



INTERNATIONAL
BEST
PRACTICE
COMPETITION

11th International Best Practice Competition 2025

This certificate is awarded to

AD Ports Group, UAE

For its best practice of

Collaborative Paper Pulp Operations Hub

Presenter and Q&A Participant

Majdi Mousa, Manager - Operations Planning

IBPC Best Practice Certification Scheme Rating: **6 Stars**

Date: **22-September-2025**



International Best Practice (Outstanding)

Dr. Robin Mann
On behalf of the Organising Committee