Our Journey Towards Excellence in Sustainability
About the Report

This report provides an overview of APM Terminals’ sustainability performance for 2011. The report complements the content of A.P. Moller-Maersk Sustainability Report 2011, with specific reference to APM Terminals’ operations, activities and interests. In addition to this sustainability report, we refer readers who are interested in a more detailed overview of our sustainability activities and performance, to our website: www.apmterminals.com/sustainability

The report is designed as a reference for our shareholders including our employees, contractors, joint venture partners, customers, suppliers, local, regional and global regulators, government agencies and non-governmental organisations and the members of the communities in which we operate. In this report we present updates on our economic, social and environmental performance and provide a perspective as to how we manage sustainability in our businesses both globally and locally. We also examine how sustainability is integrated into our daily operations as well as our long-term company strategy and planning. We consider this document an essential part of a process of open dialogue and invite comments, observations and views from our stakeholders.

In compiling this report, we have observed good practice reporting guidance such as the Global Reporting Initiative (GRI) reporting framework, including the GRI transport and logistics sector supplement, the principles of the AA1000 Assurance Standard and advice from Business for Social Responsibility (BSR), a global business network focused on sustainability.

This report covers all APM Terminals’ operations and activities for the period of 2011 unless otherwise specified. The APM Terminals’ 2011 sustainability performance data are part of the Group consolidated performance data in the A.P. Moller Maersk Group’s Sustainability Report 2011. KPMG Sustainability issued an Independent Assurance Report on the Group Sustainability Report.

Contact Details
We welcome your feedback. If you have any comments about this report or about APM Terminals’ sustainability activities generally, please contact us at sustainability@apmterminals.com

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CEO Statement

Kim Fejfer
Chief Executive Officer, APM Terminals

Sustainability: Our Commitment and Responsibility

I am very pleased to present you with APM Terminals’ 2011 Sustainability Report. This is our second annual review of our achievements, performance and priorities in the area of sustainability.

APM Terminals is a global business with continuing expansion focused on high growth markets, especially in Asia, South America and Africa (where we are currently the biggest terminal operator by container throughput, weighted by equity share). Through financial investment in these markets and the promotion of global trade and world-class operations, our business creates positive effects in terms of local economic growth and also social progress. There is still much to be done and we view this challenge not only as a commitment to our owners but to all of our stakeholders. We are proud of the role we play in promoting economic growth through prudent infrastructure investment, particularly in high-growth markets currently underserved by our competitors, by meeting or exceeding environmental regulations and by making positive contributions to the communities in which we operate.

We share our report with you in the hope of exchanging ideas and finding new ways to achieve our goals through ethical, transparent and sustainable business practices. There is still much to improve, notably the unacceptable number of fatal accidents. Our goal of zero fatalities and zero accidents is of major importance and I fully support it. I hope you find the information contained here beneficial and that you will join us in working toward a successful, safe and sustainable business.

We will achieve this through a strict adherence to principles in the areas of human rights, labour, environment and anti-corruption, as listed in the United Nations Global Compact to which we are a signatory, by meeting or exceeding environmental regulations and by making safety and local job creation a priority as we expand our business interests. Through continuous improvement we are confident that we can achieve long-term sustainable business success.

Our goal is for APM Terminals to become the recognised industry leader in port and terminal operations and management. There are many ways to measure industry leadership and success, not all of which are reflected in financial performance, crane lifts and new concessions signed. We determine the success of our accomplishments also by achieving high safety standards, reducing the environmental impact of our expanding global operations and by making positive contributions to the communities in which we operate.

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About the Business

Highlights

• Our ambition remains to become the leading port, terminal and inland services provider.
• Serving global carriers and the international trading community through long-term partnerships based on operational excellence.
• Actively managing our Global Port, Terminal and Inland Services Network through selective but aggressive investment in port infrastructure and transportation infrastructure with an emphasis on high growth market.
• Adhering to our core values and to responsible business practices.

25 marine terminals are operated by JV partners

95,000 third-party truck drivers entering our yards every day

Our Goal is:

0 Zero incidents and Zero fatalities

56 port and marine terminals

36 Countries with Terminal facilities

24,000 employees in 64 countries across 5 continents

154 Inland Services in 154 locations in 47 countries

6 new port facilities in development and 11 existing facilities undergoing expansion
Sustainability Commitment & Governance

Sustainability at APM Terminals is an integrated part of the way we conduct our business. We generate profits for our owners and are committed to doing so in a socially and environmentally responsible manner.

Our Goals

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<th>25%</th>
<th>15%</th>
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<td>CO₂ Emissions reduction by 2020 from the 2010 baseline</td>
<td>Lost Time Injury Frequency rate for 2012 from 2011</td>
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Sustainability encompasses Health, Safety, Security, Environmental (HSSE) and Corporate Responsibility (CR) issues. Safety is a top priority for our operations and is fully incorporated into our business strategy. We are improving our global minimum standards for safety as well as for environmental and social performance.

As our operations and activities expand around the world, conducting our business in a responsible manner and addressing social, environmental and ethical challenges is becoming an increasingly important factor for sustainable growth.

As a global company with operations in 64 countries across 5 continents, APM Terminals creates a significant positive socio-economic impact. We do this by contributing to long term economic development through job creation, investing in the communities in which we operate, contributing to the well being and safety of our employees, contractors and third party visitors and through initiating proactive environmental policies and responsible business practices.

Our Commitment

APM Terminals aspirations to being the best port operator in the world; the best in terms of financial performance, best in the eyes of our customers, best in the eyes of our employees – and of course the best in health, safety, security and environmental performance as well as in corporate responsibility.

We have made a commitment to further improve and take our HSSE & CR performance to the next level. Our commitment builds upon A.P. Møller-Maersk Group policy and reflects APM Terminals’ consistent and integrated approach to HSSE & CR. All APM Terminals companies and joint ventures under our operational control must manage HSSE & CR in accordance with these principles and practices. For joint ventures not under operational control, we will promote the adoption of our approach to HSSE & CR management, though recognising that this may not always be achieved.

Our Sustainability Priorities

Our Sustainability Priorities issues are discussed at the regular meetings of the APM Terminals Sustainability Council. The programme is to establish consistent standards of international and local implementation, with feedback and input from all parties involved.

