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ICTSI INITIATES GROUP-WIDE MAINTENANCE TRANSFORMATION

ICTSI recently launched its maintenance transformation program to improve port equipment effectiveness across ICTSI's global organization

ICTSI ENDS 2017 WITH MULTIPLE AWARDS

ICTSI capped another remarkable year, collecting multiple international accolades for innovation and corporate governance.



PortFolio

is published by the Public Relations Office of International Container Terminal Services, Inc. for the employees, shareholders, clients and friends of the ICTSI Group.

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Guillaume Lucci, ICTSI Vice
President for
Engineering,
discusses the
basics of ICTSI's
maintenance
transformation
program.



▲ ICTSI GLOBAL CORPORATE ENGINEERING HEADS (FROM LEFT): Victor Dempsey of Corporate Engineering, Thomas Goodwin of Victoria International Container Terminal, Gareth Scott of Corporate Engineering, Ruel Betita of Davao Integrated Port and Stevedoring Services Corp., Renato Sumampong of the newly acquired Manila North Port, Alex Legados of Manila International Container Terminal, Syed Zia Uddin of Pakistan International Container Terminal, David Wolfovitch of Operadora Portuaria Centroamericana, Carlos Casseres of Sociedad Puerto Industrial Aguadulce, Jaime Guazhco of Contecon Guayaquil S.A., Stuart Finch of Victoria International Container Terminal, Edmundo Trazo of Global Corporate HSSE, Revaz Lezhava of Batumi International Container Terminal, Gregorio Cruz of Contecon Manzanillo S.A., George Gulle Jr. of PT. PBM Ola Jasa Andal, Guillaume Lucci of Corporate Engineering, Horacio Pennacchiotti of Corporate Engineering, Nicolas Renaux of Matadi Gateway Terminal, Georges Magot of Madagascar International Container Terminal Services Ltd, Ivica Marijan of Adriatic Gate Container Terminal, Rongli Gao of Yantai International Container Terminal, Kazimierz Giczkowski of Baltic Container Terminal, Joselito Feliciano of Manila International Container Terminal, Pablo Peñalba of Global Corporate HSSE, George Mikhail Lagazo of Mindanao International Container Terminal Services, Inc., Ireneo Frilles of Corporate Engineering, Henry Dungca of Subic Bay international Terminal Corp., Julio Brasiliero of Tecon Suape S.A., and Federico Niemela of TecPlata. Ashraf Khalil (not in picture) heads the Engineering department at Basra Gateway Terminal.



"This transformation process is not a cost cutting exercise, even though during the pilot programs the changes resulted in some cost reduction with increased efficiency," said Guillaume Lucci, ICTSI Vice President for Global Corporate Engineering.

"It is however an improvement process that will yield the deferral of CapEx, better performance of our existing assets, and improving our spare parts inventory management. It is a set of core principles, guidelines, and tools to improve our individual performance, while ensuring that minimum standards are met across the portfolio and a platform to build a maintenance community on so as to exchange best practices and reach out to the right individuals for support."

ICTSI aims to improve its maintenance process by reducing excessive preventive maintenance or reinforcing systems that require more attention after a detailed breakdown analysis improving root-cause analysis and preventive maintenance to reduce equipment breakdown defining a more appropriate set of KPI's to track the effectiveness of the maintenance process of each business unit and developing stronger capabilities in the Organization.

Prior to the implementation of the program last December, ICTSI initiated

diagnostic efforts at the Pakistan International Container Terminal in Karachi, Pakistan, and the Manila International Container Terminal, ICTSI's flagship operation in the Philippines. The strategy and approach was further refined after the assessment of the first batch of terminals, which also included Suape Container Terminal in Pernambuco, Brazil, and Specialized Container Terminal 2 in Manzanillo, Mexico.

Spearheading the maintenance transformation program is Horacio Pennacchiotti, who has relocated to Manila.

"I look forward to closely collaborating with all our Engineering managers through this process. We will closely measure our performance improvements and re-assess on a regular basis further improvements that might be needed in the program," said

Mr. Pennacchiotti.

FIRST ENGINEERING MANAGERS' FORUM

The maintenance transformation program was launched during ICTSI's first Engineering Managers' Forum from 12 to 13 December at Solaire Resort and Casino. Led by Messrs. Lucci and Pennacchiotti, the forum gathered the Engineering heads of every business unit in the ICTSI Group. Each presented an overview of their respective terminals, which included the number of equipment, their Engineering organization, and their top three successes and challenges with their best tools and practices.

