



**Our Promise, Your Satisfaction**

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**“Integrity  
means a lot  
to us – it has  
been the  
foundation of  
our business  
for 45 years.”**

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**“ We see things from our customer’s point of view — they want their delivery to be timely and hassle-free.”**

**Pacific International Lines (“PIL”) is a shipping company moving ahead with confidence and vision.**

**It is constantly seeking new challenges and broader horizons. The Singapore-based line continues its development as a modern, dynamic and forward-thinking business specialising in the global shipping and maritime related industries, with a commitment to flexibility and personalised service.**

**Our Promise, Your Satisfaction.**

**A Vision to Deliver**

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## **Our Values**

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We believe that integrity is the bedrock of our organisation, we seek to build the trust of our partners and customers.

We work as a family with a common purpose; our commitment to serve our customers and to further develop ourselves and our organisation.

We value customer relationships; we believe in being flexible and adaptable in order to ‘get the job done’ without undue hindrance.

History

PIL's shipping operations began with four coastal vessels and expanded quickly – within a decade, it owned and operated more than 60 Tweendeckers, multi-purpose semi containers, breakbulk vessels and livestock carriers. In the late 1960s, PIL launched its first dry cargo breakbulk sailing from China to the Arabian Gulf, Red Sea and East Africa. Between the late 1980s and mid 1990s, the company made the transition from predominantly breakbulk into a wholly containerised shipping operation.

