






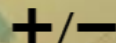






# 2025 Operation KPI Review

# CAN BOA/Port Stay KPI Review

2024					2025						
											
	Port	Calls	AVG Wait hrs	AVG Port Stay		Port	Calls	AVG Wait hrs	AVG Port Stay	PFM Port Stay	Diff Port Stay
CAN	PACCT	23	20.6 hrs	34.5 hrs	CAN	PACCT	25	13.4 hrs	44.1 hrs	48.0 hrs	-3.9 hrs
CAN	PAZJP	18	7.9 hrs	32.7 hrs	CAN	PAZJP	4	3.6 hrs	27.0 hrs	28.0 hrs	-1.0 hrs
CAN	COCTG	13	4.3 hrs	10.9 hrs	CAN	COCTG	3	4.2 hrs	9.5 hrs	10.0 hrs	-0.5 hrs
CAN	DOCAU	22	29.1 hrs	34.4 hrs	CAN	DOCAU	23	28.6 hrs	29.3 hrs	30.0 hrs	-0.7 hrs
CAN	DORHN	16	10.8 hrs	24.2 hrs	CAN	DORHN	22	8.0 hrs	26.7 hrs	25.0 hrs	1.7 hrs
CAN	PRSJU	19	7.3 hrs	25.9 hrs	CAN	PRSJU	23	7.9 hrs	21.2 hrs	26.0 hrs	-4.8 hrs
111					100						

- In 2025 reduced 11 callings.
- Most Waiting hours: DOCAU > PACCT > DORHN > PRSJU
- Large Diff Port Stay with PFM: None

PAZJP/COCTG were removed from regular route to let the service stable.

# CAJ BOA/Port Stay KPI Review

2024					2025						
	Port	Calls	AVG Wait hrs	AVG Port Stay		Port	Calls	AVG Wait hrs	AVG Port Stay	PFM Port Stay	Diff Port Stay
CAJ	PACCT	33	11.1 hrs	32.6 hrs	CAJ	PACCT	30	8.8 hrs	26.9 hrs	48.0 hrs	-21.1 hrs
CAJ	PAZJP	19	11.6 hrs	12.2 hrs	CAJ	PAZJP	28	5.7 hrs	10.1 hrs	28.0 hrs	-17.9 hrs
CAJ	JMKSJN	22	12.6 hrs	17.4 hrs	CAJ	JMKSJN	28	16.2 hrs	20.9 hrs	17.0 hrs	3.9 hrs
CAJ	HTPAP	17	14.4 hrs	45.4 hrs	CAJ	HTPAP	28	15.3 hrs	35.5 hrs	30.0 hrs	5.5 hrs
91					114						

- In 2025 increased 23 callings and more voyages compare with 2024
- Most average waiting hours: JMKSJN > HTPAP > PACCT > PAZIP(MIT)
- Largest Diff Port Stay with PFM: HTPAP

CAJ executed 17 Ad-Hoc to other Caribbean ports in 2025.

# LAE BOA/Port Stay KPI Review

2024					2025						
	Port	Calls	AVG Wait hrs	AVG Port Stay		Port	Calls	AVG Wait hrs	AVG Port Stay	PFM Port Stay	Diff Port Stay
LAE	MXLZC	9	11.9 hrs	21.3 hrs	LAE	MXLZC	9	4.4 hrs	22.6 hrs	24.0 hrs	-1.4 hrs
LAE	MXMZO	9	21.2 hrs	40.6 hrs	LAE	MXMZO	8	23.3 hrs	28.4 hrs	32.0 hrs	-3.6 hrs
LAE	GTZNJ	7	56.4 hrs	13.1 hrs	LAE	GTZNJ	4	27.2 hrs	13.0 hrs	16.0 hrs	-3.0 hrs
LAE	SVAGR	7	95.7 hrs	46.0 hrs	LAE	SVAGR	7	86.5 hrs	48.1 hrs	48.0 hrs	0.1 hrs
LAE	CRCAL	16	35.3 hrs	24.6 hrs	LAE	CRCAL	16	63.4 hrs	32.5 hrs	30.0 hrs	2.5 hrs
LAE	PABBA	12	30.9 hrs	37.6 hrs	LAE	PABBA	10	17.2 hrs	33.7 hrs	24.0 hrs	9.7 hrs
LAE	NICPK	7	68.4 hrs	32.5 hrs	LAE	NICPK	4	202.5 hrs	42.7 hrs	36.0 hrs	6.7 hrs
LAE	HNSLO	6	37.9 hrs	53.5 hrs	LAE	HNSLO	9	61.6 hrs	66.8 hrs	48.0 hrs	18.8 hrs
73					67						

