

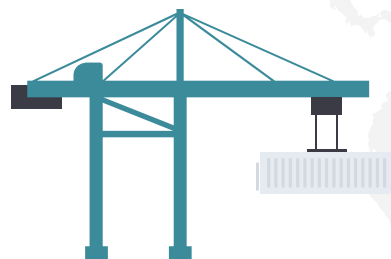


Morten Engelstoft

Chief Executive Officer, APM Terminals

Terminals

APM Terminals at a glance



75

75 terminals, of which eight are hubs



58

Active in 58 countries. Primary gateway in 12 of those



35.1 m

TEU moved in 2020¹

Increase of 36% since 2016

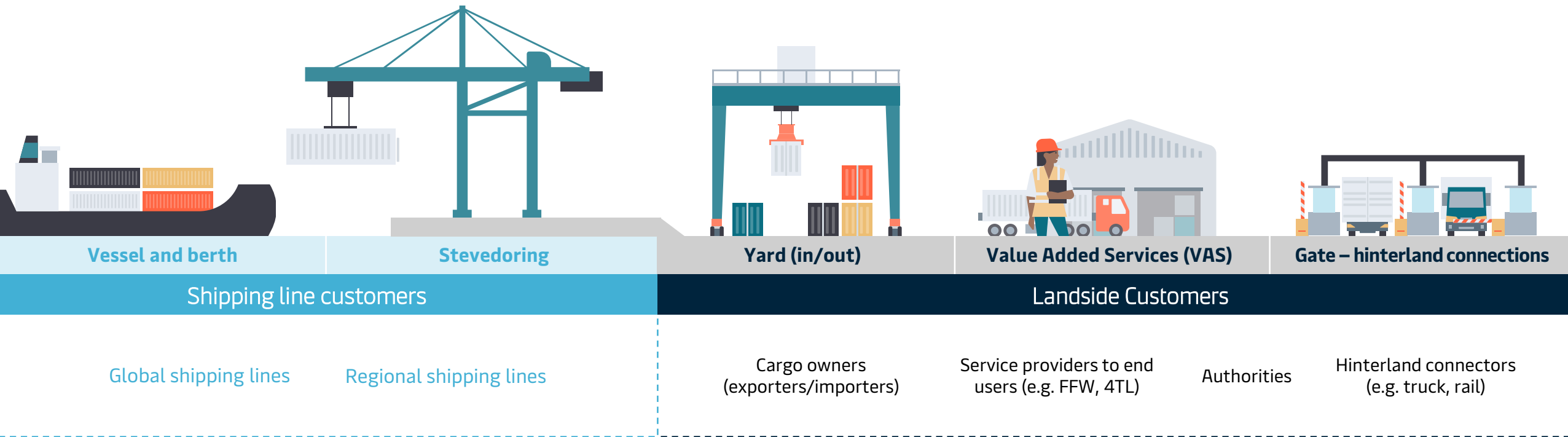


+22k

250 port calls every day served by our +22k colleagues

1. Total portfolio (incl hubs), equity weighted

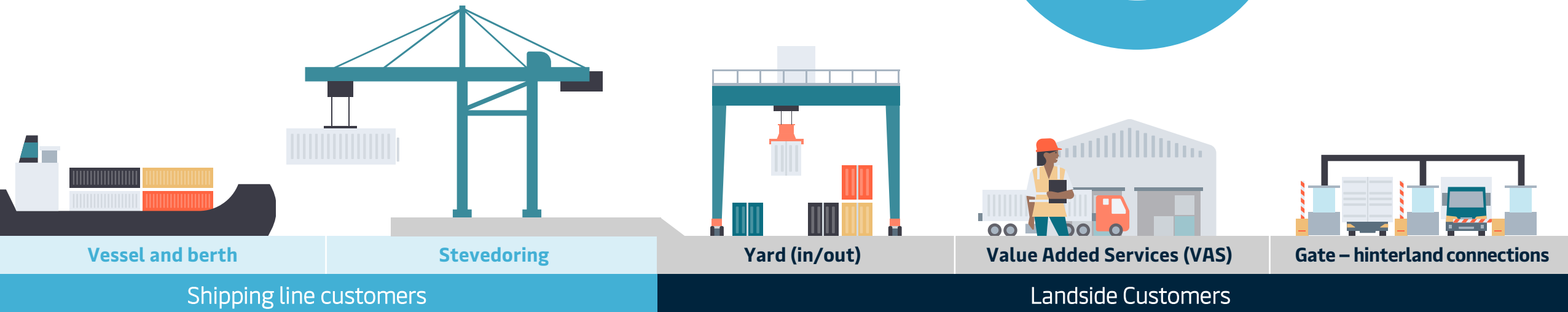
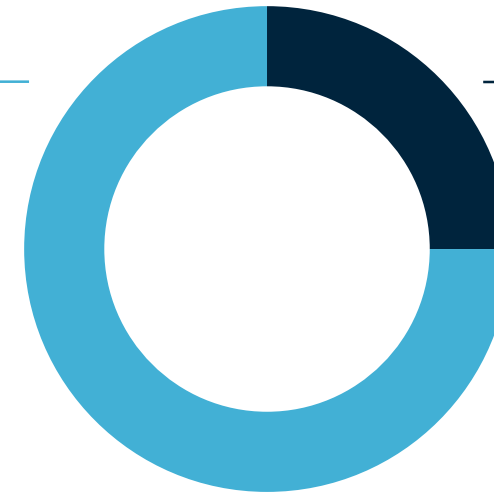
We serve all major shipping lines and thousands of landside customers



