A model Private-Public Partnership
Jordanian Government report 2014

- **Jordanian Government**
  - ASEZA (50%)
  - Ministry of Finance (50%)
- **Maersk Group**
  - APM Terminals (Operator) (100%)
  - Via A.P. Moller Finance S.A. (Applicant)
  - 50% plus 1 share
- **Aqaba Development Corporation** (Grantor) (50% minus 1 share)

(Developer)
APMT operates the **Largest and Most Diversified** Terminal Portfolio in the world
120 facilities, 72 Ports and Terminals in 58 countries

ACT’s performance is constantly benchmarked against all other APMT Ports and Terminals

**Figure 4.1.2 LOCATION OF APM TERMINALS OWNED/MANAGED TERMINAL OPERATIONS**

Notes:
(1) Started operations in December 2016
(2) Stake acquired in January 2016
(3) Started operations in April 2017
APMT has a stake in GPGI which has terminals in Russia and Finland

Source: Drewry Maritime Research
Concession Agreement

Tendering

Laws Enforcement

Monitoring

Competition

CSR

Tax

Education

Healthcare

Control

Laws & Regulations

Government

PPP

Community

Private Operator

Pay

Employment

Reliability

Efficiency

CSR

Safety

Cost Competitiveness

Laws & Regulations

Concession Agreement

Tendering

Healthcare

Control

Education

Tax

government

PPP

Community

Private Operator

for sustainable development

MANAGED BY
APM TERMINALS

ACT

for sustainable development

Conducive environment
A model Private-Public Partnership

Tendering:
- International Consultants involved
- Transparent process
- 11 of the largest port operators invited
- APM Terminals won basis highest royalties, highest equity stake and most ambitious expansion plans

Concession Agreement:
- International Consultants involved
- 25-year concession period
- Regulated tariffs, with clear adjustment mechanism

Monitoring:
- Compliance audit,
- Performance audit,
- Monthly Reporting,
- Contractual and non-contractual KPI’s

Contribution to Employment:
- Direct: 1050 employees
- 99.6% Jordanian nationals
- Average BC Salary: 2.5 times higher than national average
- Average GVA/Employee: 4.4 higher than average GDP/Worker

Safety:
- No Fatality
- 2015 APMT Global Safety Award
- Workplace award from Social Security

Support to the Community:
- 18 programs over 3 years
- 18,609 man-hours
- 2700 participants
- >1.4 MUSD invested

Contribution to Gov. Budget:
- Investment > 350MUSD
- Royalties and taxes: approx. 30% of the revenue (approx. 45MUSD p.a for approx. 140MUSD revenue, EXCL Dividends)

Reputation of Excellence:
- ECO Port Label / ISO 14001:2015
- 2019 Lloyd’s List Finalist Excellence in Port Management and Infrastructure Devlpt
- 2018 Lloyd’s List Terminal Operator
- 2017 Transport Arabia Most Sustainable Port Development Award
The Container Terminal capacity quadrupled since 2004

**Capability highlights**

<table>
<thead>
<tr>
<th>Feature</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capacity</td>
<td>1.3 Million TEU</td>
</tr>
<tr>
<td>Quay Length</td>
<td>1,000 m</td>
</tr>
<tr>
<td>Area</td>
<td>500000 m²</td>
</tr>
<tr>
<td>Max Draft</td>
<td>15.0</td>
</tr>
<tr>
<td>STS Cranes</td>
<td>7</td>
</tr>
</tbody>
</table>

Modern efficient APMT operated terminal
With state-of-the-art systems and equipment

Quay length was extending by 460m in 2013
operating at the highest global standards & investing in the future
Aqaba Container Terminal

Your Preferred Gateway to Jordan and Beyond