

LAAM MEETING

PJD-LAD/Tony Wu

It's showtime!





The New York Times

ONE RELENTLESS YEAR



REWARD



For information leading to the arrest and conviction of

NEMESIO OSEGUERA-CERVANTES

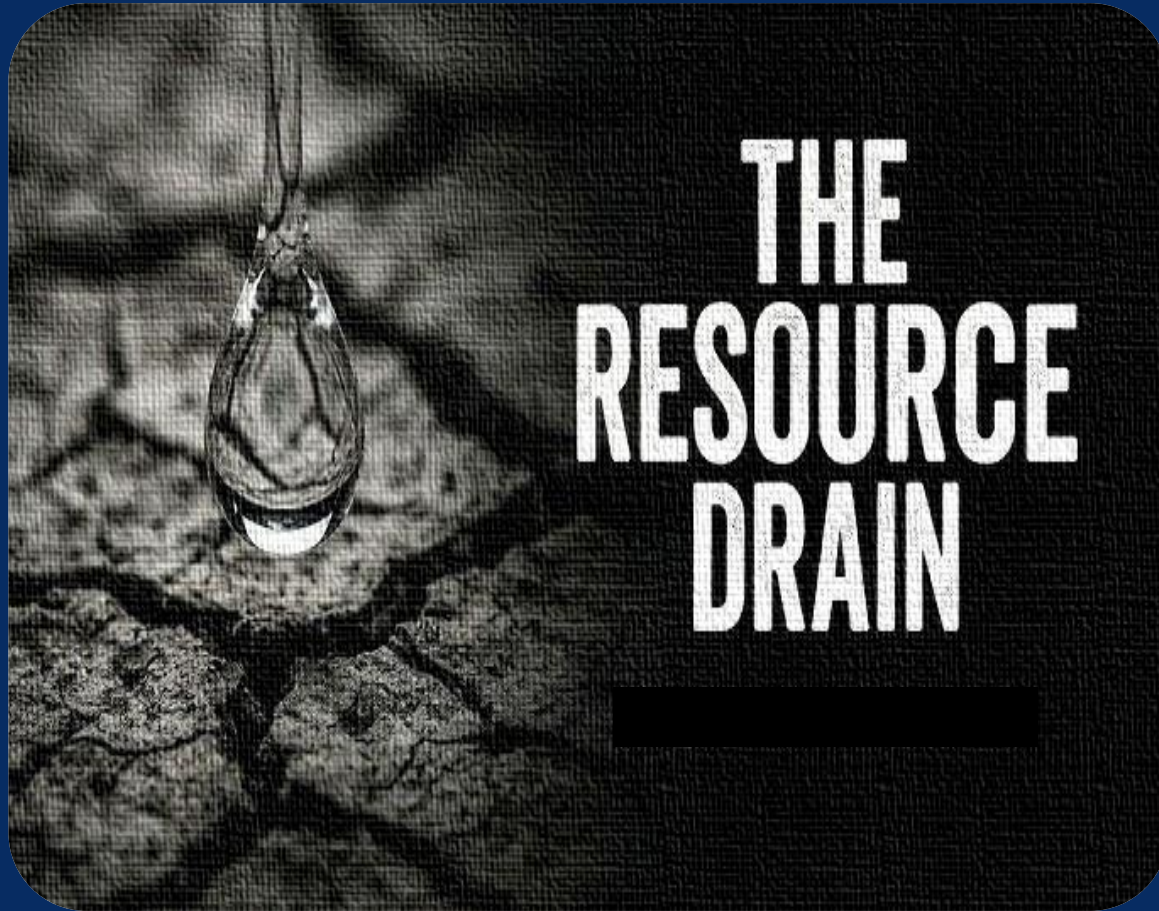
a/k/a "El Mencho"

WHATSAPP/TEXT/EMAIL: 

Mexico
Mexican security forces reportedly kill drug cartel boss 'El Mencho'



If we fail to stop the loss



GLOBAL TRADE REWIRED: THE DE-RISKING SHIFT

Altman's Perspective: Supply Chain
Diversification, Not Decoupling.
Resilience & Multipolar Growth.



1. Trade Data & Economic Reality (Breaking the Recession Myth)
2. The Limitations of U.S. Influence (The U.S. ≠ The World)
3. International Resilience & Response (Others Are Not Following Suit)
4. Technology & Public Opinion (Drivers of the Future)

TOPICS

- Market Outlook
- 2025 Recap
- 2026 Market Capacity
- 2026 Plans
- 2026 KPI+Strategy

MARKET OUTLOOK



2026 PRESIDENTIAL ELECTIONS

2026 LATIN AMERICAN PRESIDENTIAL ELECTIONS



POWERED BY ELECTION CATALYSTS
BULLISH MARKET IN 2026

2026/06/11 WORLD CUP



MODRIĆ
10

MBAPPE
10

KANE
9

MESSI
10

M. SALAH
10

RONALDO
7

DAVIES
19

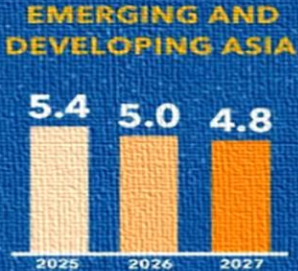
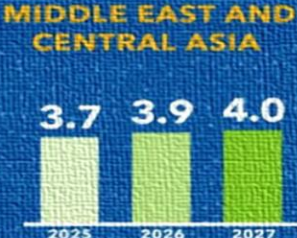
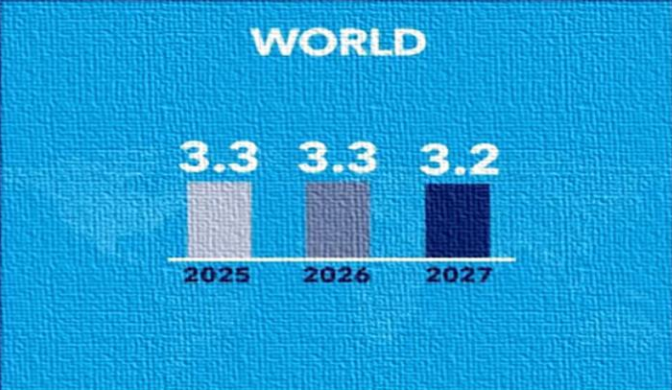
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6

IMF WORLD ECONOMIC SNAPSHOT

WORLD ECONOMIC OUTLOOK UPDATE JANUARY 2026

GROWTH PROJECTIONS BY REGION

(REAL GDP GROWTH, PERCENT CHANGE)



Source: IMF, *World Economic Outlook Update*, January 2026.
Note: Order of bars for each group indicates (left to right): 2025 estimates, 2026 projections, and 2027 projections.

2025 RECAP



2025 WCSA TRADE REVIEW

ASI – MX/WCSA OWN SQ Lifting

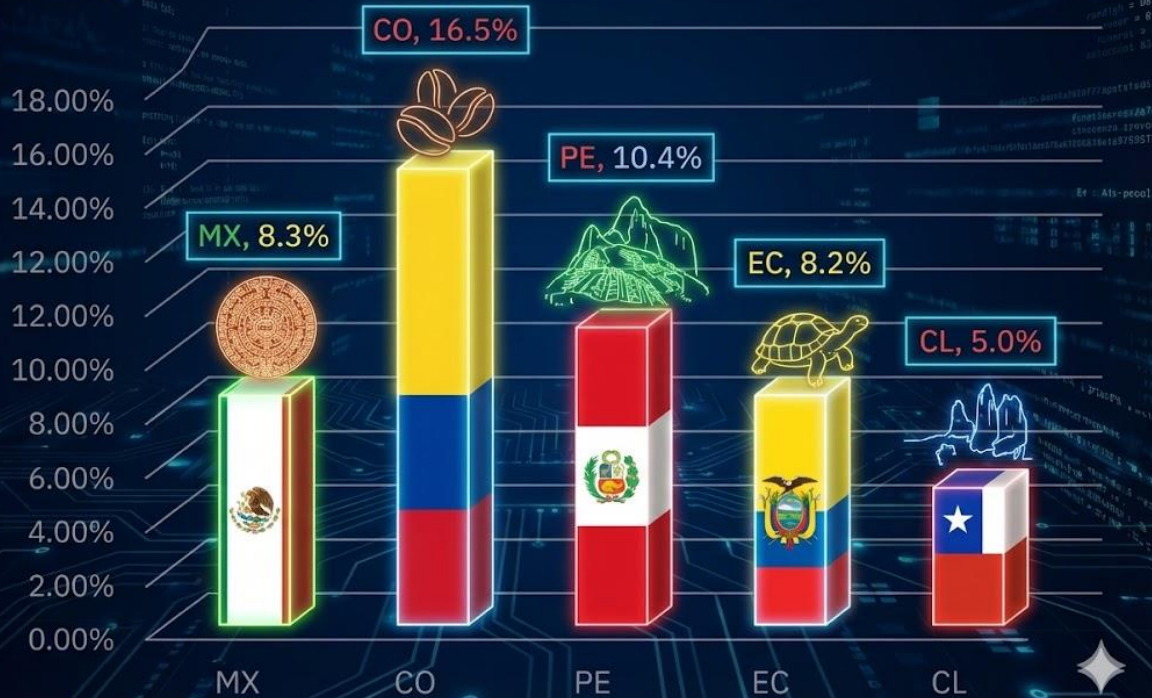
	Actual	KPI
MX	20,319	20,429
GT	7,361	8,142
HN	1,375	1,558
NI	16	58
SV	56	81
CR	3,626	5,191
CL	8,851 ✓	8,698
PE	18,396 ✓	15,682
CO	20,800 ✓	18,533
EC	4,092 ✓	3,163