Aside from the Engineering heads, the forum also invited guest speakers from the ICTSI leadership to talk about several corporate-related topics: Rafael Joel Consing, Chief Financial Officer - ICTSI overview and investor relations; Jose Joel Sebastian, Senior Vice President for Controllership - accounting and reporting key points; Robin Cruickshanks, VP of Global Corporate HR - human resources overview; Edmundo Trazo, Global HSSE Manager - HSSE Standards overview; Gareth Scott, Major Equipment Procurement and Fabrication Director - procurement process for major equipment; Ireneo Frilles, Mobile Equipment Procurement and IPDS Manager - procurement process for mobile equipment; and Victor Dempsey, Project Management Director - infrastructure maintenance minimum standards.

SCIPSI cited at Happy-at-Work confab

By Rejamna Jubelag

outh Cotabato
Integrated Port
Services, Inc. (SCIPSI)
recently received a special
citation for implementing
strategies that make the
organization one of the
"best to work at in the
country."

The award was given last 27 September during the 7th Happy-at-Work conference organized by Salt & Light Ventures together with the *Philippine Daily Inquirer*.

The conference aims to help business leaders and HR professionals come up with an organization design that will improve leadership capacity, people management practices, and retention strategies.

Gabriel Muñasque, SCIPSI General Manager, delivered a presentation on the Company's best people practices including the Investors and People framework SCIPSI used. Mr. Muñasque also discussed how SCIPSI boosted employee engagement through the House Points System – an employee engagement program that won SCIPSI the Investors in People Gold Employer of the Year Award in 2016.



🛕 Gabriel Muñasque, SCIPSI General Manager

ICTSI ends 2017 with multiple awards

Inc. (ICTSI) capped another remarkable year, collecting multiple international accolades for innovation and corporate governance.

Asia's leading financial publication for issuers and investors *The Asset* presented ICTSI with the 2017 Best Initiative in Innovation Award for the implementation of the Terminal Appointment Booking System (TABS), a truck scheduling system that optimizes the flow of trucks in and out of the port.

"We thank *The Asset* for recognizing our efforts on TABS. We share this award with 1-Stop Connections, who helped us develop TABS, and the Philippine Government for championing TABS to improve the overall efficiency at the Port of Manila,"

says Christian Gonzalez, ICTSI Senior Vice President and Head of Asia-Pacific Region and MICT

Since its implementation in 2015, TABS has been key to improving the traffic situation on city roads and preventing container build-ups at the Port of Manila. The resulting efficiency also allowed the Manila International Container Terminal (MICT) to improve its processes and reach its first year-to-date two million TEU moves in 2016.

London-based publication *Dredging and Port Construction* (DPC) also recognized TABS and presented ICTSI with the award for Innovation in Port Technology. ICTSI bested six other nominees in the port equipment and technology category of the DPC Awards 2017 held on 29 November at the Sheraton Grand London Park Lane Hotel.

FOURTH CONSECUTIVE PLATINUM

Continuing the tradition of excellence, ICTSI also earned another Platinum Award from *The Asset*. ICTSI won the award for the fourth consecutive year for exhibiting excellence in environmental, social, and corporate governance.

"It is an honor to receive these awards on behalf of the Company. We thank *The Asset* for recognizing ICTSI's competency in corporate governance and investor relations," said Arthur Tabuena, ICTSI Treasury Director and Head of Investor Relations.

CEO AND CFO OF THE YEAR

The Asset also named Enrique K. Razon Jr., ICTSI Chairman and President, Best CEO of the Year for the transportation and logistics industry. ICTSI currently operates 30 terminals in 18 countries. Mr. Razon joins eight other winning CEOs from the banking and finance, oil and gas, property and real estate, and telecommunications industries.

Also in December, Rafael J. Consing, ICTSI Senior Vice President and Chief Financial Officer, was hailed CFO of the Year by *CFO Innovation*, an exclusive online publication for top-level finance managers in the Asia and China corporate sector. CFO Innovation lauded Mr. Consing for solving the challenge of "supporting the acquisition and integration of ICTSI's geographically dispersed assets, managing the accounting transition and financial and leverage impact, and keeping investors interested in the stock through anemic financial results as ICTSI's portfolio transitioned to the current global footprint."

