



APM Terminals Corporate presentation

FY
2024

Content of this corporate presentation



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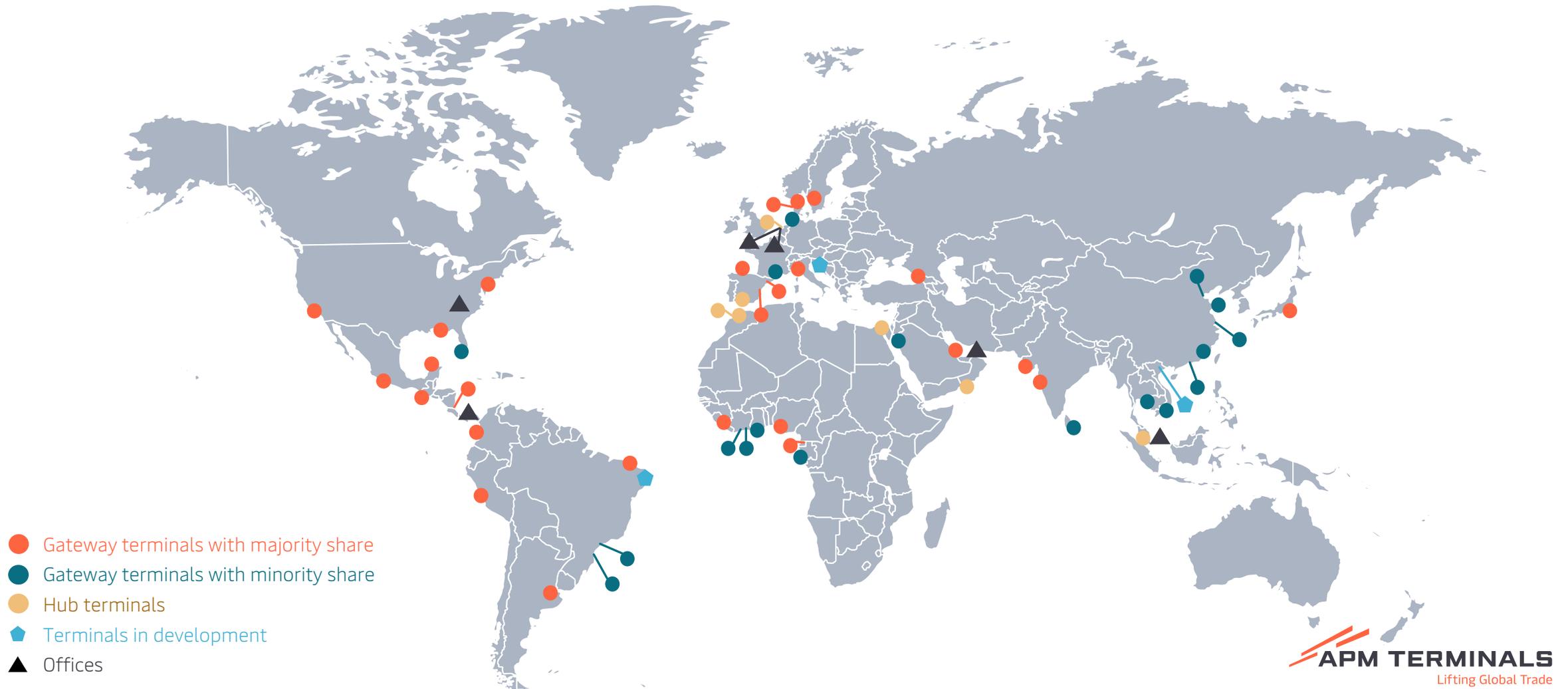
Who
we are

 **APM TERMINALS**
Lifting Global Trade

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 nations, serving shipping line and landside customers around the world and caring for the communities and environment around us.



