JohorPort®

A Member of MMC Group

asean Ports and Logistics 2026

9 July 2026

SESSION 5

Optimising Port Management Sustainability, Benchmarking Productivity and Embedding Innovations to Improve Regional Service Delivery

CORPORATE BACKGROUND

JohorPort®

A Member of MMC Group

Malaysia Southern Gateway

Multi-purpose Port

SOUTHERN GATEWAY MULTI-PURPOSE PORT

Regional Commodity Hub

- World's single largest Palm Oil Terminal.
- One of the largest discharging point for Cocoa in Malaysia.
- One of the biggest Terminal in Malaysia for Fertilizer.
- Southern Region largest Grain Terminal - Rice, Corn, Wheat, Soya Bean.
- Minerals Hub & Biomass Hub.

Surpassed Container volume of 1 Mil TEUs

Johor Port Berhad

JOHOR PORT TODAY

Total area of 1,000 acres, 660 acres of which are in a Free Zone.

- Catalyst for the 8,000-acre, Pasir Gudang Industrial Area development (350 factories).
- Spearheading the new 5,000 acres Tg. Langsat Industrial Estate development (150 factories).
- Johor Port alone has created more than 1,500 direct employment.
- Within Port area - created more than 5,000 employment through the Port Tenants.

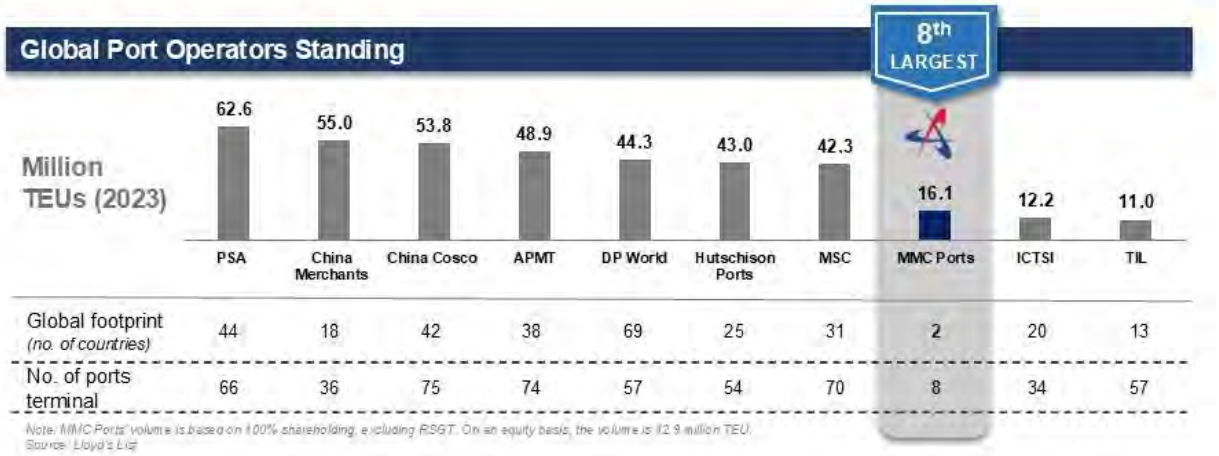
MMC PORTS - Malaysia's Largest Port Operator

