

POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED



**SECOND REGIONAL LATIN AMERICAN AND CARIBBEAN
MEETING OF PORT LOGISTICS COMMUNITIES**

JULY 28TH 2017

**PRESENTATION BY ASHLEY TAYLOR
POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION
(PLIPDECO)**

TRANSFORMATION AND DIVERSIFICATION OF PORT OPERATIONS"

LINES OF BUSINESS

PDECO is a publicly traded company with
(2) major lines of business:

Industrial Estate Management:

- (i) Hosting the major components of the downstream energy sector and support industries

Port Operations:

- (i) Cargo Handling
- (ii) Harbour Management
- (iii) Warehousing and Logistics

PDECO employs approximately 1,000 persons while the combined
employment of the Estate tenants is in excess of 10,000 persons

CHANGES THROUGH THE YEARS

INDUSTRIAL ESTATE

Hectares (2,100 acres) hosting 103 tenants

ts include chemical and steel production facilities such as the following:

2 Methanol companies with a combined production of 6.5m tonnes per annum

5 Ammonia companies with a combined production of 5.8m tonnes per annum

2 Steel companies

1 Urea plant producing 710,000 tonnes per annum

Power Generation plant with installed capacity of 852MW

acts:

ad ranks as the largest producer and exporter of methanol in the world

ad ranks as the largest exporter of ammonia in the world

ad ranks as one of the largest producers of urea

CHANGES THROUGH THE YEARS

INDUSTRIAL ESTATE



CHANGES THROUGH THE YEARS

PORT

The Port was developed initially as an alternative to the main Port of Port of Spain and to support the development of the Industrial Estate through the importation of the heavy machinery and equipment.

With the maturity of the Industrial Estate, the Port focused on being a multi purpose facility handling bulk, general, and containerised cargo.

CHANGES THROUGH THE YEARS

PORT

Increase in throughput

- From 2006 to 2015 Port achieved a 50% increase in throughput (147k teus to 222k teus)
- Handles approximately 400k tonnes of bulk and general cargo annually.

Phased equipment acquisition

- Equipment acquired over the years to facilitate throughput and productivity demands
- (2 Ship to Shore Cranes, 3 Mobile Harbour Cranes, 6 RTGs, 4 Reach Stackers, 22 Trucks).

Phased berth construction

- Now includes 6 Berths including dedicated container berth, 1 Ro/Ro Berth and 4 mixed use Berths.

Technology

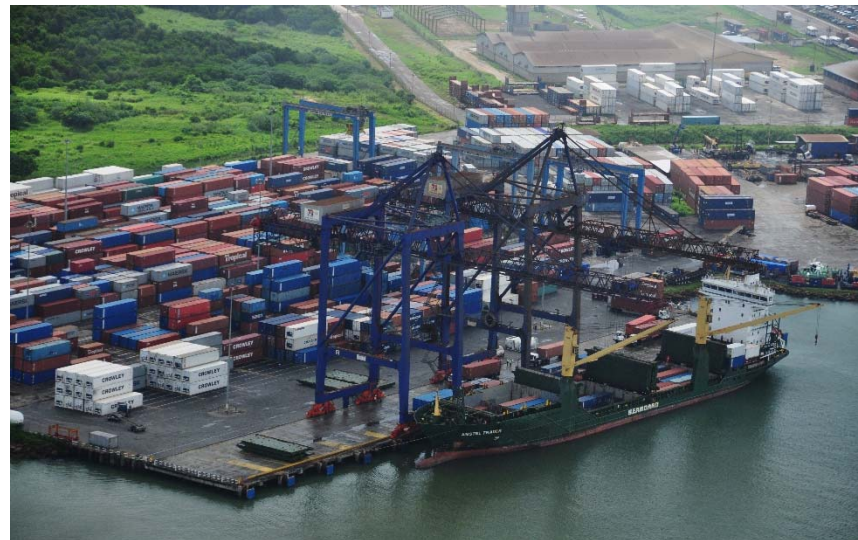
- Navis Terminal Operating System initially implemented in 2006 and upgraded in 2016.

Systems and processes

- ISO 9001 Certification.

