

want to ensure that our customers can also reach their net zero targets when they make use of LBC's infrastructure.

It goes without saying that we continue to focus on storing chemicals and products related to the energy transition such as liquid organic hydrogen carriers, ammonia, methanol and renewables.

THE FUTURE OF THE SUPPLY CHAIN

The high energy costs resulting from the Russia-Ukraine conflict impact the utility costs of tank terminals and, with that, the supply chain costs of our customers. We are investing in energy-saving utilities and equipment as well as in operational efficiencies to reduce this effect.

Digitisation also remains an important topic for two main reasons:

- Tank terminals are increasingly linked to their customers' supply chains, implying that the operating systems of both need to be integrated. It's like becoming one large organisation where critical information should be shared and available in real-time. Such technology is similar to what we see in our personal lives when we order items online.
- Globally and in all industries, cybersecurity remains a priority. In the beginning of 2022, two renowned tank terminal operators were affected by cyberattacks, showing that also the tank terminal industry is a target. It is our duty to ensure that our IT systems are safe and continuously protected.

FINDING TALENT IN 2023

As the number of job vacancies recently reached a record high, it remains challenging to find the right talent in today's labour market. As such, it is critical to invest in your workforce to keep people on board. Our people are our greatest assets. Making our company progress on fundamental items such as sustainability can only be successful when the right quality, leadership and commitment is shown within all layers of our company.

'We empower' is also one of our values, meaning that we empower each other to make responsible decisions and to take ownership of our actions. We need the input and participation of all our colleagues in a transparent, respectful and inclusive way. The diversity within our teams is what makes us strong.

www.lbcct.com



Nordic Storage

DAIVA ANGELDORFF

CEO, Nordic Storage

Effective January 2022, I was appointed as the new CEO of Nordic Storage and look forward to facing the upcoming challenges and opportunities with an emphasis on sustainability and the energy transition.

Nordic Storage AB is part of the HG Storage International (HGS) global portfolio of high-calibre gas and liquid petroleum products storage and logistics businesses. With eight terminal operators across five continents, HGS has over 3 million m³ of storage capacity, of which Nordic Storage constitutes a third (1 million m³). This makes Nordic Storage one of the largest bulk liquid storage providers in Scandinavia.

Nordic Storage owns and operates eight terminals, located in both Sweden and Denmark. All of our terminals are strategically located along the Baltic Sea and the Danish straits. This geographical coverage, in combination with terminal capacity, enables us to manage large volumes of product, building bulk for further transshipment, mixing products to satisfy market demand. It also offers strategic storage close to major markets and serves the local downstream markets with storage.

Nordic Storage has extensive experience and knowledge in handling and storing various products including middle distillates, fuel oil, jet fuel and biofuels. Products can be delivered from and to vessels and we also have bunkering operations as well as automatic tank truck loading facilities at multiple sites.

We offer a complete storage solution tailored in cooperation with our customers to meet their specific needs for both short- and longer-term contracts. Our large network and good relations with authorities and other stakeholders enable

us to find the best possible solutions regarding storage locations, facilities, and services. Through trust and reliability, as well as experience and knowledge, we aim to be a proactive storage partner creating added value for our customers.

CHALLENGES DURING 2022

During 2022, the global energy crisis has caused major uncertainty and turmoil, mainly in the markets for natural gas, coal, and electricity. The consequences have been affecting the oil markets as well, with oil stock releases by IEA member countries to avoid even more severe disruptions.

The storage industry has been impacted by this situation, and Nordic Storage is no exception. As the energy crisis may propel the energy transition towards more sustainable fuels, Nordic Storage is adapting our business to meet customers' needs. Nordic Storage and HGS have come a way preparing for the shift from storing more traditional petroleum products towards more sustainable biofuels and feedstocks.

ACHIEVEMENTS FROM THE PAST YEAR

Even though 2022 has posed some challenges, we have continued to provide excellent service to our customers and have improved our operations.

At the 2022 Global Tank Storage Awards, we received bronze for the Individual/ Outstanding Achievement Award.

Another key focus during 2022 has been the implementation of our new and improved operating management system (OMS). Nordic Storage was the first of the HGS assets to start the implementation of OMS and the aim is to achieve a higher level of safety and effectiveness throughout the business. The main advantage of OMS is to ensure the safe, reliable and responsible operations for the storage and distribution of products throughout the company and HGS.

