ELA-LOG

LAAM 2026

2025 LOG KPI Performance Review

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ECD Performance Review

01

KPI Overview

CSA expenses comparison between 2025 v.s. 2024 evaluating performance.

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KPI Analysis

Analytical assessment of budget overruns resulting from accidental events.

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03

KPI Control

Reaffirmation of announced guidelines to ensure better KPIs achievement/score.

P4-5

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2026 Prospect

Competitivity consolidation via Cost control & Strategic depot cooperation

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2025 KPI Performance - Expense Overview

Comprehensive understanding of CSA expense YOY

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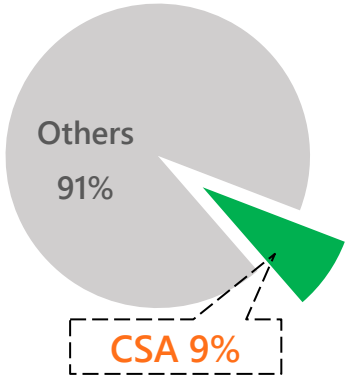
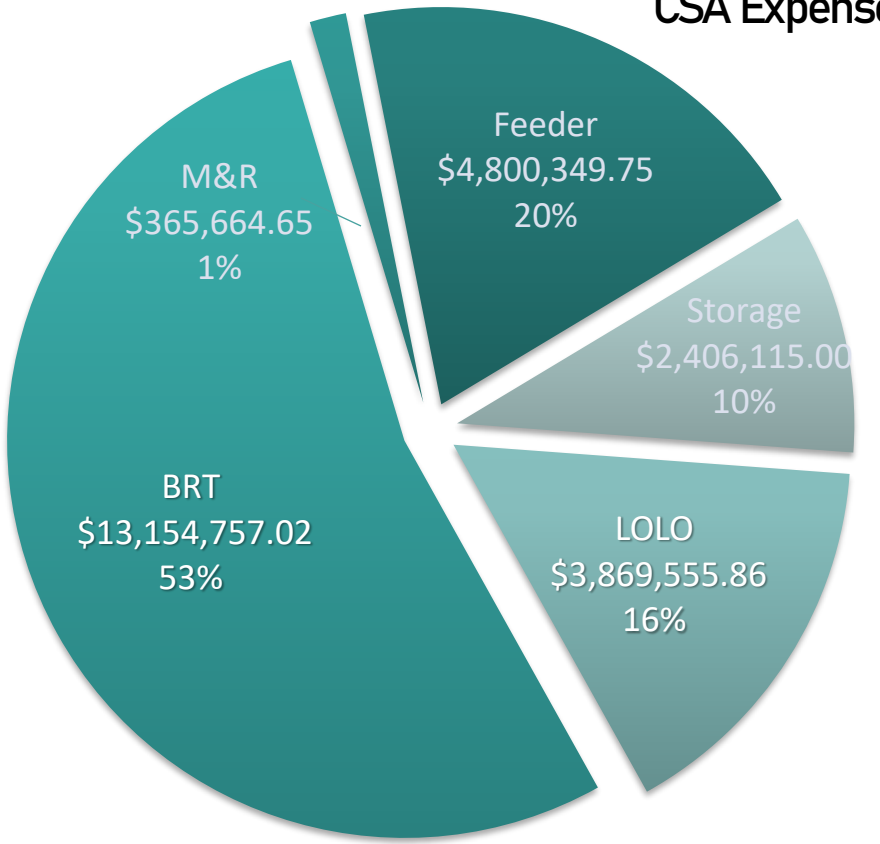
2025 total expense: $24.6M, 9% of Global Expense (60% KPI)

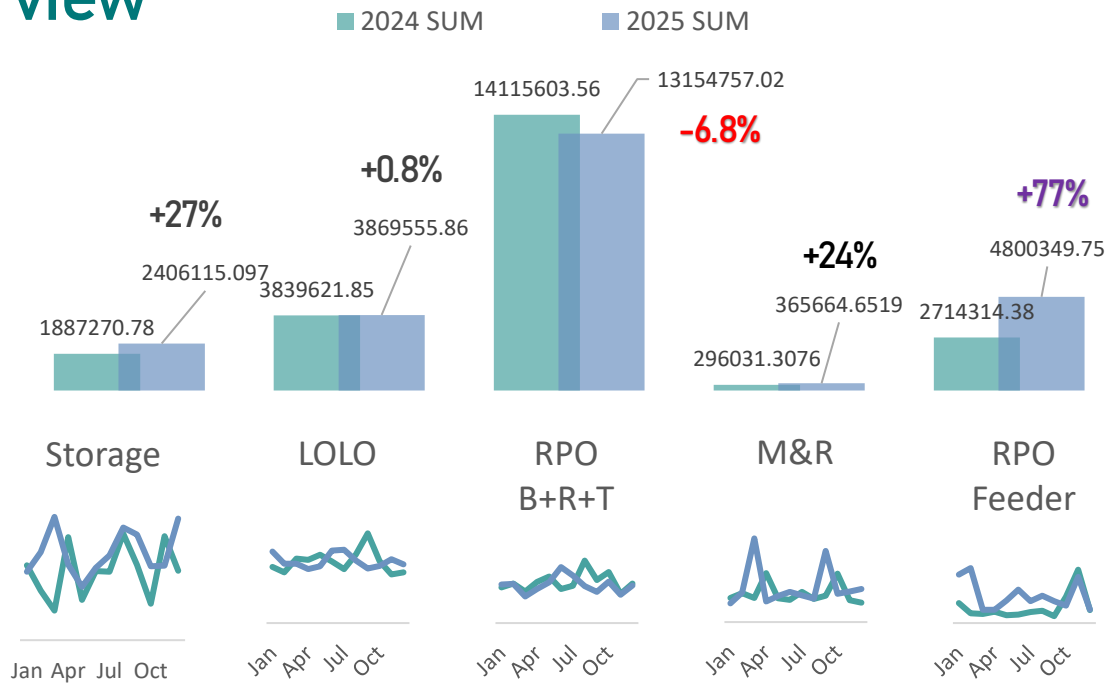
Major parts are Empty Repo, i.e. BRT & Feeder (73% or 18M), following by LOLO (16% or 3.87M) ◦ YOY increased 8.9% and most significant on FDR which surged by 77%.