Lifting standards in the industry 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)

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

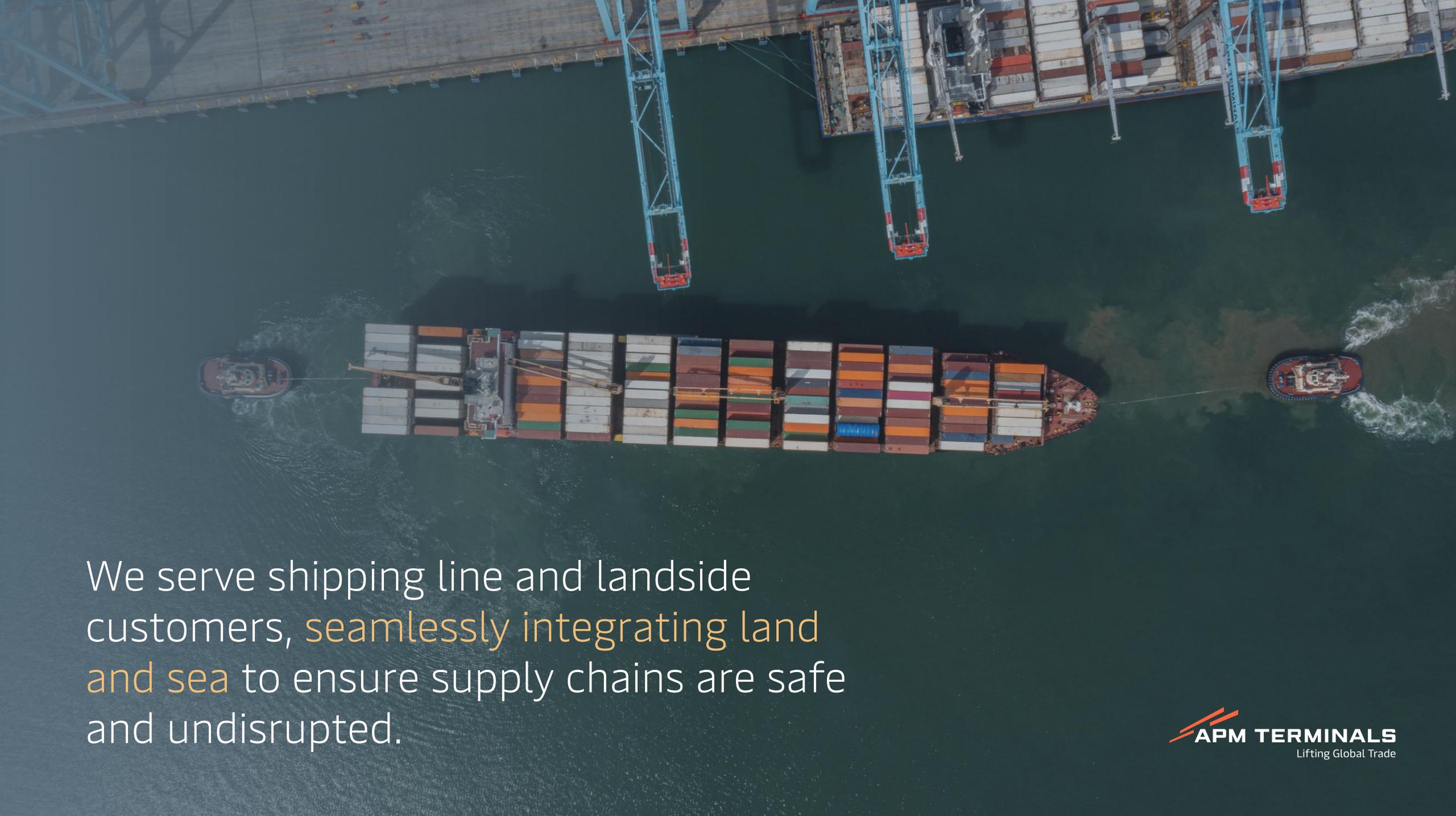
Cai Mep, Vietnam,
Cai Mep International
Terminal (CMIT)