Financial Growth and Fleet Growth

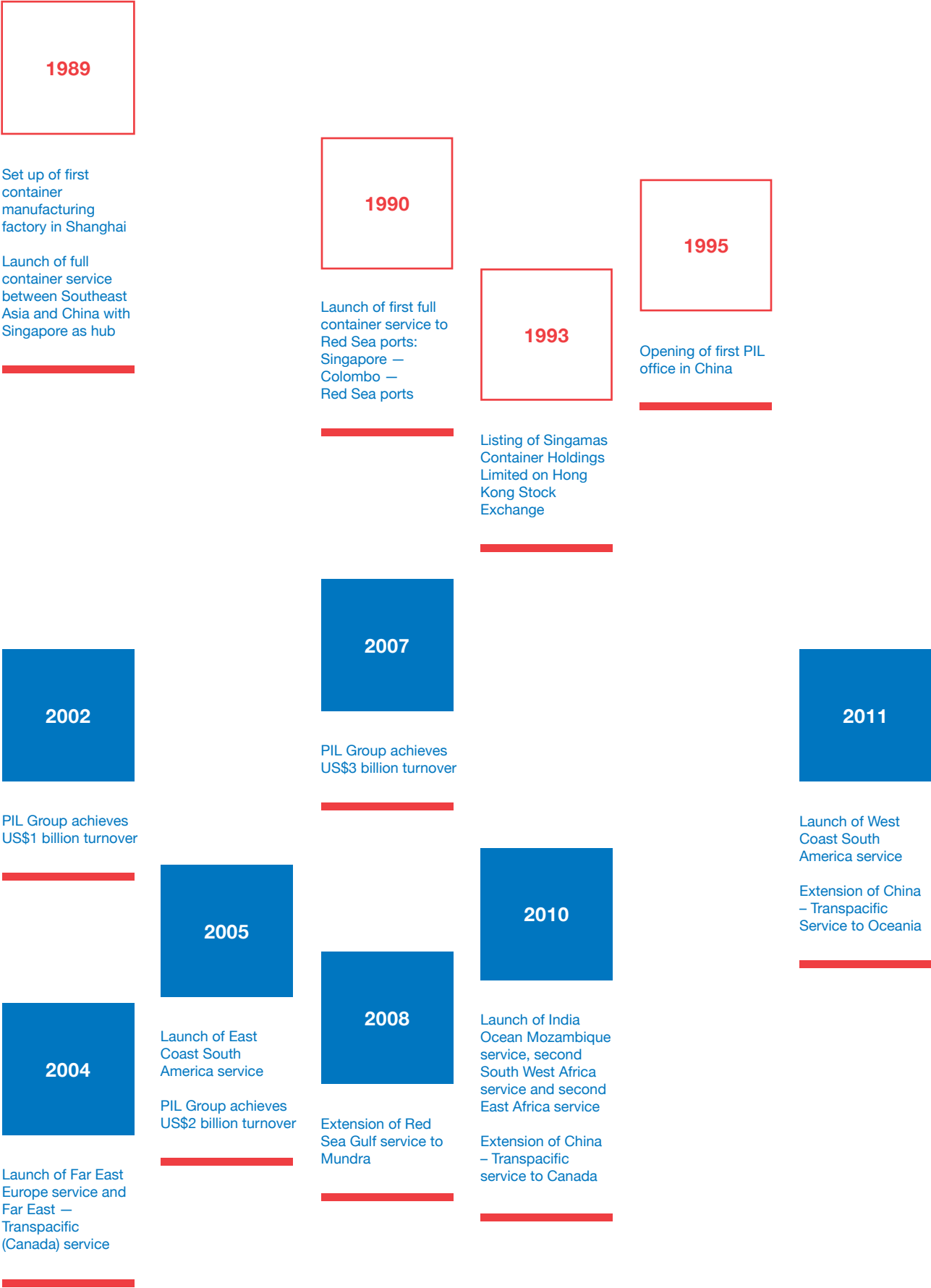
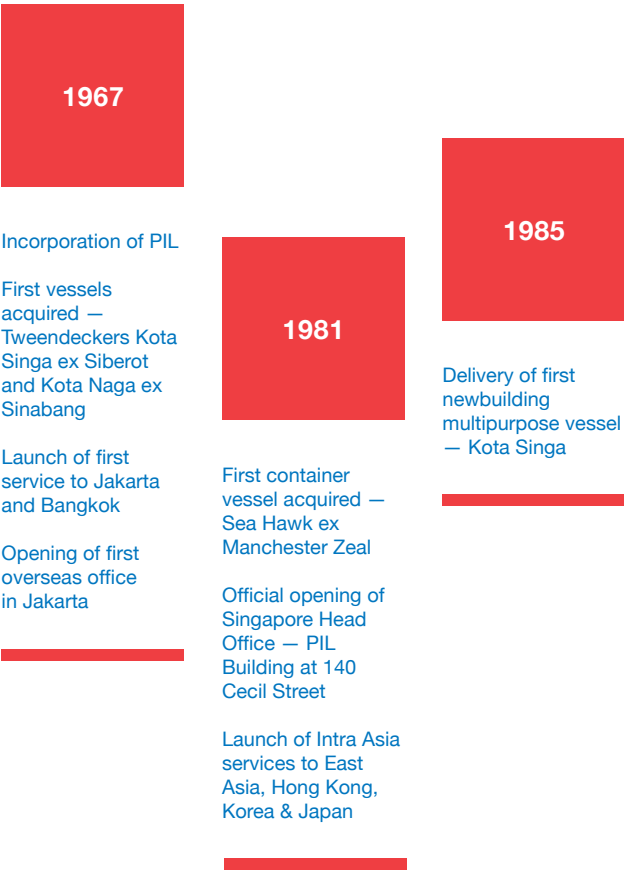
As the company's fleet and services have grown, so has revenue. Some 63% of PIL Group's revenue comes directly from shipping, a consistent percentage over the last several years. Revenue from shipping alone increased in the 2005-2010 period, from US\$1.7 billion to US\$2.5 billion. Over the same period, PIL Group's revenue grew at an even faster pace – from US\$2 billion to US\$3.9 billion. Total Group revenue is expected to exceed US\$4 billion in 2011.

The commitment to move ahead in all areas of its operation is also demonstrated by the growth in PIL's network of liner services and the build up and renewal of its container shipping fleet.

Between early 2007 and early 2012, PIL has seen the total slot capacity of its fleet grow by more than 17% annually and PIL's share of the shipping industry's global TEU box capacity has also improved steadily. Today, PIL is the largest privately held shipping firm in Southeast Asia and is ranked 18th amongst the top containership operators in the world.

PIL was founded by Mr Teo Woon Tiong (also known as Y C Chang, 张允中) in Singapore as a breakbulk operator in 1967 and today, Mr Teo is the group's chairman.

His son Mr Teo Siong Seng, S S Teo (张松声) as he is commonly known, is the managing director.





## PIL Today



PIL today is a modern container shipping line with an expanding portfolio of services, offices in 32 countries and more than 150 modern container vessels. The company's current stature is due to its enduring relationships, business contacts and expertise in the regions. The group is trusted by shippers all over the world.