Global Expense



CSA Expense





YOY +7.63% Compared with 2024 (VS. Global +12.75%)

Item	Cost YOY					
	2025	2024	Diff	CSA %	Others%	Global%
Storage	$2,406,115	$1,887,271	$518,844	+27.49%	+47.76%	+45.88%
LOLO	$3,869,556	$3,839,622	$29,934	+0.78%	+15.90%	+14.57%
BRT	$13,154,757	$14,115,604	-$960,847	-6.81%	+0.63%	-0.24%
M&R	$365,665	$296,031	$69,634	+23.52%	+11.98%	+12.09%
Feeder	$4,800,350	$2,714,314	+$2,086,036	+76.85%	+49.80%	+53.35%
Total	$24,596,442	$22,852,842	$1,743,600	+7.63%	+13.30%	+12.75%

2025 KPI Performance - Expense Analysis

Insight view towards factors causing additional cost

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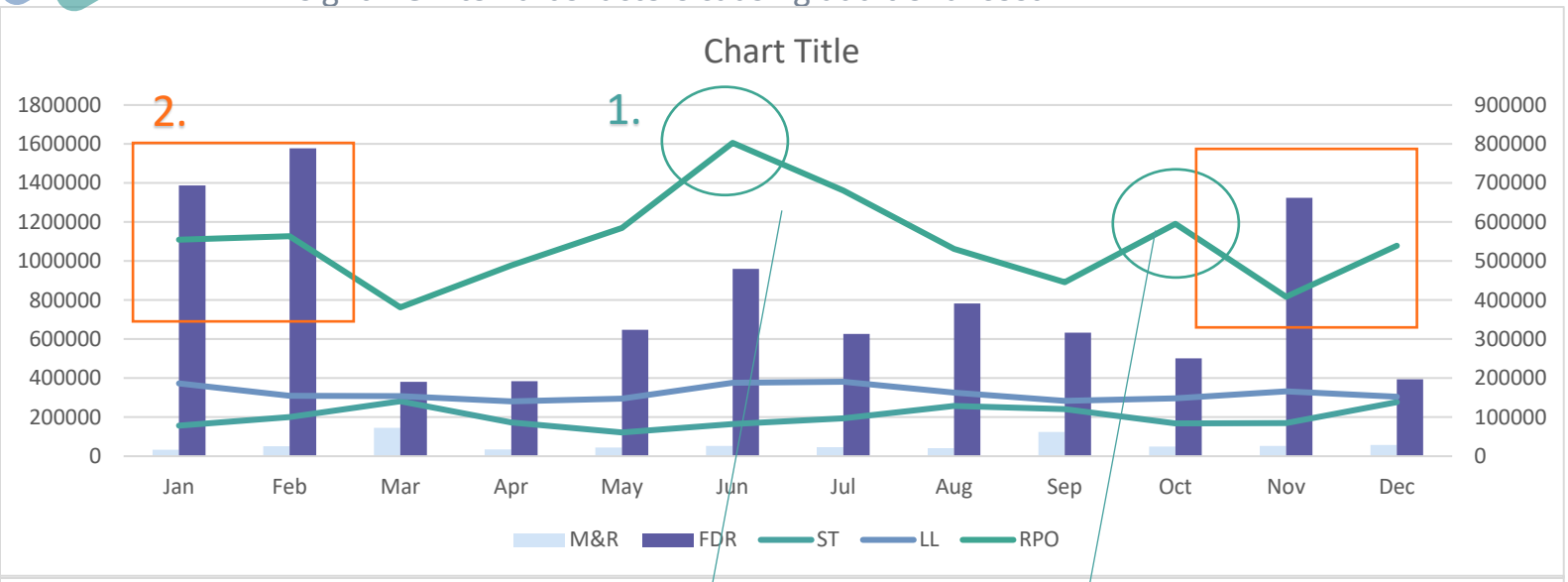