Earlier in the year, Mr. Consing was also awarded the CEO of the Year award by *Corporate Governance Asia.*





▲ Mr. Consing with the CFO of the Year award

Arthur Tabuena, Treasury Director and Head of Investor Relations, accepts the Platinum and Best Initiative in Innovation awards at The Asset Awards 2017 held on 27 November at the Four Seasons Hotel in Hong Kong. The Asset Corporate Awards is the longest-running ESG awards in Asia.

New service links Yantai to Southeast Asia

BY MICHAEL OI

International Container Terminal held a small ceremony to celebrate the recent launch of COSCO's SE Asia service at the Port of Yantai in Shandong, China.

The launch of the new weekly service connecting Yantai to the main ports in South East Asia was marked by the maiden call of *CSCL Sao Paolo*. More than 100 guests from the Yantai municipal government, COSCO shipping, Yantai Port Group, and other local shippers witnessed the loading of the first export container to the vessel, which left the terminal with 162 full containers (175 TEUs) on board.



Puerto Cortes set to increase capacity by 50 percent

BY EVELYN LEIVA

uerto Cortes looks to increase its capacity by at least 50 percent upon the completion of the ongoing infrastructure expansion project.

The expansion includes the construction of Pier 6, which is being carried out by Operadora Portuaria Centroamericana (OPC) since early last year. OPC won the 30-year contract to construct, maintain, and operate the Specialized Container and Cargo Terminal in Puerto Cortes, Honduras in 2013.

"The port is growing and we will reach a point where Honduras will become a regional logistics focal point," says Leo Castellón, National

Port Company (ENP) Manager.

Once complete, the project will add an additional 350 meters of quay and increase the controlling depth to 14.5 meters. Two new super post Panamax Quay cranes – the first in the region – are also set to be commissioned to accommodate larger ships.



VICT helps reduce container truck turnaround time in Melbourne

elbourne is already starting to feel the benefits of Victoria International Container Terminal's (VICT) fully automated operation merely a year since the port operator opened for business at Webb Dock East.



According to *Waterline 61*, the Australian Bureau of Infrastructure, Transport and Regional Economics' 61st edition of its quarterly survey of container port-related efficiency, truck turnaround in Melbourne significantly decreased by 22.3 percent, "driven in part by the commencement of operations at VICT."

The report, which reflects the period January – June 2017, also revealed a 23.6 percent reduction in container turnaround time in Melbourne.

Puerto Aguadulce developing tools to optimize general cargo handling



The Information Technology and Land Operations departments of Puerto Aguadulce are working together to develop tools to optimize general cargo handling operations.

The terminal uses Navis, which has a purely maritime approach to the handling of containerized cargo. After several studies, the two teams came to the conclusion that Navis can be configured for handling general cargo.

Originally, Navis did not have the functionalities required by the Land Operations team. It was up to the IT team to customize the operating system code to integrate the required functions.

The team had to detail the entire process involving general cargo handling –

inventories, billing, packing, dispatch, etc. After identifying all the aspects of the process and a container has been emptied, Navis identified the cargo lot, captured the weight, and associated it with a final position on the shelf via a coding system. The IT team ran this process for a month a half.

The resulting efficiency from the online handling of cargo and billing of each related service will give Puerto Aguadulce several competitive advantages. The resulting tool is expected to launch by the first quarter of 2018.



PICT spends day with special people BYARIFRAZA

ast November, members of Pakistan International Container Terminal (PICT) management team visited the Dar-ul-Sukun home for special people to spend time and spread cheer with the physically and mentally challenged individuals under the care of the facility.

The team interacted with the residents and assisted in several activities like performance of routine work, listening to their concerns, serving their meals, and gift-giving. Some of the managers also assisted with the physical exercises of some of the physically handicapped residents.

PICT salutes the people behind Dar-ul-Sukun for their dedication and willingness to help those in need. The Company will continue to support the organization in their mission to help physically challenged individuals who have been rejected by society.















ICTSI / MICT celebrates

nternational Container Terminal Services, Inc. (ICTSI)/MICT held its annual Christmas party last 7 December at the Manila International Container Terminal (MICT).



Christian R. Gonzalez, ICTSI Senior Vice President and Head of Asia Pacific and MICT, congratulates everyone for another successful year.

The event brought together staff from the headquarters and other local subsidiaries for a night of fun, entertainment, and good food.