2020 gateway revenue

Shipping line
75%
Maersk Ocean volume share
36%

— Landside
25%



+ 10,000 customers



We will continue to build on our strong foundation

- 1 Significant improvement in results with potential to improve further.
- 2 Recognised for our service to our customers whilst leveraging our unique relationship with Ocean
- 3 We target to be the best in class operator and fundamentally change the operating model
- 4 We will build on the improvements of the last four years and deliver selective growth
- 5 Our goal is to continue to improve EBITDA margin, target sustainable ROIC above 9% (within the coming years)



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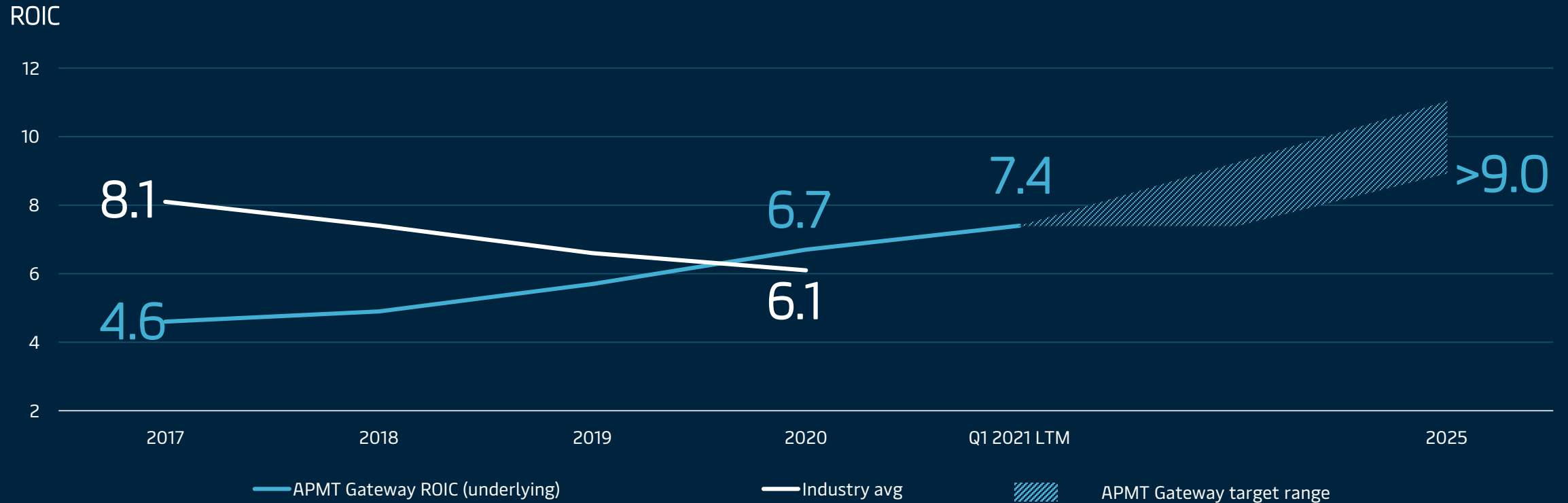
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1 Delivered significant improvement in results

