



Some Perspectives on Container Port Development

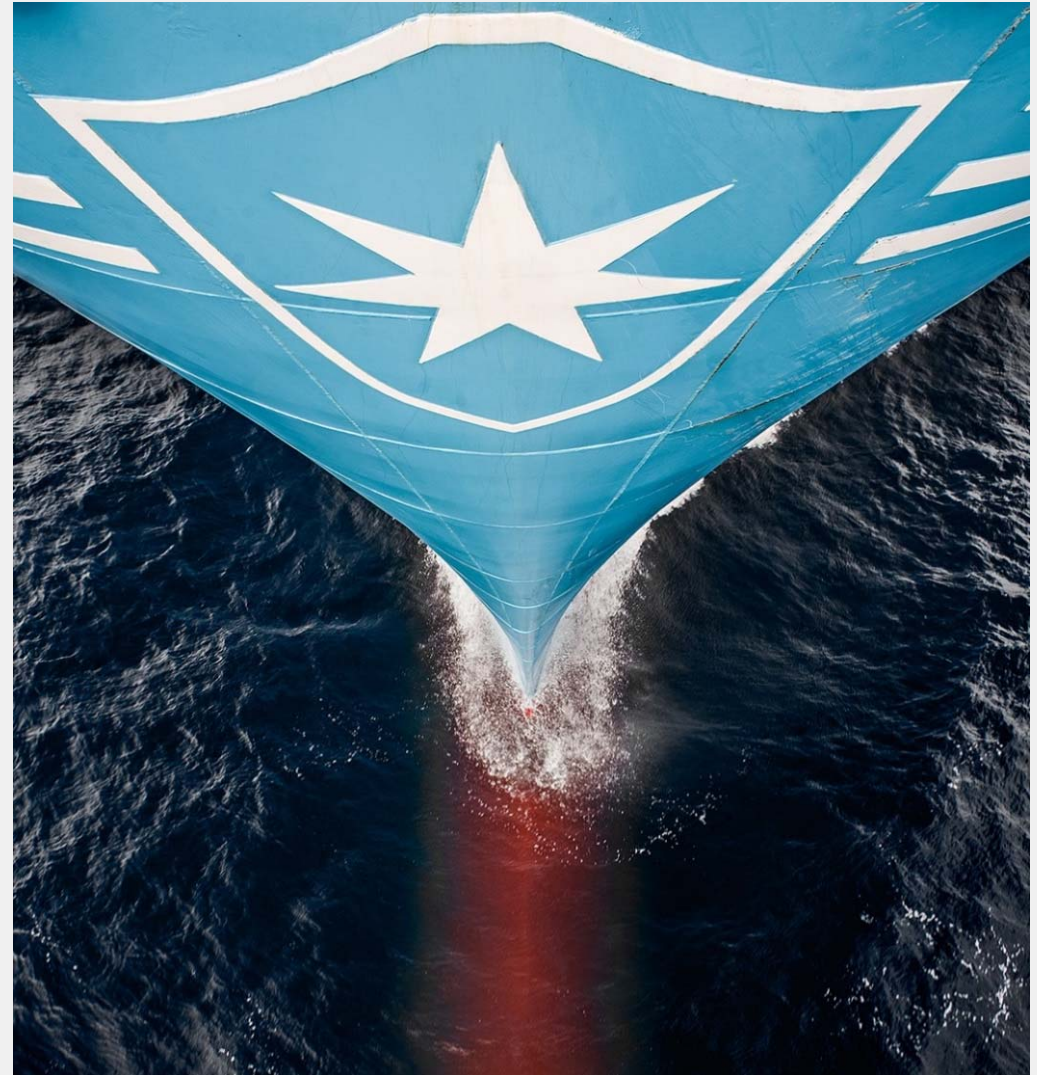
关于集装箱港口发展的一些看法

Mr. Tim Smith, 2019 World Ports Conference, Guangzhou, 8th May 2019
施敏夫先生, 2019世界港口大会, 2019年5月8日, 广州

Content 目录

.....