MX/WCSA-ASI OWN SQ Lifting

	Actual		KPI
MX	9,740	✓	9,510
GT	2,207		2,485
HN	397	✓	383
NI	33	✓	24
SV	586	✓	479
CR	5,394	✓	4,702
CL	17,391	✓	14,754
PE	52,605	✓	44,336
CO	2,512	✓	2,245
EC	5,888	✓	5,408

2025 WCSA MARKET SHARE(1-10)

E/B Market Share & Country Ranking



W/B Market Share & Country Ranking



2025 ECSA TRADE REVIEW

ASI - ECSA OWN SQ Lifting

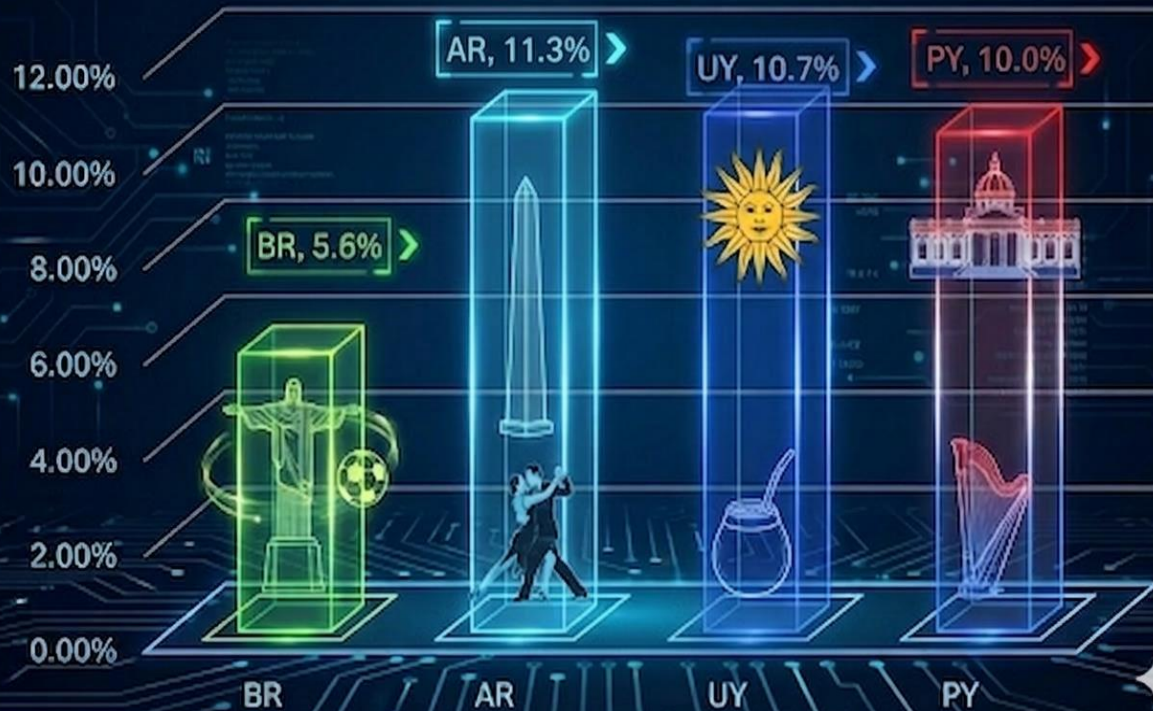
	Actual		KPI
BR	11,559	✓	11,358
AR	23,495	✓	23,052
UY	2,519	✓	2,494
PY	1,254		1,291

ECSA - ASI OWN SQ Lifting

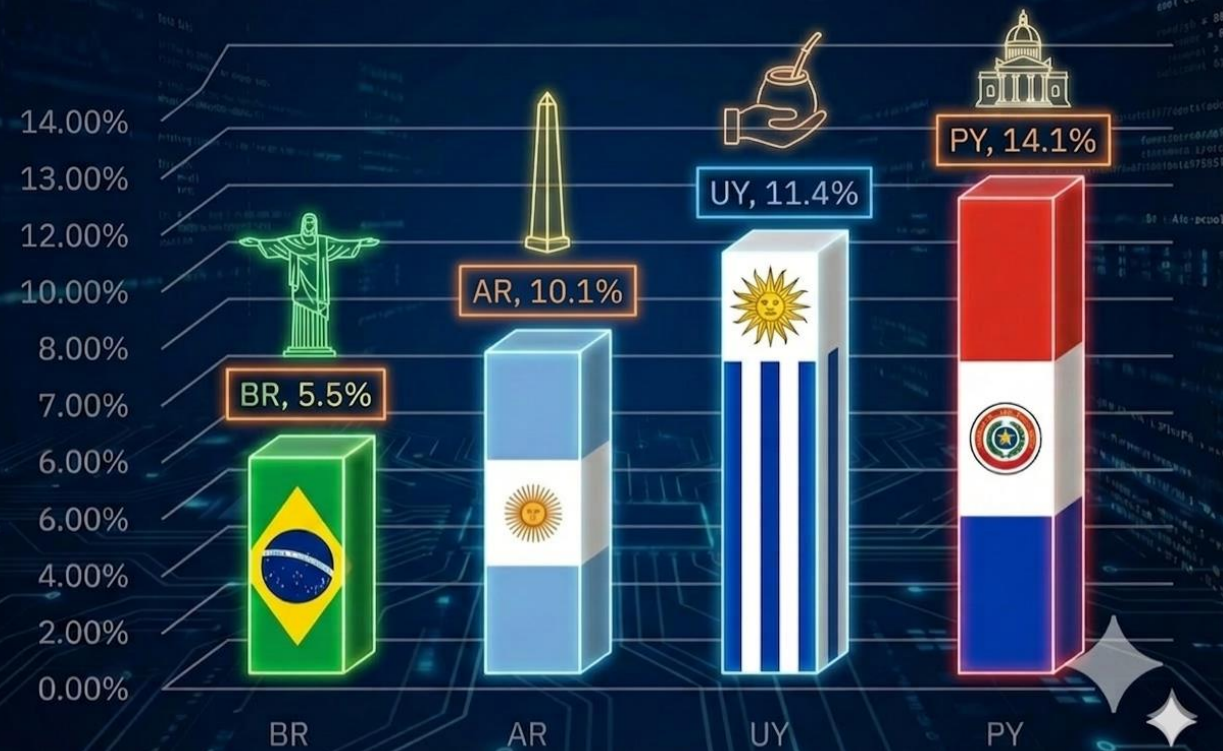
	Actual		KPI
BR	55,809	✓	55,129
AR	13,693	✓	13,373
UY	8,452	✓	8,155
PY	1,932		1,935