The event started with the celebration of the Holy Eucharist led by Fr. Anthony Acupan. Christian R. Gonzalez, IČTSI Senior Vice President and Head of Asia Pacific and MICT gave the opening remarks and thanked everyone for another year of hard work and dedication to the Company.

For the entertainment segment, four groups battled it out in a dance contest that highlighted terminals in the ICTSI Group. The Operations Group won the top prize, followed by the Admin and Subsidiaries Group. The Engineering Group placed third followed by the NAFLU On-Call Group.

Providing entertainment for the night was MICT's very own Berth and Gantries band comprised of Atty. Mark Acoymo from Claims, Dexter Landicho and Paolo Siat from the Public Relations Office, and Francisco Acosta Jr. from Operations. Tawag ng Tanghalan grand finalist Eumee Capile also graced the occasion.

Prizes in the form of cash, gift checks, appliances, and hotel accommodations were given away.

The 2017 Christmas party was organized by the Human Resources and Public Relations Departments.



Champion **Operations**



First runner up Admin and Subsidiaries



Second runner up **Engineering**



Third runner up **NAFLU** and Anchorage



Christmas merienda benefits 100 Tondo kids

BY SALLY INONOG



Robin Cruickshanks, ICTSI Head of Compensation and Benefits, turns over the cash and gift donations to Filipina Laurena, ICTSI Foundation Deputy Executive Director.

CTSI Global Corporate officers and staff got together for their annual Christmas merienda last 7 December.

Aside from sharing holiday cheer and good food with colleagues, officers and staff also brought grocery and gift items which were later turned over to the ICTSI Foundation. Each year, the Global Corporate Group encourages employees and guests to bring non-perishable food and other gift items for beneficiaries identified by the Foundation.

For 2017, the Foundation selected Purok 5 in Isla Puting Bato, Parola, Barangay 20 as recipient. Aside from the food packs, Global Corporate also raised PhP30,000 for the benefit of 100 children in Purok 5. The gift packs were distributed to the children of Purok 5 during the Christmas party organized by the Foundation.

















staff gather for the annual Christmas merienda which also serves as a fundraising activity for the ICTSI Foundation's selected beneficiary

ICTSI corporate officers and

Corporate officers and staff donated gift packs to the residents of Purok 5 in Isla Puting Bato. The gift packs were distributed during the Handog Salu-Salo at Regalo sa Pasko

Christmas Wish Tree Project grants 305 wishes

BY MICHAEL VINCENT LLORENTE

ast December, employees of International Container Terminal Services, Inc. (ICTSI) played the role of Santa Clause and shared the holiday spirit through the annual Christmas Wish Tree Program with 305 underprivileged children from various communities and institutions in the country.

The ICTSI Foundation's Christmas Wish Tree Program, which is now on its third year, encourages employees and non-employees to be ninongs and ninangs (godfathers and godmothers) to children, whose Christmas wishes are posted as stars on the wish tree. Donors pick their desired number of stars and grant the matching wishes. The Foundation conducts the program in coordination with local ICTSI subsidiaries, partner schools, and other non-government organizations whose advocacy is to help and educate the poor and sexually abused children all over the

In Misamis Oriental, the Foundation along with several sponsors reached out to the children with special needs in Tagoloan Central School - Special Program Education.

The Foundation, in coordination with the NGO Project PEARLS, brought joy to the poverty-stricken kids of Helping Land in Tondo, Manila. Helping Land is an impoverished community situated in an active dumpsite also known as the "Smokey Mountain." ICTSI and RVV Security Systems Inc. volunteers took part in the gift giving event held at the covered court in Brgy. 106 Tondo, Manila.

In Manila, street children from the Luneta, Ermita, and Lawton areas were handed gifts through the Wish Tree Program. The gift-giving was done in partnership with Child Hope Philippines.

The Christmas Wish Tree program also covered Gota de Leche, an institution in Sampaloc, Manila. Founded in 1906, the institution aims to provide nutritional and medical assistance to children with medical conditions and special needs.

Aside from giving gifts, the employees, donors, and volunteers also distributed food packages and organized games for the beneficiaries. A total of 117 ICTSI volunteers along with their families chose to share and got involved in the Foundation's undertaking. Majority accompanied the Foundation to personally hand over the gifts to their beneficiaries, who were more than happy to meet their donors.

"This activity is very heart-warming and at the same time, it reminds us just how blessed we are. These children and their families are going through a lot every day and they deserve to be happy just like us. My family and I appreciated even more what we currently have, even though it's not much," said one of the donor-volunteers.