- The Belt and Road :
Opportunities for Win-Win Port
Development
“一带一路”：港口发展共赢的机遇
- Chinese Ports : International
Benchmarking
中国港口：国际标杆
- International Partnership with
Chinese Companies
与中国公司的国际合作



The Belt & Road Initiative – Maersk Perspective

“一带一路”倡议 – 马士基观点



- 3.2 billion people
32 亿人口
- \$12 trillion GDP
GDP 12万亿美元
- 60+ countries
60多个国家
- Multi-trn
infrastructure need
几万亿级基础设施需求

The vision : \$2.5trn trade with Belt-Road countries in the next 10 years
 愿景：未来10年与“一带一路”沿线国家的贸易额将突破2.5万亿美元

The Belt & Road Initiative – Maersk Perspective

“一带一路”倡议 – 马士基观点

Carriers, Port Operators and Logistics Companies all stand to benefit from engagement
班轮公司、港口运营商和物流企业都将从参与“一带一路”倡议中受益：

- Increased demand
需求增加
- New routes/services
新增航线/服务
- Opportunity to invest in new ports and inland services overseas
投资海外新港口和内陆设施的机会
- Significant funding for expansion opportunities
为发展提供大量的融资



BRI : Success stories so far

“一带一路”倡议：成功案例

- BRI is the only initiative specifically targeting to close the “infrastructure gap”
“一带一路”倡议是唯一一项专注于缩小“基础设施差距”的举措
- Significant boost to funding transport infrastructure (SRF, AIIB etc)
交通基础设施融资渠道显著增加 (SRF, AIIB等)
- Estimates vary, but China has invested at least \$70bn so far with pledges of much more

虽然各估值有所不同，但中国已至少投入资金700多亿美元，并将继续增加投入



Ethiopia - Djibouti railway
埃塞俄比亚 - 吉布提铁路



COSCO's Pireaus Port investment
中远的比雷埃夫斯港口投资

More focus on road (e.g. Phnom Penh-Sihanoukville) and rail (e.g. Thailand-Laos-China) than on pure ports so far?

到目前为止，更多的投资是在道路（例如金边 - 西哈努克）和铁路（例如泰国 - 老挝 - 中国）而不是港口？

BRI : Key challenges

“一带一路”倡议：主要挑战

- Transparency concerns (e.g. vs World Bank, Japan ODA projects)
透明度问题（例如和世界银行，日本官方发展援助项目等相比较）
- White Elephant projects concern
白象工程(形象工程)问题
- Debt trap concerns (Kyaukpyu port \$9bn = 14% of Myanmar GDP)
债务陷阱顾虑（Kyaukpyu港口90亿美元=缅甸GDP的14%）
- Developmental learnings (e.g. controversy over Hambantota, Sri Lanka, and East Coast Rail in Malaysia)
发展性思考（例如对斯里兰卡汉班托塔和马来西亚东海岸铁路的争议）
- Increased competition e.g. Japan, India, US investment in Africa, Australia investing in S Pacific
(could be beneficial overall)
竞争加剧，例如日本，印度，美国在非洲投资，澳大利亚投资南太平洋（总体上可能会受益）



The 2nd Belt and Road Forum on International Cooperation– Joint Communiqué on 27 April 2019

2019年4月27日在北京召开的第二届“一带一路”国际合作高峰论坛联合公报

All states are equal partners for cooperation that respects **openness, transparency, inclusiveness** and **level playing field**.

