

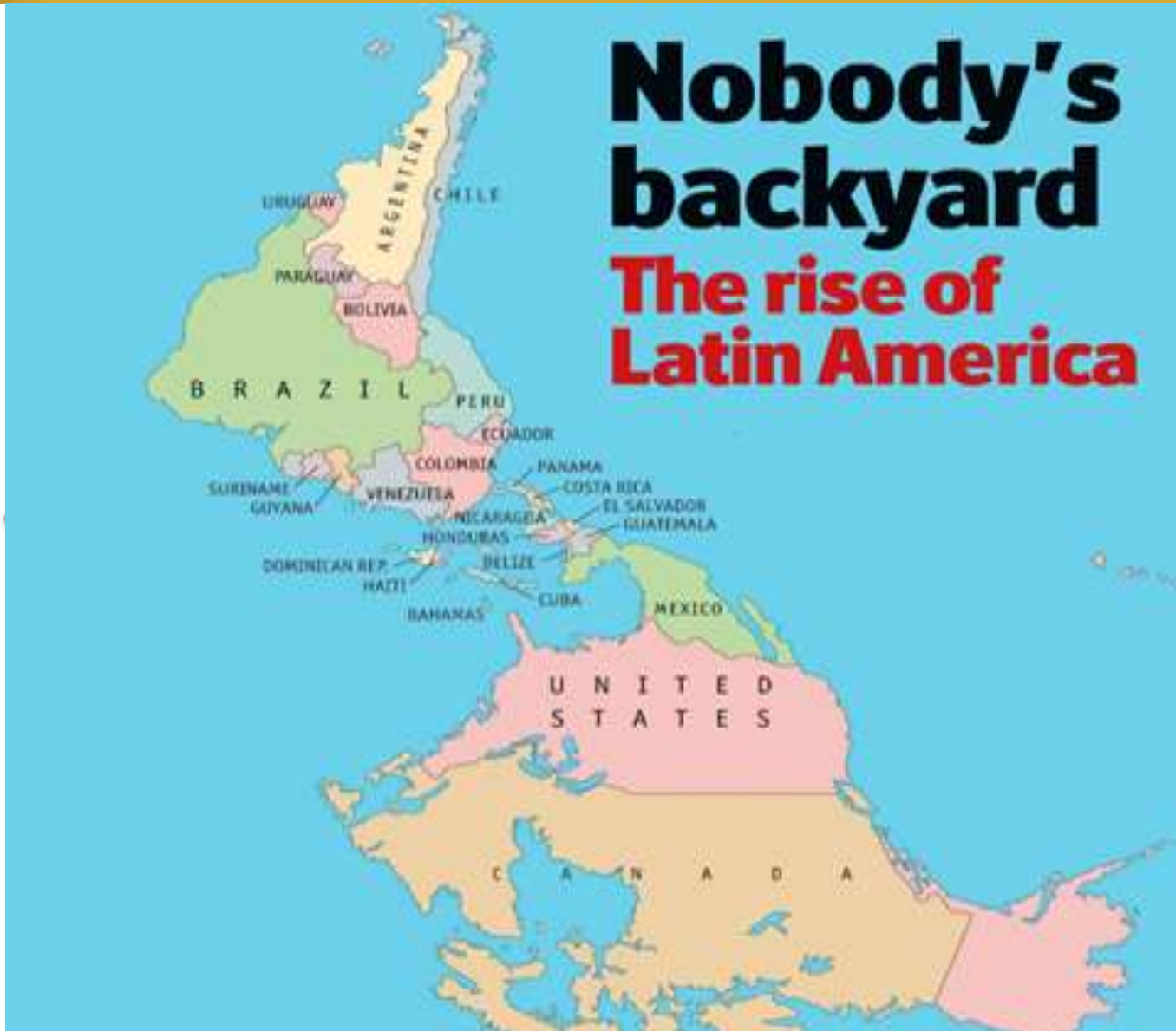
Carrix Overview

World's largest privately held marine & rail terminal operator



Carrix

OUR BEST HOUR?