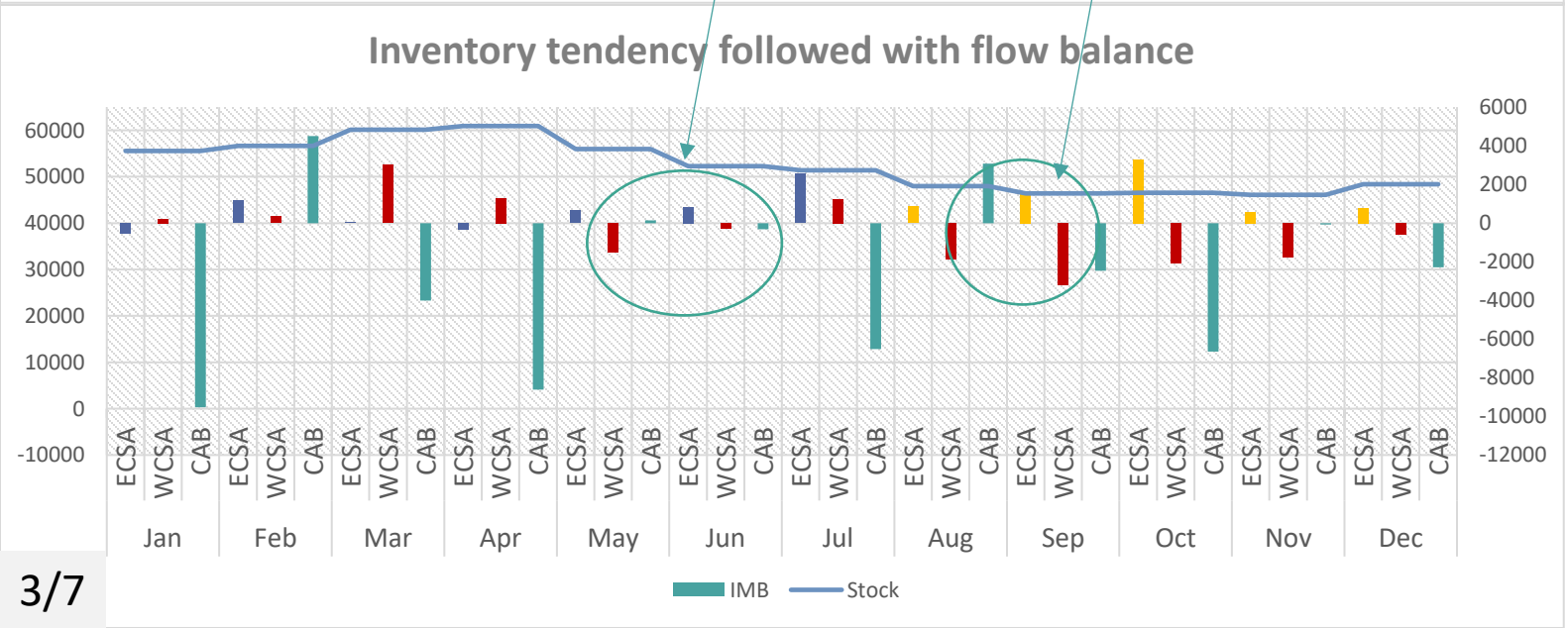

16 %

62 %

22 %

Insight Findings

1. Trade War Side Effects(16% , $ 0.2M)

Side effects of trade war resulted in running bi-weekly service of NUE-W last for two months which was leading to cost $ 0.2M storage in PA/DO .

2. LAE Schedule Instability(62% , $ 1 M)

Chaos schedule of LAE that omit/C&R almost 50% of voyages causing empty overdue nearly custom penalty so forced to hire feeder which cost $ 1 M.

3. Miscellaneous (22%, $ 0.8M)

-Vessel C&R

-Sudden Omission

2025 KPI Performance – Guideline for Daily Routine

Fundamental guidelines to ensure target KPIs achievement

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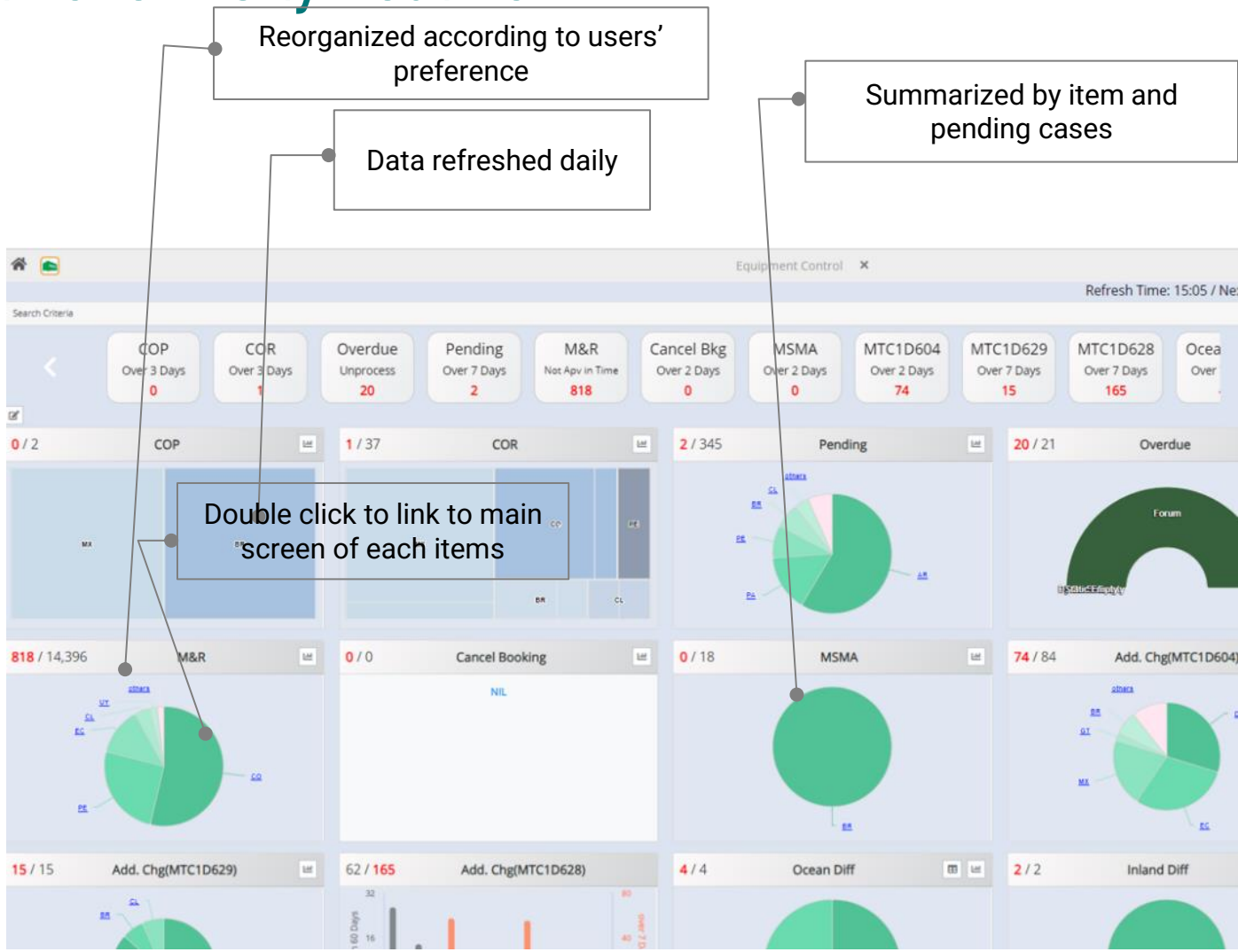
Daily to-do at a Glance. (40% KPI)

- Grab the value of timing by 123 (12%)
- movement status processed timely
  - ✓ Manually within 1 day (*Applied to non-EDI Reporting)
  - ✓ EDI Transmission within 2 hours
  - ✓ Pending status update within 3 days

- Stock accuracy control by 3M (28%)
  - ✓ Inventory-Minimum safety stock (6%) .
  - ✓ Flow-balance-Maximize out-bound space (16%)
  - ✓ Overdue-Manage depot distribution (6%) .

