



SPA Business Model

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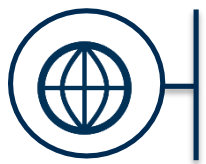
SÃO PAULO

LARGEST INDUSTRIAL,
COMMERCIAL, FINANCIAL

And consumer center of South America



LOCATION
of the Port of Santos



Dados gerais



1. 39 leases, 6 private use terminals (TUPs) & 8 retroport terminals.



53 terminals¹

Area (km²)

Right Margin: 3,8

Left Margin: 4

Total: 7.8



Berths

Total: 60



Extension (km)

Total: 16



Ducts: **55 km**

Rail lines: **100 km**



Hidrelectric Power Plant

Potência: 15.000 kw

Transmissão: 30 km



Entrance
& Exit

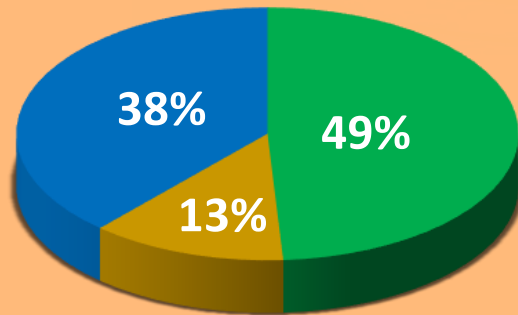


Santos margin
São Vicente Island

Guarujá margin
Santo Amaro Island



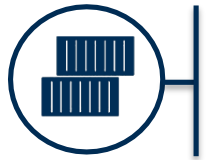
Movement in Tonnage



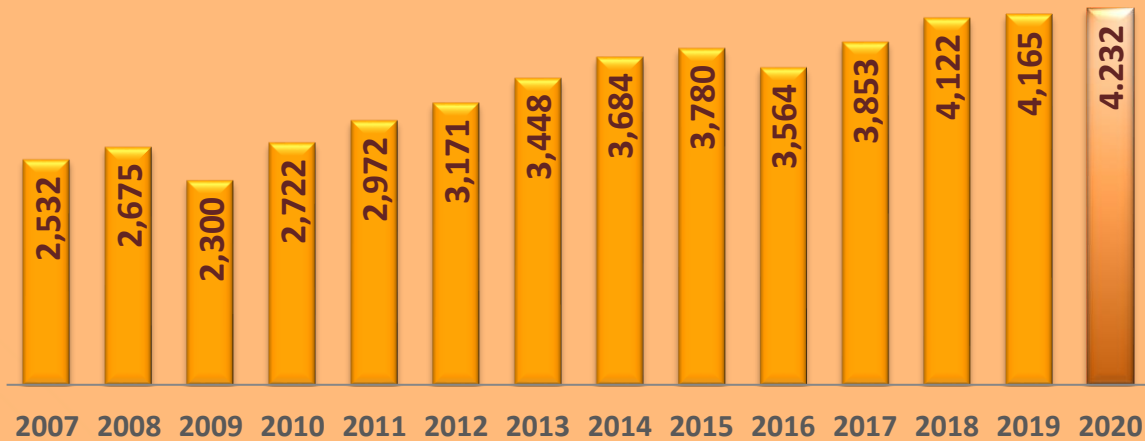
- Solid Bulk
- Liquid Bulk
- General Cargo



In million tons



Container Movement



In million TEU



Port of Santos's natural hinterland



75 Million People

67% of Brazil's GDP

56% of the Brazilian Trade Balance (\$)



SHARE IN TRADE VOLUME (2020)