WORLD ECONOMY



Carrix Overview

World's largest privately held marine & rail terminal operator

Founded in 1949 by the Smith / Hemingway family & partnering with Goldman Sachs Infrastructure Partnership in 2007

Ownership benefits:

- Privately held (not aligned with shipping line / gov't entity)
- Ownership actively engaged in ops
- Well capitalized shareholders committed to industry

Company characteristics:

- 12 long term marine container terminal leases – US (7), Panama, Mexico, Chile (2), Colombia
- Handles >21 million TEUs at 12 marine and rail terminals
- Handles every type of commodity
- 2nd largest global port information systems provider
- ~13,500 full time equivalent employees globally
- ~30 operating partnerships w/ customers, competitors, port authorities & others



Pier J – Long Beach, CA



RMS Operations, CA

DIVERSE BUSINESS SCOPE

Container Terminals



- 12 long term franchises (US, Mexico, Panama, Chile, Colombia)
- Container ops in South Atlantic
- Terminals under development in Vietnam, Mexico & Colombia

Conventional



- >70 locations globally
- Leases & concessions
- Every type of cargo

Other: Rail, Trucking & IS



- ~40 rail facilities
- Truck depots
- World's 2nd largest port info systems provider

REGIONAL HQ's FOR LATIN AMERICA



GLOBAL TERMINAL OPERATORS – 2010

Ranking '10	Ranking '09	Terminal operator	Growth '10/'09	2010 TEU	2009 TEU	2008 TEU
2	2	APM Terminals	2%	62,300,000	61,100,000	65,400,000
5	4	Cosco Pacific	12%	48,500,000	43,384,000	45,879,000
4	5	DP World	16%	50,000,000	43,000,000	46,800,000
6	6	Eurogate	1%	12,600,000	12,454,000	14,200,000
1	1	Hutchison	15%	75,000,000	65,300,000	67,500,000
3	3	PSA International	7%	61,100,000	56,900,000	63,200,000
7	7	SSA Marine	8%	10,300,000	9,500,000	9,100,000
Total			10%	319,800,000	291,638,000	312,079,000

GLOBAL TRADE – PAST DECADE

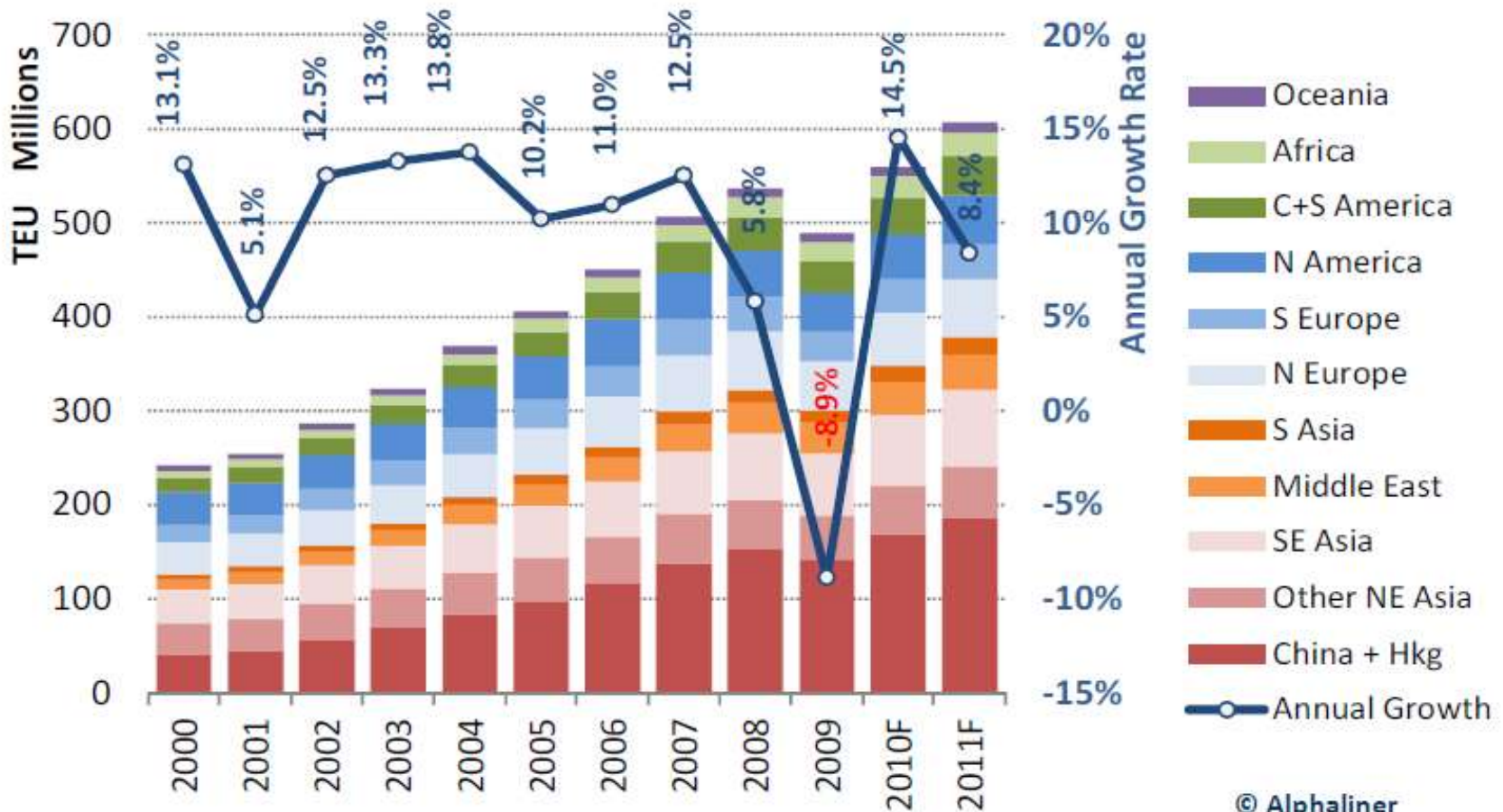
- Nominal Container Ship Capacity Increase from 5.75 Million TEUs in 2000 to 14.8 Million in 2010.
- An annual average growth (CAGR) of 9.9 %.
- For the top – 25 carriers, it was 11.7 % (from 2000/4.2 Million TEUs to 12.8 Million by 2010).
- In the same 10 year period, worldwide full container trade increase from 60.5 Millions TEUs in the first year of the new millennium to 131.2 Million TEUs by the end of the first decade.
- This is equal to a compound annual growth rate of 8.1 %
- In other words : *In the past decade supply just increased much faster than demand!*

