 5 companies.

2018

2019

2017

## **Industry Assurance: Well Prepared to Capture the Pent-up Demand**

#### We see signs of quick recovery and strong momentum

- From 15 Mar to 19 Mar 2020, Our subsidiaries' throughput in China only dropped by 3.4% YoY, compared to 9.0% YoY decline in Feb 2020
- Throughput of Xiamen, Quanzhou, Nantong and Jinjiang getting back to normal
- Benefit more from the pent-up demand
- Leverage our synergy with OCEAN Alliance and other Shipping Alliances
- Increase the visibility of our throughput recovery

#### Resumption of work in China to capture the pent-up demand

- Coronavirus epidemic in China is under control and factories resume operation
- Overseas regions are still negatively affected due to the coronavirus outbreak

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## Financial Highlights – Results Slightly Above Consensus<sup>(3)</sup> amid Challenging Environment

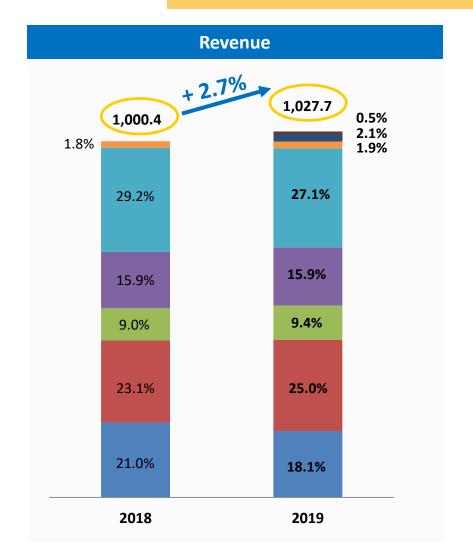
(US\$ million, unless stated otherwise)	2019	2018	YoY Change
Revenue	1,027.7	1,000.4	+2.7%
Cost of sales	754.9	706.7	+6.8%
Gross profit	272.7	293.7	-7.1%
Share of profits from Joint Ventures & Associates	267.5	292.5	-8.5%
EBITDA	670.0	652.8	+2.6%
Net profit attributable to shareholders	308.0	324.6	-5.1%
EPS (US cents)	9.82	10.58	-7.2%
Adjusted net profit attributable to shareholders (1)	330.6	324.6	+1.8%
Adjusted net profit attributable to shareholders (2)	350.9	324.6	+8.1%
Adjusted EPS (US cents) (2)	11.19	10.58	+5.8%
Dividend (US cents)	3.928	4.232	-7.2%
Dividend payout ratio	40%	40%	N/A

#### Notes:

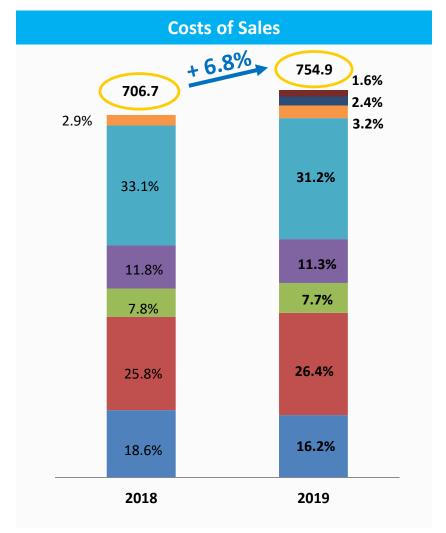
- (1) Excluding one-off dilution effect on equity interests in QPI of US\$22.6M from 18.41% in Dec 2018 to 17.12% in Jan 2019.
- (2) Excluding one-off dilution effect on equity interests in QPI of US\$22.6M. And financial impact of US\$20.3M from HKFRS 16.
- (3) FY 2019 adjusted net profit attributable to shareholders excluding one-off dilution effect on equity interests in QPI of US\$330.6M was slightly above the market consensus recurring earnings estimate of US\$322.4M which was the average of earnings estimates provided by 10 brokerage firms as at the end of February 2020.