2025 ECSA MARKET SHARE(1-12)

W/B Market Share & Country Ranking



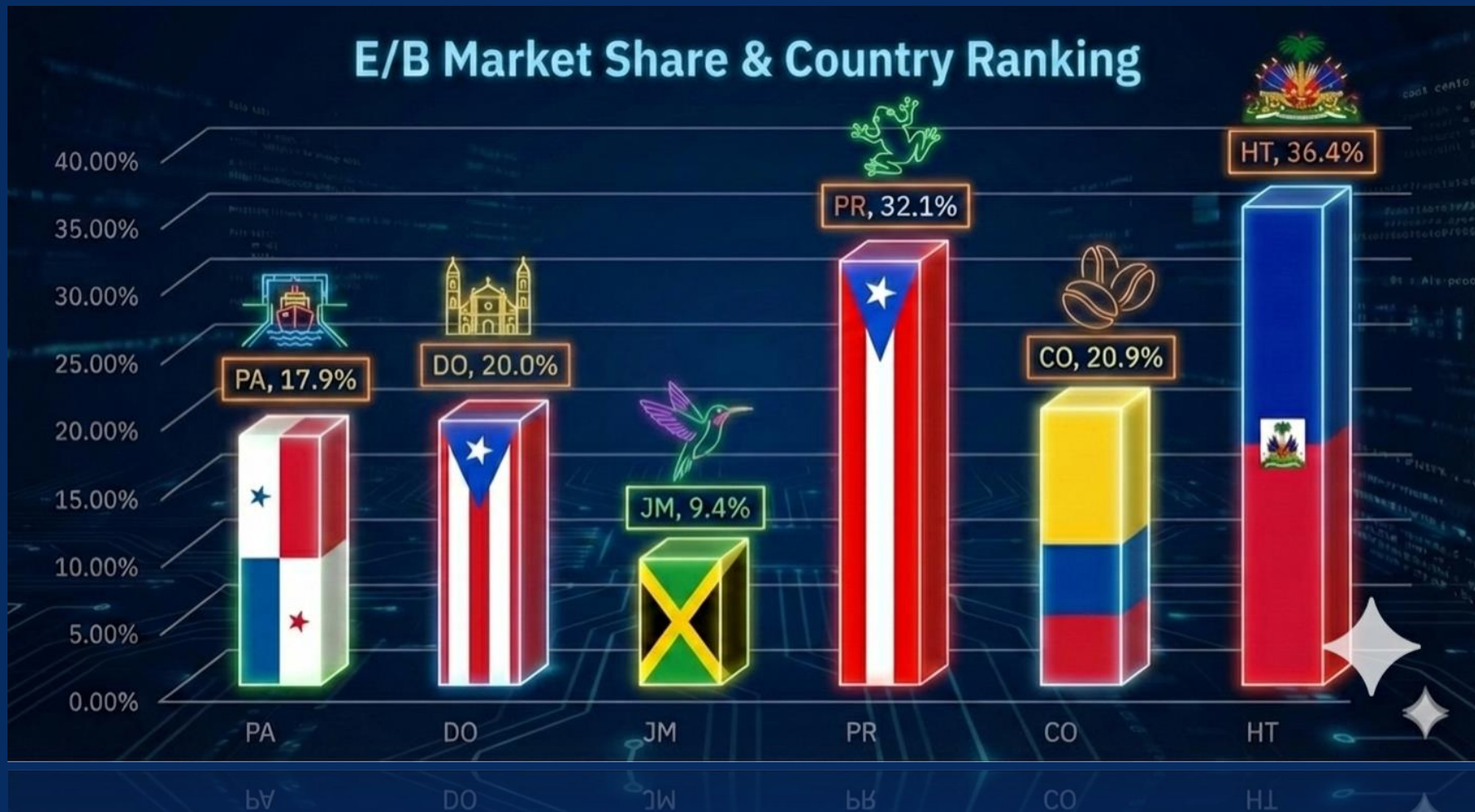
E/B Market Share & Country Ranking



2025 CARIBBEAN TRADE REVIEW

ASI – PNM/CARI		
OWN SQ Lifting		
	Actual	KPI
PA	19,360 ✓	17,628
PR	7,869	9,848
DO	2,517	4,622
CO	7,700 ✓	5,960
HT	3,077 ✓	2,095
JM	424	555
CW	448	481
CR	698 ✓	372
HN	512 ✓	364
GT	47	167

2025 CARIB MARKET SHARE(1-10)



WHAT WE HAVE DONE

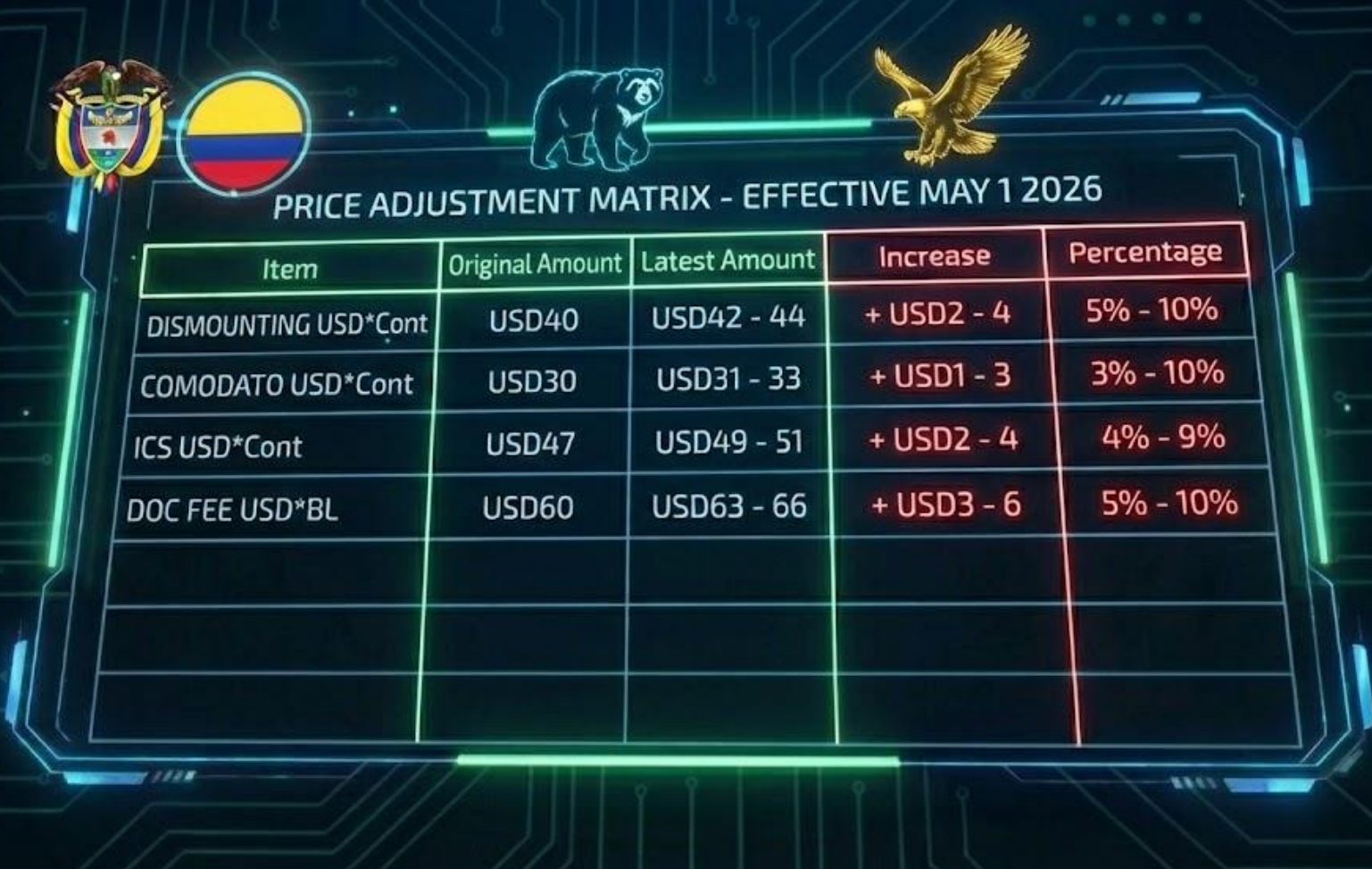
COST REFLECTION-CHILE

PRICE ADJUSTMENT MATRIX - EFFECTIVE 2026/01/01

Item	Original Amount	Latest Amount	Increase	Percentage
R24017	CLP 45.000 + VAT	CLP 47.000 + VAT	↑ CLP 2.000	4%
R24026	CLP 35.000 + VAT	CLP 36.000 + VAT	↑ CLP 1.000	3%
R24015	CLP 38.000 + VAT	CLP 39000 + VAT	↑ CLP 1.000	2,5%
R24007	CLP 45.000 +VAT	CLP 47.000 + VAT	↑ CLP 2.000	4%
R24025	CLP 45.000 + VAT	CLP 47.000 + VAT	↑ CLP 2.000	4%
R24001	CLP 30.000 + IVA	CLP 50.000 + IVA	↑ CLP 20.000	56%
R24010	CLP 85.000 + IVA	CLP 90.000 + IVA	↑ CLP 5.000	5,6%

WHAT WE HAVE DONE

COST REFLECTION-COLOMBIA




PRICE ADJUSTMENT MATRIX - EFFECTIVE MAY 1 2026

Item	Original Amount	Latest Amount	Increase	Percentage
DISMOUNTING USD*Cont	USD40	USD42 - 44	+ USD2 - 4	5% - 10%
COMODATO USD*Cont	USD30	USD31 - 33	+ USD1 - 3	3% - 10%
ICS USD*Cont	USD47	USD49 - 51	+ USD2 - 4	4% - 9%
DOC FEE USD*BL	USD60	USD63 - 66	+ USD3 - 6	5% - 10%