DYNALINERS, June 10 2011

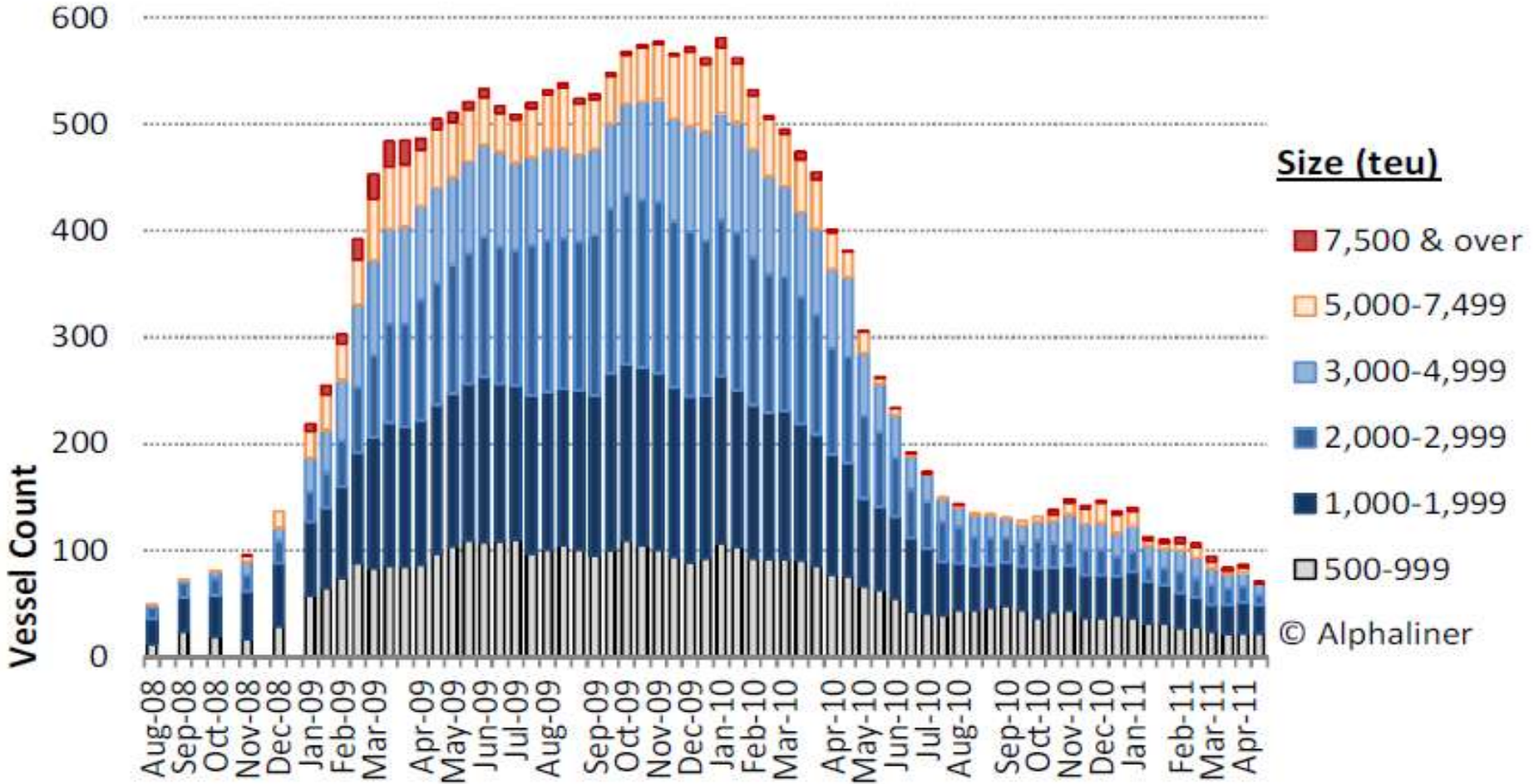
GLOBAL CONTAINER HANDLING BY REGION

2000 – 2011 (F)

**Latin America: double-digit growth expected for 2011!...
What about next years?**



IDLE CONTAINERSHIP BY SIZE RANGE: VESSEL AVAILABILITY GOING UP



SAMMAX VESSELS

NAME GIVING CEREMONY AT DAEWOO SHIPBUILDING & MARINE ENGINEERING YARD, GOEJE ISLAND

Maersk Line has had another name giving ceremony and is taking delivery of a new container vessel "Maersk Lima". Ambassador Hansen joined this ceremony on April 8th at Daewoo Shipbuilding & Marine Engineering yard at Goeje Island.

This is the first out of the 16 vessels of the same size which Maersk Line calls SAMMAX. This is a purpose-built ship to suit the South American market and it will be the maximum sized vessel that can call at South American ports. **These SAMMAX vessels - 299.9M long and 45.2M wide with service speed of 22.8 knots, have a 7,450 TEU capacity and are equipped with MAN B&W9S90ME-C8 engines.**

Yesterday's News

Alphaliner - Top 100 : Operated fleets as per 22 June 2011

Rnk	Operator	TOTAL		Owned		Chartered			Orderbook		
		TEU	Ships	TEU	Ships	TEU	Ships	% Chart	TEU	Ships	% existing
1	APM-Maersk	2,348,871	622	1,124,852	208	1,224,019	414	52.1%	392,156	48	16.7%
2	Mediterranean Shg Co	2,003,836	471	1,007,386	213	996,450	258	49.7%	492,308	46	24.6%
3	CMA CGM Group	1,272,383	384	506,799	95	765,584	289	60.2%	185,612	21	14.6%