所有国家都是平等的合作伙伴，尊重**开放，透明，包容和公平竞争**。

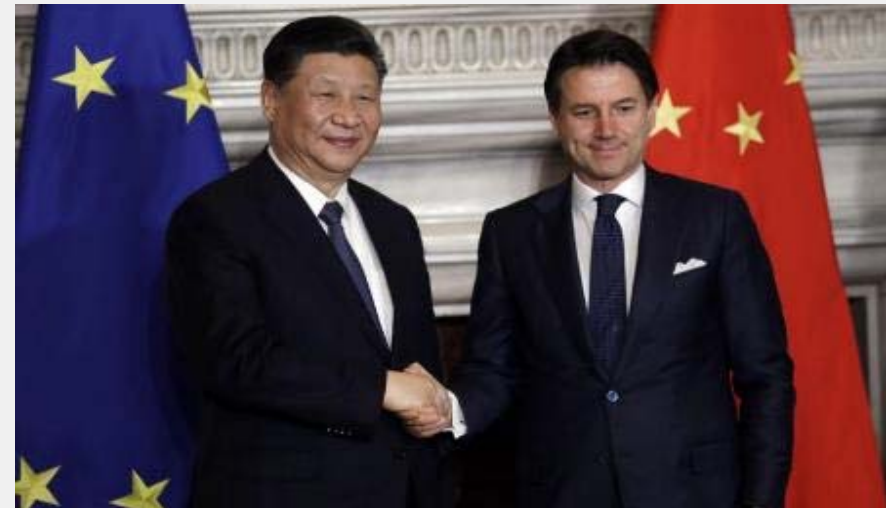
- We embrace open economy and inclusive, non-discriminatory global market. **All interested countries are welcome** to join in such cooperation
我们拥抱开放的经济和包容的、非歧视性的全球市场。 欢迎所有感兴趣的**国家**加入合作
- Such cooperation will pursue **high standard, people-centered** and **sustainable development**
这种合作将追求**高标准，以人为本和可持续发展**

BRI Case study - Vado, Italy

“一带一路”倡议项目案例-意大利 瓦多



- Terminal is under development
码头建设中
- Go-live in Dec 2019; full capability in 2020
2019年12月开始营运，并于2020年全面完成
- Joint venture between APMT, COSCO and QPG
中国远洋海运、青岛港和马士基码头公司共同合资
- Strategic location at the western end of the Silk Road
位于丝绸之路西端的战略位置



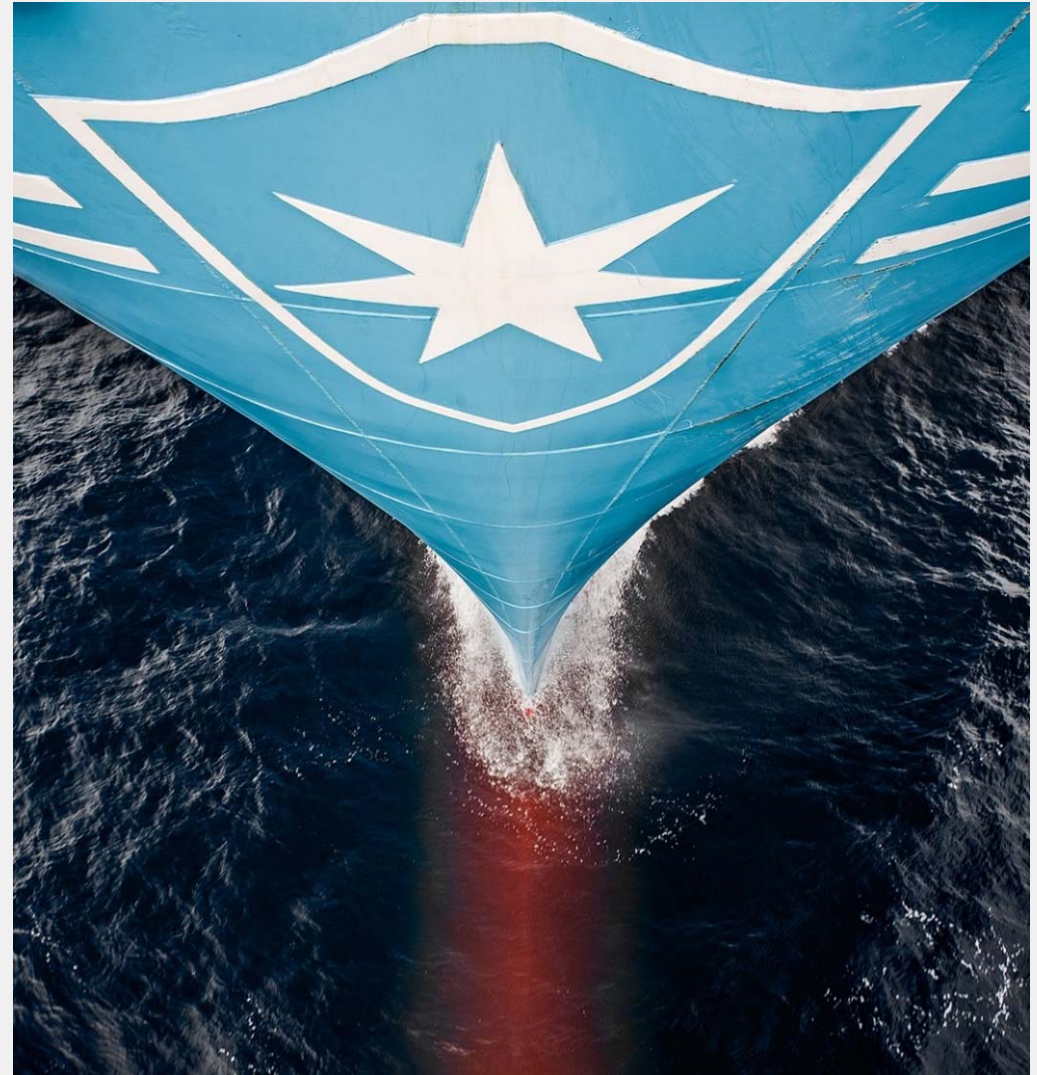
Chinese President Xi Jinping, left, and Italian Premier Giuseppe Conte shake their hands at the end of an MOU signing ceremony on Mar'19 covering BRI projects in Italy's port sector)