SANTOS
27,8%

US\$111.7bi
BRAZIL US\$401.3bi FOB

2nd to 5th
23,7%

Paranaguá - PR
7.0% - US\$ 29.3 bi

São Luís - MA
6.0% - US\$ 22.7 bi

Vitória - ES
6.0% - US\$ 22.6 bi

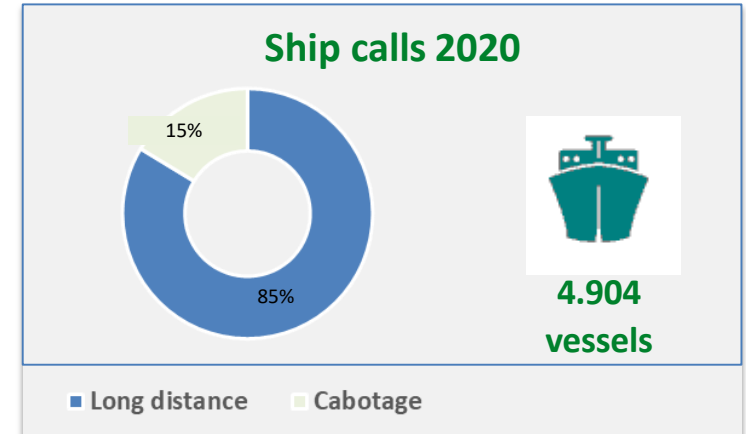
Rio Grande - RS
5.0% - US\$ 20.6 bi

OTHERS
48,5%

US\$212.4bi



Shipping types and their share





New zoning, new Port



Estimated R\$ 9.7 bi in investments needed within 5 – 10 years: R\$ 5.2 bi in 8 new area leases only:



5,5 Bi

SSZ47 (STS 08) (*)**

- Cargo: Liquid Bulk
- Area: 137,319 m²
- Contract term: 25 years
- Fixed rate: R\$ (Million) 1.5/month
- Variable rate: R\$ 9.35/ton
- Auction: 4th Quarter

265 M

TRA Saboó (*)

- Cargo: Container

346 M

SSZ49 (STS 08A) (*)**

- Cargo: Liquid Bulk
- Area: 305,688 m²
- Contract term: 25 years
- Fixed rate: R\$ (Million) 3.2/month
- Variable rate: R\$ 7.13/ton
- Auction: 4th Quarter

463 M

SSZ39 (*)

- Cargo: Container

2,2 Bi

SSZ31 (*)

- Cargo: Vegetal Solid Bulk

693 M

SSZ25E (*)

- Cargo: Fertilizer

791 M

SSZ 16E:

Cargo: Container

133 M

(*): SSZ39; SSZ31; SSZ25E; TRA - R\$ 3,4 bi - Preliminary values - In Study; (**) Already auctioned; (***) Data may change after evaluation by TCU