KPIs

- Financial performance
- Worker safety
- Security and access control
- Global minimum standards
- Labour relations
- Climate change
- Business conduct (anti-corruption)
- Responsible procurement
- Other Environmental impacts

Our Sustainability Priorities

Impact to the business

In September 2011, through an internal workshop with key senior staff from a range of departments within the company.

Responsible Procurement

Responsible supplier management, or Responsible Procurement (RP), has become a central part of our global procurement policy since its introduction in September 2011. The goal of the programme is to establish consistent standards of international and local purchasing in alignment with the ten principles set out in the UN Global Compact. The implementation of the RP programme is for both centralised and local procurement. Most procurement managers in APM Terminals have been trained in 2011 on responsible procurement practices and the work to implement the responsible procurement practices with our suppliers has been started.

Sustainability Management

The Executive board of A.P. Moller-Maersk Group has been given overall responsibility for sustainability across its companies and has appointed a Sustainability Council with representation from each A.P. Moller-Maersk Company. APM Terminals is represented on the Council by Tiemen Meester, Vice President for Business Implementation. The Sustainability Council’s main function is to oversee compliance to group standards and policies, as well as to make recommendations on any new Group-wide sustainability strategies and policies. A.P. Moller-Maersk Group, including APM Terminals, has committed to observing the principles of the UN Global Compact as a guide to implementing our programmes.

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Financial Performance

Highlights

- Number of containers handled increased by 7% compared to 2010. On a like for like basis, volumes increased by 8%.
- Revenue of USD 4.7bn was 10% above the level of 2010.
- The customer portfolio was further expanded and share of volumes from third party customers increased to 46% from 44%.
- Profit was USD 649m (USD 793m) and USD 614m (USD 492m) excluding sales gains and impairment losses.
- Cash flow from operating activities was USD 909m (USD 845m).
- Return on invested capital (ROIC) reached 13.1% (16.0% and 10.4% excluding divestment gains and other special items).

In 2011, the global container terminal market measured in TEU increased by 7% compared to 2010 and by 5% in Q4 2011 (Drewry). The economic challenges facing consumer markets in both Europe and USA have, to a limited extent, affected volumes in ports along the main east-west trade lanes. This was compensated by high growth in the north-south trades and the Intra-Asia market.

The number of containers handled by APM Terminals (crane lifts weighted with APM Terminals’ ownership interest) increased 7% compared to 2010 and 8% on a like-for-like basis. In Q4, the growth in APM Terminals volumes continued the trend seen in Q3 to exceed market levels, by growing at 8% on a like-for-like basis.

During the year, operations in the container terminals in North Africa and the Middle East were negatively influenced by unrest related to the Arab Spring, resulting in reduced service levels towards the shipping lines and lower throughput particularly during first quarter. Through implementation of operational recovery plans in close coordination with our customers, most of the affected terminals were again operating normally towards year end. Volumes in the second half of the year were positively affected by newly added terminals in Poti and Callao and strong volumes on terminals along the Asia/Europe tradelane on the back of market share gains for Maersk Line.

The volumes from third party customers increased by 11%, contributing 46% of total volumes as the company continues to diversify its client portfolio.

The substantial improvements in margins and competitiveness in 2011 were largely due to consistent implementation of improved operational methods, enhanced efficiency in partnership with customers and portfolio optimisation.

Inland Services taken over in 2010 went through a successful strategic reorientation and financial turnaround process, and the activities contributed positively to the improvement of financial performance in 2011.

APM Terminals is today well positioned as one of the leading global operators in an attractive industry with good long-term growth prospects. Most industry analysts forecast an increasing need for additional port capacity over the next decade, and APM Terminals is actively pursuing an investment strategy with focus on high growth markets. 36 out of 55 operating container terminals are in growth markets, and contributed 76 pcf. of earnings before interest, taxes, depreciation, and amortisation (EBITDA) in 2011.

During 2011, APM Terminals secured a number of new investments and development opportunities in growth markets: APM Terminals took over operations in port of Callao, Peru; acquired a controlling interest of the Black Sea port of Poti, Georgia; signed a concession agreement to build and operate the new Main container terminal on the Caribbean coast of Costa Rica and was awarded a concession agreement to build and operate a new container terminal at the port of Lazaro Cardenas, Mexico. APM Terminals was also awarded the concession to operate the Skandia Container Terminal in Gothenburg, taking control of operations in January 2012. In total, 7 port projects were in development during 2011.

APM Terminals will continue to invest strategically to handle the globally growing container volumes – and also to accommodate the tendency among container carriers to deploy bigger ships, creating a need for higher port specifications and more sophisticated operations.
Safety Performance

APM Terminals’ goal is zero fatalities and zero incidents. Our commitment is to ensure ‘no harm to people’ and that applies not only to our employees, contractors and sub-contractors, but extends to third party visitors. Every day more than 100,000 truck drivers enter APM Terminals’ port, terminal and inland services facilities in 64 countries around the world. Our responsibility is to ensure a safe work environment; we believe that everyone should be able to return home safely at the end of their work day.

![LTIF Performance chart]

### 2011 Targets
- Zero fatalities
- A 15% reduction in Lost Time Injury Frequency (LTIF)
- Improve near miss reporting
- Maintain Employee Engagement Score (EES) on Safety at 90%

### 2011 Performance
- 10 fatalities
- 21% reduction in LTIF
- +21% near misses reported
- 90% score

### 2012 Target
- Zero fatalities
- 15% reduction in LTIF in 2012 from to 2011
- No target set
- Maintain EES score at 90%

### Our Safety Strategy
Our goal is zero fatalities and zero incidents. To achieve our required safety performance we will focus on three areas:

**Culture** - First and foremost ‘Culture’ is about leadership, we need our leaders to demonstrate visible and felt safety leadership. Culture is also about people taking their responsibility to make sure they and their colleagues work safely and get home safely. “If you see it, you own it” says Johan Breukelaar, Head of HSSE & CR. “I need people to fix it or have it fixed whenever they observe an unsafe act or unsafe condition”.

**Technical Integrity** - Technical integrity is about improving process safety to improve our operational safety performance. This can also be phrased as reducing or eliminating the risks associated with the interaction of moving equipment and people.

**HSSE & CR Management System** - We will develop a globally aligned HSSE & CR Management System that fulfills minimum Global Safety Standards. This will assure that risks are reduced to an acceptable level.