In times of peace and in times of war and civilian disturbance, PIL vessels continue to operate. This has been the case at various times in the Middle East regions such as Aden and Aqaba where PIL continues to serve.

PIL's operations now encompass services to many major hub ports around the world. The company also has several business units which complement its core shipping activities. These include container manufacturing, warehousing, depots, and other specialised maritime related services.

PIL is always looking for opportunities to expand its network in the global container shipping industry and has successfully entered into main line trades to Canada and America. In addition, PIL has a solid network of services covering South East Asia, East Asia including China, the Indian sub-continent, Oceania, America, Africa and the Middle East.





## Our Office Network

The PIL network of branches, joint ventures and representative offices spans the entire globe.

This network of offices, which covers 32 countries, has developed in line with the Group's expansion over the years. Most of PIL's overseas agents have represented the company for decades.

The company has significant presence in the emerging economies of Africa, China, the Middle East and India.

PIL's Office Network Map





## Our Fleet and Services

The PIL fleet comprises fully containerised vessels ranging in size from 300 TEU to 6,600 TEU and its growth has been matched with new businesses. The average age of the PIL fleet is around 8 years.

### PIL's Newbuilding Programme

PIL has an ongoing fleet upgrading/modernisation programme and the company has an ambitious long term programme of new vessels on order. Between 2012 and early 2013, 15 newbuildings in the 2,800 TEU – 6,600 TEU capacity range, 5 bulk carriers and 9 multi-purpose vessels are scheduled to come into service.

The PIL owned fleet comprises standard 'series' types of vessels that facilitates maintenance and supply of spare parts. The fleet is fully compliant with the ISM and ISPS international standards.

### Services

Our services and our routes today span the globe.

PIL's liner shipping business is the Group's main business activity and includes regular services to most ports in the world with the exception of the East Coast of America and Northwest Africa.

Traditionally, PIL has focused its trades to and from ports and countries in which it first started its business; its Red Sea services form a vital part of its overall trade to the Middle East and the Gulf states. This is further complemented by the East Africa, South Africa and West Africa services.

Recently, PIL has expanded its Brazil trade with a wider coverage of ports. It also has well established trades to and from Australia and New Zealand.

PIL has comprehensive service coverage of ports in both the northern & southern regions of China. It is a trading pattern that has served the company for over 45 years.



