



# 5<sup>th</sup> Neltume Ports Alignment Meeting



## Strategy and Business Development

Fernando Reveco



# Agenda

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1. HSE performance
2. Neltume Strategy Update
3. Sustain Strategy
4. Growth Strategy
5. Talent Formation

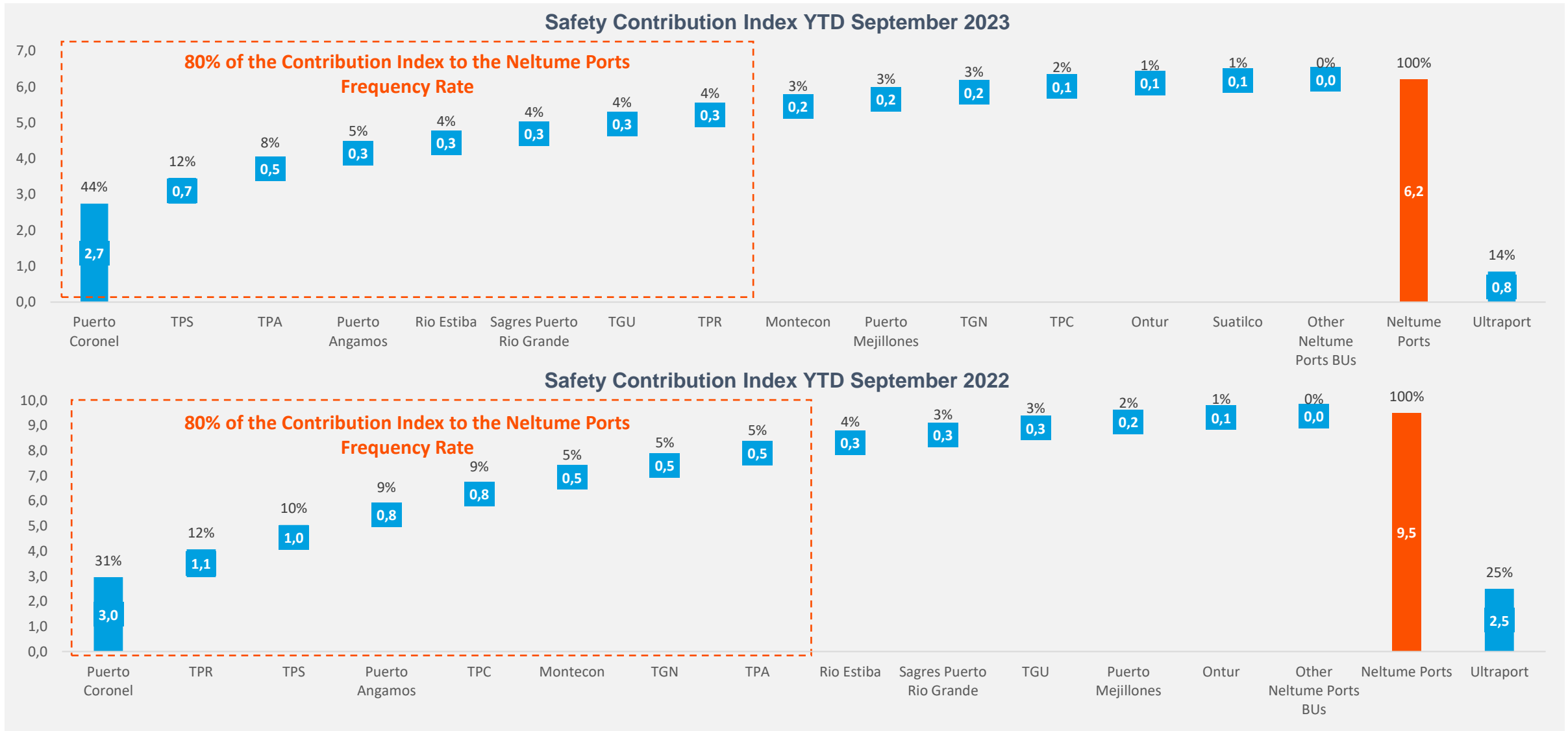
# 1. HSE performance

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# ACCUMULATED SAFETY INDICATORS

## Neltume Ports Safety Contribution Index YTD September 2022 vs YTD September 2023



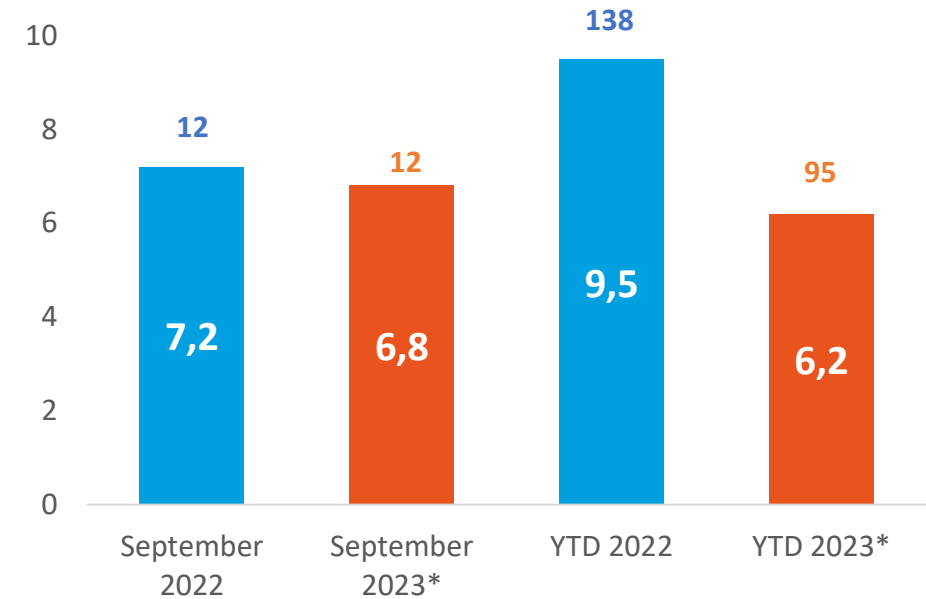
• Contribution Index of TPA, TGN, Puerto Angamos, Puerto Mejillones, TPC and TPS include Ultraport's WH and QLTI.

