



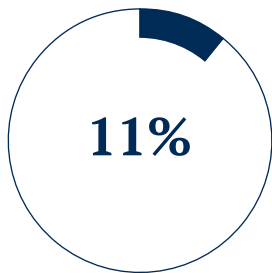
Stolthaven Terminals

Performance

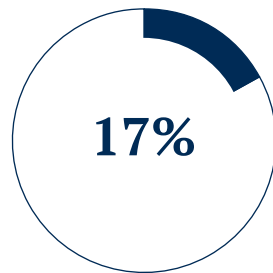
(US \$ millions)	2023	2022	2021
Operating revenue	300	276	244
Operating profit	105	89	62

Percentage of group total

of total operating revenue



of total operating profit¹



1. Excluding Stolt-Nielsen Gas, Corporate and Other loss of \$42.9 million and MSC Flaminia legal provision of \$155.0 million.



Markets

- We provide safe storage and handling for a variety of speciality bulk liquids, such as chemicals, clean petroleum products, liquefied petroleum gases, biofuels, vegetable oils, alternative fuels and feedstocks.
- We have five million m³ of storage capacity across 10 wholly owned terminals and four joint-venture terminals. This gives customers access to key international shipping and transportation hubs close to their operations.

Strategy

Our mission is to be the most respected global storage provider. We focus on continuous improvement to deliver safe, high-quality, sustainable storage and handling solutions that help our customers maximise value from their supply chains. By collaborating with Stolt Tankers and Stolt Tank Containers, we provide integrated, end-to-end solutions that deliver further efficiencies to our business and customers.

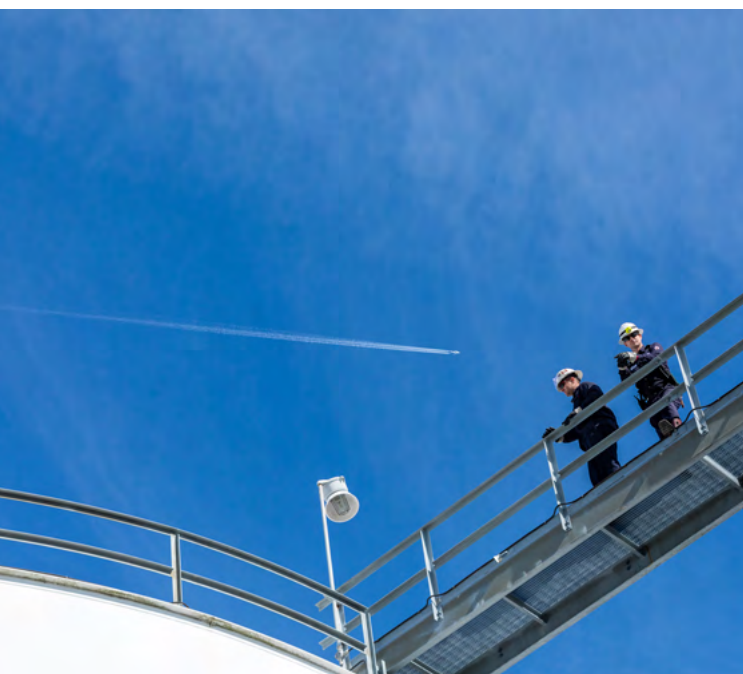
2023 in review

Stolthaven Terminals' results improved slightly for 2023, reflecting the continued demand for safe, high-quality storage worldwide and the ability of our people to adapt and continue to deliver great services to our customers. Operating profit for 2023 was \$105.0 million compared to \$89.2 million in 2022. Operating revenue increased 8.5% to \$299.8 million, compared to \$276.2 million in 2022. Utilisation remained high during the year, softening slightly to 96.7% from 97.4% in 2022, as we began a programme to replace lower-margin business with longer-term opportunities at higher rates.

With our global network of 14 terminals, during 2023 we were well positioned to provide flexible and reliable services to customers facing a range of supply chain disruptions, including the ongoing war in Ukraine, drought-related restrictions in the Panama Canal and hostilities affecting ships transiting the Red Sea.