Singapore,
Regional HQ

Shanghai, China, Shanghai
East Container Terminal

Guangzhou, China,
Guangzhou South
China Oceangate
Container Terminal

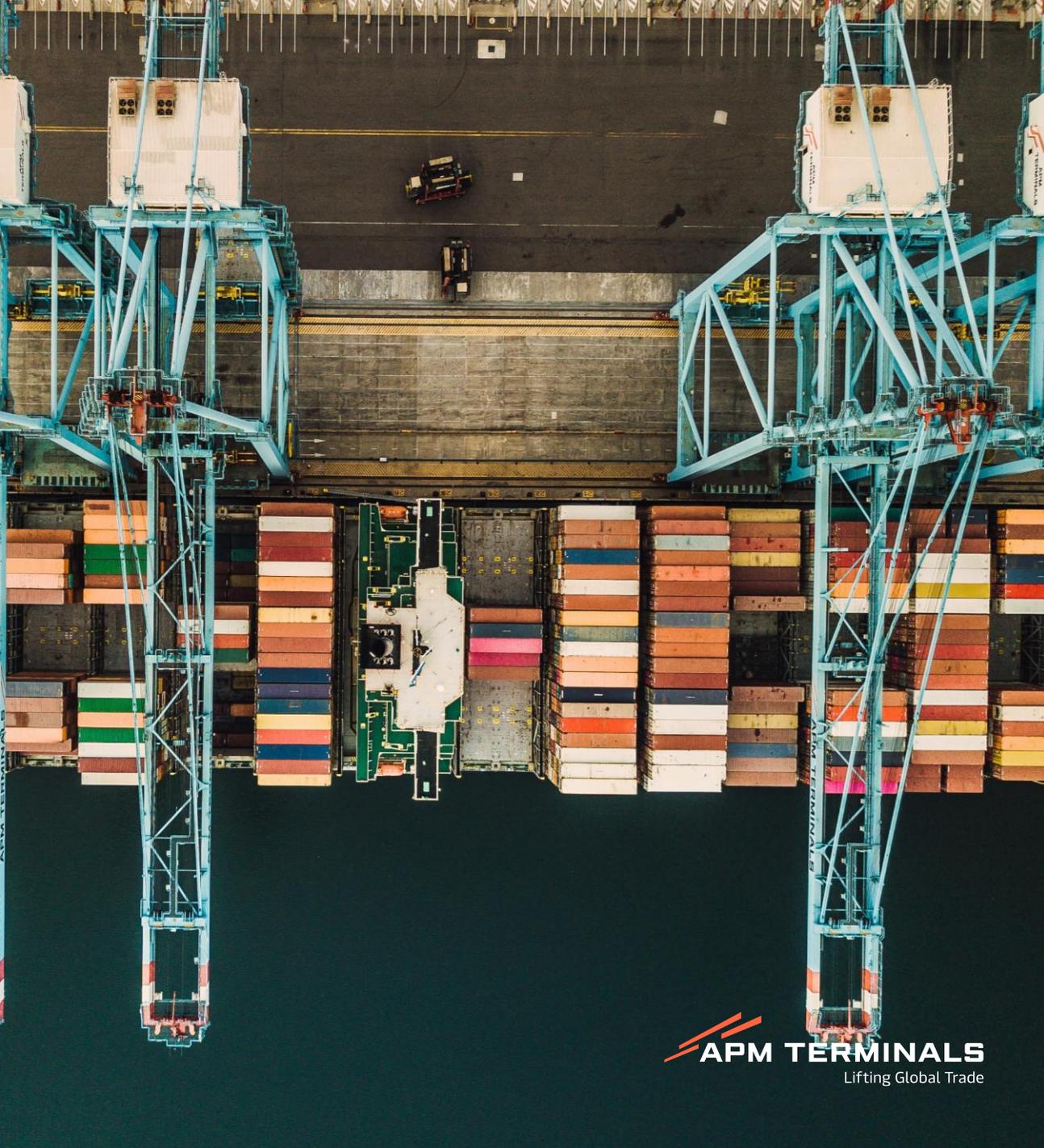
Yokohama,
Japan



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 solutions that add value for our customers.





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

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.





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)



Peter Wikström
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
Chief Transformation
Officer (CTO)



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

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What
we do

Our solutions, aimed to **Lift, Store & Connect**, help meet customers' 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.

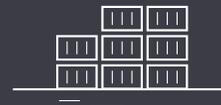




Yard Services

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*.

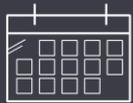
We offer fast and consistent gate services through:



Cutting-edge *automated gate* technologies.



Digital solutions for *visibility and predictability*.



Truck appointment systems.