### Managing Risks
A Safety Leadership Workshop was conducted in November 2011 to enhance understanding and support of the APM Terminals Safety Strategy by the company’s most senior leaders. During the workshop, several external safety experts shared their perspectives on safety; the participants took part in active dialogue and were offered the opportunity to put their training into practice by visiting the APM Terminal in Rotterdam.

Four high risk areas were identified during this exercise: traffic (internal and external), working at heights, falling objects and container lashing. The latter is a high risk activity involving people working at our customers’ vessels applying the metal rods, which are used to stabilise containers on board of the vessel. These are attached often in very tight spaces and with very limited visibility. Road traffic is a high risk for APM Terminals’ Inland Services, in particular, where external professional drivers are employed. Other examples of high risk activities include Maintenance & Repair functions and the handling of hazardous chemicals.

Each of the four APM Terminals Regional CEOs has taken ownership of one of the high-risk activities to identify a set of ‘engineered solutions’ to create global minimum safety standards:

1. **Traffic (internal)**
   - Peder Sondergaard, CEO Africa-Middle East Region

2. **Container Lashing**
   - Martin Poulsen, CEO Europe Region

3. **Falling Objects**
   - Eric Sisco, President, Americas Region

4. **Working at Heights**
   - Henrik Pedersen, CEO, Asia-Pacific Region

An action plan will be developed to enhance safety performance for new terminal design and operation. Tiemen Meester, Vice President Business Implementation, has assumed the responsibility for this area.
Global Safety Day 2011

In October 2011 APM Terminals’ Global Port, Terminal and Inland Services Network celebrated its 5th annual Global Safety Day with the participation of 24,000 employees at the company’s facilities around the world. The theme for this Global Safety Day was ‘Care for People’ and each facility organised its safety day activities around relevant local challenges, concerns or issues. The goal of these programmes was to improve awareness of safety through training and demonstrations which encouraged the active participation of various stakeholders including employees and their families, executive management, customers, suppliers, local communities and regulators.

A special feature of Global Safety Day was the introduction of the Safety Culture Survey. The survey was available to employees, contractors and third parties to assess the safety culture at a specific facility. The survey provided the senior management of the facility with information which could be used to improve their safety performance. A total of 19,009 employees participated in the survey, leading to immediate improvements and the creation of visible leadership and its effects.

Case: APM Terminals Cai Mep – Promoting Safety in the Community

The Cai Mep International Terminal (CMIT), Vietnam, which officially opened in March 2011, has begun a tradition of promoting road safety through the donation of cycle safety helmets to school children and teachers at Nguyen Thi Dinh Primary School in Tan Thanh, Vietnam. The ‘helmets for kids’ programme supports the school’s efforts to raise awareness of road safety amongst school children.

The Nguyen Thi Dinh Primary School is located near the Cai Mep - Thi Vai Port complex and National Road 51 which carries heavy traffic due to the port’s activities. About a third of the school children either walk or ride a bicycle to school, while the remainder is transported by parents on motorbikes, the most common vehicle on Vietnamese roadways. Approximately 700 safety helmets have been distributed through this programme.

Case: APM Terminals Mumbai – Raising Safety Awareness

APM Terminals Mumbai has been raising safety awareness at their facility and in their community by providing:

• Education to improve safety awareness in schools which reached 10,000 students in neighbouring communities
• Safety training for external drivers: over the past three years 2,000 local drivers have received training on road safety. This is a 2 hour training programme conducted on a monthly basis
• Eye and health check-ups for employees and contractors

You can learn more about global safety days at www.APMTerminals.com
Environmental Performance

Improving our environmental performance is an essential dimension of our sustainability efforts. Our goal is to be the industry leader in environmental performance and to share best practices not only within the APM Terminals Global Port, Terminal and Inland Services Network, but with other operators within the industry as well. As we continue to improve our environmental performance and reduce our operational environmental footprint, we are also working to help our customers to reduce their environmental footprint.

2011 Targets
- Drive CO2 reductions
- Build environmental mindset
- Improve data quality

2011 Performance
- Decrease of 0.5% in CO2 emissions per TEU (2010 baseline)
- 79% Employee Engagement Survey score on Environment
- Integrated Inland Services to data management system

2012 Target
- Reduce 25% of CO2 emissions per TEU by 2020 (2010 baseline)

Our Environmental Priorities
In 2011 APM Terminals prioritised the following environmental aspects associated with our operations and our activities:
- Climate change
- Soil contamination
- Biodiversity
- Major spills (for some of our facilities)

In 2012 we will continue to work to improve our environmental performance specifically in these areas and to develop global environmental standards and guidelines.

GHG Emissions
As part of the global supply chain, APM Terminals produces a relatively small proportion of greenhouse gas emissions (GHG) most of which are CO2 emissions resulting from energy consumption. We have met our target of 15% reduction in CO2 emissions by 2011 against a 2009 baseline for terminals by achieving a reduction of 16.5% per Twenty Foot Equivalent Unit (TEU). We also met our target for Inland Services by achieving a reduction of 15.2% in absolute CO2 emissions against a 2009 baseline. However, due to continued growth and expansion we have seen a 2.1% increase in the combined absolute CO2 emissions between 2009 and 2011.

Total Overall Data on CO2 Emissions (in 000 tonnes)
- 608 in 2009
- 614 in 2010
- 621 in 2011

This slight increase in emissions in 2011 can be attributed to the sizable investment in new cargo handling equipment to accommodate the expansion of operations around the world, even as some terminals achieved significant emission reductions as a result of the introduction of green electricity sourcing (zero CO2). Emissions associated with electricity consumed by refrigerated containers, known as reefer, are considered the responsibility of the shipping line, as the reefer is not owned or controlled by APM Terminals. However, as we are currently unable to consistently allocate electricity use to the consumer, this report presents our emissions including energy consumption by reefer. We will continue to work with our customers and other operators to further investigate and enhance the GHG reporting for the supply chain.

In support of the APMM Group target of 10% reduction in relative CO2 emissions, we have set a target for our terminals of a reduction of 25% in CO2 emissions per TEU by 2020 against a 2010 baseline.

Energy Conservation
In order to reduce CO2 emissions across our facilities, several energy conservation initiatives have been implemented or proposed. Our HSSE & CR staff, facility managers and design and operations teams will continue to work closely together to identify new technologies, improved operational efficiencies and alternative energy sources to drive further CO2 emissions reductions.