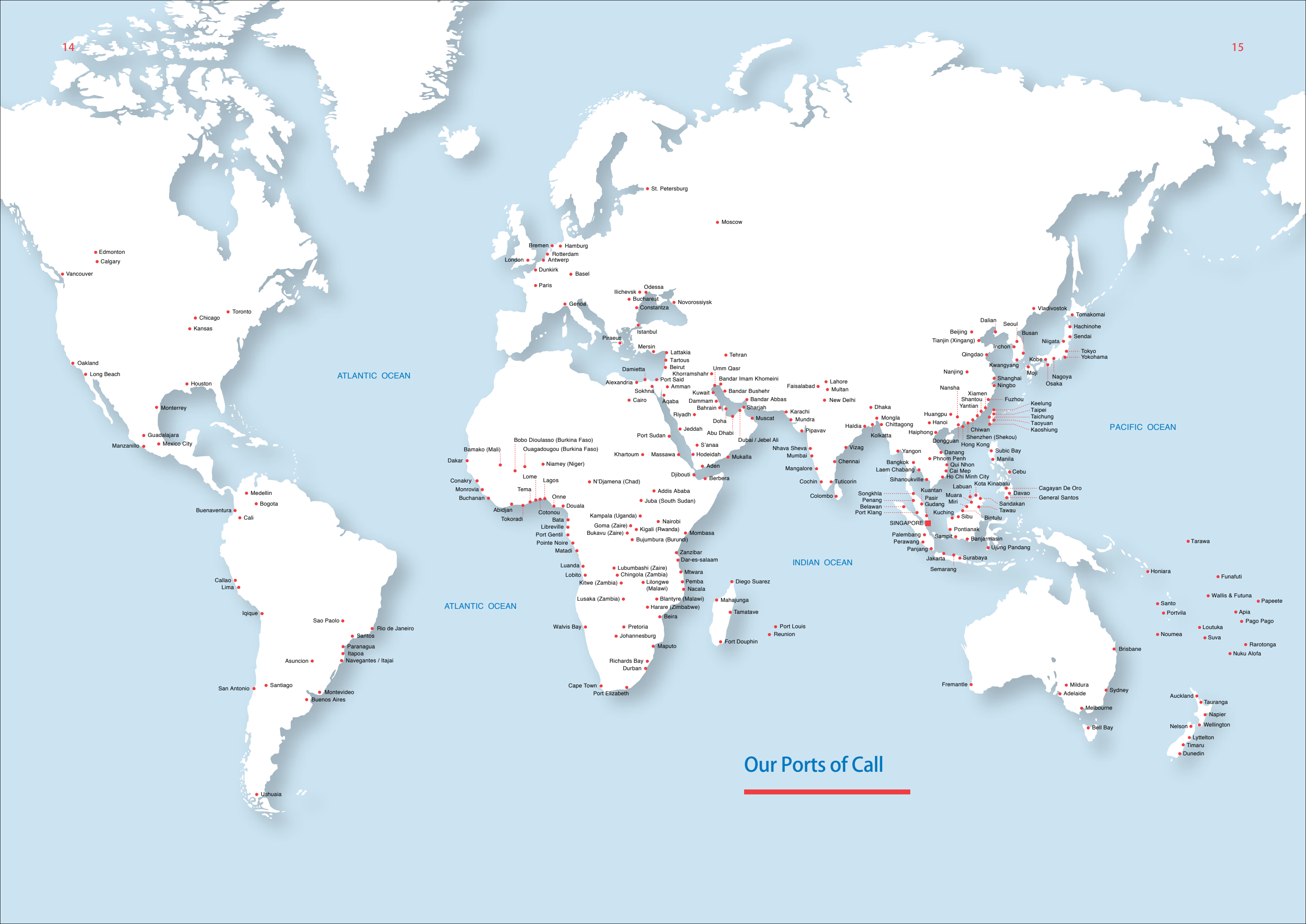


**“Our liner services  
sail to more than  
500 locations in 95  
countries, with a focus  
on Asia-Africa and  
the Middle East.”**

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ATLANTIC OCEAN

PACIFIC OCEAN

INDIAN OCEAN

ATLANTIC OCEAN

# Our Ports of Call



## New Milestones

PIL continues to achieve milestones in its development, currently running 45 liner services and generating a 20% average annual increase in the number of containers shipped. In 2010 and 2011, PIL broke new ground with the launch of new services to South America, as well as widening its range of shipping products.

In recent years, PIL launched a fixed-day weekly service linking the Far East to the West Coast of South America. Complementing our current services to the East Coast of South America, this move is testament to our commitment to serve the growing trade between China and South America.

In addition, PIL introduced its Multi-Purpose Service ("MPS") to cater to the ever-evolving shipping market. Plying the emerging Far East — West Africa route, MPS carries containers and general cargo, as well as project cargo ranging from industrial products, oil rigs/heavy equipment, to transportation units like rail locomotives and rolling stock.

Worthy of highlight is PIL's service commitment in both Australia and New Zealand with established services such as the Sino — Australia service and New Zealand service, effectively linking the Far East to Oceania.

The number of services now offered by PIL creates a "supermarket" of shipping products. Through years of perseverance and some volatile times, PIL is one of the most significant carriers in the Red Sea region, calling at virtually every port with container handling capacity. The prefix of its vessels' names — Kota — has become a household brand for shippers in the Middle East. In times of peace, in times of war, a PIL vessel is always there for them as a reliable partner.

The group is established on the Indian sub-continent and was involved in yet another first when it launched a service linking China directly with India. PIL has an excellent track record and extensive expertise in handling cargo in and out of China. Today, PIL has numerous regular sailings in and out of almost a dozen ports in China.

The Advance Container Lines ("ACL") subsidiary is a wholly owned regional feeder company that operates services to Malaysia, Indonesia, Thailand, India, Bangladesh, Brunei, Vietnam, Cambodia, Myanmar and the Philippines, with Singapore as its hub. It deploys 30 container feeder ships in a series of services that dovetail with PIL's mainline services.





## PIL Logistics

A wholly owned subsidiary of PIL, PIL Logistics Pte Ltd ("PIL Logistics") is a third party logistics provider with its headquarters in Singapore and its operations spread over major cities in China, Korea, Vietnam and Thailand. Currently, PIL Logistics' network encompasses 6 distribution centres and 20 stock-keeping centres.