# ACCUMULATED SAFETY INDICATORS

Living the Number Plan – September and YTD October 2023

	Q LTI	BUs
<b>Week 1</b> 1 <sup>st</sup> – 3 <sup>rd</sup> September	0	
<b>Week 2</b> 4 <sup>th</sup> – 10 <sup>th</sup> September	2	1 TPA * 1 Suatilco
<b>Week 3</b> 11 <sup>th</sup> – 17 <sup>th</sup> September	2	1 Puerto Coronel 1 TPR *
<b>Week 4</b> 18 <sup>th</sup> – 24 <sup>th</sup> September	4	2 Rio Estiba 1 TGU 1 Puerto Coronel
<b>Week 5</b> 25 <sup>th</sup> – 30 <sup>th</sup> September	4	3 Puerto Coronel 1 Puerto Mejillones
<b>Week 1</b> 1 <sup>st</sup> – 8 <sup>th</sup> October	0	
<b>Total</b>	<b>12</b>	

Neltume Ports LTIFR YTD 2023



Indicator calculated with Projected WH (worked-hours) until September 2023, based on January to August 2023, and incidents reported by the CEO during September

\* It was not reported in the Monday e-mail

# ACCUMULATED SAFETY INDICATORS

## Neltume Ports YTD September 2023

### QLTI

YTD 2023: 95  
YTD 2022: 138

### LTIFR

YTD 2023: 6.2  
YTD 2022: 9.5

### QNLTI

YTD 2023: 238  
YTD 2022: 162

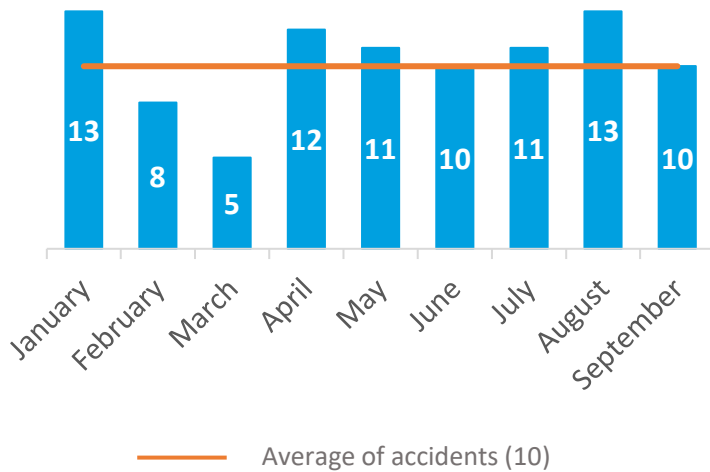
### Near Misses

YTD 2023: 878  
YTD 2022: 663

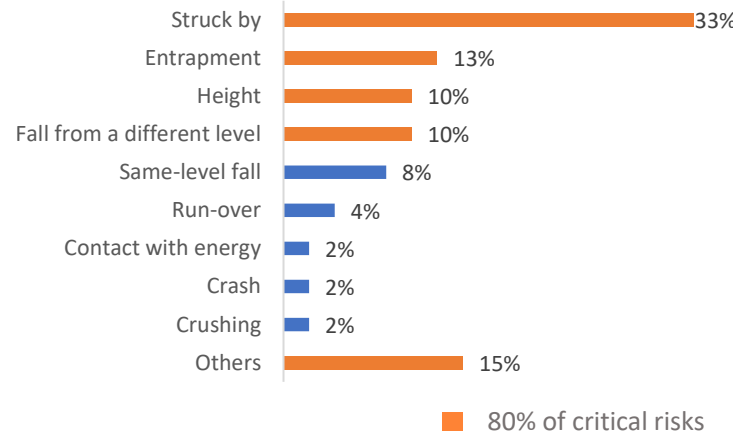
### Worked Hours

YTD 2023: 15,283,168  
YTD 2022: 14,500,637

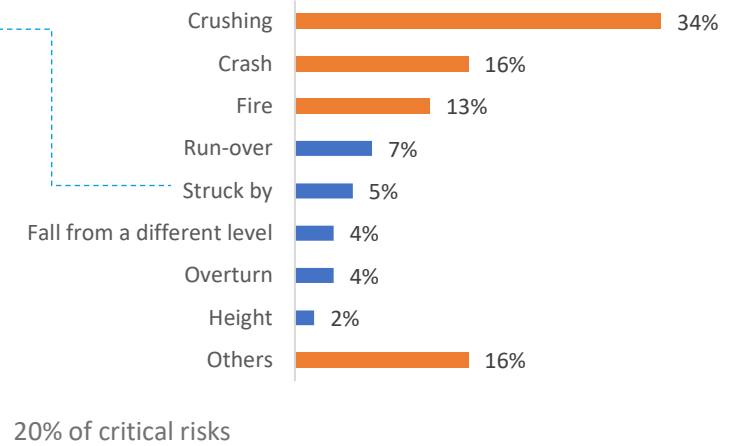
QLTI YTD September 2023



High Potential Injury Accidents  
Critical Risks



High Potential Near Misses  
Critical Risks



- Even though we have reduced the number of lost-time accidents, we haven't been able to lower an average of 10 accidents per month. **Our goal is 0 incidents and accidents.**
- The critical risks associated with high-potential near misses **are not effectively predicting** injury accidents for us.

# ACCUMULATED SAFETY INDICATORS

High Potential Accidents / Incidents YTD August 2023

101

High Potential Accidents and Incidents

66

Preliminary Alerts Uploaded (65%)

35

Preliminary Alerts Missing (35%) !