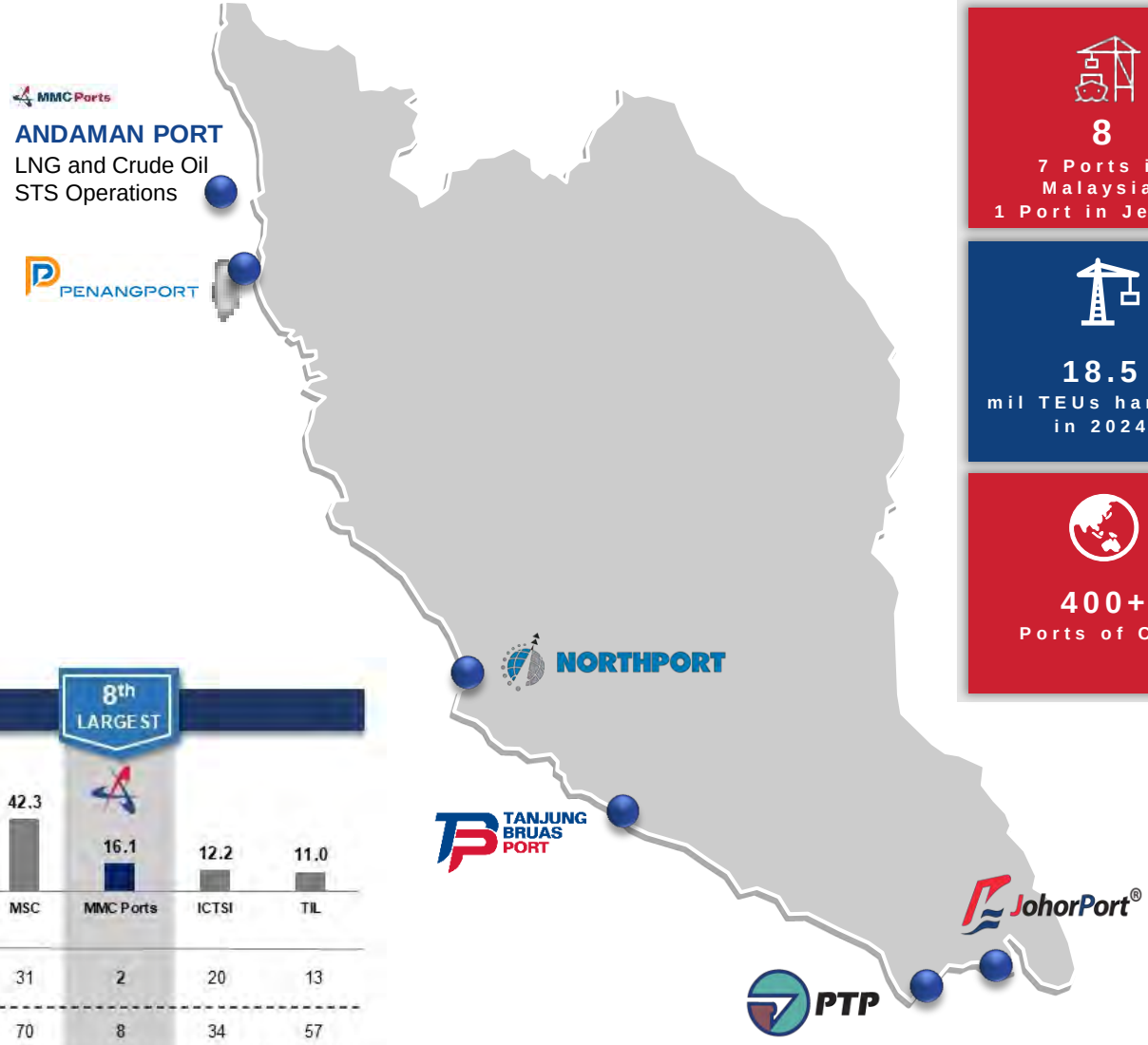
Johor Port, together with the Port of Tanjung Pelepas, are the Southern Region Ports under MMC Ports

MMC Ports

8th LARGEST PORT OPERATING GROUP IN THE WORLD

- Handles approximately **60% of Malaysian Container market share** and 35% of Malaysia's Conventional cargo throughput.
- Connected to **over 400 ports of call** with more than 181 weekly services.





8
7 Ports in Malaysia, 1 Port in Jeddah

21.9
Mil TEUs Annual Capacity

18.5
mil TEUs handled in 2024

36.4
mil FWT handled in 2024

400+
Ports of Call

240+
Shipping Lines & Box Operators

محطة بوابة البحر الأحمر
RED SEA GATEWAY TERMINAL

Johor Port Berhad

MMC PORTS - part of MMC Corporation Berhad

Malaysia's Premier Infrastructure Group

PORTS & LOGISTICS

Port of Tanjung Pelepas
- Transshipment Hub
- 70% shareholding
- 30% owned by APMT

Johor Port Berhad
- Multi-purpose Port
- 100% shareholding

Northport (Malaysia) Bhd
- 99% shareholding

Penang Port Sdn Bhd
- 100% shareholding

Tg Bruas Port Sdn Bhd
- 70% shareholding

Andaman Port Sdn Bhd
- LNG & Crude Oil STS Operations
- 70% shareholding

Red Sea Gateway Terminal
- 20% shareholding

Kontena Nasional Berhad
- 99% shareholding

ENERGY & UTILITIES

Malakoff Corporation Berhad
- Power and Water Generation co.
- Associate - 38.45% shareholding

Alam Flora Sdn Bhd
- Solid Waste Management and Public Cleansing
- Subsidiary of Malakoff, owned 97.37%