3月19日，中国国家主席习近平(左)，以及意大利总理朱塞佩·孔特在谅解备忘录签字仪式结束时握手，备忘录涵盖意大利港口项目

Content 目录

.....

- The Belt and Road :
Opportunities for Win-Win Port
Development
“一带一路”：港口发展共赢的机遇
- Chinese Ports : International
Benchmarking
中国港口：国际标杆
- International Partnership with
Chinese Companies
与中国公司的国际合作



During the last 10 years, Chinese ports have progressively dominated world container ports ranking
 在过去10年里，中国港口已逐步占据世界集装箱港口排行榜

Rank	Ports	2007 Volume (M TEU)
1	Singapore	27.9
2	Shanghai	26.2
3	Hong Kong	23.9
4	Shenzhen	21.1
5	Busan	13.3
6	Rotterdam	10.8
7	Dubai	10.7
8	Kaohsiung	10.3
9	Hamburg	9.9
10	Qingdao	9.5



Rank	Ports	2017 Volume (M TEU)
1	Shanghai	40.2
2	Singapore	33.7
3	Shenzhen	25.2
4	Ningbo	24.6
5	Hong Kong	20.8
6	Busan	20.5
7	Guangzhou	20.4
8	Qingdao	18.3
9	Dubai	15.4
10	Tianjin	15.0

Source: Lloyd's List

Chinese Ports did not get big without becoming efficient

中国港口的发展离不开效率的提高

- Chinese ports also feature consistently in the rankings of the worlds most productive / efficient ports measured in terms of berth productivity

中国港口在泊位效率全球排名中也始终保持前列

- Compare Nansha with L.A. :南沙对比洛杉矶

- In terms of Berth Productivity, Nansha (Guangzhou) achieves a berth productivity of 106 moves per berth per hour, whereas LA achieves 76 moves per hour

就泊位效率而言，广州南沙的泊位操作效率是每小时106自然箱，而洛杉矶则只有76自然箱

- Nansha is 39% more efficient

南沙效率比洛杉矶超出39%

- This adds up to real money : if L.A.'s productivity is matched with Nansha's, the ship operator could save >US\$3m per service on fuel cost per year