PIL Logistics focuses on 'getting the job done' in a quality manner and meeting the business requirements of its customers by formulating and managing the customers' logistics process. Through PIL Logistics' unique capability in the Asia Pacific region coupled with joint ventures and strategic partnerships around the world, PIL Logistics is able to execute seamless end-to-end logistics solutions to and from countries within the Asia Pacific region.

In an effort to pursue value extension and value innovation to customers, PIL Logistics offers not only standard service offerings but also solutions meant for specific value propositions to meet very specific customer needs.

### Standard Service Offerings

- Freight Forwarding
- Warehousing
- Transport Management

### Solution-Based Offerings

- Consulting
- Forward Hubbing
- Vendor Hub Consolidation
- Integrated Logistics Solution
- Service Parts Logistics
- Trade+
- Procurement
- Buyer Consolidation
- Value Added Services





## Singamas

Singamas Container Holdings Limited (“Singamas”) has a significant position in the global container manufacturing industry and has been listed on the Hong Kong Stock Exchange since 1993. Today, it is the world’s second largest maker of shipping container boxes with all of its production facilities based in China. Singamas has also successfully ventured into container logistics services.

Singamas was established in 1988 and its first container plant was set up in Shanghai in 1990. The company decided that China would be the location for production and its manufacturing plant locations grew quickly. Since the set-up of its first container plant in 1990, Singamas has grown rapidly and today, it has 12 production facilities, all located in the vicinity of the major coastal port cities of China.

Its manufacturing plants produce a wide range of products including dry freight containers, refrigerated containers, tank containers, 53' US domestic containers, open tops and flat racks.

In 1994, Singamas established its first container depots in Tianjin and Qingdao. As the demand for container boxes from the global shipping industry continued to grow, so too did Singamas’ portfolio. By 2001, the company had diversified into the logistics business. Singamas’ logistics activities today include container depots, terminals as well as a logistics company in Xiamen.

In light of the strong container demand in the Shanghai area of China, Singamas is in the process of building two container factories along the Yangtze river, close to Shanghai. The first, a dry freight and specialised container factory, will be completed in first half of 2012; whilst the second, a refrigerated-container factory, will be completed by end-2012. After completion of these two new factories, Singamas’ annual production capacity will reach 1,000,000 TEU.

The 12 container depots and terminals include nine at major ports in China – Dalian, Tianjin, Qingdao, Shanghai, Ningbo, Fuzhou, Xiamen, Shunde and Qidong, two in Hong Kong and one in Laem Chabang, Thailand.







***KOTA CARUM***

**“We have customers who have been with us for over 40 years – that speaks volumes.”**

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## Our People

The PIL workforce currently stands at 17,000 including 3,000 seafarers, and is a vital asset of the group. The company values its human resource and takes care to retain, nurture and develop its staff. Numerous staff across the PIL network have worked for us for many years and this reflects the group's ability to retain a loyal and experienced workforce.

In Singapore and in other offices around the world, the levels of academic and vocational training of the employees exceed the national average. The company has a commitment to developing young graduates, master mariners and others with enthusiasm for the shipping business.

Attention is paid to recruiting trainees as well as experienced personnel and a conservative code of assessment based on integrity, diligence, ability, and personal conduct is adhered to when monitoring career development.

PIL today has many senior managers who rose within its ranks and they in turn complement the young talent the company seeks to employ to ensure continuity and innovation.

PIL's staff training programmes provide both general and specific training, including opportunities for further and higher education such as Master of Science degrees in Maritime Studies.

Our mentoring policy lays emphasis on developing job competency at all levels of the company and is on-going at all times to enhance supervisory and managerial 'soft skills' and techniques.



**“More than 3,990,000 TEUs were filed through our web-based system in 2011 alone.”**



## Our Information Technology

At PIL, the application of a range of IT platforms across the group and across borders enables PIL to manage its business more effectively and also helps the group plan for future business growth. In our liner operations, the core system is a web-based, server-centric, globally operated Containerized Shipment Management tool.

Known as webCSM, the system enables PIL's worldwide network to operate online, real-time and seamlessly 24 hours a day, 365 days a year. The webCSM system means PIL's network of agents on every continent can complete cargo booking and documentation online at any time of the day. The webCSM system is accessible to 360 locations around the world and has almost 3,000 active users.

PIL continues to seek improvement and expansion of its system at every level.



