



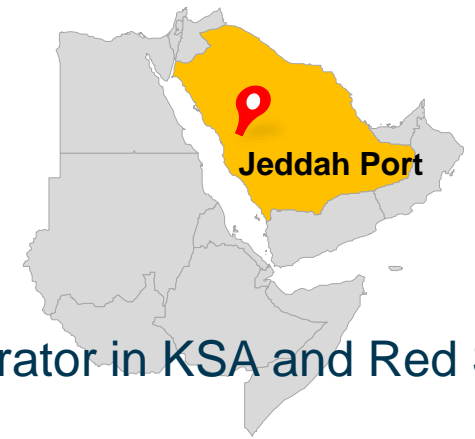
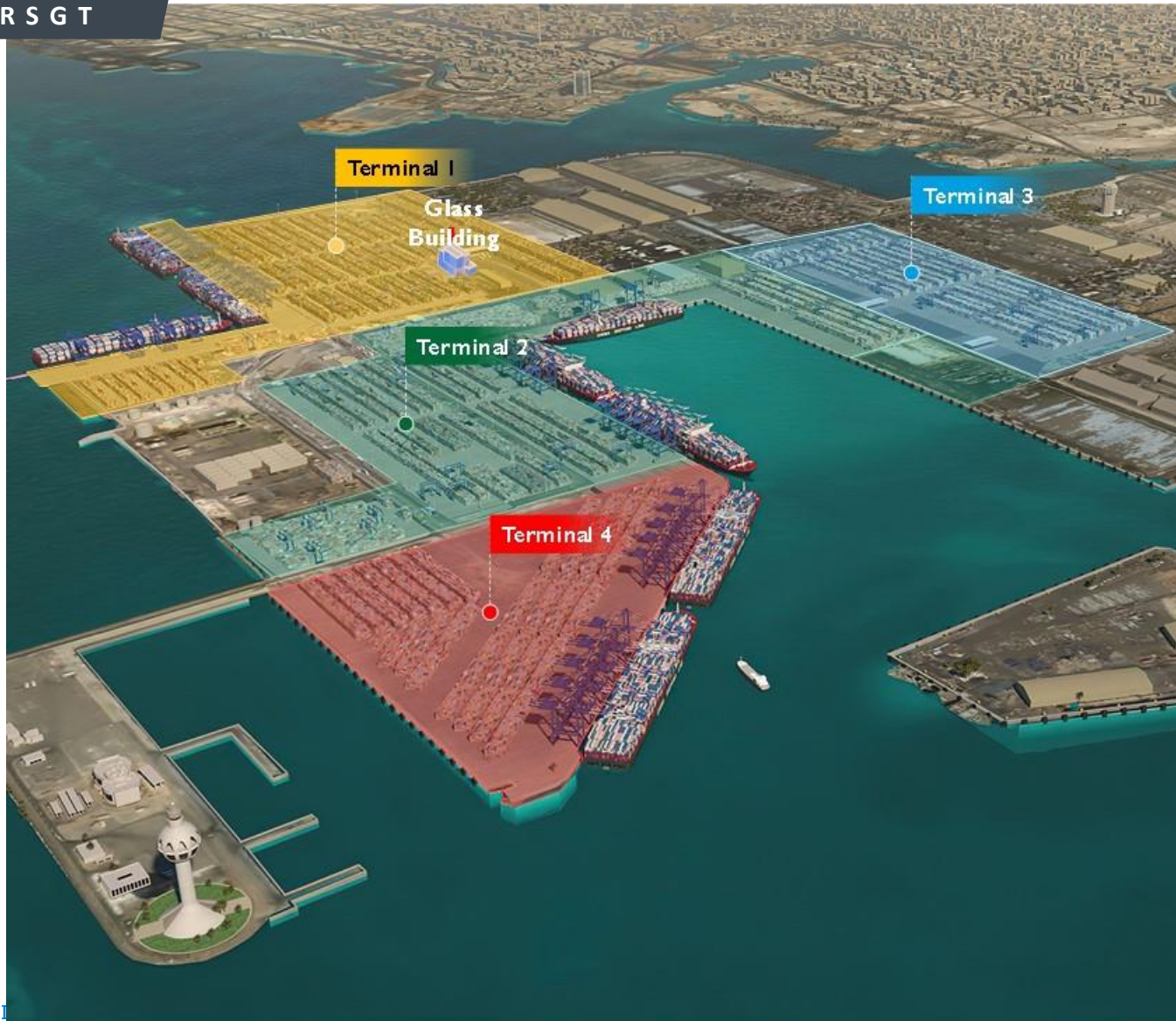
Growing a Young Port Operator in a Busy, Crisis-Affected Marketplace

