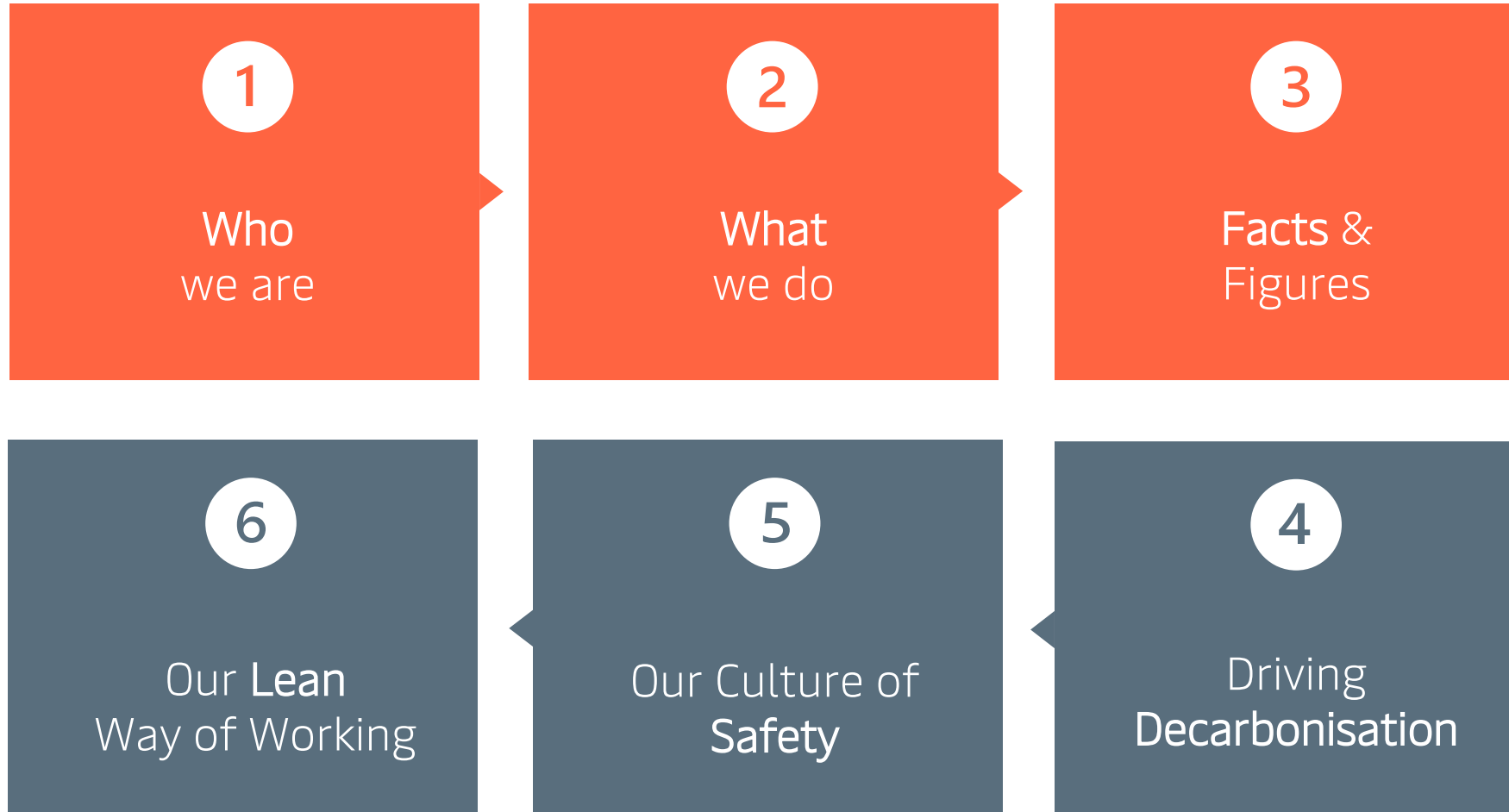




APM Terminals Corporate presentation

FY
2023

Content of this corporate presentation



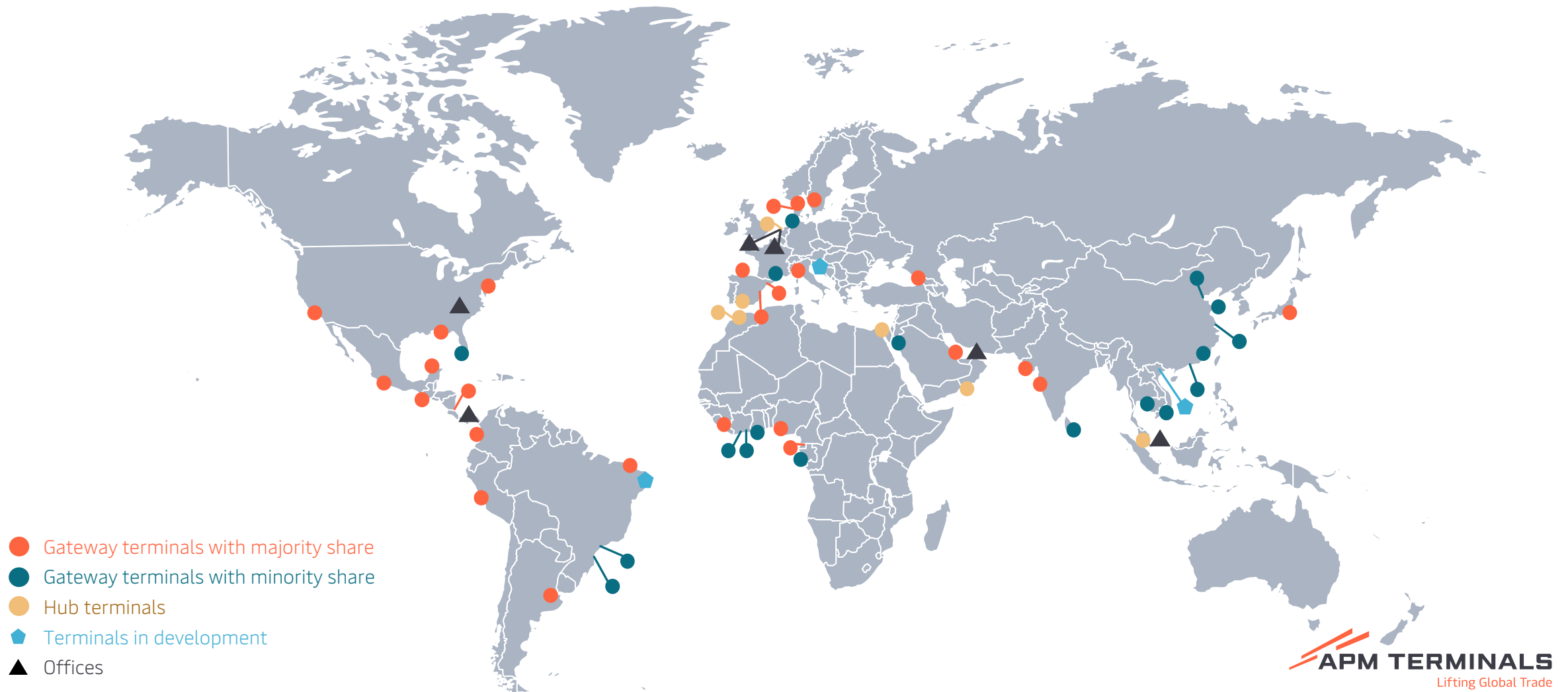
1

Who
we are

The ambition of APM Terminals is to be the **world's best terminal company**. With a unique position as the leading container terminal concession partner for our nation states, serving our customers around the world and contributing to thriving local communities.



