

Operates three international container terminals, the Haitian container terminal with seven berths in the Dongdu port area, the Xiamen International Container Terminal with two berths in the Haicang port area and the Hairun terminal with two berths (Haicang berths No. 4 and 5) in the same Haicang port area which commenced operation in the second half of 2006.





A large container ship is docked at a port. The ship's deck is covered with numerous stacked shipping containers. Many of these containers are dark blue with the "NYK LOGISTICS & MEGACARRIER" logo and website. Some containers are red with the "NYK LINE" logo. To the left of the ship, several large orange gantry cranes are visible, their cables extending over the vessel. The ship's white superstructure is visible in the center. The sky is a clear, bright blue. In the foreground, there is a colorful, abstract graphic overlay consisting of overlapping green, blue, and white curved shapes.

Total container throughput  
increase 14.75% to 3,018,507  
TEUs in 2006

# Management Discussion and Analysis

## Industry Overview

### Sustained Growth of China's Container Trade

2006 was the first year of the Eleventh Five Year Plan of China. According to the relevant information published by the National Bureau of Statistics, in 2006, the total value of imports and exports of China surged to a record of approximately USD1,760.7 billion, representing a year-on-year growth of approximately 23.8%, of which total exports and imports accounted for approximately USD969.1 billion and USD791.6 billion respectively, representing respective year-on-year growths of approximately 27.2% and 20%, thus deriving a trade surplus of approximately USD177.5 billion, an increase of USD75.5 billion over last year. China continued to anchor its status as the third largest trading nation in the world. Similarly, in 2006, China's port cargo and container throughputs have been ranked first in the world for four consecutive years, in particular, as a result of the robust growth of China's container business. In 2006, China's container port throughput amounted to approximately 93.0 million TEUs, representing a year-on-year growth of approximately 23%.

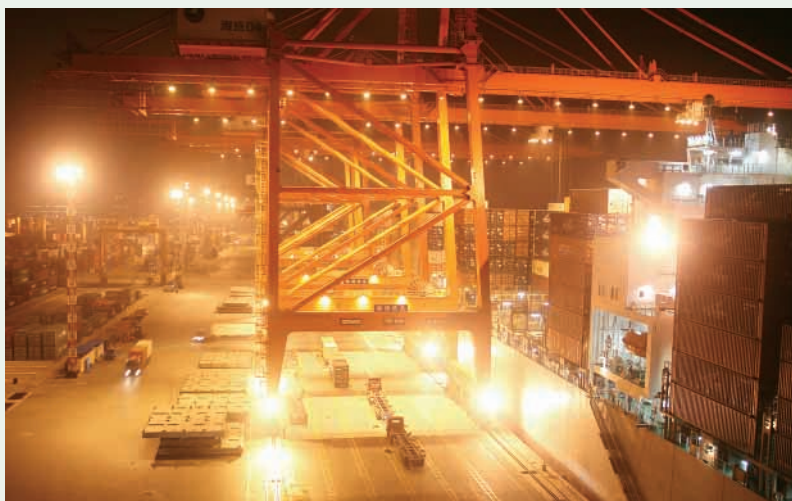
### Foreign Trade and Port Terminals of Xiamen

As revealed by the information of the Fujian Provincial Government, the gross domestic product of Fujian Province in 2006 continued to maintain strong growth with a year-on-year growth of approximately 13.4%. With the construction of the Economic Zone on the Western Coast of the Taiwan Straits becoming an integrated component of the



national strategy, the economic relationships among ports in Fujian Province and the adjacent provinces of Jiangxi, Hunan, Zhejiang and Guangdong are getting closer. In 2006, total value of exports and imports of the foreign trade of Fujian Province was approximately USD62.7 billion, representing a year-on-year growth of approximately 15.2%. Cargo and container throughputs were approximately 239 million tonnes and 5.88 million TEUs respectively, representing increases of approximately 20.5% and 19.4% over 2005 respectively.