TOC Asia, Singapore

November 26, 2024

Where we've made it to since our start 15 years ago

R S G T





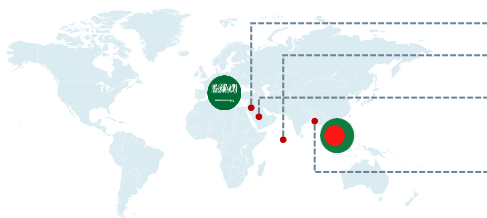





- Largest port operator in KSA and Red Sea
- A portfolio company of \$1 trillion PIF
- Kingdom's National Champion
- 6.2m TEU capacity on its way to 8.8m
- NEOM port operator (Remember the Line?)
- Other KSA multi-purpose terminals (bulk, break-bulk, liquid, RoRo, cruise)
- Only foreign port operator in Bangladesh
- Strong pipeline with niche projects in Africa and Asia

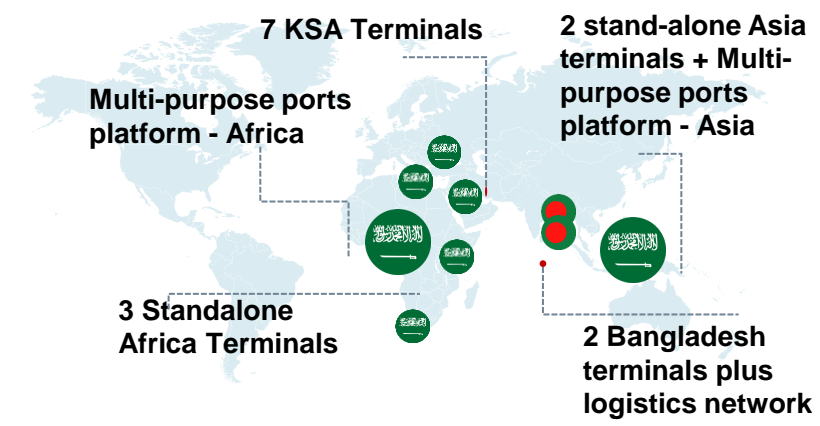
Where we target being by 2030

R S G T

RSGT OVER THE YEARS

<p>Origin</p> 	<p>2009</p> <p>Founded by leading Saudi and international investors</p>	<p>2009</p> <p>Acquisition of Red Sea Gateway Terminal concession at Jeddah Islamic Port (JIP)</p>	<p>2019</p> <p>Acquisition of North Container Terminal concession at JIP</p>	<p>2023</p> <p>Acquisition of the Patenga Container Terminal concession in Bangladesh¹</p>
<p>Key facts</p> 	 <ul style="list-style-type: none"> Leading container terminal operator in KSA 6.6M TEU capacity ~3x capacity growth since 2017 			
<p>Footprint</p> 	 <ul style="list-style-type: none"> Red Sea Gateway Terminal North Container Terminal Patenga Container Terminal 			
<p>Network</p> 	<p>Strong Partners with a Significant Asia focus</p>  <p>Customer base of major industry players</p> 			

<p>2025</p> <p>Acquisition of 2 concessions/terminals and 1 multi-purpose terminals platform</p>	<p>2030</p> <p>Additional concessions + Transformative acquisition. Top 9-16 operator globally</p>
<p>KSA Relations advantage</p>	<p>Acquisitions focus</p>
<p>Non-container ports platform with a bolt-on focus</p>	
<p>11-20m TEU global throughput by 2030</p>	