Lifting the standard of your experience at each of our
60 key locations across the globe



Lifting standards in Africa & Europe

- Gateway terminals with majority share
- Gateway terminals with minority share
- Hub terminals
- ◆ Terminal in development
- ▲ Offices



Lifting standards in the Americas

- Gateway terminals with majority share
- Gateway terminals with minority share
- ◆ Terminal in development
- ▲ Offices



Lifting standards in Asia & Middle East

- Gateway terminals with majority share
- Gateway terminals with minority share
- Hub terminals
- ◆ Terminal in development
- ▲ Offices

Aqaba, Jordan,
Aqaba Container
Terminal (ACT)

Bahrain

Dubai,
Regional office

Pipavav, India,
Gujarat Pipavav Port

Mumbai, India, Gateway
Terminals India (GTI)

Salalah, Oman,
Port of Salalah

Colombo, Sri Lanka,
South Asia Gateway

Laem Chabang,
Thailand, 2 terminals:
LCB Container Terminal
& LCMT

Pelepas, Malaysia,
Pelabuhan Tanjung
Pelepas (PTP)

Singapore,
Regional HQ

Tianjin, China,
2 terminals:
TECT & TACT

Qingdao, China, 5 terminals:
QQCT, QQCTU, QQCTUA,
DPMT, QQCTN

Xiamen, China, Xiamen
Songyu Container Terminal

Hong Kong,
Regional office

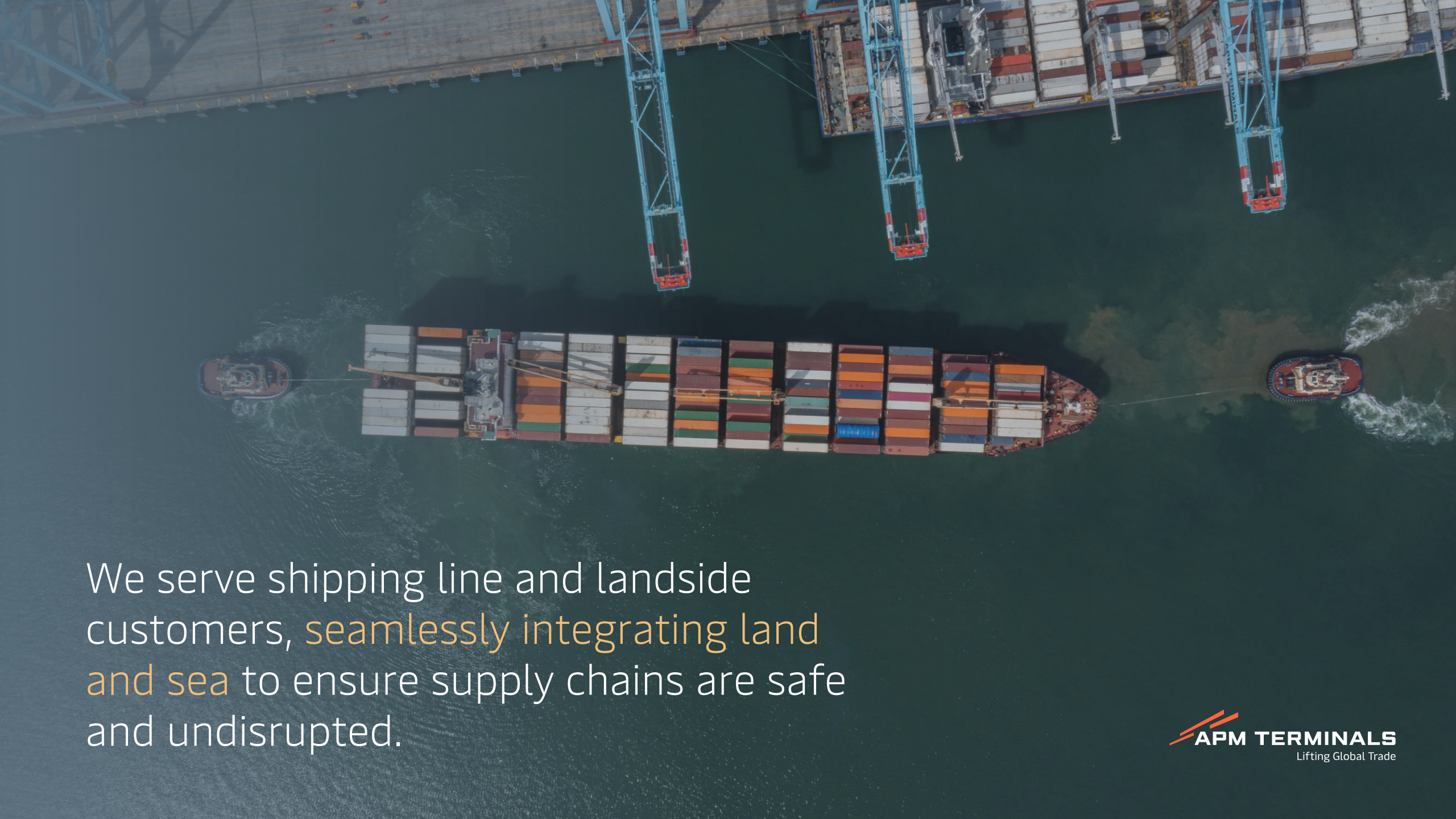
Haiphong,
Vietnam

Cai Mep, Vietnam,
Cai Mep International
Terminal (CMIT)

Shanghai, China, Shanghai
East Container Terminal

Guangzhou, China,
Guangzhou South
China Oceangate
Container Terminal

Yokohama,
Japan



We serve shipping line and landside customers, seamlessly integrating land and sea to ensure supply chains are safe and undisrupted.

With the safety of our people at the heart of the way we do business, we are continuously developing new products and services that add value for our customers.





We apply LEAN and operational excellence to lift standards of efficiency. Our engaged and empowered teammates elevate standards of proactivity by anticipating and adapting to customer needs. We are inspired by our core values of uprightness and constant care to lift standards of reliability.

Powered by new technologies, we harness the potential of digitalisation to **lift the standard of connectivity** and communication in co-creation with our customers, shaping the future of port and terminal logistics to drive growth. We enhance connectivity with intermodal solutions to **ease the flow** in logistics chains.