SPA Business Model

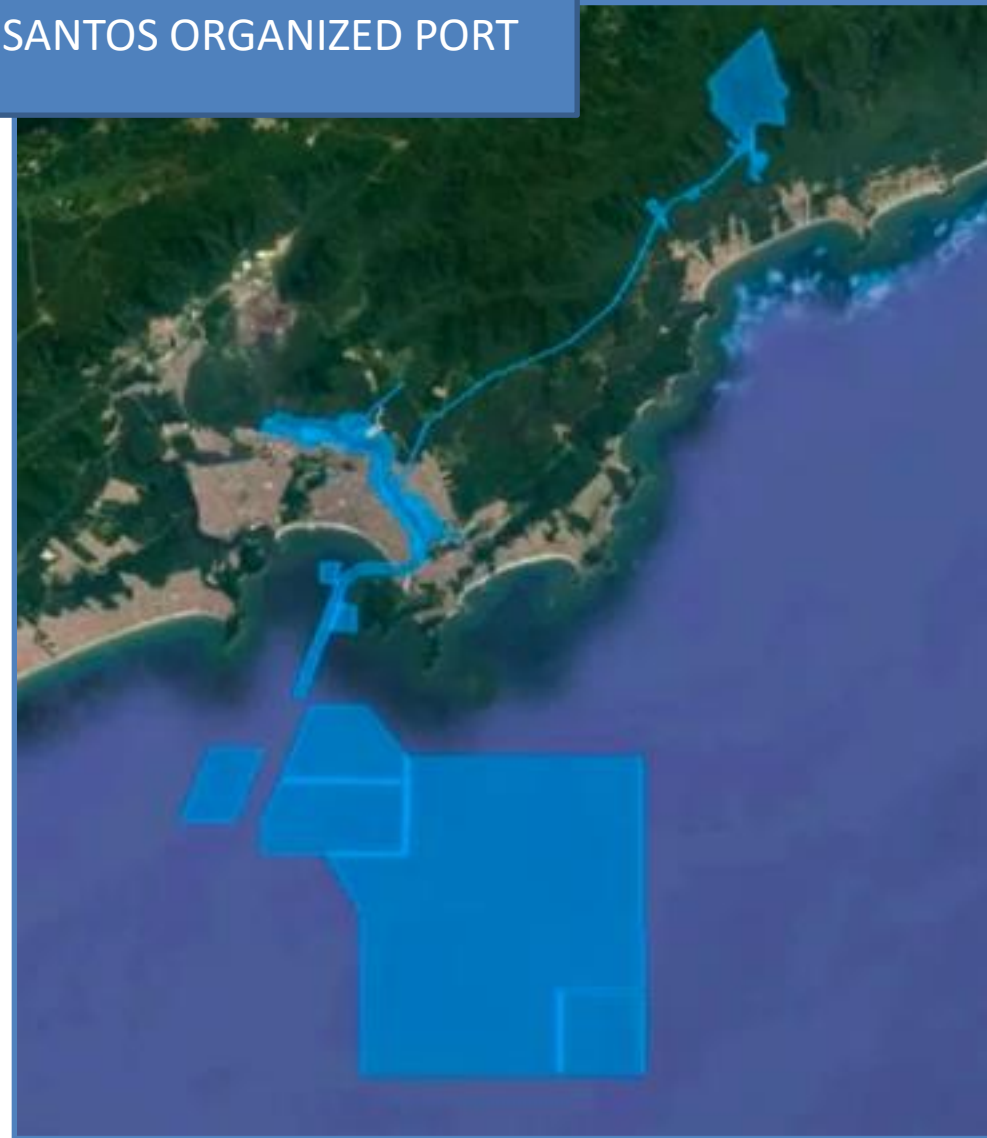


SPA Business Model

Brazilian constitution gives to federal government the power to explore the country's ports. The government can exercise its authority by operating the facilities directly or indirectly (through public companies) or offering them to private companies through concessions and authorizations.

A federal decree establishes the area of each public port, which receives the denomination of "organized port".