Electrified Rubber-Tire Gantry (RTG) Cranes
A proposal to equip all APM Terminals with electric-powered Rubber-Tire Gantry Cranes (RTGs) was recently endorsed by the Senior Management Team. This will be accomplished by both retrofitting diesel-powered RTGs at existing terminals and including electric-powered RTGs as standard equipment for all new terminal projects. The conversion of diesel RTGs began in 2011 and will convert approximately 400 RTGs from diesel power to hybrid engines capable of using both diesel fuel and electricity. A pilot project for RTG conversion at APM Terminals facilities at the Port of Tanjung Pelepas, Malaysia and Pier 400 at the Port of Los Angeles, California, USA began last year and has resulted in the savings of 1,652,715 litres of diesel fuel and a reduction of 3,185 metric tons of CO2 emissions. The RTG electrification initiative has been projected to reduce terminal operations’ CO2 emissions by 20%.

Green Electricity
In Europe the APM Terminals facilities in Rotterdam, Algeciras and Zeebrugge have converted their power supply to CO2-neutral, wind generated electricity sources. APM Terminals Algeciras began utilising green electricity in February 2011 and has now obtained certification by the Spanish National Agency for Energy that 100% of the electricity supplied is produced from renewable resources. While APM Terminals Algeciras had already reduced GHG emissions by 32% between 2007 and 2010, the new energy contract achieved a further reduction of 34% in 2011 compared with 2010.
Case: APM Terminals Mumbai – CO₂ Emission Reduction

APM Terminals Mumbai established a target of reducing CO₂ emissions by 10% by the end of 2012 from the 2009 baseline. They have achieved that goal and further reduced CO₂ emissions by 14.7% by the end of 2011. They have managed to achieve this goal through a number of initiatives that have been implemented since 2009 based on the findings of an energy audit conducted in 2008.

Since 2009, the following initiatives have been implemented:

Two Speed Engine Conversions:
29 RTGs have been converted to two-speed operation, enabling RTG engines to run at idle speed when no lifting is being performed. This action has resulted in reduced fuel consumption of 742,439 litres in 2010 and 843,726 litres in 2011, with considerable reduction of overall CO₂ emissions.

11 Eco-friendly RTG-Cs:
New RTG-Cs with specially designed Variable Speed Generators through which the engine speed adjusts to the weight of the container have been put into service. This has resulted in reduced fuel consumption of 43,632 litres in 2010 and 112,283 litres in 2011.

Wind Turbine Ventilators:
Replacing electrically-powered forced ventilation fans in Shore-to-Ship (STS) crane machine houses with Wind Turbine Ventilators has reduced electricity consumption by 514,134 kWh in 2010 and a further of 616,961 kWh in 2011.

ElectromiZer Units in Yard Lighting:
The engineering team introduced ‘ElectromiZer’ panels for yard area illumination circuits to reduce electricity consumption. This has led to a savings in electricity of 506,875 kWh each year from 2010.

Soil Contamination
Terminal operations involve the use of a number of substances that can pose a risk to the environment if accidentally released or improperly disposed of. These compounds include fuels, lubricants and chemicals used in maintenance. Spillages or leakages of these substances during operations can adversely affect the soil, and can also have consequences for water quality if washed or leached into surrounding water. Contamination can also be inherited when APM Terminals acquires an existing operating facility, or develops a new facility on land previously used for industrial activity.

APM Terminals requires that strict procedures be established and observed at each facility to limit and control the release of potentially harmful substances to the environment. When acquiring or constructing terminals, environmental surveys are undertaken, as appropriate, to identify contamination and the need for remediation or other management measures.

Biodiversity
Development of new terminals and port facilities particularly in emerging markets and in non-urban areas may increase the risk of affecting biodiversity, such as marine life environments in close proximity to port facilities.

For existing operations, new constructions and significant expansions of existing facilities, we will continue to ensure that environmentally sound practices are employed to prevent any disruption of natural habitats. We are developing global guidelines and requirements for conducting environmental, social and health impact assessments for new projects to help identify the impact on the environment as well as local communities. Where indicated, biodiversity action plans will be designed implemented. These initiatives will be aligned with the International Finance Corporation (IFC) Guidelines and will help us identify the needs of local communities in which we operate and to contribute positively to their quality of life.
Our People

To achieve our goal of becoming the world’s leading global port operator, we depend on the success of our people worldwide. We are a progressive, high-performance organisation that cultivates and advances its people by developing a stimulating and supportive work environment.

In 2010, 54% of employees participating in our annual engagement survey answered that they felt positive about their career opportunities at APM Terminals. A number of measures and tools to improve career and leadership opportunities were initiated in response and the results have been positive: our 2011 survey showed that the number of employees who feel positive about their career opportunities at APM Terminals has increased to 62%.

Devin Shirley, Director, Organisational Development.  

Developing Talent and Leadership  
“People are our most important asset, and no investment in our future as a company has more impact than our investment in the training and education of our future leaders”, says Derrick Shirley, Director, Organisational Development.

Developing our Employees  
An extensive Leadership and Development Programme designed to assure a steady flow of talented and trained employees to assure senior positions has been in place for more than 10 years. These initiatives include the annual APM Terminals Management Talent Acceleration Programme (MAGNUM) which selects candidates from among ‘General Managers’ nominated by business units in a highly competitive process. There are similar opportunities for personnel beneath the General Manager level that will be enhanced in 2012 with the introduction of new programmes as well as other training programmes, including employee orientation, supervisory training and labour relations training for non-managerial level staff.

24,000 employees across 64 countries

Case: The MAGNUM Programme

APM Terminals CEO Kim Fejfer and other senior executives attending the graduation ceremony of the MAGNUM advanced management training Class of 2011 in Delft, Netherlands in February, witnessed the first MAGNUM group to complete the new global business coursework introduced in partnership with ESADE, a top global business school based in Barcelona. The incredible curricula and includes completing management projects and field study at operating facilities.

The 28 MAGNUM graduates for 2011 represented 13 countries throughout the APM Terminals Global Port, Terminal and Inland Services Network and included natives of Brazil, India, Peru, Mexico, Honduras and Egypt.

Chosen from applicants within the APM Terminals Global Port, Terminal and Inland Services Network through a rigorous selection process, the MAGNUM participants completed a three-module, intensive eight-month multi-functional programme featuring practical terminal hands-on training assignments as well as rigorous classroom curricula focusing upon business applications addressing practical needs of the port and cargo transportation industry. Each module was completed in a different country in which APM Terminals operates.