CHANGES THROUGH THE YEARS

PORT



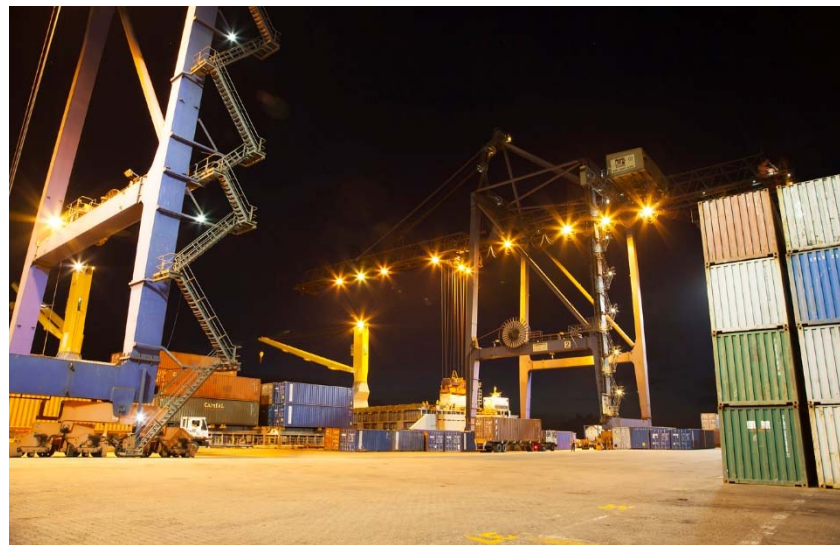
CHANGES THROUGH THE YEARS

PORT



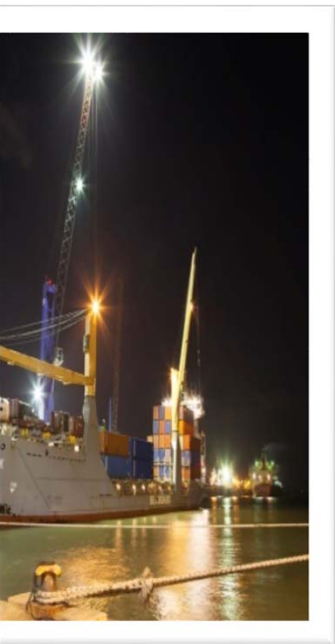
CHANGES THROUGH THE YEARS

PORT



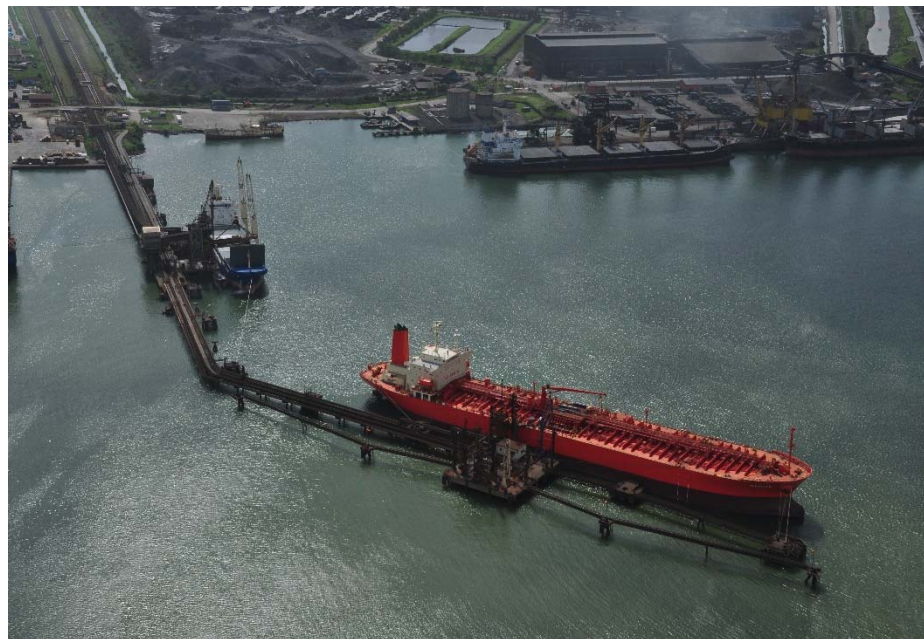
CHANGES THROUGH THE YEARS

PORT



CHANGES THROUGH THE YEARS

PORT



CHALLENGES AND THE NEED TO TRANSFORM

Economic decline

- Trinidad and Tobago in a recession and experienced economic decline of 2.5% in 2016.

Changes in local, regional and international trade patterns

- Trade patterns regionally continue to change to combat economic stagnation and ensure liner profitability.