4	Evergreen Line	617,514	169	330,167	88	287,347	81	46.5%	308,000	35	49.9%
5	COSCO Container L.	608,472	143	348,427	96	260,045	47	42.7%	283,444	35	46.6%
6	Hapag-Lloyd	601,234	139	267,259	56	333,975	83	55.5%	131,000	10	21.8%
7	APL	578,077	146	169,547	45	408,530	101	70.7%	370,880	34	64.2%
8	CSAV Group	546,513	139	51,090	10	495,423	129	90.7%	98,589	12	18.0%
9	Hanjin Shipping	511,014	107	240,860	40	270,154	67	52.9%	137,027	14	26.8%
10	CSCL	492,577	139	301,790	75	190,787	64	38.7%	107,970	13	21.9%
11	MOL	417,402	98	214,984	36	202,418	62	48.5%	39,235	7	9.4%
12	OOCL	413,556	89	283,278	47	130,278	42	31.5%	140,816	13	34.1%
13	NYK Line	407,388	103	309,403	59	97,985	44	24.1%	61,476	6	15.1%
14	Hamburg Süd Group	383,949	115	184,356	44	199,593	71	52.0%	176,538	29	46.0%
15	Yang Ming Marine Tran	348,428	85	200,377	47	148,051	38	42.5%	95,626	15	27.4%
16	K Line	334,167	78	217,186	38	116,981	40	35.0%	54,152	7	16.2%
17	Zim	331,345	98	158,129	34	173,216	64	52.3%	155,760	14	47.0%
18	Hyundai M.M.	315,305	64	100,646	17	214,659	47	68.1%	65,460	5	20.8%
19	PIL (Pacific Int. Line)	264,708	139	160,017	92	104,691	47	39.5%	67,202	21	25.4%
20	UASC	238,094	59	126,696	28	111,398	31	46.8%	104,800	8	44.0%
21	Wan Hai Lines	179,569	85	111,045	55	68,524	30	38.2%	40,600	14	22.6%
22	TS Lines	89,138	44	4,734	3	84,404	41	94.7%			
23	HDS Lines	88,744	24	4,712	4	84,032	20	94.7%			
24	CCNI	62,687	25			62,687	25	100.0%			
25	MISC Berhad	60,883	25	24,994	14	35,889	11	58.9%	8,540	1	14.0%