- In 2025 reduced 6 callings due to the congestions in NICPK/SVAGR/CRCAL
- Most average waiting hours: NICPK > SVAGR > CRCAL > HNSLO > GTZNJ
- Largest Diff Port Stay with PFM: HNSLO \* > PABBA > NICPK  
HNSLO\* executed 2 EMC private Ad-Hoc

# WSA BOA/Port Stay KPI Review

2024					2025						
	Port	Calls	AVG Wait hrs	AVG Port Stay		Port	Calls	AVG Wait hrs	AVG Port Stay	PFM Port Stay	Diff Port Stay
WSA	MXMZO	41	5.4 hrs	78.2 hrs	WSA	MXMZO	49	6.5 hrs	61.7 hrs	85.0 hrs	-23.3 hrs
WSA	PABBA	39	10.2 hrs	29.1 hrs	WSA	PABBA	45	11.2 hrs	26.5 hrs	30.0 hrs	-3.5 hrs
WSA	COBVT	40	7.7 hrs	25.5 hrs	WSA	COBVT	46	7.4 hrs	37.7 hrs	36.0 hrs	1.7 hrs
WSA	PECAL	40	15.8 hrs	34.5 hrs	WSA	PECAL	50	16.7 hrs	36.7 hrs	30.0 hrs	6.7 hrs
WSA	CLSAI	38	10.5 hrs	44.6 hrs	WSA	CLVAL	41	10.8 hrs	31.5 hrs	40.0 hrs	-8.5 hrs
198					231						

- In 2025 increased 33 callings
- Most average waiting hours: PECAL > PABBA > CLVAL
- Largest Diff Port Stay with PFM: PECAL

WSA added 2 vessel in 2025 (total 11 own vessels)

# WSA2 BOA/Port Stay KPI Review

2024					2025					+/-	
Port	Calls	AVG Wait hrs	AVG Port Stay		Port	Calls	AVG Wait hrs	AVG Port Stay	PFM Port Stay	Diff Port Stay	
WSA2 MXMZO	9	15.9 hrs	54.8 hrs		WSA2 MXMZO	9	6.1 hrs	44.3 hrs	48.0 hrs	-3.7 hrs	
WSA2 MXLZC	5	61.7 hrs	44.4 hrs		WSA2 MXLZC	4	5.1 hrs	32.8 hrs	21.0 hrs	11.8 hrs	
WSA2 GTZNJ	5	69.7 hrs	64.4 hrs		WSA2 GTZNJ	4	15.9 hrs	28.1 hrs	30.0 hrs	-1.9 hrs	
WSA2 PECAL	4	17.2 hrs	25.2 hrs		WSA2 PECAL	5	47.4 hrs	25.0 hrs	20.0 hrs	5.0 hrs	
WSA2 ECGYE	3	43.6 hrs	64.1 hrs		WSA2 ECGYE	5	10.2 hrs	53.6 hrs	53.0 hrs	0.6 hrs	
26					27						

- In 2025 increased 1 calling.
- Most average waiting hours: PECAL > GTZNJ > ECGYE
- Largest Diff Port Stay with PFM: MXLZC