Notes: 1. Under RSGTI holding company

Source: RSGT

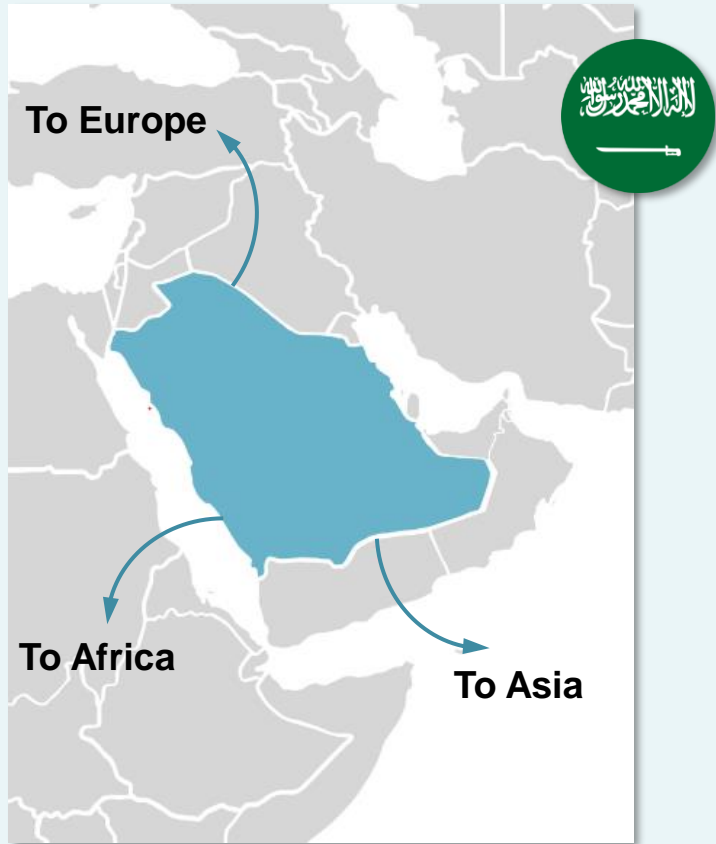
Information Classification: General

Saudi Arabia offers the largest consumer base in MENA, a meaningful location to support global trade and logistics with strong growth ambitions of its own

SAUDI ARABIA



Saudi Arabia is a strategically located geographic hub



Saudi Arabia is a thriving economy with a large consumer base and ambitious plans for future growth



Largest economy in MENA



~ USD 1,000 B
Total GDP
2x next largest in region

~ USD 33 K
GDP per capita

Large and connected consumer base



~ 34 M
Inhabitants

Significant connectivity infrastructure

Driven by Vision 2030 objectives and Giga programs such as



Food Security Strategy

Industrial Dev. and Logistics Program

Giga projects

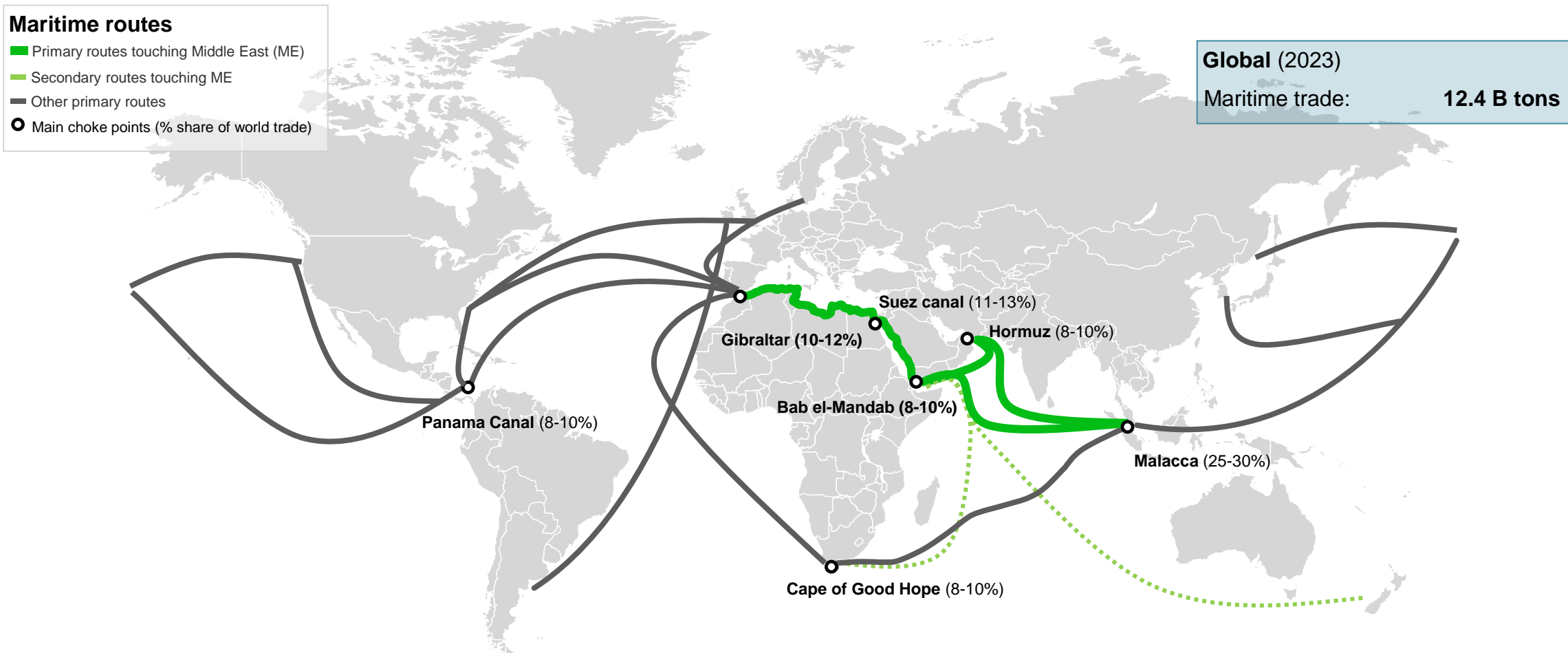
البحر الأحمر الدولية
Red Sea Global



Globally, multiple key maritime trade routes pass through the Red Sea corridor, making it a strategic hub on the Asia-Europe-US East coast route