Infraestructura de Manzanillo atrae buques de gran tamaño, recibe al MSC París

Escrito por Info-Transportes On-Line.

martes, 14 de junio de 2011



MÉXICO, DF.- La infraestructura del puerto de Manzanillo, el puerto "hub" y más importante de México, es el detonante para la atracción para el atraque de buques de grandes dimensiones como es el caso del MSC París de la naviera suiza Mediterranean Shipping Company (MSC), y el cual se convierte en el más grande en toda la historia del puerto.

Como le adelantó Info-Transportes durante Mayo, el puerto de Manzanillo, luego de recibir al buque MSC Busan, hasta hoy el más grande que había arribado, el recinto se preparaba para la llegada de otro buque de mayores dimensiones.

MSC Paris, que arribó a Manzanillo el pasado 12 de Junio, cuenta con una eslora de 334 metros, una manga de 42.8 metros y un calado de 14.5 metros, lo que de acuerdo con el puerto equivale a más de tres canchas de fútbol soccer.

El buque MSC Paris de bandera liberiana, y proveniente del puerto de Monrovia, Liberia, y trasladó 54 mil 174 toneladas netas de carga; de un total de tonelaje bruto con el que cuenta de 89 mil 941 toneladas, motivo por el cual no arriban

a cualquier puerto debido a que requieren de lata infraestructura.

Ante ello Manzanillo, dice refrendarse como referente para las grandes navieras debido a su infraestructura y servicios con los que cuenta por lo que desde Mayo último comenzó a recibir embarcaciones de grandes dimensiones.

Worldwide Market Volume by Trade Areas

Number		Trade Area	Growth	2010	2009	2008
'10	'09					
37	36	Far East	15%	260,917,000	226,393,000	242,472,000
9	9	North Europe	13%	44,073,000	38,907,000	46,102,000
13	14	North America	11%	38,578,000	34,775,000	40,172,000
14	13	Mediterranean	15%	30,126,000	26,239,000	28,434,000
6	6	Middle East	8%	25,864,000	23,891,000	23,970,000
9	9	Latin America	16%	17,082,000	14,696,000	16,583,000
5	5	Indian Sub Continent	12%	12,613,000	11,309,000	11,102,000
2	2	Africa	7%	3,636,000	3,401,000	3,954,000
2	2	Australasia	6%	4,164,000	3,941,000	3,967,000
97	96	Total	14%	437,055,000	383,554,000	416,755,000