# ESA BOA/Port Stay KPI Review

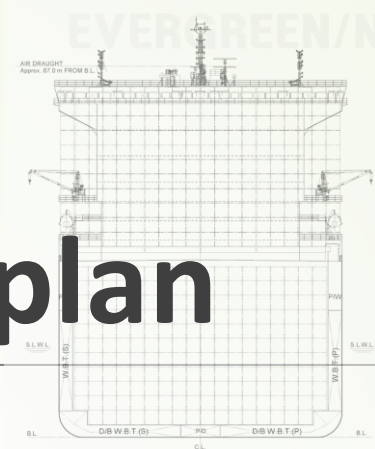
2024					2025						
🚢	Port	🔊 Calls	🕒 AVG Wait hrs	⚓ AVG Port Stay	🚢	Port	🔊 Calls	🕒 AVG Wait hrs	⚓ AVG Port Stay	📈 PFM Port Stay	+/- Diff Port Stay
ESA	BRRIO	22	13.5 hrs	23.5 hrs	ESA	BRRIO	24	18.1 hrs	21.9 hrs	23.0 hrs	-1.1 hrs
ESA	BRSTO	39	95.3 hrs	42.7 hrs	ESA	BRSTO	42	49.5 hrs	34.3 hrs	34.0 hrs	0.3 hrs
ESA	BRNVT	25	86.8 hrs	12.3 hrs	ESA	BRNVT	29	37.2 hrs	12.3 hrs	20.0 hrs	-7.7 hrs
ESA	BRPNP	19	54.9 hrs	17.4 hrs	ESA	BRPNP	20	39.9 hrs	20.7 hrs	15.0 hrs	5.7 hrs
ESA	UYMVD	20	16.8 hrs	40.2 hrs	ESA	UYMVD	24	12.1 hrs	58.8 hrs	36.0 hrs	22.8 hrs
ESA	ARBUE	20	11.8 hrs	40.6 hrs	ESA	ARBUE	22	11.9 hrs	60.7 hrs	56.0 hrs	4.7 hrs
145					161						

- In 2025 increased 16 callings.
- Most average waiting hours: BRSTO > BRPNP > BRNVT > BRRIO
- Largest Diff Port Stay with PFM: UYMVD\* > BRPNP > ARBUE

ESA added 2 vessels in 2025 (total 6 EMC own vessels)

\* UYMVD suffer EVER FEAT incident

# Actions and improvement plan



## ELA OCD

- Speed up to catch up regional 1st port
- Speed up to meet the high tide
- Change port rotation
- Special pilot
- Port omission



## LOCAL OFFICE

- Close contact with terminal  
Coordinate FDR/MAIN vessel berth
- Monitor abnormal swell/fog/wind
- 1st come 1st serve ports lineup
- Terminal facility upgrade



## LAD/ELA MKD

- Ad-Hoc
- PFM restructure



# 2025 BOA/Port Stay/ Productivity

2025/01 - 2025/12								
BOA		Port	Out of Window		On Window		ON Window	
Y	TTL		KPI	KPI	Y	TTL		
13	13		ARBUE	100%	85%	100%	95%	5
9	9	BRNVT	100%	85%	100%	95%	11	11
10	12	BRPNP	83%	85%	100%	95%	7	7
5	5	BRRIO	100%	85%	100%	95%	17	17
25	29	BRSTO	86%	85%	92%	95%	11	12
1	1	CLSAI	100%	85%	100%	95%	0	0
12	12	CLVAL	100%	85%	100%	95%	25	25
5	5	COBQL	100%	85%	83%	95%	5	6
15	15	COBVT	100%	85%	100%	95%	31	31
2	2	COCTG	100%	85%	100%	95%	1	1
1	1	CRCAL	100%	85%	86%	95%	12	14
11	16	DOCAU	69%	85%	50%	95%	2	4
15	15	DORHN	100%	85%	100%	95%	7	7
3	3	ECGYE	100%	85%	100%	95%	2	2
3	3	GTZNJ	100%	85%	80%	95%	4	5
3	3	HNSLO	100%	85%	100%	95%	4	4
10	10	HTPAP	100%	85%	100%	95%	18	18
6	10	JMKSJ	60%	85%	82%	95%	14	17
6	6	MXLZC	100%	85%	86%	95%	6	7
20	21	MXMZO	95%	85%	95%	95%	40	42
1	1	NICPK	100%	85%	100%	95%	1	1
10	11	PABBA	91%	85%	92%	95%	47	51
78	87	PACCT	90%	85%	96%	95%	95	99
1	1	PAROD	100%	85%	100%	95%	0	0
12	14	PAZJP	86%	85%	89%	95%	16	18
11	11	PECAL	100%	85%	95%	95%	37	39
11	12	PRSJU	92%	85%	91%	95%	10	11
1	2	SVAGR	50%	85%	100%	95%	1	1
10	10	UYMVD	100%	85%	100%	95%	12	12
310	340	TTL	91%	85%	94%	95%	441	467