Progress over the last four years

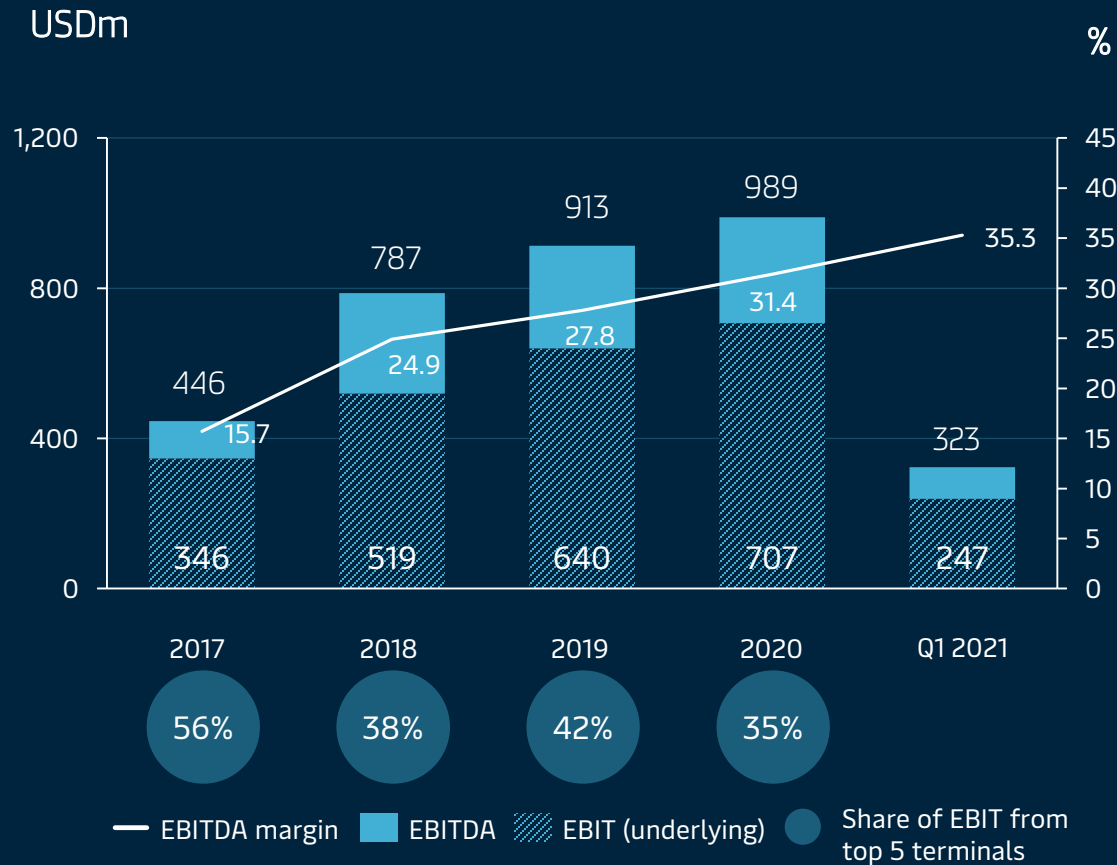
From being far behind the industry on ROIC, we are now ahead of industry through strong margin improvements and balancing the portfolio



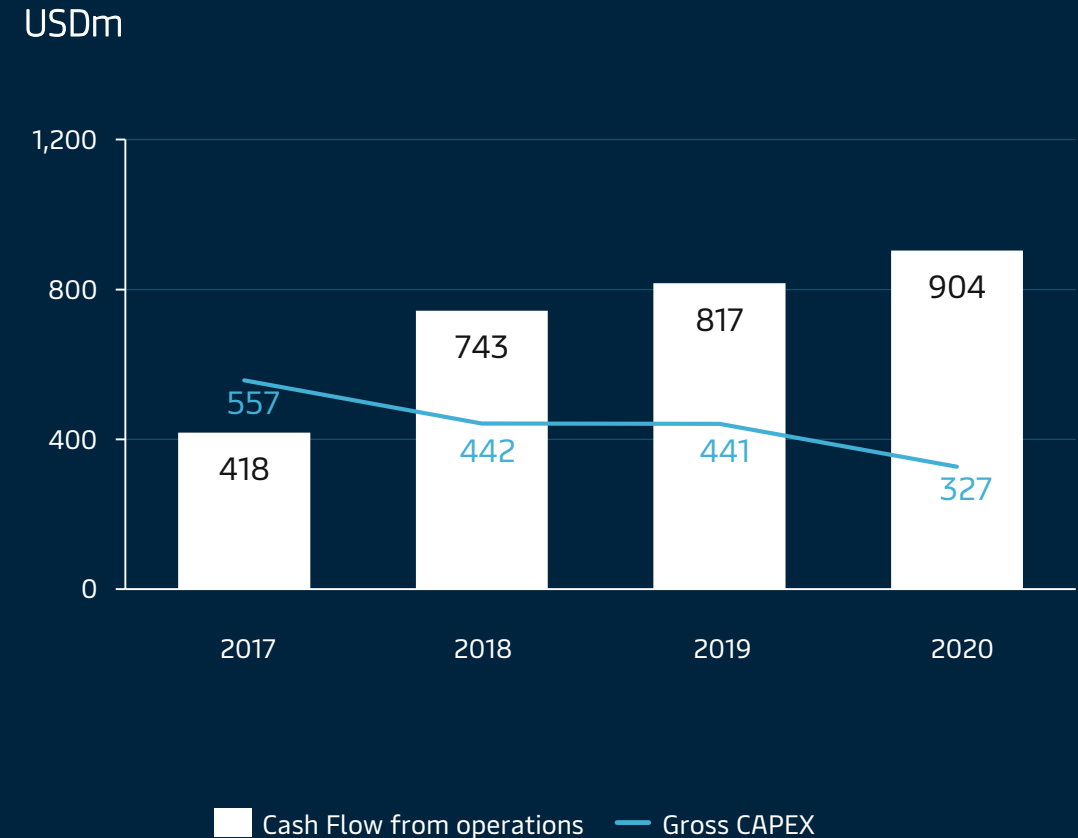
All figures are Gateways. 2018-2021 is incl. IFS16