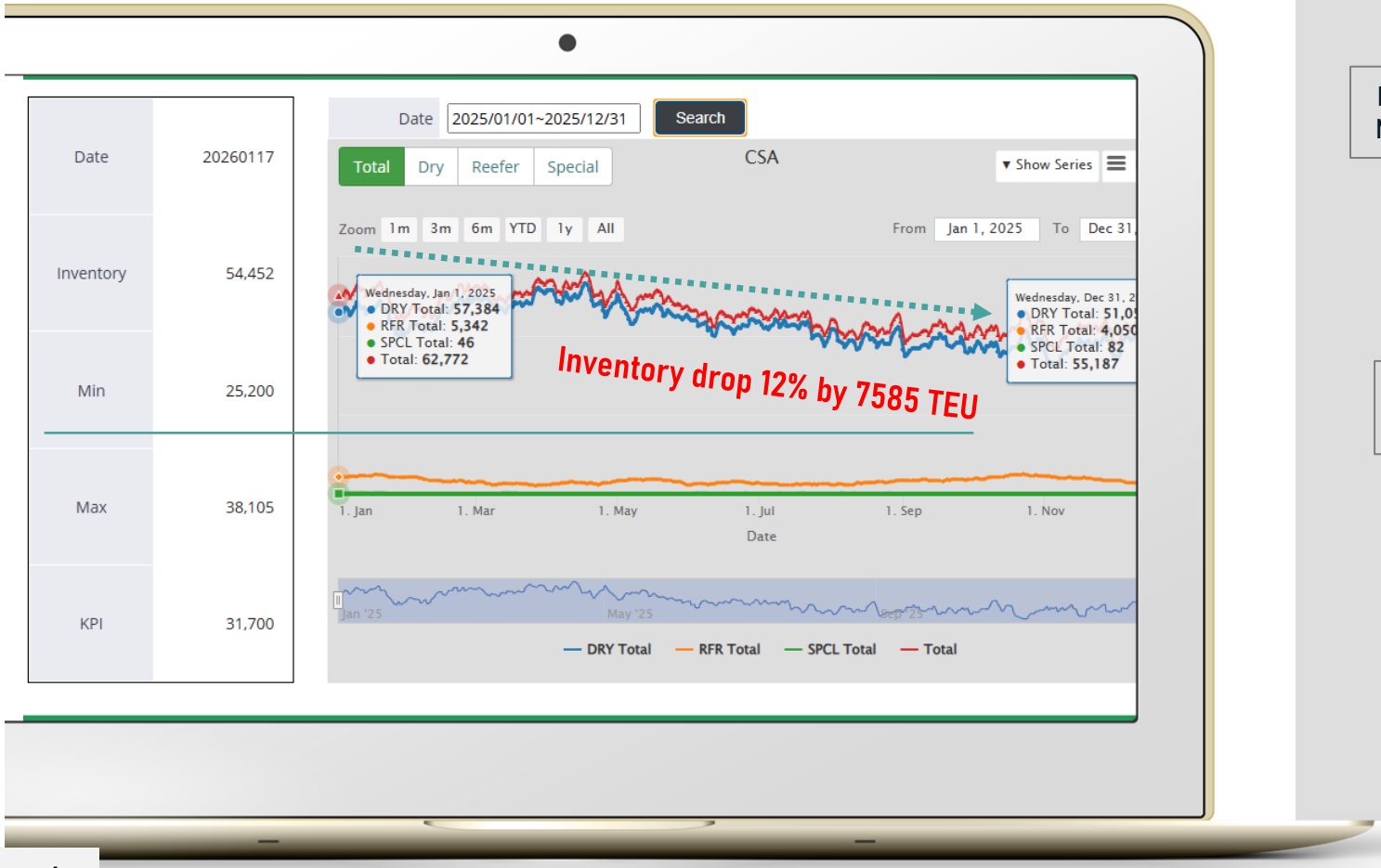


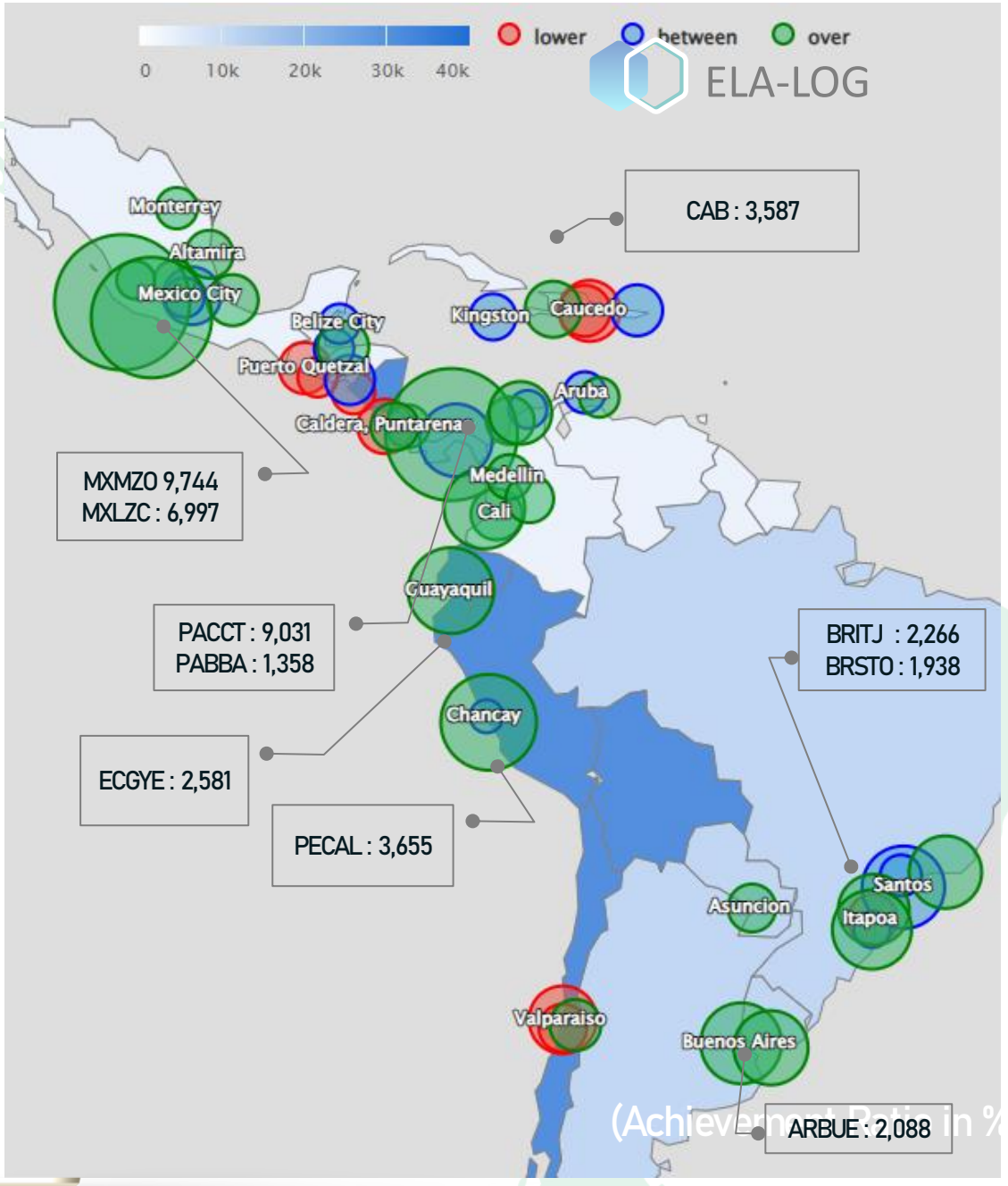
ShipmentOnline+

2025 KPI Performance – Inventory

Inventory summary overall 2025 tendency

- Struggled with overstock situation and evacuation plan, continuous impact from fragile service structure
- Highly depending on the performance of terminals Operation.





2026 Prospect – Competitivity consolidation

Competitivity consolidation via Cost control & Strategic cooperation

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- **Flow Balanced to reduce Overstock**
  (2026 estimated to 10~15 K TEU imbalance)
- **M&R On-Site Auditing (2 times/year)**
  (Repair service quality survey)
- **Smart PTI implement by IoT device**
  (Averagely 65%-off of original cost)
- **Strategic Joint-venture depots**
  (Alliance with trustable partner to ensure yard capacity)

2026 Prospect – Strategic Joint-venture depots

Competitivity consolidation via Cost control & Strategic cooperation

IMD T/S Review

01

T/S KPI Review

T/S duration and challenge
in 2025 and related solution
P8-P11

02

LAE Redistribution

Reshuffle of LAE service to optimize
performance of LAE cargo T/S time