RED SEA CORRIDOR

Global maritime trade main routes (2023, all cargo types)



Source: Lit. search, UNCTAD, Drewry

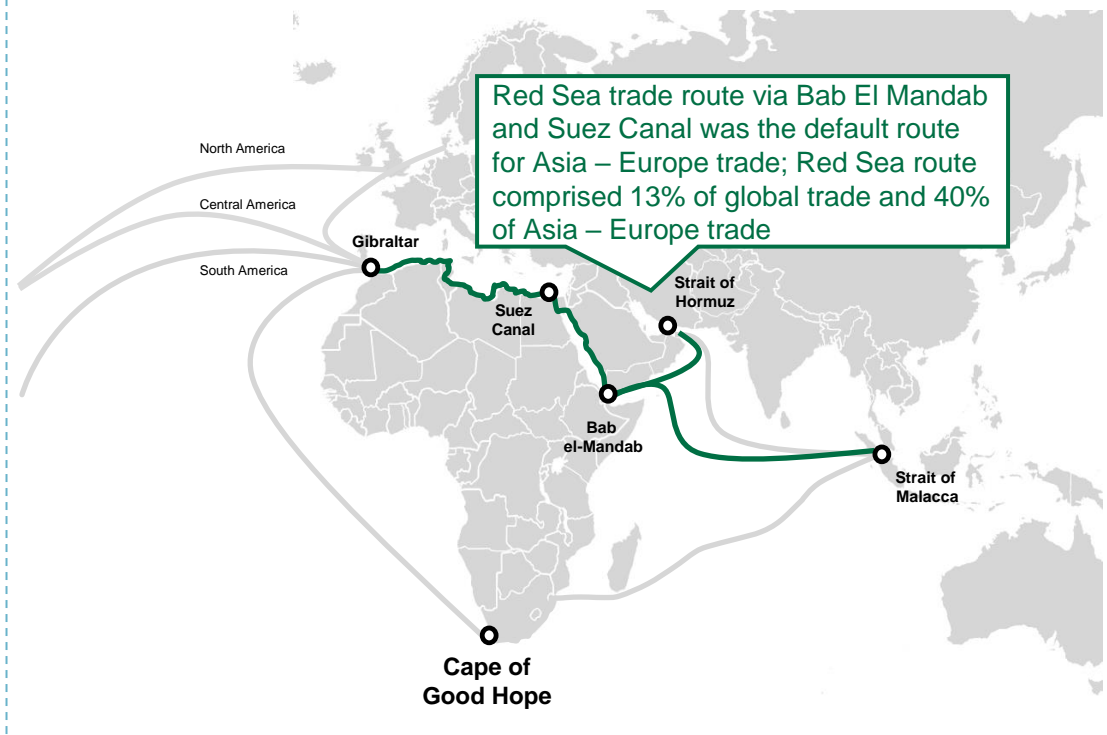
Recent security incidents has resulted in several shipping lines re-directing cargo via alternative routes **shrinking volume passing through the Red Sea**