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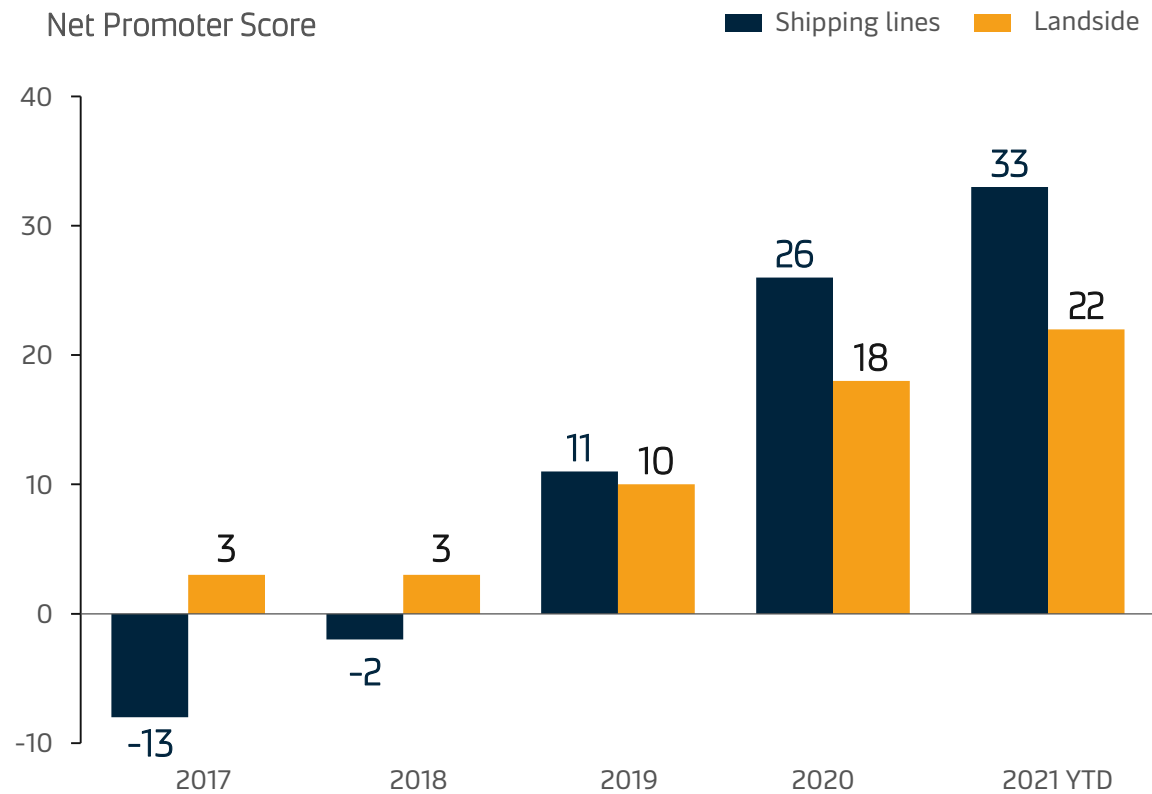
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Customer satisfaction has improved



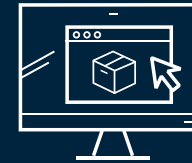
New digital products create additional customer value



9,000,000
Truck visits per year



100,000
Online visits a day



15 Terminals
With monetised data services

Advanced truck appointment system

- Allows our customers to optimize their daily planning by booking appointments online
- Digital foundation for gate automation to minimise truck turn times
- Basic Truck Appointment System already available in 26 terminals, advanced Truck Appointment System currently being developed in two pilot terminals