The gifts, whether simple or extravagant, were deeply appreciated by the recipients. What's even more important is that they symbolize hope for those who have less in life. The donors, for their part, received the gift of appreciation through the thank you letters written by the gift recipients.

The Foundation would like to thank everyone who dedicated their time and effort to making the 2017 Christmas Wish Tree activity a success. We hope to see you again at the end of the year.



ICTSI Foundation's Loida Arcena and a beneficiary of the Christmas Wish Tree Project.

Child Hope Asia Philippines















Christmas Wish Tree Project

The ICTSI Foundation's Christmas Wish Tree Project is currently on it's third year. The program encourages employees and stakeholders to actively engage the whole ICTSI community by granting simple wishes from underprivileged kids.

Gota de Leche MANILA -











- Tagoloan misamis oriental











ICTSI Foundation holds Christmas outreach in Laguna and Batangas

BY MARIA BERNADETTE DE GUZMAN

The ICTSI Foundation, in cooperation with the Laguna Gateway Inland Container Terminal (LGICT), held its first Handog Salu-Salo at Regalo sa Pasko outreach in Calamba, Laguna. Carmela Rodriguez, LGICT Terminal Manager, spearheaded the distribution of gift packs to more than 100 indigent

families in LGICT's surrounding communities.

Meanwhile in Batangas, the Foundation and Bauan International Port Inc. (BIPI) organized the yearly outreach for BIPI's host community. A total of 200 gift packs were distributed to senior indigents of Brgy. San Roque led by Ferdinand Magtalas, BIPI General Manager. ICTSI Foundation high school and college scholars also participated in the activity, which has become a yearly tradition in Bauan.

The two-day activity was capped by a medical-dental mission. Around 300 patients, most of whom were children, availed of the free medical consultation, tooth extraction, and medicines. The annual community welfare aspect of the Christmas outreach was done in partnership with the Philippine Medical Association - Batangas City Chapter and the local health unit of Bauan, Batangas.



BY JOY LAPUZ





Ms. Rodriguez reminds everyone in attendance to always be thankful to God for the gift of life and family.

The outreach also featured some entertainment in the form of intermission and games.











The ICTSI Foundation has selected senior high school student John Lenard Rivera from Jose Abad Santos High School in Binondo as the third successful recipient of the ICTSI-Northeastern University scholarship.

Mr. Rivera stood out among the 200 students who applied for the international scholarship program after the rigorous selection process. A total of 87 students were interviewed by the selection committee, which further narrowed the candidate pool to eight. The final interview was conducted in Manila by Lauren Melaugh, Northeastern University Assistant Director in October last year.

Prior to his departure for Boston, Massachusetts, Mr. Rivera will undergo several activities in preparation for his academic life in the United States starting September. He plans to pursue a degree in Civil Engineering.



CONGRATULATIONS, JOHN! (FROM LEFT): Romalyn Rizardo, John's adviser; Joy Lapuz, Foundation Program Operations Manager; Leonora Rivera, John's mother; John Lenard; Atty. Lirene Mora, ICTSI Regional Legal Manager - Asia Pacific; and Robert Velasquez, Jose Abad Santos High School Principal

BGT shares best practices with MGT

RY SHFFRA KHAN

In the container handling operations, general cargo handling is a specialized process that requires close supervision. Basra Gateway Terminal (BGT), which successfully started general cargo operations last year, recently invited Glend Makabi, Matadi Gateway Terminal (MGT) Operations Manager, for training in preparation for the start of general cargo operations in Matadi. Here are Glend's thoughts about his experience in Iraq.

On the purpose of his visit

We are starting general cargo operations in Congo DRC. Due to the operational differences, I was eager to visit BGT to get useful experience and learn about their best practices. We tackled the basics of general cargo operations like the different types of slings used for cargo, how to assemble prior to the start of operation, the different operational processes, and so on. We plan to implement BGT's best practices and customize it for the environment in Congo.

On working in BGT

I love the people here. Everyone is open, friendly, and willing to share, which really helped me in my training assignments. There were exciting challenges working in Iraq and the BGT team's efforts in dealing with the day-to-day operations are admirable.

On facing the challenges

The thing I found most challenging was the weather. It was too hot during the summer and very different from Congo. It gets extremely hard working in 50 degree (Celsius) plus temperatures. I remember my first week to be very difficult but I later got used to it and everything became better.