WHAT WE HAVE DONE

COST REFLECTION-ECUADOR

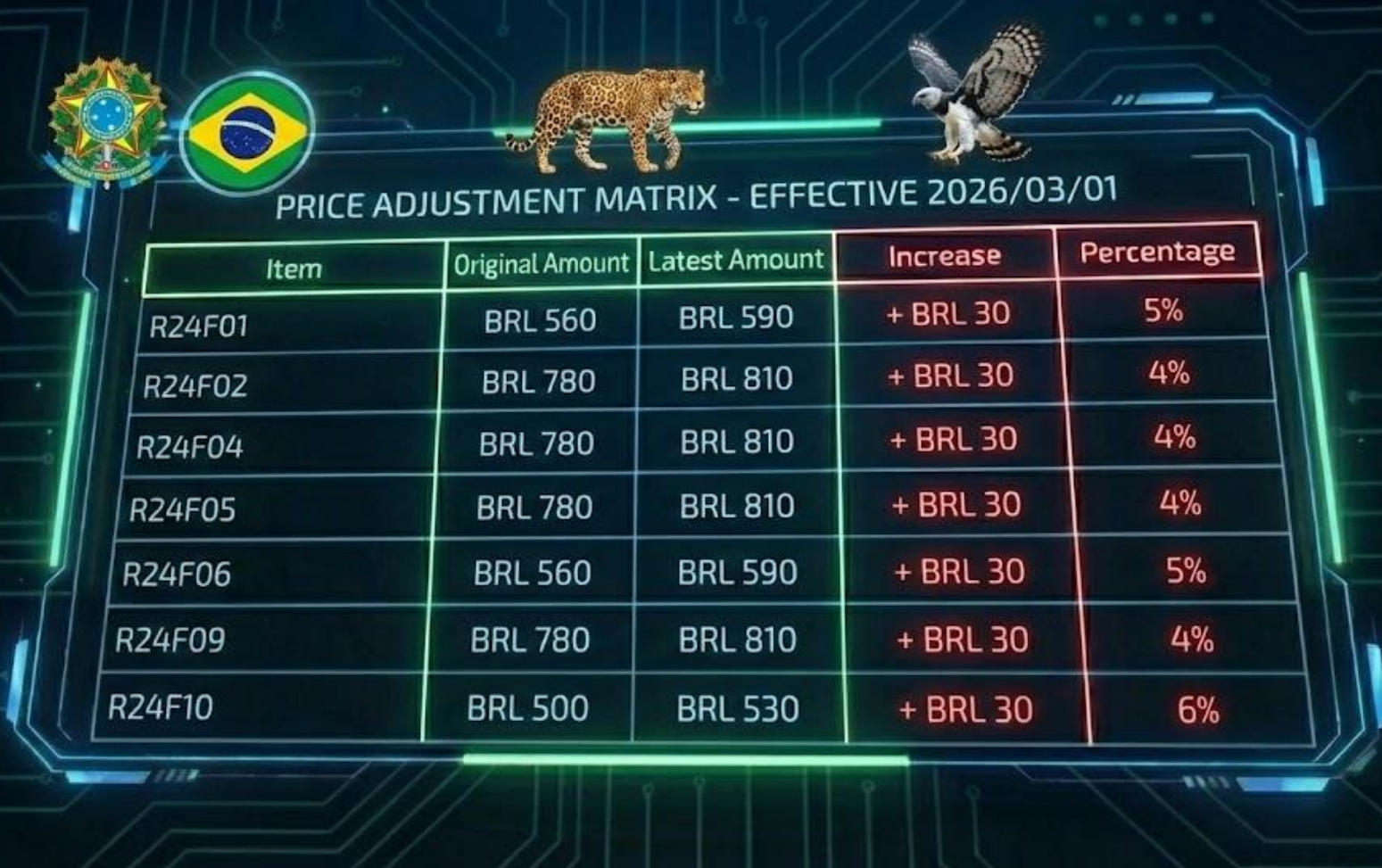


EECU LOCAL CHARGE - EFFECTIVE 2025

Item Code	Item Name	Original Amount	Revised Amount	Percentage	Effective date
R25C01	IMPORT ADMINISTRATIVE SERVICE	170	170	0%	JANUARY 01/2025
R25C02	ISSUANCE OF B/L	80	80	0%	JANUARY 01/2025
R25C03	LATE RELEASE (PER B/L)	50	50	0%	JANUARY 01/2025
R25C04	GUARANTEE FEE (PER CNTR)	30	35	17%	APRIL 01/2025
R25C05	ADMINISTRATIVE IMPORT CREDIT	35	40	14%	FEBRUARY 21/2025
R25C11	IMPORT CONTAINER ADMINISTRATION	30	40	33%	AUGUST 01/2025
R25D02	INSURANCE CONTAINERS	40	45	13%	APRIL 01/2025
R25D03	INSURANCE SERVICE FOR	55	60	9%	APRIL 01/2025

WHAT WE HAVE DONE

COST REFLECTION-BRAZIL-1




The image features a price adjustment matrix with a futuristic, glowing blue and green border. At the top left, there are three logos: the Brazilian Air Force emblem, the Brazilian flag, and a jaguar. To the right of the jaguar is an eagle. The title 'PRICE ADJUSTMENT MATRIX - EFFECTIVE 2026/03/01' is centered above the table. The table has five columns: 'Item', 'Original Amount', 'Latest Amount', 'Increase', and 'Percentage'. The data rows show adjustments for items R24F01 through R24F10, with increases ranging from 4% to 6%.

Item	Original Amount	Latest Amount	Increase	Percentage
R24F01	BRL 560	BRL 590	+ BRL 30	5%
R24F02	BRL 780	BRL 810	+ BRL 30	4%
R24F04	BRL 780	BRL 810	+ BRL 30	4%
R24F05	BRL 780	BRL 810	+ BRL 30	4%
R24F06	BRL 560	BRL 590	+ BRL 30	5%
R24F09	BRL 780	BRL 810	+ BRL 30	4%
R24F10	BRL 500	BRL 530	+ BRL 30	6%

WHAT WE HAVE DONE

COST REFLECTION-BRAZIL-2




The header of the table features four decorative elements: the Brazilian Air Force crest, the Brazilian flag, a jaguar, and a harpy eagle.

PRICE ADJUSTMENT MATRIX - EFFECTIVE 2026/03/01

Item	Original Amount	Latest Amount	Increase	Percentage
R24F15	BRL 350	BRL 380	+ BRL 30	5%
R24F17	BRL 1,000	BRL 1,050	+ BRL 50	5%
U13B	BRL 350	BRL 380	+ BRL 30	8.6%
U13G	BRL 1,000	BRL 1,050	+ BRL 50	5%
U13X	BRL 350	BRL 380	+ BRL 30	8.6%
U130	BRL 560	BRL 590	+ BRL 30	5.4%
U14D	BRL 350	BRL 380	+ BRL 30	8.6%

WHAT WE HAVE DONE

COST REFLECTION-BRAZIL-3



The header of the table features several decorative elements: the Brazilian coat of arms, the Brazilian flag, a jaguar, and a hawk. A glowing green line runs horizontally through the jaguar and hawk.

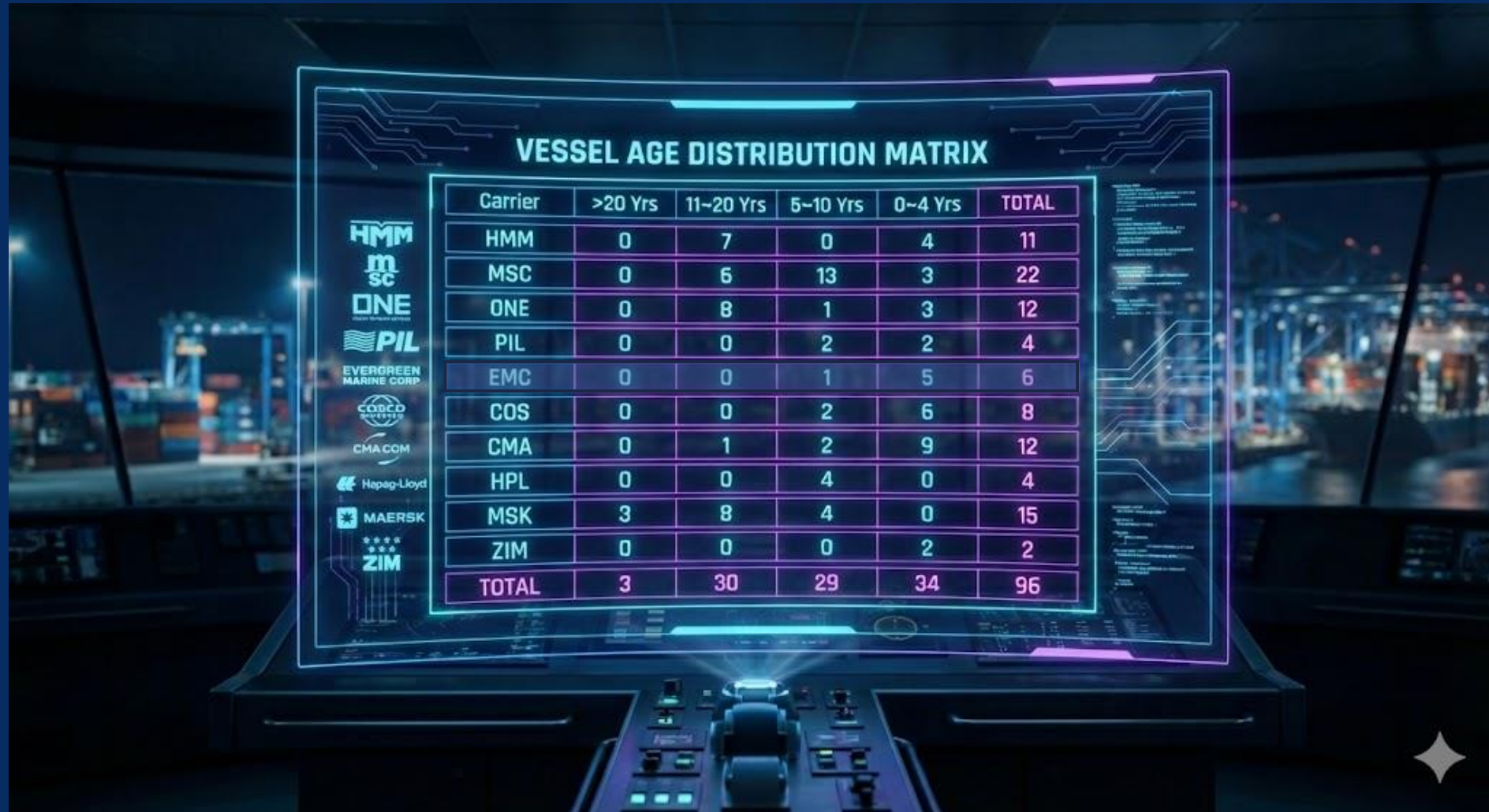
THC ADJUSTMENT MATRIX - EFFECTIVE DATES VARY