Gas Malaysia Berhad
- Natural Gas Distribution co.
- Associate - 30.9% shareholding

Aliran Ihsan Resources Berhad
- Wholly-owned by MMC
- A Water Treatment Specialist

ENGINEERING

MMC-GAMUDA
- PDP for elevated and Main contractor for underground KVMRT Line 1
- Main contractor for entire package of KVMRT Line 2

SMART Tunnel
- First of its kind, dual purpose tunnel
- 50% shareholding

MMC Pembetungan Langat Sdn Bhd
- Wholly-owned by MMC
- Langat Centralized Sewage Treatment.

MMC Engineering
- Wholly-owned by MMC
- Langat 2 Water Treatment Plant

MMC Oil & Gas Engineering
- Wholly-owned by MMC
- Premier O&G Engineering Consultants

OTHERS

Senai Airport Terminal Services Sdn Bhd
- Wholly-owned by MMC
- Airport operations

MMC Land Sdn Bhd

Senai Airport City
- Wholly-owned by MMC

Seaport Worldwide
- Wholly-owned by MMC

Northern Technocity
- Wholly-owned by MMC

SESSION 5

OPTIMISING PORT MANAGEMENT SUSTAINABILITY, BENCHMARKING PRODUCTIVITY AND EMBEDDING INNOVATIONS TO IMPROVE REGIONAL SERVICE DELIVERY

ASEAN PORTS AT A STRATEGIC INFLECTION POINT

Trade growth, supply chain diversification and manufacturing relocation are creating opportunities — and new pressures.

The New Measures of Competitiveness

Customers are no longer asking *if* a port can handle more cargo — they're asking *how*.

The Great ASEAN Ports Boom

Rank	Port	Country	Annual Traffic
1	Port of Singapore		37.2 Million TEU
2	Port Klang		12.3 Million TEU
3	Port of Tanjung Pelepas		12.0 Million TEU
4	Laem Chabang Port		8.0 Million TEU
5	Tanjung Priok Port		7.6 Million TEU
6	Cai Mep-Thi Vai Port		±7.0 Million TEU
7	Tanjung Perak Port		±6.0 Million Passengers
8	HarbourFront Centre		±6.0 Million Passengers
9	Keppel Harbour		±4.1 Million TEU
10	Manila International Container Terminal		±2.7 Million TEU

Efficiency

Can the Port handle it efficiently?

Sustainability

Can it do so sustainably?

Reliability

Can it provide predictable service?

The ports that will succeed in the next decade will not necessarily be those with the largest footprint, but those that can optimise their assets, leverage technology and operate sustainably.

Johor Port Berhad

The New Operating Reality

Ports must handle more cargo with the same or even fewer resources.

CASE STUDY

Johor Port: Growth Without New Land

102K
TEUs – Aug 2024
Highest-ever monthly record

+16%
YoY Throughput
First 8 months of 2024

1,700
External Hauliers
Per Day

120%
Yard Utilization
Service levels remained stable

Key Lesson: Growth requires better utilization of existing assets - not more land.

The Challenge

Cargo volumes grow. Land, labor and CAPEX are constrained.