On plans to return

It really depends on my boss! I would love to come back and train more as we grow our general cargo handling business in Congo. I'm very happy and thankful to the BGT management for giving me the wonderful opportunity to experience hands-on the processes involved in general cargo handling. I will apply all the lessons I've learned here at home.







Basra Gateway Terminal (BGT) has had a successful 2017 thanks to the hard working men and women who dedicated so much to help the Company reach its goals.

To cap off the successful year, the management organized teambuilding sessions to celebrate the contributions of the BGT team. Two sessions were held – one in Iraq for the terminal personnel, and the other in Dubai for the Finance back office.

The team in Umm Qasr grouped themselves to compete in a friendly game of bowling, allowing everyone to bond outside of work.

Meanwhile, the Finance back office staff went to IMG Adventure Park – the biggest indoor amusement park in Dubai. The team enjoyed the thrill of the extreme rides followed by a sumptuous lunch. They then took part in a treasure hunt at the amusement park.

The whole BGT team got their well-deserved rest and recreation from what has been a very busy year.







Puerto Aguadulce holds altitude training

The Puerto Aguadulce Human Resources Department, in collaboration with the HSE Department, conducted altitude training and retraining for several employees whose functions involve working at high areas in the terminal.

Part of the Company's regular training programs on workplace safety, the altitude training was done in compliance with the guidelines stipulated in Resolution 1409 of the Ministry of Labor and Social Protection as well as the parameters established in the Occupational Health and Safety Management System.

"A priority of our company is the safety of all our employees. This is why we provide training and knowledge necessary for the Aguadulce team for the prevention of occupational risks during the execution of their activities," said Jakelinne Gomez, Puerto Aguadulce Recruitment and Training Coordinator.

Aside from complying with the regulatory requirements, the training also enhances the competencies of employees in developing the highest safety standards for safe work at heights in accordance with the Company's goal of promoting a culture of self-care and safety at the workplace.







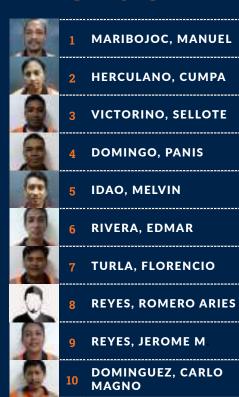


MANILA INTERNATIONAL CONTAINER TERMINAL

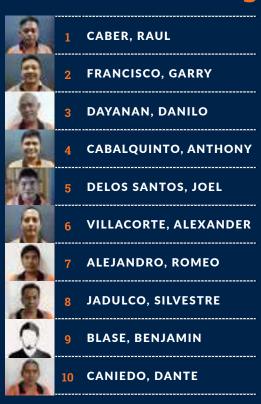
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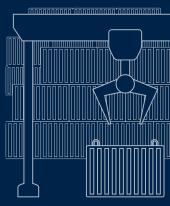
DECEMBER 2017

Prime Mover

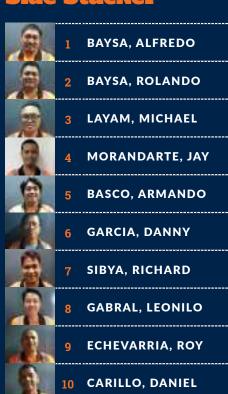


Rubber Tired Gantry

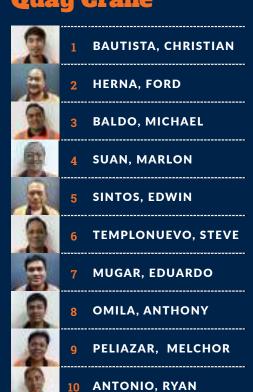




Side Stacker



TOP 10 Quay Crane





ONE STANDARD EVERYWHERE, EVERY TIME:



EXCELLENCE UNCONTAINED.

Established in 1988 in Manila, Philippines, International Container Terminal Services, Inc. (ICTSI) develops, manages and operates gateway ports in the Asia Pacific, Americas, Europe, Middle East and Africa. Starting with the privatization of the Manila International Container Terminal, ICTSI's current diverse portfolio includes capacity expansion projects and greenfield investments in developed and emerging markets.

ICTSI is an acclaimed private sector partner of governments requiring high-performing, profitable ports.

More important is ICTSI's distinct neutrality. As an independent business with no shipping, logistics, or consignee-related interests, ICTSI offers the same level of service excellence to every port community stakeholder.



EXCELLENCE UNCONTAINED

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