Item	Original Amount	Latest Amount	Increase	Percentage	Effective Date
THC (BRRIO)	BRL 700	BRL 735	+ BRL 35	5%	2026/1/1
THC (BRSTO)	BRL 1400	BRL 1730	+ BRL 330	24%	2025/10/01
THC (BRPNP)	BRL 1360	BRL 1500	+ BRL 140	10%	2025/03/01
THC (BRNVT)	BRL 955	BRL 1050	+ BRL 95	10%	2026/01/01
THC (BRIOA)	BRL 1000	BRL 1050	+ BRL 50	5%	2026/01/01

ECSA more than 58% Vessels Size >10 K

CARRIER	14K	13K	12K	11K	10K	9K	8K	7K	6K	5K	4K	TOTAL
HMM						6	1	1		3		11
MSC			4	7	3	8						22
ONE	2		1		1					6	2	12
PIL	2		2									4
EMC			6									6
COS	6					2						8
CMA		6				2		3	1			12
HPL			4									4
MSK				9	1	1		2	2			15
ZIM			2									2
TOTAL	10	6	19	16	5	19	1	6	3	9	2	96

ECSA more than 34% Vessels Age >10 Years



WCSA more than 55% Vessels Size >10 K

CARRIER	3K	4K	5K	6K	7K	8K	9K	10K	11K	12K	13K	14K	15K	16K	17K	TOTAL
CMA CGM					1		4	1	4		4	1	1			16
COSCO SHIPPING Lines		1		2		2	8	5								18
Emirates Shipping Line		1														1
Evergreen Line							5	2		3						10
Hapag-Lloyd								3			10					13
HMM Co Ltd			4						1							5
KMTC	1															1
Maersk A/S		1					4	6			9	1				21
MSC		1	5		1	2	5		1				1	1	9	26
ONE (Ocean Network Express)		1						4		1		7				13
OOCL		1		1												2
PIL		1			2		1				1	2				7
RCL (Regional Container Line)	1															1
Sinokor	1															1
Sinotrans		1														1
TS Lines	1															1
Wan Hai Lines			1	1	1					2	5					10
Yang Ming Marine Transport Corp.			1	2												3
ZIM		3														3
TOTAL	4	11	11	6	5	4	27	21	6	6	29	11	2	1	9	153

WCSA more than 60% Vessels Age >10 Years

	>20 Years	11-20Years	5-10Years	0-4Years	Total
CMA CGM	0	10	1	5	16
COSCO SHIPPING Lines	3	13	2	0	18
Emirates Shipping Line	0	1	0	0	1
Evergreen Line	0	7	3	0	10
Hapag-Lloyd	0	3	0	10	13
HMM Co Ltd	0	4	1	0	5
KMTC	0	1	0	0	1
Maersk A/S	3	12	2	4	21
MSC	5	8	2	11	26
ONE (Ocean Network Express)	0	3	2	8	13
OOCL	1	1	0	0	2
PIL	0	5	0	2	7
RCL (Regional Container Line)	1	0	0	0	1
Sinokor	0	0	0	1	1
Sinotrans	0	1	0	0	1
TS Lines	0	0	0	1	1
Wan Hai Lines	1	2	2	5	10
Yang Ming Marine Transport Corp.	2	1	0	0	3
ZIM	0	3	0	0	3
Total	16	75	15	47	153

CARIB more than 62% Vessels size >12K

CARRIER	17K	16K	15K	14K	13K	12K	11K	10K	9K	8K	4K	TOTAL
CMA CGM			6	1								7
COSCO								2	2			4
Evergreen			9	8		7						24
Hapag-Lloyd							4	4	4			12
HMM					2			1				3
MAERSK			1	4	5			6	4		1	21
MSC	1	1	3	1	4			3	1			14
ZIM			9			1				11		21
YML				1		3						4
ONE				6								6
TOTAL	1	1	28	21	11	11	4	16	11	11	1	116

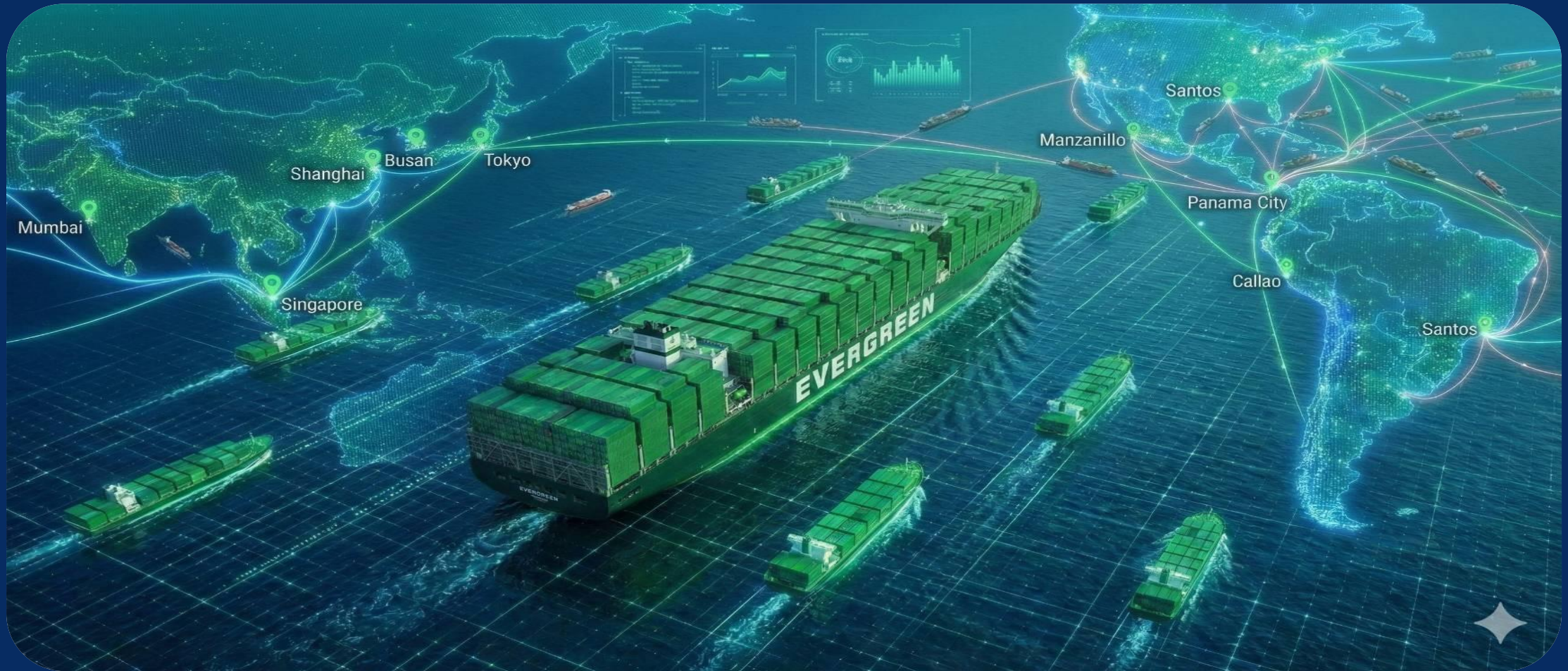
CARIB more than 35% Vessels Age >10 Years



Vessel Age Total	>20 Total	11~20 Total	5~10 Total	0~4 Total	Total
CMA CGM	0	1	3	3	7
COSCO	0	3	0	1	4
Evergreen	0	0	13	11	24
Hapag-Lloyd	1	11	0	0	12
HMM	0	1	1	1	3
MAERSK	3	12	2	4	21
MSC	3	5	3	3	14
ZIM	0	0	0	21	21
YML	0	0	3	1	4
ONE	0	0	6	0	6
Total	7	33	31	45	116