One of this year’s 28 MAGNUM graduates was Arturo Montero Guevara, the Inland Services Manager for Mexico. A native of Mexico himself, Arturo started with Maersk Line in 1996 as a port manager and joined Inland Services in Mexico as a General Manager in 2005. “The MAGNUM programme has helped me develop leadership skills and understand the full spectrum of APM Terminals’ businesses,” said Arturo. “In the MAGNUM programme, I learned that it is valuable to build and establish relationships across the company. You can gain so much from learning how others in the organisation work.”

Anti-Corruption and Compliance

Compliance with business practices which conform to existing anti-corruption and anti-trust standards is an essential component of APM Terminals’ Corporate Responsibility programme.

Strict Anti-corruption Guidelines have been implemented that forbid any employee to “directly or through other parties - offer, promise, authorise or give money or anything else of value to any public official in any country or to any private business partner to secure any improper business advantage.” This requires strict adherence to very specific guidelines regarding gifts and entertainment, political donations, charitable donations and facilitation payments.

In addition to developing these guidelines, formal training continues to be offered to APM Terminals’ employees on the APM Terminals’ Group guidelines on Anti-corruption. More than half of our office personnel have undergone this training in the form of webinars, e-learning or classroom training. On-going awareness raising activities are in practice throughout the APM Terminals Global Port, Terminal and Inland Services Network.

APM Terminals also conducts due diligence investigations when considering entering into any contract with a new business partner representing a transaction in excess of $1 million, for a period in excess of 12 months. These APM Terminals standards are applicable for any proposed new joint venture.

At the end of 2011 a self-assessment tool was introduced to all facilities and offices under APM Terminals’ operational control with the purpose of confirming compliance with the all anti-corruption and anti-trust practices and to identify any areas needing improvement.

In 2011, APM Terminals introduced a “whistle blowing” system for the reporting of any legal or ethical infractions on part of any APM Terminals employees. Any persons making good-faith reports are protected from harassment or retaliation. All incidents reported through the system to date have been successfully investigated and concluded.
Engaging Employees

We engage our employees by investing in their talent and development, to achieve progression, safety and productivity through personal and professional growth. As we continue to grow as a company, we must continue to invest in tomorrow’s leaders.

13,900 respondents to our Employee Engagement Survey

Every year, APM Terminals conducts an Employee Engagement Survey (EES). In 2011, more than 13,900 people participated worldwide, providing valuable insights both into our strengths as an employer and into areas that need reinforcement.

Based on the results of the 2010 Employee Engagement Survey, a follow-up action plan has been defined with the purpose of:

- Communicating a clear strategy and empowering leadership.
- Creating a culture of development.
- Better managing organisational changes.

These actions are aligned with APM Terminals’ strategic priorities and have been successful in promoting higher levels of employee engagement throughout the organisation.

In 2010, 55% of respondents indicated that they felt supported by the company during organisational changes. In 2011, the Human Resource (HR) team worked to improve communication plans pertaining to key organisational changes, such as the integration of the Inland Services companies into the existing regional operations and various senior position assignments. As a result of these improvements, 61% of respondents said they felt supported during organisational changes in the 2011 survey.

Providing Career Opportunities

In 2011, Core capabilities for APM Terminals’ employers to perform their jobs and achieve our business objectives were defined. Competencies were further established at each job level. To align people’s careers with the core capabilities, we introduced the Career Compass, a professional development planning guide. This tool helps employees and their managers to develop a career and development action plan, as well as identify personal and professional development opportunities. The company has also implemented a 360° survey tool which was introduced in 2011 and its implementation will continue in 2012. By linking the 360° survey to the core capabilities, participants receive feedback based on competencies that are closely tied to job performance and successful career development.

Diversity & Inclusiveness

Diversity & Inclusiveness (D&I) at APM Terminals is about creating an inclusive environment which provides an opportunity to leverage differences, enable individual development and produce exceptional business results. Diversity refers to the variety of differences such as gender, ethnicity, race, age, physical ability, religion, language, sexual orientation, educational background, nationality, and culture represented by our 24,000 employees around the world. We believe that through hiring, training and promoting a diverse and inclusive workforce to reflect the range of communities in which we operate we will be better able to serve our global customers.

In 2011, APM Terminals invited some 500 employees to participate in a D&I survey aimed at assessing current attitudes and perceptions and identifying key focus areas for future initiatives.

There was a good response rate of 68% and our overall ‘Inclusivity Score’ was 3.93 out of a possible 5 and was 2.4% above the Global Norm of 3.78. APM Terminals scored high compared to external benchmarks in the areas of fairness of treatment and freedom of expression. While these results are encouraging, the survey also highlighted some weaker areas we have to work on. Through the incorporation of D&I initiatives into our existing business processes we expect to see real change.

Labour Relations

As a global company operating in 64 countries on five continents, encompassing port and terminal operations, cargo inland services, and crane engineering services, APM Terminals draws from and interacts with staff representing a diverse cross-section of cultures, religions, ethnicities, languages and levels of responsibility on a daily basis. As part of the A.P. Moller-Maersk Group, APM Terminals’ engagement with employees is guided strictly in accordance with eight established labour principles; these principles can be found on our website.

When interviewed about this topic, the Managing Director of APM Terminals’ Aqaba Container Terminal, Soren Hansen, defined labour relations in this way: “The relationship between the company and the employees is a partnership. For the partnership to succeed it must be build on mutual respect, where the parties invest the required time to nourish the relationship. In all successful partnerships, both parties agree and accept that both parties need to give and take. If there is only one winner, both parties lose.”