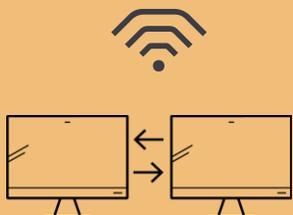
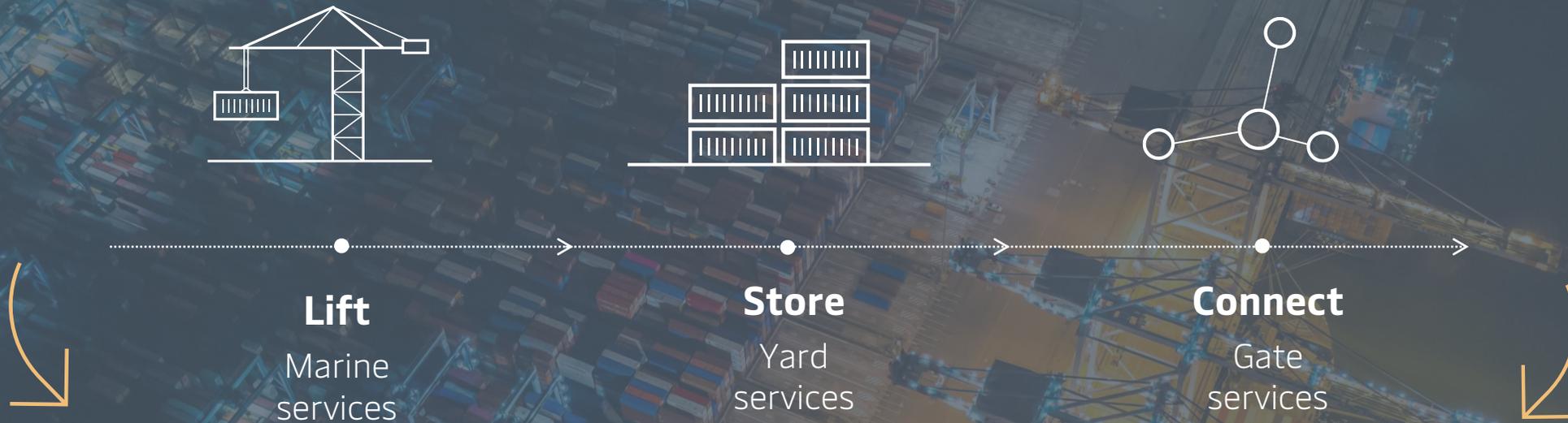
Priority access through fast lanes, early or late gate arrival.



24/7 Gate access and operations.

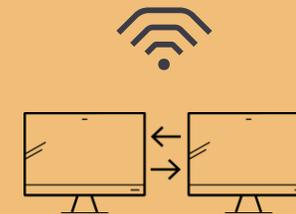


How we help customers stay ahead of the curve: Lifting the standard of digital connectivity



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

Lifting the standard of digital connectivity via real-time data, enabling efficiency, reliability and better planning





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.



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Facts & figures



APM Terminals in numbers

27,156+

Vessel calls in 2024*

33

Countries*

60

Operating terminals & ports

* Including hub and gateway terminals

APM Terminals in numbers

23.2

Million moves in 2024*

3

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

33,000

People work in our terminals

Financial performance and volumes over the full year 2024



Revenue (in USD)
4.5 billion



EBITDA (in USD)
1.6 billion

Regional volume, Terminals

Moves ('000)	FY 2024	FY 2023	Growth (%)
North America	3,618	3,019	19.8
Latin America	2,396	2,346	2.1
Europe	2,784	2,722	2.3
Asia and Middle East	3,576	3,321	7.7
Africa	721	796	-9.5
Total	13,095*	12,204*	7.3

*Gateway terminals only



In addition to modernizing and increasing capacity at existing facilities, APM Terminals is engaged in the development of three new terminals. This strategy, along with enhanced sustainability measures and portfolio optimization, positions the company well for future growth.

A woman wearing a red hard hat and a high-visibility yellow safety jacket is looking upwards and to the right. She is wearing black gloves and has a communication device clipped to her jacket. The background shows a port terminal with several blue and red shipping containers stacked on a structure.

APM Terminals Highlights 2024

Growth & modernisation

The facility acquisition in Suape, Brazil, was completed and the construction of a fully electrified terminal with state-of-the-art technology ensuring high efficiency and safety is taking place, with go-live planned for 2026. The Rijeka Gateway, Croatia, terminal is progressing with go-live in 2025. The US terminal modernisation programme is also progressing well with Pier 400 in Los Angeles and Elizabeth in New York/New Jersey nearing completion, already boosting capacity in 2024, while the phase 4 expansion in Mobile is ramping up.