10

Compliance with closure alerts (15%)

56

Non-compliance with closure alerts (85%) !

31

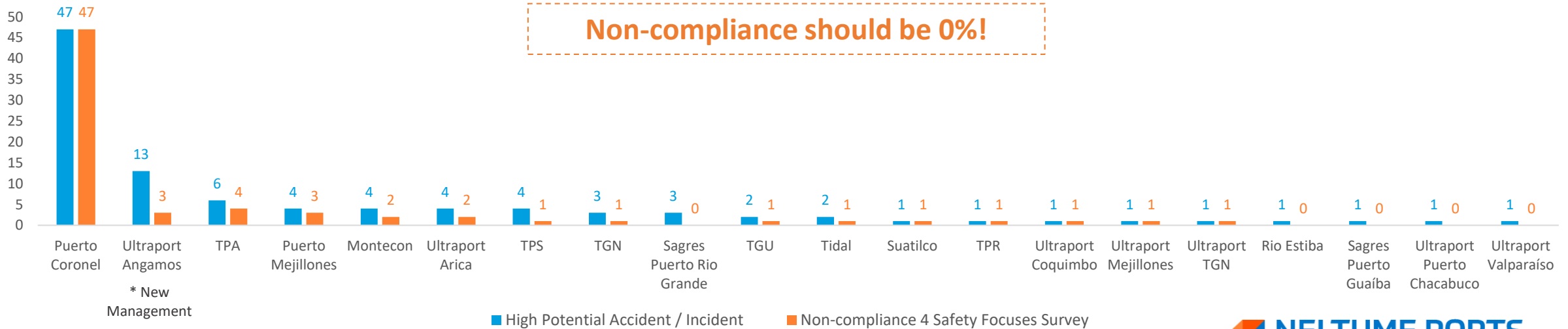
Compliance of 4 Safety Focuses Analysis Survey (31%)

70

Non-compliance of 4 Safety Focuses Analysis Survey (69%) !

Non-Compliance of the 4 Safety Focuses Survey (70 not completed survey)

Non-compliance should be 0%!



# ACCUMULATED SAFETY INDICATORS

Analysis of non-compliance in the 4 focuses High Potential survey YTD August 2023



Based on the 31 responses (out of 101 High Potential Incidents) from the Analysis of non-compliance of the 4 Safety Focuses, of all high potential accidents...

Compliance Management and Review of Processes and Protocols



**54%** of High Potential Incidents occurred because of **non-compliance of processes, protocols or procedures.**

Middle Management and Supervisors Alignment

**19%** of the supervisory staff **did not participate in the process of** defining or reviewing the operation's processes and procedures.

Work in Competencies

**2%** of workers **did not have the necessary competencies** to do the job.

**20%** of **have not been evaluated** on the competencies required for the job.

Leadership

**37%** of the supervisory lines do not **comply with the role defined for the task** where the incident occurred.





# ACCUMULATED SAFETY INDICATORS

## Fatal Accidents – Management 2023

### 4 Fatal Accidents during Operation



1. Normalization and intervention plans.
2. Field visits.
3. Accident investigation.
4. Follow-up of Action plans.
5. Management support.

**c. Operational Excellence | Accidente Fatal**  
**Accidente Fatal TPR – Plan de Acciones Correctivas**

Causas Raíz	Conclusión
<ol style="list-style-type: none"> <li>Gango (Portanero) no asegura condiciones mínimas de operación (entorno) antes de dar indicaciones de tipo.</li> <li>Incumplimiento del rol del Gango en el Procedimiento de Carga Suspendida.</li> <li>El equipo Supervisor genera una percepción de desconfianza detectada, permitiendo su verificación.</li> <li>Comunicación con nivel de Seguridad dependiente.</li> <li>No está definido el proceso de control de la cuenta guía, generando un error operacional.</li> <li>Lugar de la Naga Guía y Bote. No existen señalización o señalamientos sobre dimensiones autorizadas.</li> </ol>	De acuerdo a los antecedentes recopilados durante la investigación, se concluye que el evento ocurre debido a un incumplimiento del procedimiento de trabajo de la actividad, al realizar la maniobra de fogueo a asegurar que el personal se retire a la zona segura establecida.

Acciones Correctivas	
Causa	Plan de Acción
1	Revisar las funciones del Gango/Portanero en la operación y generar revisión competencias requeridas.
2, 3 y 4	Robotizar la cultura de seguridad mediante la formación de los mandos medios. Revisar estructura y responsabilidades para asegurar el cumplimiento del rol. Revisar Procedimiento de carga suspendida en cuanto al rol del gango. Volver a capacitar a toda la línea de supervisión en las siguientes temáticas: Procedimiento Stop Work, Percepción de Riesgos y IC.
5	Revisar y actualizar procedimiento de trabajo estableciendo el control en todo momento de la posición de cuentas guía (Naga Guía) y condiciones de estas.
6	Revisar y analizar la implementación del uso de bastones guía para direccionar la carga o acercar cuenta guía (Naga Guía) en caso de que se realice.