GM Population - Gender Diversity

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>60%</td>
<td>40%</td>
</tr>
<tr>
<td>Denmark</td>
<td>23%</td>
<td>77%</td>
</tr>
<tr>
<td>Netherlands</td>
<td>29%</td>
<td>71%</td>
</tr>
<tr>
<td>Other</td>
<td>13%</td>
<td>87%</td>
</tr>
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</table>

Director Population - Gender Diversity

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>95%</td>
<td>5%</td>
</tr>
<tr>
<td>Denmark</td>
<td>40%</td>
<td>60%</td>
</tr>
<tr>
<td>Netherlands</td>
<td>29%</td>
<td>71%</td>
</tr>
<tr>
<td>Other</td>
<td>18%</td>
<td>82%</td>
</tr>
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</table>

GM Population - Cultural Diversity

<table>
<thead>
<tr>
<th></th>
<th>60%</th>
<th>23%</th>
<th>13%</th>
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<tbody>
<tr>
<td>USA</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Denmark</td>
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<tr>
<td>Netherlands</td>
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</tr>
<tr>
<td>Other</td>
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Director Population - Cultural Diversity

<table>
<thead>
<tr>
<th></th>
<th>40%</th>
<th>29%</th>
<th>13%</th>
<th>18%</th>
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<tbody>
<tr>
<td>USA</td>
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<td>Denmark</td>
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<td>Netherlands</td>
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<tr>
<td>Other</td>
<td></td>
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</table>
Our Communities

The communities in which we operate or that are affected by our operations and activities are one of our key stakeholders. Contributing positively to these communities and improving their quality of life are essential elements of our sustainability efforts.

Case: APM Terminals Tangier – Contributing to Local Communities

APM Terminals Tangier carried out a number of community outreach initiatives in the fields of education, health and assistance to women and children to help to improve the local social conditions in the surrounding area. These initiatives also enabled pro-active individual engagement by the Tangier work force. The goal is to exert a positive influence on the communities in which we operate and where our employees live and work. These initiatives focus on promoting education, emphasizing safety, and encouraging health through funding for local athletic events, recreational activities and health awareness programmes.

APM Terminals Tangier has introduced international operating standards and organisational changes to improve the local social conditions in the surrounding area. These initiatives have been very welcomed by the local community.

Following on from this, in January of 2011 APM Terminals Tangier fully equipped a classroom dedicated to the study of English in a high school located in the nearby suburbs of Tangiers. The classroom was provided with 22 computers and other modern learning tools such as a projector and a projection screen.

Addressing recreational needs in 2010, APM Terminals Tangier in coordination with the local ‘Es-Sahil Association’ have improved Dalia Beach through the construction and introduction of facilities such as football and volley-ball fields, parasols, waste bins and small swimming pools for children. These facilities have been very welcomed by the local community.

Case: APM Terminals Apapa - Nigeria Logistics Capacity Assessment

APM Terminals’ personnel took part in a Logistics Capacity Assessment (LCA) Report prepared for Nigeria to compile information on national logistics infrastructure which would be utilised in the event of a natural disaster to provide medical relief and assistance.

An LCA Report contains country specific logistics infrastructure information, which is considered life-saving in case of a possible disaster. Nigeria is Africa’s most populous country and has the eighth-largest population in the world with approximately 155 million people, many of whom live in austere conditions particularly vulnerable to dislocation and accessibility in emergency situations.

Case: APM Terminals Poti – Developing a Social Plan

Since assuming operational control of the Poti Sea Port Corporation in May 2011, serving Georgia’s primary port facility on the Black Sea, APM Terminals has introduced international operating standards and organisational changes to turn the multi-purpose port into a modern, world-class facility.

In the new organisational structure it was necessary for APM Terminals Poti to reduce its workforce of 1,499 by 385 persons. To mitigate the negative impacts of these redundancies APM Terminals defined a social plan, through dialogue with the local authorities, which is the most comprehensive and ambitious undertaken in the Republic of Georgia:

- **Compensation:** Employees made redundant will receive between 40% and 100% of their salary for a full year depending on seniority. This goes beyond legal compliance, which requires only one month salary paid. They will also receive health insurance coverage during this period.
- **Working time reduction:** As far as possible, redundant positions will be reduced by developing rosters based on reduced working hours. This will mainly affect blue collar positions with routine responsibilities.
- **Recruitment:** In filling vacancies, priority will be given to former employees.
- **Education:** Employees made redundant will be offered English language and computer literacy training to increase their employability, as well as outplacement services to gain new employment. Approximately 80 former employees will benefit from this training. The training period will be for 12 months, commensurate with the severance payment period.

In the event of a large-scale natural disaster, LETs assists the UN World Food Programme, which handles logistics on behalf of the United Nations. The group provides logistics specialists, physical assets and transport services, and we have set up a special unit to help meet these needs.

Between 2008 and 2010, LETs were deployed in Mozambique, Myanmar, Haiti, the Philippines, Indonesia, Pakistan and Chile. Approximately 100 trained volunteers are currently available for emergency deployments, including six APM Terminals staff currently stationed in Benin, Georgia, the UAE and the USA.

In the event of a possible disaster in Nigeria, the group would face great difficulties coping. There is no doubt that the LCA report has improved Nigeria’s disaster response capacity.

When asked to speak about his experience with the LET programme one of the six APM Terminals’ volunteers said, “The training programme in Amsterdam was not only an incredible learning experience but also an inspiring event for me. I won’t say that this changed my life, but it actually made a big impact on me.”

“[When I returned from my training in Amsterdam] the very first thing I did was to start making a monthly donation to the WFP. I realise this is only a small gesture compared to what is needed, but I couldn’t wait to start giving and trying to make a difference and I am ready to be sent wherever I can help, if the need arises. My bag is packed and I hope those disasters will never happen again, but we must be prepared.”

Karl Gnonlonfin, APM Terminals Benin LET Volunteer, Ready to Respond

Case: Responding to Community Needs – Global Emergencies

APM Terminals is at the front line of global disaster response through participation in Logistics Emergency Teams (LETs), organized through the UN Global Logistics Cluster and in association with the World Economic Forum. LETs deploy worldwide upon request from the UN Global Logistics Cluster in response to “sudden major new emergencies requiring a multi-sectoral response with the participation of a wide range of humanitarian actors”.

Logistics experts from APM Terminals participate as volunteers through the membership of A.P. Moller-Maersk Group, which joined in 2010.

When asked to speak about his participation with the LET programme one of the six APM Terminals’ volunteers said, “The training programme in Amsterdam was not only an incredible learning experience but also an inspiring event for me. I won’t say that this changed my life, but it actually made a big impact on me.”

Alain Malou, APM Terminals Apapa LET Volunteer, Ready to Respond

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Daniel Henri, APM Terminals Apapa LET Volunteer, Ready to Respond

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Jens Thue, APM Terminals Apapa LET Volunteer, Ready to Respond

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Jens Thue, APM Terminals Apapa LET Volunteer, Ready to Respond
Socio-Economic Development

The United Nations Conference on Trade and Development (UNCTAD) released its annual Review of Maritime Transport report for 2011 in December. The review observed that the developing countries’ share of global trade increased from approximately 30% to more than 40% from 2008 to 2010 alone. Improved efficiency and reduced costs of modern port operations have contributed significantly to the increase in global trade and overall economic output.