RED SEA CORRIDOR

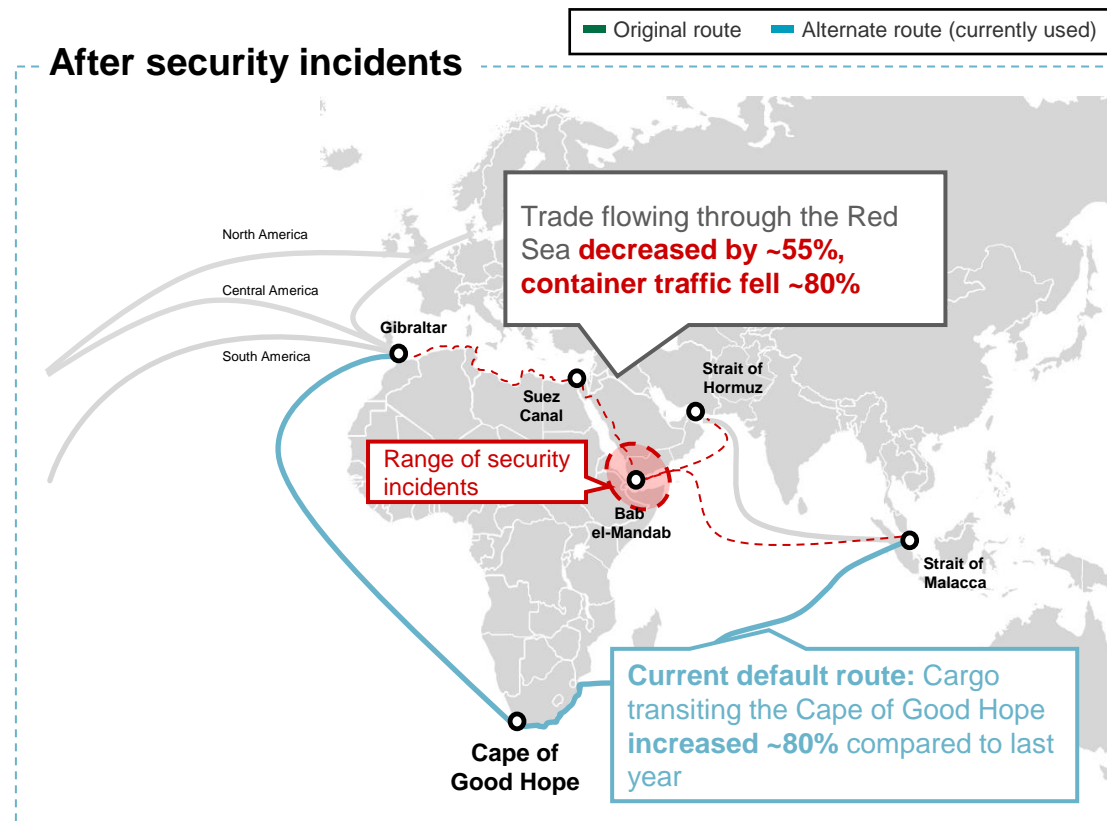
Context

- The Red Sea route is one of the **world's busiest shipping routes** handling **~13% of global trade** and **~40% of Asia – Europe trade**
- Recent security incidents around the Bab el-Mandab strait resulted in **several large shipping lines suspending operations through the Red Sea route** and **re-directing cargo through the Cape of Good Hope**

Before security incidents (December 2023)



After security incidents



Source: Lit. search

KSA and RSGT are well positioned to leverage their location to emerge as an alternate 'Land bridge' for the multiple trade routes

KSA LAND BRIDGE

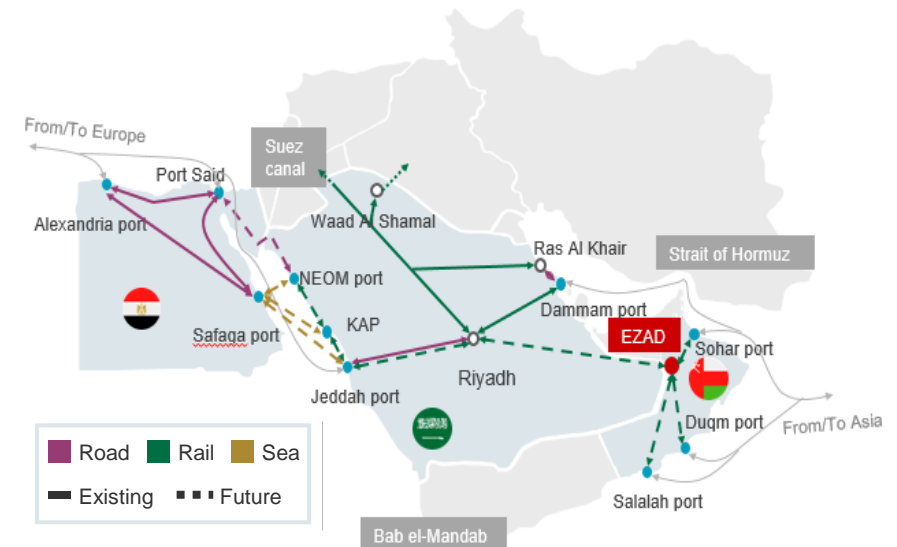
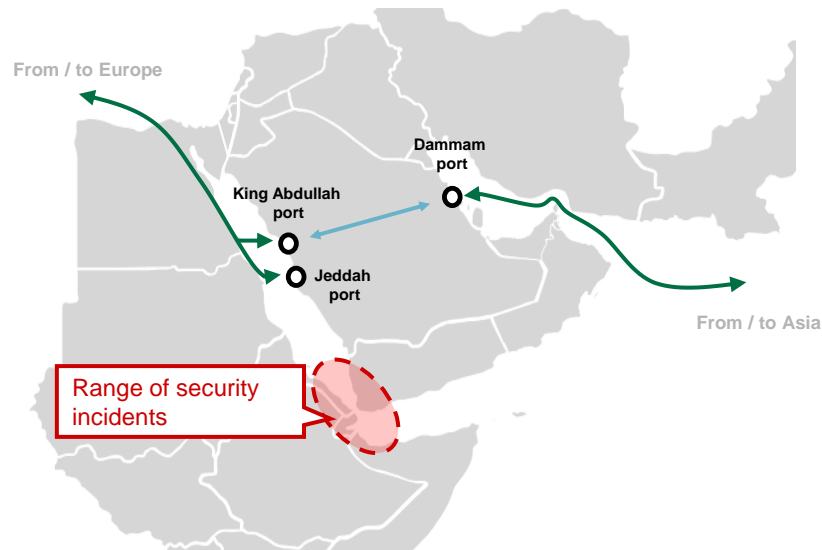
Short to medium term

