MMC Ports

ASEAN PORTS AND LOGISTICS 2026 CEO FORUM

Adapting to Current Uncertainties, Addressing Current Disruptions in Cargo Movements and Forecasting the Future of Global Trade Routes and its Implications for ASEAN Ports

Presentation by:

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PTP | JohorPort® | NORTHPORT | PENANGPORT | TANJUNG BRUAS PORT

SPL | Andaman Port | SWETTENHAM PIER CRUISE TERMINAL | PKCT PORT KLANG CRUISE TERMINAL | LANGKAWI CRUISE TERMINAL

MMC PORTS' GROWTH JOURNEY TO EVOLVE INTO THE LARGEST PORT OPERATING GROUP IN MALAYSIA

MMC / MMC Ports (A member of MMC Corp Group of Companies)

- **MMC Corporation Berhad and its group of companies ("MMC Group")** is Malaysia's **Premier Infrastructure Group** with businesses including Ports and Logistics, Energy and Utilities, Engineering and Industrial Development & Others
- **MMC Ports** is primarily engaged in port operations of the MMC Group

MMC Ports has demonstrated **strong resilience and growth throughout the pandemic and global economic downturn**, delivering **new cargo handing records in 2024 and 2025.**

MMC Ports surpassed
20 million TEUs

MMC Ports' Key Milestones

- **No. 1 Private terminal operator in Southeast Asia**
- **No. 5 Private terminal operator in the World**

2000 – PTP
- Maersk Group (via APM Terminals) acquired 30% stake in PTP

2001 – PTP
- MMC Group acquired 50.1% of PTP(1)(2)

2005 – PTP
- MMC Group increased stake in PTP from 50.1% to 70.0%(2)

2006 – JohorPort®
- MMC Group completed acquisition of Johor Port(3)

2015 – NORTHPORT
- MMC Ports acquired 86.8% of NCB Holdings Bhd ("NCB") in 2014-2015, and subsequently 12.4% in 2016(4). (NCB became fully owned by MMC Ports in 2023)

2017 – TANJUNG BRUAS PORT
- MMC Ports acquired 70% of Tanjung Bruas Port

2018 – PENANGPORT
- MMC Ports completed 100% acquisition of Penang Port(5)

2021 – Andaman Port
- MMC Ports was awarded 10 Ship-to-Ship (STS) spots within the Yan Port Limit and appointed Andaman Port to carry out the STS activities at the STS spots

2021 – PKCT
- MMC Ports acquired 50% of Port Klang Cruise Terminal, in joint venture with Westports Holdings Berhad

2022 – PTP
- PTP surpassed 1.1MM TEUs handled in a single month
- PTP surpassed 11MM TEUs handled in a year

2023 – PTP
- PTP ranked the 5th most efficient container port in the world and 1st in Southeast Asia based on the 2023 CPPI by World Bank

LANGKAWI CRUISE TERMINAL
- Completed 100% acquisition of Langkawi Cruise Terminal Sdn Bhd

2024 – PTP
- PTP achieved record annual container throughput of 12.3MM TEUs

NORTHPORT
- Northport achieved record annual container and conventional throughput of 3.7MM TEUs and 12.7MM FWTs

JohorPort®
- Johor Port achieved record annual container throughput of 1.1MM TEUs

2025 – **2025 New Records**

PTP
- ✓ First single container terminal in Malaysia to surpass the 13MM TEUs and 14MM TEUs mark, recording 14.03MM TEUs in 2025

NORTHPORT
- ✓ Achieved another record-breaking year, posting its highest-ever annual container throughput of 3.8MM TEUs and its highest conventional cargo throughput at 12.9MM FWTs