"What these figures and trends tell us is that the future of the shipping industry is heavily weighted toward developing markets in Asia, Latin America, Africa, the Middle East, and to a certain extent Eastern Europe, and that aggressive infrastructure investment is required right now to keep up with the pace of that projected growth", Kim Fejfer, Chief Executive Officer APM Terminals.

APM Terminals’ company policy, principles and standards require proactive efforts to design, develop, operate and maintain economically, environmentally and socially advantaged facilities. It is a responsibility we take very seriously as corporate citizens and as members of the communities in which our world-wide network of terminals and depots operates.

This commitment covers the entire project lifecycle, from initial planning, through construction and operation. This is part of the value proposition that APM Terminals implements for any new terminal development project which includes:

• Contribute positively to the societies and communities in which we invest.
• Deploy the best teams to the site with the goal of promoting and developing local talent in the long term.
• Introduce the latest technology to help minimise any environmental impact created by new projects as well as expansions of existing business.

Case: APM Terminals Callao – Contributing to Socio-Economic Development

The Port of Callao, Peru, on South America’s pacific coast is home to one of APM Terminals’ newest projects, through a 30-year concession signed with the Government of Peru on July 1st 2011. The terms of the concession include the investment of $749 million USD to update and expand the existing facility into a modern multi-purpose terminal serving general, break bulk and containerised cargo as well as cruise ships.

APM Terminals Callao is a joint venture between APM Terminals (Callao Port Holding) of the Netherlands and Central Portuária of Peru. When built out to full capacity, APM Terminals Callao will employ approximately 1,500 personnel. In the first six months of operations under APM Terminals the first $25 million has been invested in terminal improvements and productivity in container handling has increased by 63%.

Case: APM Terminals Pipavav – Contributing to Socio-Economic Development

Port Pipavav, located in the Municipality of Rajula in the Amreli District of India’s Gujarat State has helped to generate change as one of India’s fastest-growing ports over the past three years. With new business from the port, the first privatised port in India, a flurry of activity has brought new roads, commerce, professional and educational possibilities for the local population in an area previously underserved by infrastructure and opportunity.

APM Terminals Pipavav, which took over management of the port in 2005, has overseen a massive modernisation and expansion of the facility which is now profitable for the first time in its history. In 2011 Gulf Petrochem announced plans to develop a 302,000 square meter (74 acre) storage facility at the port and container traffic surged by 45%.

In 2011 a new record was established of 705 days without a lost time injury. “Inevitably this type of investment and port development is going to have a huge socio-economic impact - new jobs and opportunities” says Henrik Kristensen, Managing Director, APM Terminals Callao.

The port has invested in several local improvement schemes including:

• New roads connecting nearby villages including for example an island village Shuhaber, located across the waterfront at Pipavav, with a population of about 5,000 people that previously did not have access to Rajula. Thanks to Port Pipavav, they now have roads to run their vehicles and can also access medical facilities.
• Youth from nearby villages now have new employment opportunities. Suicide attempts due to unemployment have almost stopped as it is now possible to get a decent job and a good pay commensurate with education levels.

“We are now amongst the elite group of ports within APM Terminals’ portfolio of ports and terminals across the world” noted APM Terminals Pipavav Managing Director Prakash Tulsiani.

In 2011 Gulf Petrochem announced plans to develop a 302,000 square meter (74 acre) storage facility at the port and container traffic surged by 45%. In 2011 a new record was established of 705 days without a lost time injury.
Performance Data

Financial Performance

<table>
<thead>
<tr>
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<th>2011</th>
<th>2010</th>
<th>2009</th>
<th>Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>4,682,320</td>
<td>4,251,443</td>
<td>4,235,938</td>
<td>USD 1000</td>
</tr>
<tr>
<td>Segment profit/loss</td>
<td>649,142</td>
<td>792,583</td>
<td>493,941</td>
<td>USD 1000</td>
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<tr>
<td>ROIC, segment</td>
<td>13.1%</td>
<td>16.0%</td>
<td>9.9%</td>
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Safety Performance

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<th>2011</th>
<th>2010</th>
<th>2009</th>
<th>Unit</th>
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<tbody>
<tr>
<td>Lost time injuries (Terminals)</td>
<td>2.73</td>
<td>3.03</td>
<td>4.07</td>
<td>Lost Time Injury Frequency (LTIF)</td>
</tr>
<tr>
<td>(Inland Services)</td>
<td>6.34</td>
<td>9.36</td>
<td>12.00</td>
<td>LTIF</td>
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<tr>
<td>Combined</td>
<td>3.46</td>
<td>4.37</td>
<td>5.72</td>
<td>Number</td>
</tr>
<tr>
<td>Fatalities</td>
<td>10</td>
<td>10</td>
<td>9</td>
<td></td>
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Environmental Performance

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<th>2011</th>
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<th>2009</th>
<th>Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diesel use</td>
<td>112</td>
<td>112</td>
<td>122</td>
<td>1,000 Tonnes</td>
</tr>
<tr>
<td>Electricity use</td>
<td>483</td>
<td>430</td>
<td>391</td>
<td>1,000MWh</td>
</tr>
<tr>
<td>GHG emissions</td>
<td>663</td>
<td>687</td>
<td>664</td>
<td>1,000 Tonnes</td>
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<tr>
<td>Direct CO₂ as a portion of total GHG emissions</td>
<td>361</td>
<td>363</td>
<td>391</td>
<td>1,000 Tonnes</td>
</tr>
<tr>
<td>Indirect CO₂ emissions</td>
<td>260</td>
<td>251</td>
<td>217</td>
<td>1,000 Tonnes</td>
</tr>
<tr>
<td>Total CO₂</td>
<td>621</td>
<td>614</td>
<td>608</td>
<td>1,000 Tonnes</td>
</tr>
<tr>
<td>Waste total</td>
<td>76</td>
<td>57</td>
<td>46</td>
<td>1,000 Tonnes</td>
</tr>
<tr>
<td>Water consumption</td>
<td>1250</td>
<td>862</td>
<td>905</td>
<td>1,000m³</td>
</tr>
<tr>
<td>Spills (oils)</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>m³</td>
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</table>

CO₂ Footprint Methodology Explanations

Scope:
The data has been collated in accordance with the provisions of the Greenhouse Gas (GHG) Protocol and we have reported CO₂ emissions under scope 1 and 2 as outlined in the Protocol.