Long term

Activate KSA land bridge (Dammam – Jeddah) using existing infrastructure

Establish KSA land bridge as a strategic global trade route

Opportunity



Objective

- Facilitate Asia-Europe-US East coast trade by **activating intra-KSA land bridge** i.e., connecting **Dammam to west coast ports** (Jeddah, King Abdullah)
- Land routes via Jebel Ali and Omani ports to and from KSA

- KSA Land bridge to **emerge as a tested and viable alternative** bypassing Bab El Mandab strait (including the Suez canal possibly)
- Serve as a **regional gateway** to Egypt, Jordan, Iraq, etc.
- Facilitate seamless, end-to-end trade flows** through bonded corridors, rail network, upgraded port infra

Source: Lit. search

Information Classification: General

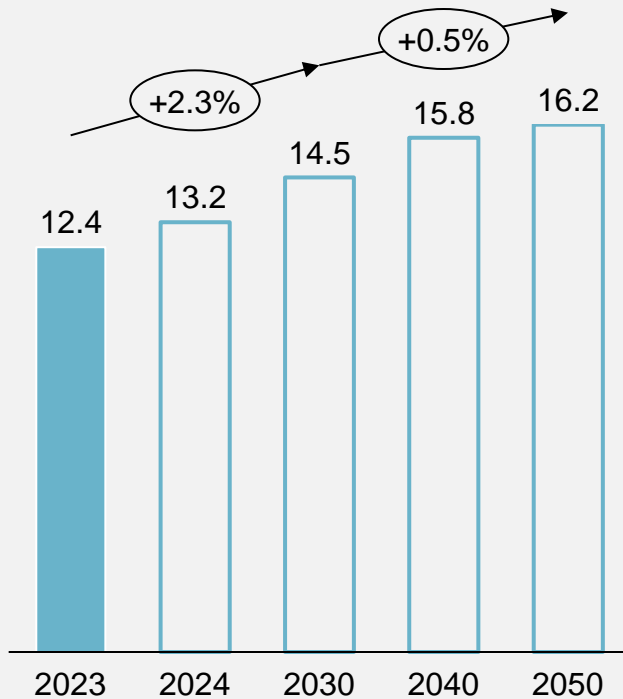
Global seaborne trade growth will necessitate significant port infrastructure developments in the coming decades, SEA being among highest growth regions