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03

Future Plan

Conclude overall bottleneck
encountered in 2025 and solution
P13

2025 T/S KPI Review

Overview the transshipment duration and challenge in 2025

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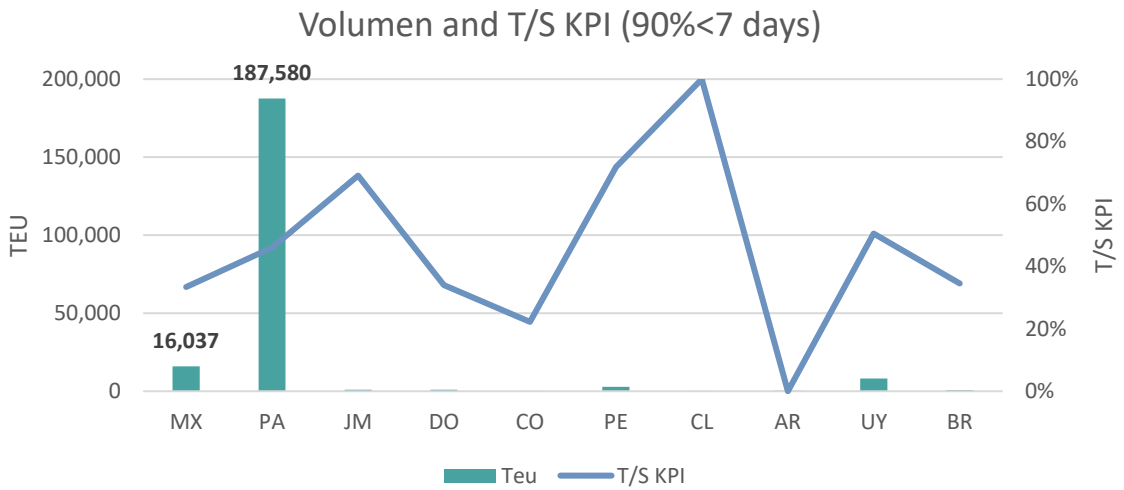
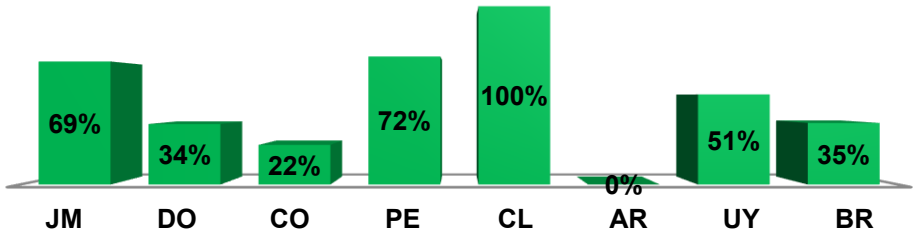
LATAM	2025	2024	Var
Teu	**217,903**	312,735	-30% ▼
90% < 7 days	**46%**	52%	**-12%** ▼
TT average	**15**	14	7% ▲
Storage Cost	**$ 2,971,749**	$ 3,350,188	-11% ▼





Countries	MX	PA	JM	DO	CO	PE	CL	AR	UY	BR	Total
T/S<7days	4,824	77,649	573	282	2	1893	46	0	3,739	268	89,276
T/S>7days	11,213	109,931	349	640	8	1033	0	378	4,481	594	128,627
Teu	**16,037**	**187,580**	**922**	**922**	**10**	**2,926**	**46**	**378**	**8,220**	**862**	**217,903**
90%<7days	14,433	168,822	830	830	9	2,633	41	340	7,398	776	196,113
T/S KPI	**33%**	**46%**	**69%**	**34%**	**22%**	**72%**	**100%**	**0%**	**51%**	**35%**	**46%**

T/S terminals: JMKSNT/DOCAUT/UYMVDT/BRSTO

Terminal congestion, Feeder capacity issue and Schedule Instability.

Non-common T/S terminals:

COBQL/COBVT/CLSAIP/ARBUE/PECALD/BRPNP

Vessel schedule issue (skip port).