PERU: EVEN BETTER THAN THE AVERAGE

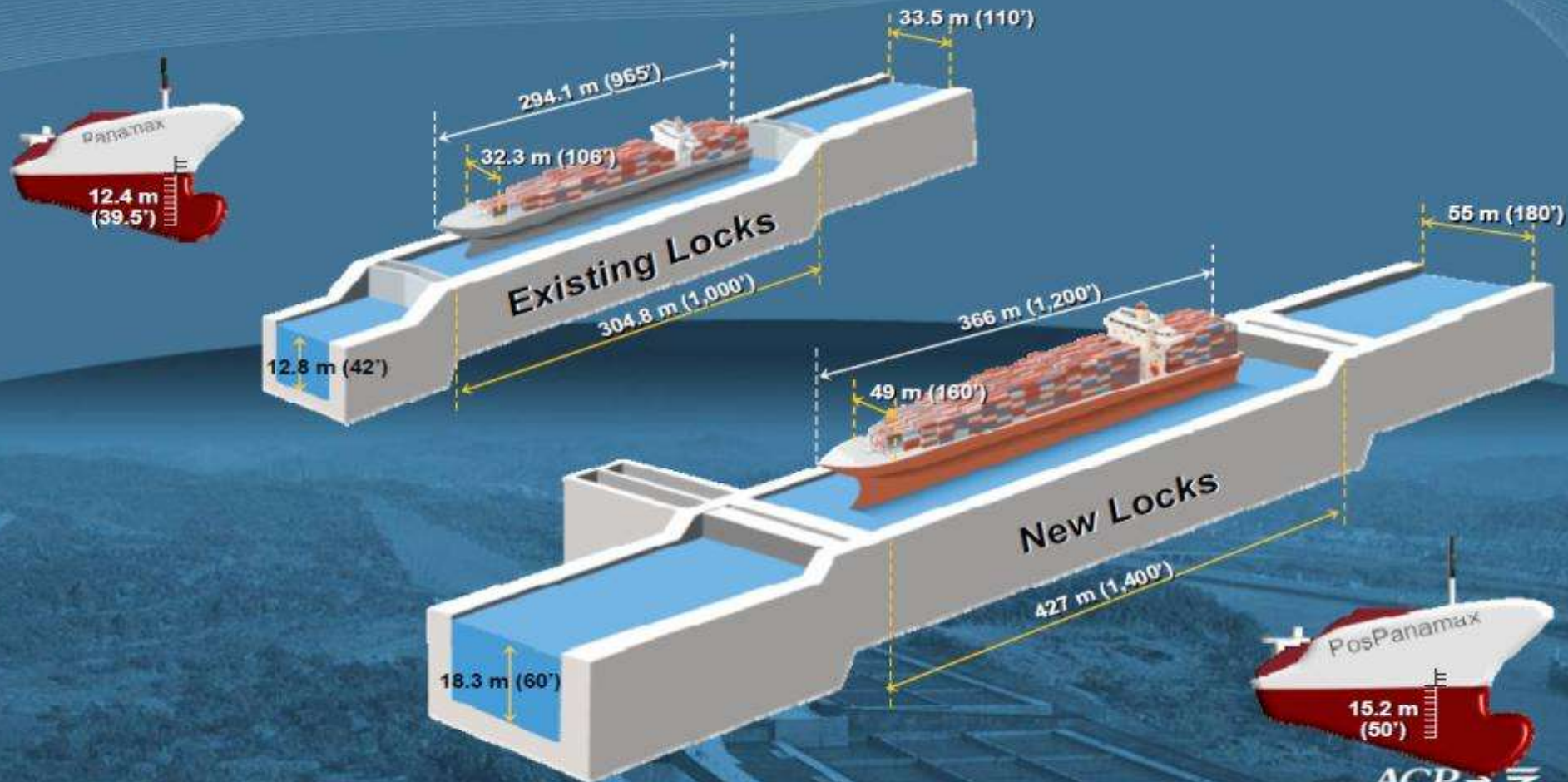
RNK 2010	PUERTO	PAIS	TEU 2008	TEU 2009	TEU 2010	Var. 2010/09
1	Colón-Panamá	Panamá	2.468.520	2.210.720	2.810.657	27,10%
2	Balboa-Panamá	Panamá	2.167.977	2.011.778	2.758.506	37,10%
3	Santos-Brasil	Brasil	2.677.839	2.255.862	2.715.568	20,40%
4	Kingston-Jamaica	Jamaica	1.915.951	1.728.042	1.891.770	9,50%
5	Buenos Aires-Argentina	Argentina	1.781.100	1.412.462	1.730.831	22,50%
6	Cartagena-Colombia	Colombia	1.064.105	1.237.873	1.581.401	27,80%
7	Manzanillo-México	México	1.409.782	1.110.356	1.509.378	35,90%
8	El Callao-Perú	Perú	1.203.315	1.089.838	1.346.186	23,50%
9	Guayaquil-Ecuador	Ecuador	874.955	884.100	1.093.349	23,70%
10	Freeport-Bahamas	Bahamas	1.702.000	1.297.000	1.081.000	-16,70%

*Ranking by CEPAL

PANAMA CANAL

Dimensions of Locks and Vessels

Existing Locks Max Vessel size: **4,400 TEU's**



New Locks Max Vessel size: **12,600 TEU's**

PANAMA CANAL



SOME CONSIDERATIONS...