Port stay			
Y	TTL vessels	Port	
18	18	ARBUE	100.0%
20	20	BRNVT	100.0%
19	19	BRPNP	100.0%
22	22	BRRIO	100.0%
41	41	BRSTO	100.0%
1	1	CLSAI	100.0%
37	37	CLVAL	100.0%
11	11	COBQL	100.0%
46	46	COBVT	100.0%
3	3	COCTG	100.0%
15	15	CRCAL	100.0%
20	20	DOCAU	100.0%
21	22	DORHN	95.5%
5	5	ECGYE	100.0%
8	8	GTZNJ	100.0%
7	7	HNSLO	100.0%
28	28	HTPAP	100.0%
24	27	JMKSJ	88.9%
13	13	MXLZC	100.0%
63	63	MXMZO	100.0%
2	2	NICPK	100.0%
61	62	PABBA	98.4%
185	186	PACCT	99.5%
1	1	PAROD	100.0%
32	32	PAZJP	100.0%
50	50	PECAL	100.0%
23	23	PRSJU	100.0%
2	3	SVAGR	66.7%
22	22	UYMVD	100.0%
800	807	TTL	99%

Productivity				
LIFTING MOVES	OPTN TIME Hours	Port	MAIN/ FEEDER	NET RATE (MPH)
55581	952.13	ARBUE	MAIN	58.38
25672	218.44	BRNVT	MAIN	117.52
17414	321	BRPNP	MAIN	54.25
15465	336.45	BRRIO	MAIN	45.97
79414	1169.39	BRSTO	MAIN	67.91
2206	51.75	CLSAI	MAIN	42.63
56844	897.66	CLVAL	MAIN	63.32
5563	181.18	COBQL	FEEDER	30.70
131264	1500.21	COBVT	MAIN	87.50
1072	21.32	COCTG	FEEDER	50.28
14820	241.79	ECGYE	MAIN	61.29
6340	146.08	MXLZC	FEEDER	43.40
12270	154.97	MXLZC	MAIN	79.18
3260	122.36	MXMZO	FEEDER	26.64
165603	3041.94	MXMZO	MAIN	54.44
10517	254.46	PABBA	FEEDER	41.33
51933	1080.29	PABBA	MAIN	48.07
83876	1626.18	PACCT	FEEDER	51.58
233741	3375.9	PACCT	MAIN	69.24
11060	317.87	PAZJP	FEEDER	34.79
124968	1471.79	PECAL	MAIN	84.91
29144	684.83	UYMVD	MAIN	42.56
1026113	15813.04		MAIN	64.89

# 2025 Incidents: Lessons to Learn



## MARITIME ACCIDENTS

- East Coast vessel FEAT lost containers due to severe weather.
- West Coast vessel LUNR suffered snapped mooring lines from a tsunami, caused containers to fall overboard at anchorage.



## LESSONS LEARNED

Shore office personnel must provide essential support despite the Force Majeure.

# Establishment of Crisis Management Team (CMT)



## Marine / Technical Department

Conduct structural integrity assessments, damage evaluations, and stability calculations.



## Operations / Husbandry Department

Coordinate with the next port of call for berthing priority and mobilize specialized discharge resources.



## Legal / Insurance Department

Liaise with the P&I Club, legal counsel, and marine surveyors.



## Customer Service / Sales Department

Standardize external communications and manage inquiries from cargo interests.

# THANK YOU

2025 Operation KPI Review