**g. Excelencia Operacional | Accidente Fatal Puerto Coronel**  
**Plan de Acciones Correctivas**

Causas Raíz	Conclusión
1. Anomalía (Bote), no cumple con las condiciones adecuadas para la intervención de la bodega, carga fuerte y constantemente en un ambiente seguro.	De acuerdo a los antecedentes recopilados durante la investigación, se concluye que el evento ocurre debido a una posible interacción por gases tóxicos, generados por una incorrecta ventilación y entrago de los botes por parte del amarrador para su intervención.
2. Imposibilidad del riesgo, por ende, no hay una gestión asociada para su mitigación. (Gases Tóxicos – Espacios Confinados)	

Acciones Correctivas		
Causa	Plan de Acción	"4 Focus"
2	A. Adecuación del procedimiento de carga y descarga de granos, se realiza la identificación, evaluación y control del riesgo. B. Se opera servicio de unidad de resaca especializada, puesto fijo en cada operación de bote en muelle graneros, según además exista una bodega función. C. Se gestionó compra de: - 1. Sonda medidora de gases (G) para la identificación y detección de gases a riesgo (MMA Abarrat) - 2. Equipo respirador (SR) de uso personal para detección de asbesto/fibrocilindro de riesgo (MMA Abarrat) - 3. Compra de equipo de respiración autónoma (RA) del equipo de resaca para uso de personal susceptible en caso de emergencia. D. Capacitación del equipo de SR06 en manejo y uso de los equipos de respiración autónoma e equipo de medición de gases. E. Capacitación de personal Operaciones (Entrenamiento) Operaciones. F. Infraestructura y gestión de la emergencia: - 1. Mejora del rol de la unidad de resaca, se implementa sistema de trabajo para el bote y otros trabajos por realizar en caso de emergencia. - 2. Mejora de cargo de emergencia del muelle, se realiza mantenimiento e implementación de algunos puntos de resaca. - 3. Actualización de Resaca Muelle Graneros. - 4. Se realiza mantenimiento preventivo del muelle granero. - 5. Se realiza evaluación de acceso a muelle granero. - 6. Se realiza mantenimiento de la vía peatonal (de circulación) del muelle granero.	1, 2, 3, 4 1, 2, 3, 4 1



**VII. HSE at Neltume | Fatal accident – TPA**

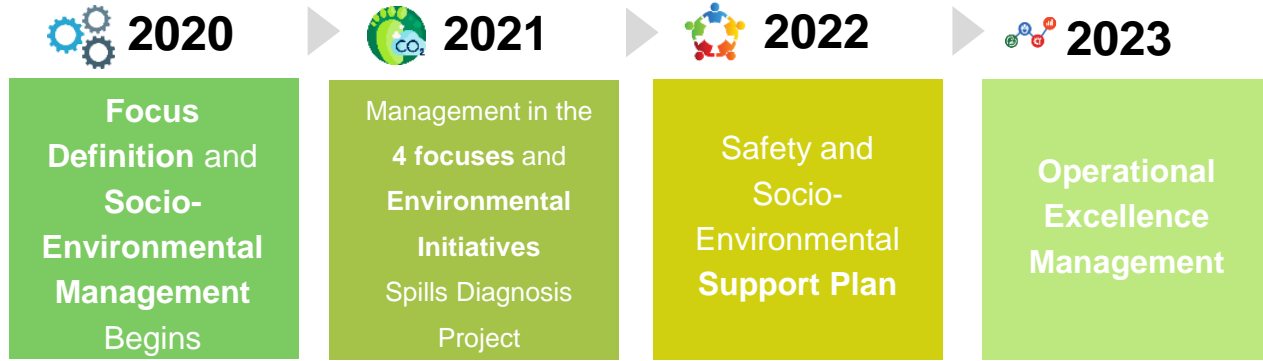
**Root Causes and Action Plan**

Root Cause	Conclusion
<ol style="list-style-type: none"> <li>Four requirement and evaluation of procedure conditions.</li> <li>Four requirement and evaluation of role positions.</li> <li>Clear confidence and low risk perception (Risk analysis).</li> <li>Does not ensure the work is covered by supervision (Stop Work Handover).</li> <li>Inspector/Supervisor leadership and/or supervision (Double management role).</li> <li>Does not ensure correct communication.</li> </ol>	<p>According to the research conducted, the following can be concluded:</p> <p><b>Non-Compliance Procedure:</b> Despite control check that stop the container loading, being aware that it would be a high-risk activity, the operator did not ensure the correct communication with the crane operator, and the latter one did not ensure the lack of communication. The foreman, upon entering the area, did not confirm with the higher operator that the loading has been stopped.</p> <p>The foreman did not check the work area or the necessary activities before container loading and enters the radius of action of the suspended load.</p> <ul style="list-style-type: none"> <li>Additional control measures (signposting, technology) have not been evaluated.</li> <li>Opportunities for improvement in the current procedure were identified.</li> </ul>

Root Cause	Corrective Action/Action Plan (1, 2, 3, 4, 5, 6)	"4 Focus"
1, 2, 3, 4 & 6	<p><b>a. Reinforce effective communication between crew members – mitigate operators and foreman – mitigate operator.</b></p> <p><b>b. Strengthen roles and responsibilities of crew members, especially foreman, crane operator, and mitigate operators.</b></p> <p><b>c. Protocol and Procedures:</b></p> <ul style="list-style-type: none"> <li>Include a multidisciplinary group representing operators in the procedure update.</li> <li>Conduct a multi-disciplinary analysis on 4-IC elements, apply the role and Stop Work.</li> <li>Apply the multi-disciplinary role, the elements, and control determination with the new improvements implemented.</li> <li>Implement a task cycle checklist in leadership programs.</li> <li>Enhance the control program focusing on the working standard and stop work.</li> <li>Disseminate the SOPER (Procedure for Container Transfer) with the updated measures.</li> <li>Update the HSE (Risk analysis) (Workshop) when there are adjustments in planning.</li> </ul> <p><b>d. Engineering:</b></p> <ul style="list-style-type: none"> <li>Evaluate the implementation of warning devices (auditory and/or visual) and personal detection systems in the crane operator action radius with equipment detection. Review of the entire table communication procedure.</li> </ul>	1, 2, 3 2, 3, 4 1, 2
5	<p><b>a. Update and re-socialize the Policy of recognition and sanction associated with the role of the supervisor and foreman, including union support.</b></p> <p><b>b. Reinforce multifunctionality in middle management positions, primarily supervisor and foreman.</b></p> <p><b>c. Correct deviations and shortcuts through instructions and training centers.</b></p> <p><b>d. Define the scope of the position through the leader standard: how are we going to measure them?</b></p> <p><b>e. Reinforce the current Performance Management process (KPI – Gestion del Desempeño).</b></p>	1, 4 2, 3 3 2, 4 3