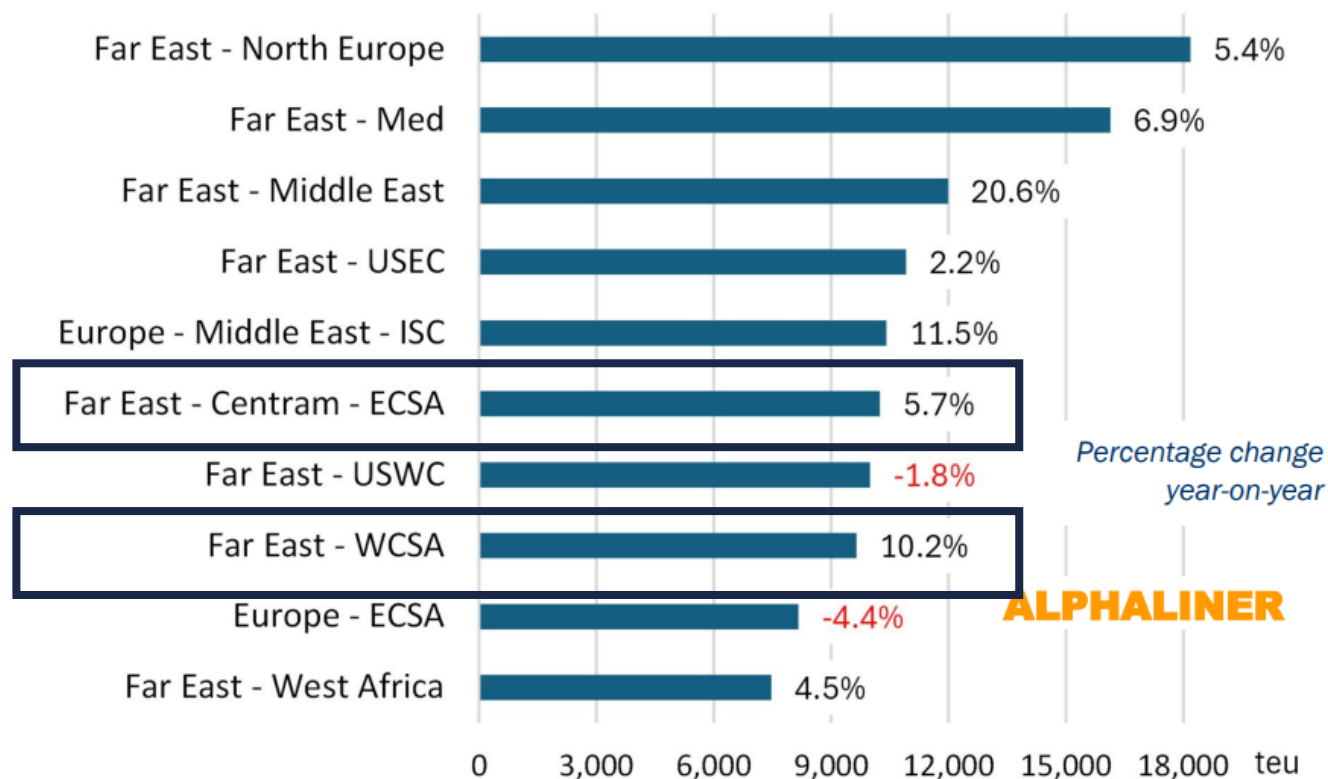
2026 MARKET CAPACITY



Trades with the highest average vessel sizes

Trades with the highest average vessel sizes by teu (Top 10 operators)

- Top-10 carriers continue to deploy the most megamax ships on Far East - Europe.
- Far East - Middle East trade now ranks third in terms of average vessel size.
- Average vessel sizes have only fallen y-o-y between Far East and USWC, and between Europe and ECSCA.
- Number of 14K teu+ ships on Europe - Middle East - ISC has increased to 40.



ALPHALINER

Source : AXS Insight Global Capacity Deployment report January 2026

Source : AXS Insight Global Capacity Deployment report January 2026

2026 Q1 ECSA WEEKLY CAPACITY(+23%)

GROUP	MSK+ZIM		MSC+HPL+ONE		EMC+COS+CMA+PIL+YML				HMM		MSC		MSK+CMA		ONE+HMM		TOTAL		
SERVICE NAME	NEOASAS		IPANEMA		ESA		ESA3		FIL		CARIOCA		SEAS3		SX2		8		
VESSEL CAPACITY	10,556		11,531		11,346				12,625		5,608		9,670		7,318		4,823	73,477	
VESSEL NUMBERS	13		13		13				12		9		16		11		11		98
VESSEL OPERATOR	MSK	11	MSC	5	EMC	6	COS	6	HMM	9	MSC	16	CMA	7	ONE	8	98		
	ZIM	2	HPL	4	PIL	4	CMA	6					MSK	4	HMM	3			
			ONE	4	COS	2													
				CMA	1														

RANKING	1	2	3	4	5	6	7	8	9	10	11
CARRIER	MSC	MSK	CMA	COS	ONE	HMM	EMC	PIL	HPL	ZIM	YML*
TOTAL CAPACITY	221,985	138,573	146,658	102,336	86,268	81,778	71,427	50,092	44,893	23,637	1,042
SHARE	22.9%	14.3%	15.1%	10.6%	8.9%	8.4%	7.4%	5.2%	4.6%	2.4%	0.1%
WEEKLY CAPACITY	14,169	11,399	11,114	7,479	7,129	6,924	5,283	3,710	3,410	1,818	1,042
VOYAGE	21	15	14	8	12	12	6	4	4	2	0

2026 ESA VESSEL DEPLOYMENT from 3L+3F+7JV to 6F+7JV(+1.5%)

2026 Q1 WCSA WEEKLY CAPACITY(+30%)

GROUP	MSK GROUP(MSK+HSD)		MSC+HPL+ONE+HMM			EMC+WHL+COS+CMA+PIL				PIL+YML+WHL	ZIM	CMA CGM	COS+OO CL	MSC	ONE+HMM	MSC	COS	ESL / KMTC / RCL / SeaLead / Sinokor / Sinotrans / TS Lines	TOTAL																		
	AC2	AC3	ALX1	ALX2	ALX3	WSA	WSA2	WSA3	WSA4	WS6	ZAT	M2X	WSA5	MEXICAS	ALX4	Alpaca	WSA8	AMX	18																		
VESSEL CAPACITY	13,019	9,958	13,261	14,370	10,102	9,710	12,559	8,573	8,099	6,081	2,609	12,590	6,206	7,846	3,393	5,837	2,298	3,051	149,562																		
VESSEL NUMBERS	10	11	12	15	13	11	11	12	11	11	11	12	10	8	7	10	7	7	189																		
VESSEL OPERATOR	MSK	10	MSK	11	HPL	8	MSC	11	ONE	6	EMC	11	WHL	5	COS	11	CMA	10	WHL	4	ZIM	6	CMA	10	COS	8	MSC	8	ONE	1	MSC	7	COS	5	MEX	6	169
					ONE	3	ONE	3	HPL	5			PIL	4					YML	3								HMM	5								
					HMM	1			MSC	1				EMC	1					PIL	4																
														COS	1																						

RANKING	3	2	1	5	4	6	7	8	9	11	10	13	12	TOTAL
CARRIER	MSK	CMA	MSC	HPL	COS	ONE	EMC	WHL	PIL	ZIM	HMM	YML	AMX	
TOTAL CAPACITY	239,734	240,184	310,446	160,579	191,071	149,399	118,700	99,128	69,131	28,706	30,512	14,875	21,359	1,673,824
SHARE	14.32%	14.35%	18.55%	9.59%	11.42%	8.93%	7.09%	5.92%	4.13%	1.71%	1.82%	0.89%	1.28%	100.00%
WEEKLY CAPACITY	22,977	20,689	26,419	13,034	17,989	11,653	10,791	9,011	6,284	2,609	3,703	1,352	3,051	149,562
VOYAGE	21	20	27	13	25	13	12	9	8	6	6	3	6	169

2026 WSA/WSA2 WEEKLY CAPACITY-WSA:1F+10L,WSA2:1F+10JV(+5.6%)

2026 Q1 CARIB WEEKLY CAPACITY

GROUP	MSK GROUP(MSK+HSD)		MSC		Premier Alliance		GEMINI		OCEAN Alliance				ZIM				PEX2 Member		TOTAL		
SERVICE NAME	AC2		AC3		NEW SANTANA		EC2		US2		AUE		NUE		ZCP		ZXB		PEX2		10
VESSEL CAPACITY	13,045		9,057		13,043		13,081		9,973		15,047		12,736		12,412		7,182		11,048		116,624
VESSEL NUMBER	10		11		14		13		12		13		11		12		12		13		121
VESSEL OPERATOR	MSK	10	MSK	11	MSC	14	HMM	3	HPL	12	EMC	13	EMC	11	ZIM	10	ZIM	11	CMA	7	
							ONE	6											COS	4	
							YML	4													

RANKING	1	2	3	3	3	6	7	8	9	9	11	TOTAL
CARRIER	MSC	MSK	COS	ZIM	CMA	EMC	HPL	ONE	HMM	OOCL	YML	
WEEKLY CAPACITY	4,500	4,000	3,500	3,500	3,500	3,400	3,000	600	500	500	200	27,200
SHARE	16.5%	14.7%	12.9%	12.9%	12.9%	12.5%	11.0%	2.2%	1.8%	1.8%	0.7%	100%

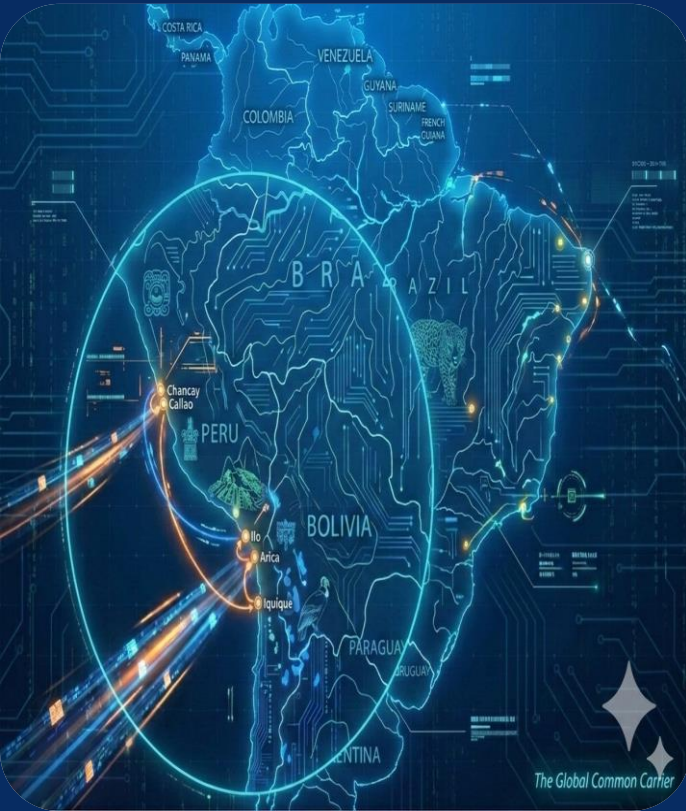
**2026 WEEKLY CAPACITY(DAY10) : AUE 1,835t→1,750t+NUE1,285t→1,650t
TOTAL : 3,120t→3,400t(+9%)**