Online self-service tools

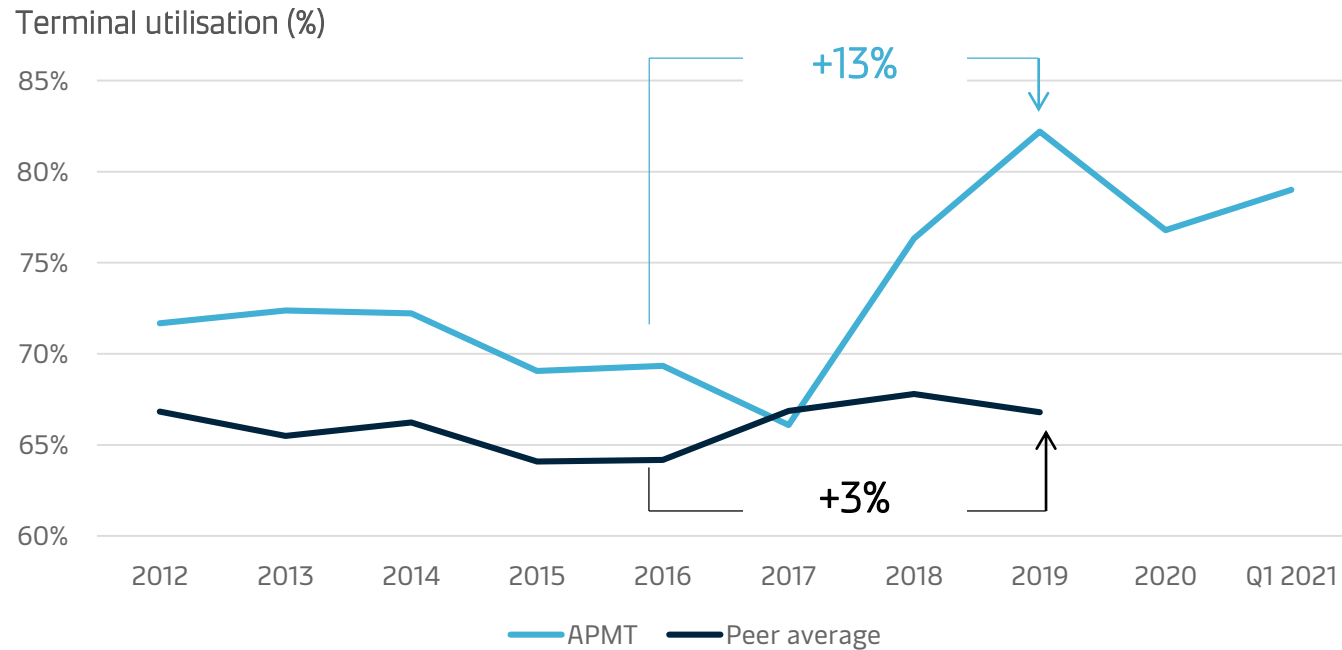
- Enable our customers to use, book and buy services when and how they want
- Currently over 20,000 registered users on apmterminals.com and other platforms
- Track & Trace functionality has been used 4 million times in 2020

Data products & services

- Customers can leverage real-time information to optimize their supply chain planning
- Aim to launch our industry-first data services via our API Store in 22 terminals in 2021
- By 2022, all financially controlled gateways will be onboarded

2 Leverage our unique relationship

Significant synergies from Ocean and terminal collaboration



1 Source: Drewry



USD 300-400m

Combined synergies across Ocean and Terminals



1.5m moves

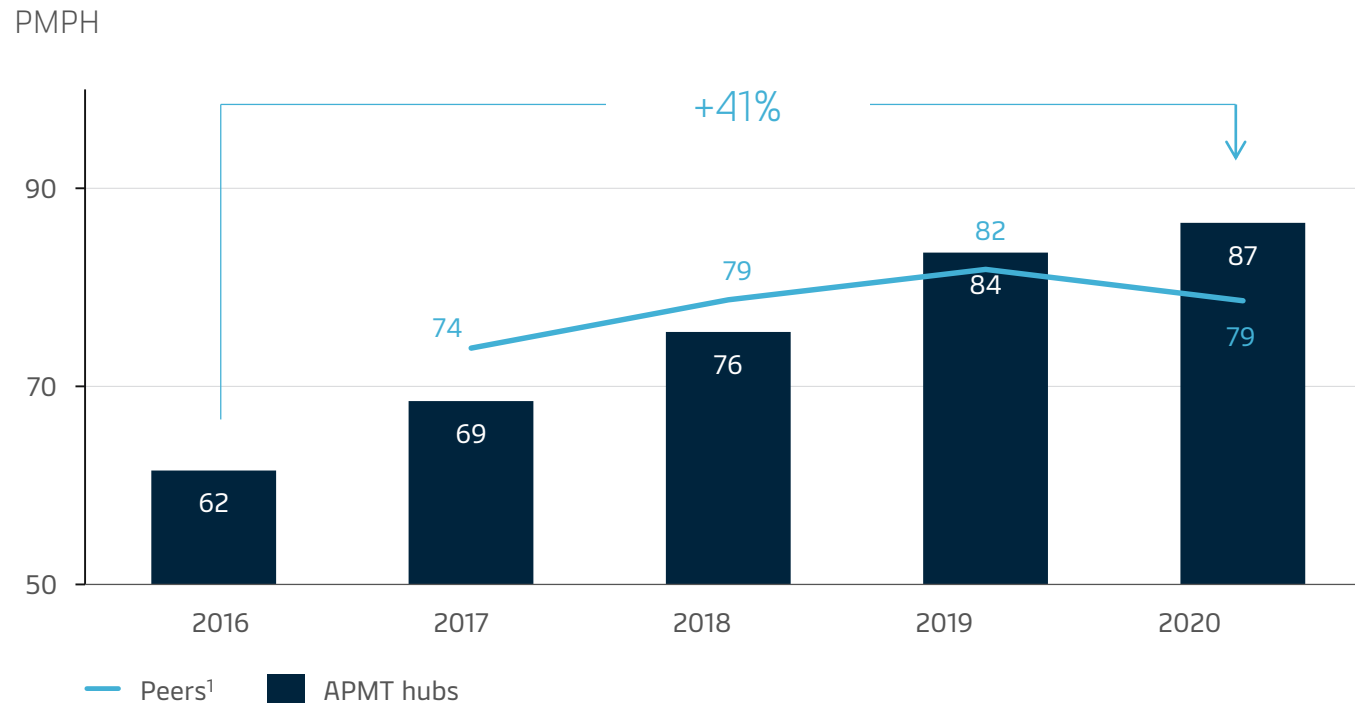
Additional moves annually in Gateway Terminals