# ACCUMULATED ENVIRONMENTAL INDICATORS

## Incidents Performance YTD 2023



Monthly Report (last 18 months)



Our Goal

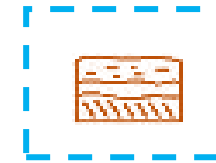
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INCIDENTS

Spills



POSITIVE IMPACT



**Spills:** Performance – Number of Incidents vs Amount Spilled.



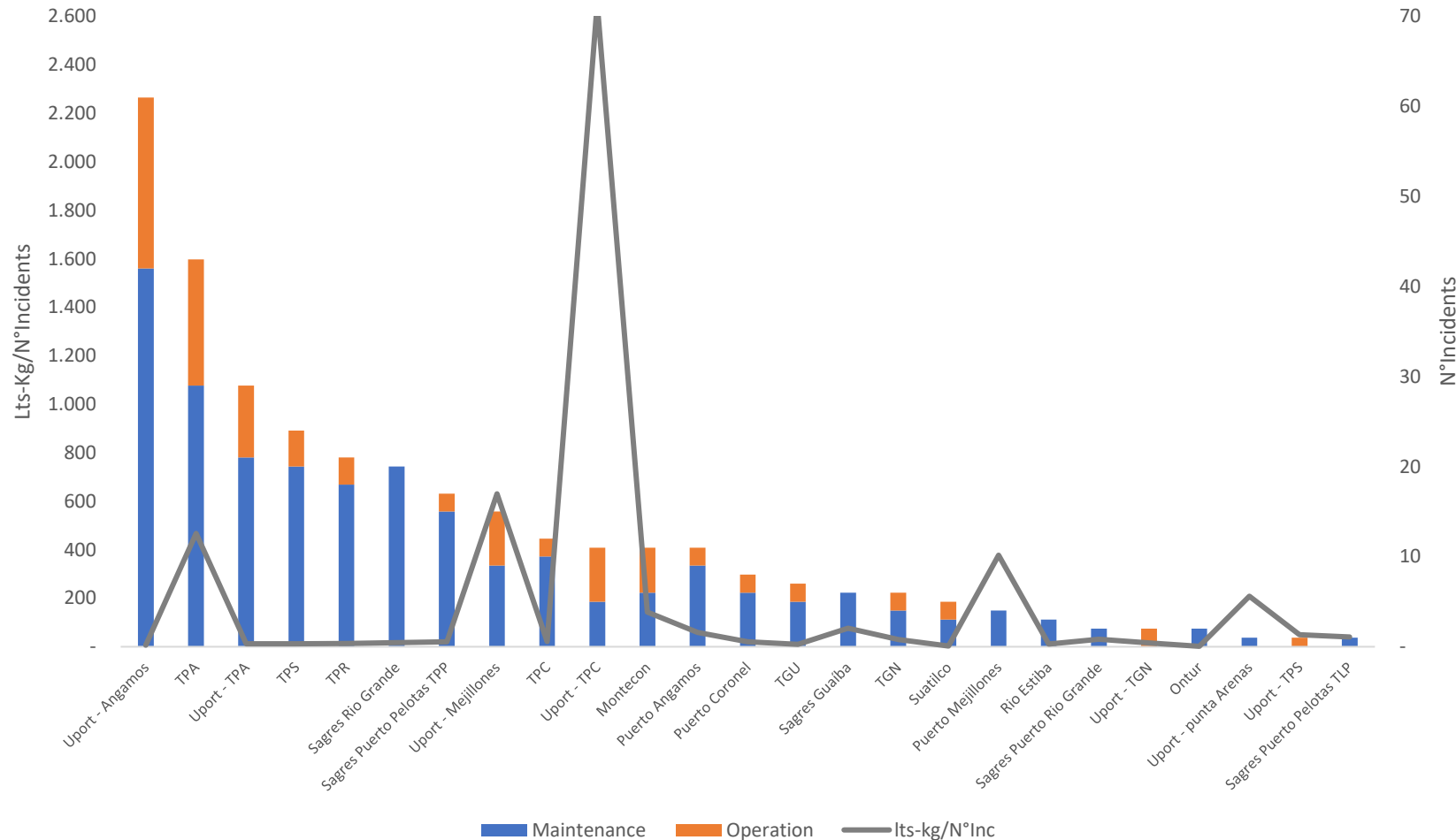
**What are we spilling.**



**Critical Operations.**

# ACCUMULATED ENVIRONMENTAL INDICATORS

## Incidents Performance YTD 2023



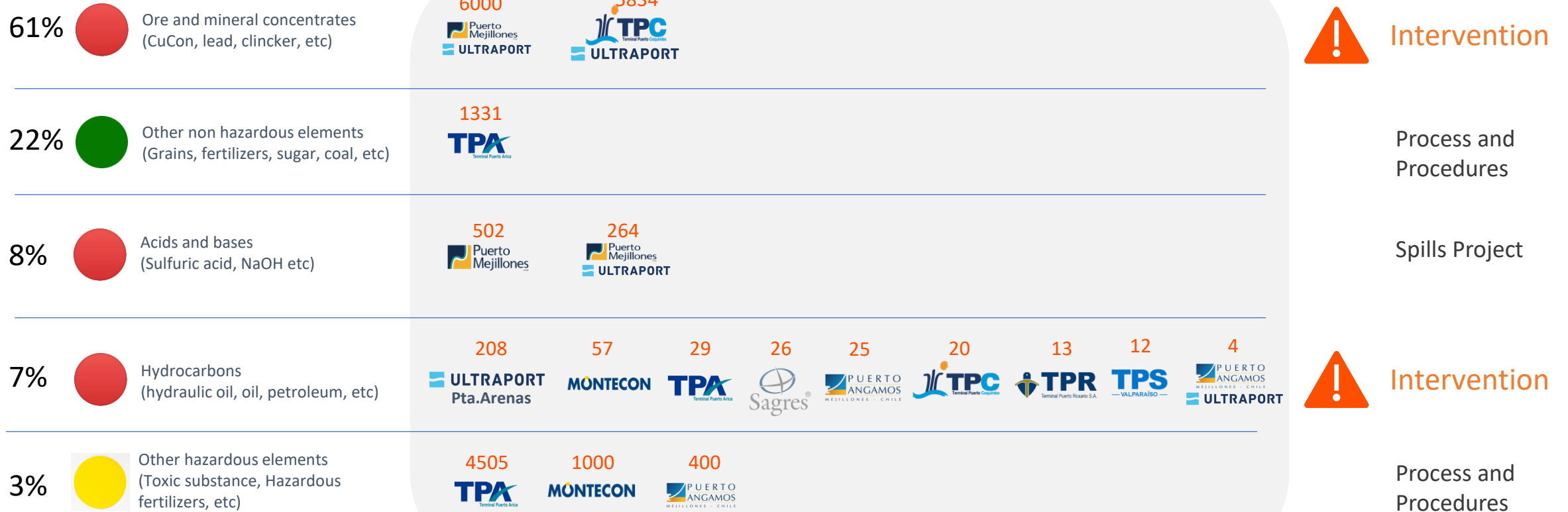
### MITIGATION/PREVENTION PLAN

- Determine whether incidents are caused by Operational or Maintenance issues.
- Raise operational processes and identify the gaps that generate incidents related to the operation
- Strengthen failure analysis processes with the objective of reducing maintenance related incidents.

