

Colombo International Maritime and Logistics Conference 2024

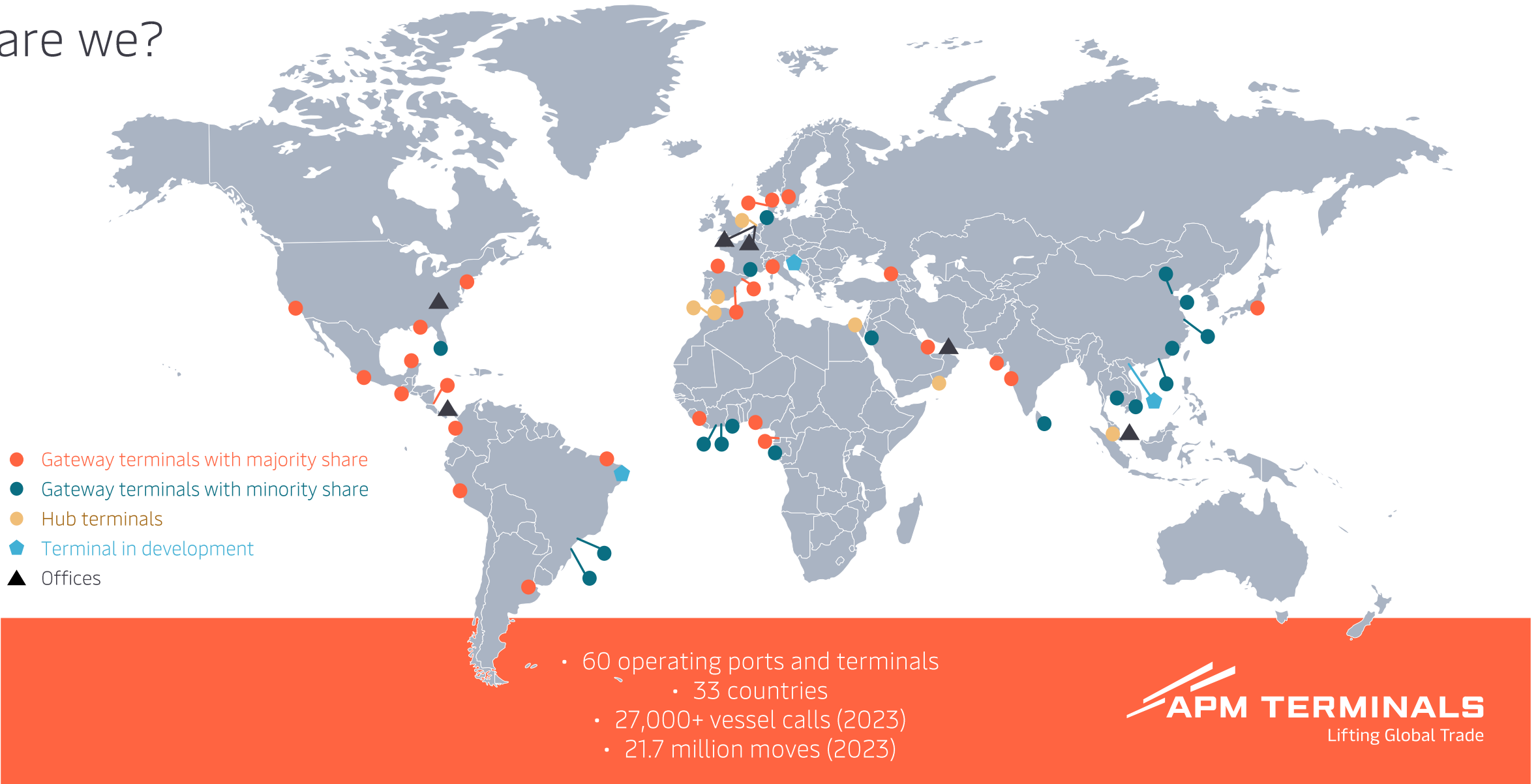
Shifting and lifting standards in the port industry



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Who are we?



What will I discuss today?

SHIFTING AND LIFTING STANDARDS IN THE PORT INDUSTRY



Shifting standards

Key trends that are expected to shape the port industry in the coming years.



Lifting standards

Key challenges & opportunities for APM Terminals to anticipate these developments.