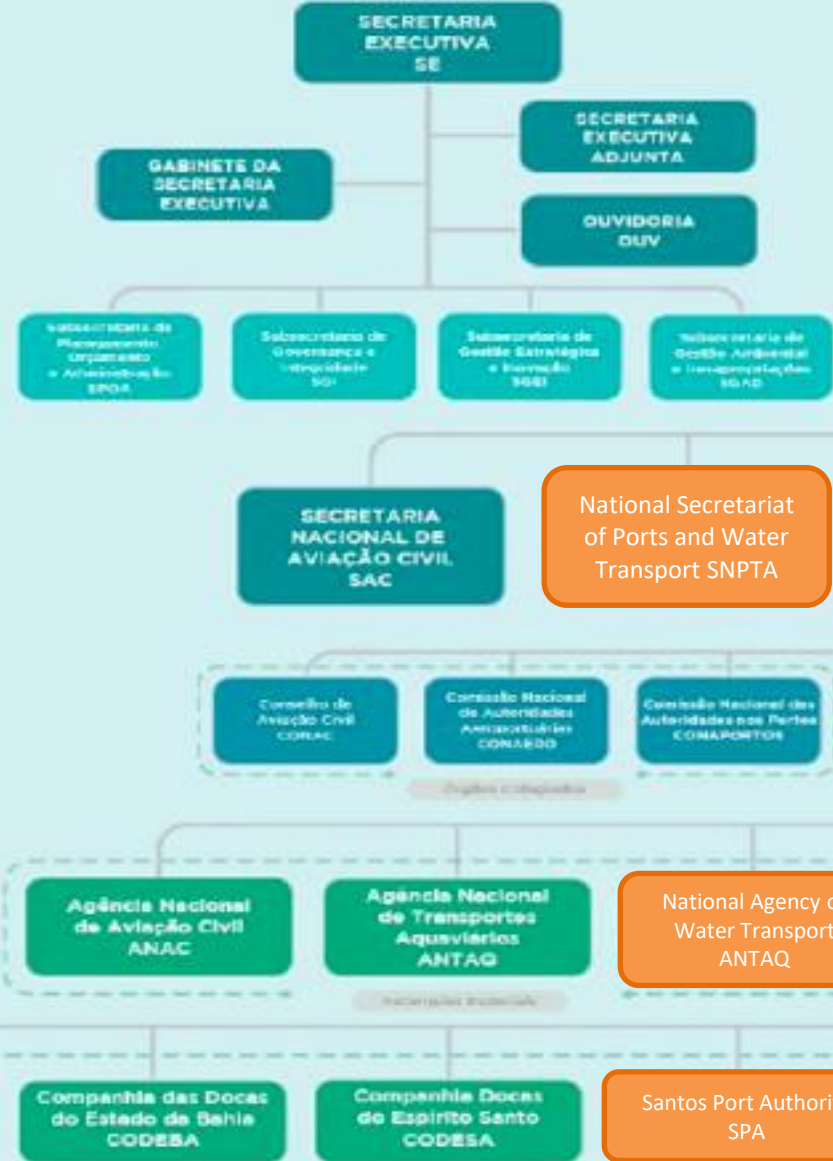
SANTOS ORGANIZED PORT





SPA Business Model

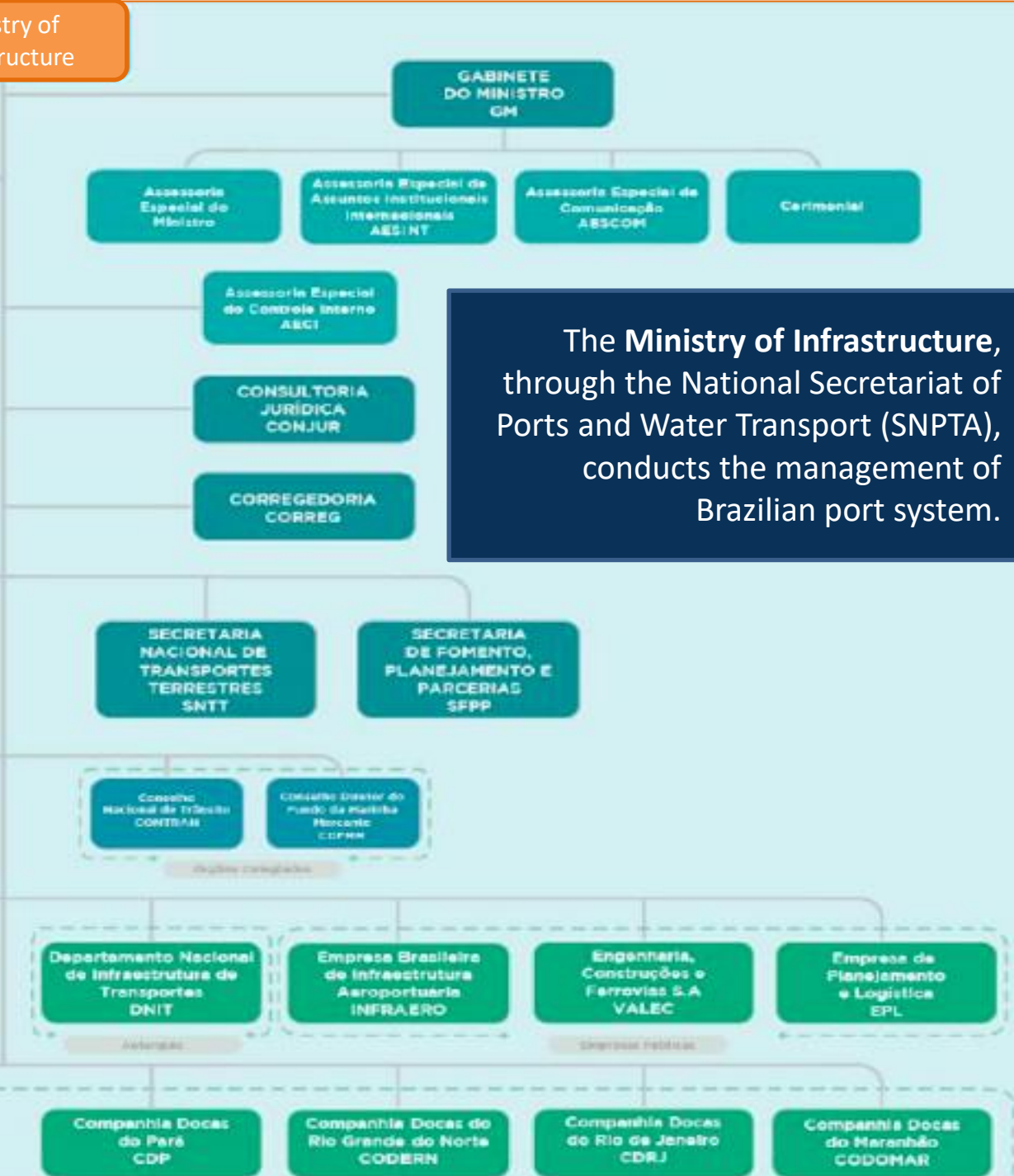
Ministry of Infrastructure



National Secretariat of Ports and Water Transport SNPTA

National Agency of Water Transport ANTAQ

Santos Port Authority SPA



The Ministry of Infrastructure, through the National Secretariat of Ports and Water Transport (SNPTA), conducts the management of Brazilian port system.



SPA Business Model



REGULATORY AGENCY

ANTAQ is the regulatory agency responsible for:

- Providing market regulation for the port sector
- Supervising and surveilling water transport
- Port operations and administration.
- Implementation of policies designed by the Ministry of Infrastructure (Minfra).
- Analyzing and giving approval to all port projects, together with Minfra;
- Creating new rules, through the publication of norms and procedures that do not need the approval of the legislative power.

PORT AUTHORITY

Santos Port Authority (SPA) oversees the organized port. The company is responsible for managing the port, and it can only lease its areas through public auction. The private company that offers the higher bid celebrates a 35 years contract that can be extended for more 35 years, depending on the execution of new investments.