- Europe/USA: Previous traditional sourcing markets.
- Today Asia to Europe vessel deployment and volume is leading the market.
- Panama Canal Expansion will increase almost three times actual capacity for vessels transits.
- Asia to USEC trade is the dominant lane through the Panama Canal.
- There's growing concern about the ability of USEC ports to receive larger vessels after 2014.
- Cargo will be concentrated on a few hubs in the region... but it won't be only one.
- *Ports/Hubs will need to heavily invest in capacity: water depth, required berth space, bigger/faster cranes, more CHE, IT solutions, yard space... and well trained, flexible labor.*
- Intra-regional commerce: A lot of mid-term potential (Mexico, Colombia, Brazil, Peru Chile,)
- However, more outsourcing places could emerge...
- We can expect this trend to continue



TOO BIG?



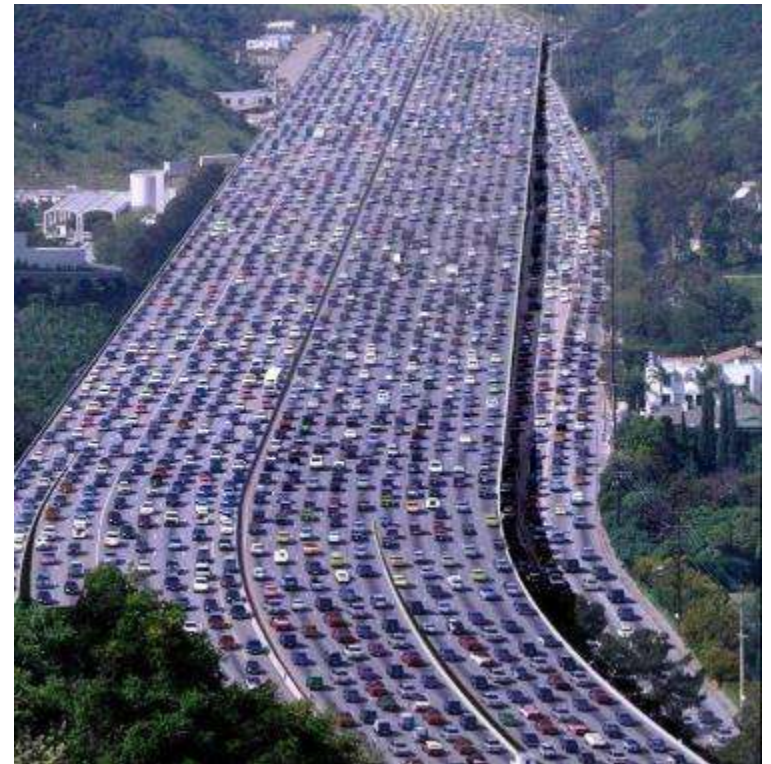
**It doesn't matter: they are coming
and we have to be prepared**