Portfolio optimisation

APM Terminals secured a 15-year extension of its Aqaba, Jordan, concession – following approval by the Amman cabinet in September 2024. Consequently, the concession period now further extends until 2046. The portfolio has been further optimised as the terminal increased its ownership stake in APM Terminals Monrovia, Liberia, to 100% through a share swap, while divesting its holdings in the terminal in Conakry, Guinea.

Sustainability

The construction of Rijeka Gateway in Croatia has secured electricity supply from renewable energy sources, reducing CO2 and other greenhouse gas emissions. It is set to become the most advanced terminal in the Adriatic region, with most of the equipment being electrified and remotely operated. The Mumbai, India, terminal has signed a memorandum of understanding to pilot new technology with port authorities, aiming to reduce carbon emissions from vessels during their port stay.



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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



..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.

Decarbonising APM Terminals

2030 Targets



65% Reduction of Scope 1 and Scope 2 terminal emissions*

* From the 2022 baseline

Key Levers



Energy transition

- Switching to renewable electricity
- Electrifying container handling equipment (direct and battery electric)
- Optimising energy consumption
- Adopting green fuels
- Shore power to vessels

Actions**



- Implementation of renewable electrification through power purchasing agreements, onsite installation and green electricity tariffs
- Piloting key equipment across locations
- Mobilizing the industry via Zero Port Emission Alliance
- Switching to battery-electric container handling equipment

** Site-specific, local roadmaps



In practice, the value creation for customers and communities is multi-faceted and terminal specific

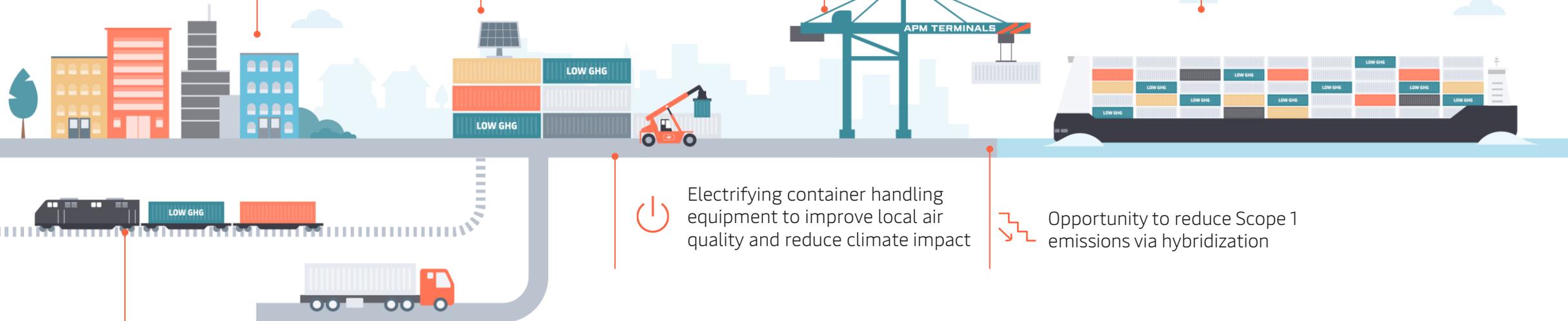
Benefit to local communities through decarbonisation of the broader port ecosystem & upskilling and engagement of our local workforce

- Installation of on-site renewables such as solar panels
- Reducing demands on local electricity grids



Prioritise adding new renewable generation to support the greening of local grids

A future ambition is to offer shore power to reduce the emissions from vessels at berth, improving air quality and reducing environmental impact



Electrifying container handling equipment to improve local air quality and reduce climate impact



Opportunity to reduce Scope 1 emissions via hybridization

Maximise rail opportunities

- Gate automation allowing for a reduction in truck turn time, reducing idling CO₂ emissions
- Green priority lanes to incentivise clean transportation

Leading decarbonisation
in the port & terminals
industry

Want to
know more?



The **Zero Emission Port Alliance (ZEPA)** is an industry-wide strategic coalition founded by APM Terminals and DP World in 2023, to drive decarbonisation of ports and terminals by accelerating electrification. The mission? Make battery-electric container handling equipment (CHE) affordable, accessible and attractive by 2030.

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