SPA Business Model

Besides providing port infrastructure, the Port Authority oversees port development planning, designing the port masterplan based on the guidelines offered by federal government.

Other Port Authority Competences



Organizing the port guard;

Reporting any terminal's misconduct to ANTAQ, which may apply sanctions;

Pre-qualify port operators;

Collecting port fees; and

Authorizing vessel traffic and mooring in the organized port.



SPA Business Model



Currently, SPA do not operate any terminals. All operational areas are leased to several companies, which provides superstructure and handles different types of cargo.

The leasing terminal must comply with the following rules

Monthly payment of a grant value per area and per tonnage;

Obligation of hiring labor force from the OGMO (a public organization that provides stevedoring);

Limited gains, previously defined by contract (fixed WACC);

Obligation to perform within a minimum service level;

- 1 ADM DO BRASIL
- 2 TES
- 3 TERMINAL XXXIX
- 4 CUTRALE
- 5 TEG
- 6 TEAG
- 7 TGG
- 8 14 BUNGE
- 9 T-GRÃO
- 10 COPERSUCAR
- 11 ELEVAÇÕES PORTUÁRIAS
- 12 CEREAL SUL
- 13 TERMINAL 12A
- 15 NEVES E MARINHEIRO (NITA)
- 16 TIPLAM

Solid Bulk Terminals





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