- Asia - South America Service reconfigured in 2019
- Objective to enhance the value proposition to Ocean customers while also maximising use of our gateway assets
- Estimated 32k terminal moves / year were added to the terminal, significantly improving the terminal's utilisation and financials

2 Leverage our unique relationship

Our collaboration has resulted in 41% hub productivity improvement – above peers



¹ Source: JOC

Pilot on board



- First line
- All fast
- Gangway down
- First lift
- Last lift
- Last line



Pilot off board

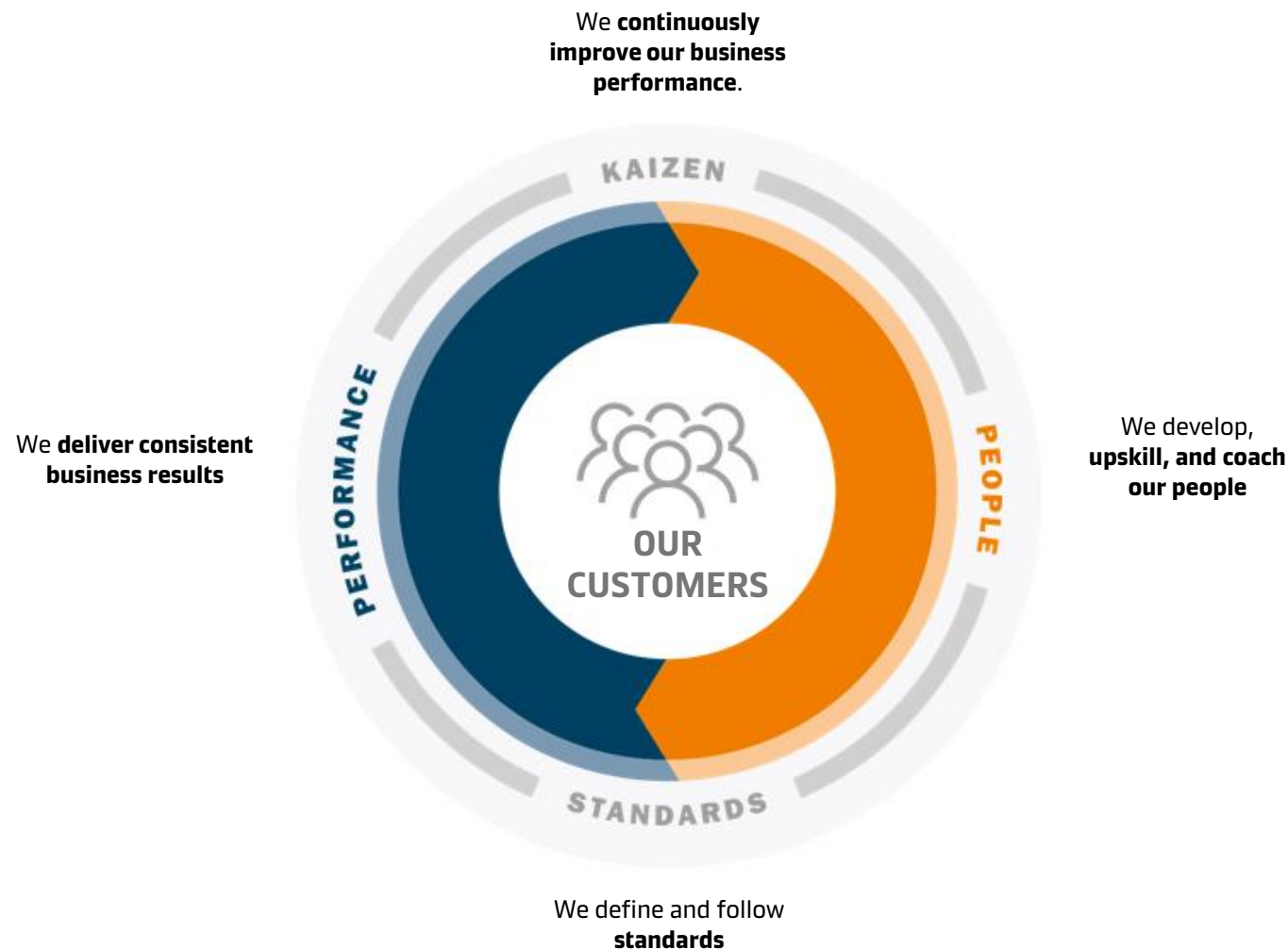
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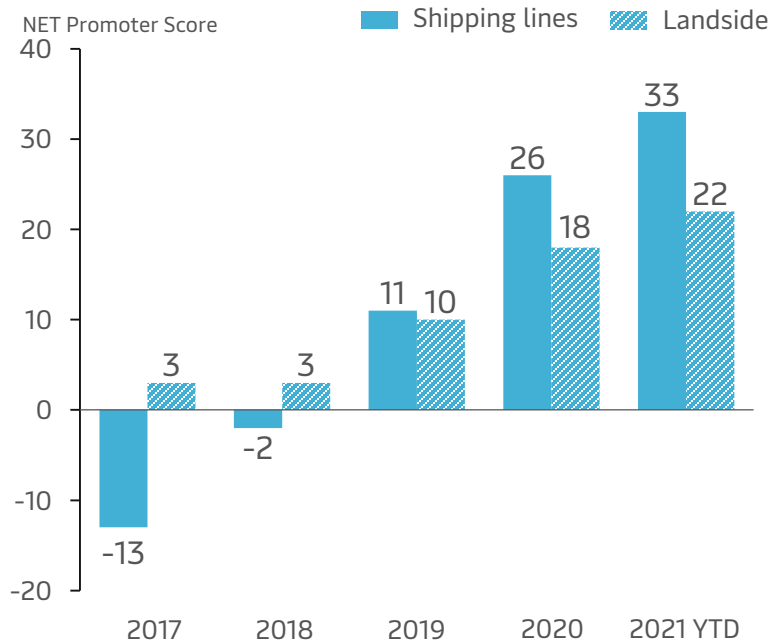
We will deliver systemic performance improvement through LEAN and thereby change work force relationships.