效率产生的效益：如果洛杉矶码头的操作效率和南沙相同，班轮公司每条航线每年可以节约燃油成本300多万美金

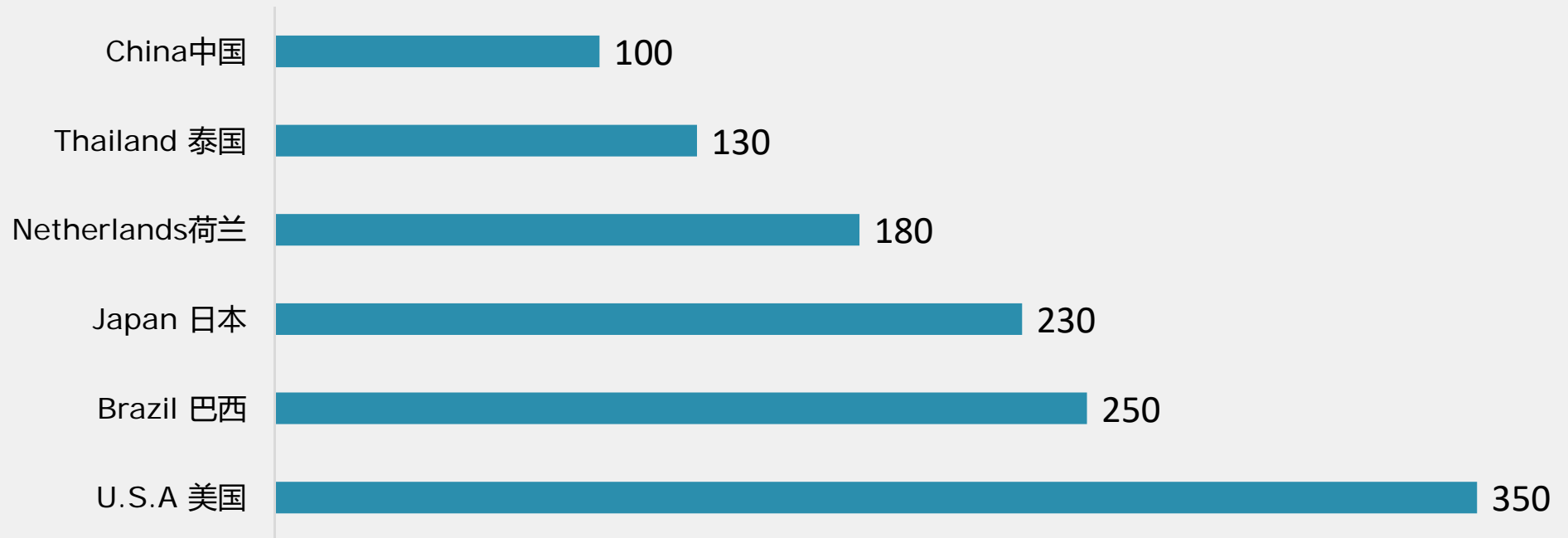
Top Ports	Country	Berth Productivity
Tianjin	China	127
Qingdao	China	126
Yantian	China	119
Nansha	China	106
Ningbo	China	103
Shanghai	China	101
Benchmarks	Country	Berth Productivity
Yokohama	Japan	112
Busan	South Korea	103
Rotterdam	Netherlands	84
Los Angeles	U.S.A	76
Barcelona	Spain	74

(Source: JOC.com 2015)

And Chinese Ports are very cost effective internationally 中国港口极具成本效益

- Taking carriers Terminal Handling Charges as a good indicator of the cost of using a port, THCs in China are low by international standards :
如果将班轮公司码头操作费作为衡量使用港口成本指标的话，中国码头操作费低于国际标准