Since 1 January 2006, all ports within the Gulf of Xiamen are subject to centralised management. Within the Gulf of Xiamen, the Houshi and Shima Port Area under the Zhangzhou Port Authority, the Zhao Yin Port Area in the China Merchants Zhangzhou Development Zone under the Zhangzhou Port Authority were combined with the five port areas of Dongdu,



Haicang, Songyu, Liuwudian and Passenger Terminal to form the new Ports of Xiamen (hereinafter referred to as the “Ports of Xiamen”) with the establishment of the Xiamen Port Authority which exercises centralise management over port planning, pilot deployment, safety monitoring and supervision, statistics compilation, channel construction and execution and enforcement of law. Such measures will be beneficial to further upgrading the overall scale and border-crossing environment of Ports of Xiamen.

Capitalising on the premier geographical advantages of its location, sound environments of border crossing and a natural harbour, Ports of Xiamen handled a container throughput of 4.013 million TEUs in 2006, an increase of approximately 15.7% over 2005 and continued to be one of the top ten container ports in China. It ranked seventh among the ports in China and accounted for over 68.2% of Fujian Province’s total container throughput.

## Business Review

For the year ended 31 December 2006, the Group was engaged in port terminal operations in the Dongdu and Haicang port areas in Xiamen. The Group operates three international container terminals, namely, the Haitian Container Terminal with seven berths in the Dongdu port area, the Xiamen International Container Terminal with two berths in the Haicang port area and the Hairun Terminal with two berths (Haicang berths No. 4 and No. 5) in the same Haicang port area which commenced operation in the second half of 2006.

In addition, the Group also operates Dongdu terminal with four berths for bulk/general cargo loading and unloading in respect of both international and domestic trade and container loading and unloading in respect of domestic trade.



# Management Discussion and Analysis

## Container Port Business

During the year under review, benefited by the growth of China's foreign trade, the commencement of operation of Hairun terminal in the second half of 2006 as scheduled and the migration of the SPARCS system (operation and management system for container terminal) in Haitian terminal, which not only effectively upgraded the Group's terminal throughput capacity but also promoted the overall production efficiency of the terminals, the container throughput of the Group recorded growth as follows:

Container throughput	2006 (TEUs)	2005 (TEUs)	Increase
Xiamen Haitian Container Terminals Co., Ltd. ("Haitian") (international trade)	<b>1,328,936</b>	1,286,901	3.27%
Xiamen International Container Terminal Co., Ltd. ("XICT")* (international trade)	<b>1,185,001</b>	1,103,415	7.39%
Xiamen Port Development Co., Ltd. Dongdu Branch ("Dongdu Branch") (domestic trade)	<b>281,688</b>	240,185	17.28%
The Company (Hairun terminal)**	<b>222,882</b>	—	—
Total throughput	<b>3,018,507</b>	2,630,501	14.75%

- \* XICT is a jointly controlled entity between Xiamen Haicang Port Co., Ltd. ("Xiamen Haicang"), one of the Company's subsidiaries, and Hutchison Ports Xiamen Limited. Through Xiamen Haicang, the Company holds a 51% interest in XICT. The financial results of XICT were proportionately consolidated in the Group's financial statements. On the other hand, in terms of the operational statistics, such as TEUs and cargo throughput, the Group has included 100% of XICT's figures.



\*\* During the first half of 2006, berths numbered 4 and 5 at Haicang port area (Hairun terminal) of the Company were in the stage of installation and fine-tuning and had a soft opening on 30 June 2006. Its throughput for the first half of 2006 was included in the total throughput of the Group.



## Bulk/General Cargo Port Businesses

All bulk cargo and most of the general cargo of the Group, primarily grains, chemical fertilisers, steel and stone products, are centrally handled through Dongdu terminal. In 2006, in terms of bulk/general cargo throughput, the Group continued to rank first among all port terminal operators in Xiamen, with an overall growth in throughput as follows:

Bulk/general cargo throughput	2006 (tonnes)	2005 (tonnes)	Increase/ (decrease)
Dongdu Branch	<b>4,085,117</b>	3,795,540	7.63%
XICT	<b>172,960</b>	321,110	(46.14)%
Total throughput	<b>4,258,077</b>	4,116,650	3.44%