2025 T/S KPI Review

Overview the transshipment duration and challenge in 2025

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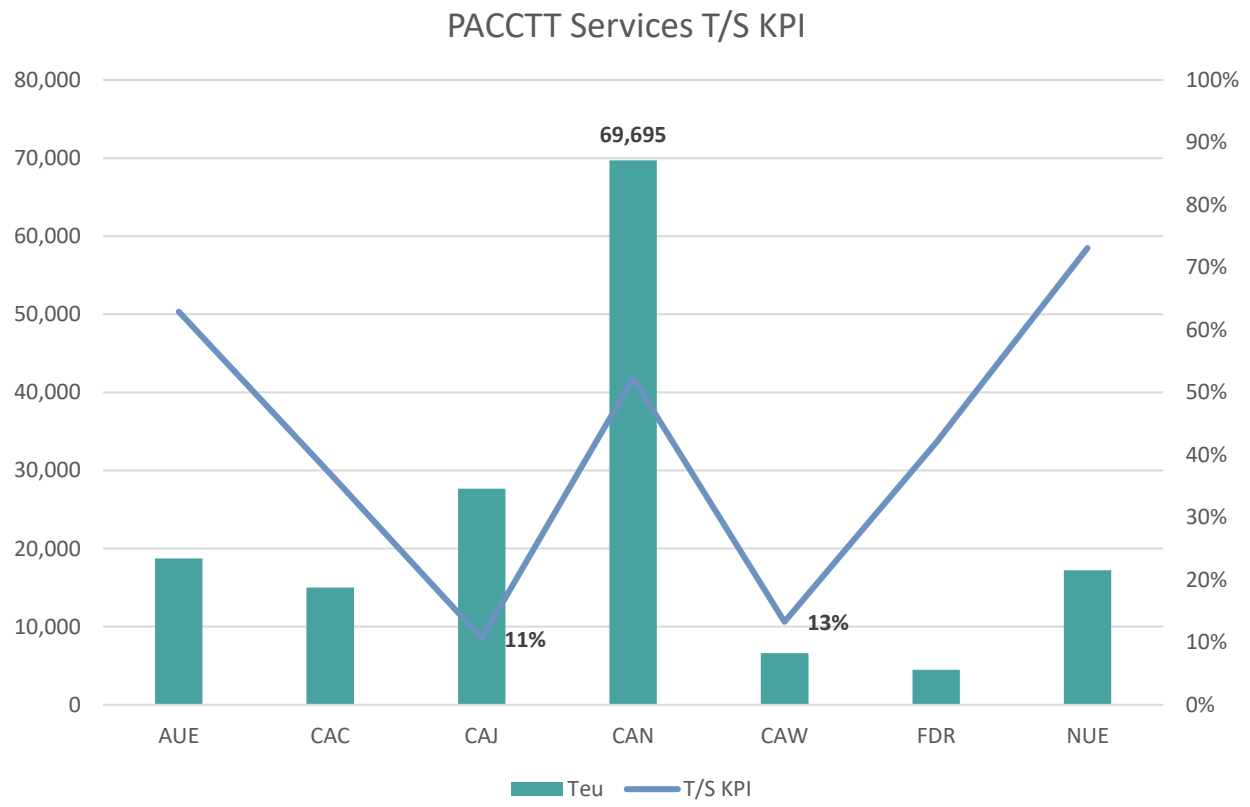
PACCT	2025	2024	Var
Teu	**159,767**	154,104	4% ▲
90% < 7 days	**45%**	29%	**55%** ▲
TT average	**14**	19	-25% ▼
Storage Cost	**$ 408,332.00**	$ 1,083,824.00	-62% ▼



Operation Challenges

Schedule Instability: Irregular vessel arrival
CAJ 30 voyages

Space Constraints: Vessel capacity limitations
CAW BSA is 150 Teu
CAC BSA is 350 Teu

Strategic Vessel Deployments

Extra voyages were implemente to reduce the T/S volumen and idling time.

Ad-hoc (20 Voyages)
CAJ 7K Teu (CAC 6,728 + CAN 407 + CAW 307)
CAN 4K Teu (CAJ 2,977 + CAW 615 + CAC 373)