The Response

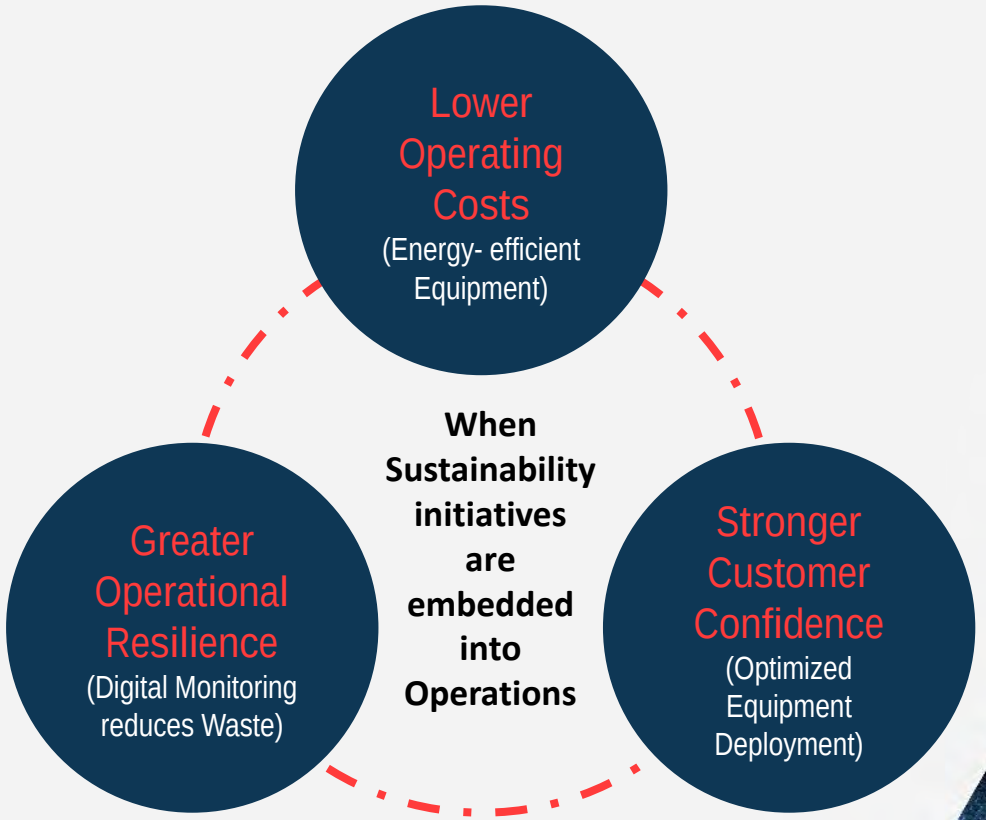
Growth must come from Operational optimization — not new Infrastructure.

Environmental Pressure

Shipping lines, cargo owners and investors all demand lower emissions.

SUSTAINABILITY AS A PRODUCTIVITY STRATEGY

Sustainability is no longer only about compliance. It is becoming an Operational advantage.



Productivity, Sustainability & Measurement

SUSTAINABILITY ADVANTAGE

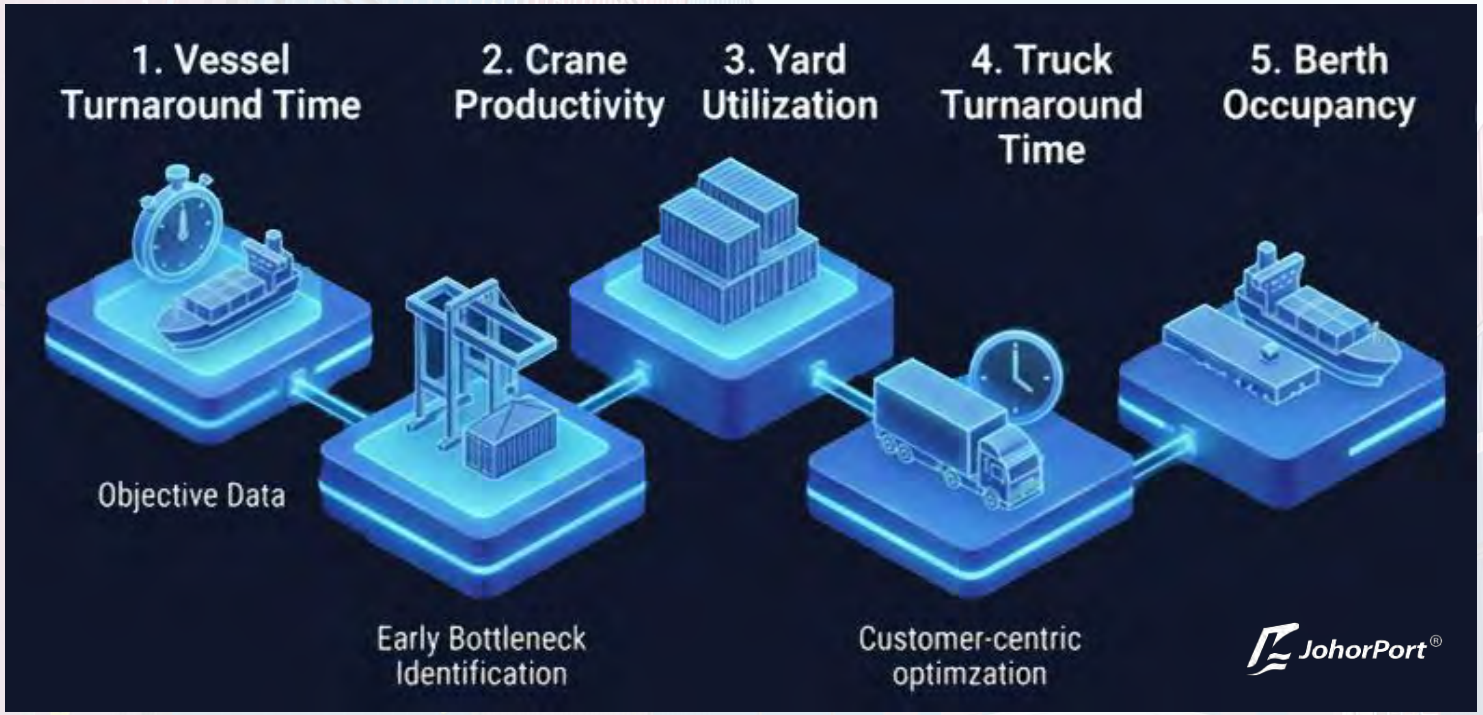
The question is no longer whether Sustainability is affordable.