We call it the APMT Way of Working

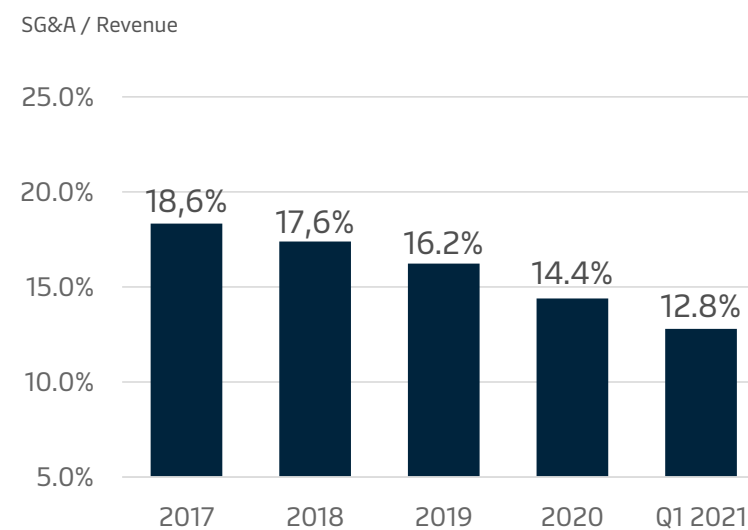


We are changing the enterprise wide culture and results are showing

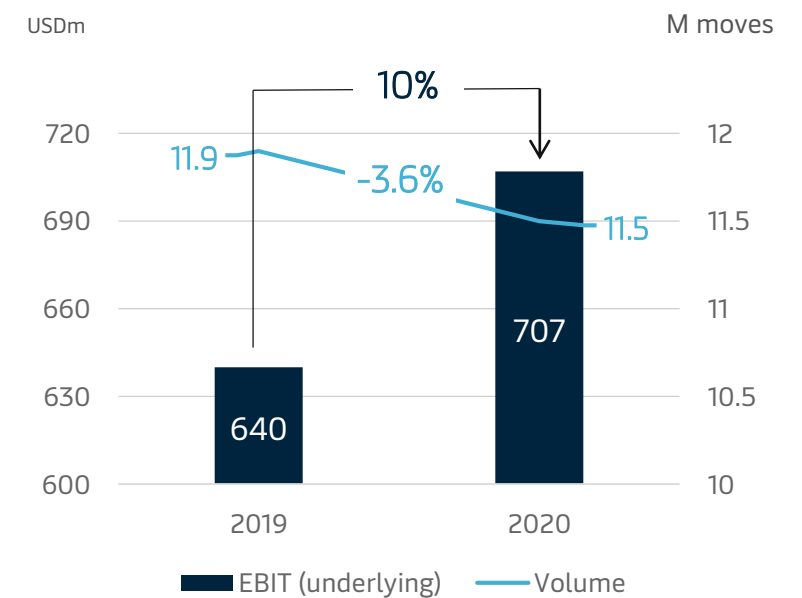
Customer satisfaction has gone up



SG&A as percentage of revenue has gone down



Business resilience demonstrated during Covid



Way of Working is the foundation for future success

In 2020, our more than
3,500 Kaizens delivered
USD 50m in benefits



Policy Deployment/Hoshin Kanri Planning

Link corporate strategy and our 22,000 colleagues



Learn it, Lead it

>10,000 (approx. 50%) have already received LEAN training. 2,000 more problem solvers will be added in 2021 alone