## Revenue & Costs – Gross Profits Contribution Mainly from PCT and Xiamen

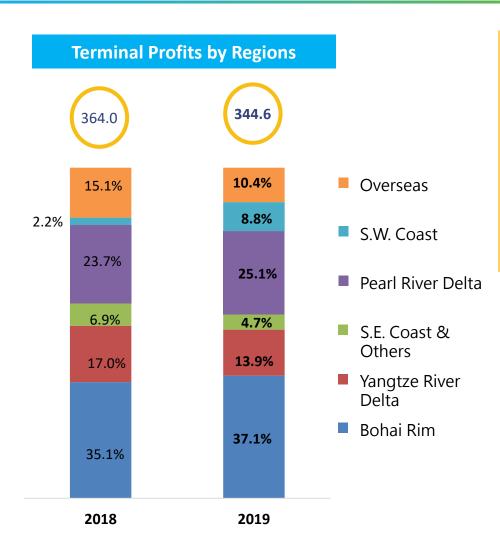
Gross profit of PCT and Xiamen in 2019 increased by 17.3% yoy and +8.6% yoy, respectively Growth potential for our newly acquired terminals such as CSP Spain, Zeebrugge, Nantong and Abu Dhabi







### **Terminal Profits – Increased Southwest China exposure**



S.W. Coast — We expect Beibu Gulf will share the benefits of economic growth in Southwest China. In order to better participate in the operation of Beibu Gulf, we increased its equity interest to 10.65% which will be used by the equity accounting method in 2020.

Yangtze River Delta – Disposed of interest in Nanjing, Yangzhou and Zhangjiagang which had relatively small terminal contribution in 2019, but we will continue the development of Nantong and CSP Wuhan to optimize our portfolio in the region.

Overseas terminals — Terminal profits of PCT and COSCO-PSA increased by 20.2% yoy and 31.9% yoy, respectively.

Top 10 Terminal Contributors (Excluding AFSs)					
	2018		2019		
QPI	26.3%	QPI	27.4%		
Yantian	14.3%	Yantian	15.0%		
PCT	6.6%	PCT	8.3%		
Shanghai Pudong	5.9%	Shanghai Pudong	5.5%		
Kumport	5.1%	Kumport	4.8%		
Shanghai Mingdong	5.0%	Guangzhou Nansha	4.6%		
Guangzhou Nansha	3.9%	Xiamen Ocean Gate	3.6%		
Quanzhou	3.7%	Shanghai Mingdong	3.5%		
Xiamen Ocean Gate	3.3%	COSCO-HIT	2.4%		
CSP Spain	2.8%	Dalian Container	2.4%		
Total:	76.9%	Total:	77.5%		

## Financial Position – Stable Balance Sheet and Ample Borrowing Capacity

(US million, unless stated otherwise)	2019	2018
Total assets	10,477	9,045
Net asset	5,765	5,820
Total debt	2,916	2,480
Cash on hand	957	607
Net debt to equity	34.0%	32.2%
Book value per share (HK\$)	14.2	14.6
Average bank borrowing cost	3.77%	3.58%

We are more prudent to the cash management amid challenging and uncertain environment in 2020.

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## **Operational Results – Balanced Portfolio & Increasing Overseas Exposure**

otal Throughput	2019	2018	YoY		Equity Throughput	2019	2018	Y
Fotal throughput	123,784,335	117,365,360	+5.5%		Equity throughput	39,670,783	37,062,172	+7.0
- Subsidiaries	25,104,282	22,507,686	+11.5%		- Subsidiaries	16,056,895	14,230,256	+12
- Non-subsidiaries	98,680,053	94,857,674	+4.0%		- Non-subsidiaries	23,613,888	22,831,916	+3.
Total Throu	ghput by R	egions (TEL	J)		Equity Thr	oughput by	Regions (TE	EU)
4	5.5%					+7.0%		
117,365,360		123,784,335			37,062,172		39,670,783	3)
21%		23%		Overseas	29%		32%	
1%		1%		S.W. Coast	10/			
23%		22%		Boorl Divor Dolto	1%		2%	
5%		5%		Pearl River Delta	22%		20%	
17%		16%		S.E. Coast &	9%		9%	
				Others  Yangtze River	15%		15%	
33%		33%		Delta				
33%		<b>55</b> %		■ Bohai Rim	24%		22%	

## **Effective Growth Strategies**

#### **Globalisation**

 Building a global terminal network with controlling stake

Equity throughput from overseas (CAGR 27.7%) 20.7% (FY16) 31.9% (FY19)

