

SSA Marine México | Terminal E

- ✓ Infrastructure Reliability
- ✓ Regulatory predictability
- ✓ Standardised ecosystem



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Previsibility

Compliance

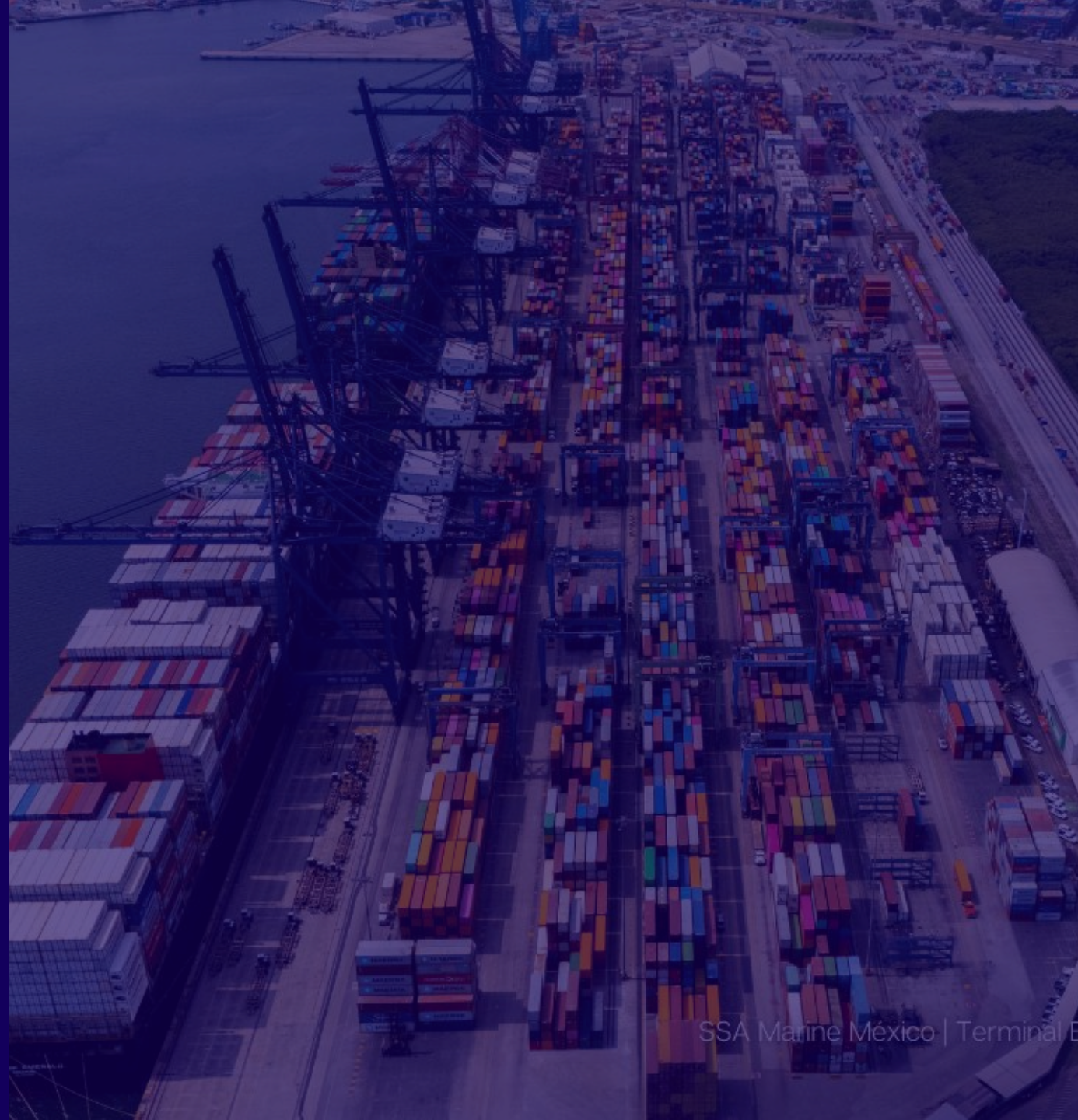
Repetition



✓ Fragile external Infrastructure

✓ Regulatory consolidation

✓ Uneven ecosystem



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Resilience

Speed

Adaptability

✓ People

✓ Exception Process

✓ Culture

Resilience

Speed

Adaptability

The question is not **IF** we can handle a
ice in the espresso...



How can we **automatize** the ice in the espresso?





How many exceptions does your terminal handle a day?

20 is manageable...
How about 60... 70...?

The answer relies on

- ✓ Every player has access to the information
- ✓ Directly in real time
- ✓ With a clear path forward

Transparency

Efficient communication

Automated decision



Marcos Carneiro
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