2018 Index – Terminal Handling Charge (China as 100)
码头装卸费2018年指数 (中国100)

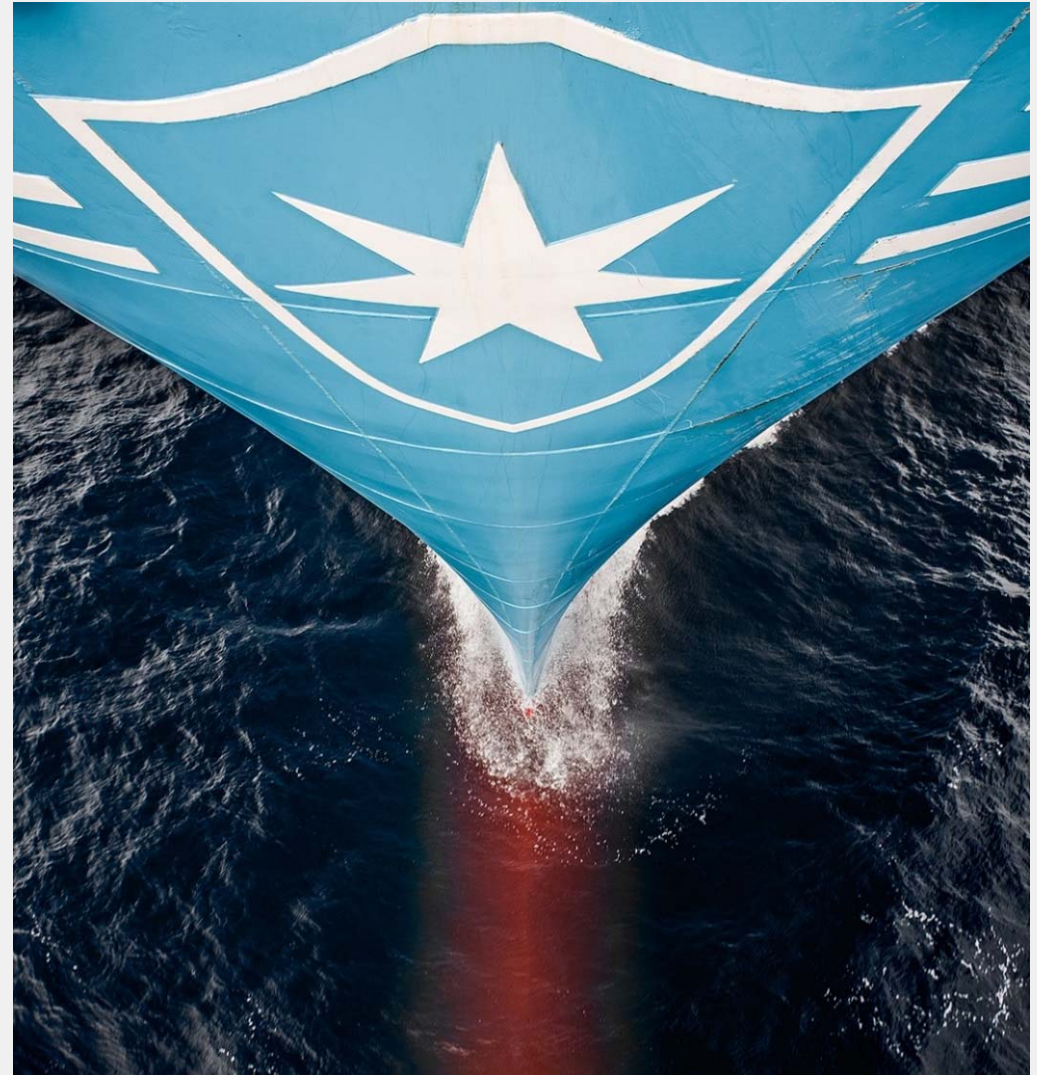


Source: Maersk research

Content 目录

.....

- The Belt and Road :
Opportunities for Win-Win Port
Development
“一带一路”：港口发展共赢的机遇
- Chinese Ports : International
Benchmarking
中国港口：国际标杆
- International Partnership with
Chinese Companies
与中国公司的国际合作



As Chinese companies go international, it makes sense to partner with the best international companies

随着中国公司走向国际化，与优秀的国际公司合作极具意义

- Chinese port, logistics and construction companies are increasingly looking for international opportunities
中国港口，物流和工程公司正在越来越多地寻找国际合作机会



- BRI provides many opportunities, but also plenty of risks and challenges
“一带一路”为此提供了许多机会，但同时也存在大量风险和挑战