6 shifting standards in the port industry



Trends in the industry and at the macro level that are expected to shape the port industry in the coming years



● **Geopolitical shifts**



● **Industry evolution**



● **Climate change and decarbonisation**



● **Digitalisation, modernisation and standardisation**



● **Carriers: changing needs and increasing demands**



● **Changes in shipping liner alliances**



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Geopolitical shifts



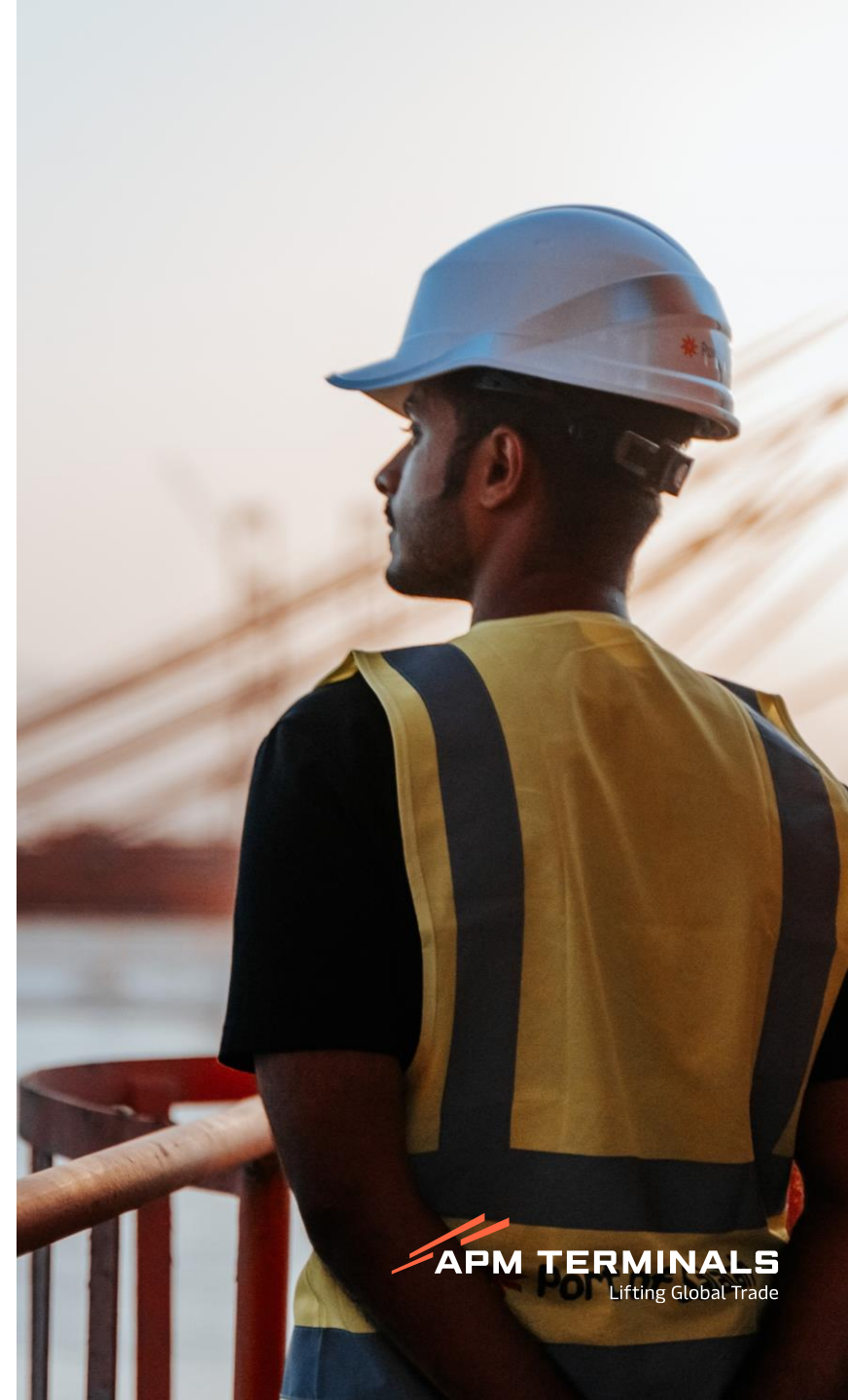
Trade polarisation and geopolitical developments reshaping traditional trade routes

Shifting standards: What is happening in the industry?

- Almost a year into the Red Sea crisis
- China +1 sourcing model
- So far resilient

Lifting standards: Challenges and opportunities for APM Terminals

- Changing competitive situation
- Changing cargo flows
- Many unknowns





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Industry evolution



Consolidation among terminal operators, and vertical integration reshaping the industry



Shifting standards: What is happening in the industry?