A vibrant, busy street market scene. In the foreground, a man in a tan t-shirt with 'COTTON DANCE' written on it sits on a black motorcycle. The motorcycle has 'अभि' and 'TVS' on the front fairing and a license plate that reads '11P59-AP-8237'. Behind him, a woman in a patterned sari is seated on the motorcycle. The street is filled with people, including men in white shirts and women in colorful saris. There are many motorcycles parked along the side, and colorful fabrics and goods are hanging from the buildings in the background. The overall atmosphere is one of a bustling, active community.

We take pride in our strong connection with local communities where we operate, and in the role we play in connecting domestic production with the global marketplace to lift standards of local living.

Importantly, our focus on **lifting standards extends to the sustainability** of our Terminals and operations. We are firmly committed to be net zero by 2040 and, to get us there, we have defined a **pathway to decarbonisation** made possible by energy optimisation, electrification and switching to renewable energy. Together we can **make the future of Global Trade more sustainable.**





To maximise our positive impact, we will continue to invest in and develop new facilities, both individually and with our partners, to further strengthen our footprint in relevant markets. We are committed to Lifting Global Trade in a responsible way.

Our people: APM Terminals' management team



Keith Svendsen
Chief Executive Officer
(CEO)



Olaf Gelhausen
Chief Operating Officer
(COO)



Kristian Bai Hollund
Interim Chief Financial
Officer (CFO)



Birna Ósk Einarsdóttir
Chief Commercial Officer
(CCO)



Sander Hubbers
Head of HR
& Employee Relations



Lars Mikael Jensen
Head of Hubs
and Collaboration



Charlotte Guillaumie
Head of Strategy &
Transformation



Gavin Laybourne
Chief Information
Officer (CIO)



Martijn van Dongen
Head of Investment



Igor van den Essen
Regional Managing Director,
Africa and Europe



Leo Huisman
Regional Managing Director,
Americas



Jonathan Goldner
Regional Managing Director,
Asia and Middle East

2

What
we do

Our solutions, aimed to **Lift, Store & Connect**, help meet your requirements of today and needs of tomorrow:



Lift

Lifting the standard of efficiency and reliability with marine services

Store

Lifting the standard of proactivity with yard services tailored to local logistics needs

Connect

Lifting the standard of connectivity to ease the flow in logistics chains

Marine Services

Every day our teams are dedicated to ease the flow of our customers' journey through our terminals - **lifting the standard of efficiency and reliability.**

We deliver this through:



Operational expertise guided by reliable, efficient and consistent service levels.