# Management Discussion and Analysis

## Ancillary Value-added Port Services

The Group is proactive in developing shipping agency, tallying, tugboat berthing and unberthing and port-related logistics services and will continue to integrate related resources in order to simplify business workflow, reduce operating costs and actively provide one-stop comprehensive ancillary value-added port services to its customers. During the year under review, the Group dovetailed its overall sales and marketing strategy in order to maximise its overall competitive edge in port logistics supply chain and promote effectively the proactive development of terminal loading and unloading business and ancillary value-added port service. Leveraging on such competitive edge, the Group is actively expanding sea-rail transshipment business which has received initial recognition of the market. Meanwhile, the Group is making efforts in promoting the application of information technology in port production and sales and marketing. For example, in respect of shipping agency, the application of the Group's X-SERVICE project has obtained sound economic returns with important functions in respect of resource sharing, cost savings and sustainable development.

## Scale of Operations

For the year ended 31 December 2006, the Group operated four terminals with a total of 15 berths for international and domestic containers and bulk/general cargos. The terminals occupy a total site area of approximately 1,613,000 square metres, with a total berth length of approximately 3,317 metres and a depth alongside ranging from



9.9 metres to 15.3 metres. At the same time, the Group has large area of warehousing facilities inside and outside the terminal areas. In addition, the Group also has berth No. 1 in the Haicang port area under construction, with a depth of 17.5 metres, which will be able to accommodate vessels of up to 100,000 dwt and carrying capacity of 12,000 TEUs upon completion, and further strengthen the Group's container terminal throughput and competitiveness.

## Financial Review

### Revenues

The Group's revenues increased by approximately 17.9% from approximately RMB1,300,586,000 for the year ended 31 December 2005 to approximately RMB1,534,033,000 for the year ended 31 December 2006. The

increase was primarily due to increases in revenues of the Group's container loading and unloading and storage business, ancillary value-added port services, bulk/general cargo loading and unloading business, and manufacturing and selling of building materials.



- Revenues of the Group's container loading and unloading and storage business increased by approximately 14.8% from approximately RMB587,115,000 for the year ended 31 December 2005 to approximately RMB674,221,000 for the year ended 31 December 2006. It was primarily due to the commencement of operation of the Group's Haicang berths No. 4 and 5 which had led to increases in container handling capacity and container throughput handled.
- Revenues of the Group's bulk/general cargo loading and unloading business increased by approximately 17.3% from approximately RMB147,452,000 for the year ended 31 December 2005 to approximately RMB172,904,000 for the year ended 31 December 2006. The increase was primarily due to growth in the bulk/general cargo throughput handled by the Group and the faster growth of the higher tariff goods like stone products.
- Revenues of the Group's ancillary value-added port services increased by approximately 7.0% from approximately RMB384,539,000 for the year ended 31 December 2005 to approximately RMB411,430,000 for the year ended 31 December 2006. The increase was primarily due to increases in container and cargo throughputs handled by the Group, which led to corresponding increase in the demand for the Group's ancillary value-added port services.



# Management Discussion and Analysis

- Revenues of the Group's manufacturing and selling of building materials increased by approximately 51.8% from approximately RMB181,480,000 for the year ended 31 December 2005 to approximately RMB275,478,000 for the year ended 31 December 2006. The increase was primarily due to significant growth in general market demand on concrete in Xiamen due to investments in the construction of infrastructure facilities during 2006 as compared to 2005.

## Cost of sales

Cost of sales increased by approximately 24.8% from approximately RMB744,913,000 for the year ended 31 December 2005 to approximately RMB929,936,000 for the year ended 31 December 2006. The increase was primarily due to increases in cost of inventories consumed and employee benefit expenses.

- Cost of inventories consumed increased by approximately 35.3% from approximately RMB235,670,000 for the year ended 31 December 2005 to approximately RMB318,810,000 for the year ended 31 December 2006. The increase was mainly due to significant growth in the Group's manufacturing and selling of building materials business and increases in consumption of raw materials and consumables for the manufacture of concrete in the manufacturing and selling of building materials business.
- Employee benefit expenses increased by approximately 18.3% from approximately RMB291,971,000 for the year ended 31 December 2005 to approximately RMB345,459,000 for the year ended 31 December 2006. It was primarily due to overall growth in the Group's business volume which led to corresponding increases in employee benefit expenses.