# ACCUMULATED ENVIRONMENTAL INDICATORS

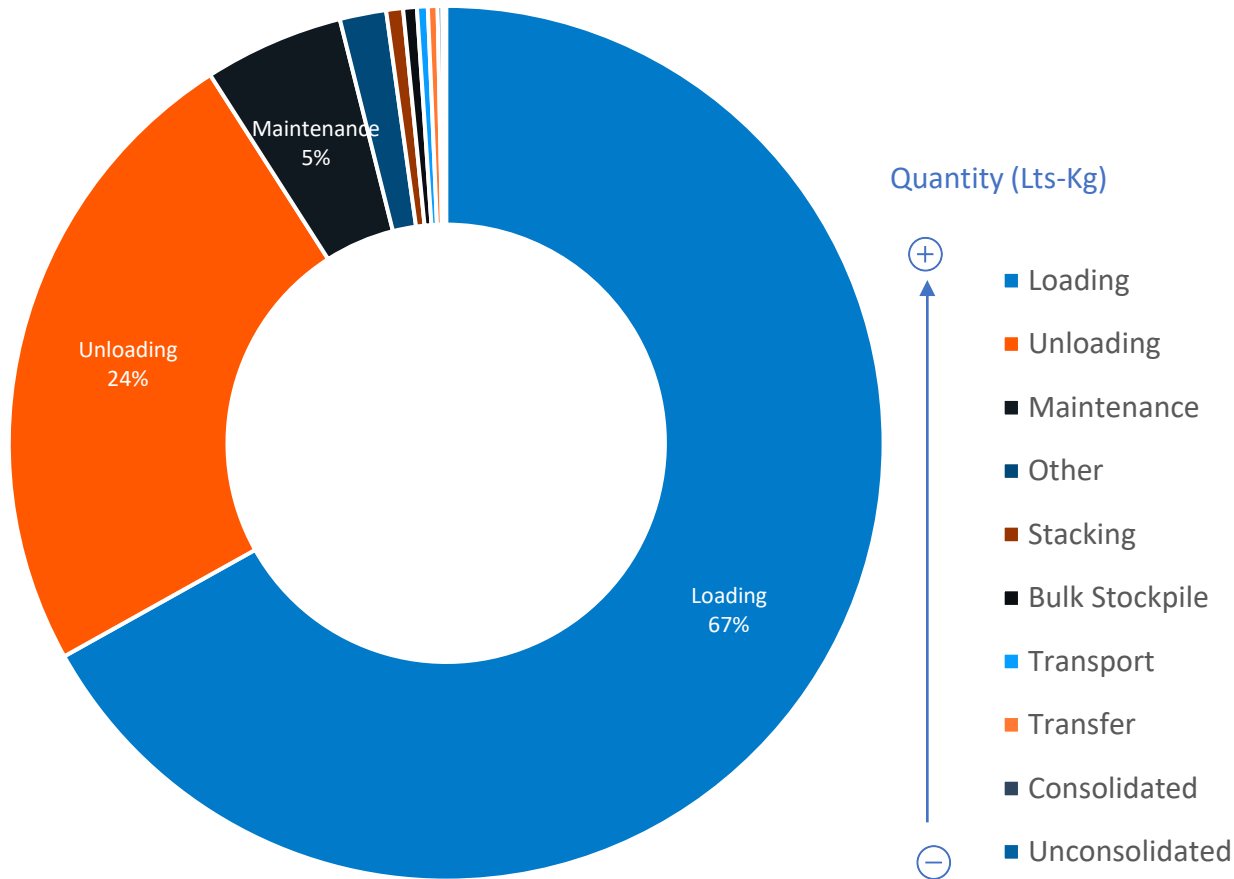
## Spills Categorized YTD 2023

SBU > 80% spills quantity  
Its-kg/N°Incidents



# ACCUMULATED ENVIRONMENTAL INDICATORS

## Spills Categorized YTD 2023



- The operational processes with the highest amount of spillage are loading and unloading.
- Emphasis should be placed on mapping each of the activities of these processes and identifying the related risks, determining prevention and containment methods.
- Plan the operation in advance considering competencies and training of employees in each role, equipment in good condition, necessary tools, etc.
- Considering that loading and unloading are operations with the highest number of incidents, we are developing the Transfer Operations project, focused on preventing or reducing their occurrence.