#### **Synergy**

 Leveraging the synergies with Shipping Alliances

3 Core Strategies



Total throughput from Shipping Alliances (1) (CAGR 22.9%) 79.7% (FY17)(2) 84.0% (FY19)

#### Control

- Strengthening control and management of the ports and terminals business
- Increasing the value of these investments through building controlling stake
- Adopting a unified management and information system to integrate terminal operation

Equity throughput from subsidiaries (CAGR 17.0%) 34.0% (FY16) 40.5% (FY19)

Earnings Growth Drivers



Globalisation

M&A

Control

Existing terminals efficiency improvement

Synergy

Navis N4

**Natural growth** 

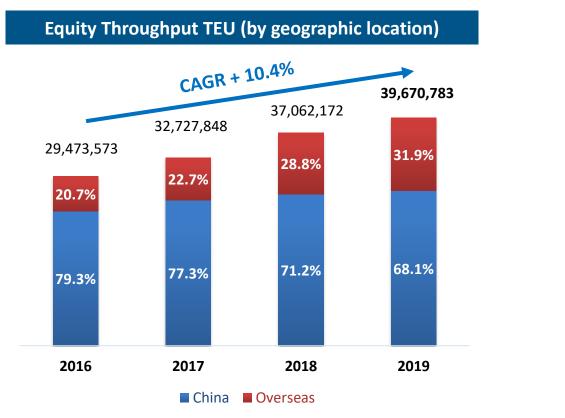
**Global economy** 

#### Note:

- (1) 7 major subsidiaries at which 3 major Shipping Alliances calling
- (2) OCEAN Alliance was formed in April 2017

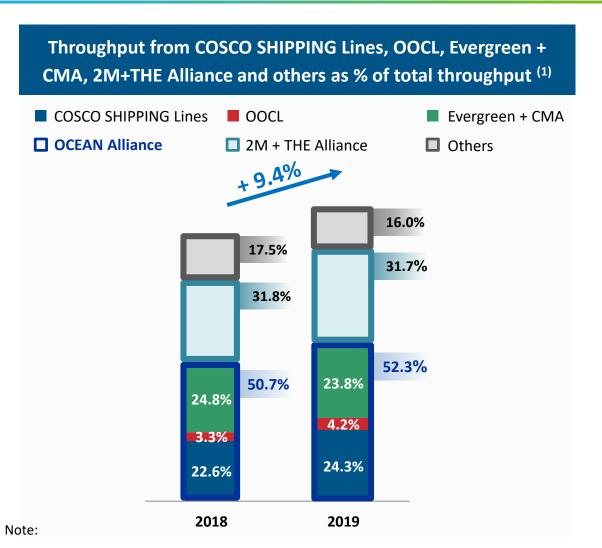
## **Globalisation – Managing Portfolio to Improve Quality**

- Strategically pursue investment opportunities to create value to our shareholders
- Successful achievements on terminals such as PCT, Guangzhou Nansha and Xiamen
- Hurdle rate at least low double-digit equity IRR
- Potential divestment of under-performing assets for capital recycling



#### **Asset Investments CAPEX: CAPEX:** Investments – US\$128m Investments – US\$147m PP&E - US\$366m **PP&E – US\$487m Examples:** COSCO-PSA (one new berth) **Example:** • Euromax CSP Abu Dhabi 2019 2016 2018 2017 **CAPEX: CAPEX:** Investments – US\$224m Investments – US\$1,267m **PP&E - US\$400m** PP&E - US\$205m **Examples: Examples:** QPI (Added equity • QPI interest) Nantong Tonghai Beibu Gulf Port (Added) CSP Spain Group equity interest) CSP Zeebrugge • 2 warehouses in CSP CSP Wuhan 15 Zeebrugge terminal

## Synergy – Secured Demand with Shipping Alliances (3)



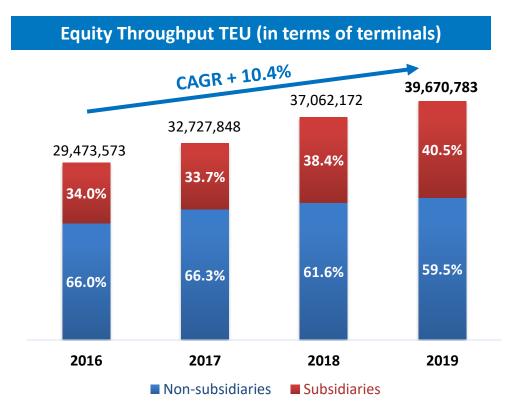


- (1) Total throughput of 7 major subsidiary terminals at which 3 major Shipping Alliances calling.
- (2) Throughput growth from PCT, Zeebrugge and Abu Dhabi at which OOCL called significantly increased in 2019.
- (3) Based on Alphaliner figures as at 16/3/2020, our major customers OCEAN Alliance, 2M and THE Alliance together were accounted for about 81% of global container fleet market shares.