SEA'S ATTRACTIVITY

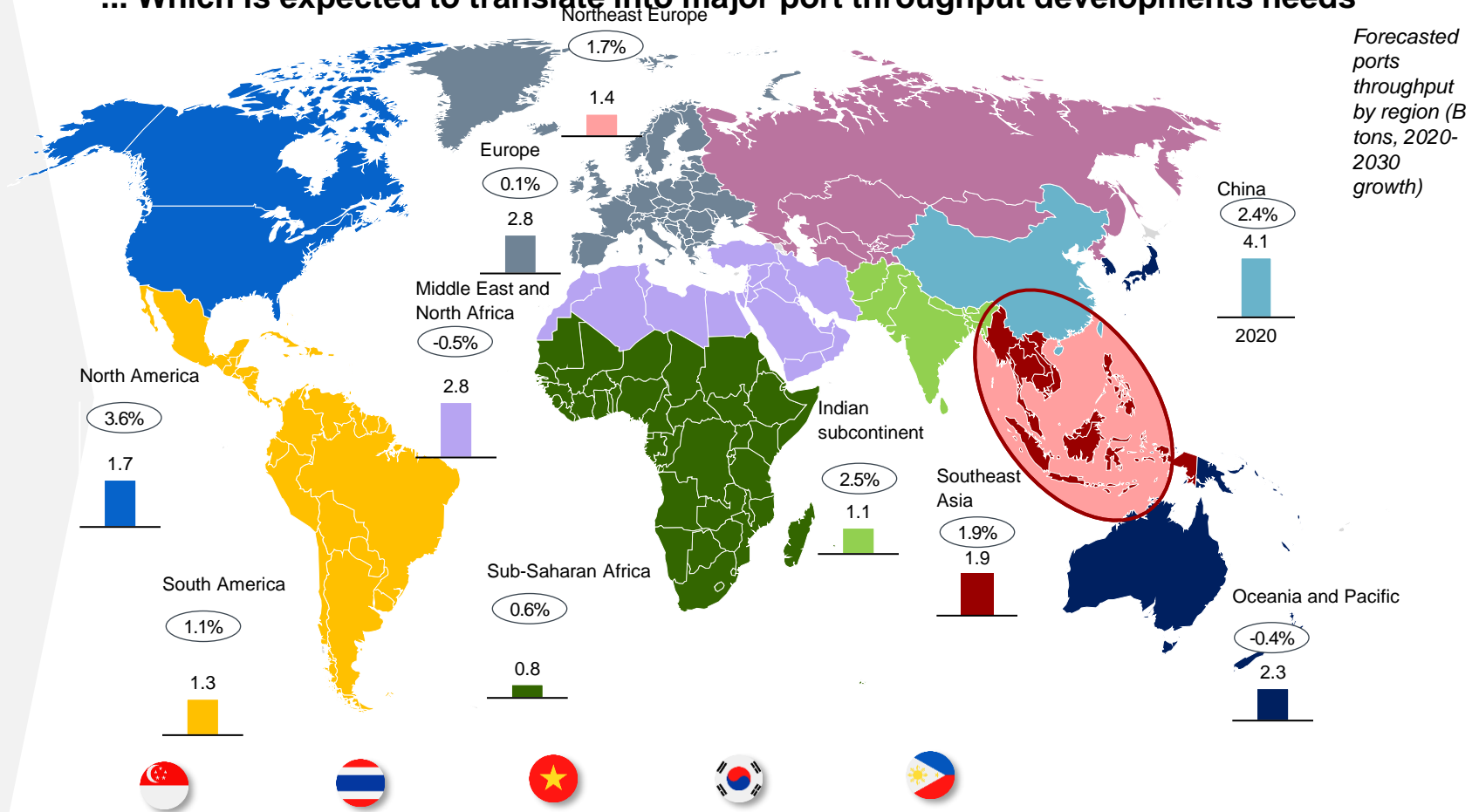
/ DIRECTIONAL

Global seaborne trade is expected to grow at +2.3% p.a. in 2023-2030...

Total seaborne trade (B tons)



... Which is expected to translate into major port throughput developments needs



Forecasted ports throughput by region (B tons, 2020-2030 growth)

TUAS Port – Combining terminals into a smart green port

Laem Chabang Port and the D/E/F terminals

Govt focus on developing an ICD network

Busan New Port and its logistics zone development

Multiple port refurbishment projects

RSGT chose Asia for its first international expansion, launching operations in Bangladesh at the Patenga Container Terminal

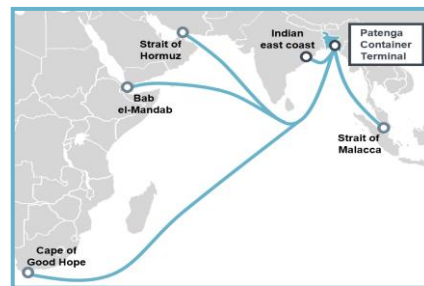
SEA'S ATTRACTIVENESS

RSGT chose Asia for 1st global expansion, investing in Bangladesh

- RSGTI secured a **22-year PPP to upgrade, equip and operate Patenga Container Terminal** in December 2023
- Terminal **operational since June 2024**
- RSGTI is the **first and only foreign terminal operator in Bangladesh**, gaining a strategic **market entry and first-mover advantage**
- RSGTI is further evaluating an **additional, larger port investment in Bangladesh** with a longer-term focus

...which offers economic competitiveness, strategic location, and attractive growth potential ultimately supporting China+1

Economic edge



- **Patenga Container Terminal offers 600k TEU capacity** through its 600 meters quay, 4 STS, State-of-the-art technology)
- Patenga Container Terminal **will be the most productive terminal in Bangladesh** once fully operational