- Shifts in competitive landscape: vertical integration & increase in-terminal footprints of shipping lines
- Shrinking labor force

Lifting standards: Challenges & opportunities for APM Terminals

- Increased competition = honing our value creation
 - Leveraging Maersk volumes
 - Innovation & modernisation

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Climate change, decarbonisation and bigger focus on ESG



Investments in climate resilience and decarbonisation needed. Dialing up care for environment and communities.

Shifting standards: What is happening in the industry?

- Extreme weather
- Decarbonisation
- ESG top of mind for countries

Lifting standards: Challenges and opportunities for APM Terminals

- Net-zero by 2040, via renewable energy & electrification
- Qualifying + quantifying impact on jobs & (local) prosperity
- Lifting standards for people and communities around us





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Digitalisation, modernisation and standardisation



Modernisation of terminal operations, elevating standards and expectations of service quality



Shifting standards: What is happening in the industry?

- Fragmented – and inconsistent - landscape
- Digitalisation for visibility, but de-centralised

Lifting standards: Challenges & opportunities for APM Terminals

- Standardisation
- Modernisation
- Innovation

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Carriers: changing needs and increasing demands



Investment required by terminals to accommodate larger vessels, reducing port stay continues to grow in importance



Shifting standards: What is happening in the industry?

- Increased vessel sizes
- Port stay remains top metric for liners, and increasingly important

Lifting standards: Challenges and opportunities for APM Terminals

- Infrastructure and capacity upgrades
- Opportunity for reduced port stay and efficiency