## Gross profit

As a result of the foregoing reasons, the Group's gross profit increased by approximately 8.7% from approximately RMB555,673,000 for the year ended 31 December 2005 to approximately RMB604,097,000 for the year ended 31 December 2006. Gross profit margin of the Group was approximately 42.7% for the year ended 31 December 2005 and approximately 39.4% for the year ended 31 December 2006. The decrease in gross profit margin was mainly due to the dilution of the overall gross profit margin as a result of the rapid growth of the manufacturing and selling of building materials business which has a lower gross profit margin and its increase as a percentage of total revenues.

## **Operating expenses**

Operating expenses include selling and marketing expenses and general and administrative expenses. The Group's operating expenses increased by approximately 26.4% from approximately RMB162,583,000 for the year ended 31 December 2005 to approximately RMB205,443,000 for the year ended 31 December 2006. The increase was primarily due to growth in the Group's business which led to corresponding increases in employee benefit expenses.

## **Operating profit**

The Group's operating profit increased by approximately 15.8% from approximately RMB425,875,000 for the year ended 31 December 2005 to approximately RMB493,014,000 for the year ended 31 December 2006. The Group's operating profit margin was approximately 32.7% for the year ended 31 December 2005 and approximately 32.1% for the year ended 31 December 2006.

## **Income tax expense**

The Group's income tax expense increased by approximately 31.6% from approximately RMB71,409,000 for the year ended 31 December 2005 to approximately RMB93,988,000 for the year ended 31 December 2006. The increase was primarily due to growth in profit before tax and that XICT was subject to a 50% reduction in income tax in 2006, while XICT was subject to a complete exemption from income tax in 2005.

## **Profit for the year**

The Group's profit for the year increased by approximately 19.4% from approximately RMB343,793,000 for the year ended 31 December 2005 to approximately RMB410,600,000 for the year ended 31 December 2006. The Group's profit margin for the year was approximately 26.4% for the year ended 31 December 2005 and approximately 26.8% for the year ended 31 December 2006.

# Management Discussion and Analysis

## **Profit attributable to minority interests**

Profit attributable to minority interests increased by approximately 29.3% from approximately RMB100,239,000 for the year ended 31 December 2005 to approximately RMB129,615,000 for the year ended 31 December 2006. The increase was due to significant increase in profit from the Group's non-wholly owned subsidiary, Xiamen Port Development Company Limited ("XPD").

## **Profit attributable to the equity holders of the Company**

Profit attributable to the equity holders of the Company increased by approximately 15.4% from approximately RMB243,554,000 for the year ended 31 December 2005 to approximately RMB280,985,000 for the year ended 31 December 2006. The increase was due to the increase in profit for the year.

## **Accounts and notes receivable**

The Group's net accounts and notes receivable, increased from approximately RMB360,925,000 as at 31 December 2005 to approximately RMB448,342,000 as at 31 December 2006. The increase was primarily due to the general growth of the Group's business.

As at 31 December 2006, the Group's accounts and notes receivable were approximately RMB461,464,000, of which due within six months were approximately RMB401,645,000, accounting for approximately 87.0% of the total accounts and notes receivable, due between six months to one year were approximately RMB24,267,000, due between one year to two years were approximately RMB19,443,000, due between two years to three years were approximately RMB7,821,000 and due over three years were approximately RMB8,288,000.

## **Accounts and notes payable**

The Group's accounts and notes payable increased by approximately 46.0% from RMB434,997,000 as at 31 December 2005 to RMB634,940,000 as at 31 December 2006. The increase was primarily due to increase in notes payable. The Group's notes payable increased by approximately RMB160,307,000 or approximately 177.0% from approximately RMB90,578,000 on 31 December 2005 to approximately RMB250,885,000 on 31 December 2006. As at 31 December 2006, the



Group's accounts and notes payable less than one year were approximately RMB627,281,000 accounting for approximately 98.8% and due over one year were approximately RMB7,659,000, accounting for approximately 1.2%.