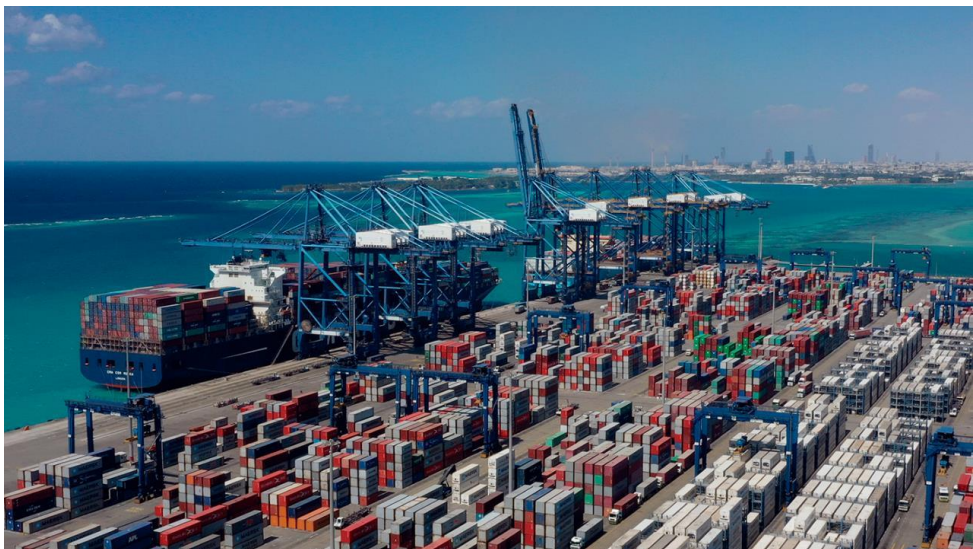
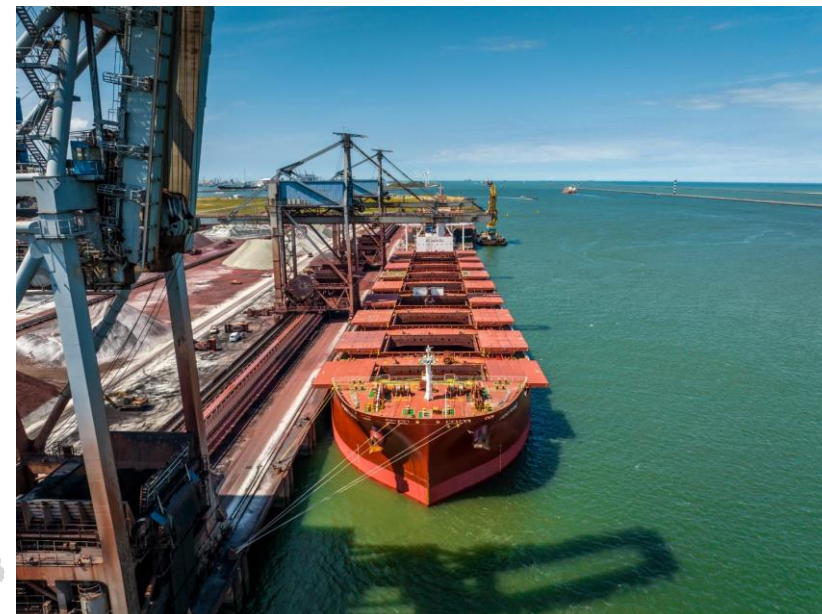
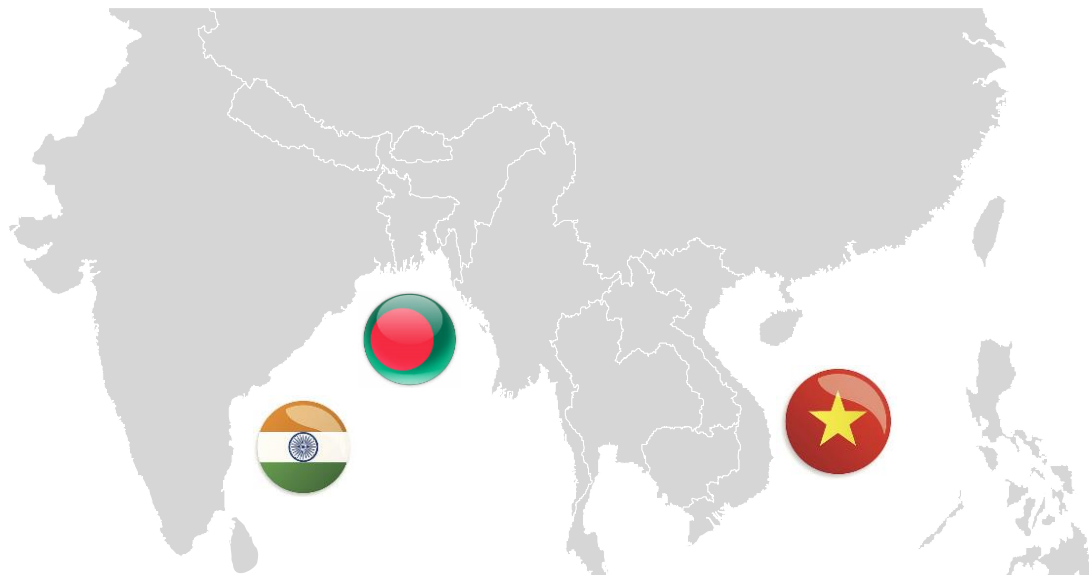
Future potential



- Bangladesh's **strong manufacturing potential** offers RSGT a **substantial market to capitalize on**
- RSGT's upcoming additional investments to **make further inroads into the Bangladesh's port related storage, roads and rail networks**

..and continues to evaluate select container opportunities in the region while seeking to acquire a SEA focused multi-purpose ports platform

SEA'S ATTRACTIVENESS



General

Thank You

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