Increasing costs

- Cost of operations continue to drive need to stabilise and reduce costs through improved productivity and changes in spending patterns.

Competitive factors

- Competition faced from local and regional ports and competition among shipping lines.

Customs Processes

- Customs has been slow to change and adopt new systems and methodologies.

CHALLENGES AND THE NEED TO TRANSFORM

Shipping lines expectations

- Shipping lines due to need to remain competitive, relevant and profitable are increasingly requiring more for less from ports.

Operating in a unionised environment

- Operating in a port unionised environment brings with it unique challenges and sometimes competing interests.

Ageing infrastructure

- Ageing infrastructure such as buildings, berths and equipment can prohibit the ability to provide quality and efficient service.

Ageing workforce

- Contributes to reduced ability to continue to provide efficient service. Amplifies the need to have a strong training programme for succession planning.

TRANSFORMATIONAL INITIATIVES

Transformational initiatives embarked upon due to changing port competitive landscape and need to ensure sustainability, efficiency and productivity

Phased Equipment Replacement and Asset Management Programme

- As equipment ages, it becomes less reliable. Phased equipment replacement, OEM support and competence training for maintenance team as part of overall asset management programme.

Training for the future

- Training and certification programmes forms critical part of repositioning process. This spans highest level of organisation such as MSc Programme in Port & Maritime Management developed with the University to certification programme for stevedores.

TRANSFORMATIONAL INITIATIVES

Navis Terminal Operating System (initial implementation 2006 and upgraded 2016)

- With the rapid increase in containerised throughput, an advanced terminal management system was required. This managed to streamline the process and drive efficiency up.

Computerised Labour Allocation System

- PLIPDECO employs close to 1,000 persons, who in some cases have multiple skills. Computerised Labour Allocation System makes the process of selecting and deploying workers based on skill level to the various areas. This is linked directly to the payroll system.

Time and Attendance System Using Biometrics

- PLIPDECO employs close to 1,000 persons, who in some cases have multiple skills. The computerised attendance system is also streamlines the attendance process. This is also linked directly to the payroll system.

TRANSFORMATIONAL INITIATIVES

Computerised Leave Management System

- Port has a large labour pool. Computerisation of vacation and leave management allows persons to apply for leave online, thereby streamlining the process and allowing management to spend more time on operational matters.

Warehouse Locator System

- Unstuffing of container at warehouse fully tracked from point of discharge of cargo to delivery to customer.

Weighbridge Management System

- Port is compliant with the SOLAS mandate for container VGM. Process now automated for improved accuracy and speed of processing.

TRANSFORMATIONAL INITIATIVES

Casual Labour Management System

- Utilising SMS technology integrated with the Labour Management System reengineered the process of labor selection.

Port CCTV System

- Coverage throughout the Port utilising over 150 cameras to enhance security and operational monitoring.

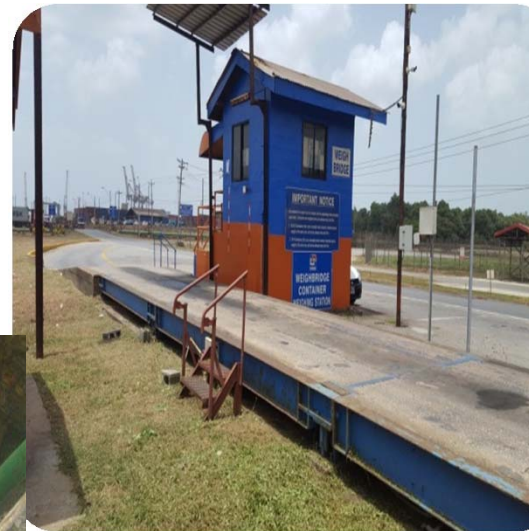
Port Marine PDS

- Planning and scheduling of vessels with online access for Pilots and tug operations.

Container Scanners

- To improve security and speed up screening process.