Safe handling of dry and reefer containers, out-of-gauge cargo and other **specialised shipments.**



Continous investment in equipment, automation and training of our people.



Pro-active, transparent and collaborative partnerships with all shipping lines.





Yard Services

We understand that our customers' needs go beyond lifting containers. That is why we not only operate in water but also offer value added services in the yard and on land - **lifting the standard of proactivity.**

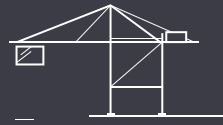
We offer:



Unique **range of services** tailored to local environments.



Optimise supply chains with single point of contact for services, such as storage, repairs, stuffing, weighing and much more.



Reduce complexity, costs and handovers by providing **port centric logistics services.**



Connecting intermodal hinterland transportation to bring containers where our customers need them.

Gate Services

We constantly search for solutions to reduce and optimise time spent at our terminals. This ensures that picking up and delivering containers can happen in a heartbeat – *lifting the standard of connectivity*.

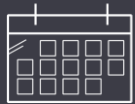
We offer fast and consistent gate services through:



Cutting-edge *automated gate* technologies.



Digital solutions for *visibility and predictability*.



Truck appointment systems.



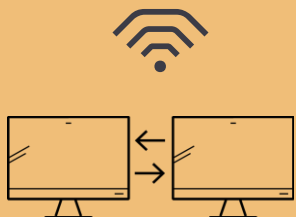
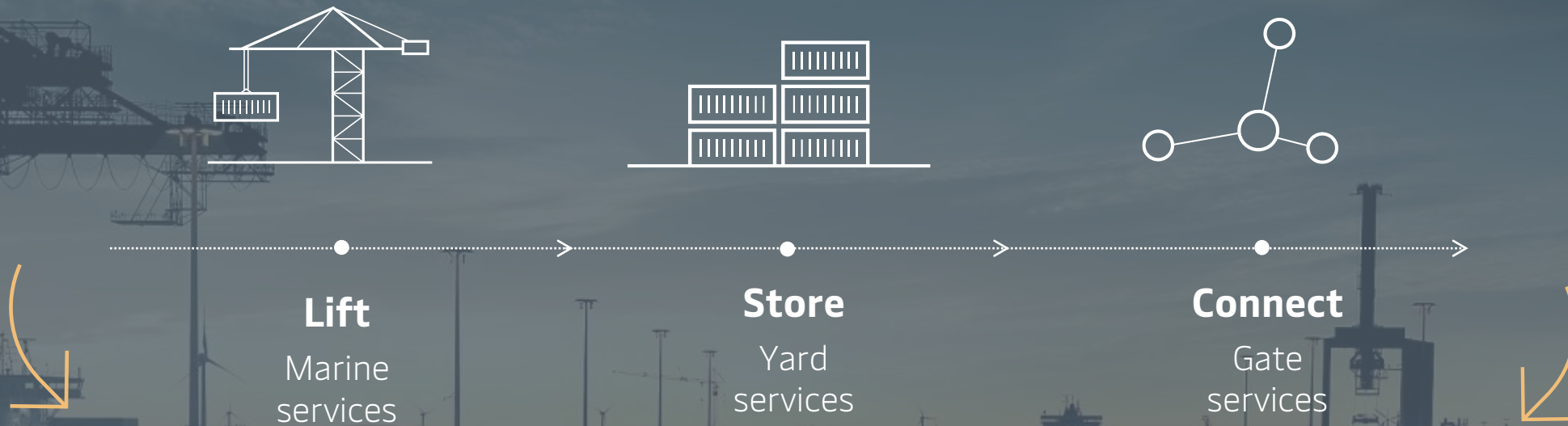
Priority access through fast lanes, early or late gate arrival.



24/7 Gate access and operations.

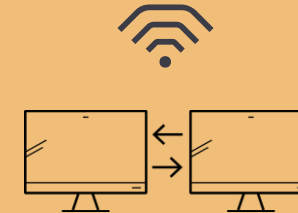


How we help customers stay ahead of the curve: Lifting the standard of digital connectivity



Data products and [APMTerminals.com](https://www.apmterminals.com)

Lifting the standard of digital connectivity via real-time data, better forecasting and planning.