Common feeder (11 Voyages)
1,748 Teu -> DO
248 Teu (4RH) -> JM/HT

2025 T/S KPI Review

Overview the transshipment duration and challenge in 2025

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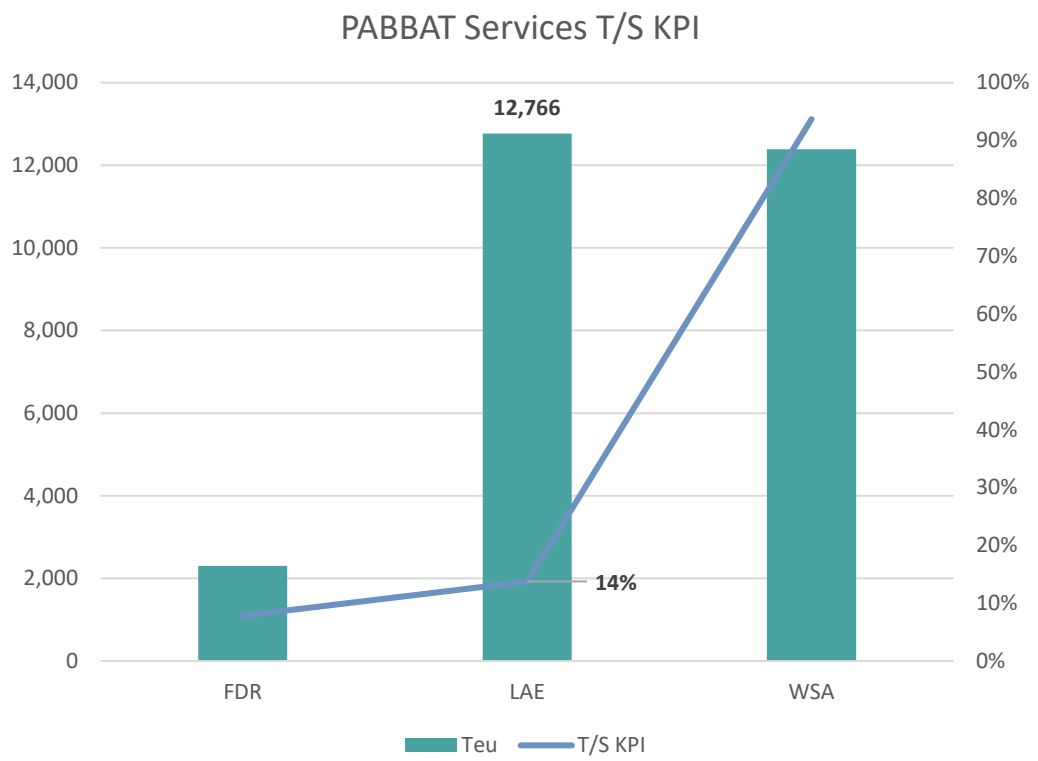
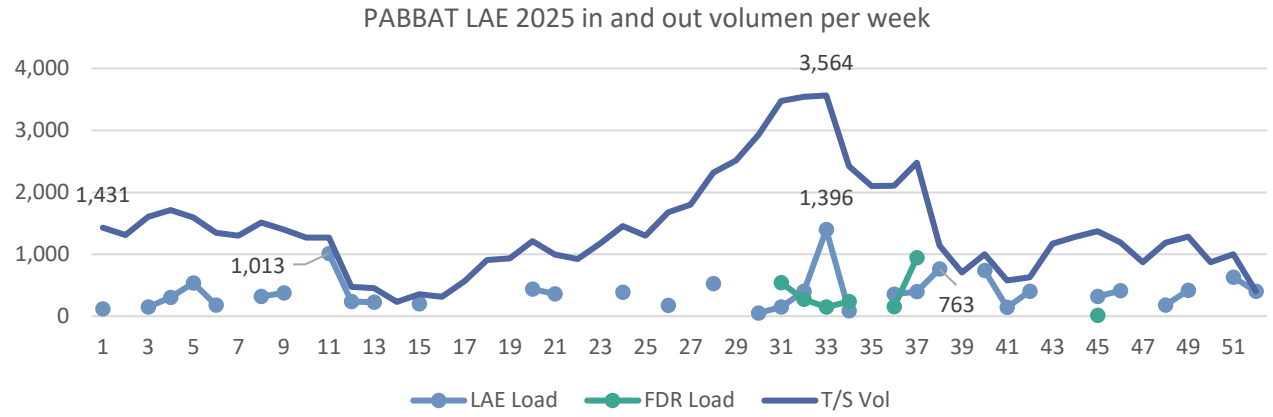


PABBAT	2025	2024	Var
Teu	**27,456**	54,197	-49% ▼
90% < 7 days	**49%**	83%	**-41%** ▼
TT average	**19**	10	79% ▲
Storage Cost	**$ 1,201,935.33**	$ 595,822.61	102% ▲

*Possible storage reduction is under negotiation with terminal.



Operation Challenges

Schedule Instability: Irregular vessel arrival
LAE 36 voyages

Space Constraints: Vessel capacity limitations
3,564 Teus (over 9 times LAE weekly allocation)

Strategic Vessel Deployments

11 voyages were used for move about 4K Teu to reduce the peek volumen accumulate on week 33.

Common feeder (9 Voyages)
2,302 Teu -> CR/NI

Private calls (2 Voyages)
2,159 Teu -> HN

2025 T/S KPI Review

Overview the transshipment duration and challenge in 2025

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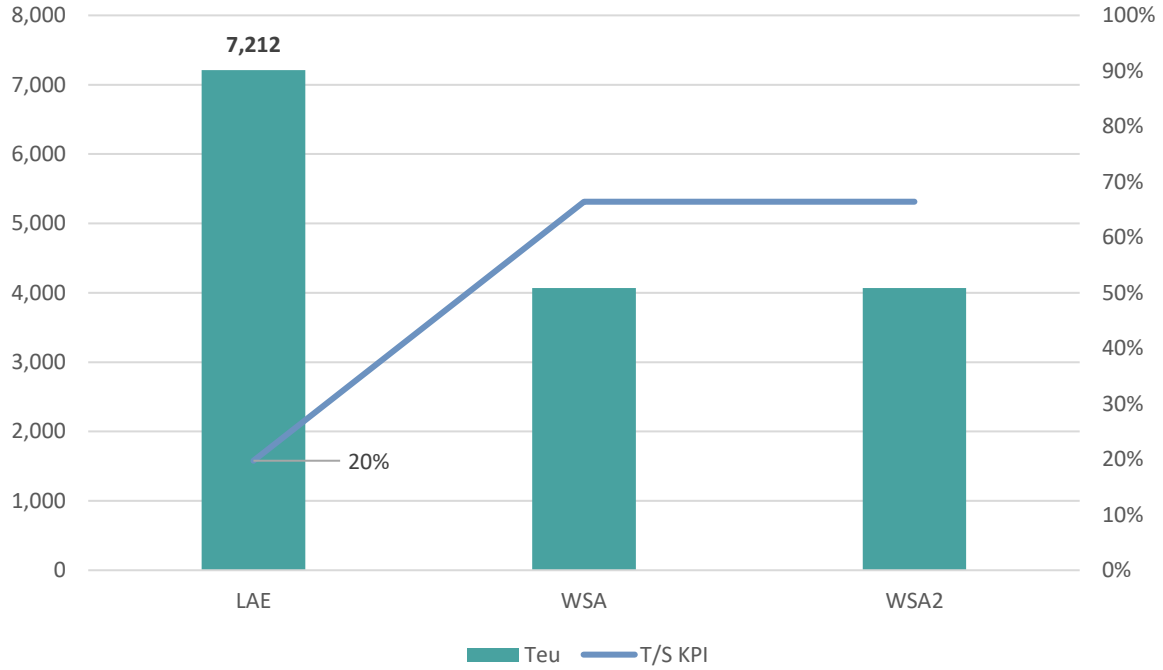
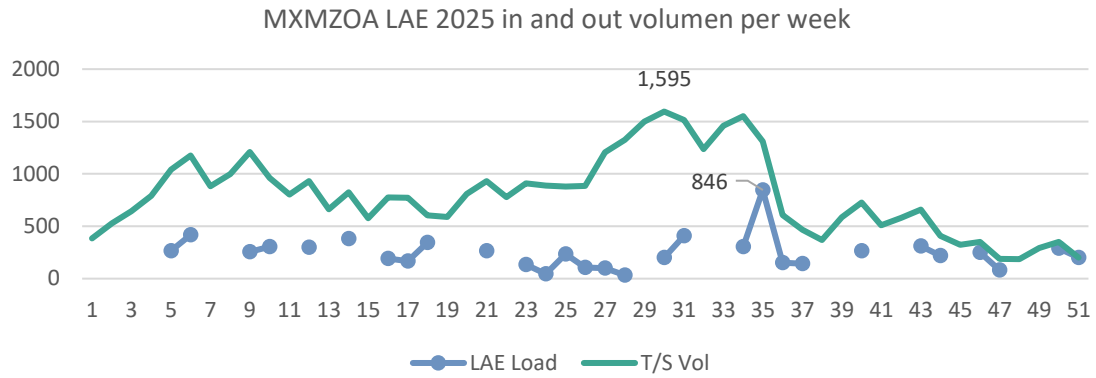