The question is whether we can afford not to pursue it.

Because increasingly, Customers and Shipping Lines are selecting Partners that align with their own Sustainability commitments.

BENCHMARKING PRODUCTIVITY: WHAT GETS MEASURED GETS IMPROVED

One of the most powerful Management Tools available to any Port is **Benchmarking**.



Performance Data enables Management to identify bottlenecks early and intervene before they affect Customers.

Performance Improvement begins with measurement.

Benchmarking is a **continuous improvement mechanism** - not a Scorecard.

- Customer-centric focus on Truck Turnaround Time
- Maintaining Service Levels with high volume
- Management interventions driven by Data

WHY ASEAN NEEDS REGIONAL BENCHMARKING

ASEAN's competitiveness depends on the strength of the regional network, not individual ports alone.

Shipping Lines Evaluate Supply Chains

Not individual Terminals — a delay at one Port affects the region.

Common Performance Indicators

Aligned metrics create transparency and predictability.

Strengthen the Ecosystem

Not about winners and losers — about a stronger ASEAN logistics network.

Greater collaboration in Benchmarking and Knowledge Sharing

- Shared Standards and common Performance Indicators.
- Systematic sharing of Best Practices
- Greater Transparency, greater Predictability and stronger Regional Competitiveness.

EMBEDDING INNOVATION BEYOND AUTOMATION

Innovation is not about Technology itself.
It is about better decision-making.

The Real Value is Data

Advanced TOS, Predictive Analytics, and Digital Platforms enable better decisions faster.

Innovation enables Ports to

- Predict Congestion
- Optimize Berth allocation
- Improve Yard Planning
- Reduce Equipment idle time

CASE STUDY

PTP milestone: *1st Malaysian Terminal to exceed* ***12 mil TEUs*** *in a single year (2024) - continuous investment In Technology, Infrastructure & Operational Systems .*

Technology is not replacing people.
Technology is enabling people to make better decisions.

Johor Port Berhad

INTEGRATING SUSTAINABILITY, PRODUCTIVITY AND INNOVATION

Three Pillars
One Operating Model

Future Port Strategies should be designed around Integration rather than individual projects.

The ports that succeed will be those that create a single Operating model where Sustainability, Productivity and Innovation work together.

*Sustainability, Productivity, and Innovation are not separate initiatives — they **reinforce each other***

Sustainability

Energy-efficient Equipment cuts emissions

Productivity

Digital Yard Management boosts utilization

Innovation

Predictive Analytics enables smarter decisions

One investment — a Digital Yard Management System — improves asset utilization, reduces equipment movement, and lowers emissions simultaneously.

THE FUTURE OF ASEAN PORTS

ASEAN ports must evolve from being Infrastructure Operators into intelligent Logistics ecosystems.

As ASEAN continues to grow, our objective should not simply be to move more cargo but to create a Regional Port Network that is:

1. Efficient	**3. Resilient**
2. Sustainable	**4. Digitally connected**

1. Sustainability is no longer optional → prerequisite for long-term competitiveness.
2. Benchmarking creates accountability and drives improvement → What Gets Measured Gets Improved.
3. Innovation → the accelerator that enables Sustainability & Productivity.

The future belongs to ports that can integrate all 3.

Ultimately, the competitiveness of ASEAN will depend on the competitiveness of its ports.

THANK YOU

Think. DiFFERENT

Johor Port Malaysia

www.johorport.com.my

Johor Port Berhad