## **Control – Efficiency Improvement and Cost Reduction by Adopting Technology**

- Increasing our subsidiaries from 10 in 2016 to 16 in 2019
- Improving efficiency and reducing cost through the application of Navis N4 system to subsidiaries in the coming 3-4 years





#### **TEU Volume from** JUL19 47862 Zeebrugge AUG19 49536 has gradually **SEP19** 46006 **OCT19** 54317 increased 48653 NOV19 after July 52504 **DEC19** 2019.

Lianyungang launched Navis N4 system in Dec 2019. And efficiency rate per vessel increased from 58.69 TEU/hr in Dec 2019 to 59.8 TEU/hr in Feb 2020.

JAN20

FEB20

2019

YOY

32%

8%

87%

113%

88%

32%

21%

201%

64819

54203

2020

**CSP Spain Terminal, Quan Zhou Pacific Terminal & Jinjiang Pacific Terminal** will launch Navis N4 system to further strengthen the efficiency of the terminal operation in 2020.

## **Upgrading with Professionalism for Quality Enhancement**

# **Upgrading with Professionalism**



- 1. Senior management team > an average of 20 years of experiences in shipping and port industry
- 2. Effective strategies: Globalization, Synergy and Control
- 3. Terminal extension business, e.g. terminal extended business to Guangzhou, Abu Dhabi, Nantong, Xiamen, Wuhan and other regions

# **Quality Enhancement**



- 1. Strong capability and professionalism, e.g. PCT and Xiamen
- 2. Improving portfolio quality by adding good projects but disposing of under-performing assets strategically

## **Assets Divestment for Capital Recycling to improve portfolio quality**



On 18 Sept 2019, the Company announced disposal of interests in Nanjing Longtan Terminal, Yangzhou Yuanyang Terminal and Zhangjiagang Terminal.

The annual terminals profit of 3 terminals in 2019 was <u>USD\$5.57M</u>. Total cash collected for the transactions was about USD\$330.51M.

### **Assets Divestment Update**

The Company disposed of the interest in Nanjing Longtan Terminal in Dec 2019. The disposal gain after tax was <u>USD\$27.4M</u>.

The disposal of the interest in Yangzhou Yuanyang Terminal and Zhangjiagang Terminal were completed on 10 Feb 2020. The expected disposal gain after tax is to be approximately <u>USD\$61M</u>.

The PB ratio of these 3 terminals we disposed was at about 1.7 times.

#### Strategic goal of potential divestment

Referring to announcement on 18 Sept 2019, the Company also intended to dispose of interests in Taicang Terminal and Jiangsu Petrochemical Terminal. The annual terminals profit of 2 terminals in 2019 was USD\$2.3M.

The Company will continue optimizing the terminal portfolio in YRD, strengthening the development of Nantong Tonghai Terminal and CSP Wuhan Terminal and developing hub port in the YRD region.

## **2020 Full-year Throughput Outlook**

### Challenges

- Coronavirus: Negative operation impact in the short-term
- Despite throughput impact in 1Q2020, we expect that throughput will have a recovery soon since demand and resumption of work in China have gradually recovered