MXMZOA	2025	2024	Var
Teu	**11,316**	17,899	-37% ▼
90% < 7 days	**37%**	39%	**-5%** ▼
TT average	**23**	14	61% ▲
Storage Cost	**$ 872,548.80**	$ 560,041.20	56% ▲

*Terminal will provide 15% discount.



Operation Challenges

Schedule Instability: Irregular vessel arrival
LAE 28 voyages

Space Constraints: Vessel capacity limitations
1,595 Teus (over 4 times LAE weekly allocation)

Strategic Vessel Deployments

Private call (1 Voyage)
594 Teu -> CR/SV

Cargo Redistribution (Study)

Using inland trucking services across countries

GT->SV

2025 LAE Cargo Redistribution

Overview the transshipment duration and challenge in 2025

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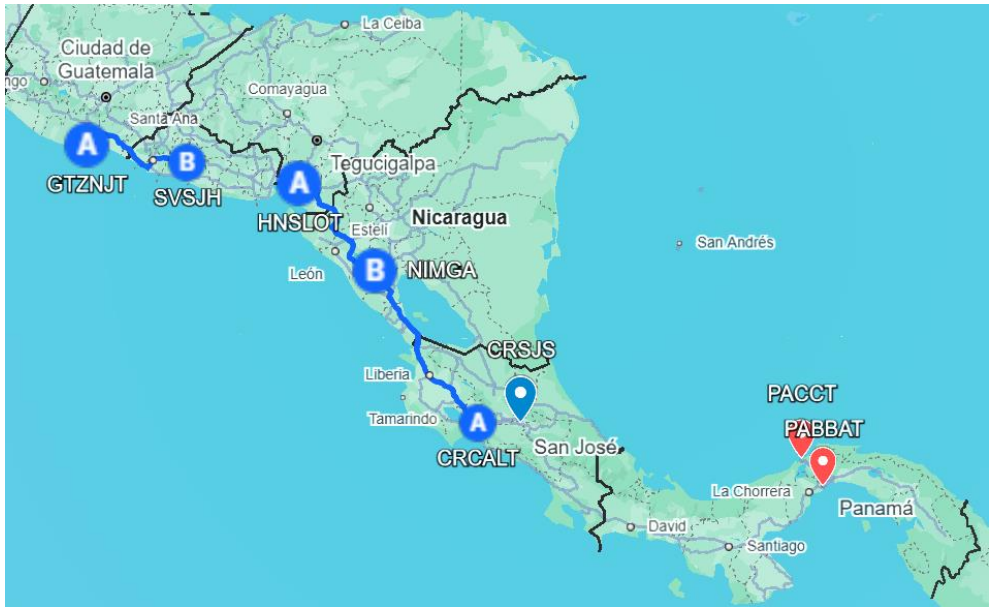
The investigation for the optimization of LAE services, has the goal to explored the possibility of using a single terminal to facilitate the movement of T/S cargo from LAE northbound and southbound direction.

Service	Vendor	From	To	Return	Distance (KM)	Daily/ Capacity	Total	cost/km
LAEN	Coirsa	HNSLOT	NIMGA	HNSLOD	519	3 ~ 5	$ 1,759.50	$ 3.39
LAEN	Coirsa	HNSLOT	NIMGA	NIMGAT	272	3 ~ 5	$ 1,725.00	$ 6.34
LAEN	Coirsa	HNSLOT	NIMGA	NICKPD	409	3 ~ 5	$ 2,104.50	$ 5.15
LAEN	Gash	CRCALT	NIMGA	NIMGAT	353	2	$ 1,161.75	$ 3.29
LAEN	Truck logic	PABBAT PACCTT	NIMGA	NIMGAT	1,157	1	$ 3,184.21	$ 2.75
LAEN	Truck logic	PABBAT PACCTT	CRSJS	CRSJST	851	1	$ 2,301.86	$ 2.70
LAES	Naves	GTZNJT	SVSJH	SVSJHD	266	13	$ 780.00	$ 2.93

PABBA	LAEN	CR	~~NI~~	HN
MXMZO	LAES	GT	SV	CR



2026 T/S Optimizations Future Plan

Conclude solution to tackle the bottleneck of 2025

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Area	Country	Action	Progress	Impact	Saving Cost (Y)
CARB	JM <-> BZ	Add new Feeder vendor Fjord Havn Feeders	🟢	TT - 7 days	$325 K
CARB	PA -> SR/TT	Use alternative Feeder service from PAZJP	🟢	Less T/S time	
CARB	PA -> HT/JM	Use feeder service for 4RH	🟢	Less T/S time	
ECSA	AR	Add Feeder vendor PSL	🟢	ARBUE -> ARUHAT	$90 K
ECSA	UY <-> AR	Add new Feeder vendor ISL	🟡	UY -> ARZAR/ARLPG	$19K
ECSA	AR	Add new train service TRP	🟡	ARBUE <-> Salta	
WCSA	PE -> CN	Add new Feeder route for 4RH	🟡	PEPAI -> PECALD	

🔴 **Under Investigation**

🟡 **Missing information to start to use**

🟢 **Already in use**

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THANK YOU

Looking forward to seeing you in 2027

EVERGREEN

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Time：2026.03.27