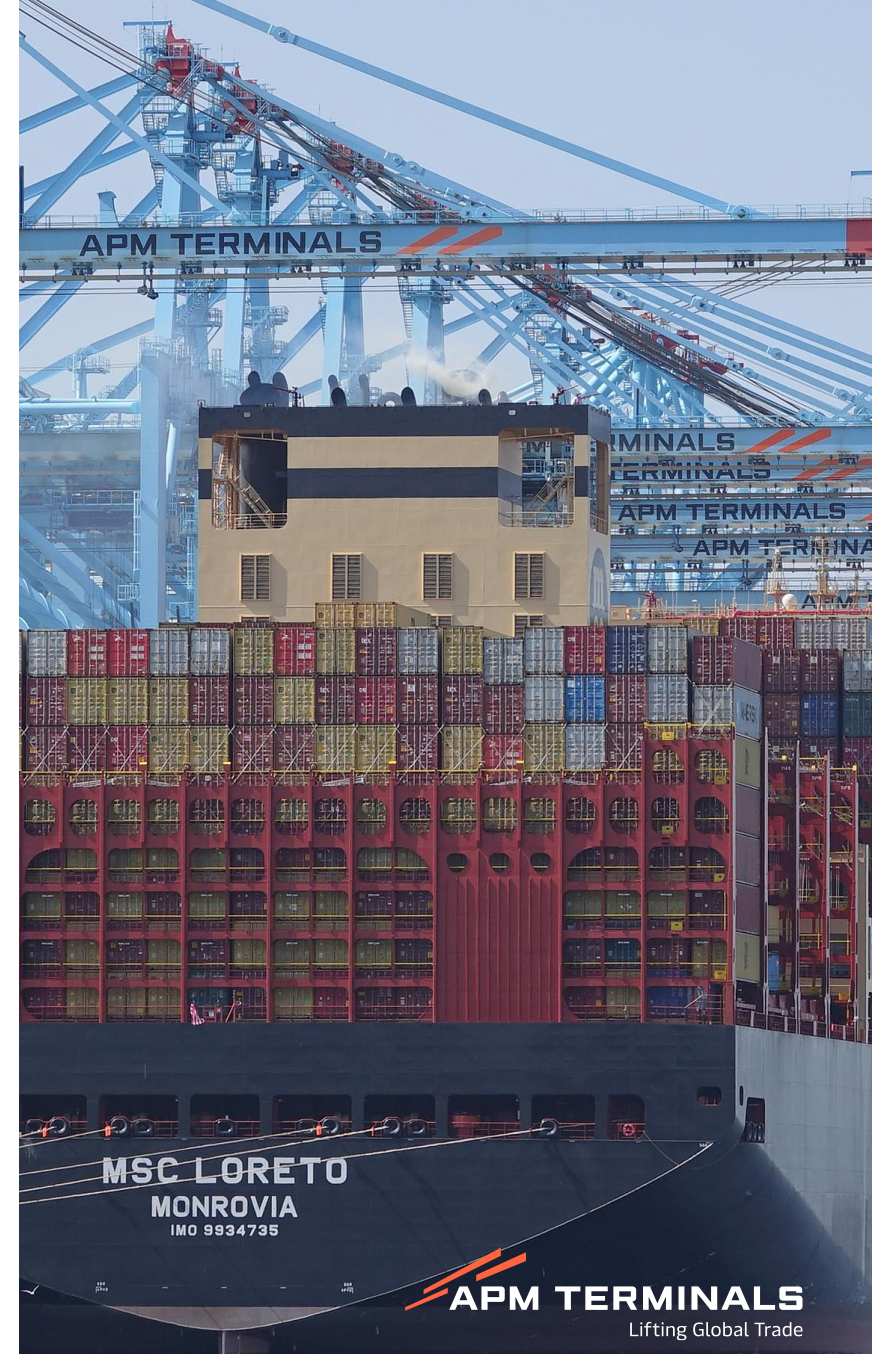
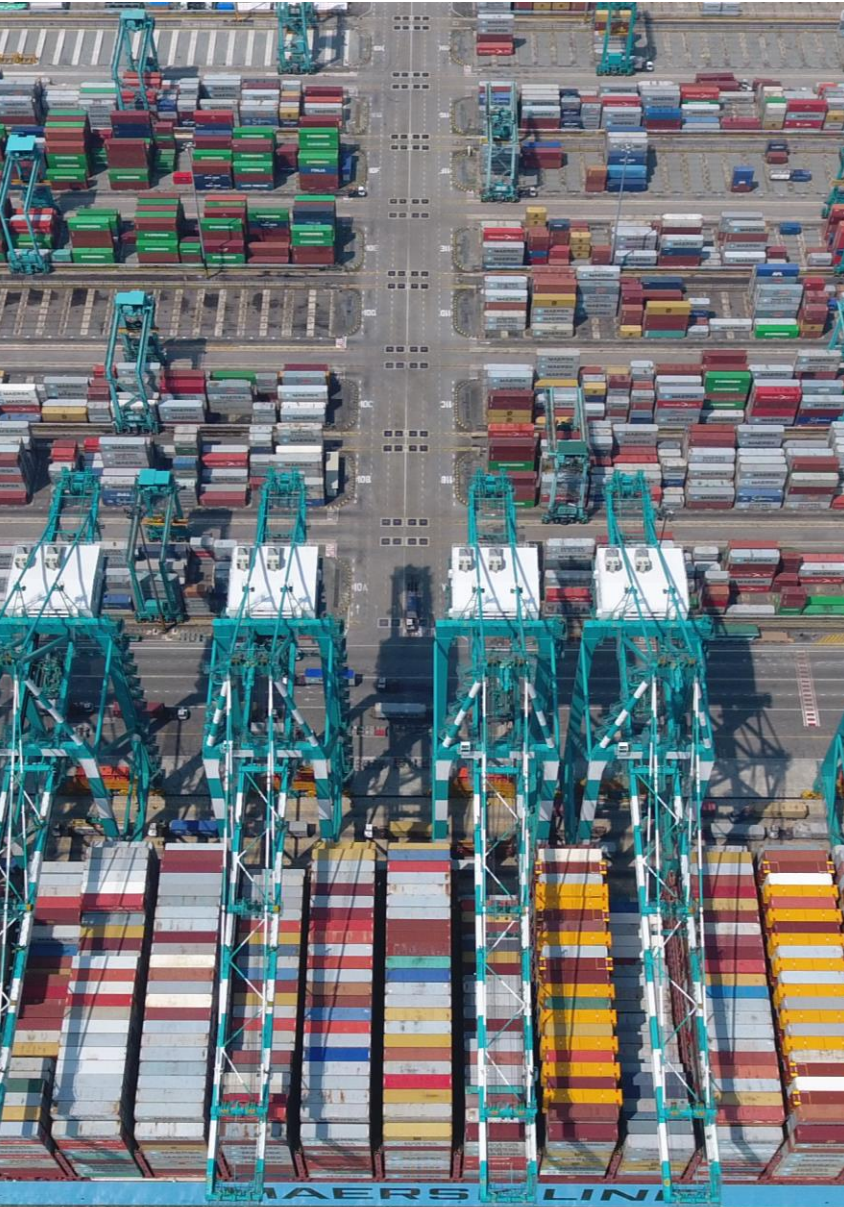


Photo: Kees Torn



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Changing shipping line alliances Boosted HUBs for top-level Gemini performance



Potential for significant re-routing of volumes as alliances expire and reconfigure



Shifting standards: What is happening in the industry?

- 2M and THE expire, Gemini Cooperation and Premier Alliance start
- Reshuffling between local facilities.

Lifting standards: Challenges & opportunities for APM Terminals

- Hubs in Gemini Cooperation network
- Lifting standards of efficiency and reliability



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Lifting Global Trade