2025

2026

2026 PLANS



WCSA

1. New dedicated Manzanillo depot
2. ECPSJ into WSA rotation
3. Reopen service scope of CLIQQ/CLARI
4. Reform LAE
5. New Service WSA6

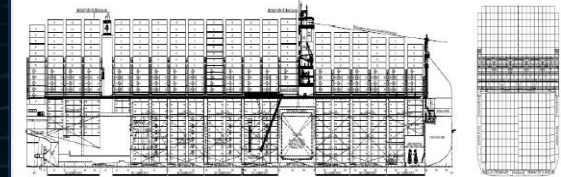
ECSA

1. New order of 14K LNG vessels
2. Expansion service to North Brazil
3. STS 10
4. New dedicated Santos depot



EVERGREEN

EVERGREEN GSI-14K TEU DF Container Vessels



Principle Dimensions		MAIN ENGINE		CORRO HATCH COVER	
Length O/A	approx. 336.0 m	Evidence 1650ME-C10 S-G4-PSOC TIER III SCRUBBER	Type	Sheet Pankon	Type
Breadth	51.0 m	NMCR	48,000 kW x 80.0 RPM	Hatch cover	4 panels/Bay (5 / 4 / 4 / 5 rows)
Depth	29.9 m	NMCR	36,200 kW x 72.0 RPM	Stack weight	10MT/TON, 200MT/40N/45N
Air draft (after Tilting)	67.0 m	NCR (90% NMCR)	35,200 kW x 69.5 RPM	20' Loading	Russian Show up to 3rd tier
Draft Td / Tc	13.5 / 16.0 m	DP/OC at 85%NMCR (10. Fuel oil operator)	137.2 (H/Nmargh)	45' Direct bay on deck	42 Bay
Displacement Td / Tc	64 / 112,000/163,500 MT	(LC1+42,700 kW/kg) at Service Speed	metric tons per day	Bay Art: A0, N0, F0, D	4105 Bays
Service speed Td / NCR with 18% SWL	23.0 kts	without air lubrication system and shaft generator operation	DP/OC at 85%NMCR (10. GAS operator)	105.5 (H/Nmargh)	
Completion	32P-6 Size crews	(LC1+50,000 kW/kg) at Service Speed	without 230 metric tons per day for pilot fuel oil	metric tons per day	
TANK CAPACITIES		LNG fuel tank		CONTAINER CAPACITY	
LNG fuel tank	12,700 m ³	HFO tanks		Max. number of Container (BT)	IMO Visibility Guidance
MSO tanks	7,600 m ³	Fresh water tanks		On Deck (250' tiers)	8,949 TEU
MSO tanks	2,600 m ³	Drinking water tank		In Hold (184C tiers)	6,360 TEU
MSO tanks	400 m ³	Disabling water tank		Total	14,228 TEU
MSO tanks	80 m ³	Dual fuel generators		10 tons homo loading capacity	11,000 TEU
MSO tanks	200 m ³	Shaft generator		Lashing bridge	4 + 1 (Each sidemost)
		Emergency generator			Tiers
		Elec. Plugs (for Reefer Container 5.5kW/kg)			
		Total Reefer Plugs (on Deck/Hold)			
		1,942 (1,569/376) FEU			
REGISTRATION		Singapore		CLASSIFICATION	
				LR	

2026 KPI

Shoot for the moon. Even if you miss, you'll land among the stars.



2026 OWN SQ TARGET- HEADHAUL



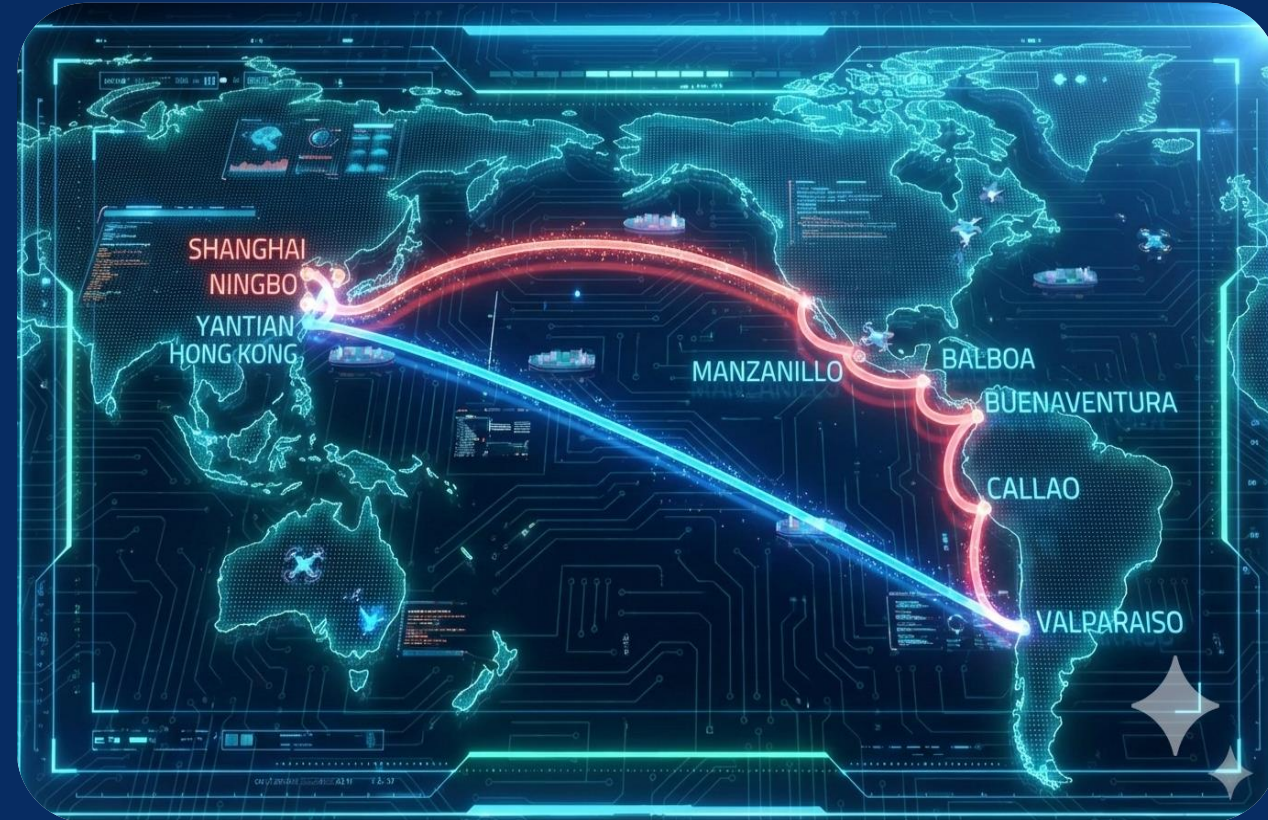
2026 STRATEGY- HEADHAUL



2026 WCSA STRATEGY(G,Q TRADE)

WSA

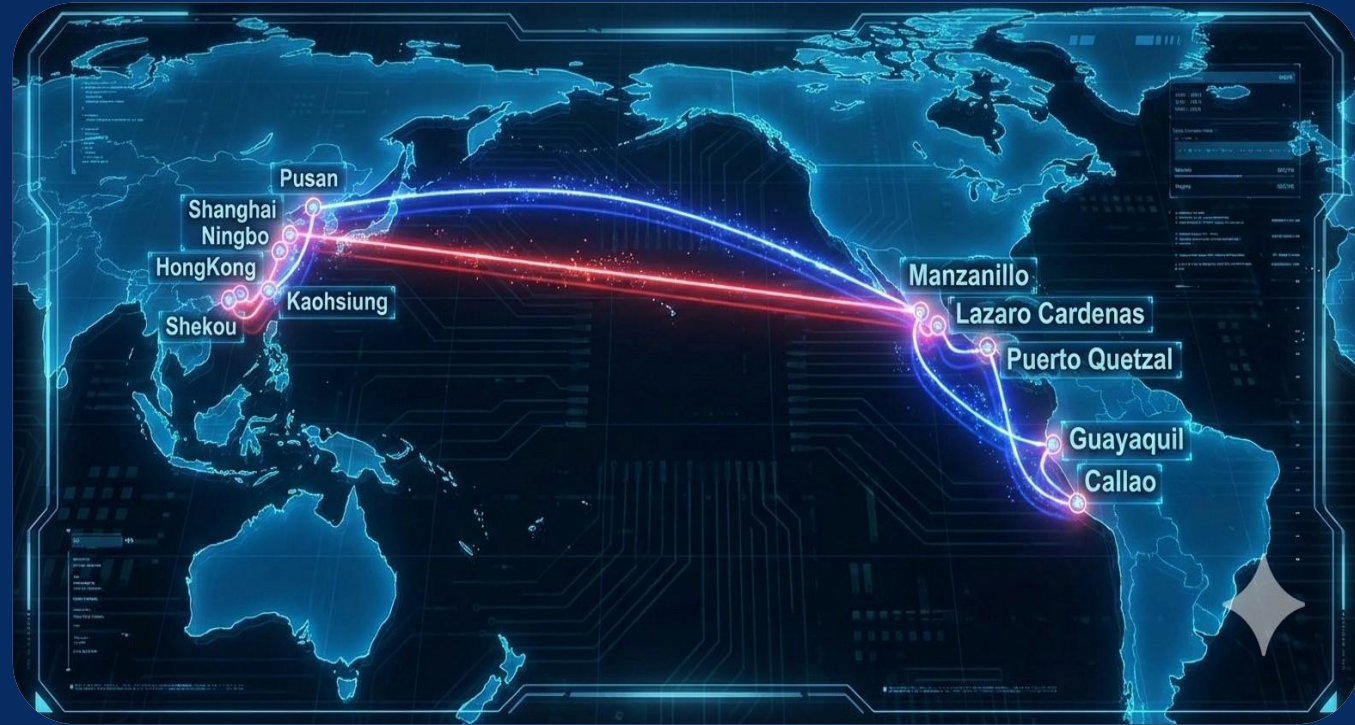
- **AVG Weight < 9.6t TONS /TEU**
- **MTA/Tender Volume < 25%,**
- **LIGHT CARGO & FAK as first priority**
- **MATCHLOAD CARGO:TO PROMOTE MORE 2SD(Incl tare weight within 14 tons) LIGHT CARGO TO PE/CL**