## Borrowings

The Group's borrowings decreased from approximately RMB935,759,000 as at 31 December 2005 to approximately RMB597,252,000 as at 31 December 2006. The decrease was primarily due to loan repayments to Huli Division in Xiamen of Industrial and Commercial Bank of China by the Group.

On 31 December 2006, borrowings due within one year were approximately RMB5,944,000, due within one to two years were approximately RMB106,255,000, due within three to five years were approximately RMB26,659,000 and due after five years were approximately RMB458,394,000.

As at 31 December 2006, the Group's guaranteed loans were approximately RMB99,122,000 which were guaranteed by China Construction Bank.

## Cash flows and working capital

The Group's working capital was primarily derived from cash generated from its operations.

The following table sets out the Group's cash flows with respect to operating activities, investing activities and financing activities for each of the two years ended 31 December 2005 and 2006:

	2006 RMB'000	2005 RMB'000
Net cash generated from operating activities	<b>369,234</b>	594,040
Net cash used in investing activities	<b>(575,104)</b>	(714,761)
Net cash (used in)/generated from financing activities	<b>(299,032)</b>	737,463
Net (decrease)/increase in cash and cash equivalents	<b>(504,902)</b>	616,742
Cash and cash equivalents at beginning of the year	<b>1,099,589</b>	482,847
Cash and cash equivalents at end of the year	<b>594,687</b>	1,099,589

# Management Discussion and Analysis

## Operating activities

The Group's net cash generated from operating activities decreased by approximately 37.8% from approximately RMB594,040,000 in 2005 to approximately RMB369,234,000 in 2006. The significant decrease in net cash generated from operating activities in 2006 was mainly due to increase in cash paid to suppliers of approximately RMB140,321,000, increase in cash paid to and on behalf of employees of approximately RMB55,701,000, and increase in other cash payments of approximately RMB204,451,000 which were partially offset by increase in cash received from customers of approximately RMB186,246,000 and decrease in interest paid of approximately RMB17,992,000. In 2006, other cash payments consisted primarily of cash payments of approximately RMB119,512,000 to The National Social Security Fund Council of the PRC for funds from reduction in holding of state-owned shares.

## Investing activities

The Group's net cash used in investing activities decreased from approximately RMB714,761,000 in 2005 to approximately RMB575,104,000 in 2006. The decrease in net cash used in investment activities consisted primarily of decrease in cash outflow from purchases of property, plant and equipment of approximately RMB240,820,000, which were partially offset by increase in cash outflow from term deposit invested with initial term of over three months of approximately RMB133,670,000.

## Financing activities

The Group's net cash generated from financing activities decreased from an inflow of RMB737,463,000 in 2005 to a outflow of RMB299,032,000 in 2006. The decrease in net cash generated from financing activities in 2006 was primarily due to cash outflow from payment of a special dividend to the parent company of RMB108,402,000, decrease in cash received from borrowings of RMB259,022,000, decrease in cash from issuance of H Shares of RMB820,717,000 and increase in cash outflow from dividends paid to minority shareholders of subsidiaries of RMB9,057,000, which were partially offset by decrease in cash outflow from repayments of loans of RMB245,441,000.

## Capital expenditure

The Group's capital expenditure in 2005 and 2006 primarily consisted of expenditure on port terminal infrastructure, equipment and machinery. The following table sets out the Group's capital expenditure in 2005 and 2006:

	2006 RMB'000	2005 RMB'000
Total capital expenditure	418,835	687,816

## Capital expenditure commitments

As at 31 December 2006, the Group's capital expenditure commitments were approximately RMB398,404,000 primarily consisted of construction expenditure of Haicang berth No. 1, and port area coordination and expenditure on purchases of loading and unloading equipment, vessels and other machineries and equipments.