### **Opportunities**

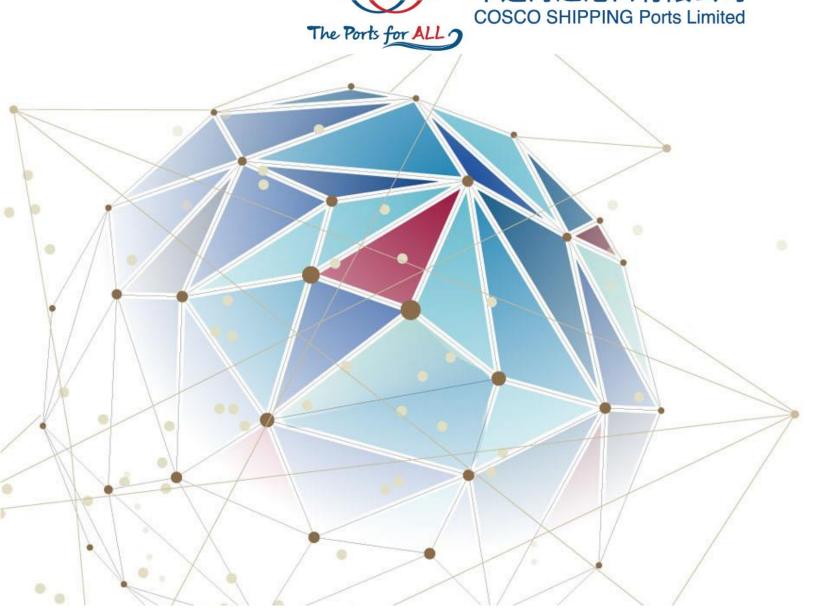
- We expect a strong rebound when the outbreak is over, and the company is ready to grasp opportunities in the market
- Low interest-rate environment promoting consumption and investment
- More M&A opportunities

Overall, we expect throughput growth from newly acquired projects and existing terminals leveraging synergy with Shipping Alliances as well as improving efficiency by applying Navis N4 system could enhance our resilience amid challenging environments



Q&A

Thank you!



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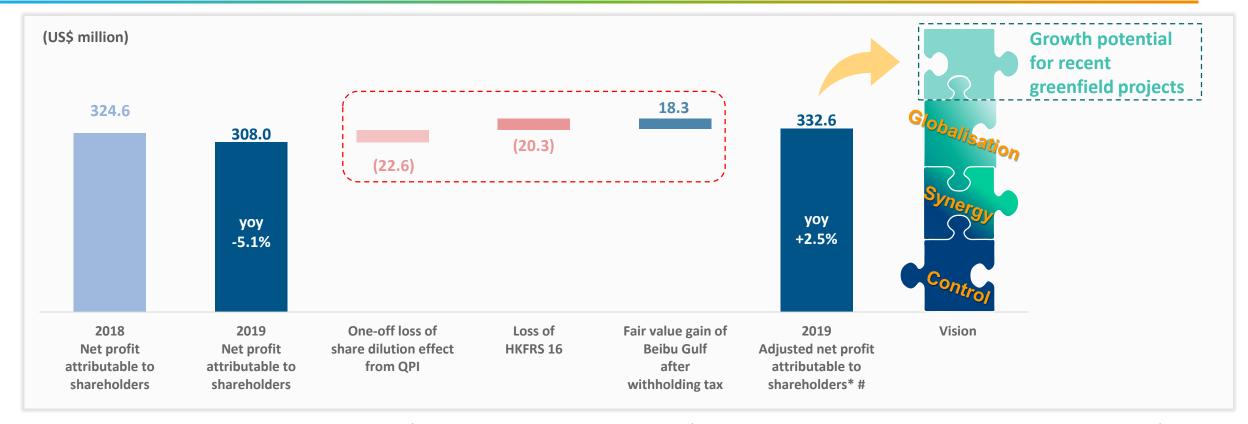
## **Terminal Profit Breakdown**