Financial Control Scope Applied from ‘09
- Calculation methodology follows the principles determined by A.P. Moller-Maersk Group.
- Reefer electricity consumption is included in all the emissions calculation.
- Waste numbers show an increase due to better reporting by our facilities.
- Water consumption increased in 2011 due to increased operations.

For a more comprehensive overview of our 2011 Sustainability Performance please refer to our website www.apmterminals.com.
Awards

APM Terminals received numerous awards in 2011:

Lloyd’s List 2011 Global Safety Award
APM Terminals was named winner of the 2011 Lloyd’s List Global Safety Award at the prestigious annual Industry Awards Gala on September 20th in London. The award was presented in recognition of APM Terminals’ “exceptional commitment to improving safety standards” over the past year and “genuinely comprehensive approach to safety and a real commitment to implementing a safety culture across the company.” The award was accepted by APM Terminals CEO Kim Feffer.

Signal Mutual Gerald H. Halpin Safety Excellence Award
APM Terminals was presented with the Gerald H. Halpin Safety Excellence Award for 2010-2011 by the Signal Mutual Indemnity Association in January 2012, as the APM Terminals’ operations in the United States were cited for Signal’s highest award. The Halpin Award is given in special recognition of the Signal Member Company which has best exemplified the promotion of employee safety and health throughout their organisation. The Halpin Safety Excellence Award is presented only in cases of exceptional safety performance.

Signal Mutual Industry Leader Safety Award
APM Terminals Pacific Ltd., which performs cargo handing services at APM Terminals Pier 400 Los Angeles and APM Terminals Tacoma, was named this year’s winner of the Industry Leader Safety Award in the category of large stevedoring operations (over 500,000 man hours worked) for demonstrating the most improvement of safety performance in terms of declining reported incidents for the past three consecutive years within their group.

India Maritime Week Gateway Award of Excellence
APM Terminals Chennai, Ltd., part of APM Terminals Inland Services operations, was named “Container Freight Station of the Year” of 2011 at the India Maritime Week Gateway Awards of Excellence Ceremony.

Lloyd’s List Middle East and Indian Subcontinent 2011 Safety Award
The Port of Salalah, Oman, which is managed by APM Terminals, was named the winner of the Safety category of the Lloyd’s List Middle East and Indian Subcontinent 2011 Awards at the annual gala in Dubai on November 16th. The award recognizes “exceptional commitment to improving safety standards in the shipping industry through robust and effective improvements to their operations at sea or ashore”.

Transport Africa Awards “Best Port Operator in Africa”
APM Terminals was named winner of the “Best Port Operator in Africa” award at the Transport Africa Awards 2011 ceremony held in Johannesburg, South Africa on June 29th. The criteria for the award were “operational efficiency and effectiveness and the ability to demonstrate best practice in Africa’s ports sector”.

Seatrade Award for Innovation in Ship Operations
The 2011 Seatrade Award for “Innovation in Ship Operations” was won by APM Terminals for the FastHelt Crane concept at the 23rd Annual Seatrade Awards presented in London in April. FastHelt was cited as “an innovative design or device which has the potential to significantly improve the efficiency of any aspect of ship operations and/or cargo handling”.

Pacific Maritime Association Safety Awards
APM Terminals’ Pier 400 Los Angeles facility was awarded First Place for the fourth consecutive year in the Pacific Maritime Association’s Coast Accident Prevention Awards ceremony in the category of Terminal Operations, Group A, representing terminal operations with one million or more man hours worked in 2010. APM Terminals Tacoma won Second Place in the Group C category, which includes facilities of between 100,000 and 499,999 man-hours worked.

Ecoval Trophy
APM Terminals Tangier-Med was recognised with a Sustainability award in January 2011 in Casablanca, at the first annual Ecoval Trophy Awards given by Ecoval Morocco, a subsidiary of Holcim Morocco, which is part of Swiss-based cement and aggregates producer Holcim Ltd. The Ecoval Trophies are presented in three categories covering the collection and recovery of waste oils. APM Terminals Tangier-Med was one of three winners in the category of “Eco-Enterprise”.

All India Maritime and Logistics Award
APM Terminals Mumbai received the All India Maritime and Logistics Award in 2011 for being The Port/Terminal of the year in Health Safety and Environment.

Partnerships

APM Terminals participates in a number of partnerships with organisations dedicated to sustainability issues, including:

UN Global Compact
APM Terminals has been a signatory to the UN Global Compact, through the A.P. Moller-Maersk Group, since 2009. The UN Global Compact is described as “a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption. Business, as a primary driver of globalisation, can help ensure that markets, commerce, technology and finance advance in ways that benefit economies and societies everywhere.” Within the Global Compact, APM Terminals is also a participant in the Caring for Climate initiative and Global Compact LEAD.

Caring for Climate
Launched by the UN Secretary-General in 2007, Caring for Climate is the UN Global Compact and UN Environment Programme’s initiative aimed at advancing the role of business in addressing climate change. It provides a framework for business leaders to advance practical solutions and help shape public policy as well as public attitudes. Chief Executive Officers who support the statement are prepared to set goals, develop and expand strategies and practices, and to publicly disclose emissions. Caring for Climate is endorsed by nearly 400 companies from 65 countries.

UN Global Compact – LEAD
Global Compact LEAD supports UN Global Compact participants in their efforts to achieve higher levels of corporate sustainability performance and provides recognition for achievement in this area. The A.P. Moller-Maersk Group has been part of this programme since 2010.

International Cargo Handling Coordination Association (ICHCA)
ICHCA is an organisation dedicated to the promotion of safety and efficiency in the handling and movement of goods by all modes and during all phases of both local and international transportation.

EEGG
The EEEG is a platform that was initiated by the EU port Economic Interest Group (EIEG) in 2009 and is used to discuss carbon dioxide and other greenhouse gas (GHG) emissions in relation to container terminal activities. It comprises leading European container terminal operators who represent more than 75% of all container lifts in Europe.

Business for Social Responsibility (BSR)
BSR is a global business network focused on sustainability. The A.P. Moller-Maersk Group is a corporate member of BSR and participates actively through BSR led working groups and annual conference participation.
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An A.P. Moller - Maersk Group company