## Net debt to equity ratio

The Group's net debt to equity ratio increased from approximately -4.6% in 2005 to approximately 0.06% in 2006. The increase in net debt to equity ratio was primarily due to decreases in cash which was used for the construction expenditure of Haicang berth No. 1, 4 and 5 and repayments of borrowings.

## Exchange rate risk

The Group's bank borrowings are denominated in both RMB and USD. At present, the exchange rate for RMB to the USD is approximately RMB7.73 to USD1.00. To the extent that the RMB appreciates (or depreciates) against the USD, the value of bank borrowings and the repayment cost of such borrowings will decrease (or increase) correspondingly. Furthermore, as only a minor part of the income generated from operations is settled in foreign currencies, the fluctuation of the RMB exchange rate may not materially affect the business operations of the Group. As at 31 December 2006, the Group did not suffer any loss as a result of changes in exchange rates.



# Management Discussion and Analysis

## Contingent liabilities

At 31 December 2006, the Group has no significant contingent liabilities.

## Employment, training and development

As at 31 December 2006, the Group had 5,276 employees, an increase of 613 employees over 31 December 2005. During the year, total staff costs represented approximately 22.5% of the Group's revenues. Employee remunerations are determined by their performance and experience and the prevailing practices of the industry. Remuneration policy is reviewed on a regular basis. Bonus and rewards may be offered to employees according to annual assessments of their performance. In addition, the payment of rewards is an impetus to motivate each employee.

## Subsequent events

- (1) On 25 January 2007, the branch office of the State Tax Administration in Xiamen approved that the profit of the Company arising from the activities of production and operation of port and terminal construction will be exempt from enterprise income tax for the first five years commencing from the first profitable year of the Company and a 50% reduction of enterprise income tax from the sixth to the tenth years by issuing the document Xia Guo Shui Zhi Han [2007] No. 1 "Letter in respect of the agreement to the application of Xiamen International Port Co., Ltd for reduction and exemption of income tax of foreign investment enterprises and foreign enterprises". However, in the event that the actual period of production and operation of the Company does not exceed fifteen years, all enterprise income taxes of a foreign investment enterprise so exempted or reduced will be repayable. On 16 March 2007, the branch office of the State Tax Administration in Xiamen agreed that the period for calculation of exemption and reduction of enterprise income tax shall commence from 2007 by issuing the document Xia Guo Shui Shu Zheng [2007] No. 47 "Letter in respect of the advice to the application of Xiamen International Port Co., Ltd for 2007 to be the year of commencement for the calculation of exemption and reduction of enterprises income tax".

- (2) On 28 November 2006, the fifteenth meeting of the first session of the Board of the Company passed a resolution which approved the acquisition of the land use rights in respect of 262,210.835 square metres of land for the construction and development of the first phase of Xiamen Xiangyu Free Trade Zone Logistic Park by XPD from Xiamen Xiangyu Free Trade Zone Administrative Committee (“Xiangyu Administrative Committee”) for a consideration of RMB214,488,463.03. The aforementioned land includes 154,009.17 and 49,260.40 square metres of land which were resumed by Xiangyu Administrative committee from XPD and Xiamen Port Holding Group Co., Ltd. (“Xiamen Port Holding”) respectively and which were originally owned by XPD and leased by Xiamen Port Holding to XPD respectively. The Company considered the transaction involving the acquisition of the 49,260.40 square metres of land as a connected transaction pursuant to the Listing Rules. The relevant consideration for the transaction was approximately RMB40,295,007. On 23 March 2007, on the basis of the aforementioned resolution, XPD entered into a land grant contract with The Land Resources and Management Bureau of Xiamen and Xiangyu Administrative Committee. As of the date of the publication of these consolidated financial statements, XPD has paid the aggregate consideration of RMB214,488,463.03.

## Prospects

According to the analysis of the PRC government, despite slowdowns in the global economic growth in 2007, the PRC economy will maintain its steady but faster development trend with corresponding growth in foreign trade. In view of the effects of increases in raw materials and labour costs, appreciation of RMB, adjustments to export tax rebate policy and increases in foreign trade barriers, the rate of increase in foreign trade and trade surplus will falter significantly than 2006. However, with the drive by the PRC government for a balanced trade structure, the rates of increases in import trade will surpass 2006.