Data services & API Store

Our APIs connect our customers' systems directly to our terminal operating system. This not only supports customers with better forecasting, but is also the quickest and most cost-effective way to stay ahead of competition.

Data services via developer.apmterminals.com create time and cost savings, with:

- Up-to-date and accurate information about container status, vessel schedule, import and export data.
- Automatic data transfer reduces human error or outdated information.
- Large volumes of data are handled without manual intervention or need for additional resources.
- One time set up and maintained and managed by us.





APMTerminals.com puts customers in control

We are constantly deploying new digital features to give our customers speed, predictability, visibility and flexibility to improve competitiveness and stay ahead of the curve.

Including:

By registering on apmterminals.com customers can:

- View real time vessel information
- Track and follow containers
- Book and pay for logistics services
- Receive accurate notifications

With our broad range of digital solutions you have more control of your cargo, whenever and wherever customers need it.

We Lift, Store & Connect for **our customers** to compete in world markets and, ultimately, grow their business.



3

Facts & figures



APM Terminals in numbers

27,000+

Vessel calls in 2023*

33

Countries*

60

Operating terminals & ports

* Including hub and gateway terminals

APM Terminals in numbers

21.7

Million moves in 2023*

3

new facilities in development in
Suape (Brazil), Rijeka (Croatia)
and Haiphong (Vietnam)

22,000

Employees around the world

Financial performance and volumes over the **full year 2023**



Revenue
USD **3.8bn**



EBITDA
USD **1.3bn**

Regional volume, Terminals

Moves ('000)	FY 2023	FY 2022	Growth (%)
North America	3,019	3,295	-8.4
Latin America	2,346	2,386	-1.7
Europe	2,722	2,626	3.6
Asia and Middle East	3,321	3,431	-3.2
Africa	796	1,014	-21.5
Total	12,204*	12,752*	-4.3

*Gateway terminals only



APM Terminals participates in the development of three new terminals, while also modernising and adding capacity in existing terminals. Combined with further portfolio optimisation, the company is well positioned for future growth.

A man in a white hard hat and high-visibility vest is looking at a handheld device. The hard hat has 'APM TERMINALS' written on it. The background shows a port with shipping containers.

APM Terminals Highlights 2023

Growth

The focus on growing the portfolio continues after APM Terminals entered into a strategic partnership with Vietnamese HATECO group to develop a new terminal at Haiphong City, Vietnam.

Further, the acquisition of a facility in Suape, Brazil, is on track, paving the way for building what will be Brazil's first 100% electrified terminal. In Lazaro Cardenas, Mexico, the Phase II expansion has started, which will increase the capacity by one million TEUs and position it as a hub for the Americas region

Modernisation

The modernisation project in Los Angeles, USA, is concluding with 100% of the volumes now being managed through the new automated yard. In Mumbai, India, both berths are operational again after a planned temporary closure due to a modernisation programme and volumes are returning. In Onne, Nigeria, the terminal modernisation programme has also been completed, positioning the terminal well for future growth.

Portfolio optimisation

APM Terminals divested the terminal facility in Castellón, Spain, (APM Terminals Castellón) upon reaching an agreement with Noatum Terminals, which is part of Noatum, an AD Ports Group company. Further APM Terminals Mauritanie S.A, operating terminals in Nouakchott and Nouadhibou, has been divested to local container operator Terminal à Conteneurs de Nouakchott (TCN).

4

Driving the decarbonisation of our industry



At **APM Terminals**
we are committed to
Lifting Global Trade in a
responsible way...

 **APM TERMINALS**
Lifting Global Trade

A large industrial port at dusk. In the foreground, there are stacks of colorful shipping containers. In the middle ground, a yellow forklift is visible. In the background, several large gantry cranes are silhouetted against the sky. The sky is a mix of blue and orange, suggesting sunset or sunrise. The overall scene is industrial and busy.

..with a target to reduce our
scope 1 and 2 emissions*
by 65% in 2030 compared to 2022.