		% of total		% of total	
US\$' 000	2019	terminal	2018	terminal	YoY
		profit		profit	
Bohai Rim	127,828	37.1%	127,925	35.1%	-0.1%
Qingdao Qianwan Terminal (only include QQCTI in 2017 afterward)	422	0.1%	479	0.1%	-11.9%
QPI	94,512	27.4%	95,747	26.3%	-1.3%
Dalian Container	8,105	2.4%	8,256	2.3%	-1.8%
Dalian Dagang Terminal	123	0.0%	163	0.0%	-24.5%
Tianjin Port Euroasia Terminal	2,155	0.6%	2,601	0.7%	-17.1%
Tianjin Five Continents Terminal	2,500	0.7%	3,124	0.9%	-20.0%
Tianjin Container Terminal	543	0.2%	N/A	N/A	N/A
тост	411	0.1%	N/A	N/A	N/A
Yingkou Terminals	5,183	1.5%	4,131	1.1%	25.5%
Yingkou New Century Terminal	4,122	1.2%	3,310	0.9%	24.5%
*Jinzhou New Age Terminal	5,089	1.5%	3,863	1.1%	31.7%
Qinhuangdao Terminal	106	0.0%	55	0.0%	92.7%
Dalian Automobile Terminal	1,372	0.4%	1,425	0.4%	-3.7%
Dongjiakou Ore Terminal	2,690	0.8%	4,342	1.2%	-38.0%
Qinhuangdao Port Co., Ltd.	495	0.1%	429	0.1%	15.4%
Yangtze River Delta	47,663	13.8%	61,482	16.9%	-22.5%
Shanghai Pudong Terminals	18,816	5.5%	21,645	5.9%	-13.1%
Shanghai Mingdong Terminals	11,959	3.5%	18,376	5.0%	-34.9%
Ningbo Yuan Dong Terminals	6,574	1.9%	8,017	2.2%	-18.0%
Ningbo Meishan Terminal	430	0.1%	456	0.1%	-5.7%
*Lianyungang Terminal	7,014	2.0%	7,323	2.0%	-4.2%
*Zhangjiagang Terminal	3,020	0.9%	5,160	1.4%	-41.5%
*Yangzhou Yuanyang	221	0.1%	(1,602)	-0.4%	N/A
Nanjing Longtan	2,331	0.7%	2,515	0.7%	-7.3%
Taicang Terminal	2,163	0.6%	3,860	1.1%	-44.0%
Shanghai Terminal	964	0.3%	920	0.3%	4.8%
Jiangsu Yangtze Terminal	135	0.0%	134	0.0%	0.7%
*Nantong	(2,547)	-0.7%	(1,994)	-0.5%	N/A
*Wuhan	(3,417)	-1.0%	(3,328)	-0.9%	N/A
Southeast Coast and others	16,061	4.7%	25,024	6.9%	-35.8%
*Xiamen Ocean Gate	12,284	3.6%	12,047	3.3%	2.0%
*Quanzhou Pacific	7,014	2.0%	13,622	3.7%	-48.5%
*Jinjiang Pacific Ports	(3,046)	-0.9%	(1,125)	-0.3%	N/A
Kao Ming Container Terminal	(191)	-0.1%	480	0.1%	N/A

## **Terminal Profit Breakdown (Cont'd)**

Pearl River Delta	86,481	25.1%	86,163	23.7%	0.4%
Yantian International	51,687	15.0%	52,086	14.3%	-0.8%
Nansha Stevedoring	5,037	1.5%	5,841	1.6%	-13.8%
*Guangzhou Oceangate Terminal	15,811	4.6%	14,228	3.9%	11.1%
COSCO-HIT	8,335	2.4%	8,393	2.3%	-0.7%
ACT	4,359	1.3%	4,350	1.2%	0.2%
Guangzhou Port Group	1,252	0.4%	1,265	0.3%	-1.0%
Southwest Coast	30,319	8.8%	7,980	2.2%	279.9%
Beibu Gulf Port	25,532	7.4%	4,283	1.2%	496.1%
Qinzhou International	4,787	1.4%	3,697	1.0%	29.5%
Overseas	35,652	10.3%	54,801	15.1%	-34.9%
*Piraeus Terminal	28,652	8.3%	23,829	6.5%	20.2%
Suez Canal Terminal	291	0.1%	514	0.1%	-43.4%
Euromax Terminal	4,902	1.4%	9,034	2.5%	-45.7%
Kumport Liman	16,459	4.8%	18,594	5.1%	-11.5%
Antwerp Gateway	436	0.1%	2,279	0.6%	-80.9%
*Zeebrugge	(9,539)	-2.8%	(14,787)	-4.1%	N/A
COSCO-PSA Terminal	7,194	2.1%	5,456	1.5%	31.9%
CJ Korea Express Busan Terminal	N/A	N/A	N/A	N/A	N/A
Vado	(2,017)	-0.6%	1,416	0.4%	N/A
SSA Terminals (Seattle)	N/A	N/A	N/A	N/A	N/A
*TPCH	(667)	-0.2%	N/A	N/A	N/A
*Abu Dhabi (with CFS)	(13,688)	-4.0%	(1,867)	-0.5%	N/A
*CSP Spain	3,629	1.1%	10,333	2.8%	-64.9%
Greater China	308,352	89.5%	308,573	84.8%	-0.1%
Greater China and overseas terminals	344,004	99.8%	363,374	99.8%	-5.3%
Related businesses	619	0.2%	584	0.2%	6.0%
Terminals & related businesses	344,623		363,958		-5.3%
Terminals & related businesses (Excluding Beibu Gulf)	319,091		359,675		-11.3%
- subsidiaries*	49,910	14.5%	65,749	18.1%	-24.1%
- non-subsidiaries	294,713	85.5%	298,209	81.9%	-1.2%
- non-subsidiaries (Excluding Beibu Gulf)	269,181		293,926		-8.4%
*Subsidiaries					
Note 1: Nantong and Abu Dhabi started trial operations in Aug 2018 and	l Apr 2019, repectively				
Note 2: Busan and Seattle had no profit contributions during the period					