Commercial growth system

Develop new services and products with our +10,000 landside and waterside customers



Flow operation

Align all processes and more than 9,000 pieces of equipment to deliver Just In Time operations

Automation

- Adopted modular approach
- Reduced the time to go live
- Improved ramp-up curve
- Direct customer benefits



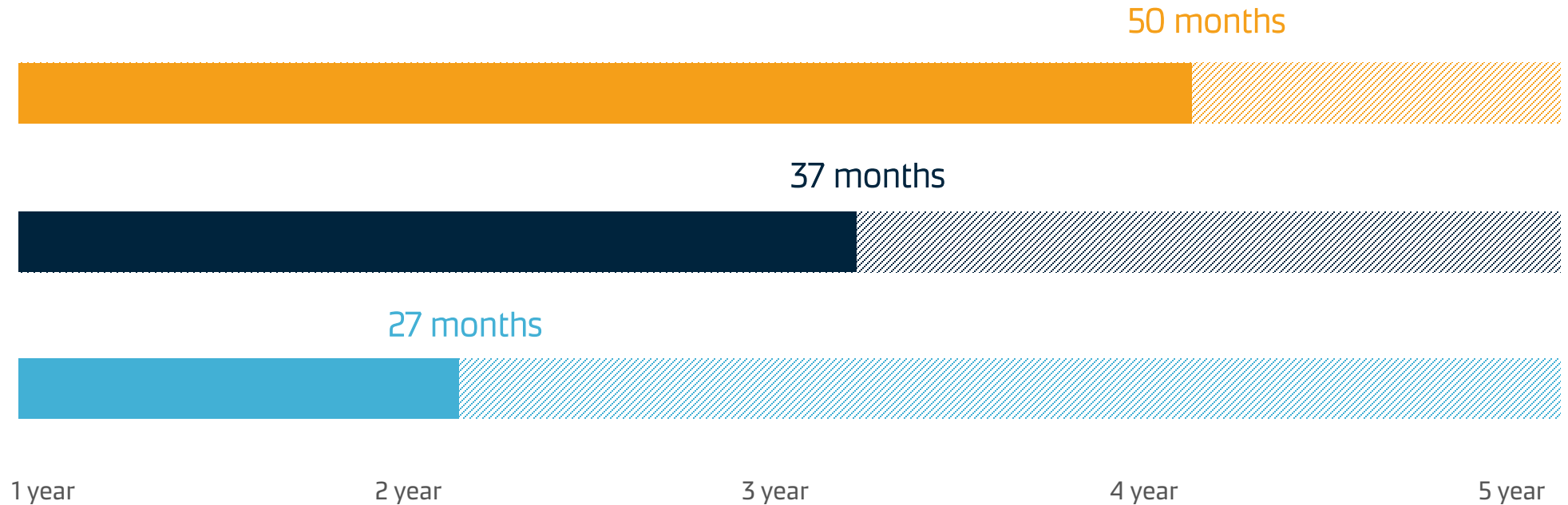
Automation projects: Time to go live reduced and ramp-up improved



Maasvlakte 2
The Netherlands

Tangier Med 2
Morocco

Pier 400
Los Angeles, USA



Port Elizabeth

New Jersey, USA

Leading rail service

24 hours after discharge, the container is on the train headed towards the hinterland. This compares to 48-96 hours in most other facilities in the port

Customer satisfaction has gone up

Net Promoter Score has moved from -12 (2020) to +5 (2021 YTD)

This is partly driven by a new truck appointment system and automated gates

Reduced disruptions

Despite one of the worst winters in recent years, the terminal experienced little disruption and was the first terminal in the complex to open for normal business

Safety improved

Following fatalities in recent years, the safety performance has improved and we have won two safety awards

+20% capacity

Terminal can handle +20% more volume than two years ago



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Value creation through organic and inorganic growth

Growth type	Investments with synergies with Ocean and/or leveraging best operator		Other investments	
	Organic growth	Investments in existing locations	Operating terminals	Greenfield terminals
What is it	Value added services Increase capacity through operational performance (Extension of concessions)	Consolidation by increasing share Expansion of existing facility	Acquiring operating terminals	Building new terminals with a focus on collaboration with Ocean or other strategic partners
Examples	Mobile	Aarhus Yokohama Abidjan Poti		Kalundborg

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Our target is to continue the progression on **three goals** to generate economic profit



Q&A



MAERSK