## PIL as a Corporate Citizen

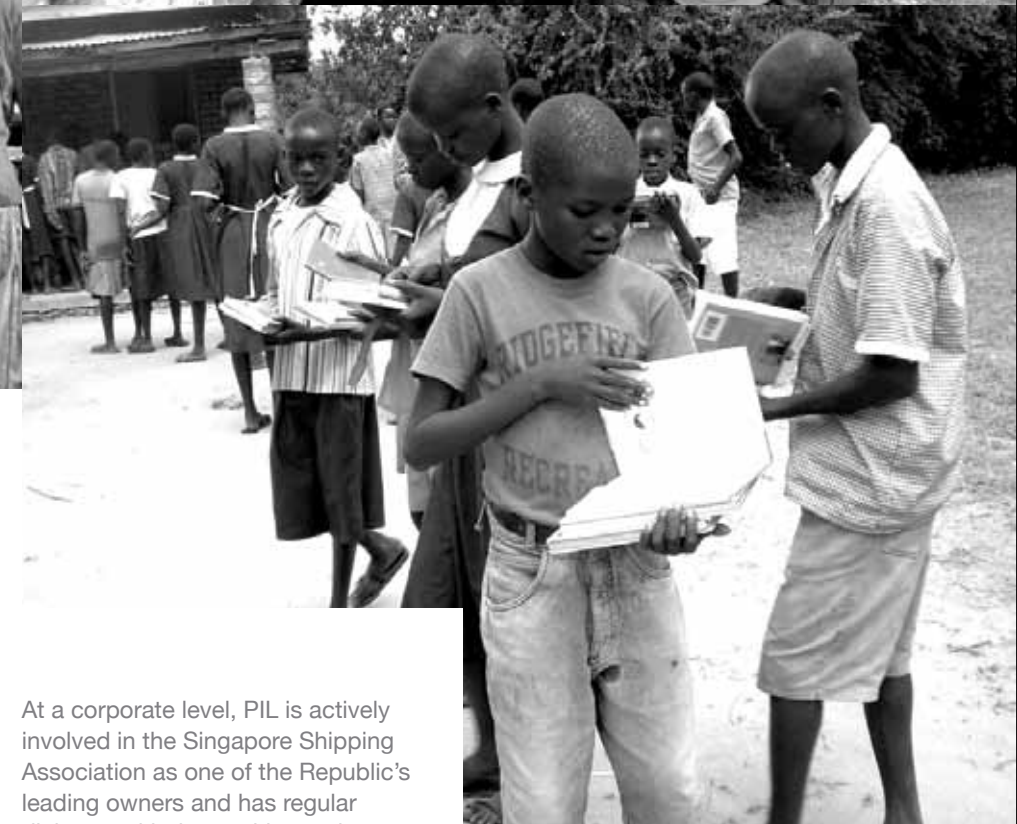
PIL believes it has a wider responsibility to be a good global corporate citizen. The company considers it a duty for successful organizations to give back to society and help individuals in situations where help is needed. PIL has, in its low-profile way, aided several crisis-torn parts of the world with various forms of charitable contributions.

The company works closely with the Red Cross whenever called upon to assist with freighting much-needed relief goods to various parts of the world. PIL has also pledged complimentary container boxes and logistics/agency work, when humanitarian aid was required, to countries including Uganda, Cameroon and Ghana.

PIL staff around the world also responded with both financial aid and charity goods following natural calamities, including the devastating Cyclone *Nargis* which tore through Myanmar in April 2008, the deadly earthquake which hit China's Sichuan province in May 2008 and the catastrophic earthquake which struck Christchurch, New Zealand in February 2011.

At a corporate level, PIL is actively involved in the Singapore Shipping Association as one of the Republic's leading owners and has regular dialogue with the maritime unions and the Maritime and Port Authority of Singapore.

PIL actively promotes the city-state as an International Maritime Centre ("IMC"). As part of that commitment, S S Teo, managing director, was appointed founding Chairman of the Singapore Maritime Foundation, a private-public partnership organization set up to promote Singapore's maritime expertise around the world.



## The Future

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We believe that our core values hold us in good stead for the future.

Our commitment to our customers has served us well and guides us as we develop new services and routes to meet their needs.

The value we place on our staff and their development ensures that we have a skilled and highly motivated workforce that is able to deliver the quality of service we demand.

Our collective vision enables us to set the bar high, knowing that we can deliver and meet the challenges ahead.

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