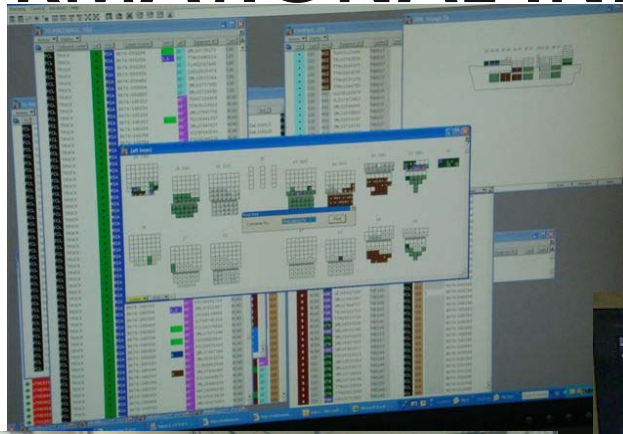
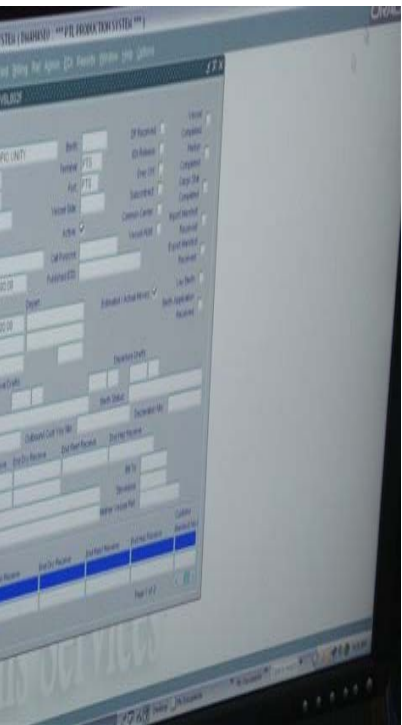
TRANSFORMATIONAL INITIATIVES



TRANSFORMATIONAL INITIATIVES



TRANSFORMATIONAL INITIATIVES



DIVERSIFICATION

Diversification of services have been embarked upon due to

- The need to be cognisant of needs of the customers
- Customer acquisition and loyalty due to value added and linked services
- Acquisition of additional complementary revenue streams to reduce risk while increasing sustainability and profitability

Diversification means transforming the company into a logistics services provider. Diversification initiatives include:

- Demurrage and Detention Management Services
- Less than Container Load Export Services
- Full Container Load Services
- Leased and Managed Warehouse Services
- Oil and Gas (Upstream and Downstream) Logistics Services

MODEL FOR THE FUTURE

The model of the Port Development of the Future will be a phased approach which consists of the following:

Port Expansion

- To cater to expanding cargo throughput demand and to improve service flexibility customers

Logistics Services

- Expand value added services that are complementary to port operations and supporting customer processes and operations. Example of this is Demurrage and Detention Services.

MODEL FOR THE FUTURE

Warehouse Development and Services

- Creation of a logistics hub by providing warehousing and managed warehousing services to companies involved in the movement and handling of cargo

Integration of Port and Warehousing into a single logistics product

- Seamless integration of port, warehousing and logistics services into a single product that facilitates a one-stop-shop solution or service for customers

SAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED



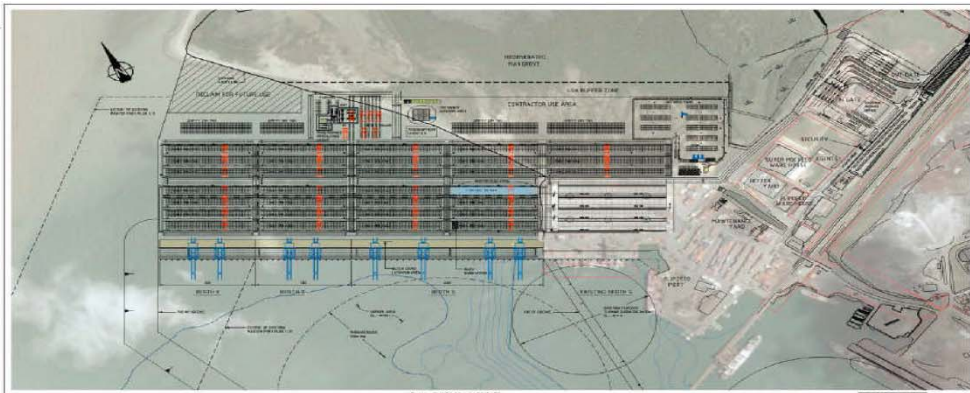




3 How PLIPDECO proposes to expand?

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VIEW FROM THE NORTH-EAST
not to scale



PROPOSED WAREHOUSING FOR
POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED
12/7/17

SAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED



THANK YOU!