Partnering with the best international companies enables Chinese to benefit from global scale, strong local presence in many markets, and de-risk investments

与优秀的国际公司合作，中国公司能够从其全球规模，在许多市场拥有强大的本地支持，以及降低投资风险等方面受益

Maersk Value Proposition

马士基价值主张

- De-Risking investments by bringing substantial Maersk volume to JVs
马士基箱量注入合资公司，减少投资风险
- Sharing international best practices through global benchmarking
通过全球标杆对标，分享国际最佳实践
- Economies of scale through global procurement and standardized purchasing
通过全球采购和标准化采购，实现规模经济
- Co-developing automation and IT/digital solutions
共同开发自动化和信息技术/数字化解决方案
- Systematic deployment of Lean management
系统地实施精益管理
- Opportunity to significantly enhance safety awareness and performance
有助于显著提高安全意识和安全表现

In Conclusion:

总结

- The Belt and Road Initiative (BRI) presents numerous win-win cooperation opportunities for our sector

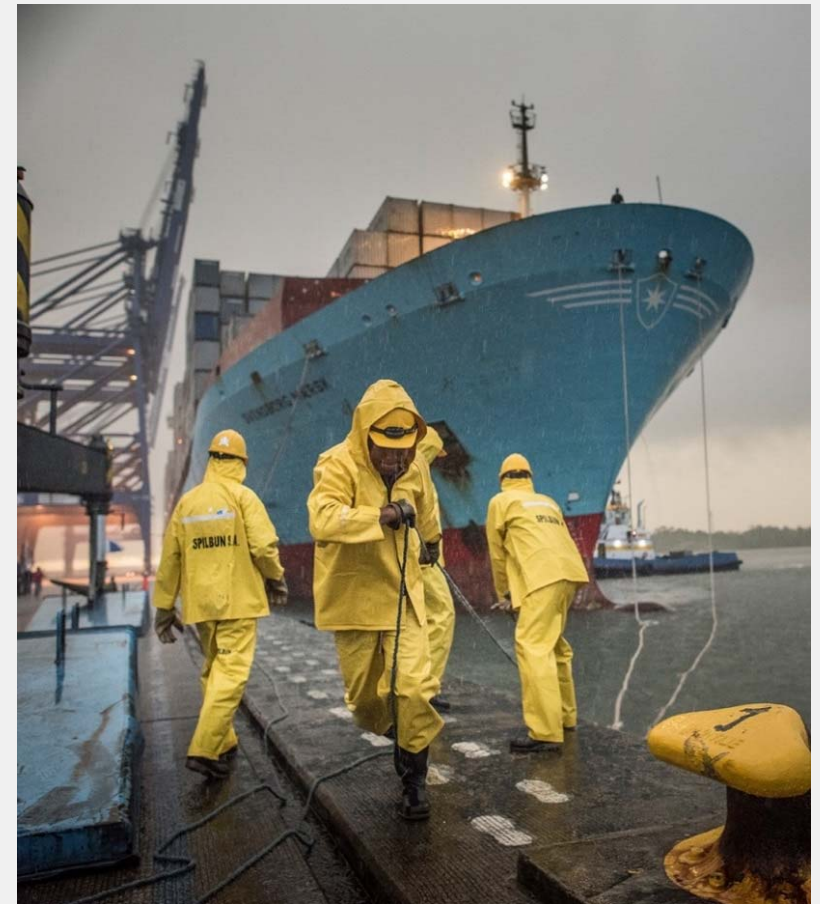
“一带一路”倡议（BRI）为我们的行业提供了众多合作共赢的机会

- Chinese ports are among the leading players in the world in terms of size, productivity and cost efficiency

在规模、生产力和成本效益方面，中国港口居世界领先

- For Chinese and other international partners, BRI brings both opportunities and risks in unfamiliar markets. Maersk is working to partner Chinese companies by leveraging its strong commercial and operational value propositions.

“一带一路”倡议对中国及其他国际合作伙伴来说是机遇和挑战并存。马士基愿和大家一起，借助自有的商业和运营优势，实现合作共赢



Thank you! 谢谢