## 2. Neltume Strategy Update

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# Neltume Ports Key Figures

**5 American Countries**

**23 BUSINESS UNITS**  
(SUBSIDIARIES AND ASSOCIATES)

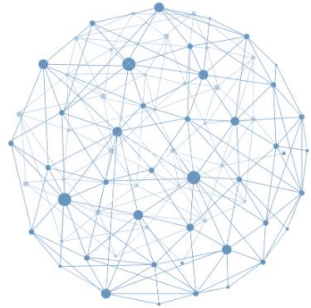


1 <b>TPA</b> Terminal Puerto Arica	2 <b>PUERTO ANGAMOS</b> MEJILLONES - CHILE	3 <b>TGN</b> TERMINAL GRANERELAS DEL NORTE S.A.
4 <b>Puerto Mejillones</b>	5 <b>Terminal Mejillones</b>	6 <b>TPC</b> Terminal Puerto Coquimbo
7 <b>TPS</b> — VALPARAÍSO —	8 <b>Puerto Coronel</b>	9 <b>TPR</b> Terminal Puerto Rosario S.A.
10 <b>TGU</b> Terminales Graneleras Uruguayas S.A.	11 <b>MONTECON</b>	12 <b>Terminal Ontur</b> NUEVA PALMIRA
13 <b>TLG</b> Sagres	14 <b>TLP</b> Sagres	15 <b>TPP</b> Sagres
16 <b>TLRG</b> Sagres	17 <b>AUTO MOBILE</b> INTERNATIONAL TERMINAL	18 <b>SUATILCO</b>
19 <b>ontemar</b> LOGISTICS	20 <b>VBT</b>	
Stevedoring Companies		
21 <b>ULTRAPORT</b>	22 <b>RIOESTIBA</b>	23 <b>TIDAL TRANSPORT</b>

# Pointing to the Future

## New Targets? Growth focused in the Americas

### DETECT OPPORTUNITIES



#### Through Our Network

Use our customer database and network with DAIS and Kaptan as efficiently and widely as possible.



### ENTER THE MARKET



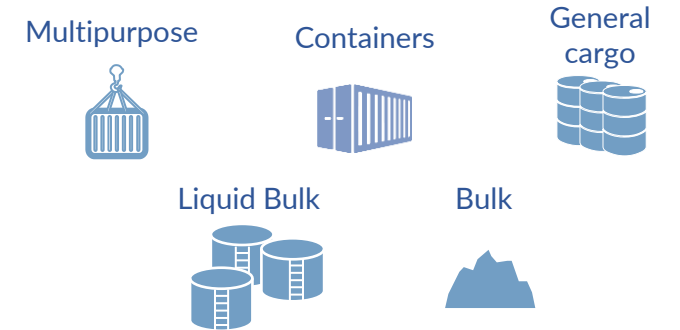
#### Through Stevedoring Companies



### DEVELOPMENT



#### Concession / Public / Private Port







# Sustain Strategy

**Increase the average life of concessions** in current operations, by extending the current contracts and focusing the energy in re awarding the concessions.

**Reinforce our stevedoring operations** by; looking for long term contracts that allow us to develop into full terminal operation.

**Increasing ownership in assets currently in portfolio** or sustain investment to increase capacity backed by additional cargo commitments.

**Reach new markets**, levered by our geographical presence given by regional agencies:

**Attractive Greenfield/Brownfield opportunities in the Americas**, through strategic partnerships, joint ventures and tender opportunities with local partners.

**Identify M&A situations**: select opportunities where we can add value with our know-how.

# Growth Strategy

*Through:*

1. **Business Development Team**
2. **Take advantage of our geographical coverage and network for New Targets**
3. **Providing safe and quality services and ensuring operational excellence**
4. **Following our costumers**



# 3. Sustain Strategy

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# Sustain Strategy



### TPA

- Improve mineral handling → rotainers
- Operate new liquid bulk customers



### TGN

- Start CuCon project operations
- Sustainable and safe operation
- Get new customers
- Green Hydrogen / Ammonia Export



### PUERTO ANGAMOS

- Extend concession through new investments
- Development of new Site
- Green Hydrogen / Ammonia Export








### MEJILLONES

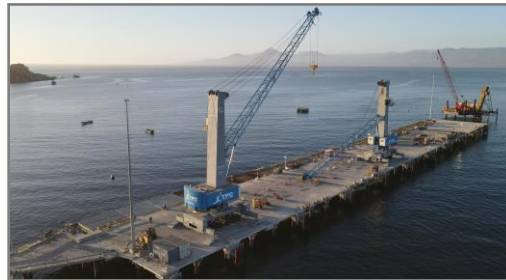
- Restarting operations
- Operational Excellence
- Development of new Site
- Green Hydrogen / Ammonia Export
- Upgrade of terminal facilities and standards

# Sustain Strategy







## TPC

-  Development of new Site
-  Capture higher volume of containers
-  Consolidate and grow in CuCon
-  Operational excellence: safety and environment
-  Ro Ro Cargo



## CORONEL




-  Capture higher volume of container: agribusiness products
-  Extend concession
-  Operational excellence: safety
-  Improve profitability



# Sustain Strategy








## TGU





-  Extend concession
-  Get new customers
-  Improve profitability



## MONTECON

-  Defend free competition
-  Extend container operation after 2027
-  Diversify to other cargoes
-  Improve efficiencies and lower costs
-  Operational Excellence: safety and maintenance

## TPR

-  Extend concession
-  Seize opportunities in the mining cycle
-  Operational Excellence: safety
-  Capture higher volume of containers

# 4. Growth Strategy

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## NORTH AMERICA

## SOUTH AMERICA



### Main Drivers



Metallic and non-metallic Mining Projects



Forestry Projects



Green and Blue Hydrogen Projects



Agribusiness Projects

■ Looking for new opportunities

# Growth Strategy

## NORTH AMERICA

## SOUTH AMERICA







## PRIVATE INITIATIVE TO DEVELOP A PULP PROJECT WITH CMPC

- In September, the MoU with CMPC was signed to develop and operate a Private Terminal in Rio Grande.
- The agreement considers to operate for 30 years.
- The project will handle in regime 4,5 m tons per year.
- Referential Capex of US\$ 95,9m.
- Sagres will be the O&M provider.
- We presented the Private Initiative to the authorities.
- The bidding process will be **launched in January 2024**.