## **Gearing Up for Growth**



<sup>\*</sup> Excluding the one-off loss of share dilution from QPI of US\$22.6 mn, financial impact of HKFRS 16 of US\$20.3 mn and fair value gain of Beibu Gulf (AFS) after withholding tax of US\$18.3 mn

#### Expect to boost the profitability once new terminals running at high utilization with synergy from shipping alliances

- ♦ Nantong terminal's throughput reached 1.1 million TEU in 2019 since trial operation in Aug 2018
- ♦ CSP Abu Dhabi terminal's throughput reached 386.3 thousand TEU by the end of 2019 since trial operation in Q2 2019

<sup>#</sup> Greenfield projects in 2019 recorded a loss of US\$20.3 mn but are expected to turnaround when utilizations pick up Note: Greenfield projects include Nantong, CSP Abu Dhabi, CSP Abu Dhabi CFS, Chancay and Wuhan

## On Track to Achieve Our 5-Year Target



# **2016**Restructuring

- As a pure port operator
- ♦ 3 core strategies

	2016 Base Year	Change	2021 Target
Equity throughput	29.5 mn TEU	+60%	47.2 mn TEU
Total assets	US\$6,786.5 mn	+50%	US\$10,179.8 mn
Net profit	US\$180.9 mn <sup>(1)</sup>	+100%	US\$361.8 mn

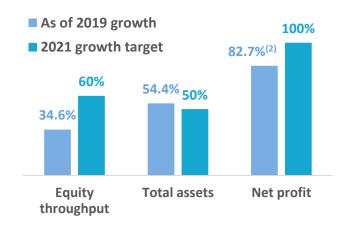
#### Notes:

- (1) Excluding one-off gain from disposal of Florens.
- (2) Excluding one-off dilution effect on equity interests in QPI of US\$22.6M

## 2019

#### Where we were

- No. of subsidiaries increased to 16 (FY2016: 10)
- Industry leader in terms of total container throughput



#### 2021

#### **Vision**

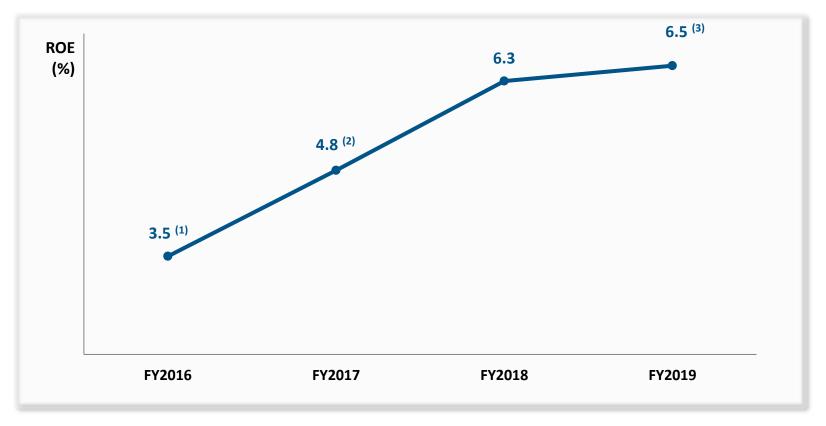
#### **Operations:**

- ◆ Global terminal network
- Linkage effects in costs, services and synergies
- Increasing subsidiaries

#### **Financials:**

- Higher return from existing portfolio
- Further improved asset quality after M&A and divestment
- Strong free cash flow and healthy balance sheet

