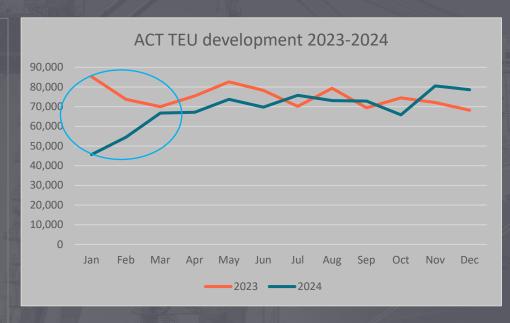


Resilience: The Red Sea situation significantly altered the business environment for ACT

- Interruption of import flows
- Booking stops (imp/exp)
- Global network adjustments
- Volume recovery
- Increase in # calls
- Reduction in call sizes





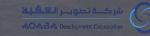
Key focus area's







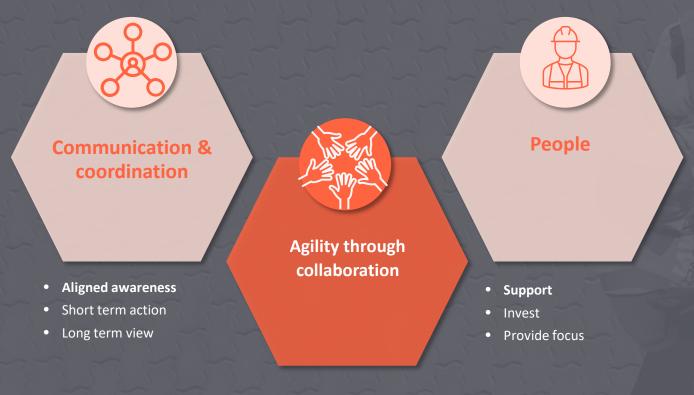






NON-EXHAUSTIVE

Learnings and observations: strong communication and coordination between all players is key



- Dare to stretch the conventional borders
- Optimal use of capacity and capability across spectrum
- Anticipate changed demands