2026 WCSA STRATEGY(G,Q TRADE)

WSA2

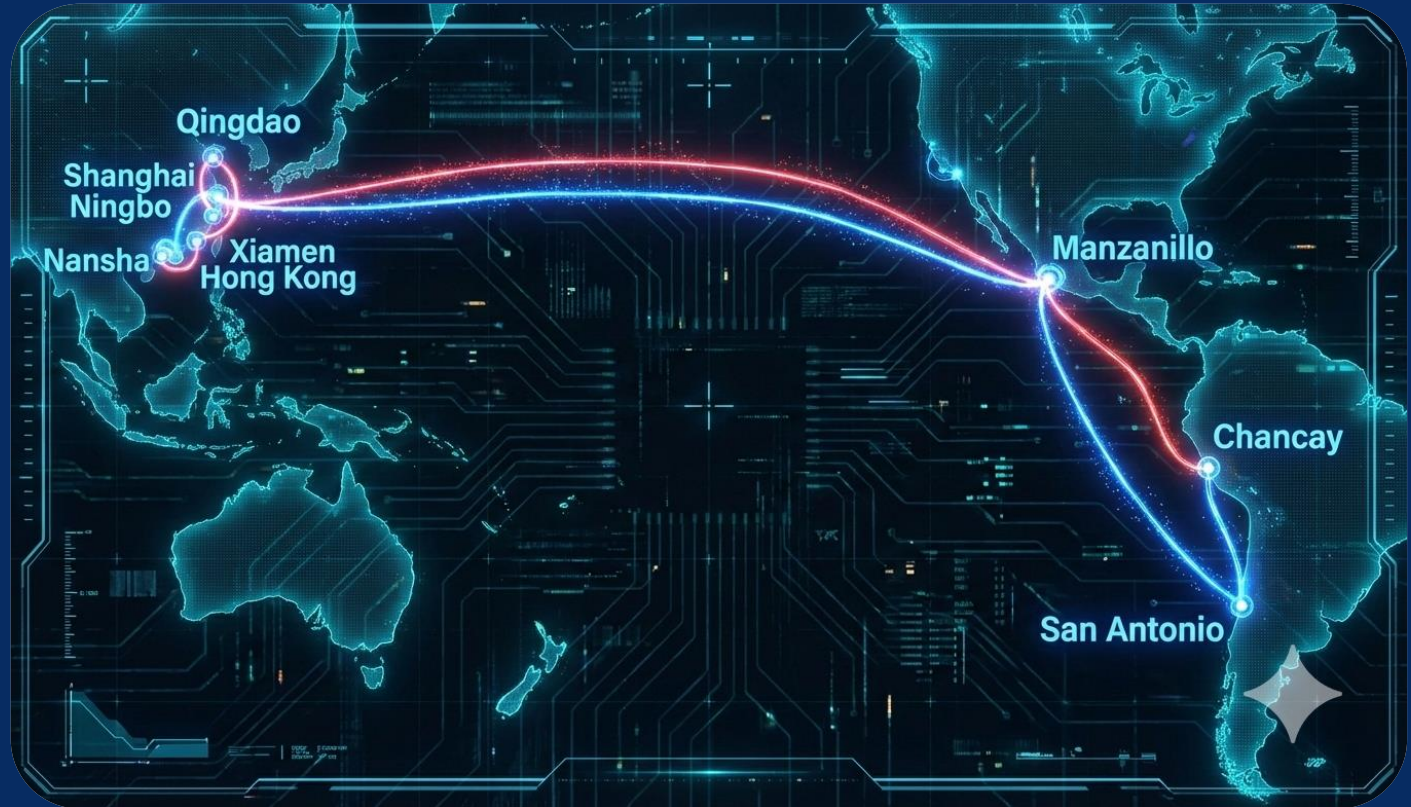
- **VESSEL F TYPE : TARGET CARGO**
WEIGHT < 8 tons
- **JV TYPE : CARGO WEIGHT AT 11 tons**
AND ENLARGE 2SD
- **MAINLY FOCUS ON ECGYE + GTZNJ**
+WCCA



2026 WCSA STRATEGY(G,Q TRADE)

WSA3

- 100% SPACE UTILIZATION
- POL : CNQND/CNXSM/CNXTH
- POD : CLSAI/PECHY & t/s port
- REEFER EXPORT TO CENTRAL CHINA (28*plug)



2026 WCSA STRATEGY(G,Q TRADE)

WSA6(450T/W13 since 300T/W5)

- 100% SPACE UTILIZATION
- NEW POL : CNQND/KRPUS
- NEW POD : MXDHJ/GTZNJ/CLSAI
- WSA BACKUP SERVICE(45*plug)



2026 ECSA STRATEGY(5 TRADE)

1.All Season

- ENLARGE BRSTO/BRRIO CARGO
- FULLY UTILIZE DRAFT OF RIVER PLATE(CARGO WEIGHT 8TON/TEU)
- CARGO MATCHLOAD – STABLE NOR & REGULAR REEFER VOLUME
- AMP PROGRAM
- OWN VESSEL F TYPE (CARGO WEIGHT 8.6TON/TEU)

2.Peak Season

- FOCUS ON FAK CARGO, SPACE RELEASED BY GPS

3.Slack Season

- SPOT SHIPMENT, PROJECT CARGO AND OPEN MORE SPACE FOR TENDER SHIPMENT



2026 CARIBBEAN STRATEGY(C TRADE)



2026 OWN SQ TARGET- BACKHAUL

ECSA-ASIA	2025 total volume	2026 Target volume	2025 Reefer volume	2026 Reefer target
BR	55,809	57,483	6,679	7,922
AR	13,693	14,104	1,747	2,058
UY	8,452	8,706	1,883	2,370
PY	1,932	1,990	21	26
TTL	79,886	82,283	10,330	12,376

WCSA-ASIA	2025 total volume	2026 Target volume	2025 Reefer volume	2026 Reefer target
MX	7,463	13,000	16	12
CO	1,660	2,561	75	60
EC	4,982	7,440	2,557	3,241
PE	41,416	54,600	2,603	2,795
CL	11,469	17,450	2,824	3,140
GT	1,952	3,000	3	NIL
SV	407	713	NIL	NIL
HN	317	467	65	60
NI	29	41	NIL	NIL
CR	3,696	6,095	NIL	NIL
TTL	73,391	105,367	8,143	9,308

2026 STRATEGY- BACKHAUL

IT AIN'T ABOUT HOW HARD YOU HIT,
IT'S ABOUT HOW HARD YON CAN GET HIT
AND KEEP MOVING FORWARD.



LATIN AMERICAN AGENCY MEETING



LATIN AMERICAN AGENCY MEETING

2026 ECSA STRATEGY(6 TRADE)

1. TARGET ON COTTON,COFFEE,WOOD and WOODPULP
2. ALTERNATIVE CARGO SOURCE DURING SLACK SEASON
3. MORE CHINA+ S.E ASIA CARGO=CARGO WITH HIGHER GPS & GPS+
4. ACCURATE CARGO PROSPECT
5. ALWAYS LADEN+EMPTY = FULL TONNAGE PER VESSEL
6. GOOD RELATIONSHIP WITH TERMINALS TO GET THE FLEXIBILITY WHILE ESA DELAY OR OMIT



2026 WCSA STRATEGY(Y TRADE)

1. ALWAYS L+M = 100% TONNAGE PER VESSEL
2. TO ENLARGE WIDELY EXPORT A/C AND CARGO SOURCE
3. TO IMPROVE BOTH OF VOLUME AND REVENUE
4. LOCAL INCOME WILL BE TAKEN INTO FRT CONSIDERATION
5. FOCUS ON MORE CN/TW/HK SHIPMENTS
6. FULL SUPPORTS FROM LOG& OCD & TERMINALS ARE THE KEY TO SUCCEED



**The 2026 Champion will be
the Latin American Team**



Excellent Performance

League High Profitability