Project Deep



# VANCOUVER BULK TERMINAL – Washington, USA



## LONG TERM AGREEMENT TO OPERATE A BULK TERMINAL



- In February 2023, **Nautilus and Neltume Ports signed the Joint Venture Agreement**, called Vancouver Bulk Terminal (VBT), to operate bulk facility at the port's Terminal 2 (T2) in the Port of Vancouver (PoV).
  - The stevedoring company of Nautilus, Metro Ports is specialized in Bulk and Break-Bulk cargo will provide the stevedore.
- In May VBT signed a 30-year long-term lease contract with PoV Port Authority with two 10-year renewals of T2.
- In June 2023 VBT started CuCon and Clay operations at T2.
- A project to transfer CuCon through Terminal 3 (T3) which operate with rotainers is being developed at the T3
- In October 2023, an agreement with a new client, Solvay, was signed to move Soda Ash through T2.
  - Volume Commitment: 1,5 m tones/year of Soda Ash.
  - It is expected to start construction in July 2024 and operations in April 2026.



# Renewable Energy Project - Magallanes, Chile



## HNH Energy

- Copenhagen Infrastructure Partners (CIP) (Danish), AustriaEnergy (Austrian company) and Ökowind (Austrian) are developing a H2G project in Magallanes called HNH Energy.



- Neltume made a Joint Venture with HNH for the development of an **open access terminal**, that would be **operated by Ultraport**.
- In the first phase, the project will produce 1 m tones/year of Green Ammonia. In the final phase, it will produce 10 m ton/year.
- It considers a total investment estimated between US\$ 4b and 7b. The Ammonia export terminal contemplates an open access terminal under a **take or pay contract**.
- The energy required in the different phases of the process will be produced by the Wind Farm with an approximate power of between 1.8 GW and 2.5 GW.
- Neltume Ports is involved in the port area for the export of ammonia, as well as in the development of project cargo import.
- The MoU considers a JV association (ASOE11) where Neltume Ports represents 49% and the HNH partnership the remaining 51%, for the development of the port solution (import + export).





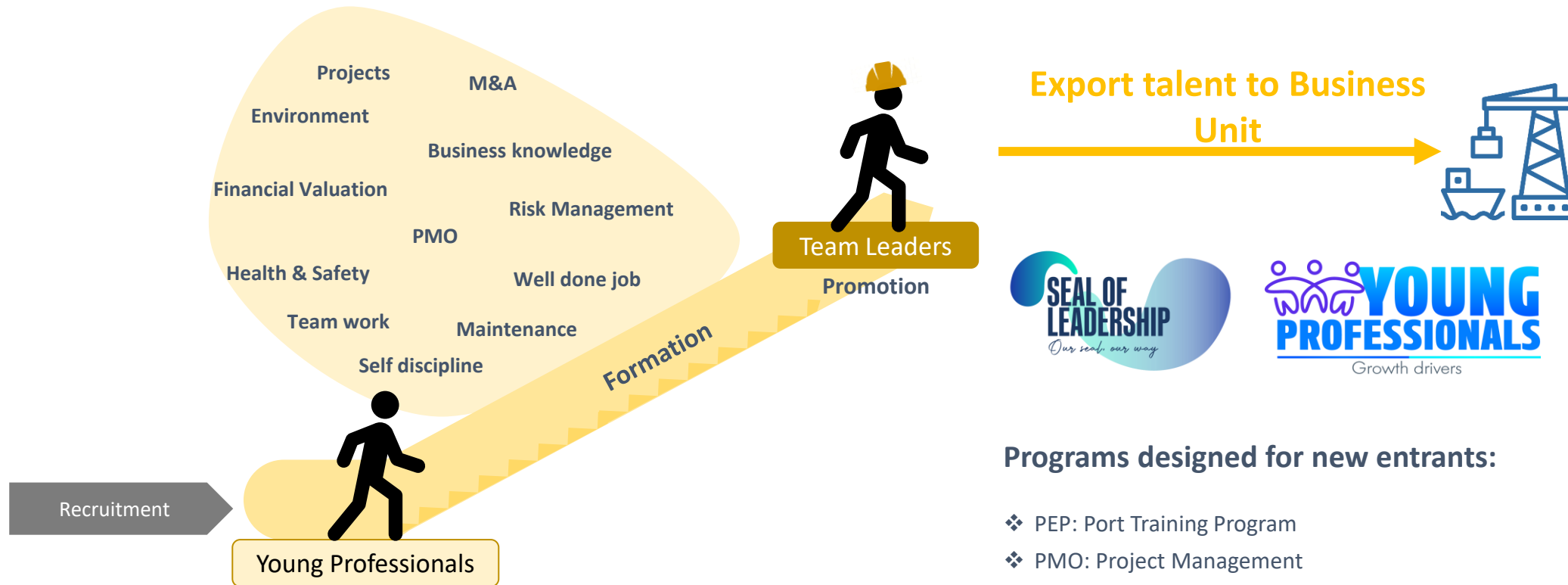
# 5. Talent Formation

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## Neltume Ports supports the formation of talent through training programs



### Programs designed for new entrants:

- ❖ PEP: Port Training Program
- ❖ PMO: Project Management
- ❖ Visits to Business Units
- ❖ Valuation Course
- ❖ Young Professionals

**Our Goal is continue hiring collaborators, training them (creating seedbeds) and developing them**



# NELTUME PORTS

Empowering Trade