MOVING TOWARDS THE ENERGY TRANSITION

Looking forward, there is no doubt that the energy transition will have a significant impact on the storage industry. Nordic Storage has extensive experience in the handling and storage of biofuels – as well as middle distillates, fuel oil, jet fuel – and we have the relevant infrastructure required. As a storage group, some of our terminals around the world can receive and store a range of biofuels today. With new biofuels and various types of feedstocks entering the market, some of our terminals and permits may need adapting to allow

for certain products to be handled and stored. We have a deep understanding of the process and look forward to working together with our customers towards the energy transition. We see a great synergy in being part of the supply chain from the start to offer our expertise in the solutions for handling and storage.

Regarding the future of fuels, the end of the road is still far away. The direction towards change is clear but the pace and end products will be determined as regulators, consumers and producers further embrace and commit to the global energy transition. As a storage expert, our involvement from the start can accelerate the process of adapting capacity for new qualities and feedstocks.

SUSTAINABILITY IN 2023

Going into the new year, we are intensifying our efforts towards more sustainable business areas and looking to develop the company further with a clear sustainability ambition. We are positioning ourselves to offer sustainable and green solutions through all stages, contributing to the ongoing energy transition from fossil-based fuels to a net zero carbon world. We are proud to be pioneering within the storage industry and to have used primarily green electricity for almost 20 years.

SUSTAINABLE STORAGE

Another area we will explore during 2023 is sustainable usage alternatives for our rock caverns. Almost half of Nordic Storage's capacity is in underground rock caverns. We will be looking at the possibility of hydrogen storage here, considering caverns seem to be a highly suitable option. We are building internal expertise and investigating projects which could utilise our caverns for hydrogen or sustainable biofuels in the future.

www.nordicstorage.se



Odfjell Terminals

JEAN PIERRE BRUNEL

Commercial manager, Terquim, Odfjell Terminals Chile

This year, customers as well as terminals have faced quite an unstable environment. One big challenge has been to customise proposals due to the high levels of congestion we have been facing – leaving less time for a response.

At Terquim, Odfjell Chile, our biggest challenge is the safety of our employees and contractors, as well as maintaining our infrastructure properly. Our goal is to achieve zero accidents and no harm to the environment.

SAFETY AND EFFICIENCY

Our biggest achievement during 2022 is, without a doubt, improving our accidents rate and completing this year with an occupation rate of over 95% at both our terminals (Mejillones and San Antonio).

We have a very solid team that is highly oriented to a safety culture, which is constantly reinforced. Our teams have efficient periodic meetings, where the different deviations from our set objectives are reviewed, looking for the best ways to jointly work on the activities that could be overdue.

We are a growing team and have changed some work dynamics, such as avoiding excessively long meetings and reducing bureaucracy. However, our teams are still working on consolidating their dynamics to achieve their maximum potential.

GOING GREEN AND DIGITAL

We believe that there are two main challenges for the industry in the next few years: efficient use of natural resources, moving forward to decarbonisation with green energies and; innovation and the digital transformation.

The impact of these will, without a doubt, be positive – for both the industry and the planet. Achieving decarbonisation will require terminal operators to rethink their processes and equipment. Along with the digital transformation, this will allow for logistical optimisation.

Terminal operators should work jointly, as an industry, as well as with authorities to facilitate and accelerate these changes.

At our Mejillones terminal we are starting the construction of two sulphuric acid tanks to provide storage for the mining industry in the north of Chile. Our focus and purpose are for said tanks to have the highest safety and efficiency standards for both people and the environment. The industry has always been in the forefront of changes and will always be. Our focus will always be on safety and efficiency.

www.odfjell.com



Oikos Storage

ARUN SRISKANDA

Managing director, Oikos Storage

It's hard to know where to start with 2022. I think the sector will have been buoyed at the start of this year as product demand continued to grow following several 'false starts' and lockdowns during 2021. However with demand outstripping bulk fuel supply, forward curves remained backwardated and, as such, prompt demand for tank storage remained low.

RAPIDLY CHANGING LANDSCAPE

It did feel like demand picked up overnight and, in turn, the frequency of imports we were receiving. This was a big pivot; we needed to adjust our manning levels to safely respond to the change in marine