...and being net zero
by 2040.

*Scope 1 emissions: Direct emissions from owned or controlled sources. Scope 2 emissions: Indirect emissions from the generation of purchased energy.

Three drivers of our decarbonisation program...



Reduce

fuel and electricity
consumption of equipment
and facilities at our terminals



Replace


equipment run on
fossil fuels with
electrified alternatives



Decarbonise

by switching to green
electricity, on-site renewables
such as rooftop solar panels
and using green fuels





Since 2020, APM
Terminals has reduced its
absolute scope 1 and 2
emissions by **13%**.
Additionally, **40%** of
electricity demand is now
procured by renewable
resources.

Let's look
at some milestones



Examples of recent milestones on our decarbonisation journey



Aqaba: Electrification of Container Handling Equipment, including state-of-the-art empty handlers, reach stackers and terminal trucks.



Kalundborg: the Port of Kalundborg, Denmark, has announced it will electrify mobile harbour cranes in its deep-water container terminal by April 2024.



Mumbai: signed a Green power Purchase Agreement to secure solar power aimed at reducing carbon footprint.



Suape: with approval from Brazil's National Waterway Transport Agency, APM Terminals is a step closer to realizing Brazil's first 100% electrified terminal.



Bahrain: launch of a ground-breaking solar power project worth approximately USD 10 Million, which will make the port electricity self-sufficient in 2024.



Gothenburg and Los Angeles: encouraged haulage companies that have started their journey towards electrified truck transport, with priority lanes.

Working with industry partners to lift the standard of responsibility together

Spearheading roadmap for accelerating electrification of port operations

In 2023, APM Terminals and DP World published a joint white paper emphasising the importance of electrified container handling equipment (read more). The high cost of battery-electric equipment is a primary challenge to decarbonisation in the terminals industry; however, the white paper shows that with the right actions from industry stakeholders, battery-electric equipment can be an affordable and accessible solution this decade, and competitive with incumbent diesel technologies. The white paper offers a roadmap for container terminal electrification, with key levers and actions for all players across the value chain.

Zero Emission Port Alliance

The companies also announced the formation of the Zero Emission Port Alliance during COP28 – an industry-wide strategic coalition with the goal of accelerating container handling equipment electrification.

Want to know more?



A photograph of two men in a port terminal. They are wearing yellow hard hats and high-visibility yellow safety vests with reflective silver stripes. The vests have the APM TERMINALS logo and the slogan 'Lifting Global Trade.' on the back. The man on the left is holding a walkie-talkie. The man on the right has his hand on the shoulder of the man on the left. The background is a blurred industrial port area.

To accelerate the transition to batter-electric equipment, we launch five electric equipment pilot projects.

“

Let me be clear: we need to accelerate our work in decarbonisation, and we need to do it now. It is important for us to stand together and take concrete action with several industry partners for this to happen.



Keith Svendsen
CEO
APM Terminals

”



5

Our culture of safety



Our culture of safety: lifting the standard of responsibility

We commit to protect our people, our business partners, the communities we work alongside and the customers we serve, by ensuring APM Terminals operations are carried out safely and securely with minimal impact to the environment every single day.

We achieve this commitment by:

- Providing a safe, healthy, secure work environment
- Complying with relevant Health, Safety, Security and Environmental (HSSE) legal and contractual requirements, ensuring business continuity to our customers through the consistent application of effective HSSE related processes
- Ensuring that HSSE risk management is embedded across our operations and decision making to secure our sustainable growth and earnings



6

Our Lean way of working





Lean: lifting the standard of efficiency

Our Lean based Business System, known as the APM Terminals' Way of Working, is the backbone of our ambition to be the World's Best Terminal Company. We strive for every process and every action to be directly translated into value for our customers - with no waste.

Our Way of Working was introduced to APM Terminals in 2018. Ever since, thousands of our frontline and office employees have been trained in the Lean methodologies and are successfully using these tools and skills to identify process waste and drive continuous improvement. Our Lean tools and methodologies that form the foundation of our Way of Working are used across all terminals, creating standardisation and one way of improving.



APM TERMINALS

Lifting Global Trade