As a result, throughout 2023, Stolthaven Terminals experienced continued strong utilisation and a small improvement in throughput volumes. During the first half of 2023, tightness in the global storage market, for chemicals and speciality liquids including biofuel feedstocks, allowed for higher storage rates and rate increases for contract renewals.

Throughout the year, we remained focused on our strategy of improving profitability through customer centricity, digitalisation, efficiency, safety and sustainability. It was an important year in terms of growth and capacity expansion,



“Throughout the year, we remained focused on our long-term strategy of improving profitability through customer centricity, digitalisation, efficiency, safety and sustainability.”

all intended to deliver ever-better global supply chain and storage solutions to customers and improved returns to shareholders. We invested in several projects to modernise our assets, continued expansions in Malaysia and New Zealand, gained approval for expansion at both our terminals in the US, and partnered on projects to explore the potential for biofuels, energy storage, and ammonia. We also began construction of our new joint-venture terminal in Taiwan, which will be fully operational in 2024.

Our inventory automation programme and intelligent assets strategy helped us to further embed digitalisation across our terminals, allowing for real-time data exchange between our systems and improving safety for our people and efficiency for our customers. We continued to develop our next-generation *Connected Worker* project, which will move in-field terminal operations and communications online. We also completed the deployment of our Ultimo enterprise asset management system to all our wholly owned sites. Ultimo is helping us standardise equipment maintenance processes to enhance safety and operational efficiency.

Safety remained our priority and our performance continued in a positive direction. Overall, Lost Time Injury Frequency (LTIF) remained stable and Total Recordable Case Frequency (TRCF) fell during the year to 0.82 (2022: 1.05). Read more about our 2023 safety performance on page 43.

We have enhanced our global customer centricity programme, receiving several awards from customers in recognition of our safety performance, service excellence and culture. Stolthaven Houston, US, received a Safety Excellence Award from the International Liquid Terminals Association (ILTA) for the second year in a row and our Singapore facility received Dow Chemicals' 4STAR Logistics Best Service Provider Award for safety, sustainability, social responsibility and customer service for the third consecutive year.

We continued to make progress on our sustainability ambitions. Stolthaven Terminals maintained its EcoVadis silver rating for all wholly owned terminals, improving our score by three points and ranking in the top 3% for sustainability performance in the warehousing and storage industry and in the top 5% for sustainable procurement. Read more about our 2023 environmental initiatives on page 50.

We are actively involved in wider initiatives to explore solutions related to the transition to greener energy alternatives including a partnership in Brazil to look at the potential of ammonia projects in the region. We are also working with XL Batteries

on the development of a flow battery with industrial-scale electricity storage capability to power our terminal operations, support the decarbonisation of the port and shipping sectors and provide shore power for ships.

Our strong performance in 2023 was possible because of the people behind it. We are a diverse global team, and the combination of our different experiences and perspectives along with our shared passion creates our success. We are committed to fostering a positive and supportive work environment and encouraging diversity, equity and inclusion. I am pleased to report that the results of our employee engagement survey improved with a sustainable engagement score of 89%.

Outlook

Global supply chains will continue to be affected by regional conflicts and geopolitical and macroeconomic challenges in 2024. The storage and distribution industry will remain critical in terms of enabling trade flows and will play an increasingly important role in facilitating the energy transition.

Stolthaven Terminals will continue to pursue our market-driven strategy which is centred around providing agile and reliable services for our customers. Innovation and collaboration will be increasingly important, whether that is harnessing new digital technologies to drive our own safety and sustainability performance and operational efficiency, or working with other industry leaders to deliver increasingly integrated liquid logistics solutions. We will continue to expand our portfolio of value-adding services and strengthen our network with new strategically located facilities so we remain able to respond to customers' needs.

We are continuously building on our knowledge and expertise in the safe storage of a wide range of 'new' fuels as well as serving our customers in the vital chemicals sector. A collaborative, cross-industry approach will be crucial to investigate and put into effect the transition to greener fuel alternatives. We will continue to explore and implement solutions for improving our energy footprint and supporting our customers to reduce their Scope 3 emissions.

Guy Bessant

President
Stolthaven Terminals