The PRC Government estimated that the growth rates of its national economy would be approximately 8%. The Fujian provincial and the Xiamen municipal governments estimated that their national economic growth rate would be approximately 10% and 16% respectively. The general trends of robust economic and trade growths will bring forth favourable market environment for sustained development of Xiamen Port and the port industry.

# Management Discussion and Analysis

Looking ahead, evolving closely around market situation and bearing in mind the interests of shareholders, the Group will fully capitalise on its overall competitive edge in operation and management for expansion and advances and attract customers by further integrating existing resources, continuously perfecting business workflows, enhancing service efficiency and fortifying port service brand name. Meanwhile, the Group will continue to promote the in-depth application of information technology for improving its production efficiency; enhancing its management and decision-making efficiency; reinforcing its corporate governance; and improving its different risk control systems in order to enhance the management standard of the Group on a continuing basis. The Group believes that, by promoting sustainable development of the entity through its continuing efforts in all respects, the investors will be rewarded with reasonable returns. Based on the above, the Group will focus on fortifying the following aspects in order to procure the accomplishment of its corporate operating targets:

- To continue to dovetail the overall sales and marketing strategy, enhance our internal execution mechanism, deploy resources flexibly, promote further integration of the resources and workflow between the terminal loading and unloading segment and the business segments of shipping agency, tugboat berthing and unberthing, tallying, logistics and ancillary value-added port services, capitalise on the good synergy among the aforesaid diversified business segments so that each segment will advance mutually to enhance the sales and marketing mechanism of the Group.
- To strengthen our market expansion efforts in solidifying our capability to soliciting for more liners and cargoes by actively developing sales and marketing with major liners and cargo owners, consolidating existing shipping routes, attracting more liners to establish new shipping routes at the Group's terminals and opening new sailings, in particular, focusing on attracting the attachment of ocean-going container shipping routes to procure cargoes in order to increase the cargo throughput of the Group's terminals.
- To strive to develop new value-added business and explore new resources by focusing to develop the bounded logistics business with full efforts, effectively utilising the resources of the bounded logistics warehouses within the bounded logistics park and actively upgrading the business volume of bounded logistics; proactively introducing international logistics developers, solidifying strategic cooperation, jointly promoting the construction of bounded logistics warehouse phase 2 and enhancing the basic prerequisites for developing the bounded logistics business of the Group.



- To reinforce the exploration of cargo sources in the hinterland with a focus on sea-rail transshipment business by fully utilising the railway transportation network of the Ganlong and Greater Beijing-Kowloon lines in exploring for cargo sources in the inland hinterland, such as Jiangxi, Xiangnan and Anhui and expanding the sea-rail transshipment business; strengthening the construction of the sales and marketing network in the hinterland and integrating the sales and marketing resources of the sea-rail transshipment timely; fortifying the communication with relevant government departments in getting effectively policy support and the support and cooperation of railway authorities, campaigning for early inauguration of direct cargo trains in order to ensure punctuality of transportation and enhance market competitiveness of sea-rail transshipment business.
- To fully excavate the existing resources of the terminals by, firstly, to excavate the potential of the SPARCS system of Haitian Terminal and hastening the enhancement and construction of its complimentary sub-systems in order to upgrade the terminal's work efficiency; secondly, to further expand the handling capacity of Hairun Terminal by utilising its excellent terminal infrastructure facilities, shipping channels and ancillary equipment so as to attract more shipping companies to co-operate with the Group with the aim of increasing its throughput.
- To drive the early opening of Haicang berth no. 1 by accelerating the cooperation with the Hutchison Whampoa Group in order to procure its early handling capacity and enhance the utilisation efficiency of Haicang berth nos. 1, 2 and 3 effectively.
- To monitor construction progress or operating conditions of the relevant terminals of Xiamen Port Holding, the controlling shareholder of the Group, and to exercise options and pre-emptive rights timely in line with our business development requirements in order to inject new resources for the Group's development and ensure the sustainable development capability of the Group.