JohorPort® / TANJUNG BRUAS PORT
- ✓ Achieved highest ever container throughput

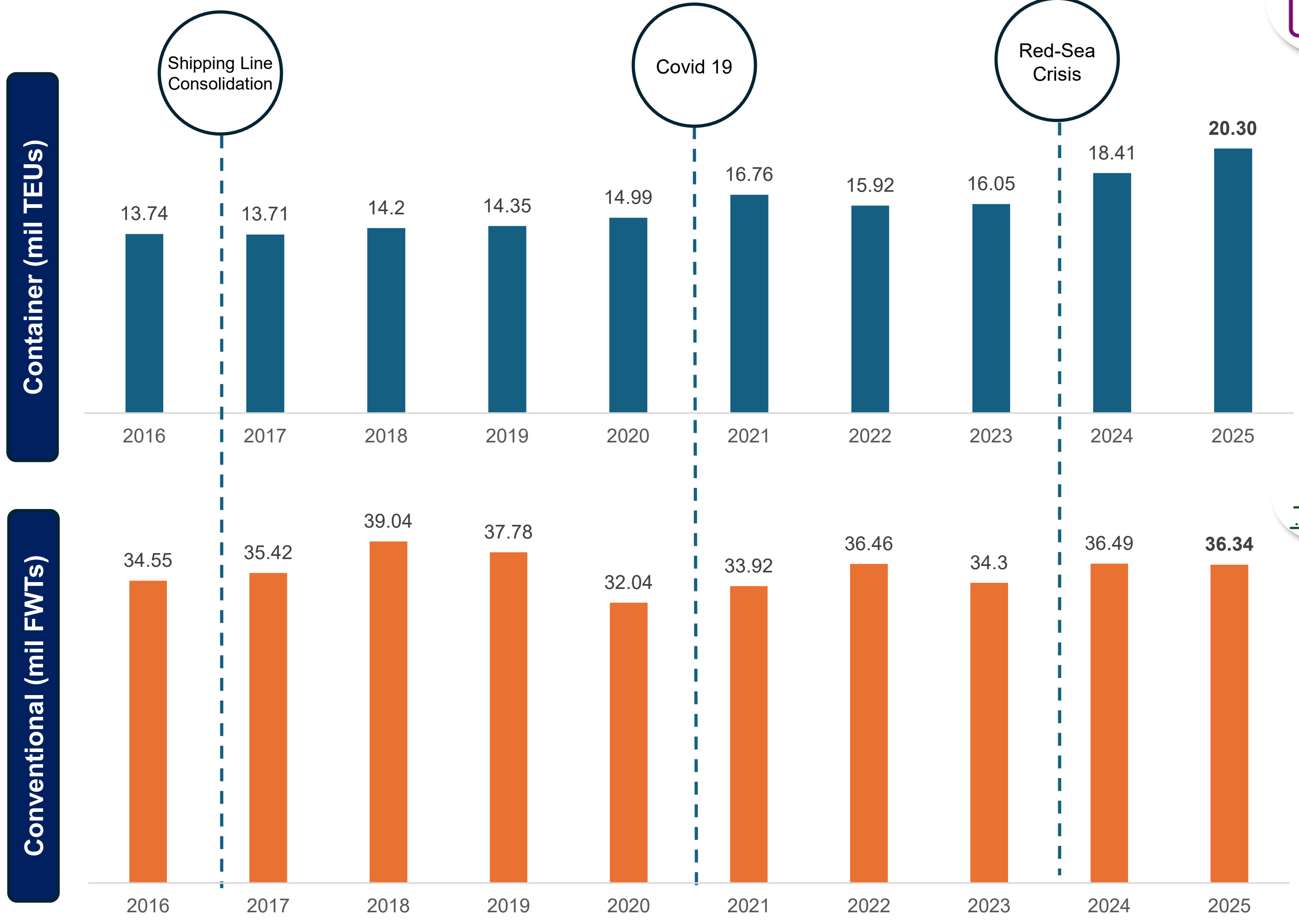
PENANGPORT
- ✓ Achieved highest ever ferry passenger ridership

2000 | 2001 | 2005 | 2006 | 2015 | 2017 | 2018 | 2021 | 2022 | 2023 | 2024 | 2025

Source: Company Information

Notes:
1. The acquisition was completed in December 2002
2. MMC Ports acquired PTP from MMC Group in 2020
3. MMC Ports completed the acquisition of JPB from MMC Corporation Berhad in 2019
4. MMC Ports acquired NCB's shares of 15.73% in 2014 and 70.99% in 2015, resulting in a total holding of 86.72% by the end of 2015. MMC Ports then acquired an additional 12.37% in 2016, bringing their cumulative shareholding to 99.09% in 2016; MMC ports completed selective capital reduction for NCB in 2023 and owns 100% of NCB. NCB is the holding company of Northport.
5. MMC Ports acquired 49% and 51% of PPSB's shares in 2017 and 2018.

UNCERTAINTY IS NO LONGER AN EPISODE WE WAIT OUT, BUT THE PERMANENT OPERATING ENVIRONMENT FOR PORTS: OPERATIONAL EFFICIENCY IS KEY



Recent Challenges

- Geopolitical crisis e.g., Red Sea Crisis, US-China trade war
- Port congestion
- Escalating Cost (Electricity tariff, minimum wage, tax structure, fuel subsidy)
- Ageing equipment and facilities over time (High CAPEX)
- Manpower shortage (next generation talent and blue-collar supply)

Adaptation Strategies

- **Operational Efficiency** through process optimisation
- **Investments in Capacity** to be ahead of demand
- **Automation and Digitalisation** initiatives to lift productivity and safety
- **Energy Transition** – Positioning our ports for green shipping corridors
- **People** – Upskilling our workforce and enhance Center of Excellence

Thank You

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