## Return On Equity (ROE) Improvement – Newly Acquired Terminals to Catch Up



#### Note:

- (1) Excluding one-off gain of FCHL transaction of US\$59.0 m and three months of share profits of FCHL of US\$7.1 m
- (2) Excluding one-off gain of QPI transaction of US\$285.4 m
- (3) Excluding one-off loss of QPI dilution effect of US\$22.6 m

## **Incentive Scheme – Aligning Shareholders' Interests**

- A total of about 53 million share options were granted to around 238 eligible employees under the share option scheme on 19 June 2018.
- Exercising criteria are in line with shareholders' interests.

Batch No. of Share Options Vested	Percentage of Options Vested	Exercise Period	Return on Net Assets <sup>3</sup>	Growth Rate of Revenue <sup>3</sup>	EVA Indicator
1 <sup>st</sup> batch	33.3%	Commencing on the first trading day after the expiration of the Restriction Period <sup>1</sup> and ending on the last trading day of 60 months from the Grant Date <sup>2</sup>	≥ 6.0% ⁴	≥ 15.0% <sup>5</sup>	Must reach assessment target <sup>6</sup>
2 <sup>nd</sup> batch	33.3%	Commencing on the first trading day after the expiration of the 36 months from the Grant Date and ending on the last trading day of 60 months from the Grant Date <sup>2</sup>	≥ 6.5% <sup>4</sup>	≥ 25.0% <sup>5</sup>	Must reach assessment target <sup>6</sup> and EVA > 0
3 <sup>rd</sup> batch	33.4%	Commencing on the first trading day after the expiration of the 48 months from the Grant Date and ending on the last trading day of 60 months from the Grant Date <sup>2</sup>	≥ 7.0% ⁴	≥ 40.0% <sup>5</sup>	Must reach assessment target <sup>6</sup> and EVA > 0

#### Notes:

- 1. Restriction Period refers to Share Options cannot be exercised during the two-year period commencing from the Grant Date
- 2. Grant Date is 19 June 2018
- 3. The figure shall not be lower than the average of the selected peer benchmark enterprises
- 4. Return on net assets (after extraordinary gains and losses) in the financial year immediately preceding the vesting of the Share Options
- 5. Growth rate of revenue in the financial year immediately preceding the vesting of the Share Options as compared to that in the financial year immediately preceding the Grant Date
- 5. The EVA indicator accomplished for the financial year immediately preceding the vesting of the Share Options

## **Sustainability Framework**

- Providing a healthy and safe working environment
- Building an inclusive, diversified and sustainable workforce

- **♦** Ensuring operational compliance
- Promoting inclusive development



- Transitioning to "Green Ports"
- Managing energy consumptions and emission to respond to climate change

- **♦** Harnessing the power of technology
- Strengthening our global terminal network

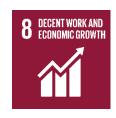
- Enhancing supply chain management
- **♦** Fostering fair operating practices

## **Aligning Global Principles**

We support the Sustainable Development Goals (SDGs) of the United Nations and identify how these global sustainability challenges relate to our business and integrate them into our daily operations:













**Global Recognition and Advocacy:** 



## **Greater China Portfolio**

Region	Annual Designed Capacity (TEU)
Bohai Rim	31,450,000
Yangtze River Delta	17,220,000
S.E. Coast & others	9,000,000
Pearl River Delta	25,600,000
S.W. Coast	1,200,000
Total	84,470,000



### **Overseas Portfolio**

Seattle Terminal

	Annual Designed	cl l'
Terminal	Capacity (TEU)	Shareholding
Piraeus	6,200,000	100%
<b>CSP Spain Group</b>	5,100,000	51%
Antwerp	3,700,000	20%
Euromax	3,200,000	35%
Kumport	2,100,000	26%
Vado Reefer	250,000	40%
CSP Zeebrugge	1,300,000	85%
Suez Canal	5,000,000	20%
COSCO-PSA	4,850,000	49%
CSP Abu Dhabi	2,500,000	90%
Chancay	1,000,000	60%
Seattle	400,000	13.33%
<b>Busan Port</b>	4,000,000	4.89%
Total	39,600,000	





**COSCO-PSA Terminal** 

Chancay Terminal

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# Thank you!