PORTS IN THE SUPPLY CHAIN

Efficient gateway



Barrier to commerce



WE HAVE TO SOLVE THE “GRIPE” ISSUES

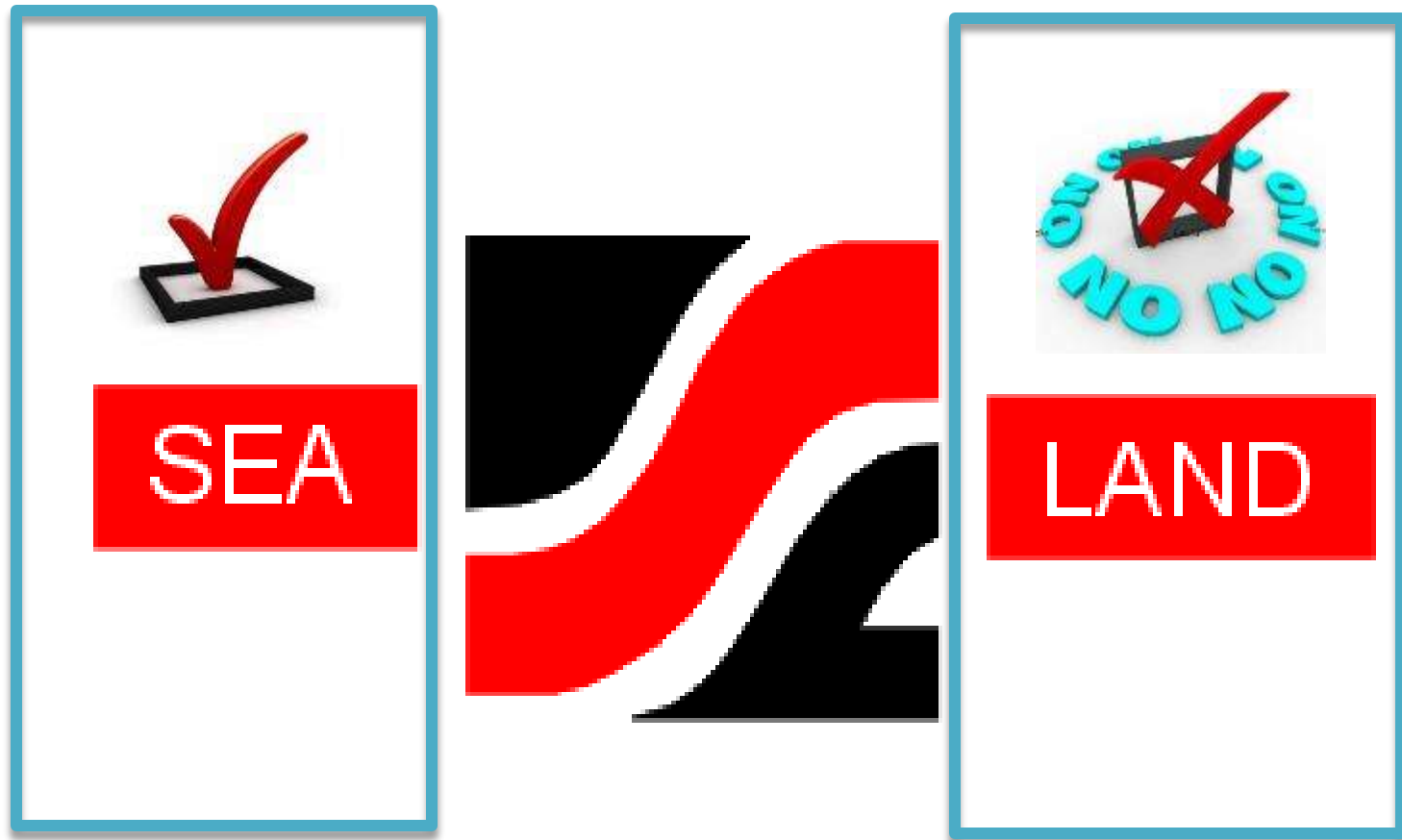
- **G**overnment
- **R**eliability
- **I**ntermodal
- **P**roductivity
- **E**fficiency

NEED TO INCREASE RESEARCH & DEVELOPMENT



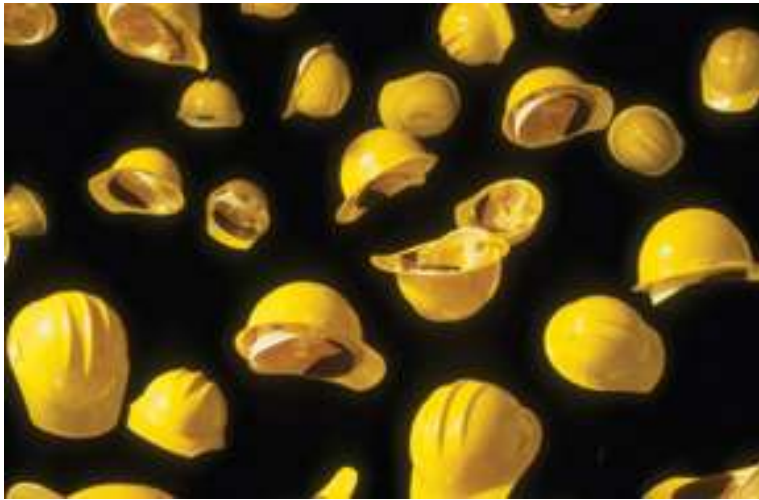
cabin

NEED TO FOCUS ON INTERMODAL CONNECTIVITY



HOW TO ADDRESS LABOR ISSUES?

Shortage of skilled labor



Need to attract the best talent
– Make-up our industry!



PORTS/TRANSHIPMENT – MARRIAGE

- Those in want out
- Those out want in



Grass is always green on the other side

FLEXIBILITY: KEY TO SUCCESS



Para meditar

- Rol de los puertos
- Presion en las entradas/salidas de los puertos
- Cabotaje-comercio Inter-Latinoamerica
- Medidas ambientales/seguridad
- No sacrificar carga local vs transbordo
- Todo es posible- es cuestion de costos

THANKS

